Downtown Enterprise

Enterprise, Alabama

Market Study and Strategies 2020

Prepared For:

MAIN STREET
ENTERPRISE

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Introduction

The economic landscape of traditional downtown and neighborhood commercial districts continues to change. Expanding retail competition, evolving technologies, and changing lifestyle trends continue to affect commerce and the way of life in our traditional downtown and neighborhood business districts.

Main Street Alabama commissioned this study to engage stakeholders and to promote an in-depth understanding of local and regional market conditions, trends impacting Downtown Enterprise's economic performance, and opportunities for the future. Information and direction gained from the study provide a sound basis for local decision-making processes and strategies for enhancing Downtown Enterprise.

This document summarizes key findings and proposed strategies for Downtown Enterprise economic development and enhancement initiatives based on an extensive review of background information and current market data, input provided via consumer and business surveys, and direction and leadership provided by Main Street Enterprise (MSE) leaders and volunteers. Supplemental documents referenced in this summary document include:

- Downtown Enterprise Market Snapshot
- Downtown Enterprise Consumer Survey Results
- Downtown Enterprise Business Survey Results

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Enterprise is a Main Street Alabama Community

Main Street Alabama is focused on bringing jobs, dollars and people back to Alabama's historic communities. Economic development is at the heart of the organization's efforts to revitalize Alabama's downtowns and neighborhoods.

Main Street Alabama is affiliated with the National Main Street Center and utilizes the proven Main Street Four-Point Approach® to help communities organize themselves for success, improve the design of their neighborhoods, promote their districts, and enhance their economic base.

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

Limitations and Disclaimers

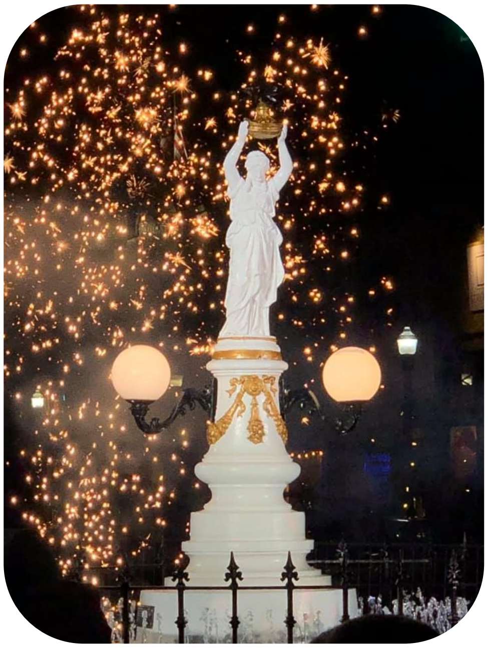
Retail market studies and analyses, their components (such as retail sales gap analyses and surveys interpretation) and derivative business development plans provide important guidance on how a commercial area should, theoretically, be able to perform and on the sales levels businesses should be able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

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

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

Community Profile

Welcome to Enterprise



Explore Enterprise and you'll find an endearing community that cherishes its southern traditions while also embracing a contemporary approach that upholds its reputation as the "City of Progress."

Today's Enterprise has grown from a wilderness of pine trees and scrub oaks with a population of 250 clustered around a General Store and Post Office to a city of almost 30,000 that boasts world-class hospitality, southern charm and a thriving business community.

As a gateway city to the Home of Army Aviation at Fort Rucker, and the world's most beautiful beaches along the Gulf Coast, our community is the perfect blend of southern tradition, patriotism and cultural diversity. Our willingness to explore and expand has allowed the city to diversify its largely agricultural economy with innovative industry, including a significant aviation and automotive presence, and increasing retail and restaurant offerings.

Downtown Enterprise is known for our unique tourist attraction, The Boll Weevil Monument, a monument dedicated to an agricultural pest. The Boll Weevil Monument sits proudly in our city's epicenter as a constant reminder that despite adversity, when a community comes together, we can persevere and be incredibly successful. That philosophy is reflected in the support for the new Enterprise Main Street program.

Enterprise has an ***Enterprising Spirit and History***. At one time, downtown was the absolute heart of our city. Then, as the years passed and as strip malls and other developments began to grow on the periphery of our city, we saw a shift. The heart of the city grew weak and buildings began to deteriorate with no seeming motive to stop that trend. However, in the last decade and particularly in the last five years, we have seen a shift back to revitalizing our downtown.

Our designation in June 2019 as a Main Street Alabama community has helped us progress even further in our pursuits to ***Design*** and restore the old brick buildings of yesteryear. We've embraced ***Organization*** and ***Promotion*** through affiliations with the likes of the Downtown Enterprise Business Association (DEBA), The Enterprise Chamber of Commerce, The Wiregrass Economic Development Corporation and The Wiregrass Board of Realtors.

COMMUNITY PROFILE

Strong partnerships and renewed focus are increasing the ***Economic Vitality*** of our downtown by attracting new business owners who have a vested interest in future growth. We have also seen culture begin to blossom, with restaurants and the arts taking a more prominent role in our business landscape. Through the city's pursuits of funding and grants, we have begun to see a grassroots trend towards beautification and a desire to see a cohesive overall design as the city and businesses have begun to take more pride in our heritage and the way our downtown is presented.

Within the first nine months of becoming a designated Main Street Alabama community, Enterprise has made incredible progress in the downtown district. Several community events were hosted downtown, logging over 500 volunteer hours. Fifteen new businesses opened in the district, including clothing boutiques, professional services and other specialty retail shops.

The look of Downtown has also been enhanced by several beautification projects such as new banners, flags and flowers on the light poles as well as several other streetscape projects. In these past nine months, Downtown Enterprise has seen a tremendous growth in public and private investments.

The goal of Main Street Enterprise is to revitalize the downtown district by utilizing the National Main Street Approach™. Downtown Enterprise is the heart of our city, built upon southern roots and tradition. You can expect friendliness, hospitality, and a slight southern drawl around every corner. Our history is built on the idea that over 100 years ago our citizens sought advice and embraced change. In that same spirit, we are so excited to be partnering with Main Street Alabama and are eager to implement strategies, spark new investments, attract more visitors and to spur growth.

We know that celebrating authenticity sets communities apart. And here in Enterprise, we want people to come ***experience and explore*** all the things that make us so "***UnBollweevible!"***

The Downtown Enterprise Market

Downtown Enterprise Drive Time Market

Demographic Fast Facts
Esri 2019

28,285

10 Minute Drive Time | 2019
2019—24 Growth: 3.1%

Population

Population	5 Min	10 Min	20 Min
2019 Estimate	8,158	28,285	54,242
Growth (2019-24)	2.6%	3.1%	2.4%
Est. State Pop Growth (2019-24)			2.2%

9,865

5 Minute Drive Time | 2019
Daytime Change: 20.9%

Daytime Pop

Daytime Population	5 Min	10 Min	20 Min
Total Daytime Pop	9,865	26,631	49,408
Daytime Change	20.9%	-5.8%	-8.9%

10,998

10 Minute Drive Time | 2019
2019—24 Growth: 2.6%

Households

Households	5 Min	10 Min	20 Min
2019 Estimate	3,237	10,988	21,108
HH Growth (2019-24)	2.4%	2.6%	2.0%
Est. State HH Growth (2019-24)			2.2%

$52,337

10 Minute Drive Time | 2019
2019—24 Growth: 4.9%

Median HH Income

Median HH Income	5 Min	10 Min	20 Min
2019 Estimate	$39,240	$52,337	$52,115
Growth (2019-24)	7.4%	4.9%	5.0%

2019 State: $49,186 | 2019-24 Growth: 9.9%

Per Capita Income
2019

5 Minutes	$21,042
10 Minutes	$26,130
20 Minutes	$26,451
State	$27,059

Median Age
2019

5 Minutes	38.7
10 Minutes	36.8
20 Minutes	36.9
State	39.5

2019 Employed
Civilian Pop 16+

5 Minutes	94.4%
10 Minutes	96.1%
20 Minutes	95.5%
State	94.9%

Source: Esri Market Profile | 01.20

Top Esri Tapestry LifeMode Groups

Downtown Enterprise Drive Time Areas | Esri 2019

Esri Tapestry LifeMode groups represent markets that share a common experience—born in the same generation or immigration from another country—or a significant demographic trait, like affluence. The Family Landscapes and Rustic Outposts LifeMode Groups are among those most prevalent in the Enterprise drive time areas.

26% 10 Minute Drive HHs

Family Landscapes

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

27% 20 Minute Drive HHs

Rustic Outposts

- Country life with older families in older homes
- Rustic Outposts depend on manufacturing, retail and healthcare, with pockets of mining and agricultural jobs
- Low labor force participation in skilled and service occupations
- Own affordable, older single-family or mobile homes; vehicle ownership, a must
- Residents live within their means, shop at discount stores and maintain their own vehicles (purchased used) and homes
- Outdoor enthusiasts, who grow their own vegetables, love their pets and enjoy hunting and fishing
- Technology is cost prohibitive and complicated. Pay bills in person, use the yellow pages, read newspapers, magazines, and mail-order books

Source: Esri Community Tapestry Segmentation | 01.20

THE DOWNTOWN ENTERPRISE MARKET

Retail Power ENVIRONICS ANALYTICS 2020

The Retail Market Power (RMP) 2020 report from Environics Analytics provides a direct comparison between retail sales and consumer spending by industry. To capture a snapshot of an area's retail market, a sales surplus or leakage—expressed in current dollars—is calculated to summarize the relationship between supply (sales by businesses) and demand (consumer spending).

Example: Calculating Sales Surplus/(Leakage) Estimates
Estimated Actual Sales — Potential Sales = Surplus/(Leakage)

	Estimated Sales (Supply)	$33,593,446
—	Potential Sales (Demand)	$13,644,011
=	Surplus or (Leakage)	$19,949,435

Retailers and real estate analysts use RMP to understand the difference between supply and demand in existing and potential new trade areas. In areas where demand exceeds supply, an opportunity gap—or leakage—exists that can attract new retail operations or inform what changes need to be made to a store's product mix to increase market share. In areas where supply exceeds demand, a surplus exists, which can signal that new marketing strategies may be needed to attract new customers, or that the area is attractive to niche retailers, or it may prompt a store network re-alignment.

DOWNTOWN ENTERPRISE DRIVE TIME AREAS
SALES SURPLUS AND LEAKAGE ESTIMATES | ($MM)

Sales Surplus & Leakage ($MM)	5 Minutes	10 Minutes	20 Minutes
Categories	Surplus/ (Leakage)	Surplus/ (Leakage)	Surplus/ (Leakage)
Retail Trade (NAICS 44 – 45)	$212.0	$207.0	($18.8)
Food & Drink (NAICS 722)	$20.0	$16.8	($11.9)
Total (NAICS 44 – 45, 722)	$232.0	$223.8	($30.7)

Source: Environics Analytics Market Power® 2020 | Retail Stores Gap.

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

RMP focuses on Retail Trade NAICS codes 44 and 45, as well as the Food Services industry NAICS code 722. Once national and county level CRT tables are retrieved from the U.S. Census Bureau, all establishments are coded using 2012 North American Industrial Classification System (NAICS) codes to match the data source. The 2012 NAICS codes are then matched with the latest release of NAICS codes from 2017 to reflect any changes in codes.

TOTAL SALES

[Retail Trade (NAICS 44—45) + Food & Drink (NAICS 722)]

$353 Million	$607 Million	$864 Million
5 Minutes	10 Minutes	20 Minutes

Performance by Category

Sales gap factors provide a quick-look means of assessing the relative strength of retail categories for a defined geography. The factor is a measure of the relationship between supply and demand that ranges from +100 (total surplus) to -100 (total leakage). A positive value represents a surplus of retail sales and can be indicative of a market where customers are drawn from outside the defined area. Categories showing the highest surplus factors might signal opportunities for expansion or the introduction of complementary products and services to build on market strengths or niches. Likewise, categories with negative factors might offer an initial indication of gaps in the business mix and potential for re-positioning, expansion or recruitment.

SALES GAP FACTORS | 5 MIN AND 10 MIN DRIVE TIME AREAS

Category—Factor	5 Min	10 Min
Motor Vehicle & Parts Dealers	60.6	40.3
Furniture & Home Furnishings Stores	68.8	47.3
Electronics & Appliance Stores	41.7	(7.4)
Building Materials, Garden & Supply	75.5	52.9
Food & Beverage Stores	33.2	(1.0)
Health & Personal Care Stores	64.1	38.7
Gasoline Stations	33.5	16.6
Clothing and Clothing Accessories	41.7	7.0
Sporting Goods, Hobby, Book, Music	61.3	25.7
General Merchandise Stores	37.5	14.3
Miscellaneous Store Retailers	53.9	20.6
Nonstore Retailers	(66.8)	(68.5)
Food Services & Drinking Places	42.2	16.0

Source: Environics Analytics Market Power® 2020 | Retail Stores Gap

Note: The complete Downtown Enterprise Market Snapshot and source Esri and Environics Analytics (Claritas) reports are available as supplemental documents to this report.

Market Insights and Directions

Downtown Drivers

The purpose and frequency of consumers' visits to the district reinforce a sense of Downtown Enterprise as a center of community life and help to demonstrate the important role both retail and non-retail uses play as part of a vibrant district with broad appeal.

Traffic Generators

85% Visited Downtown Enterprise for **Shopping** within the past year.

Table 1

Q: For which of the following activities or purposes have you visited Downtown Enterprise within the past year?

Most Frequent Consumer Survey Responses	Percent
Shopping	85.1%
Dining	81.3%
Festivals/Special Events	68.9%
Arts & Culture	33.6%
Health Care	28.0%
Work	23.9%
Banking/Financial Services	23.5%
Government	21.9%

Source: 2020 Downtown Enterprise Consumer Survey. Most frequent responses shown.

41% Visit daily or weekly to **do errands or for office and service-related purposes.**

Table 2

Q: How often do you visit Downtown Enterprise...

Frequency—Daily or Weekly	Percent
To do errands or for office and service-related purposes?	41.2%
For eating, drinking and/or entertainment?	24.9%
To shop?	14.7%

Source: 2020 Downtown Enterprise Consumer Survey.

Insights

- Different types of businesses and activities currently attracting people to the downtown area demonstrate the need to accommodate a mix of uses in the district.
- Though the largest percentages of survey participants indicated they visited the downtown for shopping (85%) within the past year, findings show consumers visit the downtown most frequently to do errands and for office and service-related purposes.

Directions

Economic Vitality

- Continue to encourage office, service and other appropriate non-retail uses to locate in the downtown area (see page 20 for more).

Organization

- Continue efforts to engage partners from all sectors of the community in downtown enhancement initiatives.

Promotion

- Facilitate and encourage collaborative marketing and cross-promotion efforts to heighten awareness for the full range of goods and services available from downtown area businesses.

Potential Activities

(E) Building/Business inventory (w/ regular updates)

(O) Presentations/updates to partners & community groups

(P) Encourage/Facilitate cross-promotion efforts

(P) Downtown Businesses & Services Directory

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

Market Insights and Directions

Anchors

The mix of businesses and places visited most frequently by consumers surveyed is dominated by eating & drinking places and specialty retailers that, collectively, represent a strong foundation for marketing, promoting and further developing the district as a distinctive destination to eat, drink, shop and entertain..

Anchors

9% Named **Milky Moo's** as the downtown business or place visited most frequently.

Table 3
Most Frequented Business or Places (Top 10)

1. Milky Moo's	6. Black Cat Bakery
2. Shopaholic	7. Corks and Cattle
3. Annie's Cafe	8. Café Roma
4. Boll Weevil Soap Company	9. All About Art
5. Weevil Nut Company	10. Styles ASAP

The local and specialty-oriented nature of businesses included in the top ten demonstrates the existing and potential appeal of Downtown Enterprise as a regional destination and attraction offering specialty products, personalized service, and one-of-a-kind experiences for residents and visitors alike. The results could also provide direction for strategies and activities that:

- ► Capitalize on existing anchor businesses and activity generators, including complementary business and entrepreneurial opportunities; and
- ► Heighten awareness for the local and eclectic nature of the business mix and the full range of products, services and experiences offered in the district.

Insights

- ► Businesses that cater to consumer's appetites and the desire to escape from the ordinary are important anchors for Downtown Enterprise. These anchors could also offer cues for prospects and other complementary uses that might be a good fit for Downtown Enterprise.

Directions

Design

- ► Incorporate design features (i.e. pedestrian wayfinding signage, kiosks, etc.) in proximity to downtown anchors to help users locate and navigate complementary businesses and amenities in the downtown area.

Economic Vitality

- ► Explore opportunities for existing businesses to expand or reposition themselves to capitalize on existing anchor businesses and activity generators, and for new, complementary business types to join the mix.

Organization

- ► Identify and pursue possibilities to work with higher traffic-generating businesses and attractions to disseminate information about Main Street Enterprise, its work and progress, and opportunities to participate.

Promotion

- ► Target higher-traffic generating locations identified for display and distribution of downtown marketing and promotional materials; and as lead partners in collaborative downtown marketing efforts.

Potential Activities

(D) Downtown pedestrian wayfinding signage/features

(O) MSE info displays and meet & greet events at anchors

(P) Downtown promo displays/materials at anchors

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

Market Insights and Directions

Marketing and Communications Channels

The proliferation of social media and online shopping applications—and the frequency of their use by consumers in the Downtown Enterprise marketplace—demonstrate the importance and benefits of a strong online business presence.

87% **81%** **38%**

Consumers: Popular Apps and Shopping Sites

Table 4

Q: [Consumer Survey] **Which social media and online shopping sites or apps do you regularly use?**

Q: [Business Survey] **Which social media and online shopping sites or apps does your business use?**

Most Frequent Responses (Rank)	Consumers	Businesses
Amazon	86.5% (1)	28.3% (3)
Facebook	81.4% (2)	71.7% (1)
Pinterest	38.3% (3)	9.4% (5)
Instagram	38.0% (4)	52.8% (2)
YouTube	32.5% (5)	3.8% (9)
Etsy	20.5% (6)	5.7% (8)
eBay	15.4% (7)	7.5% (7)

77% Of consumers surveyed rely on **Social Media** for Enterprise area news and information.

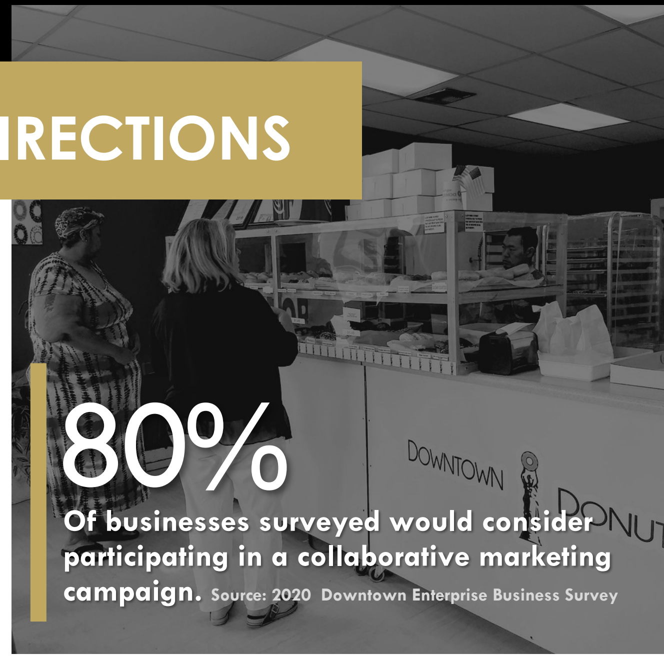
Table 5

Q: [Consumer Survey] **Which three do you most frequently rely on for Enterprise area news and information?**

Q: [Business Survey] **Which three are most effective for marketing and promoting your business?**

Responses | Consumers Top 5	Consumers	Businesses
Social Media (Facebook, Instagram, etc.)	77.2% (1)	80.8% (1)
Local TV Stations	36.7% (2)	13.5% (5)
Local Newspaper - Online	29.9% (3)	5.8% (7)
Local Newspaper - Print	29.9% (4)	25.0% (2)
Local Radio Stations	24.9% (5)	15.4% (3)

Source: 2020 Consumer and Business Surveys. Most frequent responses shown.



80%

Of businesses surveyed would consider participating in a collaborative marketing campaign. Source: 2020 Downtown Enterprise Business Survey

Insights

- Consumer and Business Survey findings suggest:
  - Businesses with collectible, specialty, and custom merchandise lines, in particular, could potentially benefit from a presence on Amazon, Pinterest, Etsy, eBay, Snapchat and other online platforms.
  - Social media apps that continue to integrate more robust online shopping apps (i.e. Facebook, Marketplace, etc.) could offer targeted channels and new ways for both retailers and service providers to enhance their presence in the local market.
  - Businesses of all types, including retailers carrying staple products, stand to benefit from a strong online presence as local consumers use the Internet to shop and compare, and then use it – much like previous generations used the Yellow Pages – to find a local vendor or source to make their purchase.
  - Eighty percent of businesses surveyed indicated interest in a collaborative marketing campaign for Downtown Enterprise, suggesting the time to introduce new collaborative and cross-marketing opportunities could be opportune.

Directions

Economic Vitality

- Share survey results demonstrating local consumers' social media preferences with downtown businesses as a business visitation or business roundtable topic and, possibly, as part of social media training series.

Promotion

- Develop and test concepts for district collaborative marketing programs and image enhancement campaigns via consumer-preferred social media apps.

Potential Activities

(E) Share consumer online preferences with businesses

(P) Develop and launch collaborative marketing concepts

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

Market Insights and Directions

Downtown Traits and Trends

Survey respondents' level of agreement with ten different statements about Downtown Enterprise help to identify both positive attributes and shortcomings, thereby lending direction for possible downtown marketing and enhancement strategies.

"Special events create vibrancy in the downtown."

Consumers: 4.47 Businesses: 4.81

"Downtown is bicycle-friendly."

Consumers: 2.55 Businesses: 2.38

Source: 2020 Downtown Enterprise Consumer and Business Surveys.

Table 7

Q: Using a scale from 1 (Disagree Completely) to 5 (Agree Completely), please indicate your level of agreement with the following statements about Downtown Enterprise:

Consumers and Businesses Average Rating and (Rank)

Statements	Consumers	Businesses
Special events create vibrancy in downtown	4.47 (1)	4.81 (1)
Downtown is clean and inviting.	4.29 (2)	4.22 (6)
Downtown presents a positive image to visitors.	4.27 (3)	4.40 (5)
Customer service is exceptional in downtown	4.16 (4)	4.48 (4)
Downtown Enterprise is a good place to invest.	4.11 (5)	4.60 (3)
Downtown is pedestrian-friendly.	3.91 (6)	3.51(8)
I tell my friends and family to shop downtown.	3.81 (7)	4.67 (2)
I feel safe downtown, even at night.	3.71 (8)	3.35 (9)
Downtown has things to do for many ages.	3.20 (9)	3.55 (7)
Downtown is bicycle-friendly.	2.55 (10)	2.38 (10)

Source: 2020 Downtown Enterprise Consumer and Business Surveys.

Recent Trends

Table 8

Q: Which of the following best describes recent trends in Downtown Enterprise?

Recent Trends	Consumers	Businesses
Improving or making progress	70.2%	78.2%
Steady or holding its own	26.2%	20.0%
Declining or losing ground	3.6%	1.8%

Source: 2020 Downtown Enterprise Consumer and Business Surveys.

Insights

- Consumers and businesses surveyed overwhelmingly agree that events "create vibrancy" and, as such, should be considered a sound investment to accomplishing broader goals. Events should also be embraced as one way to address lower ratings ascribed to the statement, "Downtown has things to do for many age groups."
- Collaborative marketing efforts might include special campaign components to leverage positive traits and address lower-rated attributes. A "Meet me in Downtown" feature, for example, might highlight friends and neighbors of all ages experiencing the downtown in different ways to, in essence, encourage (tell) friends and family to shop and experience downtown.

Directions

Design

- Work with the City, Alabama Department of Transportation, schools, local cycling clubs and other partners to address safety and barriers to bicyclists, and to further enhance the pedestrian experience.
- Pursue placemaking initiatives to enliven spaces, create year-round interest, and advance the downtown's image as a place for year-round family, fun, culture, recreation, and entertainment.

Economic Vitality

- Incorporate views on downtown as a "good place to invest" and recent trends described as "Improving or making progress" in messaging and materials to promote business and investment opportunities.
- Work with DEBA, promoters and property owners to identify event components and spaces that could be used to test-market business concepts and to further enhance the district's "entertainment factor" on a more regular or even permanent basis (i.e. vendor booths, pop-up shops, sidewalk entertainers, etc.).

Potential Activities

(D) Bicycling and pedestrian-oriented improvements

(D) Placemaking activities to enliven spaces

(P) Events to test market concepts (i.e. booths, pop-ups)

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

Market Insights and Directions

Potential Business Opportunities

Q: Which of the following [types of businesses] would make you most likely to visit Downtown Enterprise more often?

32%

Selected **Farm to Table Restaurant** as one of their top choices.

Source: 2020 Downtown Enterprise Consumer Survey.

Table 9 Eating and Drinking Places	
Top 5 Selections	
Farm to Table Restaurant	31.8%
Steakhouse	30.7%
Bakery	25.8%
Breakfast Restaurant	25.8%
Classic American Diner	23.2%

33%

Selected **Bookstore** as one of their top choices.

Source: 2020 Downtown Enterprise Consumer Survey.

Table 10 Retail, Entertainment and Service	
Top 5 Selections	
Bookstore	32.8%
Outdoor Entertainment Venue	30.5%
Women's Clothing	25.9%
Arts, Crafts and Hobbies	24.7%
Shoe Store	22.3%

Most Frequent Online and Out-of-Town Purchases

34%

Of consumers surveyed frequently shop online or leave Enterprise to purchase **Women's Clothing**.

Source: 2020 Downtown Enterprise Consumer Survey. Most frequent responses shown.

Table 11 **Q: Which items or products do you most frequently purchase online or at businesses located outside of Enterprise?**	
Women's Clothing	34.4%
Books	31.4%
Beauty Supplies	27.2%
Electronics	26.4%
Gifts	24.1%
Home Furnishings	20.8%
Children's Clothing	17.5%
Specialty Foods	16.8%
Sporting Goods	16.6%
Hobbies and Crafts	15.4%

Insights

- Business types and product lines identified by consumers as most wanted might provide opportunities for existing businesses to reposition themselves in the market, to add complementary products or services, or even to expand.
- Products frequently purchased online or away from Enterprise could provide additional queues for local marketing and business opportunities.
- Businesses incorporating family-oriented entertainment and amenities, in-house events and activities, and locally-inspired décor to create an "experience" stand to benefit from consumers' affection for the district's environment and historic character, and expressed demand for entertainment and recreation.

✱ *See pages 16—20 for more on business opportunities*

Directions

Economic Vitality

- Share survey results on expansion and recruitment opportunities with existing businesses and discuss possibilities for businesses to add products or services, to reposition themselves in the market, or to expand.
- Share survey results with property owners and agents and discuss business models that might be targeted for vacant properties, along with improvements that might be required to accommodate targeted tenants.
- Introduce a vacant storefront treatment program, such as a "This Space is Not Empty" poster program.
- Publicize survey results identifying business types showing potential for expansion and recruitment to heighten awareness, appeal to local entrepreneurs, and help generate leads.

Potential Activities

(E) Business visits and roundtables to share survey results

(E) Vacant property visits to identify targeted uses

(E) Vacant property poster/storefront treatment program

(E) Publicize survey results and a list of "top prospects"

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

MARKET INSIGHTS AND DIRECTIONS

Priorities

Consumers surveyed placed the highest priority on possible efforts to, **"Create incentives for new and expanding downtown businesses."**

Source: 2020 Downtown Consumer and Business Surveys.

Table 12

Q: On a scale from 1 (Low) to 5 (High), what level of priority would you place on possible downtown enhancement efforts to:

Consumers and Businesses Avg. Rating and (Rank)

Enhancement Efforts	Consumers	Businesses
Create incentives for new and expanding Downtown Enterprise businesses	4.39 (1)	4.11 (3)
Restore and preserve the downtown's historic character	4.24 (2)	4.10 (4)
Improve streets, sidewalks, lighting, furnishings, green spaces, etc.	4.20 (3)	4.39 (1)
Stage additional festivals and special events in the downtown	4.15 (4)	4.31 (2)

Source: 2020 Downtown Enterprise Consumer and Business Surveys.

First Things

Q: *What is the first thing you would do to improve Downtown Enterprise?*

30%
Add/Recruit Businesses

22%
Parking

15%
Streets, Traffic & Trans

CONSUMERS: FIRST THINGS TO IMPROVE DOWNTOWN

Table 13

Q: What is the first thing you would do to improve Downtown Enterprise?

Categorized Topics	Consumers	Businesses
Add/Recruit Businesses; Diversify Mix	29.5%	9.6%
Improve/Increase Parking	21.8%	40.4%
Streets, Traffic and Transportation	14.7%	19.2%
Enhance Buildings and Appearances	11.5%	11.5%
Enhance Streetscape and Public Spaces	9.4%	9.6%
Improve Business Operations/Practices	2.9%	0.0%
Improve/Add Festivals and Events	2.7%	1.9%

Source: 2020 Downtown Enterprise Consumer and Business Surveys. Most frequent categorized responses shown.

"What is the first thing you would do to improve Downtown Enterprise?"
Cloud View | Source: 2020 Downtown Enterprise Consumer Survey

Directions

Design

- Continue efforts to restore and preserve the downtown's historic character, with an emphasis on beautification efforts and building improvements that showcase the community's historic fabric.
- Continue to work with the City of Enterprise, businesses and other partners to identify and quantify parking needs, to clearly sign and promote available parking, to assess and fine-tune parking management practices, and to develop short- and long-term solutions.

Economic Vitality

- Engage local government, economic development partners, financial institutions, and other appropriate entities in efforts to identify, develop, and access incentives and technical assistance for existing, new and expanding district businesses. Refer to Main Street Alabama's Development Guide for information on resources, tools and examples.
- Create a business assistance resources directory that maps the process for starting a business and that includes a listing and contact information for business assistance providers, resources and programs on the local, state and national levels.

Potential Activities

(D) Promote preservation and beautification efforts

(D) Strategize short- and long-term parking solutions

(E) Incentives for buildings and new/expanding businesses

(E) Business assistance resources guide/directory

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

Market Insights and Directions

Like Most

The things people like most about Downtown Enterprise can lend direction for creating and fine-tuning marketing, messaging and branding strategies that connect audiences with the district's most highly recognizable and distinguishable features.

34%

Of consumers surveyed identified features related to the downtown's

Businesses and Business Mix

as things they like most.

"What is the one thing you like most about Downtown Enterprise?"
Cloud View | Source: 2020 Downtown Enterprise Consumer Survey

Table 14

Q: What is the one thing you like most about Downtown Enterprise?

Categorized Responses	Consumers	Businesses
Business(es); Business Mix	34.2%	36.0%
Environment; Character and Feel	32.4%	36.0%
General Appearances; Décor and "Look"	9.1%	8.0%
History/Historic Character; Buildings	7.7%	12.0%
Special Features (Sidewalks, Monument, etc.)	6.1%	2.0%
Location; Accessibility/Convenience	4.4%	6.0%
Festivals, Events and Entertainment	3.9%	0.0%

Source: 2020 Downtown Enterprise Consumer and Business Surveys.
Most frequent categorized responses shown.

Directions

Design

- ► Work with the Promotion Committee to incorporate the to-be-developed Downtown Enterprise branding system's graphics and elements in streetscape furnishings, seasonal banners and décor, wayfinding signage, interpretive elements, etc.

Promotion

- ► Work with Main Street Alabama to develop and implement a comprehensive Downtown Enterprise branding system that includes logos, event graphics, corporate collaterals, signage, banner designs, etc.
- ► Work in concert with district businesses and community organizations to develop and deploy a customer-driven testimonial campaign that captures faces, images and quotes focused on the things consumers like most about Downtown Enterprise—businesses, people, places and experiences that highlight the distinct qualities and community-oriented nature of downtown businesses, extraordinary customer service experiences, favorite activities and memories, and progress being made as part of the community's revitalization initiative.

Potential Activities

(D) Integrate branding extensions in the public realm

(P) Downtown stock photo library as marketing resource

(P) MSE and Downtown Enterprise branding system

(P) Customer-driven testimonial campaign

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

Business Insights and Directions

Inside the Data

The Downtown Enterprise Business Survey was completed by 55 participants operating in at least seven different business sectors.

Table 15

Q: Which of the following best describes your primary business type?

Primary Business Type	
Retail	38.2%
Service	7.3%
Eating and Drinking Places	10.9%
Health and Beauty	9.1%
Professional/Office	21.8%
Institutional/Non-profit	3.6%
Other	9.1%

Source: 2020 Downtown Enterprise Business Survey.

Business Tenure

18% Of businesses surveyed have been located downtown **21 years or longer.**

Table 16

Q: How long has your business been located in Downtown Enterprise?

Responses	
Less than 1 year	12.7%
1 to 4 years	27.3%
5 to 9 years	23.6%
10 to 20 years	18.2%
21+ years	18.2%

Source: 2020 Downtown Enterprise Business Survey.

Table 17

Q: Do you own or rent your business location?

Own	54.5%
Rent	45.5%

Source: 2020 Downtown Enterprise Business Survey.

Insights

- Never have local Main Street organization business retention efforts been more important. The COVID-19 pandemic created extraordinary challenges to doing business and the impacts, for many, could be long-term. Main Street Enterprise should continue to prioritize business support and retention efforts, acting as an advocate, promoter, facilitator and referral agent to connect businesses with technical assistance and resources.
- Investments and the level of new business activity seen prior to the COVID-19 pandemic were contributing to a heightened sense of Downtown Enterprise as an emerging district and an environment conducive to investment and new ventures, as evidenced by 40% of the business survey sample indicating they have been located in the downtown area for four years or less.
- At the other end of the spectrum, 18% of businesses surveyed indicated their business has been located in Downtown Enterprise for twenty-one years or longer. The figure can be viewed as an indicator of stability, but it is also consistent with a possible need, and the desire expressed by eleven survey respondents (20%), for help with business succession planning.
- Succession planning needs for Downtown Enterprise might also be likely to involve a real estate transaction given 55% of the survey's participants identified themselves as owner-occupants.

Directions

Economic Vitality

- Main Street Enterprise and community partners should work to identify, promote and facilitate access to partners, resources and technical assistance available for business retention and business succession planning efforts.

Potential Activities

(E) Business retention resource guide/referrals

(E) Business succession planning resource guide/referrals

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

Business Insights and Directions

Changes in the Making?

Business survey results provide insight on the nature and scope of possible changes that could occur in the district within the next two years—and areas where Main Street Enterprise might channel its business support efforts.

49% Of businesses surveyed plan to **increase marketing.**

Table 18

Q: In the next year or two, do you plan to change or modify your business in any of the following ways?

Increase marketing	49.1%
Increase number of employees	30.9%
Expand services or product lines	29.1%
Expand hours of operation	21.8%
Start and/or complete building improvements	21.8%

Source: 2020 Downtown Enterprise Business Survey. Most frequent responses shown.

Business Support Opportunities

Businesses surveyed identified high levels of interest in tax credits and possible building and business loan programs, and in social media and marketing topics.

Table 19

Q: Would you be inclined to use any of the following technical assistance programs and incentives?

Tax Credits	40.0%
Free or low-cost building/façade improvement designs	25.5%
Low interest building/façade improvement loans	21.8%
Low interest business expansion loans	18.2%
One-on-one business counseling	12.7%
Assistance to sell your building and/or businesses	3.6%

Table 20

Q: Of the following business seminar topics, which two would be of most interest and/or most useful to you?

Social Media for Small Businesses	50.9%
Marketing for Small Businesses	41.8%
E-commerce (Selling Online) for Small Businesses	23.6%
Business Succession Planning	20.0%
Customer Service and Hospitality Training	10.9%

Source: 2020 Downtown Enterprise Business Survey. Most frequent responses shown.

51%

Of businesses surveyed expressed interest in Social Media for Small Businesses training

Source: 2020 Downtown Enterprise Business Survey

Insights

► The nature of changes and interests expressed by the business survey group suggests the timing could be opportune for Main Street Enterprise to:

- Engage the downtown business community in collaborative marketing efforts, possibly packaged with social media and small business marketing training opportunities and resources.
- Identify and promote small business technical assistance, business counseling and succession planning resources.
- Work with area financial institutions, government and other economic development partners to provide training on tax credit programs and to identify, develop and promote sources for possible building improvement and business expansion loan programs.
- Share findings on business types, products and services that could offer opportunities for expansion.

Directions

Design

► Work with Main Street Alabama and local design professionals, financial consultants and other partners to:

- Explore and promote options for targeted design assistance.
- Provide training and assistance on tax credits, best practices and design guidelines to help assess appropriateness and eligibility, and to help guide local design review processes.

Economic Vitality

► Share market study findings on product lines showing potential for expansion with existing district businesses.

► Further explore interest for training, and preferred training formats, in the marketing and social media topics; and work with area partners to identify and promote training opportunities.

► Work with property owners and realtors to inventory and promote business and investment opportunities via social media, window treatments, property tour events, etc.

Potential Activities

(D) Promote training and resources for development/improvements

(E) Business training (survey findings, social media, marketing, etc.)

(E) Promote business and property investment opportunities

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

BUSINESS INSIGHTS AND DIRECTIONS

Benchmarks and Tracking

Data collected through the business survey offers valuable insights on the Downtown Enterprise business environment and can be used to benchmark, track and measure changes and progress stemming from district enhancement initiatives. The information will also be valuable to prospective businesses, investors, developers, and entrepreneurs as they consider opportunities.

56%

Of businesses surveyed reported a 2019 **increase in gross sales or revenues.**

73%

Of businesses surveyed **expect gross sales or revenues to increase in 2020.**

Table 21

Q: Which of the following describes the change in your business' gross sales or revenues in 2019 as compared to 2018? (If unsure, use your best estimate)

Responses	
Increased by 1% to 5%	13.3%
Increased by 6% to 10%	17.8%
Increased by 11% or more	24.4%
Decreased by 1% to 5%	6.7%
Decreased by 6% to 10%	2.2%
Decreased by 11% or more	0.0%
Stayed about the same	24.4%
Not in business in 2018	11.1%

Table 22

Q: In your best estimation, how do you expect your gross sales or revenues to change in 2020 as compared to 2019?

Responses	
Increase by 1% to 5%	27.1%
Increase by 6% to 10%	18.8%
Increase by 11% or more	27.1%
Decrease by 1% to 5%	0.0%
Decrease by 6% to 10%	0.0%
Decrease by 11% or more	2.1%
Stay about the same	18.8%
Not in business in 2019	6.3%

Source: 2020 Downtown Enterprise Business Survey.

Insights

- Year-to-year increases in gross sales or revenues for 2019 reported by 56% of businesses surveyed, along with optimistic outlooks for 2020 increases at the time of the survey, are consistent with the sense the district is on an upward trajectory.

Directions

Economic Vitality

- Repeat the business survey on an annual or biennial basis to track economic conditions and business trends, and to identify the needs of downtown businesses.
- Incorporate relevant tracking data into messaging and materials promoting downtown business and investment opportunities.

Organization

- Augment market study data with statistics and tracking data reported monthly to Main Street Alabama, along with other locally selected tracking measures that might be more unique to Main Street Enterprise and the Downtown Enterprise district, to measure progress, build support for new and ongoing revitalization initiatives, and promote opportunities.
- Incorporate relevant tracking data in messaging and materials promoting Main Street Enterprise, its mission, and opportunities to invest in, and participate with, the organization.

Promotion

- Benchmark and track attendance estimates for downtown events to measure appeal and return on investment, and to incorporate into business recruitment messaging and materials.

Potential Activities

(E) Conduct business survey on annual or biennial basis

(E) Fact sheet for business attraction with tracking data

(O) Annual report with tracking data and progress updates

(P) Event attendance benchmarking and tracking

(D) Design **(E)** Economic Vitality **(O)** Organization **(P)** Promotion

Opportunities and Targets

Eating and Drinking Establishments

| Top 5 Profiles

Beyond identifying consumer preferences for new and expanded types of eating and drinking establishments, a breakdown of survey demographics by selection offers a starting point to better understanding and profiling the potential target market for different models, and the viability of different concepts with respect to price points, menu options, marketing and advertising strategies, merchandising, décor, and other important business considerations.

Following is a thumbnail profile—or the potential target market—for each of the five highest ranked prospects for eating and drinking establishments based on consumer survey results.

Farm to Table Restaurant

Consumer Survey Percent | (Ranking): 31.8% (1)

Residence:	Pct.	*	Gender:	Pct.	*
Enterprise Resident	67%	(64%)	Female	87%	(83%)
Within 20 Miles	23%	(25%)	Male	11%	(15%)
More than 20 Miles	10%	(11%)			

HH Income:	Pct.	*	Age:	Pct.	*
< $50K	12%	(16%)	< 25	4%	(7%)
$50K to $99K	38%	(40%)	25 to 34	11%	(14%)
$100K to $149K	26%	(24%)	35 to 44	25%	(22%)
$150 to $199K	16%	(13%)	45 to 54	24%	(25%)
$200K+	8%	(7%)	55 to 64	24%	(19%)
			65+	13%	(12%)

Steakhouse

Consumer Survey Percent | (Ranking): 30.7% (2)

Residence:	Pct.	*	Gender:	Pct.	*
Enterprise Resident	63%	(64%)	Female	84%	(83%)
Within 20 Miles	28%	(25%)	Male	15%	(15%)
More than 20 Miles	9%	(11%)			

HH Income:	Pct.	*	Age:	Pct.	*
< $50K	10%	(16%)	< 25	6%	(7%)
$50K to $99K	33%	(40%)	25 to 34	11%	(14%)
$100K to $149K	31%	(24%)	35 to 44	23%	(22%)
$150 to $199K	17%	(13%)	45 to 54	26%	(25%)
$200K+	8%	(7%)	55 to 64	22%	(19%)
			65+	12%	(12%)

* Overall survey sample shown in parentheses

Source: 2020 Downtown Enterprise Consumer Survey

Data Note: Percentages may not total 100% due to rounding

Table 23

Q: Which of the following types of eating and drinking establishments would make you most likely to visit Downtown Enterprise more often?

Top Consumer Survey Responses	
Farm to Table Restaurant	31.8%
Steakhouse	30.7%
Bakery	25.8%
Breakfast Restaurant	25.8%
Classic American Diner	23.2%
Coffee Shop	23.2%
Microbrewery or Brewpub	20.6%
Deli/Sandwich Shop	18.4%
Pizza Parlor	16.8%
Ice Cream & Sweets Shop	12.7%
Mexican Restaurant	12.3%
Specialty Candy Shop	5.9%
Juice/Tea Bar	4.2%

Source: 2020 Downtown Enterprise Consumer Survey.

41%

Of all **Business Survey** responses cited **eating and drinking** uses when asked, "What type of new businesses or attractions, located near you, would help your business or have the best chance to succeed."

Source: 2020 Downtown Enterprise Business Survey.

Opportunities and Targets

Eating and Drinking Establishments | Top 5 Profiles

Bakery

Consumer Survey Percent | (Ranking):	25.8% (3)				
Residence:	Pct.	✱	Gender:	Pct.	✱
Enterprise Resident	60%	(64%)	Female	86%	(83%)
Within 20 Miles	28%	(25%)	Male	11%	(15%)
More than 20 Miles	12%	(11%)			
			Age:	Pct.	✱
HH Income:	Pct.	✱	< 25	7%	(7%)
< $50K	17%	(16%)	25 to 34	13%	(14%)
$50K to $99K	41%	(40%)	35 to 44	22%	(22%)
$100K to $149K	24%	(24%)	45 to 54	29%	(25%)
$150 to $199K	11%	(13%)	55 to 64	16%	(19%)
$200K+	7%	(7%)	65+	13%	(12%)

Breakfast Restaurant

Consumer Survey Percent | (Ranking):	25.8% (4)				
Residence:	Pct.	✱	Gender:	Pct.	✱
Enterprise Resident	69%	(64%)	Female	87%	(83%)
Within 20 Miles	24%	(25%)	Male	11%	(15%)
More than 20 Miles	7%	(11%)			
			Age:	Pct.	✱
HH Income:	Pct.	✱	< 25	6%	(7%)
< $50K	16%	(16%)	25 to 34	17%	(14%)
$50K to $99K	38%	(40%)	35 to 44	25%	(22%)
$100K to $149K	26%	(24%)	45 to 54	19%	(25%)
$150 to $199K	16%	(13%)	55 to 64	21%	(19%)
$200K+	5%	(7%)	65+	12%	(12%)

Classic American Diner

Consumer Survey Percent | (Ranking):	23.2% (5)				
Residence:	Pct.	✱	Gender:	Pct.	✱
Enterprise Resident	67%	(64%)	Female	83%	(84%)
Within 20 Miles	29%	(25%)	Male	15%	(13%)
More than 20 Miles	5%	(11%)			
			Age:	Pct.	✱
HH Income:	Pct.	✱	< 25	3%	(7%)
< $50K	17%	(16%)	25 to 34	9%	(14%)
$50K to $99K	44%	(40%)	35 to 44	18%	(22%)
$100K to $149K	20%	(24%)	45 to 54	29%	(25%)
$150 to $199K	12%	(13%)	55 to 64	21%	(19%)
$200K+	8%	(7%)	65+	20%	(12%)

Source: 2020 Downtown Enterprise Consumer Survey | ✱ Overall survey sample shown in parentheses

Different eating and drinking establishment models and concepts could incorporate one or more of the genres sampled in the consumer survey, and might also serve to address and benefit from an expressed desire by survey respondents for recreation and entertainment in the downtown area. For example, a brick oven pizzeria concept might also incorporate a select or rotating line of local or state brewery and winery selections or a limited soups, salads, wraps and sandwiches menu with a selection of healthy menu items; and the setting might provide for a children's play area, a student study bar and periodic entertainment spilling into the evening hours.

Additional opportunities and concepts for both existing and new eating and drinking establishments might include menu options not currently offered in the downtown area; and the incorporation of various forms of entertainment, display or demonstration kitchens, tasting areas and events, and outdoor seating. Evening and nighttime establishments, in particular, might feature various genres of music and venues for local artists and storytellers to enhance the downtown's "fun & entertainment factor." Décor and themes might feature local art, history, culture and characters.

Note: The eating and drinking establishment targets described here should serve as a starting point. Main Street Enterprise, downtown stakeholders, and community partners should infuse local knowledge and expertise into the process of analyzing market information to further develop profiles for business types and concepts that are a good fit for downtown, and that appear to have the very best chance to succeed. This will be an ongoing process, and the list of targets should be continuously reviewed, updated, and refined over time, and as conditions change.

OPPORTUNITIES AND TARGETS

Retail, Entertainment and Service Establishments

Top 5 Profiles

Like the profiles created for top consumer survey-ranked eating and drinking establishments, profiles for top scoring retail establishments provide a starting point for better understanding local preferences—and potential target markets and the viability of different concepts with respect to price points, product and service lines, marketing and merchandising strategies, and other important business considerations.

Following is a thumbnail profile—or the potential target market—for the five retail establishments and attractions showing highest demand based on results of the consumer survey.

Bookstore

Consumer Survey Percent | (Ranking): 32.8% (1)

Residence:	Pct.	*
Enterprise Resident	68%	(64%)
Within 20 Miles	24%	(25%)
More than 20 Miles	8%	(11%)

HH Income:	Pct.	*
< $50K	16%	(16%)
$50K to $99K	43%	(40%)
$100K to $149K	24%	(24%)
$150 to $199K	12%	(13%)
$200K+	5%	(7%)

Gender:	Pct.	*
Female	86%	(83%)
Male	11%	(15%)

Age:	Pct.	*
< 25	6%	(7%)
25 to 34	11%	(14%)
35 to 44	26%	(22%)
45 to 54	23%	(25%)
55 to 64	20%	(19%)
65+	14%	(12%)

Outdoor Entertainment Venue

Consumer Survey Percent | (Ranking): 30.5% (2)

Residence:	Pct.	*
Enterprise Resident	70%	(64%)
Within 20 Miles	23%	(25%)
More than 20 Miles	7%	(11%)

HH Income:	Pct.	*
< $50K	8%	(16%)
$50K to $99K	41%	(40%)
$100K to $149K	28%	(24%)
$150 to $199K	16%	(13%)
$200K+	6%	(7%)

Gender:	Pct.	*
Female	77%	(83%)
Male	22%	(15%)

Age:	Pct.	*
< 25	8%	(7%)
25 to 34	16%	(14%)
35 to 44	21%	(22%)
45 to 54	30%	(25%)
55 to 64	21%	(19%)
65+	4%	(12%)

* Overall survey sample shown in parentheses
Source: 2020 Downtown Enterprise Consumer Survey

Data Note: Percentages may not total 100% due to rounding

Table 24

Q: Which of the following types of retail, entertainment and service establishments would make you most likely to visit Downtown Enterprise more often?

Top Consumer Survey Responses	
Bookstore	32.8%
Outdoor Entertainment Venue	30.5%
Women's Clothing	25.9%
Arts, Crafts and Hobbies	24.7%
Shoe Store	22.3%
General/Variety Store	20.6%
Interior Design/Home Furnishings	16.0%
Arcade	13.5%
Pet Store	13.0%
New and Used Children's Clothing	11.3%
Beauty Bar	10.3%
Men's Clothing	9.5%
Sports Training Facility	5.2%

Source: 2020 Downtown Enterprise Consumer Survey.

24%

Of all **Business Survey** responses cited **retail** uses when asked, "What type of new businesses or attractions, located near you, would help your business or have the best chance to succeed."

Source: 2020 Downtown Enterprise Business Survey.

Opportunities and Targets

Retail, Entertainment and Service Establishments | **Top 5 Profiles**

Women's Clothing

Consumer Survey Percent | (Ranking):			25.9% (3)		
Residence:	Pct.	*	Gender:	Pct.	*
Enterprise Resident	58%	(64%)	Female	96%	(83%)
Within 20 Miles	30%	(25%)	Male	2%	(15%)
More than 20 Miles	13%	(11%)	Age:	Pct.	*
HH Income:	Pct.	*	< 25	7%	(7%)
< $50K	16%	(16%)	25 to 34	14%	(14%)
$50K to $99K	40%	(40%)	35 to 44	22%	(22%)
$100K to $149K	26%	(24%)	45 to 54	19%	(25%)
$150 to $199K	11%	(13%)	55 to 64	21%	(19%)
$200K+	7%	(7%)	65+	18%	(12%)

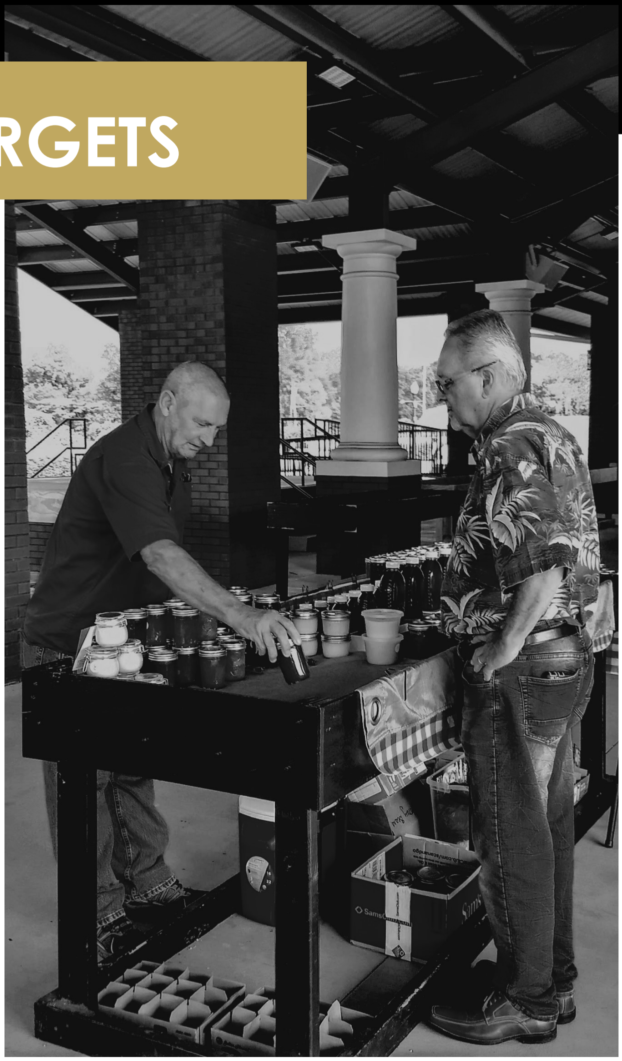
Arts, Crafts and Hobbies

Consumer Survey Percent | (Ranking):			24.7% (4)		
Residence:	Pct.	*	Gender:	Pct.	*
Enterprise Resident	63%	(64%)	Female	88%	(83%)
Within 20 Miles	27%	(25%)	Male	11%	(15%)
More than 20 Miles	10%	(11%)	Age:	Pct.	*
HH Income:	Pct.	*	< 25	7%	(7%)
< $50K	19%	(16%)	25 to 34	12%	(14%)
$50K to $99K	39%	(40%)	35 to 44	17%	(22%)
$100K to $149K	24%	(24%)	45 to 54	28%	(25%)
$150 to $199K	11%	(13%)	55 to 64	22%	(19%)
$200K+	7%	(7%)	65+	14%	(12%)

Shoe Store

Consumer Survey Percent | (Ranking):			22.3% (5)		
Residence:	Pct.	*	Gender:	Pct.	*
Enterprise Resident	65%	(64%)	Female	92%	(83%)
Within 20 Miles	30%	(25%)	Male	8%	(15%)
More than 20 Miles	5%	(11%)	Age:	Pct.	*
HH Income:	Pct.	*	< 25	4%	(7%)
< $50K	19%	(16%)	25 to 34	8%	(14%)
$50K to $99K	32%	(40%)	35 to 44	17%	(22%)
$100K to $149K	25%	(24%)	45 to 54	30%	(25%)
$150 to $199K	14%	(13%)	55 to 64	21%	(19%)
$200K+	10%	(7%)	65+	22%	(12%)

Source: 2020 Downtown Enterprise Consumer Survey | * Overall survey sample shown in parentheses



Survey results could provide inspiration for crossover concepts; and for existing downtown businesses to reposition themselves in the market, to introduce complementary products and services, or to expand. For example, select crossover lines from the cards and gifts, home furnishings and health and beauty categories could be packaged together in a single space, or could offer existing businesses opportunities to add complementary product lines from these categories. Certain lines might also be conducive to Pop-up Shop and kiosk-style models, or might start as festival booths in order to experiment with and test-market various concepts, models and product lines.

Note: The retail establishment targets described here should serve as a starting point. Main Street Enterprise, downtown stakeholders, and community partners should infuse local knowledge and expertise into the process of analyzing market information to further develop profiles for business types and concepts that are a good fit for downtown, and that appear to have the very best chance to succeed. This will be an ongoing process, and the list of targets should be continuously reviewed, updated, and refined over time, and as conditions change.

Opportunities and Targets

Office and Service Uses

National trends point toward a continued transition to a more service-oriented society. Those trends, and the existence of civic, government, office, and service uses already present in Downtown Enterprise, suggest demand for space to accommodate these uses in the downtown area could remain constant or even increase in the future. Other trends that could influence the market include:

- Potential for existing Downtown Enterprise non-retail uses, office tenants and service providers to expand beyond their existing space or footprint.
- The downtown area's appeal to office, service and residential uses that is likely to grow as success is realized from Main Street Enterprise and community downtown enhancement efforts – and the possibility that existing office and service uses currently located in other parts of the community and region will seek to relocate in the Downtown Enterprise area.

The importance of, and opportunities for, new and expanding office and service uses in the downtown may best be demonstrated by:

- Forty-one percent of consumer survey respondents indicated they visit Downtown Enterprise on a daily or weekly basis to do errands or for office and service-related purposes.
- Five-year growth rates for the population and households in the five– and ten-minute drive times— at or exceeding four times the rate predicted for the state— could translate to an increased demand for services.
- The downtown's proximity in relation to the community's population concentrations make it a convenient location for service establishments and providers catering to the needs of the local population.
- The downtown's existing and evolving business mix is conducive to personal care and service uses.
- Interest expressed on the part of consumers in new housing that could be developed in the downtown area.

Office, service, government and civic uses in the Downtown Enterprise area have always played an important role in generating traffic to support the district's economy and sense of vitality. Predictably, office and service uses will continue to be important to the downtown area in the future. These uses should continue to be encouraged to locate in the downtown area and, where appropriate and applicable, Main Street Enterprise and community development partners should work to locate these uses in buildings, spaces, and redevelopment sites that are conducive to creating and maintaining a strong sense of retail vibrancy throughout the downtown area.

Office, service, government and civic uses in Downtown Enterprise have always played an important role in generating traffic to support the district's economy and sense of vitality.

Table 25

Q: How often do you visit Downtown Enterprise...

Frequency—Daily or Weekly	Percent
To do errands or for office and service-related purposes?	41.2%
For eating, drinking or entertainment?	24.9%
To shop?	14.7%

Source: 2020 Downtown Enterprise Consumer Survey.

Opportunities and Targets

Housing

Consumers surveyed showed high levels of interest in downtown housing. The results lend support for the rehabilitation and development of a variety of housing styles in the downtown area.

42% Of consumers surveyed answered "**Yes**" or "**Maybe**" when asked, "Would you consider living in Downtown Enterprise?

Table 26

Q: Would you consider living in Downtown Enterprise?	
Yes	17.0%
Maybe	24.9%

Table 27

Q: Would you prefer to own or rent housing in Downtown Enterprise?	
Own	76.6%
Rent	23.4%

Table 28

Q: What style of housing in Downtown Enterprise would you look for or consider?	
Loft	51.1%
Townhouse	41.8%
Condo	34.1%
Apartment	23.6%
Senior Housing	18.7%

Table 29

Q: What is the monthly mortgage payment or rent amount you would be willing to pay for your choice of downtown housing?	
Less than $600	9.0%
$600 to $699	15.5%
$700 to $799	15.3%
$800 to $899	16.3%
$900 to $999	9.3%
$1,000 to $1,199	24.0%
$1,200 or more	10.6%

Source: 2020 Downtown Enterprise Consumer Survey.

51%	46%	44%
Loft	45 to 64	$100K+
Housing Style	Age	Household Income

Potential Downtown Housing Market Traits

Insights

- High levels of interest expressed by the consumer survey group bode well for the potential rehabilitation and development of a variety of housing concepts and styles in the downtown area.
- The benefits of housing in a traditional downtown district are multifold and align with strategies envisioning a traditional downtown or neighborhood commercial district as the center of community life.
- Possibilities for downtown housing could include a range of styles and price points catering to a variety of lifestyles and life stages including:
  - The rehabilitation of vacant and underutilized upper levels of existing downtown buildings for a range of housing styles, such as apartments, lofts, and live-work units, appealing to different segments of the market.
  - Mixed use development at potential downtown area redevelopment sites.
  - The development of urban housing styles (i.e. row homes, town homes, etc.) at appropriate sites in areas immediately surrounding the core downtown district.

Opportunities and Targets

Housing

Survey demographics for those indicating an interest in downtown housing points to possibilities for a range of housing styles and price points catering to a variety of lifestyles and life

Table 30
Potential Downtown Housing Market Profile

Age	Percent
24 or younger	9.4%
25 to 34	15.0%
35 to 44	19.2%
45 to 54	25.6%
55 to 64	20.0%
65 or older	10.8%

Household Size	Percent
1	10.3%
2	39.1%
3	17.3%
4 or more	33.2%

Household Income	Percent
Less than $25,000	4.5%
$25,000 to $49,999	12.6%
$50,000 to $74,999	17.9%
$75,000 to $99,999	20.7%
$100,000 to $149,999	21.2%
$150,000 and greater	23.2%

Source: 2020 Downtown Enterprise Consumer Survey. Profile based on demographic characteristics of survey respondents who answered "Yes" or "Maybe" when asked, "Would you consider living in Downtown Enterprise?"

Directions

Design

- Facilitate "Code Team" pre-project walk-throughs involving Design Committee members, building owners, building officials, and other relevant personnel to assess and troubleshoot potential challenges to the rehabilitation and development of downtown housing (and other downtown building rehabilitation and redevelopment projects), especially as it may apply to the upper levels of existing downtown structures.

Economic Vitality

- Work with local government, community development and housing interests to further explore feasibility and identify possible programs, technical assistance, and resources that might be appropriate to support downtown housing development goals.

Promotion

- Host an annual "At Home Downtown" or "Living it Up Downtown" event to showcase downtown area housing units in the before, during, and after phases of rehabilitation or development.

Potential Activities

(D) Advance "Code Team" project walk-throughs

(E) Inventory downtown housing units (existing & potential)

(E) Identify and promote housing development resources

(P) Downtown area housing showcase tours

(D) Design (E) Economic Vitality (O) Organization (P) Promotion

Moving Forward

Main Street Enterprise's role as partnership builder, resource locater, and publicity machine will become even more important in the weeks, months and years ahead.

Extraordinary Times

Surveys performed and providing a basis for strategies and actions proposed as part of this study were conducted in the weeks leading up to the COVID-19 pandemic. Life in Enterprise and around the globe has changed dramatically in the weeks since. It is understandable, then, that many, or even most, of the projects and actions proposed in this study will necessarily be put on hold as attention is directed to immediate priorities surrounding efforts to maintain the health and safety of the community and the downtown environment, and to support existing businesses.

Strategies, Projects and Activities

Activities proposed in this document and displayed in a quick-look format on the following page serve as a good starting point and guide for moving forward—in time and as life returns to a more normal state. Still, the impacts of recent events are almost certain to affect lives, behavior, and the well-being of existing businesses for a much longer period. It will be important, then, to maintain a strong focus on the needs of existing businesses, including business retention and support activities outlined in this study. Other ideas and activities are likely to grow out of this study's findings, as implementation steps are taken, and as new opportunities emerge.

Supporting and Sustaining Activities

The ability to move forward on the ideas and opportunities advanced as part of this study, along with projects already in motion or planned for the future, will also hinge on a solid organizational foundation, strong partnerships and supporting activities that, while not explicitly spelled out within the context of any market study, are absolutely essential to the success of Main Street Enterprise and the community's downtown revitalization efforts.

Main Street Enterprise's role as partnership builder, resource locater, and publicity machine will become even more important in the weeks, months and years ahead. In some cases this role may require the organization to locate or develop entirely new sources of funding to advance a new initiative, or it might require the organization to re-assess and shift priorities and budget allocations based on the findings of this study, as the human and economic impacts of recent events become more clear, and as conditions change in the future.

Examples: Supporting and Sustaining Activities

Board of Directors/Organization

- Fundraising and fund development activities to sustain the organization and implement projects and activities.
- Volunteer development activities including the recruitment, retention, and recognition of volunteers.
- Partnership and public participation efforts to involve a cross section of residents, business persons, elected officials, community leaders, and representatives from other community organizations.
- Monitoring and tracking progress, evaluating processes, measuring results, and taking appropriate action, where and when necessary, to refine operations or implement changes.
- Public relations to enhance awareness of the Main Street Enterprise organization and the importance of its work to the community, and to publicize plans, projects and results.
- Monitoring and evaluating executive staff performance, needs for support staff, and budgeting accordingly.
- Leadership development, including the allocation of sufficient funds for board member, staff and volunteer leadership development and training.

Economic Vitality

- Building/Business Inventory to track occupancy, identify underutilized space, benchmark and track property values, develop a contacts database for building and business owners, create and update a downtown business directory, etc.
- "Hotlist" of downtown properties and spaces available for sale or lease to help facilitate matches between property owners/agents and prospective businesses, investors, developers and entrepreneurs.
- Business Resources Guide/Directory to help facilitate access to technical assistance and resources, to help prospects navigate development and permitting processes, etc.

MOVING FORWARD

Quick Look | Potential Activities

Economic Vitality

Potential Activities

Ref	Potential Economic Vitality Activities	Pg.
1	Building/Business inventory (w/ regular updates)	6
2	Share consumer online preferences with businesses	8
3	Business visits and roundtables to share survey results	10
4	Vacant property visits to identify targeted uses	10
5	Vacant property poster/storefront treatment program	10
6	Publicize survey results and a list of "top prospects"	10
7	Incentives for buildings and new/expanding businesses	11
8	Business assistance resources guide/directory	11
9	Business retention resources guide/referrals	13
10	Business succession planning resources guide/referrals	13
11	Business training (survey results, social media, etc.)	14
12	Promote business and property investment opportunities	14
13	Conduct business survey on annual or biennial basis	15
14	Fact sheet for business attraction with tracking data	15
15	Inventory downtown housing units (existing & potential)	22
16	Identify and promote housing development resources	22
17		

Promotion

Potential Activities

Ref	Potential Economic Vitality Activities	Pg.
1	Encourage/Facilitate cross-promotion efforts	6
2	Downtown Businesses & Services Directory	6
3	Downtown promo displays/materials at anchors	7
4	Develop and launch collaborative marketing concepts	8
5	Events to test market concepts (i.e. booths, pop-ups)	9
6	Downtown stock photo library as marketing resource	12
7	MSE and Downtown Enterprise branding system	12
8	Customer-driven testimonial campaign	12
9	Event attendance benchmarking and tracking	15
10	Downtown area housing showcase tours	22
11		
12		
13		
14		
15		
16		
17		

Design

Potential Activities

Ref	Potential Economic Vitality Activities	Pg.
1	Downtown pedestrian wayfinding signage/features	7
2	Bicycling and pedestrian-oriented improvements	9
3	Placemaking activities to enliven spaces	9
4	Promote preservation and beautification efforts	11
5	Strategize short- and long-term parking solutions	11
6	Integrate branding extensions in the public realm	12
7	Training and resources for development/improvements	14
8	Advance "Code Team" project walk-throughs	22
9		

Organization

Potential Activities

Ref	Potential Economic Vitality Activities	Pg.
1	Presentations/updates to partners & community groups	6
2	MSE info displays and meet & greet events at anchors	7
3	Annual report with tracking data and progress updates	15
4		
5		
6		
7		
8		
9		

Moving Forward

Next Step: Transformation Strategies

The information, insights, directions and potential activities emanating from the Market Study and Strategies process provide solid groundwork for the design and execution of a holistic, market-driven revitalization strategy. Still, it will be important to maintain focus on the ultimate vision for Downtown Enterprise and to prioritize efforts, accordingly.

Main Street Alabama's Transformation Strategies Development Service—the next step in the process—infuses locally-mined information and directions posed by the market study to help communities fine-tune strategies and prioritize projects and activities that incrementally create positive changes in the district's economy.

The Main Street Approach to Revitalization

Main Street Alabama works with member communities and organizations to adapt a time-tested and proven approach to revitalization developed and promoted by Main Street America™, a program of the National Main Street Center. The approach provides a framework for communities to rebuild, preserve, and reinvigorate their historic and older downtowns and neighborhood commercial districts.

The Main Street Approach® consists of three essential and tightly integrated tools:

1. **Community Vision** that is informed by broad and inclusive community input *and* market understanding.
2. **Transformation Strategies** that incrementally create positive changes in the district's economy. These are implemented through simultaneous activity in four broad areas of work that, together, constitute the "Four Points." In brief:
   - **Design** encompasses improving all the physical and visual aspects of the district.
   - **Organization** involves cultivating partnerships and resources for the district.
   - **Promotion** is about marketing the district.
   - **Economic Vitality** focuses on capital, incentives and other economic and financial tools for business and property development.
3. **Impact measurement** includes monitoring quantitative and qualitative outcomes.

Transformation Strategies Explained

A *Transformation Strategy* articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy. Grounded by both an understanding of the underlying drivers of the local and regional economy, as well as community feedback and engagement, a Transformation Strategy should describe a market position that the commercial district can successfully fulfill.

> *An effective Transformation Strategy serves a particular customer segment, responds to an underserved market demand, or creates a differentiated destination.*

Simply stated, a *Transformation Strategy* is a comprehensive strategy that guides the direction of the revitalization initiative and, over time, transforms the district. Each Transformation Strategy has several important characteristics:

- It is **rooted in the community's vision** for the district.
- It is **based on a solid analysis and understanding** of the district's economy and its best economic opportunities.
- **It is comprehensive,** in that it is implemented through a broad range of activities that span the four broad areas of work represented by the Four Points.
- **It is measurable,** making it possible to track progress.
- **It provides guidance for program activities for a two- to five-year period,** after which the revitalization program should examine progress and make adjustments, as needed.

In general, a revitalization organization should work with one or two Transformation Strategies at a time. In some exceptional circumstances, it might consider tackling three Transformation Strategies—but more than three would be challenging.