



The City of Mount Holly City Council  
will hold a Special Meeting on  
Wednesday, December 17, 2014 at 6:30 p.m.  
The meeting will be held in the  
Council Chambers at the  
Mount Holly Municipal Complex  
400 East Central Avenue  
Mount Holly, NC 28120

**Items to be discussed:**

1. Call to Order
2. Invocation — *Jason*
3. Set the Agenda — *JG 1st DM 2nd*
4. Consent Agenda Item
  - A. Call for a Public Hearing to consider a request to amend the proposed Riverfront Marina Development Plan *JG 1st PT 2nd*
5. Presentation made by the Buxton Company regarding a proposed Business Recruitment Plan —
6. Other Items of Discussion
7. Adjourn

For additional information please contact the City Clerk,  
Amy Miller at 704-951-3016 or by email at  
[amy.miller@mtholly.us](mailto:amy.miller@mtholly.us).

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***Fiscal Impact:***

|                                    |                              |                             |                                         |
|------------------------------------|------------------------------|-----------------------------|-----------------------------------------|
| Will Item affect current budget    | <input type="checkbox"/> YES | <input type="checkbox"/> NO | <input checked="" type="checkbox"/> N/A |
| Reviewed by Finance Director       | <input type="checkbox"/> YES | <input type="checkbox"/> NO | <input checked="" type="checkbox"/> N/A |
| Preaudit Certification required    | <input type="checkbox"/> YES | <input type="checkbox"/> NO | <input checked="" type="checkbox"/> N/A |
| Capital Project Ordinance required | <input type="checkbox"/> YES | <input type="checkbox"/> NO | <input checked="" type="checkbox"/> N/A |
| Budget Transfer required           | <input type="checkbox"/> YES | <input type="checkbox"/> NO | <input checked="" type="checkbox"/> N/A |
| <b>Total City Dollars:</b>         | \$                           |                             |                                         |
| <b>Budget Code</b>                 |                              |                             |                                         |
| Reviewed by City Attorney          | <input type="checkbox"/> YES | <input type="checkbox"/> NO | <input checked="" type="checkbox"/> N/A |

**Manager/Staff Recommendation:** Staff recommends that Council set the public hearing dates for the Conditional District rezoning for January 5<sup>th</sup> before the Planning Commission and January 12<sup>th</sup> before City Council.

**Result of City Council Decision:**

**Attachments:**



## City of Mount Holly Action Agenda Item

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        |
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| <b>To:</b> City Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Date:</b> December 12, 2014         |
| <b>From:</b> Greg Beal, Planning Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Meeting Date:</b> December 17, 2014 |
| <b>Agenda Item to be considered:</b> Presentation by the Buxton Company for consideration of a proposed Business Recruitment Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                        |
| <b>Will this require a public hearing?</b> <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                        |
| <p><b>Background/Purpose of Request:</b> <u>In our September EDC meeting, it was the unanimous consensus of the group that we should proceed with scheduling a presentation with Buxton. As most of you know, the City is exploring ways at bringing retail opportunities to Mount Holly. Based on the talks that Mr. Jackson and I have held with Buxton company officials, particularly Robb Miller and Cody Howell, we feel that Buxton could be a valuable resource as we try to recruit new businesses to our city. Buxton is a large retail recruitment firm out of Forth Worth, TX. Since last year, Buxton evaluated 80,000 sites that resulted in 7,500 new stores opening across the country. Kingsport, TN partnered with Buxton in 2009, and has seen a \$1.1 million increase in sales tax receipts, bringing in new retailers and attracting more residents. Through a multiyear approach, Buxton will research data to show who the citizens are, where they live, how far they are willing to drive, and what they buy. They also help local businesses understand how to better stock their shelves and market their businesses.</u></p> <p><u>Buxton would also look at consumers' brand loyalty, their hobbies and media preferences to get an accurate profile of the community. That data is given to the retailers to let them know how a community lives their life and spends their money. Each community has a "unique thumbprint." Mr. Miller stated, "We want to match you to retailers that are going to last in your community." Mr. Jackson and I both agreed that having a "retail thumbprint" is critical in knowing what companies, (i.e. restaurants, hotels, grocery stores) would locate in Mount Holly. Otherwise, we would possibly be wasting time and resources talking with businesses that would never locate here because of proximity to other stores, demographics, median household income, shopping habits, etc.</u></p> <p><u>On October 23<sup>rd</sup>, the EDC held a special meeting to hear a presentation from Buxton. Robb Miller and Cody Howell made their second trip from Texas to Mount Holly, and went into great detail on what Buxton does to recruit new businesses to a city. The EDC felt the timing was right to proceed with a proposal and presentation from Buxton to City Council, and solidified this recommendation by making a unanimous vote. Staff has begun working with Buxton on the proposal for services now, which you will find attached. This is not a contract, simply a proposal, and if Council should decide to proceed with the proposal, a contract will have to be finalized through the City Attorney and Buxton officials. We feel that if Council at least has this information upfront, in the form of a proposal, it will help facilitate discussion at the upcoming presentation.</u></p> |                                        |

***Fiscal Impact:***

|                                    |                              |                             |                                         |
|------------------------------------|------------------------------|-----------------------------|-----------------------------------------|
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| Budget Transfer required           | <input type="checkbox"/> YES | <input type="checkbox"/> NO | <input checked="" type="checkbox"/> N/A |

**Total City Dollars:**

\$

**Budget Code**

|                           |                              |                                        |                              |
|---------------------------|------------------------------|----------------------------------------|------------------------------|
| Reviewed by City Attorney | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO | <input type="checkbox"/> N/A |
|---------------------------|------------------------------|----------------------------------------|------------------------------|

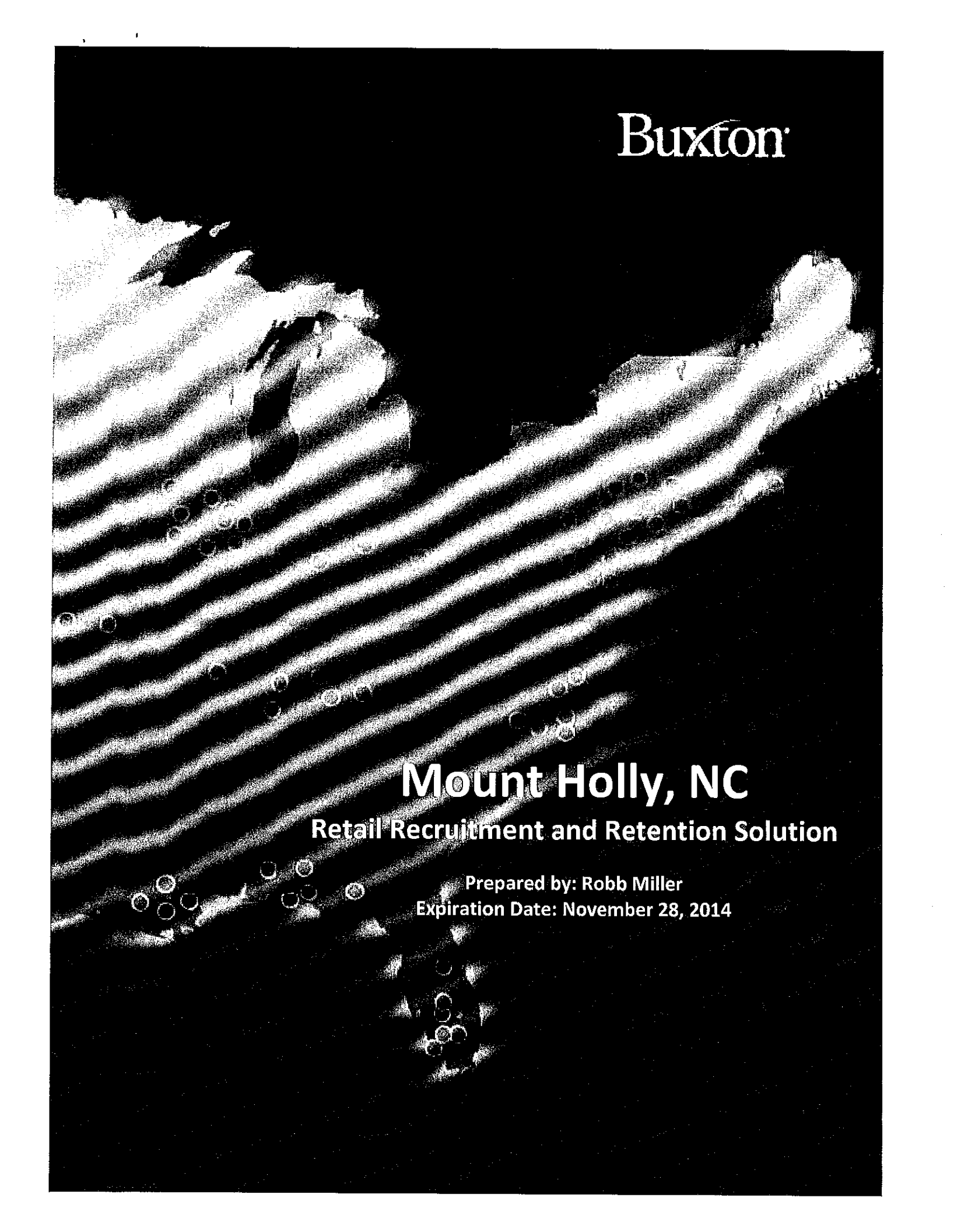
**It is important to note that if staff receives direction from Council to proceed on working with Buxton for a contract for services, the City Attorney and Finance Department will be heavily involved in that process.**

**Manager/Staff Recommendation: Currently, there are four cities in North Carolina that are currently working with Buxton. They are: Thomasville, High Point, Fayetteville and Ahoskie. I met with several individuals at the International Economic Development Council Course in Chapel Hill in November, who had worked with Buxton on a retail recruitment plan. Erik Collins, one of the moderators at the course, and the Economic Development Director for Montgomery County, Ohio – the state's fourth largest county – stated that he had a great experience working with Buxton because it made the county realize what retail firms they could attract, and noted other firms, which they had little shot at getting because of demographics and such. He said once they had that information, they were able to take it and make better and smarter choices on what firms to attract. The Buxton name apparently carries a lot of weight in the economic development and retail communities. I have included some case studies that can be viewed as experiences that other cities have had with Buxton. Mr. Miller plans on presenting more information on other cases in his presentation on Wednesday.**

***Result of City Council Decision:***

***Attachments: Buxton Proposal  
Case Studies***





Buxton

# Mount Holly, NC

## Retail Recruitment and Retention Solution

Prepared by: Robb Miller  
Expiration Date: November 28, 2014



## OUR VALUE PROPOSITION

Since our founding in 1994, Buxton has been a leading force in retail site and development. We are recognized for creating solutions that provide results. Buxton began as a service to help retailers make informed site selection decisions by understanding their customers and precisely determining their markets and soon realized that the company's expertise in retail site and market analysis could also be leveraged to benefit communities desiring retail expansion.

More than simply providing data, Buxton supplies custom marketing materials and strategies targeting the unique site requirements of retailers, developers and commercial real estate brokers. Buxton clients achieve outstanding success using our tools for retail identification, selection and recruitment. And our clients benefit from our unique understanding of retail site selection from the retailer's point of view.

- **Grow Your Community.** Create new, permanent jobs that will satisfy your citizen's desire to shop at home; retain dollars currently spent outside of your community and maximize revenue growth to fund city services.
- **Leverage Buxton's Retail Industry Expertise.** Establish credibility with decision makers by providing factual evidence to support your site and gain a competitive position by leveraging our experience:
  - 3000+ retail, restaurant, and healthcare clients
  - 650+ public sector clients nationwide
  - 35+ million square feet of retail space
  - 500+ cumulative years of retail management and economic development experience
- **Access Your Buxton Solution with Ease.** Utilize your best-in-class retail recruitment solution via SCOUT, with the touch of a button from any mobile device. Get the insights and answers to your retail recruitment and site analysis questions and have the big picture in the palm of your hand.
- **Develop a Long-Term Partnership.** You will receive personal guidance and ongoing insight into key industry topics.

# SECTION 1: SCOPE OF SERVICES

Buxton is pleased to present this proposal to Mount Holly, NC. The purpose of this proposal is to outline and review your community development objectives and how Buxton's solutions will enhance your ability to effectively meet those objectives.

## **Mount Holly, NC's Objectives**

1. Recruit new retailers and restaurants
2. Retain existing retailers and restaurant
3. Understand current retail and restaurant economic condition

## **Retail Recruitment and Retention Solution: Your Community Profile**

Our solution is a total marketing strategy that enables community leaders to understand the consumer profile of their residents and to identify specific retailers and restaurants who seek a market with household purchasing habits just like yours. This solution provides you with the ability to actively pursue identified retailers, making a compelling case for their expansion to Mount Holly, NC utilizing custom marketing packages that Buxton will create for you. You will have access to the same analytical information and insights retailers depend on today to make site selection decisions providing you with instant credibility and the ability to differentiate your community.

### **Step 1 - Research Your Community**

Buxton uses over 250 consumer and business databases that are updated regularly and compare your potential sites to the universe of all competing sites operating in the U.S. We define your current retail situation and those in any neighboring communities that impact your retail environment.

### **Step 2 – Define and Evaluate Your Trade Area**

Customers shop by convenience, measuring distance based on time, not mileage. We will conduct a custom drive-time analysis to determine your trade area using our proprietary methodology and knowledge of individual retail client's actual trade areas. Your drive-time trade area will be provided to you as a map that accurately depicts your consumer shopping patterns.

### **Step 3 – Profile Your Trade Area's Residential Customers**

Your community profile will analyze all the households in your drive-time trade area. Based on more than 7,500 categories of lifestyles, purchase behaviors and media reading and viewing habits (psychographics), the households in your trade area are assessed to gain an understanding of the types of retailers that would be attracted to your site.

### **Step 4 – We Match Retailers and Restaurants to Market Potential**

Buxton will match the consumer profile of your community's trade area against the customer profiles of 5,000+ retailers in our proprietary database. We will identify the similarity between the two profiles analyzed using Buxton's proprietary retail matching algorithm to determine if your site presents an attractive opportunity for each retailer. We then qualify the list of matched results to verify that a retailer is currently operating or expanding, that they operate in similar sites and that your site affords adequate buffer from competition and cannibalization to be realistically considered.

### Step 5 – We Create Marketing Packages

Buxton will assemble individualized marketing packages for up to twenty (20) targeted retailers and will notify each retailer's key real estate decision maker, by letter that they have been qualified by Buxton as a potential viable fit for your site and should expect to be contacted by a representative of the city.

Your marketing packages will be delivered to you in SCOUT and include:

1. Map of the retail site and trade area
2. Map of retailer's potential customers
3. Retailer match report that compares the site's trade area characteristics and consumer profile with the retailer's sites in similar trade areas

### Solution Deliverables:

- SCOUT Touch Access
- Drive Time Trade Area Maps
- Retail Site Assessment
- Retail Match List (specific retailers that match your trade area's consumer profile)
- Retailer Specific Marketing Packages (for up to twenty (20) retailers)
- Mobile tablet device at completion pre-loaded with all findings

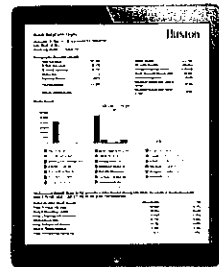
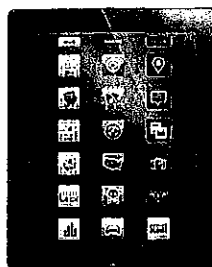
**Multi Year Deliverables:** Year 2 & 3 of this agreement will include a Retail Recruitment model refresh, retail marketing packages, and full SCOUT and SCOUT Touch.

### Access and Use Your Retail Recruitment Solution via SCOUT

Buxton's Retail Recruitment solution will allow you to actively recruit retailers to your community and support existing businesses with the push of a button in SCOUT Touch, providing you with crucial information about your community, your trade areas, your residents, and much more. SCOUT is a web-based platform which is accessible on any Windows or iOS enabled device with an internet connection and designed to give decision-makers in your community access to the data and solutions that will assist them in making better business decisions. The Retail Recruitment solution includes one (1) mobile tablet device which will be provided at completion and will be pre-loaded with all key findings. This mobile tablet device, possession of Mount Holly, NC, is enabled with four (4) SCOUT Users with the ability to **run demographic and trade area profile reports**, and view maps, and other data elements.

**Identifying and quantifying the key variables which impact your community**, you will acquire insights from these findings that will provide you with a strong foundation from which to understand retail recruitment and business retention efforts. In Buxton's SCOUT Touch you will be able to:

- Identify Retail Matches
- Run Variable Reports
- View City Limit Maps
- Run Healthcare Reports
- Run Demographic & Consumer Propensity Reports
- See Aerial View
- View Physician Intelligence
- Run Comparable Reports
- Run Retail Leakage/Surplus Reports



**ANSWERS AT YOUR FINGERTIPS. ANYTIME. ANYWHERE.**

## SECTION 2: FEES & TIMING

| ANNUAL FEE                               | SOLUTION TIMELINE                                                                                                                                                                                                                                                                      |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>\$50,000</b><br>(three (3) year term) | <ul style="list-style-type: none"><li>Your SCOUT access will be enabled within ten (10) business days of the execution of this agreement</li><li>Mount Holly, NC will have access to retail match lists and marketing packages within sixty (60) business days of execution.</li></ul> |

Mount Holly, NC will be invoiced as follows:

- \$50,000 Year 1 Fee (Invoiced upon execution of this agreement)
- \$50,000 Year 2 Fee (Invoiced 1<sup>st</sup> Anniversary of this agreement)
- \$50,000 Year 3 Fee (Invoiced 2<sup>nd</sup> Anniversary of this agreement)

The initial term of this agreement is for three (3) years with services invoiced annually. However, at any time during this initial 3-year term, Mount Holly, NC may cancel services for the following year by providing written notice to Buxton at least sixty (60) days in advance of a yearly renewal. If Mount Holly, NC cancels services prior to the expiration of the initial term, Mount Holly, NC will be invoiced 10% of the remaining balance. All service fees associated with this agreement are due in net (10) days of the date of the invoice.

Buxton may include Mount Holly, NC on its client list in presentations and public relations efforts. When doing so, Buxton will not reveal information that is confidential and proprietary to Mount Holly, NC.

### Buxton

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Printed Name*

\_\_\_\_\_  
*Title*

\_\_\_\_\_  
*Date*

### Mount Holly, NC

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Printed Name*

\_\_\_\_\_  
*Title*

\_\_\_\_\_  
*Date*

*Please provide us with a primary point of contact for invoice receipt.*

**Name** \_\_\_\_\_

**Phone** \_\_\_\_\_

**Email** \_\_\_\_\_

**Preferred Method of Receipt** (Email or U.S. Mail)



# NEW RETAIL IS KING

Buxton®

How Kingsport,  
Tenn., has  
successfully used  
analytics and  
SCOUT®, Buxton's  
web-based  
analytics portal,  
to recruit retail  
development.



# HERE'S THE SITUATION

Every city's economic development department knows it can't wait for new retail businesses to come to them. You need to be out there, proactively recruiting the businesses and developers that match your parameters. Most important, you need to be fully outfitted with the data they need.

The City of Kingsport, Tenn., discovered just how challenging that can be. Amassing and organizing the information required to convince a retailer or developer that their investment in Kingsport would be prudent was more than the city was able to handle. Repeated failures led them to contact Buxton for answers.



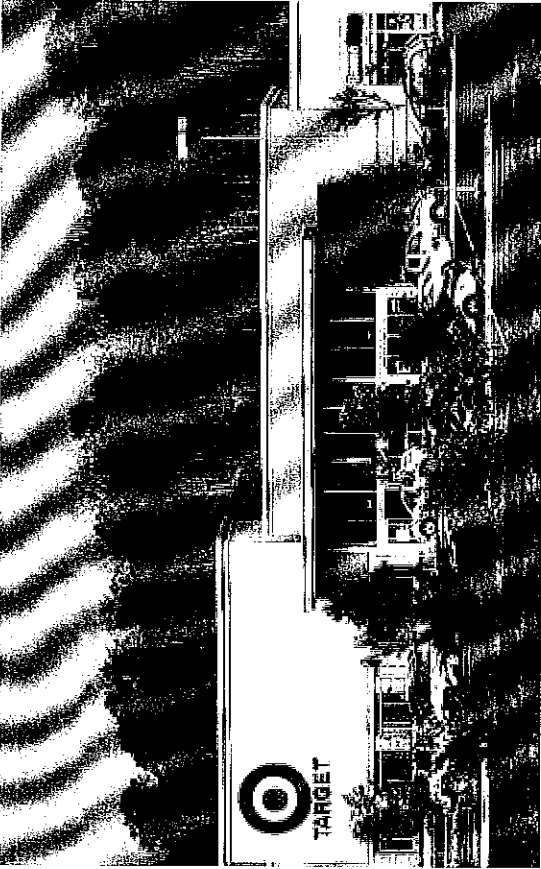
## **LOCATION / POPULATION:**

NORTHEASTERN TENN.  
36,000 RESIDENTS

## **COMMUNITY NEEDS:**

DETERMINE WHICH RETAIL SECTORS ARE  
UNDERSERVED IN THE TRADE AREA

- CREATE A COMPELLING PRESENTATION  
TO ATTRACT RETAIL DEVELOPMENT
- INCREASE SHOPPING OPPORTUNITIES  
AND TAX REVENUES

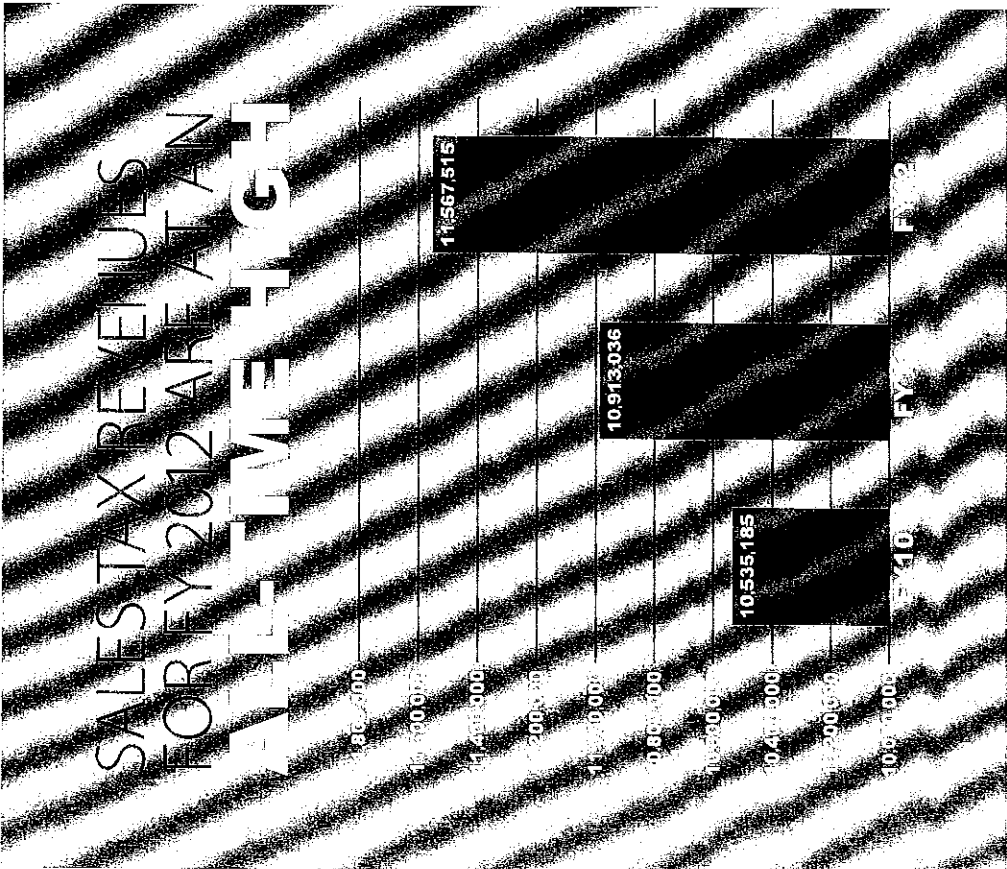


Using our unique approach to household-level data and powerful analytics tools, we helped Kingsport understand which types of retailers would best fulfill the needs of its citizens. And which specific retailers offered the best fit for the city's planned developments.

With granular data, we predicted local consumers' buying patterns and determined how far they'd travel for shopping and dining, as well as a host of other services. All of which helped Kingsport identify successful sites for retail and restaurants.

We also introduced Kingsport to SCOUT®, our web-based tool that allows clients to track data sets themselves. Whether they're interested in the latest input from their own customized data, or want to expand their research to other data sets, SCOUT allows them to access it anywhere, anytime — then use the information to inform decision making, or to create and update presentations.

In addition, Kingsport is using the Leakage/Surplus Analysis report SCOUT provides, to show potential retailers and developers which retail sectors are being underserved in the trade area.



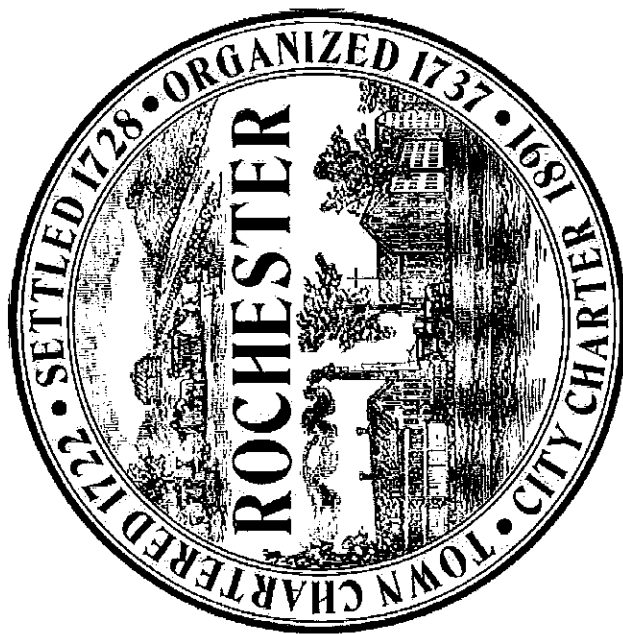
# CHECK OUT THESE RESULTS

With our involvement, the community experienced great success in acquiring new retailers for Kingsport Pavilion and East Stone Commons, the city's newest developments. A national furniture retailer was one of the missing pieces from Kingsport. Even in a down economy for new home construction—with our help, Kingsport was able to attract power brand Ashley Furniture to its new home in Kingsport Pavilion. Plus, Zak's Furniture will open an outlet store summer 2012. City management credits Buxton's data for convincing many other national and regional retailers the area was the right fit for them. Sales tax revenues in FY 2012 were at a six-year high and the indicators point to a bright future ahead.

**For more information, call us at  
1-888-2BUXTON (888-228-9866),  
visit [www.buxtonco.com](http://www.buxtonco.com) or email us.**



**Buxton**



# ROCK SOLID DEVELOPMENT IN THE GRANITE STATE.

## **CITY OF ROCHESTER, NEW HAMPSHIRE**

**Location:**  
22 miles northwest of  
Portsmouth, NH

**Population:**  
30,000

**Challenge:**  
Proving development  
potential

**Buxton Client Since:**  
2007

## **A CITY WITH VISION**

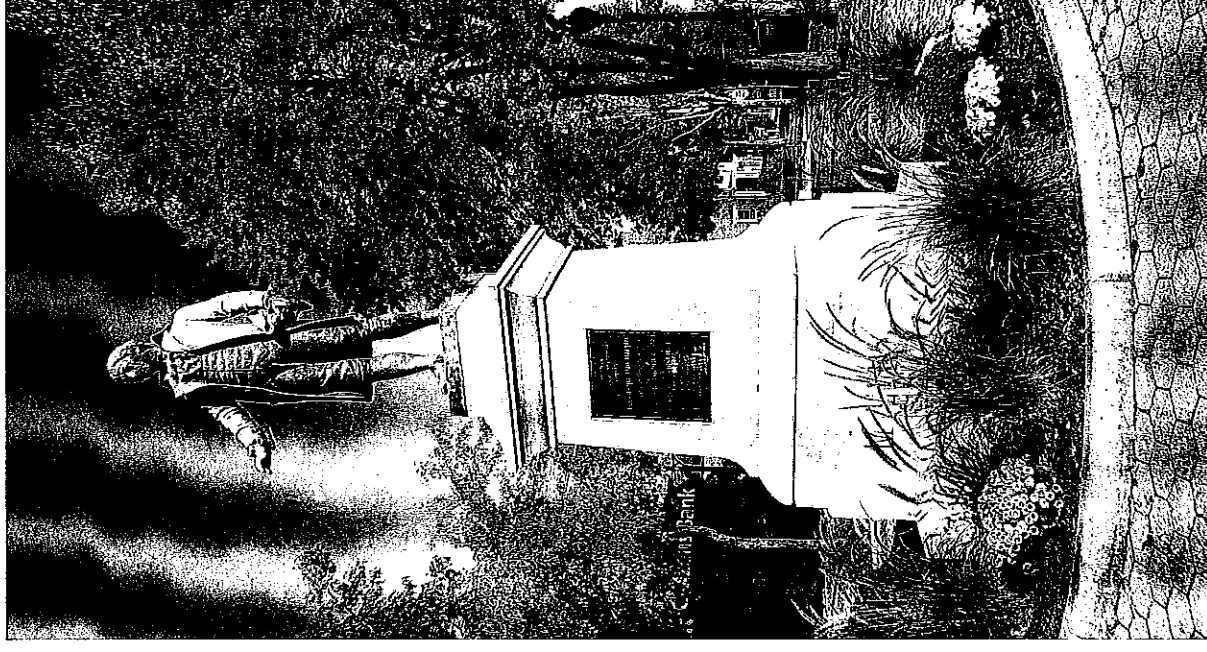
The City of Rochester, New Hampshire, is located in the southeastern portion of the state, just northwest of Portsmouth. With a population of nearly 30,000, Rochester is one of the largest and fastest-growing cities in the Granite State.

Rochester city leaders wanted to attract retail and commercial development in order to broaden the commercial property tax base and create jobs. They realized, however, that they needed rock solid proof that the city had both the population and infrastructure to support commercial development. In 2007, the city took a bold step and turned to Buxton for support in making the vision a reality.

## PROVE IT

Buxton conducted a full analysis of Rochester's retail sector, including psychographic analysis of how Rochester's residents behave as shoppers. Based on this analysis, the company provided a list of retailers that have a high likelihood of success in Rochester. Using the tools and resources that Buxton provides, including its web-based SCOUT platform, the city was able to present a convincing case to potential retailers and provide support for existing local businesses.

T.J. Jean, mayor of Rochester, noted that "In this day and age, it's all about analytics and having statistics on your community. Municipalities don't always have that at their fingertips. But with Buxton and the SCOUT program, we've been able to turn that around and provide prospective clients with some really good analytical data to help them make their decision to locate in Rochester."



# ROCHESTER ANNUALLY EARN \$91 FOR EVERY \$1 IN RETAIL RECRUITMENT.

## AWARD-WINNING RESULTS

Rochester's investment in retail development has delivered rock solid results. In addition to retaining many existing businesses, the city has recruited more than 30 of the retailers or equivalent retailers on the list of those recommended by Buxton, including Kohl's, Lowe's, and Staples. Rochester Crossing now provides over 250,000 square feet of shopping and dining options, and a new 299,000 square foot development is nearing final approval.

A recent economic impact analysis estimated that Rochester annually earns \$91 for every \$1 invested with Buxton at the beginning of the partnership. Furthermore, the investment generated an estimated annual cash ROI of \$2.7 million in 2013 alone. The city's economic development efforts have been honored with multiple awards in the last year, highlighting their winning strategy. In early 2014, Rochester renewed its partnership with Buxton and looks forward to building on its success.

# TAKE YOUR RETAIL DEVELOPMENT TO THE NEXT LEVEL

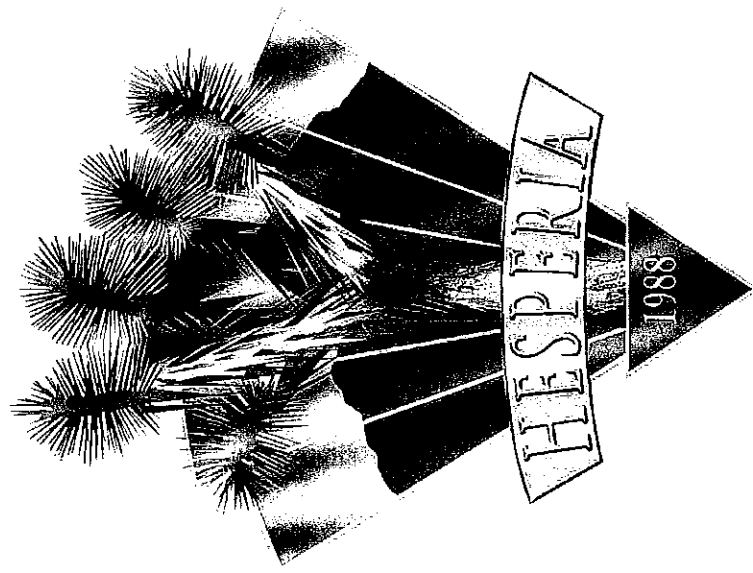
Since 1994, Buxton has provided big answers for retailers and communities. Our insights go beyond broad regional demographics by drilling down to the household-level in order to give you the clearest picture of your community. We've helped 650 communities recruit over 35 million square feet of retail space.

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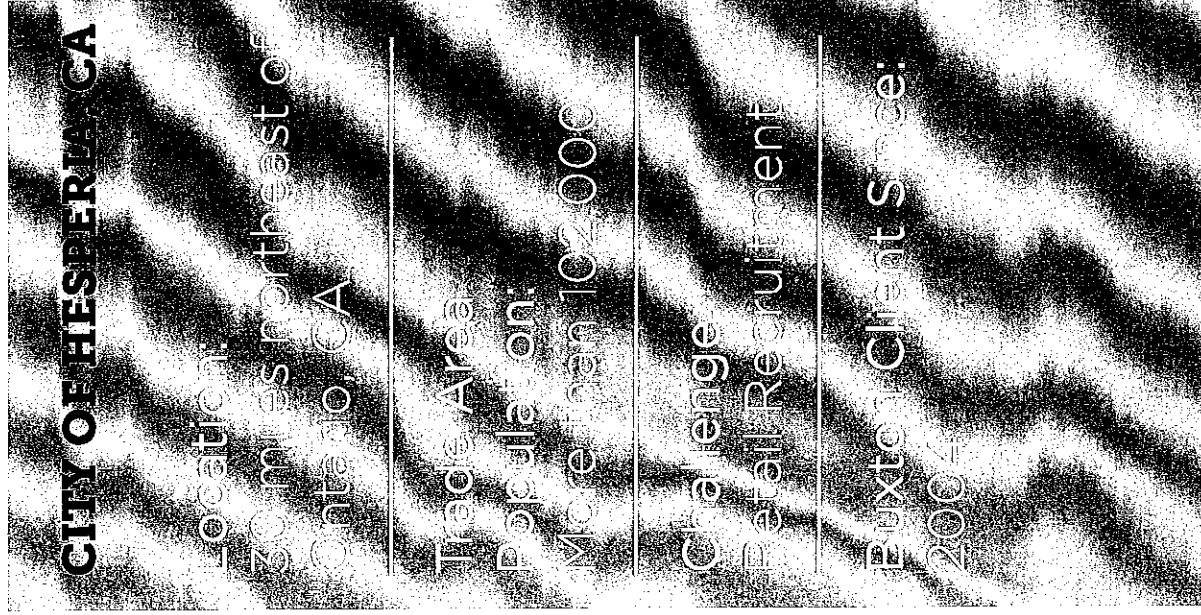
For more information about what Buxton can do for you, visit us online today at [www.buxtonco.com](http://www.buxtonco.com) or call us at 888-2BUXTON.



Buxton



HESPERIA,  
CALIFORNIA  
LIGHTS THE  
WAY FOR  
RETAIL  
SUCCESS



## A HIGH DESERT TALE

Hesperia, California, is living up to the name given to it more than 150 years ago by early settlers. In Greek, “Hesperia” means “Star of the West,” and this growing Southern California city has become a “star” retail and restaurant destination in the High Desert region.

However, this has not always been the case. In 2004, city leaders were frustrated with the lack of retail development happening in Hesperia. The city had seen a lot of sales tax leakage to neighboring communities, but still struggled to attract retailers because the rooftop and household income levels were considered to be too low. Hesperia needed a positive message to give retailers – one that proved the city could light the way for retail development.

## RETAIL STAR

Hesperia turned to Buxton's public sector division for help in understanding the shopping and dining preferences of residents, as well as the retailers and restaurants that were likely to succeed in the city. The company provided detailed household-level analytics, along with a list of more than 100 retailers and restaurants that matched the lifestyle profiles of residents.

Just over one year after Buxton completed its assessment for Hesperia, several major retailers—including Wal-Mart and Target—announced plans to locate to the city. These big box retailers anchored privately developed new shopping centers and were part of the Buxton retail match list. In fact, from 2005-2014, Hesperia recruited 27 retailers and restaurants recommended by Buxton, resulting in the addition of 1,250 jobs and \$2.6 million in combined annual sales tax and property tax revenue.

**BUXTON'S  
RETAIL  
MATCHES  
GENERATE  
\$2.6 MILLION  
IN ANNUAL  
TAX REVENUE  
FOR HESPERIA.**



## A WINNING APPROACH

Hesperia city leaders are delighted that national and regional retailers have finally seen the potential in Hesperia. “We believe that our success in attracting these retailers validates the results of the Buxton analysis,” said Steven Lantsberger, Hesperia’s Economic Development Director.

The city also credits the success of retail development to the commitment of staff, the city council, and the community, even when the economy was tough. Hesperia recognizes that recruiting quality retail that improves quality of life for residents is not an overnight process, and developed a multi-prong approach for marketing the city.

Hesperia’s success proves that with the right strategy, even the most difficult development opportunities are within reach.

# TAKE YOUR RETAIL DEVELOPMENT TO THE NEXT LEVEL

Since 1994, Buxton has provided big answers for retailers and communities. Our insights go beyond broad regional demographics by drilling down to the household-level in order to give you the clearest picture of your community. We've helped 650 communities recruit over 35 million square feet of retail space.

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For more information about what Buxton can do for you, visit us online today at [www.buxtonco.com](http://www.buxtonco.com) or call us at 888-2BUXTON.

