



Economic Development Commission
Regular Meeting Agenda
Thursday, October 28, 2021, 5:30 PM
City Hall, Lakeland, Tennessee 38002

- I. CALL TO ORDER:
- II. ROLL CALL:
- III. APPROVAL OF MINUTES OF PREVIOUS MEETING:
 1. September 23, 2021
- IV. PUBLIC DISCUSSION:
- V. REPORTS OF OFFICERS AND COMMITTEES:
 1. Update on Planning Activities Development Projects (*Shane Horn*)
- VI. OLD BUSINESS:
- VII. NEW BUSINESS:
 1. Discussion and possible action on recommendation to the Board of Commissioners on engagement with Retail Strategies for Retail/Commercial Market Research
- VIII. ANNOUNCEMENTS:
- IX. ADJOURNMENT:

**ECONOMIC DEVELOPMENT COMMISSION
MEETING MINUTES
THURSDAY, SEPTEMBER 23, 2021, 5:30 PM
CITY HALL, LAKE LAND, TN.**

DRAFT

I. CALL TO ORDER: The meeting was called to order by Chairman Joseph Laster at 5:35 p.m.

II. ROLL CALL BY RECORDER:

Keith Acton	Present (at 5:53 p.m.)
Shaun Brannen	Present
Jeremy Burnett	Present
Angie Grooms	Present
Adam Henry	Present
Alan Johnson	Present
Commissioner Wesley Wright	Present
(C) Joseph Laster	Present

Others present:

Shane Horn, City Manager

For the record: Commissioner Atkinson and Commissioner Gonzales were present in the audience.

III. APPROVAL OF MINUTES OF PREVIOUS MEETING:

Mr. Burnett moved to approve the regular meeting minutes of August 26, 2021, as written, seconded by Mrs. Grooms.

Motion passed unanimously, voice vote, 7 in favor 0 against. *(Only 7 members present at time of vote)*

For the record: Without objection the order of business was changed to move Items # 1, 2, and 2 of New Business up on the agenda.

NEW BUSINESS:

1. Presentation by Lacy Beasley – Retail Strategies.

Presentation given by Lacy Beasley.

Mr. Burnett moved to pause the meeting, seconded by Mr. Henry.

Motion passed unanimously, voice vote, 8 in favor 0 against.

For the record:

- The meeting was recessed at 6:00 p.m. and reconvened at 6:35 p.m.
- Mr. Acton was excused at 6:35 p.m.

2. Presentation by Aaron Farmer and Kelly Cofer – The Retail Coach.

Virtual presentation given by Aaron Farmer and Kelly Cofer.

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3. **Discussion and possible action on RFQ's for Retail/Commercial Market Research.**

Discussion included tabling this item until the next meeting but proceeding with finding the cost for the choices before the board and scheduling any other submittals later.

For the record: Mr. Burnett was excused at 7:08 p.m.

IV. **PUBLIC DISCUSSION:** None

V. **REPORTS OF OFFICERS AND COMMITTEES:**

- Update on Planning Activities/Development Projects – Presented by Shane Horn
- Economic Development Report – (N/A)
- Lakeland Chamber of Commerce Update – Update given by City Manager Shane Horn.

VI. **OLD BUSINESS:** None

VII. **NEW BUSINESS: (Continued)**

4. **Discussion on the next commercial frontier after the northern quadrant. (Commissioner Wright)**

Commissioner Wright moved to bring this item to the floor, seconded by Mrs. Grooms

Discussion only, no action was taken.

VIII. **ANNOUNCEMENTS:** None

IX. **ADJOURNMENT:**

There being no other business to consider Mr. Henry moved to adjourn the meeting, seconded by Mrs. Grooms. ***Motion passed unanimously, voice vote, all in favor (6-0).*** The meeting was adjourned at 7:20 p.m. on Thursday, September 23, 2021.

ECONOMIC DEVELOPMENT COMMISSION
MEETING MINUTES
THURSDAY, SEPTEMBER 23, 2021, 5:30 PM
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DRAFT

Alan Johnson, *Secretary*

ATTEST:

Debra Murrell, *City Recorder*



These minutes were approved Thursday, October 28, 2021, and constitute an official public record of the City of Lakeland, duly recorded and filed in the Minute Book of the City of Lakeland.



retail strategies

Retail Development Services

CITY OF LAKE LAND, TENNESSEE

Strictly Private and Confidential

Pricing Valid for 90 Days



retail strategies .com



info@retailstrategies.com
(205) 314-0386



2200 Magnolia Ave, Suite 100
Birmingham, AL

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WHO ARE WE?

Background

Retail Strategies, founded in 2011, is the national expert in recruiting businesses on behalf of communities. Retail Strategies exists to give communities across the United States an advantage in attracting businesses. Our mission is to provide the real estate expertise, tools, and human effort that position deserving towns as alluring locations for national businesses.

With confidence, we pursue this mission by delivering unparalleled customer service as a unified team with unmatched real estate expertise. Attracting new retail to a community is a complex, connection critical, and time-consuming endeavor. We give communities the option to outsource retail recruitment services to well-connected, experienced, and licensed retail real estate professionals. Our activities pay a return in sales taxes, added jobs, and businesses that enhance and add to the unique qualities of your community.

For our Client communities, we identify and aggressively execute a tailored strategy to attract new retailers, restaurants, and hotels. We attend more than ten ICSC and RetailLive! retail real estate trade shows across the country to meet with industry professionals to showcase opportunities.

Our Beliefs

Much of our success is the result of our shared beliefs. These truths drive our team every day and remind us that the citizens of every client community are the true beneficiaries of our efforts.

We Believe

...every community deserves a place for neighbors to catch up over a cup of coffee

...it takes a community to build a community, and every client, partner, broker, developer and retail representative we connect should be treated as our own neighbors

...honesty is our most important asset, and it will pay off for everyone in the long run.





PROPOSAL

Submittal Letter

From our team at Retail Strategies, thank you for allowing our firm the opportunity to present our service to your community.

Retail Strategies understands and confirms the ability to execute the scope of services outlined within Lakeland. Our team has experience and a track record of success working with similar communities who are seeking to attract retail services to their community.

If given the privilege of being your retail partner, Retail Strategies will work closely with the Lakeland team to enhance business retention, identify Lakeland's strengths and weaknesses, and leverage those into a retailer's decision to locate inside the town.

Retail Strategies will serve as an extension to your staff, and our sole focus will be turning Lakeland data and community story into an attractive home for new retail and restaurant businesses.



Lacy Beasley, President
lacy@retailstrategies.com

TNECD Retail Academy Program

Retail Strategies has consulted 97 localities in Tennessee

Current TN National Retail Recruitment Partners

Athens	Jefferson	Oak Ridge
Bartlett	County	Portland
Columbia	Johnson City	Giles County
Cookeville	Lebanon	(Pulaski)
East Ridge	Martin	Tullahoma

Lacy Beasley, President of Retail Strategies, is from Tennessee. She graduated from Lipscomb University, worked at the Dickson County Chamber of Commerce and The Shopping Center Group. At The Shopping Center Group, she worked with retailers such as Costco, TJX, PetSmart, Michael's, Best Buy, Dick's Sporting Goods, and more for their retail expansion in Tennessee.

She leads a team of 35 employees at Retail Strategies and collaborates with sister company, Retail Specialists, to serve communities in 35 states. Retail Strategies is the only municipal consulting firm in the country with a full service commercial real estate firm in-house. The combination of these two companies empowers Retail Strategies to be the most trusted and well-connected retail recruitment firm in the country.

Beasley has served in volunteer roles with ICSC as At-Large member of the ICSC National Advisory Committee for P3 Retail, PAC Board, AL Government Relations Co-Chair, TN P3 Co-Chair, and Southeastern Conference Co-Chair.

In 2018 Lacy was named to the "Top 40 under 40" by the Birmingham Business Journal (BBJ), in 2019 included in the nationwide "Top 100 Influencers in Commercial Real Estate", and listed as one of Birmingham's "Eight Emerging Influencers." In 2020 BBJ named her as "Top 40 under 40 for the Decade", "Who's Who of Commercial Real Estate" and "Women to Watch". Her articles have been published in Shopping Centers Today, Site Selection Magazine, and AL Retail Federation.





Opportunity in Lakeland



Our team has extensively reviewed the **Lakeland** trade area and identified fast casual and dine in food establishments, professional services, office equipment and supplies, and other similar uses. To be successful working the spectrum of opportunities in **Lakeland**, we will deploy specific strategies that we have successfully integrated in similar communities. Lakeland has a proven track record of working with property owners to expedite entitlements, offer TIF partnership and marketing sties to retails such as The Lake District and Lakeland Commons. Retail Strategies will serve as an extension of your staff to partner on various initiatives resulting in new retail and restaurant growth.

Through our partnership, we will not only identify the key properties, but ensure that these properties visible to targeted businesses and tailored to their site selection criteria to give **Lakeland** the greatest opportunity to capture new business.

In any economic endeavor, it is important to take a “rising tide” approach. We will assess the current retail footprint in **Lakeland** in order to pair the City’s assets with interested retailers and commercial developments.





Scope of Services

DATA & ANALYTICS | REAL ESTATE ANALYSIS | IDENTIFY PROSPECTS |
PROACTIVE OUTREACH

TASK 1: DATA & ANALYTICS

- Define market area and review/update demographic profile
- Identify market retail trade area using political boundaries, drive times and radii and custom boundary geographies
- Mobile tracking data will identify consumer shopping patterns and home locations to define a customized retail trade area
- Analyze community's growth potential through the community analogue market peer analysis and retail gap analysis (i.e. leakage/surplus and market peer cities)

TASK 2 MARKET PROFILE

- Analyze community's retail void by and growth potential through the peer analysis that identifies retailers and restaurants existing in others markets of similar size and make up not yet in Lakeland
- Tapestry lifestyles – psychographic profile of trade area / market segmentation analysis
- Consumer spending pattern reports

TASK 3 TARGET BUSINESSES

- Identification of priority business categories for recruitment and/or local expansion
- Target List of Retailers and Restaurants (minimum of 30)

TASK 4 SITE SELECTION CRITERIA

- Retail Real Estate Analysis performed by Licensed Retail Real Estate Professionals
- Identify and Evaluate priority commercial properties for development, re-development and higher and best use opportunities
- Identify and evaluate competing shopping areas
- Create list of retailers and restaurants not in Lakeland to target for recruitment along with site selection criteria

TASK 5: TARGET COMPANIES FOR PROACTIVE OUTREACH

- Pro-active retail recruitment for targeted zones
- Will customize outreach efforts individually for a minimum of 30 overall retailers, restaurants, brokers and/or developers each year
- Active outreach to industry professionals
- ICSC and Retail Live conference representation- updates provided according to the yearly conference schedule

TASK 6: MARKETING MATERIALS FOR PROSPECTING

- Customized Marketing Guide (four pages) including key demographic criteria, retailers plotted on aerial map, traffic counts, and contact information.
- Key property marketing flyers

TASK 7: ANALYTICAL TOOLS FOR CITY TO CONDUCT IN HOUSE ANALYSIS

- Custom on-demand demographic research – historical, current, and projected demographics – to include market trade areas by radius/drive time, and custom trade area
- Updates on new activity will be provided to Client's designated primary point of contact via Basecamp, telephone, or email on a regular basis
- Trends and outlook resourced provided on a regular basis throughout partnership





TIMELINE

Project Schedule

DAY 1-30**Research and analysis**

- Team introductions – you will have 2 full time project managers supported by 25+ additional staff members
- Online Project management platform, Basecamp, set up
- Thousands of demographic variables run and uploaded to Basecamp
- Community Survey to Local Leadership
- Mobile Tracking Data Report conducted and used to customize retail trade area
- Identify market retail trade area using drive times, radius rings and custom trade area
- Perform retail GAP analysis for trade area (i.e. leakage and surplus)
- Conduct retail peer market analysis (other communities of similar size and make up)
- Analysis of potential number of new retail stores by category in relation to the peer markets Pearland can support
- Tapestry lifestyles – psychographic profile of trade area / market segmentation analysis
- Consumer Spending Pattern Reports
- Identification of priority business categories for recruitment and/or local expansion

DAY 30-60**Real estate analysis**

- Retail Real Estate Analysis performed by Licensed Retail Real Estate Professionals
- Market visit to identify and evaluate priority commercial properties for development, re-development and higher and best use opportunities. Property inventory created.
- Aerial map with Pearland's existing retailers and TDOT traffic counts
- Identify and evaluate competing shopping areas and retail nodes

DAY 45 & BEYOND**Retail recruitment implementation // national representation**

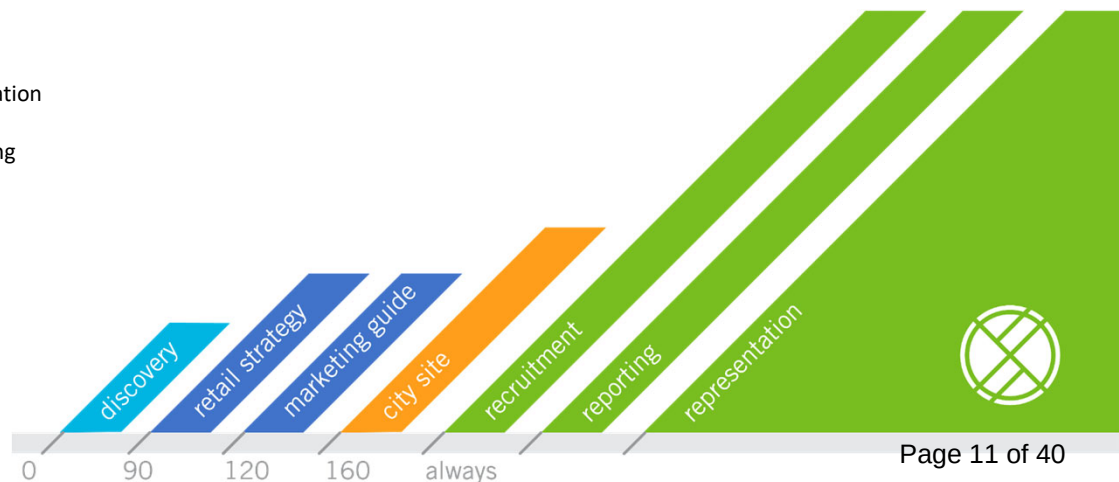
- Identification of at minimum 45 retail prospects to be targeted for recruitment in the first year of our partnership
- Project specific on-going updates on customized demographic research
- Pro-active retail recruitment for targeted zones
- Active outreach to developers, retailers, franchises, local brokers, landowners and other industry decision makers
- Updates on new activity will be provided to Client's designated primary point of contact via Basecamp, telephone, or email on a regular basis
- ICSC and Retail Live conference representation- updates provided according to the annual conference schedule
- On Demand Reporting – by partnering with Retail Strategies we become your research arm providing data to our contracting entity as it is requested.
- Frequent Industry Trends and Market Outlook Reports

DAY 60-90**Recruitment plan completed and delivered to **Lakeland****

- Customized Marketing Guide (four pages) with aerial map and key demographic highlights
- Customized 70+ page plan with research, real estate and top categories for recruitment deliver plan to City

ALWAYS**YOUR ADVOCATE**

- Recruitment
- Conference representation
- Reporting
- Research and Marketing





Approach & Methodology



discover

We are an investment for your community.

We believe that every community is unique, so we take time to engage our Client's to understand your story of opportunity to leverage your attributes towards expanding businesses.

Our activities pay a return in sales tax, added jobs, and businesses that enhance and add to the unique qualities of your community.



connect

We make sure your community's story is heard.

As a conduit between communities and national retailers, we ensure that your stories of opportunity, culture, values and people are perfected to resonate with the right retail audiences.

Aggressively taking your communities story and information to expanding businesses, property owners, brokers, developers, and other industry players to create economic growth in your community.



advance

We multiply and enhance your staff.

We work as an extension of your staff, adding specific expertise, and amplifying your efforts and visibility many times over.

Being your partner and consistently providing feedback, answering questions, and solving complex problems to position your market for growth.





Data, Analytics & Market Profile



Discover: Research

The cycle begins with market analysis. We take the deep dive into data, advanced analytics, and proprietary tools developed in-house to uncover and define the potential in your community.

After interviewing dozens of firms, Retail Strategies has assembled a series of data providers that are industry-trusted leaders in analytics. These are the same providers used by the majority of national pharmacy, grocery, and restaurant brands conducting research on your community.

This data source consistently delivers the highest level of accuracy and allows our team to analyze and deliver over 3,365 individual variables (per geography) providing the deepest, most reliable, information possible to our Clients.

Trade Area Identification

By utilizing mobile data collection, data and analytics, and real estate acumen, our team will identify shopping patterns within your community that will answer key questions for retailers.

Real Estate Assets

An in-market study which identifies within the community various opportunities: strategic focus properties, underutilized assets, development zones, and redevelopment zones.

Mobile Data Collection

An industry leading report which utilizes cell phone data to identify the home and work location of consumers that visit a defined shopping area within the community.

Retailer Void Analysis

Identifying businesses that have entered similar communities but have not yet entered your market. This provides an initial list of realistic retail prospects that should be considering your market for expansion.

Psychographic Analysis

Defines the type of consumers in your market by breaking down consumers demographic characteristics, consumer preferences, consumer expenditures, and cultural ideals.

Consumer Expenditures

Drilling down into each retail segment to identify and understand what your consumers spending patterns are.

GAP Analysis

Examining the market supply and market demand within the trade area to uncover the categories of retail being desired by your community.

Peer Community Analysis

Identification and comparison of similar communities to measure your retail base and identify opportunities from a categorical perspective.





Target Businesses & Site Selection



Discover: Real Estate Analysis

Real Estate is the key to every business expansion. Your retail prospect targets each have a unique requirement on demographics and real estate matches. Our team features over 150+ years of retail real estate experience and we utilize our collective experience to provide the most thorough, and creative, assessment of your community.

To accomplish this, we bring our team of retail real estate professionals to your community to uncover your strategic and underutilized real estate assets.

The inventory of properties our team believes is viable for new development, redevelopment highest and best use or vacancies that need to be filled are logged and recorded in our custom software program to be used by your team during the recruitment process.

The information we gather is immediately put to work through making outreach to the property owners, developers, and brokers who represent these properties to learn their goals for the property and how Retail Strategies can assist them on behalf of the community leaders.





Target Businesses & Site Selection

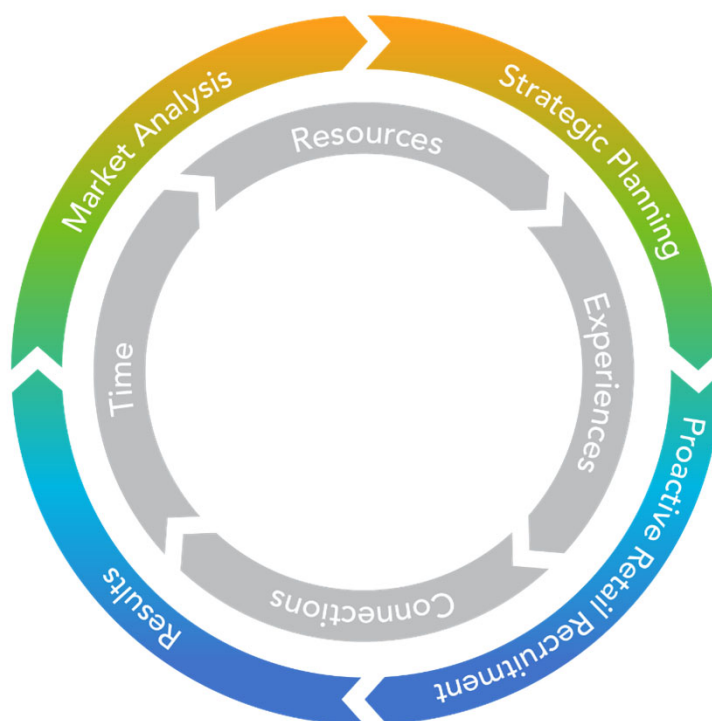


Connect: Retail Recruitment

Retail Recruitment is not an event, it is a process. This is not a study that sits on a shelf or software that goes unused. Your team at Retail Strategies will provide a thorough analysis and strategy throughout our partnership, we will constantly be running new data sets, assessing the changing real estate environment within the community, researching new prospective businesses, assessing retailers changing expansion plans, and responding to the requests of the key players who make transactions happen.

Our Commitment to Success

Retail Strategies is constantly searching for new tools, hiring retail real estate professionals, and covering the Country with outreach to build the best network and service for our Clients. This relentless pursuit of success will position your community for growth today and in the future.





TASK 5:

Proactive Recruitment



Connect: Retail Recruitment

This is where the rubber meets the road. This is where we take the information we have collected for your community, package it in the appropriate format, and begin showcasing opportunities in your community. The benefit of partnering with Retail Strategies is that we do not just hand you fancy gadgets and a CRM tool to conduct recruitment, our real estate professionals will conduct every piece of outreach to the appropriate contact on your behalf.

Recruitment

Your team will be reaching out to property owners, brokers, developers, retailers, restaurants, and all other industry players to connect the dots to your market. We utilize the resources we have gathered and will continue to seek additional information throughout our partnership to further define the opportunities in your market. We guarantee customized outreach for 30 retailers to the industry professionals who are decision makers.

Representation

Each year our team attends more than a dozen retail real estate conferences. For Lakeland, the key retail conference include Retail Live!, ICSC Southeast, and ICSC RECON. Retail Strategies attends all of these shows annually and vows to continue to attend to meet with industry leaders and market the opportunities in Lakeland.

At the conferences we will set up and have meetings with targeted retailers, restaurants, brokers, and developers on your behalf. Following the conference you will receive an update on who we met with, what was said, and what our next steps are.





Proactive Recruitment

Advance: Reporting and Collaboration

Reporting

In addition, through our experience we know we can learn as much from a “no” as we can from the “yes”. We provide you information on why it is a yes and why it was a no so that your community can better understand how prospective businesses and industry leaders view your community.

S11 Populus Residential Summary	S11 A 1 to 4 mi		S11 B 5 to 10 mi		S11 C 10 to 15 mi		S11 D 15 to 20 mi	
	%	%	%	%	%	%	%	
Households								
2008 Percent	15.1%	18.8%	29.2%	3.9%	15.1%	15.1%	23.9%	
2008 Percent	0.5%	17.2%	21.1%	8.4%	14.4%	14.4%	20.1%	
2008 Percent	10.7%	16.7%	20.0%	3.5%	13.9%	13.9%	20.1%	
2010 Census	11.33%	13.60%	20.00%	1.45%	12.60%	12.60%	18.13%	
2010 Census	7.83%	13.60%	18.33%	2.83%	12.60%	12.60%	18.13%	
1980 Census	9.8%	12.57%	17.00%	3.85%	10.85%	10.85%	14.40%	
2008 to 2010								
2008 to 2010	4.70%	4.91%	5.02%	4.74%	4.70%	4.70%	4.89%	
2008 to 2010	2.22%	2.69%	3.55%	2.15%	2.30%	2.30%	2.85%	
2008 to 2010	1.70%	1.77%	1.51%	1.15%	1.15%	1.15%	1.51%	
2008 to 2010	2.50%	3.14%	3.51%	3.59%	3.55%	3.55%	3.38%	
Population in Households								
2008 Percent	11.22%	13.85%	23.36%	3.85%	14.40%	14.40%	21.91%	
2008 Percent	4.11%	13.85%	16.67%	8.67%	14.40%	14.40%	21.91%	
2010 Census	10.17%	14.76%	17.37%	2.79%	12.60%	12.60%	18.14%	
Average Household Size								
2008 Percent	2.37	2.43	2.31	2.19	2.41	2.41	2.48	
2008 Percent	2.37	2.43	2.31	2.19	2.41	2.41	2.48	
2010 Census	2.37	2.43	2.31	2.19	2.41	2.41	2.48	



TASK 6:

Marketing Materials



Marketing Guide

Lakeland will have a customized Marketing Guide (four pages) including key demographic criteria, retailers plotted on aerial map, traffic counts, and contact information.

Property Flyers

We work with property owners to support their needs. Oftentimes, Retail Strategies GIS and analytics resources far exceed that of a local property owner. We will provide the property owners with data, site-specific marketing flyers, and access to our retail research as needed.

FOR LEASE
UNION SQUARE SHOPPING CENTER
1817 Dickerson Blvd, Monroe, North Carolina 28110

John Coughlin, Coughlin Investment Company
3302 Smith Farm Road Matthews, NC 28104
(704) 840-9592
jcoughlin@coughlininvestments.com

Prepared by retail strategies

retail strategies
COLUMBIA, TENNESSEE
Market Guide

City Contact Information
Theresa J. Smith, Mayor
3100 Broadway Blvd.
Columbia, TN 38401
Phone: (615) 255-1000

Focus Properties
Retail Strategies has a catalog of retail commercial real estate properties in this market. For more information, please contact the Portfolio Director or the Retail Development Director listed on the front of this guide.

Demographics
Population: 34,877
Average Age: 39.7
Household Income (Median): \$46,173
Household Income (Average): \$63,395
Number of Households: 14,104

Peer Analysis
Retail Strategies has identified several properties along with an available parcel. These properties are located in the same area as the subject property and are similar in size and type. The subject property is located in the same area as the subject property and is similar in size and type.

Daytime Population 44,007

Focus Categories
Auto, Clothing, Restaurants, Grocery

John Smith, Mayor
3100 Broadway Blvd.
Columbia, TN 38401
(615) 255-1000

LAND FOR SALE | 40 AC
870 SOUTH WALNUT AVE, COOKEVILLE, TN 38501

FOR LEASE

Available: 40 Acres
Price: Call for Pricing

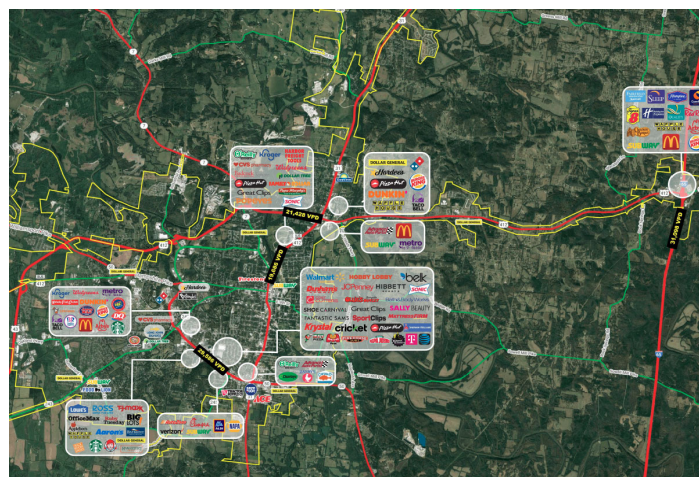
Property Highlights
• County Owned
• Former Fairgrounds

DEMOGRAPHICS

	5 Min DT	10 Min DT	15 Min DT
Population	6,656	10,834	68,493
Avg. HH Income	\$32,036	\$36,270	\$39,615
Median HH Income	\$32,443	\$36,025	\$39,354
Household	2,791	4,670	27,754
Daytime Population	20,128	40,649	78,942
Avg. Age	39.1	37.2	38.5

COOKEVILLE
Metropolitan, Economic & Community Development Coordinator
+1 (931) 523-4241 | info@cookeville.gov
www.cookeville.gov

Prepared by retail strategies





Task 7: Analytical Tools



Advance: Retail Trends & Access

Retail is constantly evolving and changing. Everyday we are processing new information and converting it into insights for our Client Communities. Throughout the life of our partnership, we will continuously provide updates on industry trends and expansion.



retail academy

Your team will have full access to our resource library through Retail Academy. Constant updates are being made regarding current trends, retailer reports, retail real estate 101 education, incentives overview, and more.



research subscription

Retail Strategies invests over \$200,000 annually in data and analytics. Our team will run any report you need at any time throughout the partnership. Rather than your team investing time in learning a software, we handle it for you. Tell us what you need, and we will advise and create the most impactful information to empower you to accomplish the goal of the request. Analytics are a powerful tool. We believe at the end of the day, it's people who make deals happen. Let our team create and advise rather than doing it yourself.



Basecamp[®]

Retail Strategies utilizes Basecamp, a project management and collaboration web platform, to record and store conversations and information shared with our Clients. This platform is username and password protected and keeps our partnership organized.

We understand that your team will adjust and grow overtime and Basecamp allows new members of your team the ability to get up to speed quickly with our efforts.



PARTNERSHIP

Investment

Long Term Partnership

This partnership includes an annual opt-out with no penalty. To fully realize the benefits of the investment, three years is suggested to an option to extend after three. The contract is written as an annual agreement with pricing defined for three years of service. The lead time on a real estate transaction is typically 18-36 months. We plan a lot of seeds in year one that come to fruition in years two and three. This design is established to protect your investment. Several communities in Tennessee have been partners with Retail Strategies over seven years. A long-term partnership is the ultimate goal.



retail recruitment

	Three Year Agreement
Total Contract Value	\$140,000
Year 1	\$50,000
Year 2	\$45,000
Year 3	\$45,000

Project fees are due within 30 days of receipt of the invoice.

Retail Strategies is currently partnering with Bartlett, Tennessee. Moving forward with the City of Lakeland Economic Development team will be contingent on Bartlett's approval or expiration of existing partnership agreement. The existing agreement term will end November 2021.

Should Retail Strategies have the honor of the Lakeland Economic Development team choosing to partner, Retail Strategies will address with Bartlett.





CONTACT INFO

Company Overview

Retail Strategies, LLC

2200 Magnolia Ave South, Suite 201

Birmingham, AL 35205

Phone: [205] 313-3676

Primary SIC: 8742008

Established: 2011

Key Contact & Authorized Person:

Lacy Beasley

President

lacy@retailstrategies.com

Mobile: [615] 330-7987

THANK YOU

On behalf of the entire Retail Strategies team, we want to sincerely thank you for your time and consideration. We appreciate the opportunity to present our services and to reaffirm our interest in partnering with City of Lakeland, Tennessee.





References



Thad Jablonski

Assistant City Manager
City of Columbia, Tennessee
(931) 922-8514

tjablonski@columbiatn.com

Partnership Start: 2020



Melinda Kiefer

Economic & Community Development Coordinator
City of Cookeville, Tennessee
(931) 520-5226

mkeifer@cookeville-tn.org

Partnership Start: 2015



Seth Sumner

City Manager
City of Athens, Tennessee
(405) 677-5741

citymanager@cityofathenstn.com

Partnership Start with Savannah: 2015

Partnership Continued with Athens: 2017



Sarah Haston

Economic Development Director
City of Lebanon, Tennessee
(615) 443-2839

sarah.haston@lebanontn.org

Partnership Start: 2017



Brooxie Carlton

Rural Development – Deputy Director
Tennessee Economic and Community Development [TNECD]
(615) 336-2481

brooxie.carlton@tn.gov

Partnership Start: 2016





SUCCESS

Partnership Wins

COOKEVILLE



OAK RIDGE



EAST RIDGE



BARTLETT





SUCCESS

Partnership Wins

JOHNSON CITY



TULLAHOMA



“Having the Retail Strategies team working with us has been like having four extra staff people at a fraction of the cost,” he said. “In addition to reaching out to numerous property owners and brokers who represent sites in the local area to assist and help them market their sites, the company is constantly identifying and contacting regional and national retailers on our community’s behalf.”

- **Thom Robinson,**
Economic Development Director, Tullahoma, TN



DEDICATED **RETAIL REAL ESTATE** PROFESSIONALS & STAFF

Key Personnel

For our partnership we will dedicate a team of Retail Real Estate Professionals to serve as your day-to-day points of contact. These professionals are supported by a full marketing team, research staff, and executive oversight and support. The team at Retail Strategies is 35 strong with an additional 30 at Retail Specialists, a full service commercial real estate firm.

Retail Strategies collectively has 150+ years of experience and maintains a **5:1 client to staff ratio**. From the start of our partnership your team will be performing all aspects to build the retail strategy and will execute that strategy on your behalf.

Most importantly, your team will be building a relationship with you so that we can leverage your local knowledge with our network of industry professionals.

Primary Points of Contact



John Ruzic



Harris McCullough



Joe Strauss



Clay Craft

Research & Marketing



Ryder Richards



Caroline Hannum



Charlene Capps



Michelle Moultrie

Executive Support



Robert Jolly



Mead Silsbee



Lacy Beasley



Scott vonCannon



Courtney Hall



LEADERSHIP

Dedicated Team

**Robert Jolly****Principal & CEO**

[205] 913-0276

robert@retailstrategies.com

Robert Jolly co-founded Retail Strategies in 2011 and since then has overseen development of numerous retail projects and has assisted some of the most well-known tenants in the United States with their expansion into new markets.

Robert brings years of experience with previous sales and management positions at Eason, Graham, and Sandner, Inc. and Black and Decker Corporation. He was the Birmingham Commercial Rookie of the Year in 1998, named one of the "Top 40 Under 40" in 2004, and "Who's Who of Commercial Real Estate" in 2005 and 2010. Over the course of his career Robert has leased, managed, and developed millions of square feet of retail space.

Robert graduated from the University of Alabama majoring in marketing and English. He is a member of ICSC and in 2008 earned the coveted Certified Commercial Investment Member (CCIM) designation from the Commercial Real Estate Investment Institute. Robert holds a broker's license in Alabama, Mississippi, Georgia, Florida, Tennessee, Louisiana, South Carolina and Tennessee

**Mead Silsbee****Principal & CFO**

[205] 410-9456

mead@retailstrategies.com

Mead Silsbee co-founded Retail Strategies in 2011 and brings over a decade of real estate experience to the company. Most recently Mead worked on the retail team at Eason, Graham, and Sandner, Inc. in Birmingham, Alabama. Over the course of his career Mead has leased, managed, and developed millions of square feet of retail space.

Mead graduated from the Randolph-Macon College in Ashland, Virginia where he earned a bachelor's degree in history and economics. In 2008, he earned the coveted Certified Commercial Investment Member (CCIM) designation from the Commercial Real Estate Investment Institute and is a member of the International Council of Shopping Centers (ICSC).





LEADERSHIP

Dedicated Team

**Lacy Beasley****President**

[615] 330-7987

lacy@retailstrategies.com

Lacy serves as President of Retail Strategies. She has been involved in retail real estate since 2005. Her experience with The Shopping Center Group and the Dickson County Chamber of Commerce prior to joining Retail Strategies provides her with the insight to understand the connections needed from the public and private side of the conversation.

A graduate of Lipscomb University, she earned her double major in Marketing and Management. Beasley is the ICSC TN Government Relations Chair and has served on committees with CCIM, EDAA, and multiple ICSC planning committees. Her articles have been published in Shopping Centers Today, Site Selection Magazine and AL Retail Federation.

Lacy has spoken on retail trends and best practices in retail recruitment at more than 75 events including ICSC, American Association of Retirement Communities, American Public Power Association, Tennessee Valley Authority, ElectricCities of NC, Georgia Power, Southeastern Economic Development Council and state-wide economic development and municipal associations in AZ, LA, OK, TN, AL, MS, KY and GA.

**John Ruzic****Portfolio Director**

[205] 209-4598

jrusic@retailstrategies.com

John joined Retail Strategies in 2019 as a Portfolio Director, bringing three years of experience in residential real estate sales and marketing in the Mobile, AL market. John's unique career path has allowed him to gain knowledge in land acquisition and development, neighborhood revitalization and blight reduction, historic rehabilitation and adaptive reuse.

A Louisville, Kentucky native, John graduated from Sewanee: The University of the South in 2010 with a Bachelor of Arts degree in Political Science. He obtained his Alabama Real Estate Broker license in 2021.

In his free time, John enjoys spending time on the water, traveling, reading, and exploring old buildings.





LEADERSHIP

Dedicated Team

**Scott vonCannon****COO**

[205] 482-1347

scott@retailstrategies.com

Scott vonCannon came to Retail Strategies from Nashville, TN with an extensive background handling economic and community development marketing initiatives. He brings over 6 years of experience working with State officials, Economic Developers, Chambers of Commerce, and municipalities to help promote business growth within Cities, States and Regions around the Country. Scott graduated from Auburn University with a bachelor's degree in Business Administration with a concentration on Marketing. Scott has been an ICSC member for over 3 years and serves as the ICSC P3 Retail Private Sector Chair in Alabama. He also serves on the AL EDAA Retail Committee. Scott is a licensed real estate professional and has completed working to obtain his CCIM designation.

Scott has presented on retail trends and best practices to over 50 municipal, economic development, chamber of commerce and regional groups throughout the Southeast. He has worked with numerous developer, retailers and brokers throughout the Southeast and Sun Belt region. He and his team has assisted in the recruitment of over 45 retailers to our client markets.

**Joe Strauss****Vice President of
Retail Development**

[205] 393-3215

jstrauss@retailstrategies.com

Joe joined Retail Strategies in 2014 with a background in real estate. He specializes in retail recruitment and focuses on the identification of companies to fill the product and service gaps within each city's trade area. He brings over 9 years of real estate experience to Retail Strategies. Joe has represented over 60 municipal, economic development, Chambers of Commerce, and regional groups throughout the Southeast and Midwest. Joe has worked with numerous developers, retailers, brokers, and property owners assisting in finding retail tenants in his territory. He and his team has assisted in the recruitment of over 60 retailers to our client markets and have many more in the pipeline for 2017.

Joe graduated from the University of Alabama with a bachelor's degree in Finance and a concentration in Real Estate and got into the business when he was a sophomore at the University. Joe is a licensed real estate professional and is also working on getting his CCIM designation, which is a Certified Commercial Investment Member.





LEADERSHIP

Dedicated Team

**Courtney Hall****Chief Marketing Officer**

[214] 356-9920

chall@retailstrategies.com

Courtney joined the Retail Strategies team in 2019. In her role as Chief Marketing Officer, she is responsible for overseeing the planning, development and execution of the company's marketing initiatives.

Prior to working for Retail Strategies, Courtney worked for Buxton where she worked with city officials as well as retail and healthcare executives to help with site selection and real estate growth. She graduated from Texas Tech University with a degree in Marketing. She is an avid running and enjoys spending time with her twin daughters.

**Clay Craft****Portfolio Director**

[205] 516-3204

ccraft@retailstrategies.com

As *Portfolio Director*, Clay serves as the face of the company for *Retail Strategies* clients in the Midwest. He began his career with Retail Strategies in Retail Development where he has assisted retailers in opening new stores in 12 states and now leverages that deal making experience to find new opportunities for development and redevelopment in his client cities. Clay's experience and contacts within the industry allows him to strategically identify retail users that will not only prosper within his engaged cities, but also make them better places to live.

Clay has a passion for sustainable growth and design and combines those skills with a deep understanding of the needs of his clients to make responsible retail growth happen.

Clay graduated with honors from *Auburn University* with a *Master's Degree in Landscape Architecture* in 2010. Clay is a licensed *Real Estate Professional* and a member of the *International Council of Shopping Centers (ICSC)*.





IMPLEMENTATION

Dedicated Team

**Jenn Gregory****President of Downtown Strategies**

[662] 617-1711

jgregory@retailstrategies.com

Jenn is the president of **Downtown Strategies**, where her focus is on the revitalization of downtowns for our client communities. Through her **Downtown Vision and Strategy Workshop** process, Jenn advises communities on market analysis, tourism, economic vitality, and design updates for downtown areas.

She joined **Retail Strategies** with a 10 year career in community development and downtown revitalization. She previously served as the Chief Executive Officer of the **Greater Starkville Development Partnership**, a community development umbrella organization that consists of the Starkville Area Chamber of Commerce, Starkville Visitors & Convention Council, Oktibbeha County Economic Development Authority, and Starkville Main Street Association. She first joined the Partnership in 2009, where she was Vice President for Tourism Development. She held the positions of Chief Operating Officer and Interim Chief Executive Officer before assuming the CEO position full-time in January 2013.

Jenn is a graduate of Mississippi State University where she received a bachelor's degree in marketing and was honored with the inaugural *Spirit of State* leadership award.

**Harris McCullough****Portfolio Director**

[205] 240-3804

harris@retailstrategies.com

Harris is a Portfolio Director for community clients in Tennessee, North Carolina, and Kentucky. Prior to this role, she worked for Retail Strategies sister company, Retail Specialists as an Assistant Property Manager. In her position, Harris assists with daily accounting tasks, manages properties, and provides services to reduce costs and improve value for each tenant.

Harris started her time with the company as a retail project analysis intern. She attended the University of Alabama where she received her bachelor's degree in science in commerce and business administration with a specialization in real estate. Harris has her Alabama Real Estate Salesperson license.

When she is not in the office, Harris enjoys spending time with family and friends, traveling, playing tennis, and listening to music.





IMPLEMENTATION

Marketing & Research Support

**Ryder Richards****Creative Director**

Ryder specializes in design and web development. Developing marketing materials and all forms of digital or new media his role allows for a unique combination of a creativity and technical wizardry. Yes, that's right, Ryder is a wizard.

rrichards@retailstrategies.com | [806] 790-5508

**Madeline Farr****Marketing Coordinator**

As Marketing Coordinator, Madeline assists in creating market development plans, site submittal packages, GIS reports and aerial maps. She interacts directly with several retail clients and helps in coordinating the efforts of multiple Retail Specialists producers. She is also responsible for helping create marketing packages and other advertising materials for third party property listings.

madeline@retailstrategies.com | [205] 490-2825

**Michelle Moultrie****Marketing Coordinator**

Michelle brings multiple years of marketing experience to our team at Retail Strategies. In her role, Michelle creates marketing materials, GIS reports, aerial maps, and additional reports to accurately define opportunities. Michelle's excellent interpersonal skills brings value to our clients and allows easy coordination of efforts internally and externally.

mmoultrie@retailstrategies.com | [205] 314-0398

**Charlene Capps****Director of Research**

As a Director, Research & Analytics for Retail Strategies, Charlene increases efficiencies by creating standardized practices. She finds best ways to tell the story through numbers and data-driven insights that assist with deal making decisions.

ccapps@retailstrategies.com | [205] 905-5708

**Caroline Hannum****Marketing Assistant**

Caroline assists in the creation of retail recruitment plans, demographic reporting, aerial maps, and public relations to support Retail Strategies' clients.

caroline@retailstrategies.com | [205] 314-0393





retail strategies

retailstrategies.com | [205] 314-0386 | info@retailstrategies.com

2200 Magnolia Ave South, Suite 100 Birmingham, AL

PROFESSIONAL SERVICES AGREEMENT TO PROVIDE CONSULTING SERVICES

This Professional Services Agreement to Provide Consulting Services (this “Agreement”) sets forth the mutual understanding of (the “Client”) Lakeland, Tennessee and Retail Strategies, LLC, an Alabama limited liability company (the “Consultant”) on this _____ day of _____ 2021 (the “Execution Date”), for the provision of professional consulting services as more fully set forth below.

R E C I T A L S:

The Consultant possesses a high degree of professional skill and experience and is a unique provider of professional consulting services in retail recruitment.

The Client desires to hire the Consultant to provide professional consulting services because of its professional skill and experience.

NOW, THEREFORE, in consideration of the foregoing and the mutual covenants and agreements set forth in this Agreement, the Client and the Consultant, intending to be legally bound, do hereby agree as follows:

1. CONSULTING SERVICES. The Consultant agrees to provide the following professional consulting services to the Client (the “Services”):

- A. Research.** The Consultant will identify the Client’s retail trade area using a blend of demographics, political boundaries, drive times and/or custom boundaries. The Consultant will perform market and retail analysis based on current industry standards at the time such reports are run. The Consultant will map retail locations and analyze opportunities given local and macro retail trends.
- B. In-Market Real Estate Analysis.** The Consultant will analyze existing shopping centers and retail corridors and actively reach out to local brokers and real estate owners. The Consultant will identify, evaluate and catalogue priority commercial properties for development or redevelopment based on their highest-and-best-use. The Consultant will identify priority business categories to expand locally and to recruit to the area.
- C. Retail Recruitment.** The Consultant will proactively recruit businesses for targeted zones through the contact of a minimum of 30 retailers, restaurants, brokers or developers. The Consultant will regularly update the Client Representative on retail recruitment efforts via email, telephone and the Consultant’s client web portal known as “Basecamp.” One market visit per calendar year is included in this agreement, additional travel outside of this agreement and requested by the Client shall be approved and paid for by the Client. The Consultant will represent the Client at International Council of Shopping Center conferences and provide updates according to the yearly conference schedule.
- D. Updates.** The Consultant will provide the Client Representative with updates within three business days of receipt of a request from the Client Representative (as defined in Section 4 below).

2. **TERM.** The Consultant's engagement and provision of Services will commence upon the Execution Date as set forth above. The Consultant's engagement and this Agreement will terminate automatically on the third anniversary of the Execution Date (the "Term") unless earlier terminated as provided in Section 6 below. At the end of the Term, the Client, acting by and through the Client Representative, may extend the Term at its option for successive one year periods on such terms and conditions as the Client Representative, acting for and on behalf of the Client, and the Consultant may agree upon in writing.

3. **CONSULTING FEE.**

A. **Consulting Fee.** In consideration for providing the Services, the Client agrees to pay the Consultant a consulting fee (the "Consulting Fee") in an amount equal to \$140,000. The Consulting Fee will be paid in installments of immediately available funds as follows:

Contract Period	Payment Date	Payment Amount
Year One	Upon execution of this agreement	\$50,000
Year Two	On or before the 1st anniversary of the Execution Date	\$45,000
Year Three	On or before the 2 nd anniversary of the Execution Date	\$45,000

B. **Payment Default.** If the Client fails to pay any portion of the Consulting Fee on the requisite payment date, the Consultant will immediately cease all Services, including but not limited to: (1) negotiation of incentive agreements; (2) all recruiting and marketing efforts; (3) representation of the Client at trade shows; (4) booking meetings for the Client with prospective retailers; and (5) including the Client in marketing materials.

4. **CLIENT INFORMATION AND ACCESS.**

A. To the extent permitted by law, the Client will provide the Consultant with access to relevant personnel, facilities, records, reports and other information (including any information specified in the Consultant's proposal to the Client) accessible by the Client that the Consultant may reasonably request from time-to-time during the Term. The Client acknowledges and agrees that the Consultant's scheduled delivery of the Services is dependent upon the timely access to such personnel, facilities, records, reports and other requested information.

B. To facilitate such access and Consultant's delivery of the Services, the Client designates the City Manager (the "Client Representative"), currently Shane Horn. The Client Representative will serve as the primary liaison between the Consultant and the Client. The Client Representative will have responsibility for regular communications between the Client and the Consultant, including providing updates in a timely manner through Basecamp. The Client Representative's communications to the Consultant will include information regarding retail growth and development, such as actual and prospective business openings and closings, changes in economic drivers (e.g., significant increases or

decreases in workforce of major employers, school enrollments, housing or healthcare services) and changes in the ownership of targeted real estate (e.g., transfers of real estate or changes in the finances of ownership). The Client Representative will also be responsible for disseminating updates relative to consultants' activities related to scope of work to members of local stakeholder groups of the Client (e.g. City Council, Economic Development Boards, and Chamber of Commerce etc.).

- C. The Client hereby authorizes the Client Representative (i) to act on behalf of the Client in the day-to-day administration and operation of this Agreement and the arrangements it contemplates and (ii) to execute and deliver, on behalf of the Client, such notices, approvals, consents, instruments, amendments or other documents as may be necessary or desirable to facilitate or assist the Consultant with the provision of the Services.

5. **INTELLECTUAL PROPERTY.** As part of the Services, the Consultant will prepare periodic and final reports including demographic and other research reports that will become the property of the Client upon delivery from the Consultant. Any other reports, memoranda, electronic mail, facsimile transmissions or other written documents prepared or used by the Consultants in connection with the Services will remain the property of the Consultant. With the Consultant's prior permission, the Client may use other information provided by the Consultant, such as specifics related to retailers, developers, site information or other "confidential information" for internal purposes while taking reasonable steps to so limit the use of such materials and maintain its confidentiality.

6. **TERMINATION.**

- A. **By the Client At-Will.** The Client may terminate this Agreement at any time for any or no reason upon delivery of 30 days' prior written notice to the Consultant. Any portion of the Consulting Fee paid prior to such termination of this Agreement is earned when paid and nonrefundable.
- B. **By the Client Upon the Consultant's Default.** The Client may notify the Consultant within 90 days of the day that the Client knows or should have known that the Consultant breached this Agreement. The Consultant will have 30 days following receipt of such notice to cure any alleged breach. If the Consultant fails to cure any alleged breach within that 30-day period, then the Client may terminate this Agreement. Within 30 days of such termination of this Agreement, the Consultant will refund a pro rata portion of the installment of the Consulting Fee previously paid for the contract period during which such termination occurs based upon the number of days remaining in such contract period.
- C. **By the Consultant At-Will.** The Consultant may terminate this Agreement at any time for any or no reason upon delivery of 30 days' prior written notice to the Client. Within 30 days of such termination of this Agreement, the Consultant will refund a pro rata portion of the installment of the Consulting Fee previously paid for the period during which such termination occurs based upon the number of days remaining in such period.
- D. **By the Consultant Upon the Client's Default.** The Consultant may notify the Client within 90 days of the day that the Consultant knows or should have known that the Client breached this Agreement. The Client will have 30 days following receipt of such notice to cure any alleged breach. If the Client fails to cure any alleged breach within that 30-day

period, then the Consultant may terminate this Agreement. Any portion of the Consulting Fee paid prior to such termination of this Agreement is earned when paid and nonrefundable.

7. **NOTICES.** Any notice or communication in connection with this Agreement will be in writing and either delivered personally, sent by certified or registered mail, postage prepaid, delivered by a recognized overnight courier service, or transmitted via facsimile or other electronic transmission, addressed as follows:

Client: City of Lakeland, TN
10001 Highway 70
Lakeland, TN 38002
Email: shorn@lakelandtn.org
Phone: 901-867-2717
Attention: Shane Horn, City Manager

Consultant: Retail Strategies, LLC
2200 Magnolia Ave. South, Suite 100
Birmingham, AL 35205
Email: sleara@retailstrategies.com
Fax: (205) 313-3677
Attention: Stephen P. Leara, Esq – EVP | General Counsel

or to such other address as may be furnished in writing by either party in the preceding manner. Notice shall be deemed to have been properly given for all purposes: (i) if sent by a nationally recognized overnight carrier for next business day delivery, on the first business day following deposit of such notice with such carrier, (ii) if personally delivered, on the actual date of delivery, (iii) if sent by certified U.S. Mail, return receipt requested postage prepaid, on the third business day following the date of mailing, or (iv) if sent by facsimile or email of a PDF document (with confirmation of transmission), then on the actual date of delivery if sent prior to 5 p.m. Central Time, and on the next business day if sent after such time.

8. **INDEPENDENT CONTRACTOR.** The Consultant, in its capacity as a professional consultant to the Client, is and will be at all times an independent contractor. The Consultant does not have the express, implied or apparent authority either (A) to act as the Client's agent or legal representative or (B) to legally bind the Client, its officers, agents or employees.

9. **STANDARD TERMS.**

A. **Affiliated Services:** The Client acknowledges that certain affiliates of the Consultant provide real estate brokerage and management services for which they are paid brokerage, development, leasing, management and similar fees. In connection with the Services and with the prior written permission of the Client, such affiliates may be engaged to provide such services in consideration for the payment of such fees.

B. **Applicable Laws:** The Consultant will abide by all laws, rules and regulations applicable to the provision of the Services.

- C. **Insurance:** The Consultant will carry all employee insurance necessary to comply with applicable state and federal laws.
- D. **Third Party Beneficiaries:** This Agreement is for the sole benefit of the parties to this Agreement and their permitted successors and assigns. Nothing in this Agreement, whether express or implied, is intended to or will confer upon any other person or entity any legal or equitable right, benefit or remedy of any nature whatsoever under or by reason of this Agreement.
- E. **Publicity:** The Client agrees that the Consultant may, from time-to-time, use the Client's name, logo and other identifying information on the Consultant's website and in marketing and sales materials.
- F. **Entire Agreement:** This Agreement, together with any exhibits or amendments hereto, constitutes the entire agreement of the parties, as a complete and final integration thereof with respect to its subject matter. Any prior written or oral understandings and agreements between the parties are merged into this Agreement, which alone fully and completely expresses their understanding. No representation, warranty, or covenant made by any party which is not contained in this Agreement or expressly referred to herein has been relied on by any party in entering into this Agreement.
- G. **Further Assurances:** Each party hereby agrees to perform any further acts and to execute and deliver any documents which may be reasonably necessary to carry out the provisions of this Agreement.
- H. **Force Majeure:** Neither party to this Agreement will hold the other party responsible for damages or delay in performance caused by acts of God, strikes, lockouts or other circumstances beyond the reasonable control of the other or the other party's employees, agents or contractors.
- I. **Limitation on Liability; Sole Remedy:** Each party's liability to the other party arising out of or related to this Agreement or the Services will not exceed the amount of the Consulting Fee. The Client's sole remedy in the event of any alleged breach of this Agreement by the Consultant will be the notice, cure and refund provisions of Section 6(B) of this Agreement.
- J. **Amendment in Writing:** This Agreement may not be amended, modified, altered, changed, terminated, or waived in any respect whatsoever, except by a further agreement in writing, properly executed by a duly authorized officer of the Consultant and the Client Representative, acting for and on behalf of the Client.
- K. **Binding Effect:** This Agreement will bind the parties and their respective successors and assigns. If any provision in this Agreement will be invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions will not in any way be affected or impaired thereby.
- L. **Captions:** The captions of this Agreement are for convenience and reference only, are not a part of this Agreement and in no way define, describe, extend, or limit the scope or intent of this Agreement.

- M. **Construction:** This Agreement will be construed in its entirety according to its plain meaning and will not be construed against the party who provided or drafted it.
- N. **Prohibition on Assignment:** No party to this Agreement may assign its interests or obligations hereunder without the written consent of the other party obtained in advance of any such assignment. No such assignment will in any manner whatsoever relieve any party from its obligations and duties hereunder and such assigning party will in all respects remain liable hereunder irrespective of such assignment.
- O. **Waiver:** Non-enforcement of any provision of this Agreement by either party will not constitute a waiver of that provision, nor will it affect the enforceability of that provision or of the remaining terms and conditions of this Agreement.
- P. **Survival:** Section 5 and Section 9(H) will survive termination of this Agreement.
- Q. **Counterparts; Electronic Transmission:** This Agreement may be executed in counterparts, each of which will be deemed to be an original, and such counterparts will, together, constitute and be one and the same instrument. A signed copy of this Agreement delivered by telecopy, electronic transmission or other similar means will be deemed to have the same legal effect as delivery of an original signed copy of this Agreement.

[SIGNATURE PAGES FOLLOW]

IN WITNESS WHEREOF, the Client and the Consultant have caused this Agreement to be executed by their duly authorized officers to be effective as of the Effective Date.

CLIENT:

City of Lakeland, TN

By: _____

Name:

Title:

Date:

CONSULTANT:

RETAIL STRATEGIES, LLC

By: _____

Name:

Title:

Date

EXHIBIT A

I. CONSULTANT AGREEMENT

This section outlines what Retail Strategies (the “consultant”) will provide to Lakeland, Tennessee (the “client”).

A. Research

1. Identify market retail trade area using political boundaries, drive times and radii and custom boundary geographies
2. Perform market and retail GAP analysis for trade area (i.e. leakage and surplus)
3. Conduct retail peer market analysis
4. Competition analysis of identified target zones trade area(s)
5. Tapestry lifestyles – psychographic profile of trade area / market segmentation analysis
6. Customized retail market guide including aerial map with existing national retailer brands and traffic counts
7. Retail competitor mapping/analysis
8. Analysis of future retail space requirements in relation to the retail market analysis, the market’s growth potential and trends in the retail industry
9. Identification of at minimum 30 retail prospects to be targeted for recruitment over three-year engagement
10. Updates provided on retail industry trends
11. Custom on-demand demographic research – historical, current, and projected demographics – to include market trade areas by radius/drive time, and custom trade area

B. Boots on the Ground Analysis

1. Identify/Evaluate/Catalog priority commercial properties for development, re-development and higher and best use opportunities
2. Identification of priority business categories for recruitment and/or local expansion
3. Perform competitive analysis of existing shopping centers and retail corridors
4. Active outreach to local brokers and land owners

C. Retail Recruitment

1. Pro-active retail recruitment for targeted zones
2. Will contact a minimum of 30 retailers, restaurants, brokers and/or developers
3. Updates on new activity will be provided to Client’s designated primary point of contact (Sec. II-A) via Basecamp, telephone, or email on a monthly and/or as needed basis
4. One market visit per calendar year included in agreement, any travel outside of the agreement shall be approved and paid for by the contracting entity
5. ICSC conference representation- updates provided according to the yearly conference schedule