



Mastering the "DIRT" of Development

"DIRT"

Empowering locals to take control of their community





What Will Be Covered Today

- ❖ Why DRI is needed
 - ❖ Community Assessment
 - ❖ Public Input Processes
 - ❖ Development Readiness Training
 - ❖ Group Exercises
-



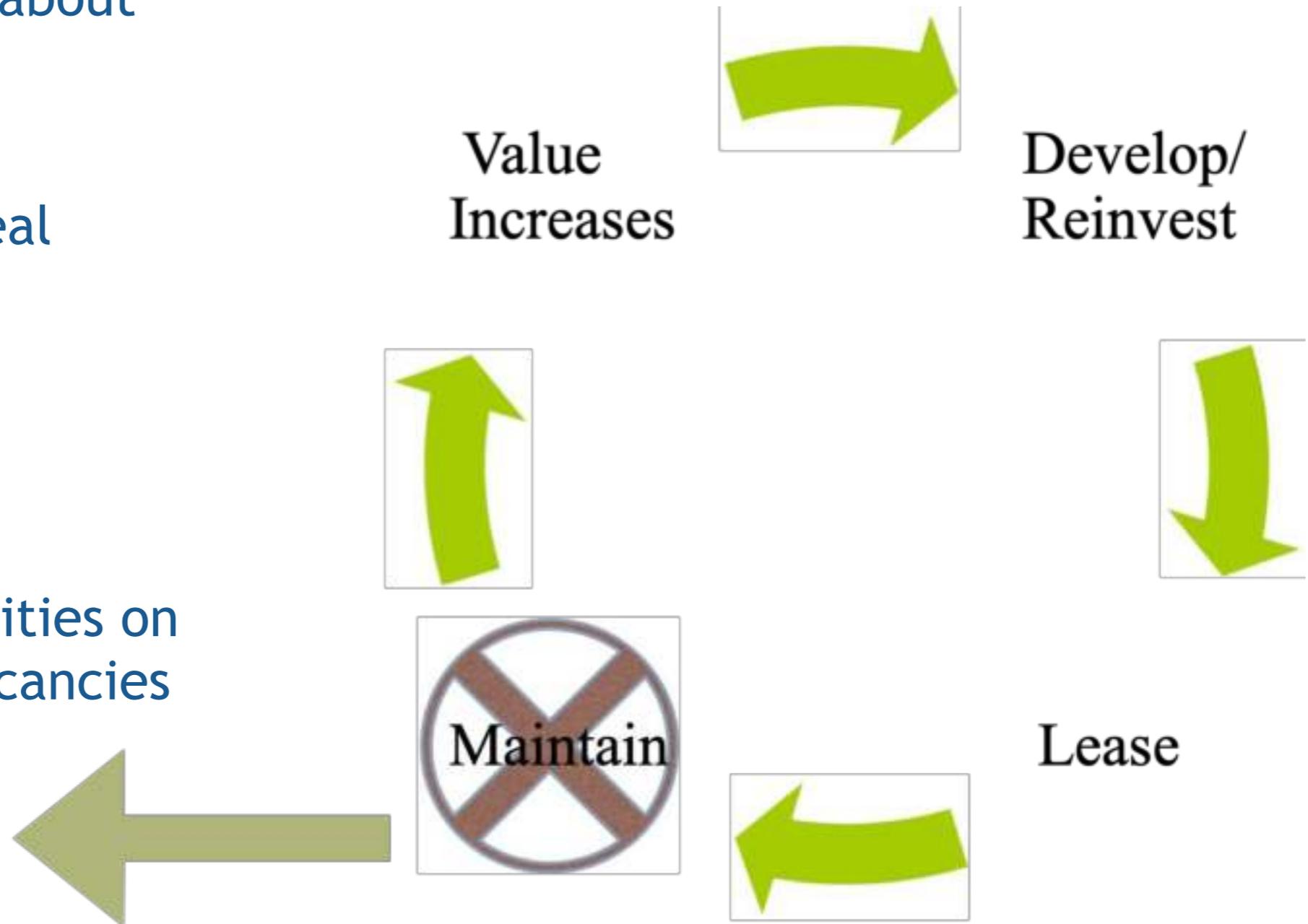
Chapter
1



Need for DRI Training

The Development Readiness training was brought about to help:

- ❖ Break the cycle of disinvestment in real estate
- ❖ Provide training opportunities for communities
- ❖ Educating communities on the true cost of vacancies





The Cycle is Broken

When one property owner breaks the real estate investment and value cycle, the district as a whole retains value and the cycle continues

In many cities, a majority of the property owners stop investing and maintaining and the district breaks the real estate life cycle

The Cost of Vacancy

- Municipalities can't afford vacancy
- Vacancies reduce property values
- Vacancies don't generate income tax
- Vacancies don't generate sales tax
- Vacancies dampen civic pride
- Vacancies discourage additional business development
- Vacancies deter tourism

The Cost of Vacancy

- Building owner - \$8,400 in rents and \$5,040 in property value
- Local Government - \$1000 in property tax \$5,000 in sales tax
- State Government - \$15,000 in sales tax
- Utility Companies - \$4,700 for utilities, telephone and internet
- Banks - \$39,500 in loan demand \$2,200 in bank fees and interest \$17,000 in deposits
- Suppliers - \$1,300 in maintenance and repairs, \$500 in printing and copying, \$900 in supplies
- Professional Services - \$2,700 in insurance premiums , \$900 in legal and accounting fees \$500 in property management fees
- Media - \$6,200 in advertising, marketing and PR expenditures
- Workers - \$56,800 as employees of that business, \$31,500 in business owner's compensation and profit \$24,100 workers elsewhere in the community
- **Total vacancy cost of one average sized downtown mixed use Building - \$214,640**

SOURCE: Estimates of the cost of an empty building were based, in part, on RMA® Annual Statement Studies.

Creating A Baseline



Creating a baseline of data about the community will help real estate and economic development efforts.

While this is true, the analysis must go well beyond a simple infrastructure assessment.





A strong platform requires a detailed look at the foundation

Vibrant Community Assessment

- ❖ Understanding what you have and where to build
-

Vibrant Community Assessment



Understanding your community is the first step toward an achievable and implementable revitalization plan. The VCA will assist with that. Elements of the VCA include:

- ❖ Existing conditions Analysis
- ❖ Community Identity Assessment
- ❖ Building Standards Review
- ❖ Connectedness Review
- ❖ Ownership Observations
- ❖ External Appearances





Existing Conditions Analysis

Understanding what your community has will help you understand where you need to go. To this extent, existing conditions analysis should be completed for the following categories:

- ❖ Building Conditions
- ❖ Building utilization
- ❖ Communityness
- ❖ Infrastructure conditions
- ❖ Businesses or amenities



Community Identity Assessment

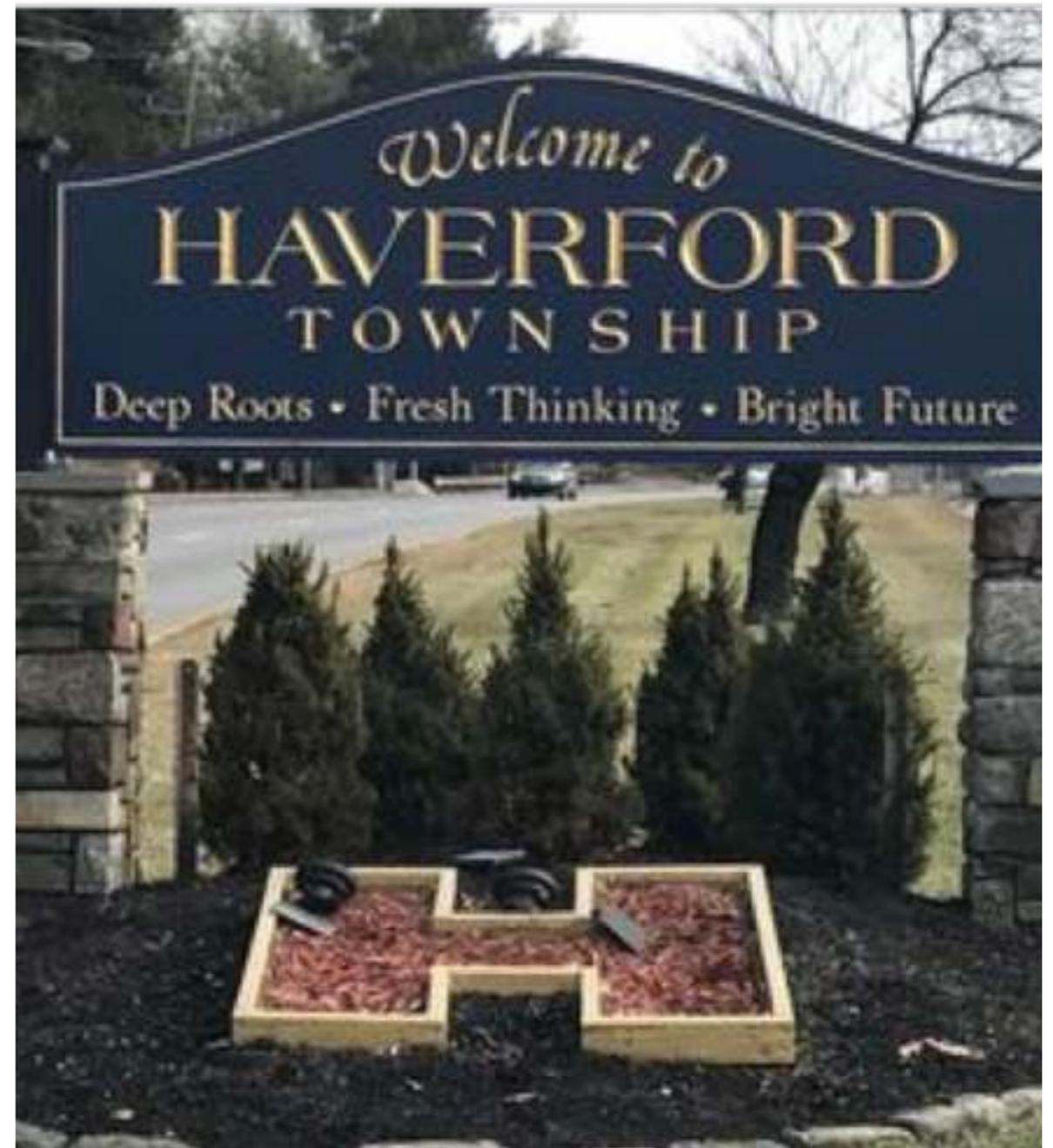
Development Readiness Initiative



Preparing Your Community for Redevelopment

A “COMMUNITY” is not something that has a set definition, yet it is required to make a place feel like HOME.

- ❖ How do you define your community?
- ❖ What can you identify in your community that people have in common?
- ❖ Are there common traditions?
- ❖ Does your community support a common vision?



Building Standards Assessment



Building standards are not in place to restrict a private property owner, yet they are in place to ensure all people are required to meet the same set of standards

- ❖ If you ask more out of people, they typically will live up to the challenge
- ❖ Lowering expectations, lowers results

Building standards are a collective set of decisions we, as a community, agree upon regarding the look, feel and behavior of a community



Connectedness



To experience a sense of place, people must get together. Improving how your community connects will improve your community.

- ❖ Personal relationships are the foundation of a community
- ❖ Find reasons to get people together, or get people together for no reason at all
- ❖ To experience place, people must meet face-to-face





Ownership Observations

A vested citizen understands it is **THEIR** community and the overall well-being of a community is up to them

- ❖ Residents serve the community, and the community, in-turn, serves the residents
- ❖ Individual actions mount to a large community benefit
- ❖ Apathy is the true community killer





External Appearances

The first impression a visitor or prospective resident has of your community is lasting. While the outside appearance is not the most important, it does affect your image.

- ❖ Appearances shape opinion
- ❖ If a town is blighted, it will affect the feeling or residents
- ❖ Appearances of travelers shape the perception of travelers





At the end of the Vibrant Community Assessment, each community should be provided with:

- ❖ A list of strengths and weaknesses
- ❖ A list of opportunities for improvements
- ❖ A background of elements that can be part of the community-wide vision
- ❖ Strong research data, both quantitative and qualitative, to share with the residents in the vision creating process



Chapter
2



Community Engagement Toolbox

Adding some tools to assist your community revitalization



A revitalization must be supported by the community

Effective community engagement

- ❖ Offering solutions for gathering input in the digital era

Roadblocks to Engagement



Lets start by talking about the roadblocks to engagement methods:

- ❖ Old methods
- ❖ Apathy
- ❖ Unresponsive community
- ❖ Municipalities that are hearing, yet not truly listening



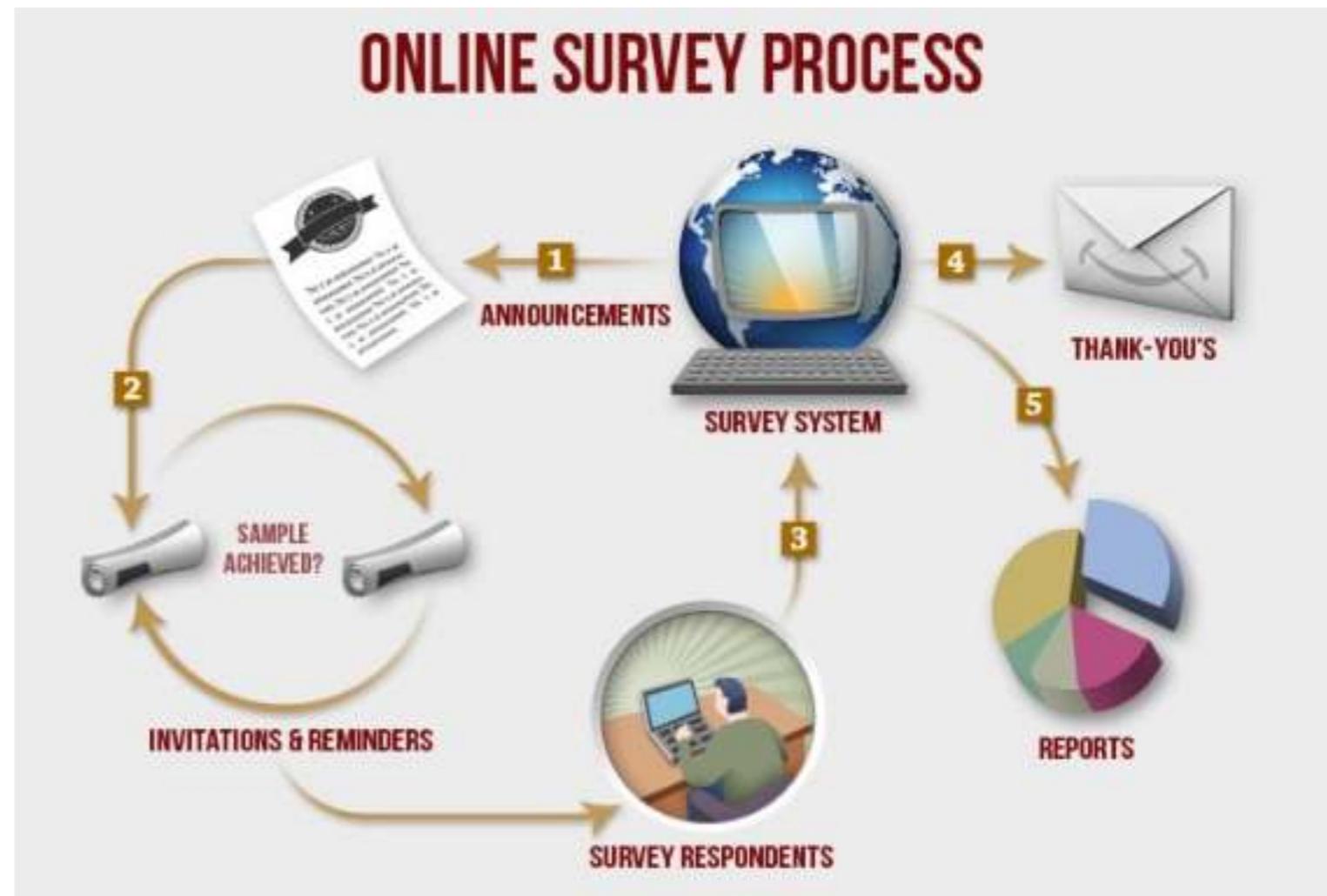


Old Styled of Engagement

What is old, is not always what is good

- ❖ Older community engagement styles are not meeting new residents needs
- ❖ Residents are not being properly questioned or petitioned

It is important to not entirely remove these methods of input, yet more importantly provide a more inclusive effort





Changing Trends

As the world becomes more digital, social and empowered; it is important to plan for all people. Some growing trends are:

- ❖ Inclusive marketing
- ❖ Less social media and more local based
- ❖ Person-to-person interaction
- ❖ Inclusion at community events
- ❖ Creating local celebrations
- ❖ Understand your residents



Livening up the Public Input Meeting



Options for livening up the public input meetings include:

- ❖ Providing a multi-sensory experience
- ❖ Less programmed feedback and more open mic
- ❖ Providing increased methods of communication





Multi-sensory experience

By providing a multi-sensory experience, participants will be:

- ❖ More engaged
- ❖ Provide increased amounts of feedback
- ❖ Feel more open to provide their true thoughts or feelings





Program less, Receive more

By programming the style of meetings less, communities will receive more valuable feedback:

- ❖ Allowing individuals to focus on matters that are critically important to them & not those that do not matter
- ❖ Providing a way for community residents of similar interest to chat and make a change
- ❖ Creating an inclusive environment, regardless of socio-economic status





Increased Communication

In the era of constant communication, it is more important than ever to have transparency in communications:

- ❖ Inclusion of social media?
- ❖ Mixing old and new communication methods
- ❖ Providing a consistent message
- ❖ Allowing all to speak, and all voices to be equal





Chapter
3



Mastering the DIRT of Development

What will we cover today?

- What is the “DIRT of development”
- How to tell if your community already masters development DIRT
- How to master the DIRT of development
- Benefits of mastery



What is it? and Why is it important?



What does dirt mean?



D
DURATION

I
INTENSITY

R
RATE

T
TIMING



Why is Dirt Important?

- ❖ DIRT dictates where services or amenities are provided
- ❖ It provides a method for a community or residents to control desired end users and the impact on their neighborhoods
- ❖ The community will become development ready
- ❖ LOCAL residents will be empowered to become LOCAL developers
- ❖ Allows residents to become part of community-wide revitalization and catalyst change efforts
- ❖ Aids in opportunity zone marketing and success





Is your community
already mastering the
"DIRT" of development



How to grade your community



Below are a few simple questions that can let you know if your community has mastered the DIRT of development

- ❖ Does your community have congruent future land use maps and development/zoning code?
- ❖ Does your community have a GAP analysis completed to identify underserved amenities or services?





- ❖ Has your community recently listened to the public about their desired goals?
- ❖ Has your community been successful at attracting developers to targeted areas or for the desired purpose?





- ❖ Have long term blights or vacant buildings been properly marketed and prepared for development?
- ❖ Does your community support private development, and not just through fiscal incentives?

you answered NO to any of these questions, your community is not ready for development





Common Excuses

When talking to clients about economic development, we often hear the below complaints:

- ❖ Developers are not interested in our community
- ❖ We don't have the right demographics to attract development
- ❖ Developers show interest, but never follow through with implementation
- ❖ Our town is fine the way it is, we don't want change

All of these are EXCUSES. They are often provided for communities who lack the technical knowhow or ability to master the DIRT of development.

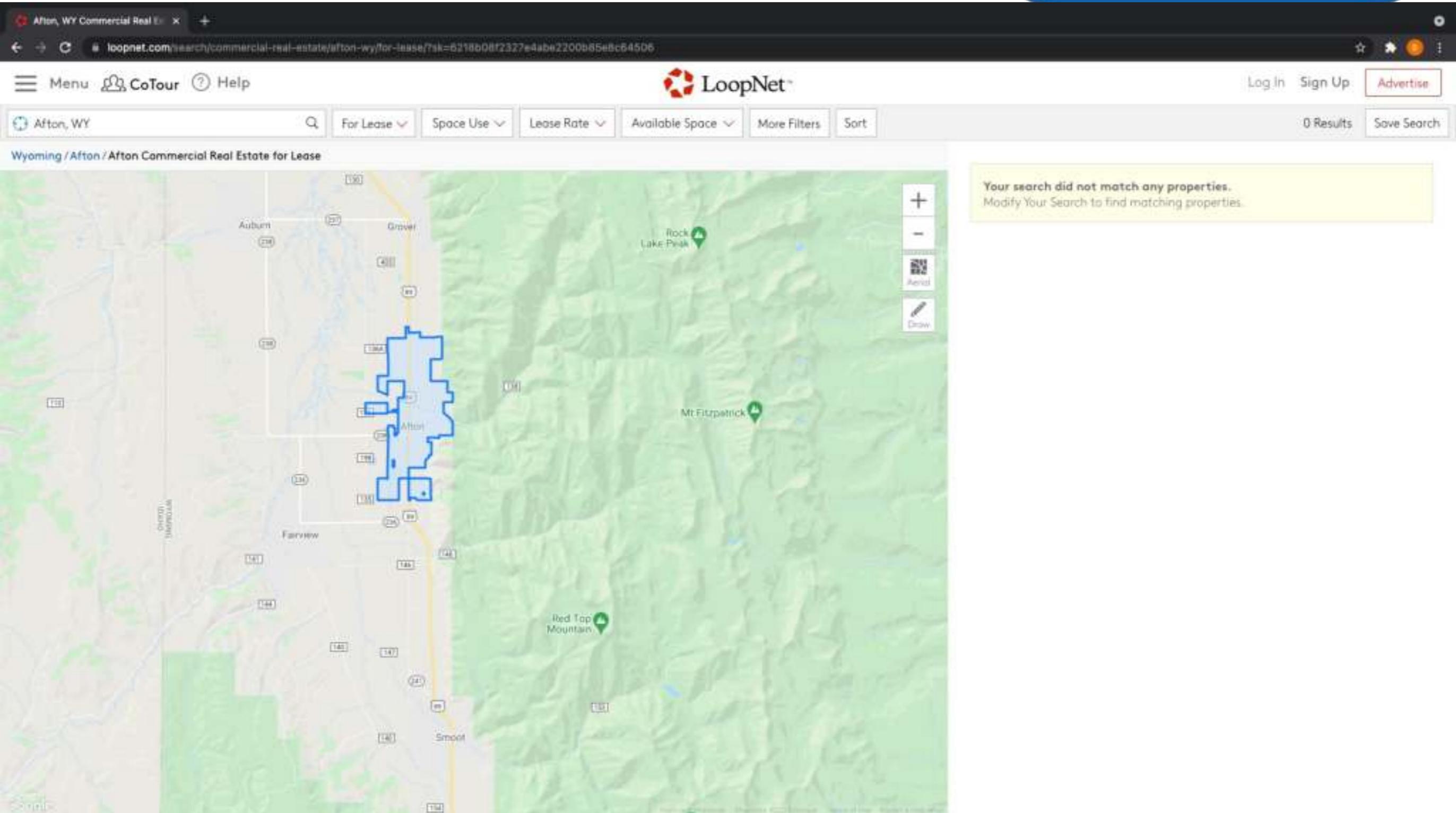
Most communities are correct for development. It is a matter of identifying the correct style and density to ensure implementation



Development Readiness Initiative



Preparing Your Community for Redevelopment



Afton, WY Commercial Real Estate for Lease

loopnet.com/search/commercial-real-estate/afton-wy/for-lease/?sk=6218b08f2327e4abe2300b85e8c64506

Menu CoTour Help

LoopNet

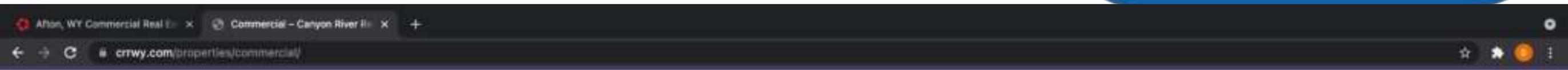
Log In Sign Up Advertise

Afton, WY For Lease Space Use Lease Rate Available Space More Filters Sort

0 Results Save Search

Wyoming / Afton / Afton Commercial Real Estate for Lease

Your search did not match any properties. Modify Your Search to find matching properties.



Commercial

4 - Commercial

11 listings matched your search

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View Checked (0)	Price	Status	MLS #	Property Type	Listing Price Area	Acres	Space Avail. SqFt	Building Agent Total SqFt Owned	Listing Office
	\$169,900	Pending Contingent	478	Commercial	169,900	0.08	3,907	3,907 N	RE/MAX Valley 1 Realty
	\$250,000	Active	NYA US-89	Commercial	250,000	2.5	2.5	0 N	Canyon River Realty LLC
	\$375,000	Pending Contingent	55266 US-89	Commercial	375,000	4.2	8,579	8,579 N	Mountain Retreat Real Estate LLC, Broker, Utah-Idaho-Wyoming
	\$449,000	Active	431	Commercial	449,000	0.2	3,800	4,716 N	Century 21 Jackson Hole

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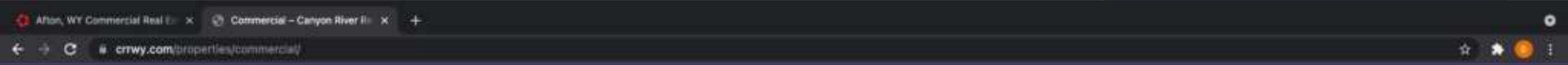


Eko Paul
Broker
307.880.1155



Kevin Paul
Sales Associate
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Commercial

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View Checked (0)	Price	Status	MLS #
	\$169,900	Pending Contingent	21-3285
	\$250,000	Active	20-3348
	\$375,000	Pending Contingent / Status Change	21-2898
	\$449,000	Active	21-2478
	\$500,000		

Archway Gift & Jewelry

RETIREMENT SALE

IMG_3738

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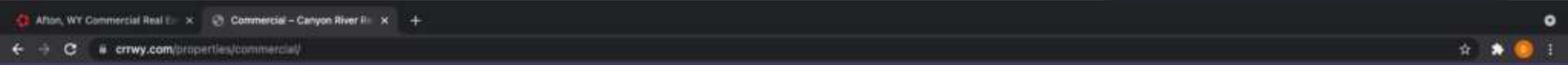


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View Checked (0)

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\$449,000	Active	21-2478
\$500,000		

478 WASHINGTON ST, Afton, WY 83110 **21-3285 Commercial Pending Contingent \$169,900**

Provided as a courtesy of
Canyon River Realty LLC
 631 N. Washington
 Afton, WY 83110
 Primary - (307) 854-1155
ekon@crreale.com
<http://info.crreale.com>

Non-Public:	Start Showing Date:
Category: Commercial w/improvements	Business Type: Not Included
Land SqFt:	Building Total SqFt: 3,907
Stories:	Space Avail. SqFt: 3,907
Comment Name:	Horses Allowed: No
Subdivision: Afton	County: Lincoln
Flood Class:	Area: 11C - South Star Valley, Lincoln County
Tax Year: 2021	Flood Zone: Taxes: 305.37
	Ann. Assn Fee: 0
	Possession: Negotiable

In-House Listing #:

Legal Description: AFTON OT B 19 L 04 PT T32 R119 S25



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Steps to Master the DIRT of Development





The critical first step

Existing Conditions Analysis

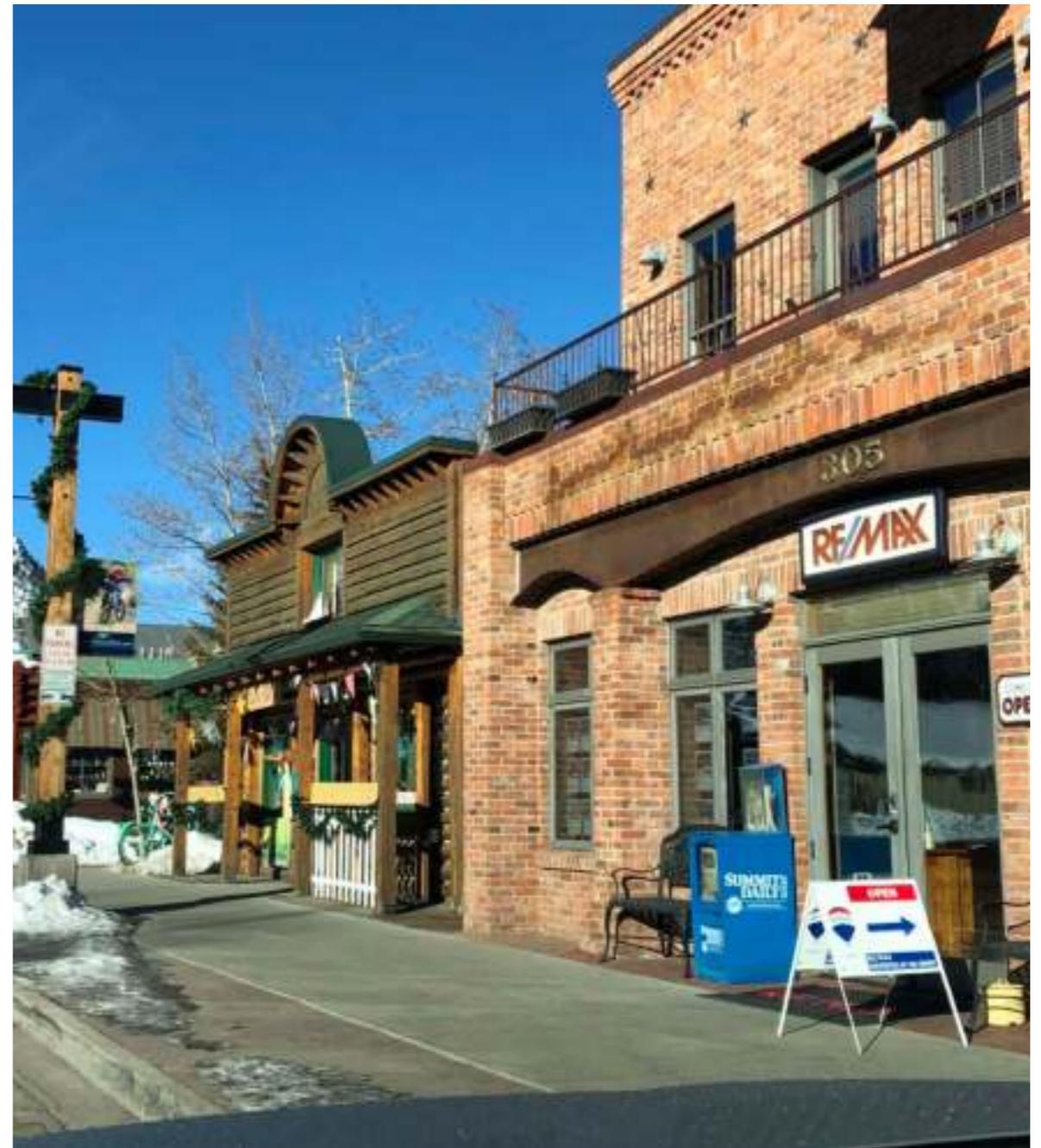
- ❖ The first step to mastering is understanding

Understanding Conditions



Before a community can master the DIRT of development, they must first understand what assets, opportunities or weaknesses are present:

- ❖ Conduct a SWOT analysis
- ❖ Understand the availability of both reuse and greenfield sites
- ❖ Review the conditions of and access to necessary infrastructure
- ❖ Complete a community visioning and participation campaign
- ❖ Identify the unique assets available to the community
- ❖ Create a unified goal for the future of the community





Understanding your community will determine your sustainability

“GAP” Market Analysis

- ❖ Providing missing services and amenities will provide a new tax base

Identifying the "GAP"



❖ Location Quotient

Lamar

- 74 total businesses
- 0 Jewelry stores
- 0% of all business are Jewelry Stores
- Deficient in Jewelry Stores

Boulder

- 835 total businesses
- 11 Jewelry stores
- 1.3% of all businesses are jewelry stores
- Deficient in Jewelry Stores

74 total business x 1.3% = 1 business
 1 jewelry business is projected to have an annual revenue of \$465,471
 This will capture \$32,117.49 per year in sales tax at Lamar's 6.9% sales tax rate
 This will provide a total additional revenue direct to Lamar of \$13,964.13 annually



Retail MarketPlace Profile

Lamar City, CO
 Lamar City, CO (0843110)
 Geography: Place

Summary Demographics					
2018 Population					
2018 Households					
2018 Median Disposable Income					
2018 Per Capita Income					
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage
Total Retail Trade and Food & Drink	44-45,722	\$65,367,573	\$84,515,308	-\$19,147,735	-19.1%
Total Retail Trade	44-45	\$59,389,248	\$75,418,019	-\$16,028,771	-16.0%
Total Food & Drink	722	\$5,978,325	\$9,097,289	-\$3,118,964	-31.1%
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage
Motor Vehicle & Parts Dealers	441	\$13,041,876	\$11,538,663	\$1,503,213	11.5%
Automobile Dealers	4411	\$10,202,840	\$7,703,644	\$2,499,196	24.5%
Other Motor Vehicle Dealers	4412	\$1,735,084	\$0	\$1,735,084	100%
Auto Parts, Accessories & Tire Stores	4413	\$1,103,952	\$3,835,019	-\$2,731,067	-24.7%
Furniture & Home Furnishings Stores	442	\$1,880,596	\$1,475,200	\$405,396	21.6%
Furniture Stores	4421	\$1,154,717	\$740,642	\$414,075	35.8%
Home Furnishings Stores	4422	\$725,879	\$734,558	-\$8,679	-1.2%
Electronics & Appliance Stores	443	\$1,931,169	\$2,889,456	-\$958,287	-49.6%
Bldg Materials, Garden Equip. & Supply Stores	444	\$3,868,681	\$1,210,257	\$2,658,424	68.7%
Bldg Material & Supplies Dealers	4441	\$3,581,002	\$1,022,550	\$2,558,452	71.6%
Lawn & Garden Equip & Supply Stores	4442	\$287,679	\$187,707	\$99,972	34.8%
Food & Beverage Stores	445	\$10,546,166	\$16,369,790	-\$5,823,624	-55.3%
Grocery Stores	4451	\$8,576,825	\$12,192,831	-\$3,616,006	-42.2%
Specialty Food Stores	4452	\$850,685	\$266,098	\$584,587	68.7%
Beer, Wine & Liquor Stores	4453	\$1,118,656	\$3,910,861	-\$2,792,205	-249.6%
Health & Personal Care Stores	446,4461	\$4,942,409	\$2,180,903	\$2,761,506	55.9%
Gasoline Stations	447,4471	\$5,966,670	\$12,852,903	-\$6,886,233	-115.4%
Clothing & Clothing Accessories Stores	448	\$2,421,775	\$1,032,696	\$1,389,079	57.4%
Clothing Stores	4481	\$1,633,888	\$429,798	\$1,204,090	73.7%
Shoe Stores	4482	\$322,416	\$602,898	-\$280,482	-87.3%
Jewelry, Luggage & Leather Goods Stores	4483	\$465,471	\$0	\$465,471	100%
Sporting Goods, Hobby, Book & Music Stores	451	\$2,137,416	\$97,604	\$2,039,812	92.6%
Sporting Goods/Hobby/Musical Instr Stores	4511	\$1,920,853	\$97,604	\$1,823,249	95.0%
Book, Periodical & Music Stores	4512	\$216,563	\$0	\$216,563	100%
General Merchandise Stores	452	\$9,408,931	\$23,668,895	-\$14,259,964	-151.6%
Department Stores Excluding Leased Depts.	4521	\$6,034,444	\$20,314,286	-\$14,279,842	-236.6%
Other General Merchandise Stores	4529	\$3,374,487	\$3,354,609	\$19,878	0.6%
Miscellaneous Store Retailers	453	\$2,223,378	\$845,880	\$1,377,498	61.9%
Florists	4531	\$84,144	\$151,426	-\$67,282	-79.9%





Afton ESRI Results

- ❖ Review the Lincoln County results



House and Home Expenditures

Afton Expenditures
Lincoln County, WY
Geography: County

House and Home Expenditures

2021 Housing Summary		2021 Demographic Summary	
Housing Units	10,102	Population	20,605
2021-2026 Percent Change	5.94%	Households	7,905
Percent Occupied	78.3%	Families	5,607
Percent Owner Households	83.6%	Median Age	39.8
Median Home Value	\$250,832	Median Household Income	\$62,737
	Spending Potential Index	Average Amount Spent	Total
Owned Dwellings	94	\$13,400.25	\$105,928,957
Mortgage/Other Loan Payments & Basics	93	\$9,916.59	\$78,390,674
Mortgage Interest	89	\$2,914.58	\$23,039,761
Interest Paid on Home Equity Loan	93	\$31.96	\$252,682
Interest Paid on Home Equity Line of Credit	95	\$120.92	\$955,847
Mortgage Principal	92	\$2,199.67	\$17,388,393
Principal Paid on Home Equity Loan	102	\$71.34	\$563,949
Principal Paid on Home Equity Line of Credit	101	\$280.51	\$2,217,470
Special Lump Sum Mortgage Payments	104	\$809.12	\$6,396,125
Special Assessments	106	\$11.87	\$93,806
Closing Costs	84	\$258.40	\$2,042,673
Property Taxes	94	\$2,569.07	\$20,308,515
Homeowners Insurance	99	\$587.64	\$4,645,330
Ground Rent	89	\$61.50	\$486,124
Maintenance and Remodeling Services	97	\$2,776.82	\$21,950,754
Maintenance and Remodeling Materials	101	\$620.86	\$4,907,906
Property Management and Security	72	\$85.97	\$679,622
Rented Dwellings	50	\$2,646.21	\$20,918,299
Rent	49	\$2,546.39	\$20,129,205
Tenant's Insurance	58	\$19.02	\$150,342
Maintenance and Repair Services	91	\$59.69	\$471,816
Maintenance and Repair Materials	72	\$21.12	\$166,936
Other Lodging	98	\$558.33	\$4,413,578
Owned Vacation Homes	100	\$481.97	\$3,809,936
Principal Paid on Home Loans	102	\$65.82	\$520,327
Closing Costs on Purchase of Property	94	\$31.43	\$248,440
Interest Paid on Home Loans	110	\$93.11	\$736,015
Property Taxes	99	\$135.27	\$1,069,313
Homeowners Insurance	115	\$15.64	\$123,635
Maintenance and Remodeling	94	\$113.43	\$896,641
Property Management and Security	97	\$27.27	\$215,565
Housing While Attending School	88	\$76.36	\$603,642
Household Operations	87	\$1,933.28	\$15,282,559
Child Care	82	\$436.86	\$3,453,358
Care for Elderly or Handicapped	88	\$55.31	\$437,205
Appliance Rental and Repair	90	\$22.66	\$179,126
Computer Information Services	84	\$558.18	\$4,412,422
Home Security System Services	82	\$35.27	\$278,820
Non-Apparel Household Laundry/Dry Cleaning	77	\$18.70	\$147,836
Housekeeping Services	85	\$161.17	\$1,274,035
Lawn and Garden	100	\$499.74	\$3,950,411
Moving/Storage/Freight Express	78	\$55.30	\$437,176
Installation of Computers	86	\$0.32	\$2,522
PC Repair (Personal Use)	83	\$5.75	\$45,418
Reupholstering/Furniture Repair	98	\$9.97	\$78,833
Termites/Pest Control	85	\$35.92	\$283,964
Water Softening Services	99	\$5.83	\$46,120
Internet Services Away from Home	83	\$3.45	\$27,233
Other Home Services (1)	93	\$28.85	\$228,081

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

Source: Esri forecasts for 2021 and 2026; Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.

November 01, 2021



House and Home Expenditures

Afton Expenditures
Lincoln County, WY
Geography: County

House and Home Expenditures

	Spending Potential Index	Average Amount Spent	Total
Utilities, Fuels, Public Services	86	\$4,298.56	\$33,980,121
Bottled Gas	128	\$67.21	\$531,291
Electricity	85	\$1,540.28	\$12,175,913
Fuel Oil	109	\$88.05	\$696,047
Natural Gas	94	\$484.30	\$3,828,427
Phone Services	84	\$1,446.76	\$11,436,613
Water and Other Public Services	86	\$660.24	\$5,219,170
Coal/Wood/Other Fuel	153	\$11.72	\$92,660
Housekeeping Supplies	89	\$694.31	\$5,488,534
Laundry and Cleaning Supplies	88	\$197.46	\$1,560,913
Postage and Stationery	90	\$140.72	\$1,112,415
Other HH Products (2)	89	\$356.13	\$2,815,206
Household Textiles	82	\$83.26	\$658,206
Bathroom Linens	80	\$12.80	\$101,223
Bedroom Linens	82	\$43.71	\$345,561
Kitchen, Dining Room and other Linens	84	\$8.02	\$63,400
Curtains and Draperies	82	\$13.11	\$103,613
Slipcovers, Decorative Pillows	86	\$5.62	\$44,408
Furniture	85	\$540.02	\$4,268,892
Mattresses and Box Springs	82	\$95.48	\$754,805
Other Bedroom Furniture	78	\$89.68	\$708,905
Sofas	85	\$151.79	\$1,199,903
Living Room Chairs	95	\$49.34	\$390,000
Living Room Tables	83	\$14.65	\$115,816
Kitchen, Dining Room Furniture	83	\$43.37	\$342,800
Infant Furniture	79	\$10.00	\$79,072
Outdoor Furniture	93	\$34.30	\$271,172
Wall Units, Cabinets, Other Furniture (3)	90	\$51.41	\$406,418
Major Appliances	89	\$336.34	\$2,658,750
Dishwashers, Disposals & Range Hoods	94	\$30.49	\$241,057
Refrigerators and Freezers	91	\$95.11	\$751,852
Clothes Washers & Dryers	86	\$91.73	\$725,131
Cooking Stoves and Ovens	87	\$47.35	\$374,331
Microwave Ovens	89	\$16.76	\$132,480
Window Air Conditioners	82	\$6.47	\$51,171
Electric Floor Cleaning Equipment	89	\$24.99	\$197,568
Sewing Machines and Miscellaneous Appliances	96	\$23.42	\$185,160

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

Source: Esri forecasts for 2021 and 2026; Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.

November 01, 2021



House and Home Expenditures

Afton Expenditures
Lincoln County, WY
Geography: County

	Spending Potential Index	Average Amount Spent	Total
Other Household Furnishings and Equipment			
Rugs	87	\$27.37	\$216,358
Housewares	90	\$79.30	\$626,893
Small Appliances	85	\$44.65	\$352,931
Sewing/Needlework/Quilt Materials/Items	118	\$13.16	\$104,058
Window Coverings	87	\$25.49	\$201,475
Lamps/Lighting Fixtures/Ceiling Fans	90	\$47.10	\$372,336
Infant Equipment	95	\$18.57	\$146,787
Rental of Furniture	60	\$3.90	\$30,860
Laundry and Cleaning Equipment	89	\$25.72	\$203,325
Closet and Storage Items	84	\$20.16	\$159,349
Luggage	79	\$13.16	\$104,020
Clocks and Other Household Decoratives	86	\$188.73	\$1,491,889
Telephones and Accessories	88	\$88.37	\$698,555
Outdoor Equipment	91	\$41.30	\$326,489
Power Tools	103	\$47.16	\$372,802
Hand Tools	91	\$9.04	\$71,473
Office Furniture/Equipment for Home Use	83	\$12.21	\$96,529
Computers and Hardware for Home Use	81	\$136.59	\$1,079,711
Portable Memory	89	\$3.86	\$30,507
Computer Software	81	\$7.74	\$61,190
Computer Accessories	88	\$15.83	\$125,138
Other Household Appliances	82	\$18.73	\$148,081
Misc Equipment incl Ladders/Sheds/Etc	87	\$102.27	\$808,410

House and Home Expenditures

(1) **Other Home Services** include miscellaneous home services and small repair jobs not already specified.

(2) **Other HH Products** includes paper towels, napkins, toilet tissue, facial tissue, and miscellaneous household products, such as paper, plastic and foil products.

(3) **Wall Units, Cabinets, Other Furniture** includes entertainment centers, bookcases, cabinets, desks and other family, recreation, or living room furniture.

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding.

Source: Esri forecasts for 2021 and 2026; Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.



Afton Expenditures
Lincoln County, WY
Geography: County

Summary Demographics	
2021 Population	20,605
2021 Households	7,905
2021 Median Disposable Income	\$55,469
2021 Per Capita Income	\$30,428

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$280,460,478	\$247,647,804	\$32,812,674	6.2	183
Total Retail Trade	44-45	\$254,098,861	\$233,297,361	\$20,801,500	4.3	138
Total Food & Drink	722	\$26,361,617	\$14,350,443	\$12,011,174	29.5	45
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$56,061,496	\$70,828,628	-\$14,767,132	-11.6	20
Automobile Dealers	4411	\$45,031,768	\$61,049,730	-\$16,017,962	-15.1	7
Other Motor Vehicle Dealers	4412	\$6,458,362	\$2,349,311	\$4,109,051	46.7	2
Auto Parts, Accessories & Tire Stores	4413	\$4,571,366	\$7,429,587	-\$2,858,221	-23.8	11
Furniture & Home Furnishings Stores	442	\$6,797,708	\$4,260,630	\$2,537,078	22.9	9
Furniture Stores	4421	\$3,922,601	\$1,180,443	\$2,742,158	53.7	2
Home Furnishings Stores	4422	\$2,875,107	\$3,080,187	-\$205,080	-3.4	7
Electronics & Appliance Stores	443	\$5,850,924	\$16,501,993	-\$10,651,069	-47.6	8
Bldg Materials, Garden Equip. & Supply Stores	444	\$18,465,993	\$15,976,122	\$2,489,871	7.2	17
Bldg Material & Supplies Dealers	4441	\$17,532,787	\$15,882,959	\$1,649,828	4.9	16
Lawn & Garden Equip & Supply Stores	4442	\$933,206	\$93,163	\$840,043	81.8	1
Food & Beverage Stores	445	\$42,060,617	\$30,049,104	\$12,011,513	16.7	12
Grocery Stores	4451	\$36,052,917	\$28,461,861	\$7,591,056	11.8	8
Specialty Food Stores	4452	\$1,331,412	\$533,716	\$797,696	42.8	3
Beer, Wine & Liquor Stores	4453	\$4,676,288	\$1,053,527	\$3,622,761	63.2	1
Health & Personal Care Stores	446,4461	\$12,330,241	\$4,576,052	\$7,754,189	45.9	8
Gasoline Stations	447,4471	\$34,801,475	\$60,411,959	-\$25,610,484	-26.9	16
Clothing & Clothing Accessories Stores	448	\$7,796,284	\$1,655,823	\$6,140,461	65.0	6
Clothing Stores	4481	\$4,626,358	\$1,108,623	\$3,517,735	61.3	4
Shoe Stores	4482	\$1,141,462	\$127,187	\$1,014,275	79.9	1
Jewelry, Luggage & Leather Goods Stores	4483	\$2,028,464	\$420,013	\$1,608,451	65.7	1
Sporting Goods, Hobby, Book & Music Stores	451	\$6,774,228	\$5,197,886	\$1,576,342	13.2	22
Sporting Goods/Hobby/Musical Instr Stores	4511	\$5,744,627	\$5,197,886	\$546,741	5.0	22
Book, Periodical & Music Stores	4512	\$1,029,601	\$0	\$1,029,601	100.0	0
General Merchandise Stores	452	\$51,988,137	\$20,639,730	\$31,348,407	43.2	10
Department Stores Excluding Leased Depts.	4521	\$43,589,188	\$18,341,538	\$25,247,650	40.8	4
Other General Merchandise Stores	4529	\$8,398,949	\$2,298,192	\$6,100,757	57.0	6
Miscellaneous Store Retailers	453	\$10,094,291	\$3,199,434	\$6,894,857	51.9	10
Florists	4531	\$791,631	\$562,599	\$229,032	16.9	2
Office Supplies, Stationery & Gift Stores	4532	\$3,017,674	\$44,436	\$2,973,238	97.1	1
Used Merchandise Stores	4533	\$976,523	\$370,180	\$606,343	45.0	4
Other Miscellaneous Store Retailers	4539	\$5,308,463	\$2,222,219	\$3,086,244	41.0	3
Nonstore Retailers	454	\$1,077,467	\$0	\$1,077,467	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$365,319	\$0	\$365,319	100.0	0
Vending Machine Operators	4542	\$128,026	\$0	\$128,026	100.0	0
Direct Selling Establishments	4543	\$584,122	\$0	\$584,122	100.0	0
Food Services & Drinking Places	722	\$26,361,617	\$14,350,443	\$12,011,174	29.3	45
Special Food Services	7223	\$241,460	\$0	\$241,460	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$1,257,842	\$765,446	\$492,396	24.3	6
Restaurants/Other Eating Places	7225	\$24,862,315	\$13,584,997	\$11,277,318	29.3	39

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. 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 the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

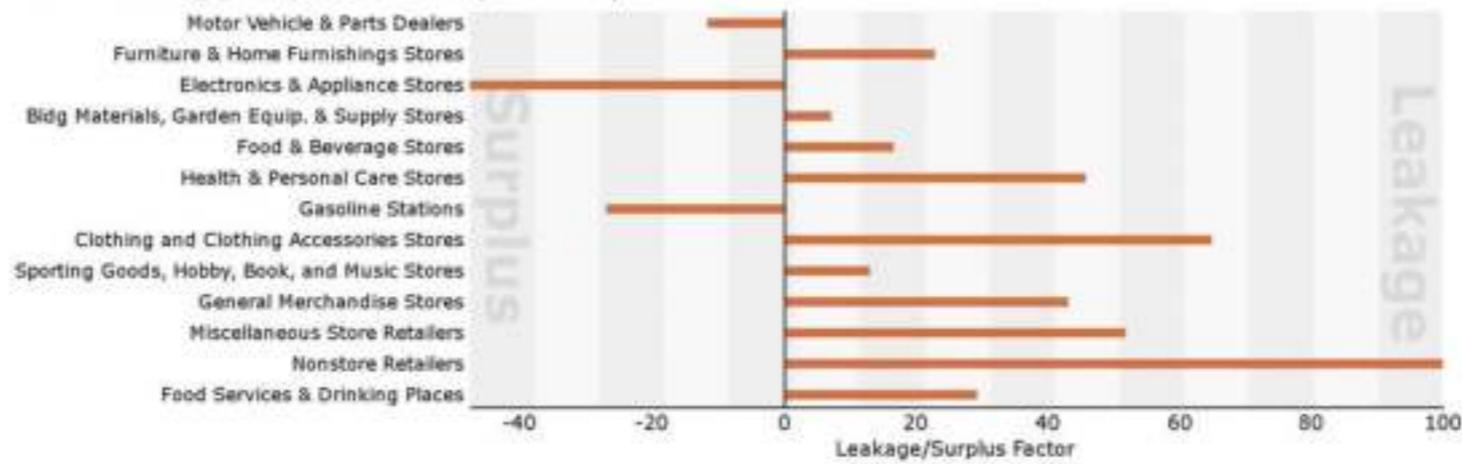
Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace. ©2021 Esri. ©2017 Data Axle, Inc. All rights reserved.

House and Home Expenditures

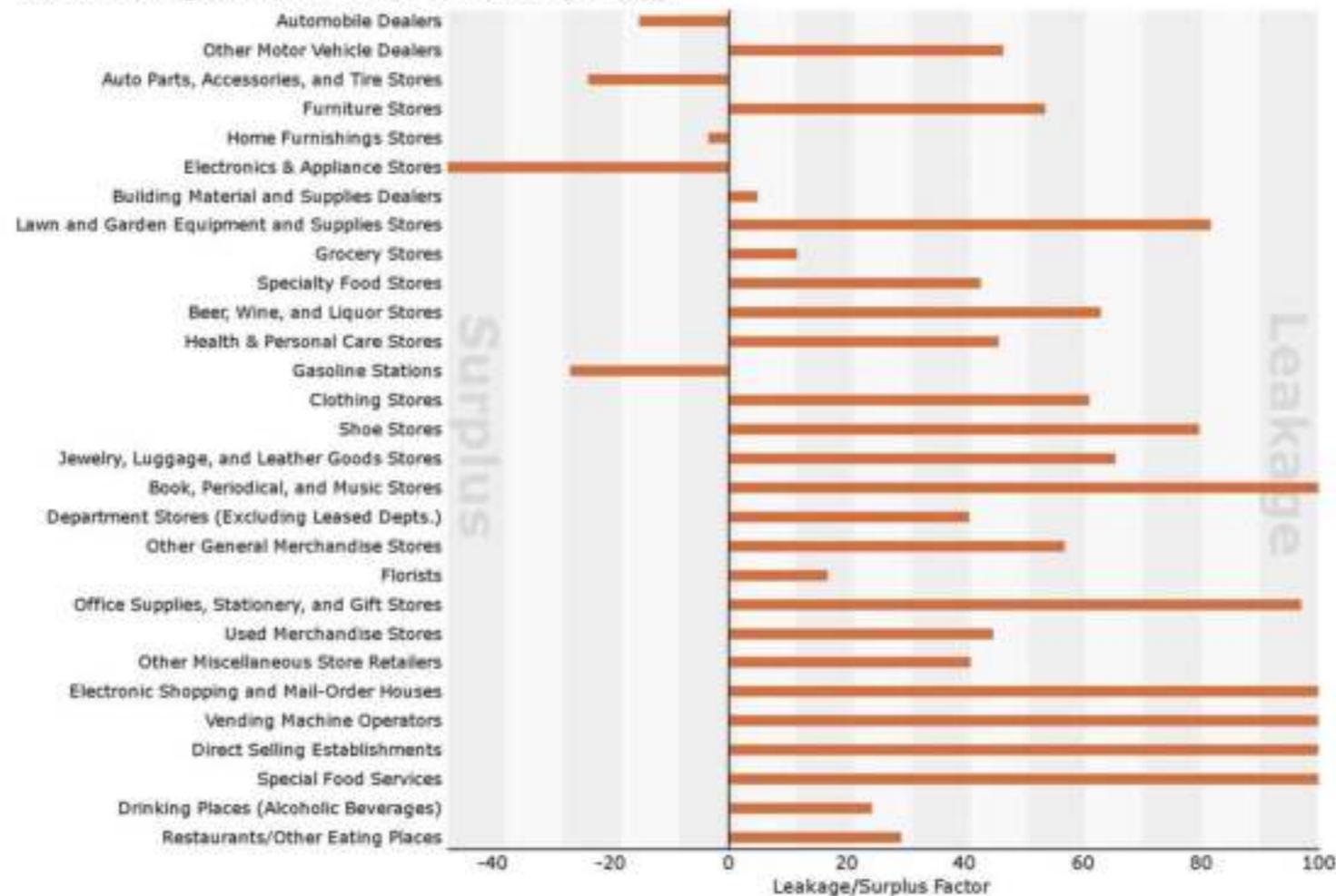


House and Home Expenditures

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



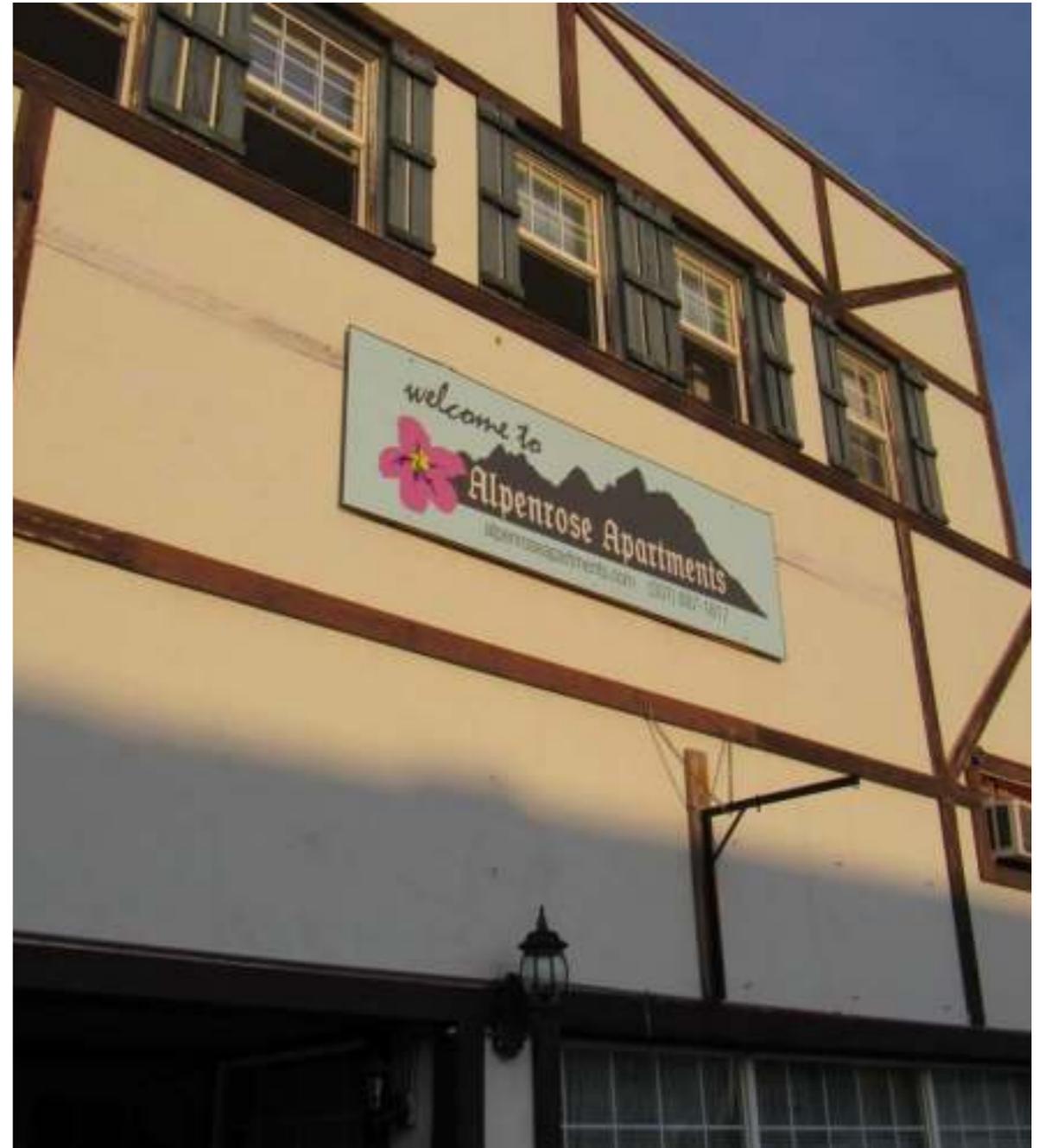
Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace. ©2021 Esri. ©2017 Data Axle, Inc. All rights reserved.

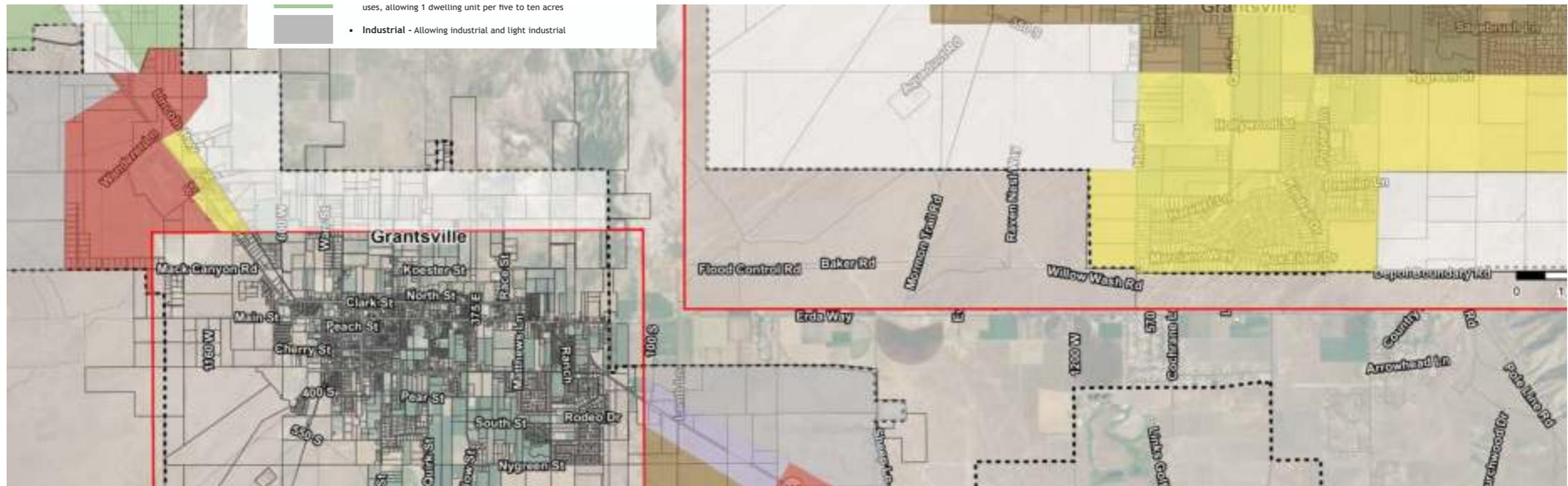


Results?

Based on your community results, and your available amenities in town, answer the below questions:

- ❖ Is there a service or amenity not currently being met?
- ❖ What is your community oversaturated in?
- ❖ What are your leakages?
- ❖ Which services would be successful in your vacant buildings?
 - ❖ Right Sq Ft
 - ❖ Right access





RED TAPE is not the issue, Lack of knowledge is the true hinderance

Legislative and Regulatory Review

- ❖ Understanding the impediments or **“RED TAPE”** hindering development

Maps and Codes



The city can begin to dictate desired community goals (public participation required) by ensuring the future land use maps and codes are congruent with the overall community goal:

- ❖ Future Land Use Maps
- ❖ Zoning/Development Code
- ❖ Design Guidelines
 - ❖ Architectural
 - ❖ Facade





To re-use is better than to tear down

Building Transformation Strategies

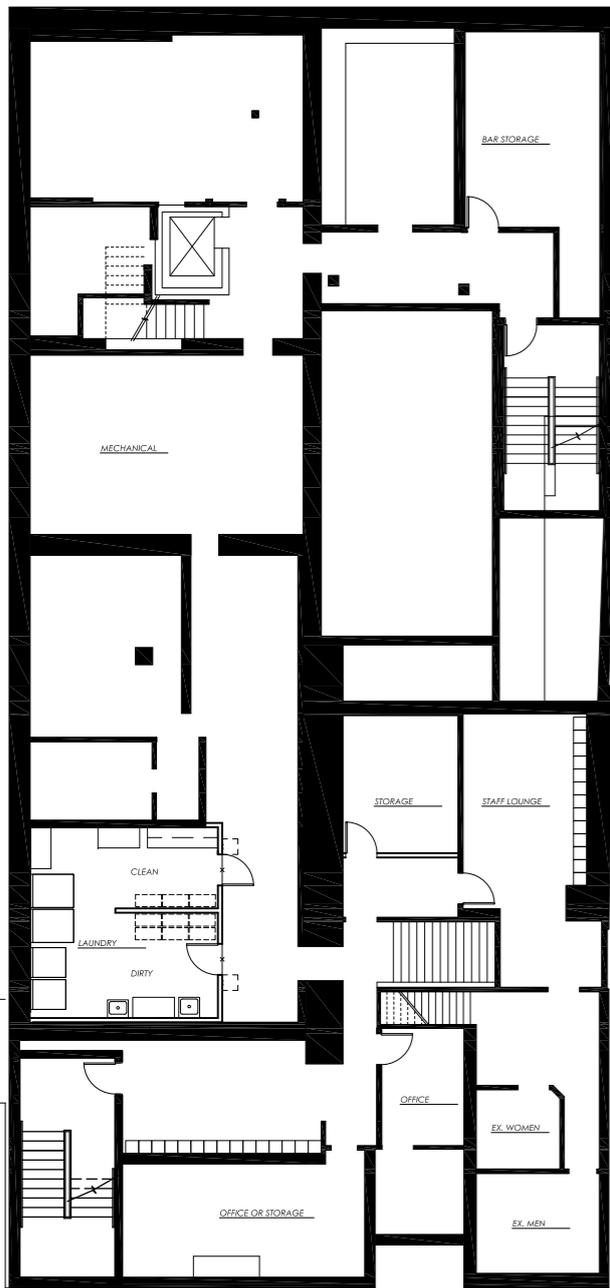
- ❖ Understanding the possible uses of a building will increase the potential end-users

How do we use our buildings?

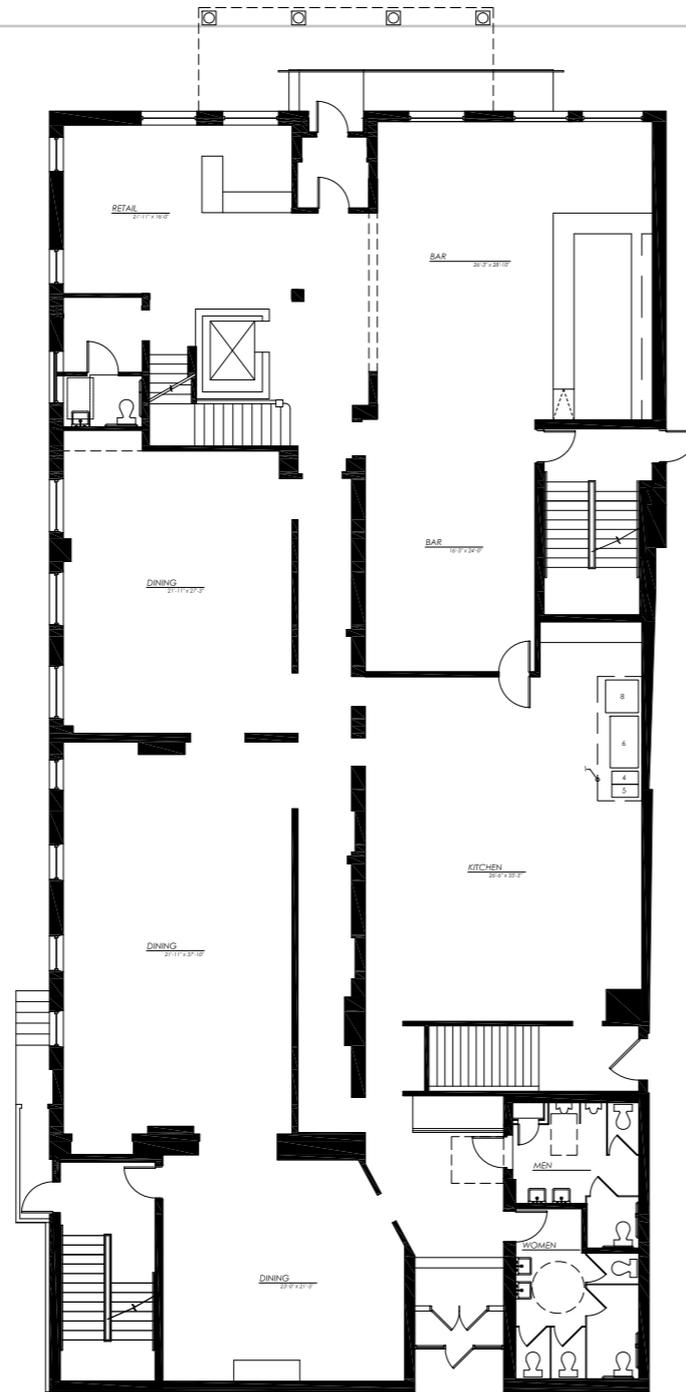
Development Readiness Initiative



Preparing Your Community for Redevelopment



1 BASEMENT FLOOR PLAN
Scale: 1/8" = 1'-0"



2 FIRST FLOOR PLAN
Scale: 1/8" = 1'-0"





ADA Applicability?

ADA accessibility is often quoted as an insurmountable barrier for adaptive reuse projects. This is often not true based on:

- ❖ ADA is not a reason to stop adaptive reuse projects
- ❖ Work with code enforcement to meet the minimum requirements
- ❖ Hire a good architect to walk through the process





Chapter
4



Building

A true gem in the rough, the Kaufman House is a regionally known destination located in the Borough of Zelienople, PA. This facility has served a multitude of uses, most recent-

If no one knows your community is ready, there will be no development

Developer Due Diligence Reports

- ❖ Documents that will advertise your community to the development realm





What's included?



120 SANTA FE AVE ABOUT THE PROPERTY

La Junta CO, 81050

Outlined on this page are details about the above listed property. For additional details please refer to the back side of this page.



AGENCY
REALTOR
CONTACT INFORMATION



ADDITIONAL RENTALS
The building has additional rental space on the 2nd floor.

UNIQUE ARCHITECTURE
The building has unique architectural elements.

GREAT LOCATION
Located between downtown and the highway.

2018
Year the building was last vacated by a tenant.

HOSPITALITY LAYOUT
Current layout is set up for hospitality uses.

ZONED COMMERCIAL
This building is zoned C1, commercial.

PROPERTY OWNER:
ANDY MANZANARES

Partially funded by USDA Rural Development



View Website

120 SANTA FE AVE

- Community details -

The City of La Junta is a community in the midst of a revitalization process, breathing new life into their downtown core to create a more sustainable economy. Evidence of their recent efforts can be seen throughout the City and in the community demographics, yet the most important are outlined below:

- Average household income of \$39,567 or 131% the state average
- Average expendable income (per household) - \$30,711.20
- 20.4% of residents have a bachelor's degree or higher
- Median age of 38.9
- Undersaturated services include:
 - Clothing and home goods
 - Furniture and office supplies
 - Mid-grade dining
- City serves as the regional hub boasting the courthouse and other necessary services.

The building at 102 3/4 Santa Fe Ave is a structure with a long history of restaurant and hospitality uses, carefully selected to complement the downtown core of La Junta. Additional building and parcel data includes:

- Multiple stories, each providing separate rental opportunities
- Easy identification as a community landmark
- A prominent location between the downtown core and highway 50
- In the primary commercial corridor experiencing downtown revitalization
- Open internal spaces to support multiple uses

PROPERTY HIGHLIGHTS

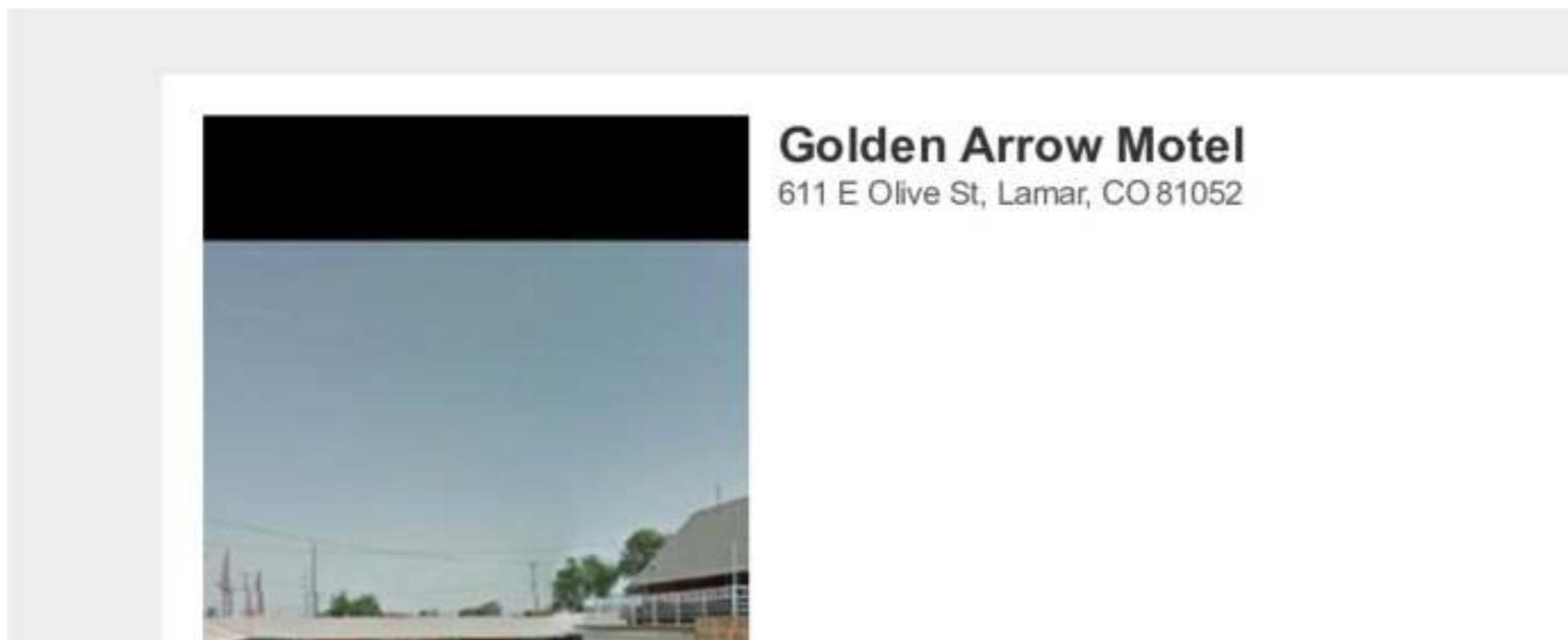
- 14,000 vehicles drive past the property daily.
- Adjacent to the downtown core and other service/hospitality locations.
- Local notoriety as a destination or landmark.



BUILDING HIGHLIGHTS

- Unique architectural style, creating a distinct building.
- Current space configuration will support hospitality or dining services.
- The building has front and rear access for retail and rear access for upper floor spaces.





Preparing development for your target area will ensure the community goals are met

Developer Packages

- ❖ Providing necessary documentation for developer preparation

Municipal Concessions

About Parachute

The Town of Parachute is located along I-70 freeway that runs east into Mesa County and Grand Junction, and the Colorado Highway 215 that runs northwest into the northern counties of Rio Blanco and Moffat. The I-70 corridor has an average annual daily traffic of 20,000, and the state highway 215 has an average annual daily traffic of 5,000 going north and 9,000 going south. Additionally, the geographic draw of Parachute is a 20 mile radius (+/-2 miles), creating a strong marketable base of potential shoppers to support a new facility.

It is with these figures that the Town of Parachute is an ideal location for a grocery store and ancillary uses. Through implementation of a grocery facility on the identified parcels (page 2), a 160,000 square footage full-service grocery store or a price-impact warehouse facility could be constructed, improving the quality of life for residents while also meeting necessary return on investment for the potential grocer.

At this time, the Town of Parachute is facilitating discussions with interested parties and entertaining offers of development on a first-come, first-served basis. Due to the high-profile location and visibility of the potential development site, numerous end-users have expressed interest in the property. Yet it is the desire of the residents and municipal officials that these parcels should be primarily utilized for a grocery store facility. We welcome the chance to discuss the development opportunity with interested grocery stores (chain or non-chain) and will provide site and community tours as requested.





Home > Departments > Departments A-H > Community & Economic Development

Community & Economic Development Department

Overview

The Community and Economic Development Department is charged with overseeing the orderly growth and development of Murray City and to enhance the welfare of the citizens in the community by providing planning and economic development efforts, which contribute to the enhancement of prosperity and bettering our community. The following are the core functions of the Department.

Community Development

- **Business Licensing** - Processes all business license applications for the City and coordinates with all departments for review in this process
- **Interact with and serve customers** - Provide information and assistance to all of our customers with dignity and respect, and to provide this in a timely manner
- **Current Planning** - Create, manage, and implement the zoning, subdivision, and other manuals or protocols relevant to better implement the City's General Plan; Site Plan Review

CONTACT US

Community and Economic Development
 Physical Address
 4646 S. 500 W.
 Murray, UT 84123

Phone: (801) 270-2420
 Fax: (801) 270-2414

[Directory](#)

Melinda Greenwood
 Community and Economic Development Director

[Email](#)
 Phone: (801) 270-2420

A single point of contact to answer all questions will offer an easier process for developers

Creation of a SPOC

- ❖ Dedicating a knowledgeable individual will streamline the process

Commercial and Industrial Property Development Checklist

City of Waverly Zoning Office
200 1st St. NE, Waverly, Iowa, 50677
Phone: (319) 352-9208 Fax: (319) 352-5772

Supply This Sheet with Building Permit Application And Dimensioned Site Plan to the Zoning Office

Address of Property: _____ Owner: _____
Owner Phone Number: _____ Owner Address: _____
Contractor: _____ Contractor Phone Number: _____
Contractor Address: _____
Today's Date: _____
Anticipated Construction Start (at least five days after today's date): _____
Zoning District: (Call Zoning office at 319-352-9208 if unknown) _____

Checklist for Applicant:

Step One: The Following Items Shall be demonstrated to the Zoning Office along with a Dimensioned Plot Plan accompanied by a Completed Building Permit Application to for Review:

(Mark n/a if not applicable to your proposal and expect approximately 3-5 business days to review)

- ✓ **Verified Proposed Use is Allowed within Zoning Designation.** (Contact Zoning Office at 319-352-9208 to Verify Information and to Arrange for Meeting if Necessary). _____
 - ✓ **For Developments Greater Than One Acre in Size,** applicants must think about how to stabilize the disturbed surface area and obtain approval of a National Pollutant Discharge Elimination Systems (NPDES) Permit through the Iowa Department of Natural Resources to account for storm water or snow melt run-off from a cleared construction site greater than one acre. This shall be supplied at the time of application for construction of any proposed project. _____ (Contact IDNR first at (515) 281-7017 to obtain "General Permit No. 2" or Public Works at 319-352-9065 for requirements)
 - ✓ **Water, Sewer Service and Storm water Connections** to service the property have been verified through the Waverly Public Works Office. (Contact Public Works at 319-352-9065 for requirements) _____
 - ✓ **Setbacks** from Front, Side and Rear Property lines shown on dimensioned plot plan. _____ (must be dimensioned or it will be rejected)
 - ✓ **Height** of Structure(s) shown/indicated on plot plan. _____ (check with Zoning office or zoning code section 100 as zoning designation would dictate allowable height)
-Continued on Next Page



Example: Waverly, IA

- ✓ **Proposed Driveway(s)** with dimensions at curb and property lines shown. _____
(Contact Public Works at 319-352-9065 for permit in order to complete driveway approach work in the right of way. If locating on a State Highway, Such as 4th St. SW (Bus. Hwy. 218) or Bremer Ave. (Hwy 3.), you will want to contact Iowa Dept. of Transportation at 319-235-1832)
- ✓ **Sidewalk Connections** with dimensions of sidewalks shown. _____
(Check with Zoning office on connectivity for area)
- ✓ **Parking Lot Number of Spaces** has been verified for proposed usage with Zoning office and clearly shown on the plan. _____
(Check with Zoning office or zoning code section 100.19)
- ✓ **Parking Lot Surface** will be designed so as to be set back at least five (5) feet from right of way line. _____
(In addition to being set back five (5) feet from any adjoining "R" district and effectively screen planted. (Check with Zoning office or zoning code section 100.19.04)
- ✓ **Parking Lot Surface** will be surfaced with an asphaltic or Portland cement binder pavement or such other equivalent surface so as to provide an all dust free surface, shall be so graded and drained as to dispose of all surface water accumulation within the area, and shall be so arranged and marked as to provide for orderly and safe loading or unloading and parking and storage of self-propelled vehicles. (Check with Zoning office or zoning code section 100.19.04) _____
 - **Note:** Waverly does charge a fee for all parking lot surfaces created at the fee of \$10 per 1,000 square feet of paved area (effective March 2011). This excludes all approach work in the right-of-way, sidewalk work along buildings and non-paved islands. Make check payable in calculated amount to "City of Waverly" when dropping off completed site plan to the Zoning Office. Contact the Zoning Office with any questions on this requirement.
- ✓ **Lighting** used to illuminate any off-street parking area, including commercial parking lot, shall be so arranged as to reflect the light away from adjoining premises in any "R" district. _____
- ✓ **Any Proposed Signage** on the property will require a separate permit and one may show any proposed free-standing signage on the property. _____
 - **Note:** Waverly does charge a fee for all signs erected at the fee of \$5 for under 40 s.f., \$10 for 40-100 s.f., \$25 for over 100 s.f. Contact the Zoning Office with any questions on this requirement. This may be applied for at a later time.

Step Two: Once Reviewed, the Zoning Office will Follow Up If Necessary and Instruct the Applicant to Proceed with Construction Plan Drawing. The Plans will be dropped off to the Zoning Office and Submitted to the Bremer County Building Inspections Office, the Acting Building Inspector For Waverly.

- For Any Questions Regarding Construction Plan Requirements and Fees, Contact Bremer County Building Inspections Office at 319-352-0332

Step Three: After Review (and Consultation with Applicant if Necessary), the Building Inspector will Approve Construction Plans and Construction May Commence.

.....[Continued on Next Page](#)



Example: Waverly, IA

For More Information:

City of Waverly Contacts

- **City of Waverly Zoning Office** (Land Use, Property Layout, Parking Lot and Landscaping): www.waverlyia.com , 319-352-9208
- **Bremer County Building Inspections Office** (Building Construction Standards and Review of Construction Plans): www.waverlyia.com, 319-352-0332
- **City of Waverly Public Works Office** (Water, Sewer, Driveway, Storm water Management Questions): www.waverlyia.com, 319-352-9065
- **Waverly Economic Development Office** (Financial Incentive Availability for Project): www.waverlyia.com, 319-352-9210
- **Waverly Light and Power** (Power Supply and Connectivity): <http://wlp.waverlyia.com> , 319-352-6251

State of Iowa Contacts

- **Iowa Department of Natural Resources** (For Surface Area Grading and Drainage Permitting Requirements): www.iowadnr.gov, 515-281-7017



Example: Waverly, IA



Development Guidelines

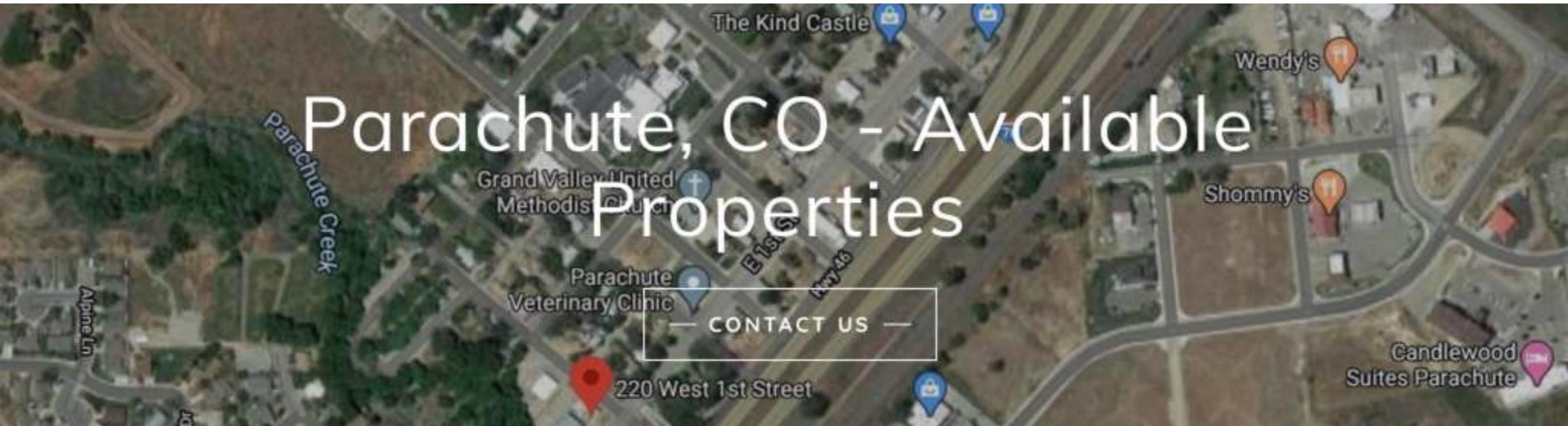
- ❖ Preparing text, in place of a person performing

PARTNER ORGANIZATIONS

Northern Lakes Economic Alliance

The Northern Lakes Economic Alliance (NLEA) is a 501(c)(3) non-profit organization that serves Antrim, Charlevoix, and Cheboygan Counties. NLEA focuses on creating private-public sector partnerships to assist business leaders and innovators in creating or retaining high quality jobs for residents in Northeast Michigan. Developers and business owners seeking to add retail, commercial, or industrial employment positions to Charlevoix through their projects should visit the NLEA's website to view the financial incentives and community tools they have posted. [Click here to visit the "Community Tools" page on the Northern Lakes Economic Alliance website.](#)

To contact the Northern Lakes Economic Alliance, call (231) 582-6482 or email info@northernlakes.net.



Creating a central location for these reports will increase use

Creation of a database

- ❖ Now that the documentation is prepared, it must be stored and advertised



Supporting a unified look

Design Guidelines

- ❖ Design Guidelines are a collective

Risk Vs Red Tape



- Dont confuse easy with enticing
- Municipalities assume reducing red tape will increase investment, this is a fallacy
- The process to invest must be straightforward but this doesn't mean without hoops
- **Risk is the developers biggest concern!**
- Regulation reduces risk



Training locals, building expertise

BR&E Strategies

- ❖ Preparing strategies for attraction and retention



1

Organize Task Force

The Task Force, including diverse community stakeholders, will discuss which industries or businesses should be targeted and work on developing the questions to ask them.

2

Gain Support

Each Task Force member will invite another community stakeholder to help determine community readiness. Information about the BR&E program will be shared through a variety of media outlets selected by the Task Force.

3

Gather Information

4

Analyze Results

5

Report Findings

Meeting needs, building capacity

KPI's - What to Measure

❖ Ideas for Moorcroft

KPI 1 -

-
-
-
-

KPI 2 -

-
-
-

KPI 3 -

-
-
-
-

Site Selection

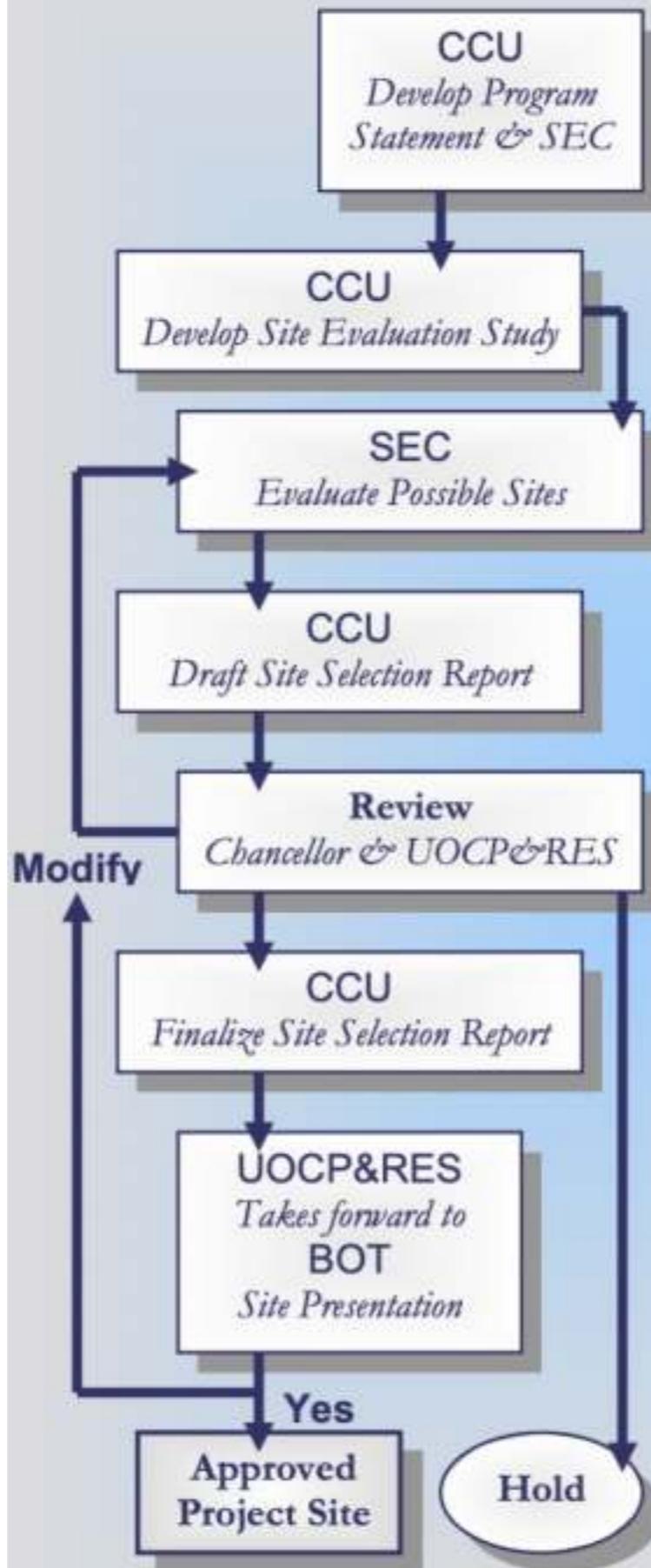


Site selection and marketing is one of the final, yet most critical steps in the development readiness process. It includes:

- ❖ Identifying potential uses or end users for a site
- ❖ Preparing site clean-up reporting or processes
- ❖ Coordinating with local regulatory agencies to ensure the site is developable



Credit: University of
Chicago





Where and How to Master DIRT

- ❖ Prioritize & Promote



Prioritize

Where a community decides to use their mastery of development is as critical as the steps taken to become a master of development:

- ❖ Areas where infill development or adaptive reuse can be highlighted
- ❖ Targeted areas of development as outlined in general plan
- ❖ Opportunity zones, RDA's or DDA's
- ❖ Downtown cores and commercial corridors





Promote

Promoting and implementing the mastery of development will take time. Highlighted suggestions include:

- ❖ Think incremental development
- ❖ Focus on the “low hanging fruit”
- ❖ Underserved needs are a priority
- ❖ Think local before outsider
- ❖ It all comes down to the “dollars and cents”





Benefits of Mastery



Potential Benefits



- ❖ Improved control over the WHO, WHAT and WHERE of development
- ❖ Being proactive with development to meet community goals



Potential Benefits



- ❖ Meeting underserved needs to retain residents
- ❖ Providing uses for underutilized buildings or parcels





Potential Benefits

- ❖ Vested locals making catalyst changes in their own community
- ❖ Hanging an “open for business” sign for developers





Questions/Comments?

Contact:

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