Travelers Rest
south carolina

Market Analysis & Economic Development Plan

TRAVELERS REST, SOUTH CAROLINA

JULY 2012 | UPDATED AUGUST 2014

arnett muldrow
& ASSOCIATES

in conjunction with

COMMUNITY
DESIGN
SOLUTIONS

This page intentionally left blank.

Table of Contents

Executive Summary 5

Chapter 1: Introduction 7
1.1 Background 7
1.2 Planning Process 8
1.3 Acknowledgments 10

Chapter 2: Retail Market Analysis 11
2.1 Market Definition 12
2.2 Trade Area Demographics 17
2.3 Market Segmentation 18
2.4 Retail Market Analysis 26
2.5 Overall Observations and Conclusions 37

Chapter 3: Economic Development Plan 38
3.1 Issues and Assessment 38
3.2 Strategy One: Business Recruitment and Retention 40
3.3 Strategy Two: Managing Infill Development 45
3.4 Strategy Three: Cultivating the Destination 53
3.5 Strategy Four: Organization and Partnerships 57
3.6 Conclusion 59

This page intentionally left blank.

Executive Summary

This report is an update to the* Market Analysis and Economic Development Plan *for the City of Travelers Rest published in July 2012. This revised report provides up-to-date retail and demographic data to supplement the market analysis work conducted as part of the 2012 project. This document also provides a series of progress updates to the recommendations proposed in the 2012 plan.

In 2003, Arnett Muldrow & Associates developed an economic development plan for the City of Travelers Rest. Between 2003 and 2012, the City successfully implemented many of the plan's recommendations, including the completion of the Swamp Rabbit Trail, downtown streetscape project, community branding initiative, and wayfinding plan.

In 2012, given the City's track record of successful plan implementation, this report outlined an ambitious economic development plan for Travelers Rest for the next five years.

In 2014, the City of Travelers Rest has accomplished many of the objectives outlined in the 2012 plan. At the same time, the community is poised for additional growth. In the coming years, the community has the potential to continue to develop as a true destination and a hub for outdoor recreation, culture, business, and the arts in northern Greenville County.

This report delivers a detailed retail market analysis for Travelers Rest. Using 2012 zip code survey data and more recent retail and demographic data, this report defines primary and secondary trade areas for the Travelers Rest retail market.

- Based on 2012 consumer zip code survey data, the primary trade area consists of Travelers Rest and northern Greenville County. In 2013, the primary trade area experienced $90 million in annual market leakage, with retail sales of $367 million for stores in this area compared to $457 in purchasing power for households in this same area. However, this leakage is not distributed evenly across market segments, with some retail segments registering significant sales leakage and others with outsized gains.
- Based on 2012 consumer zip code survey data, Travelers Rest's secondary trade area includes two nearby Greenville zip codes as well as Furman University (which is now incorporated into the City of Travelers Rest). In 2013, this market experienced retail leakage of $292 million, with area retail sales of $654 million compared to area consumer expenditures of $946 million.
- Taken as a whole, in 2013, Travelers Rest's retail trade areas represented a $1.4 billion consumer market. Travelers Rest has significant opportunities to capitalize on retail leakage in several key categories, including restaurants, clothing, specialty food, and specialty home goods stores.

Lastly, this report presents four economic development strategies for Travelers Rest. Each of these strategies is accompanied by a set of recommendations based on market research and stakeholder input. Many recommendations also include "2014 updates" that measure or comment on progress achieved since the publication of the 2012 plan.

- The first strategy is "Business Recruitment and Retention." Key recommendations include ideas for nurturing a vibrant downtown core and U.S. 25 corridor, marketing assistance tools for current businesses, and a proposed "Blue & Gold Book" to market desired business opportunities within the

community.

- The second strategy is "Managing Infill Development." Key recommendations include suggested uses for vacant sites, rehabilitation concepts for existing buildings, and a major development opportunity between downtown and U.S. 25.
- The third strategy is "Cultivating the Destination." Key recommendations include a plan for Gateway Park and a renewed focus on the Furman and North Greenville University markets.
- The fourth strategy is "Organization and Partnerships." Recommendations include ways to spur downtown investment, promote economic development, and deploy business initiatives.

1.0 Introduction

1.1 Background

Travelers Rest, South Carolina is a small city of 4,900 in northern Greenville County. Situated on a plateau just south of the Blue Ridge Escarpment, Travelers Rest was once a place where wagon trains and wealthy Lowcountry families would stop and rest before ascending into the mountains. Today, Travelers Rest lays claim to a community larger than its incorporated limits, with neighborhoods and golf courses ringing the City and North Greenville University to the north. In 2013, the City annexed the Furman University campus, extending the City limits to its south. Travelers Rest also features two major thoroughfares: U.S. Highway 25, a key route to Asheville, North Carolina and points north; and U.S. Highway 276, also the City's Main Street, which winds its way north to Caesar's Head and into downtown Brevard, North Carolina. Both highways converge just south of Travelers Rest on their way into downtown Greenville.

In the last decade, Travelers Rest has experienced significant commercial development along the U.S. Highway 25 corridor, including a Walmart Supercenter that now draws shoppers from throughout northern Greenville County. Additionally, retailers such as Tractor Supply Company have occupied formerly empty big-boxes along U.S. 25.

Downtown Travelers Rest weathered the recession of 2008-2010 and emerged stronger than before. A series of major streetscape improvements, the Swamp Rabbit Trail, and the new Trailblazer Park have helped create an increasingly attractive, pedestrian-friendly district in which new shops and restaurants continue to open or expand every few months. At the same time, there still remain numerous opportunities for new and infill development in downtown, especially along the Main Street corridor.

In the coming years, Travelers Rest stands to gain from a increasing number of community assets, including the Greater Travelers Rest Chamber of Commerce, the ongoing economic impact of the Swamp Rabbit Trail, the new Trailblazer Park, and regional projects such as Reedy Square in downtown Greenville and the Blue Wall Center in nearby Cleveland.

In 2014, the City of Travelers Rest finds itself in a unique position to leverage its recent successes and its shared community vision to establish itself as a hub of economic activity and a regional destination for active recreation, shopping, dining, and living options. The goal of this report is to provide the data, analysis, and strategies to facilitate ongoing economic development efforts by the City of Travelers Rest and its many partners.

1.2 Planning Process

In February 2012, the City of Travelers Rest hired Arnett Muldrow & Associates to complete a detailed citywide market analysis and economic development study to provide insight into trade patterns, potential recruitment targets, and marketing strategies for Travelers Rest for the coming five years with the realization that Travelers Rest is likely to see significant changes during this time. The planning process for this study included several key components, each of which is detailed below.

1.2.1 Background Review

Prior to project kick-off, the Consultants reviewed the following documents:

- *Retail Market Study (2003):* This study, completed by Arnett Muldrow & Associates, provides a market snapshot and strategic economic development recommendations for Travelers Rest. Key insights of this study included the identification of a market opportunity for a large general merchandiser (Walmart entered the local market less than three years later) as well as the potential for the conversation of an abandoned rail corridor into what is now the Swamp Rabbit Trail.

- *Travelers Rest Comprehensive Plan (2006):* This report, developed by the Greenville County Planning Department in conjunction with the City of Travelers Rest, provides a community portrait that describes the city's natural, cultural, recreational assets as well as its demographic, economic, and land use profile. The comprehensive plan also recommends a series of community goals as well as strategies, tactics, and timeframes to accomplish them.

- *Downtown Streetscape Plans (2006 & 2009):* These projects, completed by Arnett Muldrow & Associates in conjunction with Arbor Engineering, identified key streetscape improvements needed to create a safer, pedestrian-friendly environment in downtown Travelers Rest. The results of these plans are visible today in the community's vastly improved Main Street corridor.

- *Swamp Rabbit Trail Impact Study (2012):* This document is the first edition of a multi-year study of trail users and the economic impact of the Swamp Rabbit Trail, the multiuse trail which currently runs some fifteen miles from Greenville Tech to North Greenville Hospital through downtown Travelers Rest. The study, which was published by Upstate Forever in conjunction with the Greenville County Recreation District and Professor Julian Reed of Furman University, examines the "who," "when," "why," and "how" of trail users in an effort to better understand the community impact of the Swamp Rabbit Trail.

1.2.2 Community Engagement

Throughout the planning process, the Consultants engaged the Travelers Rest community in multiple ways, including:

- *City Council retreat:* On February 18, 2012 in Brevard, North Carolina, the Consultant met with members of City Council (including the Mayor) and the City Administrator to discuss their vision for Travelers Rest and various goals for the next several years. This retreat also included a conversation with the City Administrator and Mayor of Brevard, who both stressed the need for greater dialogue and connections between the two U.S. 276 corridor cities.

- *Stakeholder roundtables and interviews:* On March 12-13, 2012, the Consultants conducted a series of interviews with community stakeholders. Interviewees included local merchants, business leaders, elected officials, public-sector employees, organizational representatives, and local residents. On several other occasions from March to May, the Consultants conducted additional interviews.

- *Zip code surveys:* Twenty-three local merchants participated in a zip code survey of customers in February and March 2012. The Consultants used the data collected during the weeklong survey period to inform the retail market analysis in Chapter Two of this study.

- *Interim reports:* The Consultants presented their work-to-date to City Council on March 15, April 19, and June 11, 2012. In addition to offering preliminary observations on market data and emerging themes, the Consultants requested and received additional input and guidance from Council members regarding strategies and recommendations.

1.2.3 Market Analysis

Twenty-three merchants throughout Travelers Rest conducted a zip code survey of customers in late February and early March 2012. The zip code data provided valuable information for the market definition study and retail leakage analysis provided in Chapter Two of this report. The Consultants coupled their market research with a series of one-on-one interviews and roundtables with business owners, community stakeholders, and City Council to craft a series of goals, strategies, and specific recommendations for the City of Travelers Rest and its partners to pursue.

1.2.4 Economic Development Study

The economic development study is rooted in data provided by the market analysis. The goals, strategies, and recommendations of the economic development study are detailed in Chapter Three of this report.

In June 2012, Randy Wilson of Community Design Solutions developed a series of photo renderings to illustrate the appearance of proposed redevelopment opportunities on selected properties in the City. These renderings are also featured in Chapter Three.

1.2.5 Project Wrap-Up

On July 19, 2012, the Consultants presented their final recommendations to City Council and selected community stakeholders. The following week, they delivered this report to the City.

1.2.6 2014 Plan Update

In Summer 2014, the Consultants conducted updated market reseach for this project. In August 2014, the Consultants delivered this document to the City of Travelers Rest.

1.3 Acknowledgments

This study would not have been possible were it not for the participation of many citizens and businesses in Travelers Rest who took time out to track customers, share ideas, and provide feedback on the project. A special thanks goes to the Mayor and City Council for their advice and insight, and to City Administrator Dianna Turner, who organized the interview schedule, coordinated the zip code survey with local merchants, and provided valuable insight and assistance throughout the project.

2.0 Retail Market Analysis

This chapter presents the findings of the retail market research for Travelers Rest and sets the stage for further analysis that can be used to recruit businesses, help existing businesses target customers, and implement the goals and recommendations of the economic development study in Chapter Four of this report. The goal of this retail market study is to show community stakeholders and potential investors how to capitalize on potential retail trade and to leverage investments that will sustain downtown Travelers Rest, the U.S. Highway 25 corridor, and other areas of the community.

The chapter is divided into five sections:

Section 2.1 details the ideas and opinions provided by stakeholders during a series of community input sessions in 2012. These sessions included both stakeholder roundtables and one-on-one interviews.

Section 2.2 describes the market definition based on 2012 zip code survey work completed by businesses in the community. It also provides insight into Travelers Rest's 2014 trade area demographics and presents market data related to Travelers Rest's primary and secondary trade areas.

Section 2.3 provides 2014 demographic profiles of Travelers Rest's primary and secondary trade areas. This section also presents a more detailed market segmentation using PRIZM® Lifestage characteristics. (PRIZM® is a product of Nielsen Claritas.)

Section 2.4 presents the retail market analysis that shows the amount of retail sales "leaking" from Travelers Rest's primary and secondary trade areas. This information is based on the most recent data available and is a reliable source for understanding overall market patterns. This section concludes with some key opportunities for retail that could be used to both enhance existing businesses and recruit additional businesses to downtown.

Section 2.5 summarizes Travelers Rest's current retail environment, and describes market characteristics and trends that form the basis of the recommendations presented in Chapter Three of this report.

2.1 Market Definition

Unlike radial and drive time studies that use arbitrarily chosen boundaries for customer trade zones, the market definition exercise for Travelers Rest is based on zip code survey work completed by cooperative merchants. Zip code surveys have their own limitations, as a zip code geography can be fairly large and stretch beyond typical market boundaries. However, it is the only technique that correlates clearly with customer traffic collected by merchants. Recorded zip codes are used to define primary and secondary trade areas, which are then analyzed in terms of demographics and economic activity.

Twenty-three Travelers Rest retail businesses graciously participated in the zip code survey of their customers the week of February 27-March 4, 2012. Merchants were provided with a form to record customer zip codes and asked to keep the log for all customers during a seven-day period.

2.1.1 Zip Code Results

The results of the zip code survey are presented in Figure 1 and summarized as follows:

- In all, Travelers Rest businesses recorded 1,572 individual customer visits from 135 unique American zip codes representing nineteen states, Canada, and Australia.
- The Travelers Rest zip code 29690 had the most visits of any zip codes with thirty-seven percent of customers coming from this geographic area. As indicated in Figure 1, sixteen percent of recorded visits came from people who live in the City of Travelers Rest, while another twenty-one percent came from people who live outside the City limits but within the 29690 zip code.
- The Greenville 29617 zip code recorded ten percent of the overall visits and was the second most often cited zip code. (This zip code includes residents of Green Valley and other households that likely consider themselves part of Travelers Rest.)
- Other neighboring zip codes (Greenville 29609, Slater-Marietta 29661, and Taylors 29687) accounted for eight, six, and six percent respectively, equaling twenty percent of total visits.
- Other nearby zip codes (Greenville 29611, Easley 29640, Cleveland 29635, and Greenville 29601) accounted for eight percent collectively.
- South Carolina residents from outside the Greenville/Taylors area accounted for approximately nineteen percent of the overall visits. The percentage of these "visitors" varied significantly based on the participating business.
- Out-of-state visitors accounted for six percent of the customer visits. Again, this figure varied significantly from business to business.

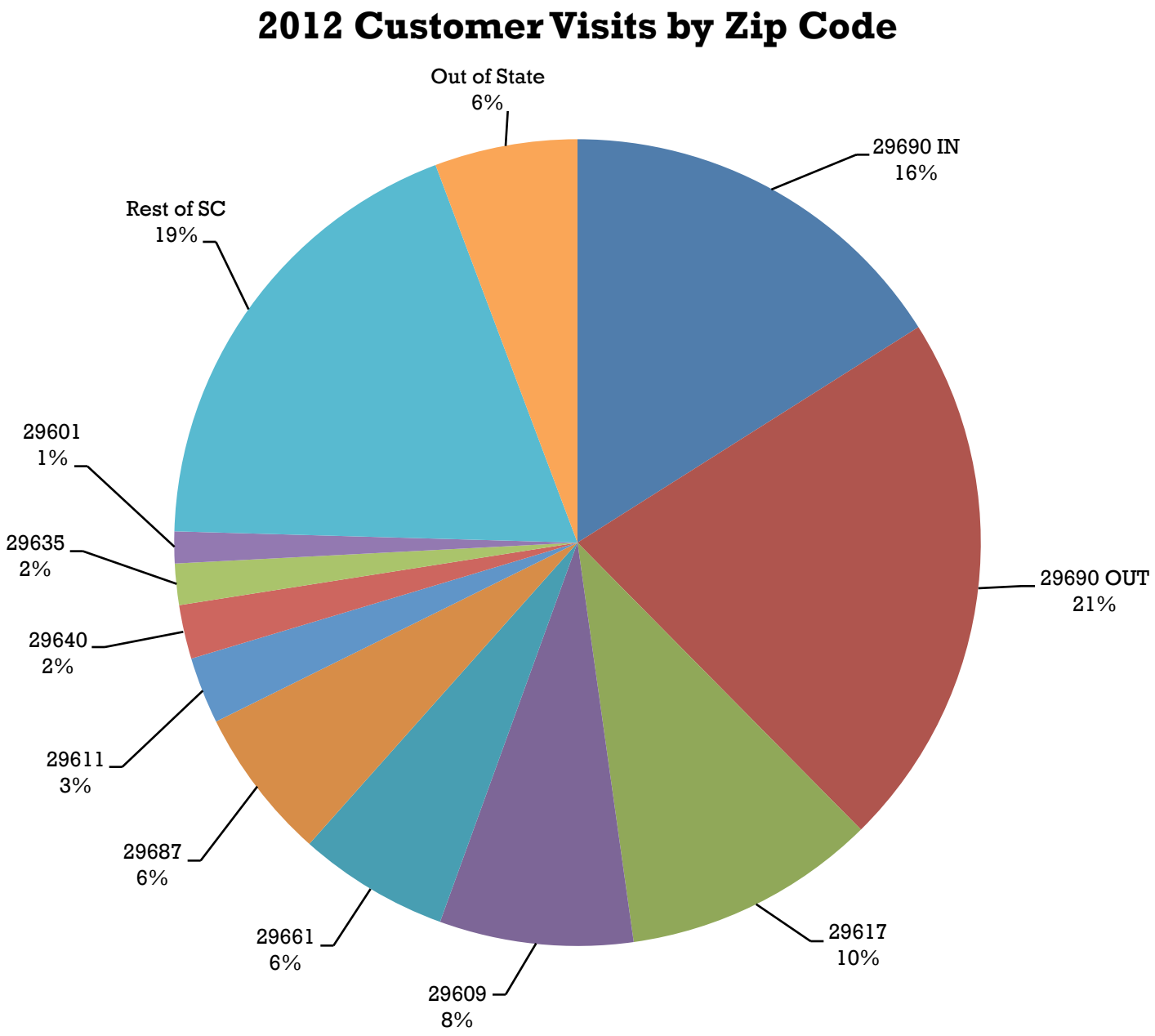

Figure 1: Customer Visits to Participating Businesses by Zip Code.

Zip code survey results by merchant are displayed in Figure 2. This chart indicates a wide variation between surveyed results, from a high of 398 to a low of two recorded visits. The survey results showed a median of twenty-eight and a mean of sixty-eight recorded visits. One of the implications of the survey results is that the survey results are skewed in the direction of a handful of participating businesses. Nonetheless, the zip code data collected during the survey reflects local trade patterns as well as different business types (service businesses typically have fewer customers than restaurants, for example).

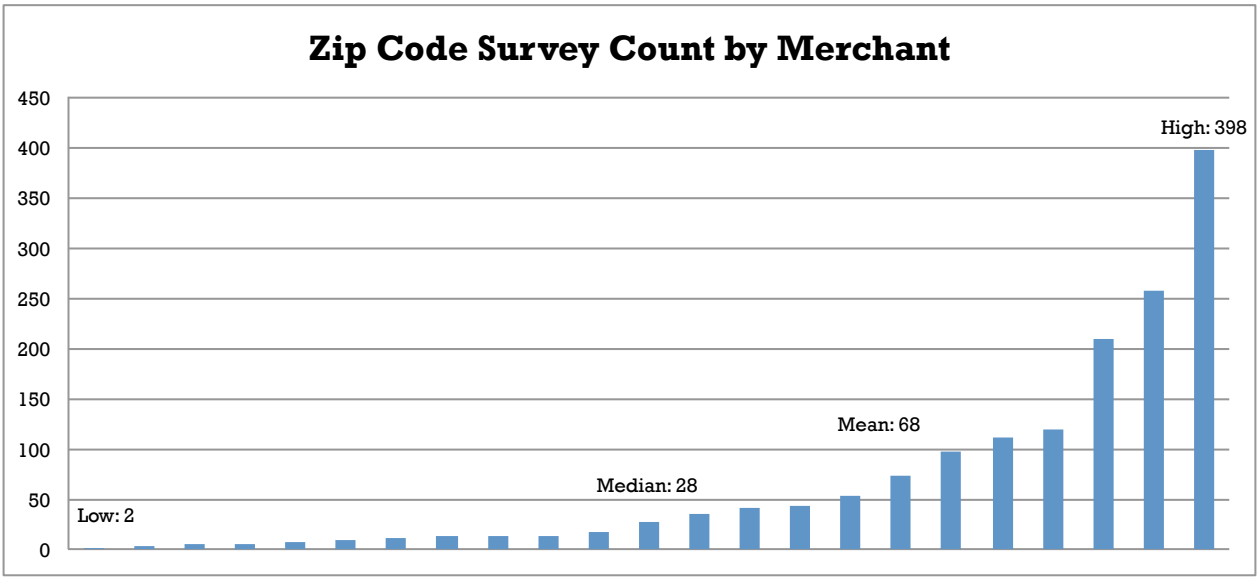

Figure 2: Zip Code Survey Count by Merchant.

The charts in Figure 3 display the breakout of customer visits by one of four categories: "Restaurant," "Specialty Retail," "Service," and "General Retail."

Retail and Service businesses demonstrated the highest levels of local customers. These businesses attracted larger shares of the northern Greenville County market as well. This is unsurprising, given the local orientation of these business types. On the other hand, the local share for Specialty and Restaurant categories shrinks to roughly one-third of recorded visits.

The most revealing measurement for Travelers Rest is the visitor market, with roughly one-in-four recorded visits in the Restaurant category coming from individuals living outside the Greenville area. In fact, in one downtown restaurant, the visitor figure was thirty-one percent, with an additional forty-seven percent of recorded visits coming from the Greenville/Taylors market. This combination of visitors and a substantial draw from the Greater Greenville market is a strong source of growth potential for restaurants and specialty retailers in particular.

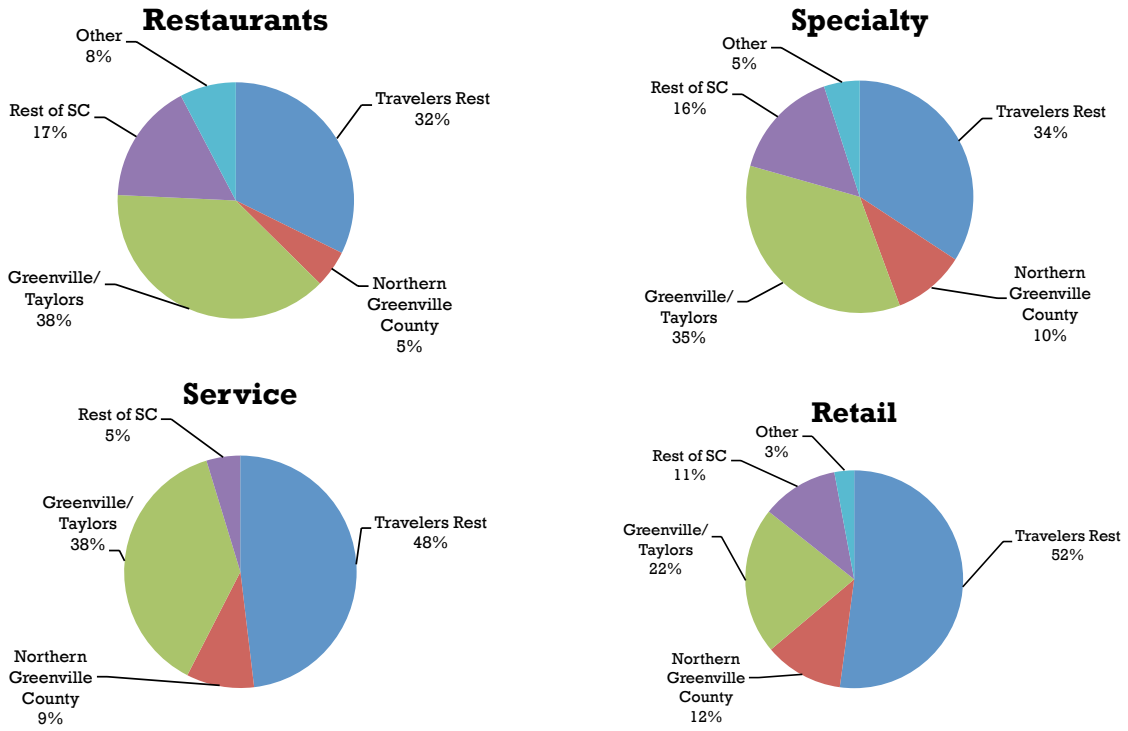

Figure 3: Zip Code Survey Results by Business Type.

2.1.2 2012 Trade Area Definition

Although the number of visits provides an overall view of customer origin, a more accurate way to evaluate customer loyalty is to frame customer visits in the context of the population of each zip code. This method corrects for zip codes that have exceedingly large or small populations that might skew the market penetration data. The primary trade area is the geography where the most loyal and frequent customers to Travelers Rest reside. The secondary trade area represents an area where Travelers Rest businesses can rely on customers, but to a lesser degree.

Table 1 shows customer visits per thousand residents, showing an index allows for an equal comparison of market penetration per zip code. It shows customer visits per thousand people for each of the highest representative visits to Travelers Rest in 2012.

Zip	Area	Population 2012	Visits	Visits/1000
29690	Travelers Rest	21,334	591	27.70
29635	Cleveland	1,174	26	22.15
29661	Marietta	6,075	95	15.64
29613	Greenville (Furman)	2,334	19	8.14
29617	Greenville	27,863	160	5.74
29609	Greenville	30,428	122	4.01
29687	Taylors	41,207	96	2.33
29601	Greenville	10,719	20	1.87
29611	Greenville	29,528	42	1.42
29640	Easley	30,666	34	1.11

Table 1: Customer Visits by Zip Code per One Thousand Population.

Determining the primary and secondary trade areas can sometimes be more "art" than science. At times, significant breaks in customer visits are not obvious. In the case of Travelers Rest, the division for the primary trade area is clear. With nearly twenty-eight visits per thousand residents, Travelers Rest 29690 is the "most loyal" zip code for Travelers Rest. Also included in this category are Cleveland 29635 and Slater-Marietta 29661. Their relatively small populations means they eclipse their more populous neighbors in terms of their customer loyalty.

Three zip codes, Greenville-Furman 29613, Greenville 29617, and Greenville 29609, comprise the secondary trade area for Travelers Rest. Although Greenville 29617 and Greenville 29609 recorded the second and third highest customer visit counts in the zip code survey, their significantly higher populations relegate them to the secondary trade area. At the same time, these two zip codes represent the greatest potential for market growth in Travelers Rest. The Greenville-Furman 29613 zip code registered just nineteen visits, yet the zip code geography includes just the Furman campus (with just over two thousand student residents). Although the Furman market is proportionately strong, it is one that Travelers Rest has yet to fully capitalize on, and should be a key target for the downtown market in particular.

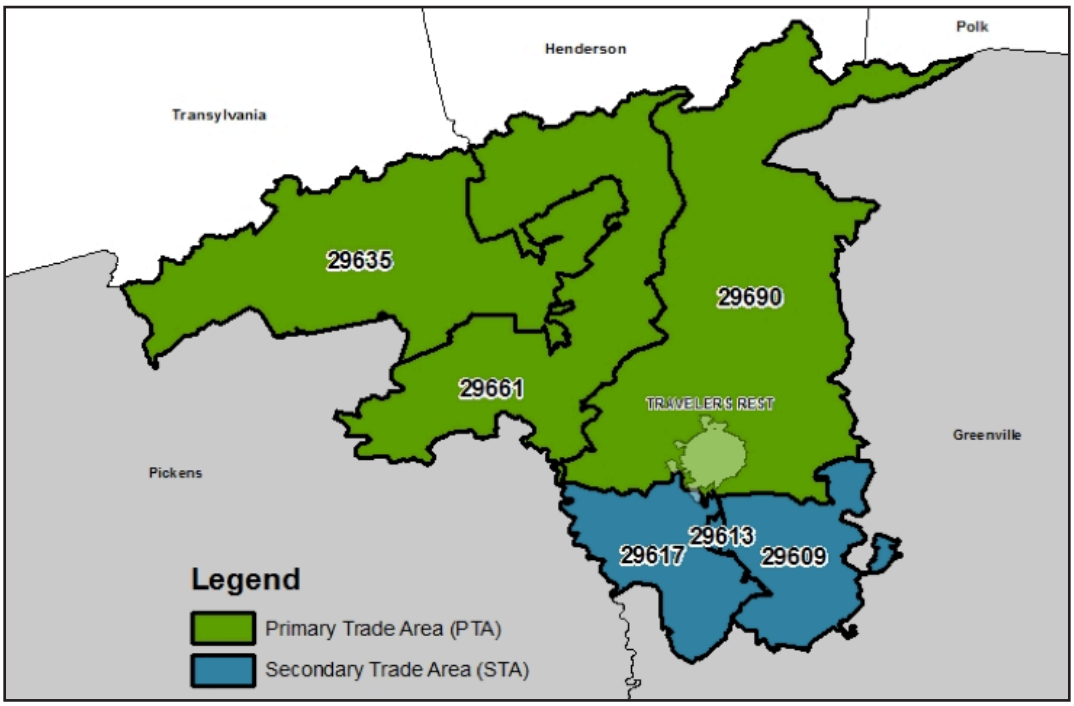

Figure 4: 2012 Travelers Rest Retail Trade Areas.

Figure 4 displays the extent of the primary and secondary trade areas for Travelers Rest as two adjacent geographies. (The primary trade area is shaded dark green, and the secondary trade area is shaded blue. The City of Travelers Rest is shaded in lighter green.)

2.2 2014 Trade Area Demographics

In 2014, the population for Travelers Rest's primary trade area is estimated to be 29,334. The population is expected to grow to 30,642 by 2019, a growth rate of 4.46%. The median household income for the primary trade area is $45,739, the average household size is 2.56 persons, and the median age is 39.5 years.

Primary Trade Area Population	
2000 Census	25,686
2010 Census	28,355
2014 Estimated	29,334
2019 Projected	30,641
Percent Growth	
2000-2010	10.39%
2010-2014 Estimated	3.45%
2014-2019 Projected	4.46%

Table 2: Primary Trade Area Demographics.

In 2014, the population for Travelers Rest's secondary trade area is estimated to be 59,715. The median household income of the secondary trade area is significantly lower than that of the Primary Trade Area at $37,272. Also, the average household size is 2.42 persons and the median age is 34.4 years.

Secondary Trade Area Population	
2000 Census	54,154
2010 Census	57,364
2014 Estimated	59,715
2019 Projected	62,747
Percent Growth	
2000-2010	5.93%
2010-2014 Estimated	4.10%
2014-2019 Projected	5.08%

Table 3: Secondary Trade Area Demographics.

2.3 2014 Market Segmentation

Market segmentation is a way to summarize demographic information into easy-to-understand categories. The market segmentation illustrated for Travelers Rest's trade areas uses Claritas PRIZM® data. PRIZM® defines every U.S. household in terms of sixty-six demographic and behavioral types to help determine lifestyles, purchasing behaviors, and preferences of the customer base. These data are arranged into "Social," "Lifestage," and "Household" groups. Each of these groups is detailed below using 2014 demographic data for the combined primary and secondary trade area.

2.3.1 PRIZM Social Group Segmentation

Claritas PRIZM provides insight into some of the shared social characteristics with its Social Group Segmentation categories. In the case of Travelers Rest, these categories are dominated by the Micro City Blues, Middle America, and Inner Suburbs groups, which together comprise over half of all households in the combined trade area. Major characteristics of the top four PRIZM Social Groups are described below. (Descriptions are provided by Nielsen Claritas.)

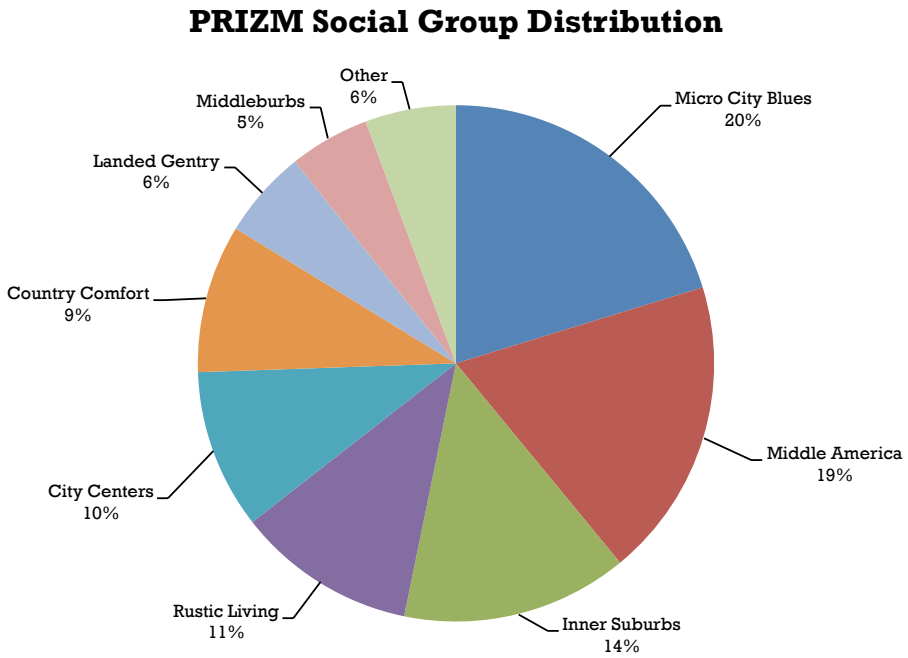

Figure 5: Combined Trade Area PRIZM Social Group Segmentation.
Source: Nielsen Claritas.

Micro City Blues: 20% of Combined Trade Area
Micro City Blues includes predominantly downscale residents living in the affordable housing found throughout the nation's smaller cities. A diverse social group, these five segments contain a mix of old and young, singles and widowers, whites, African-Americans, and Hispanics. Many of the workers hold blue-collar jobs--hence the name--and their marketplace behaviors reflect the segments' varied lifestyles. This is a social group of strong dualities, with consumers indexing high for video games and bingo, aerobic exercise and fishing, and BET and CMT.

Middle America: 19% of Combined Trade Area
Middle American households are filled with middle-class homeowners living in small towns and remote exurbs. Middle Americans tend to be white, high school educated, living as couples or larger families, and ranging in age from under 25 to over 65. Like many residents of remote communities, these conservative consumers tend to prefer traditional rural pursuits: fishing, hunting, making crafts, antique collecting, watching television and meeting at civic and veterans clubs for recreation and companionship. Friday nights are for celebrating high school sports.

Inner Suburbs: 14% of Combined Trade Area
The Inner Suburbs social group are concentrated in the inner-ring suburbs of major metros--areas where residents tend to be high school educated, unmarried, and downscale. There's diversity in this group, with segments that are racially mixed, divided evenly between homeowners and renters, and filled with households that are either young or aging in place. However, consumer behavior is dominated by older Americans who enjoy social activities at veterans clubs and fraternal orders, TV news and talk shows, and shopping at discount department stores.

Rustic Living: 11% of Combined Trade Area
Rustic Americans have relatively modest incomes, low educational levels, aging homes and blue-collar occupations. Many of the residents, a mix of young singles and seniors, are unmarried, and they've watched scores of their neighbors migrate to the city. In their remote communities, these consumers spend their leisure time in such traditional small-town activities as fishing and hunting, attending social activities at the local church and veterans club, enjoying country music and car racing.

2.3.2 PRIZM Lifestage Segmentation

In the case of Travelers Rest, the combined area's share of the PRIZM Lifestage categories skews slightly older (as shown in Figure 6), with forty-two percent of households in the "Older Years" segment (in green), twenty-two percent in the "Family Life" segment (in blue), and thirty-six percent in the "Younger Years" (in red) segment. Within each Lifestage category, darker shades represent higher socioeconomic status, while paler shades represent lower status.

As is the case in many smaller cities, the population indexes at lower income levels than the rest of the United States. However, there are pockets of affluence within the combined trade area, including "Midlife Success," which comprises eight percent of the combined trade area market, "Affluent Empty Nests" with three percent of the market, "Young Achievers" with five percent, and "Accumulated Wealth" with one percent of the market.

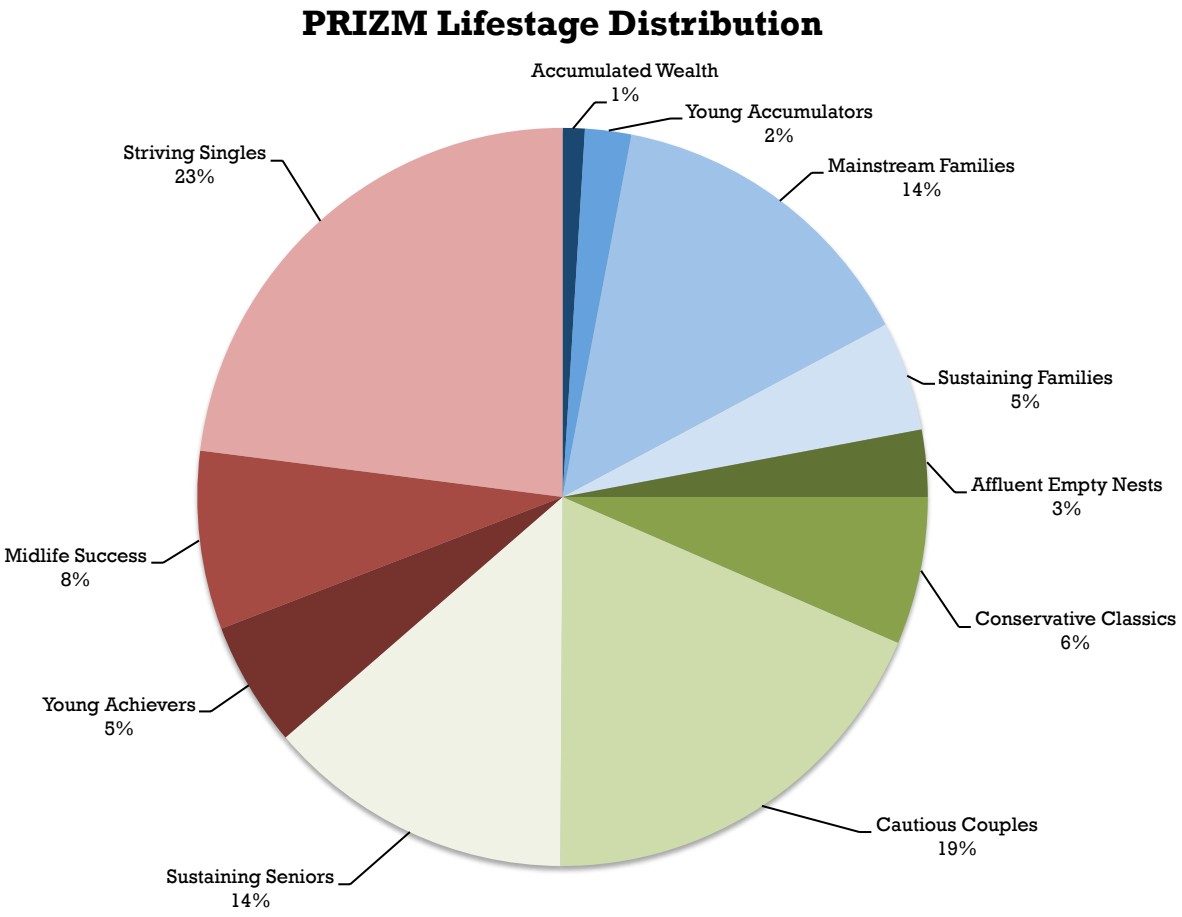

Figure 6: Combined Trade Area PRIZM Lifestage Segmentation.
Source: Nielsen Claritas.

2.3.3 PRIZM Household Segmentation

Table 4 and Figure 7 detail all of the PRIZM® segments included in the primary trade area. There are certain categories that only exist in urban markets and suburban markets that are not shown in this table.

Descriptions and predicted characteristics of the most common segments in are included in Table 4. Columns include Social Group, Lifestage, and Household categories, as well as a count of households in the combined trade area that fall into each category. In each row are predicted household characteristics, which include income, age, composition, housing tenure and type, educational attainment, employment, and race.

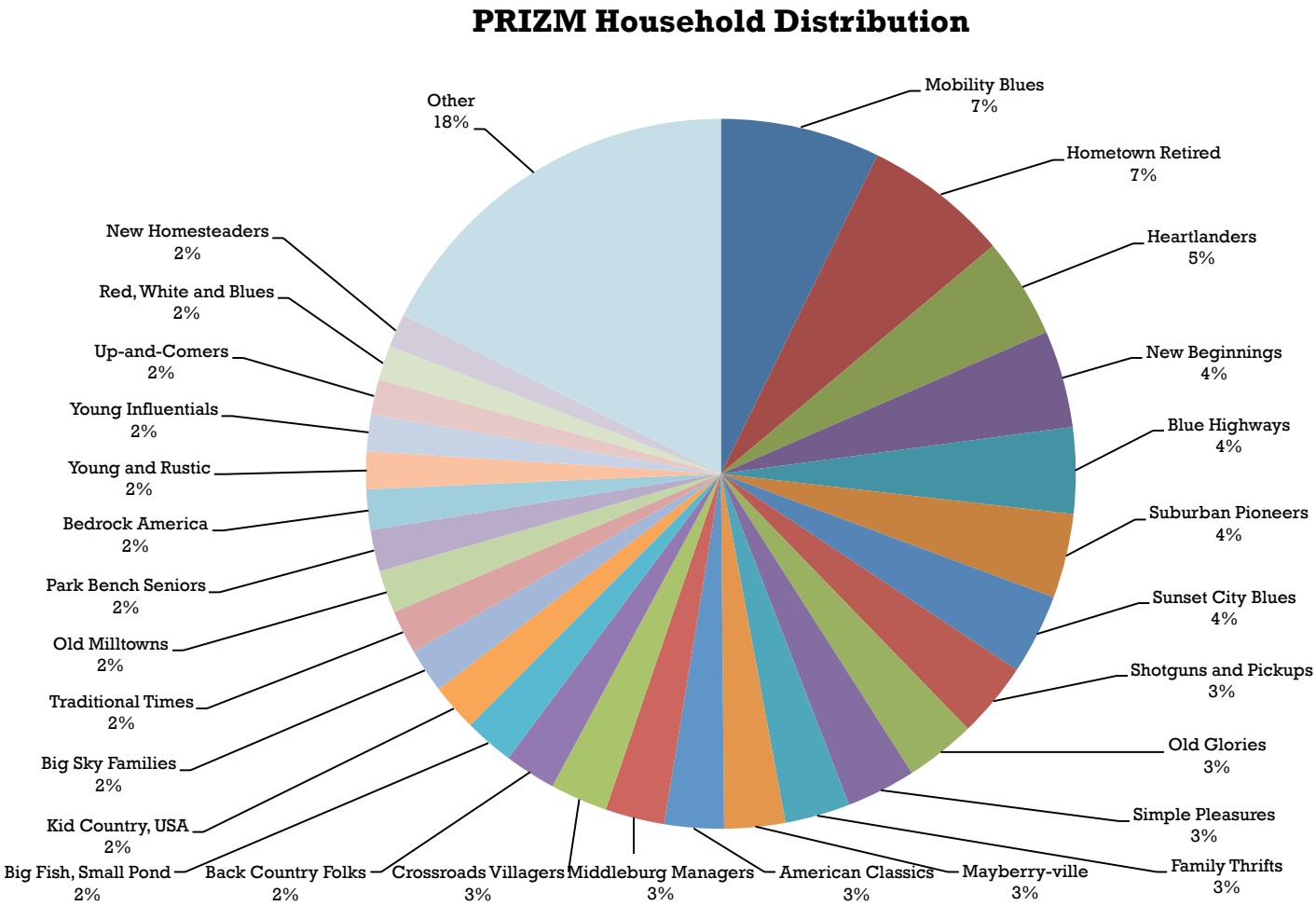

Figure 7: Combined Trade Area PRIZM Househld Distribution.
Source: Nielsen Claritas.

COMBINED TRADE AREA PRIZM SEGMENTATION

Social Group	Lifestage	Name	HHs	Pct.	Index	Pred. Inc.	Age	Pred HH Composition	Pred. Tenure/Type	Pred. Education	Pred. Employment	Pred. Race
Elite Suburbs	Affluent Empty Nests	Upper Crust	100	0.30%	20.8	Wealthy	Age 45+	Married Couples	Owner / SFDU	College Grad.+	Exec, Prof, WC	White, Asian
Elite Suburbs	Accumulated Wealth	Blue Blood Estates	37	0.11%	12.2	Wealthy	Age 35-64	Families w/Kids	Owner / SFDU	College Grad.+	Exec, Prof, WC	White, Asian
Elite Suburbs	Midlife Success	Movers and Shakers	90	0.27%	17.6	Wealthy	Age 35-64	Married Couples	Owner / SFDU	College Grad.+	Exec, Prof, WC	White, Asian
Landed Gentry	Accumulated Wealth	Country Squires	261	0.79%	42.8	Wealthy	Age 35-64	Families w/Kids	Owner / SFDU	College Grad.+	Exec, Prof, WC	White
Elite Suburbs	Accumulated Wealth	Winner's Circle	26	0.08%	7.4	Wealthy	Age 25-54	Families w/Kids	Owner / SFDU	College Grad.+	Exec, Prof, WC	White, Asian
Landed Gentry	Affluent Empty Nests	Big Fish, Small Pond	747	2.26%	105.2	Upscale	Age 45+	Married Couples	Owner / SFDU	College Grad.+	Exec, Prof, WC	White
Second City Society	Affluent Empty Nests	Second City Elite	125	0.38%	28.0	Upscale	Age 45-64	Singles/Couples	Mostly Owner	College Grad.+	WC, Mix	White
Landed Gentry	Midlife Success	God's Country	337	1.02%	68.7	Upscale	Age 35-64	Married Couples	Owner / SFDU	College Grad.+	Exec, Prof, WC	White
Second City Society	Midlife Success	Brite Lites, Li'l City	213	0.64%	37.4	Upscale	Age <55	Singles/Couples	Mostly Owner	College	Prof	White, Asian
Second City Society	Young Accumulators	Upward Bound	116	0.35%	19.3	Upscale	Age <55	Families w/Kids	Mostly Owner	College	WC, Mix	White, Asian, Hispanic
The Affluentials	Conservative Classics	New Empty Nests	145	0.44%	43.6	UpperMid	Age 65+	Married Couples	Owner / SFDU	College	Prof, WC	White
The Affluentials	Conservative Classics	Pools and Patios	287	0.87%	69.7	UpperMid	Age 45+	Married Couples	Owner / SFDU	College	Prof, WC	White
The Affluentials	Young Accumulators	Beltway Boomers	153	0.46%	50.4	UpperMid	Age 35-64	Families w/Kids	Owner / SFDU	College	Prof, WC	White, Asian
The Affluentials	Young Accumulators	Kids and Cul-de-Sacs	200	0.60%	38.6	UpperMid	Age 25-54	Families w/Kids	Owner / SFDU	College	Prof, WC	White, Asian, Hispanic
The Affluentials	Midlife Success	Home Sweet Home	392	1.18%	66.5	UpperMid	Age 25-44	Married Couples	Owner / SFDU	College	Prof, WC	White, Black, Asian
Landed Gentry	Young Accumulators	Fast-Track Families	208	0.63%	37.6	Upscale	Age 25-54	Families w/Kids	Owner / SFDU	College	WC	White
Middleburbs	Conservative Classics	Gray Power	157	0.47%	54.2	Midscale	Age 65+	Singles/Couples	Owner / SFDU, Hi-Rise Multi	College	Prof, WC	White
Middleburbs	Young Achievers	Young Influentials	551	1.66%	120.7	Midscale	Age <35	Mostly Singles	Renter / Hi-Rise Multi	College	Prof, WC	White, Black, Asian
Country Comfort	Young Achievers	Greenbelt Sports	324	0.98%	71.2	Midscale	Age 25-54	Married Couples	Owner / SFDU	College	Prof, WC	White
City Centers	Young Achievers	Up-and-Comers	532	1.61%	116.2	Midscale	Age 25-44	Singles/Couples	Mix / Renters	College	Prof	White, Asian, Hispanic
Landed Gentry	Midlife Success	Country Casuals	280	0.85%	55.3	UpperMid	Age 35-64	Married Couples	Owner / SFDU	Some College	WC, BC	White
City Centers	Conservative Classics	Middleburg Managers	894	2.70%	128.7	Midscale	Age 55+	Singles/Couples	Mostly Owner	Some College	WC, Mix	White
Country Comfort	Conservative Classics	Traditional Times	658	1.99%	74.2	Midscale	Age 55+	Married Couples	Owner / SFDU	Some College	WC, BC, Farm	White
Middleburbs	Midlife Success	Suburban Sprawl	357	1.08%	86.2	Midscale	Age 25-44	Singles/Couples	Mix / SFDU, Lo-Rise Multi	College	WC	White
Country Comfort	Mainstream Families	New Homesteaders	504	1.52%	85.8	Midscale	Age 25-44	Families w/Kids	Owner / SFDU, Mobile	Some College	WC, BC	White
Country Comfort	Mainstream Families	Big Sky Families	670	2.02%	107.6	Midscale	Age 25-54	Families w/Kids	Owner / SFDU, Mobile	Some College	WC, BC, Farm	White
City Centers	Mainstream Families	White Picket Fences	262	0.79%	55.6	Midscale	Age 25-44	Families w/Kids	Owner / Mix	Some College	BC, Service, Mix	White, Black, Asian, Hispanic
City Centers	Young Achievers	Boomtown Singles	410	1.24%	84.6	LowerMid	Age <35	Singles/Couples	Mix / Renters	Some College	WC, Service, Mix	White, Black, Asian
Middleburbs	Mainstream Families	Blue-Chip Blues	157	0.47%	39.7	Midscale	Age <45	Families w/Kids	Mix / SFDU, Lo-Rise Multi	Some College	WC, Service, BC	White, Black, Hispanic
Country Comfort	Midlife Success	Mayberry-ville	918	2.77%	119.1	Midscale	Age 35-64	Married Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, BC, Farm	White
Middle America	Cautious Couples	Simple Pleasures	1046	3.16%	144.5	LowerMid	Age 65+	Singles/Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, Service, BC, Farm	White
Middleburbs	Cautious Couples	Domestic Duos	443	1.34%	121.9	Midscale	Age 65+	Mostly w/o Kids	Mostly Owner	H.S. Graduate	Mostly Retired	White, Black
City Centers	Cautious Couples	Sunset City Blues	1210	3.66%	191.4	LowerMid	Age 55+	Mostly w/o Kids	Owner / SFDU	H.S. Graduate	Mostly Retired	White, Black
Middle America	Striving Singles	Red, White and Blues	521	1.57%	160.6	LowerMid	Age 25-44	Married Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, Service, BC	White
Middle America	Cautious Couples	Heartlanders	1510	4.56%	237.1	LowerMid	Age 45+	Married Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, BC, Farm	White
Inner Suburbs	Striving Singles	New Beginnings	1465	4.43%	0.6	Downscale	Age <35	Family Mix	Renter	Some College	WC, Mix	White, Black, Asian, Hispanic
Middle America	Striving Singles	Blue Highways	1299	3.92%	783.6	Downscale	Age 65+	Mostly Singles	Renter / SFDU, Hi-Rise Multi	H.S. Graduate	WC, Service, BC	White, Black
Inner Suburbs	Cautious Couples	Old Glories	1062	3.21%	0.0	Downscale	Age <35	Singles/Couples	Renter / SFDU, Lo-Rise Multi	H.S. Graduate	WC, Service, BC	White
Micro City Blues	Striving Singles	City Startups	490	1.48%	0.0	Low	Age <35	Singles/Couples	Renter	Some College	WC, Mix	White, Black, Asian, Hispanic
Rustic Living	Striving Singles	Young and Rustic	565	1.71%	175.1	LowerMid	Age 65+	Singles/Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, Service, BC	White, Black, Hispanic
Inner Suburbs	Cautious Couples	American Classics	895	2.70%	0.0	LowerMid	Age 25-44	Married Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, BC, Farm	White
Middle America	Mainstream Families	Kid Country, USA	710	2.14%	465.1	LowerMid	Age <45	Families w/Kids	Mix / SFDU, Mobile	Some College	WC, Service, BC, Farm	White, Hispanic
Middle America	Mainstream Families	Shotguns and Pickups	1136	3.43%	776.8	LowerMid	Age 25-44	Families w/Kids	Owner / SFDU, Mobile	H.S. Graduate	WC, BC, Farm	White
Inner Suburbs	Mainstream Families	Suburban Pioneers	1274	3.85%	0.0	LowerMid	Age <45	Mix, w/Kids	Mix / SFDU, Mobile	Elem. School, H.S.	WC, Service, BC	White, Black, Hispanic
Micro City Blues	Striving Singles	Mobility Blues	2407	7.27%	1.3	Low	Age <35	Singles/Couples	Mix / Renters	Some College	WC, Mix	White, Black, Asian, Hispanic
Rustic Living	Sustaining Seniors	Golden Ponds	263	0.79%	89.6	Downscale	Age 65+	Singles/Couples	Owner / SFDU, Mobile	H.S. Graduate	WC, Service, BC, Farm	White
Rustic Living	Striving Singles	Crossroads Villagers	865	2.61%	297.2	Downscale	Age <45	Married Couples	Owner / SFDU, Mobile	Elem. School, H.S.	WC, Service, BC, Farm	White
Rustic Living	Sustaining Seniors	Old Milltowns	642	1.94%	238.7	Downscale	Age 65+	Singles/Couples	Mix / SFDU, Mobile	Elem. School, H.S.	WC, Service, BC	White, Black
Rustic Living	Sustaining Seniors	Back Country Folks	777	2.35%	214.6	Downscale	Age 55+	Married Couples	Owner / SFDU, Mobile	Elem. School, H.S.	Service, BC, Farm	White, Black
Micro City Blues	Sustaining Seniors	Park Bench Seniors	626	1.89%	0.0	Low	Age 55+	Singles/Couples	Renter	Some High School	Mostly Retired	White, Black
Micro City Blues	Sustaining Seniors	Hometown Retired	2196	6.63%	0.0	Low	Age 65+	Singles/Couples	Owner / SFDU	Some High School	Mostly Retired	White, Black
Micro City Blues	Sustaining Families	Family Thrifts	982	2.97%	0.0	LowerMid	Age 25-44	Families w/Kids	Mix / Renters	H.S. Graduate	WC, Service, Mix	White, Black, Hispanic
Rustic Living	Sustaining Families	Bedrock America	610	1.84%	227.0	Downscale	Age <35	Families w/Kids	Mix / SFDU, Mobile	Elem. School, H.S.	Service, BC, Farm	White, Black, Hispanic

Table 4: Detailed PRIZM Market Segments for Combined Trade Area.
Source: Nielsen Claritas

Each of the detailed descriptions below is provided by and paraphrased from Nielsen Claritas descriptions of their PRIZM Lifestyle Segmentation data. This list includes those categories with the highest index (relative strength) compared to the U.S. average.

Blue Highways
4% of Households; Index to U.S.: 784
On maps, blue highways are often two-lane roads that wind through remote stretches of the American landscape. Among lifestyles, Blue Highways is the standout for lower-middle-class residents who live in isolated towns and farmsteads. Here, Boomer men like to hunt and fish; the women enjoy sewing and crafts, and everyone looks forward to going out to a country music concert.

Shotguns and Pickups
3% of Households; Index to U.S.: 777
The segment known as Shotguns & Pickups came by its moniker honestly: it scores near the top of all lifestyles for owning hunting rifles and pickup trucks. These lower to middle income Americans tend to be young, working-class couples with large families—more than half have two or more kids—living in small homes and manufactured housing. Nearly a third of residents live in mobile homes, more than anywhere else in the nation.

Kid Country, USA
2% of Households; Index to U.S.: 465
Widely scattered throughout the nation's heartland, Kid Country, USA is a segment dominated by large lower income families living in small towns. Predominantly white, with an above-average concentration of Hispanics in some areas, these young, working-class households include homeowners, renters, and military personnel living in base housing; about 20 percent of residents own mobile homes.

Crossroads Villagers
3% of Households; Index to U.S.: 297
With a population of middle-aged, white-collar couples and families, Crossroads Villagers is a classic rural lifestyle. Residents are high school-educated, with downscale incomes and modest housing; one-quarter live in mobile homes. And there's an air of self-reliance in these households as Crossroads Villagers help put food on the table through fishing, gardening, and hunting.

Old Milltowns
2% of Households; Index to U.S.: 239
America's once-thriving manufacturing towns have aged--as have the residents in Old Milltowns communities. Today, the majority of residents are retired singles and couples, living on downscale incomes in pre-1960 homes and apartments. For leisure, they enjoy gardening, sewing, socializing at veterans clubs, or eating out at casual restaurants.

Heartlanders
5% of Households; Index to U.S.: 237
This widespread segment consists of older couples with lower to middle incomes is typically without children. They have white-collar jobs and live in sturdy, unpretentious homes. In these communities of small families and empty-nesting couples, Heartlanders residents pursue a rustic lifestyle where hunting and fishing remain prime leisure activities along with cooking, sewing, camping, and boating.

Bedrock America
2% of Households; Index to U.S.: 227
Bedrock America consists of young, economically challenged families in small, isolated towns located throughout the nation's heartland. With modest educations, sprawling families, and service jobs, many of these residents struggle to make ends meet. One quarter live in mobile homes. One in three haven't finished high school. Rich in scenery, Bedrock America is a haven for fishing, hunting, hiking, and camping.

Back Country Folks
2% of Households; Index to U.S.: 215
Strewn among remote farm communities across the nation, Back Country Folks are a long way away from economic paradise. The residents tend to be poor, over 55 years old, and living in older, modest-sized homes and manufactured housing. Typically, life in this segment is a throwback to an earlier era when farming dominated the American landscape.

Sunset City Blues
4% of Households; Index to U.S.: 191
Scattered throughout the older neighborhoods of small cities, Sunset City Blues is a segment of lower-middle-class singles and couples who have retired or are getting close to it. These empty-nesters tend to own their homes but have modest educations and incomes. They maintain a low-key lifestyle filled with newspapers and television by day, and family-style restaurants at night.

Young & Rustic
2% of Households; Index to U.S.: 175
Young & Rustic is composed of middle age, restless singles. These folks tend to be lower-middle income, high school-educated, and live in tiny apartments in the nation's exurban towns. With their service industry jobs and modest incomes, these folks still try to fashion fast-paced lifestyles centered on sports, cars, and dating.

Red, White and Blues
2% of Households; Index to U.S.: 161
The residents of Red, White & Blues typically live in exurban towns rapidly morphing into bedroom suburbs. Their streets feature new fast-food restaurants, and locals have recently celebrated the arrival of chains like Walmart, Radio Shack, and Payless Shoes. Middle-aged or older, with high school educations and midscale incomes, these folks are transitioning from blue-collar jobs to the service industry.

These categories are based on national data and all descriptions are general enough to see the kind of household composition that exists in the combined trade area market.

2.3.4 Key Observations

Key observations from the market segmentation data include the following:

- Over half of households in the combined trade area enjoy outdoor activities, such as hunting, fishing, hiking, and sports. This is a strong reflection of the character of Travelers Rest and the rest of Northern Greenville County. It also presents an opportunity to provide goods and services that facilitate active, outdoor, rustic lifestyles.
- Households in the combined trade area are largely mid- to low-scale in terms of their socioeconomic status. At the same time, there are many households with significant discretionary income who are important to the continued success of downtown Travelers Rest.
- The Travelers Rest retail market is very diverse for a small city, as it pulls from the rural working-class and wealthy retired households of Northern Greenville County, middle-class City of Travelers Rest families, college students (including North Greenville University and Furman University), as well as families and singles living in or near the northern limits of the City of Greenville.

2.4 Retail Market Analysis

Travelers Rest is a retail center serving the primary and secondary markets defined above. In this section the Travelers Rest market will be examined to identify potential opportunities for new or expanded stores by examining "retail leakage." This will allow the community to assess what kind of additional stores might be attracted to Travelers Rest and will help individual existing businesses understand how they might diversify product lines.

2.4.1 Retail Leakage in the Trade Areas

Retail leakage refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside of the area are said to be "leaking." If a community is a major retail center with a variety of stores it will be "attracting" rather than "leaking" retail sales. Even large communities may see leakage in certain retail categories while some small communities may be attractors in categories.

Such an analysis is not an exact science. In some cases large outflow may indicate that money is being spent elsewhere (drug store purchases at a Walmart or apparel purchases through the internet). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, lumberyards may have business sales that are not accounted for in consumer expenditures. Stores such as jewelry shops and clothing stores are more accurately analyzed using this technique.

The leakage study for Travelers Rest is a "snapshot" in time. Consequently, there are factors that point to this being a more conservative or more aggressive look at retail potential depending on what factors are examined. For example, population growth means that there will be more customers in the future resulting in greater demand for retail.

However, this leakage study only examines the primary and secondary trade areas identified for Travelers Rest. The primary trade area data comes from the Travelers Rest, Slater-Marietta, and Cleveland zip codes and the Furman University, Greenville-29609, and Greenville-29617 zip codes defined as Travelers Rest's secondary trade area. A successful store model might capture from well beyond this geography and could foster a strong visitor market as well.

The primary trade area (the 29690, 29661, and 29635 zip codes) selected store sales equaled $366.9 million in 2013. Consumers in the same area spent $456.6 million. The primary trade area is leaking $89.7 in sales annually. Although the overall market is leaking dollars, leakage figures vary sharply by retail category.

Travelers Rest's secondary trade area generated store sales volume of $654.1 million and consumer expenditures of $945.9 million in 2013. Overall, the secondary trade area experienced leakage of $291.7 million that year.

The combined trade area for Travelers Rest is a "leaking market" to the tune of $381.4 million in 2013.

2.4.2 Detailed Retail Market Opportunity Tables

Table 5 details the individual retail categories where Travelers Rest is leaking and gaining sales in both the primary and secondary trade areas. This data should be used as an overall guide to retail market potential and should not substitute for detailed market research on the part of any business wishing to open in the area.

The lefthand column indicates retail store types along with NAICS codes for these stores. Please note that some categories are subsets of larger categories. The other columns represent the consumer demand in Travelers Rest's trade areas. Red numbers indicate an inflow of dollars and black numbers indicate market leakage.

Opportunity Gap - Retail Stores	PTA-2013 (Consumer Expenditures)	PTA-2013 (Retail Sales)	PTA-2013 Leakage (Inflow)	STA-2013 (Consumer Expenditures)	STA-2013 (Retail Sales)	STA-2013 Leakage (Inflow)
Total Retail Sales Incl Eating and Drinking Places	**456,602,040**	**366,927,925**	**89,674,115**	**945,850,939**	**654,129,035**	**291,721,904**
Motor Vehicle and Parts Dealers-441	**66,936,323**	**38,881,021**	**28,055,302**	**146,542,044**	**112,657,654**	**33,884,390**
Automotive Dealers-4411	47,947,126	30,497,738	17,449,388	112,298,591	88,062,611	24,235,980
Other Motor Vehicle Dealers-4412	12,671,697	1,810,877	10,860,820	21,381,468	6,870,855	14,510,613
Automotive Parts/Accsrs, Tire Stores-4413	6,317,500	6,572,406	-254,906	12,861,985	17,724,188	-4,862,203
Furniture and Home Furnishings Stores-442	**8,632,309**	**362,002**	**8,270,307**	**17,932,636**	**8,946,278**	**8,986,358**
Furniture Stores-4421	4,488,551	362,002	4,126,549	9,343,835	1,632,488	7,711,347
Home Furnishing Stores-4422	4,143,758	0	4,143,758	8,588,801	7,313,790	1,275,011
Electronics and Appliance Stores-443	**9,519,593**	**774,483**	**8,745,110**	**20,805,217**	**3,788,974**	**17,016,243**
Appliances, TVs, Electronics Stores-44311	6,890,656	774,483	6,116,173	14,995,410	3,661,545	11,333,865
Household Appliances Stores-443111	1,126,772	0	1,126,772	2,310,811	753,891	1,556,920
Radio, Television, Electronics Stores-443112	5,763,884	774,483	4,989,401	12,684,599	2,907,654	9,776,945
Computer and Software Stores-44312	2,428,431	0	2,428,431	5,388,025	60,115	5,327,910
Camera and Photographic Equipment Stores-44313	200,506	0	200,506	421,782	67,314	354,468
Building Material, Garden Equip Stores -444	**43,081,579**	**67,307,867**	**-24,226,288**	**84,995,686**	**118,648,604**	**-33,652,918**
Building Material and Supply Dealers-4441	38,410,198	63,067,827	-24,657,629	76,164,201	108,980,124	-32,815,923
Home Centers-44411	15,569,850	3,834,634	11,735,216	31,244,725	78,016,400	-46,771,675
Paint and Wallpaper Stores-44412	615,026	236,969	378,057	1,175,686	535,854	639,832
Hardware Stores-44413	3,977,419	23,695,123	-19,717,704	8,014,231	1,189,708	6,824,523
Other Building Materials Dealers-44419	18,247,903	35,301,101	-17,053,198	35,729,559	29,238,162	6,491,397
Building Materials, Lumberyards-444191	7,055,583	13,802,721	-6,747,138	14,076,046	11,432,114	2,643,932
Lawn, Garden Equipment, Supplies Stores-4442	4,671,381	4,240,040	431,341	8,831,485	9,668,480	-836,995
Outdoor Power Equipment Stores-44421	922,130	2,047,378	-1,125,248	1,554,180	3,520,061	-1,965,881
Nursery and Garden Centers-44422	3,749,251	2,192,662	1,556,589	7,277,305	6,148,419	1,128,886
Food and Beverage Stores-445	**61,268,585**	**28,840,134**	**32,428,451**	**124,736,144**	**91,008,129**	**33,728,015**
Grocery Stores-4451	52,938,400	27,439,310	25,499,090	107,196,301	84,503,697	22,692,604
Supermarkets, Grocery (Ex Conv) Stores-44511	50,097,337	25,502,167	24,595,170	101,422,719	82,983,088	18,439,631
Convenience Stores-44512	2,841,063	1,937,143	903,920	5,773,582	1,520,609	4,252,973
Specialty Food Stores-4452	4,323,961	55,840	4,268,121	8,738,049	1,315,709	7,422,340
Beer, Wine and Liquor Stores-4453	4,006,224	1,344,984	2,661,240	8,801,794	5,188,723	3,613,071

Table 5: Travelers Rest Retail Market Potential Opportunity Gap (1 of 3).

Opportunity Gap - Retail Stores	PTA-2013 (Consumer Expenditures)	PTA-2013 (Retail Sales)	PTA-2013 Leakage (Inflow)	STA-2013 (Consumer Expenditures)	STA-2013 (Retail Sales)	STA-2013 Leakage (Inflow)
Health and Personal Care Stores-446	**28,606,717**	**32,775,685**	**-4,168,968**	**57,347,955**	**48,157,880**	**9,190,075**
Pharmancies and Drug Stores-44611	22,813,874	32,237,409	-9,423,535	45,838,177	41,249,967	4,588,210
Cosmetics, Beauty Supplies, Perfume Stores	2,027,882	0	2,027,882	4,069,409	5,175,181	-1,105,772
Optical Goods Stores-44613	1,189,907	218,039	971,868	2,267,406	136,245	2,131,161
Other Health and Personal Care Stores-44619	2,575,054	320,237	2,254,817	5,172,963	1,596,487	3,576,476
Gasoline Stations-447	**48,151,763**	**33,860,739**	**14,291,024**	**97,097,407**	**42,047,957**	**55,049,450**
Gasoline Stations With Conv Stores-44711	35,763,093	33,054,003	2,709,090	72,102,619	39,963,998	32,138,621
Other Gasoline Stations-44719	12,388,670	806,736	11,581,934	24,994,788	2,083,959	22,910,829
Clothing and Clothing Accessories Stores-448	**20,837,618**	**800,828**	**20,036,790**	**43,222,670**	**25,049,911**	**18,172,759**
Clothing Stores-4481	15,799,646	445,045	15,354,601	32,722,862	22,687,988	10,034,874
Men's Clothing Stores-44811	963,779	0	963,779	2,047,026	305,289	1,741,737
Women's Clothing Stores-44812	3,535,595	385,567	3,150,028	7,274,825	2,573,691	4,701,134
Childrens, Infants Clothing Stores-44813	871,808	0	871,808	1,782,236	16,617	1,765,619
Family Clothing Stores-44814	8,312,901	0	8,312,901	17,252,516	19,031,375	-1,778,859
Clothing Accessories Stores-44815	656,915	14,708	642,207	1,354,920	121,872	1,233,048
Other Clothing Stores-44819	1,458,648	44,770	1,413,878	3,011,339	639,144	2,372,195
Shoe Stores-4482	2,628,197	278,952	2,349,245	5,542,785	1,704,775	3,838,010
Jewelry, Luggage, Leather Goods Stores-4483	2,409,775	76,831	2,332,944	4,957,023	657,148	4,299,875
Jewelry Stores-44831	2,218,940	76,831	2,142,109	4,562,928	657,148	3,905,780
Luggage and Leather Goods Stores-44832	190,835	0	190,835	394,095	0	394,095
Sporting Goods, Hobby, Book, Music Stores-451	**9,546,920**	**7,308,816**	**2,238,104**	**20,972,830**	**5,617,278**	**15,355,552**
Sportng Goods, Hobby, Musical Inst Stores-4511	6,742,608	7,308,816	-566,208	14,082,837	4,284,301	9,798,536
Sporting Goods Stores-45111	3,635,897	6,190,797	-2,554,900	7,843,005	2,040,985	5,802,020
Hobby, Toys and Games Stores-45112	1,927,332	795,656	1,131,676	3,647,427	369,655	3,277,772
Sew/Needlework/Piece Goods Stores-45113	642,379	322,363	320,016	1,337,625	391,599	946,026
Musical Instrument and Supplies Stores-45114	537,000	0	537,000	1,254,780	1,482,062	-227,282
Book, Periodical and Music Stores-4512	2,804,312	0	2,804,312	6,889,993	1,332,977	5,557,016
Book Stores and News Dealers-45121	2,448,068	0	2,448,068	6,072,537	391,977	5,680,560
Book Stores-451211	2,271,935	0	2,271,935	5,695,864	391,977	5,303,887
News Dealers and Newsstands-451212	176,133	0	176,133	376,673	0	376,673
Prerecorded Tapes, CDs, Record Stores-45122	356,244	0	356,244	817,456	941,000	-123,544
General Merchandise Stores-452	**60,322,648**	**52,103,329**	**8,219,319**	**123,257,310**	**120,191,088**	**3,066,222**
Department Stores Excl Leased Depts-4521	23,684,056	24,544,554	-860,498	48,638,552	15,849,001	32,789,551
Other General Merchandise Stores-4529	36,638,592	27,558,775	9,079,817	74,618,758	104,342,087	-29,723,329

Table 5: Travelers Rest Retail Market Potential Opportunity Gap (2 of 3).

Opportunity Gap - Retail Stores	PTA-2013 (Consumer Expenditures)	PTA-2013 (Retail Sales)	PTA-2013 Leakage (Inflow)	STA-2013 (Consumer Expenditures)	STA-2013 (Retail Sales)	STA-2013 Leakage (Inflow)
Miscellaneous Store Retailers-453	**14,220,269**	**3,436,803**	**10,783,466**	**28,659,964**	**9,540,125**	**19,119,839**
Florists-4531	540,136	50,810	489,326	1,041,984	745,362	296,622
Office Supplies, Stationery, Gift Stores-4532	4,104,012	1,852,741	2,251,271	8,650,998	1,871,187	6,779,811
Office Supplies and Stationery Stores-45321	2,344,179	1,710,878	633,301	5,015,459	1,065,069	3,950,390
Gift, Novelty and Souvenir Stores-45322	1,759,833	141,863	1,617,970	3,635,539	806,118	2,829,421
Used Merchandise Stores-4533	1,230,227	261,153	969,074	2,687,824	2,253,019	434,805
Other Miscellaneous Store Retailers-4539	8,345,894	1,272,099	7,073,795	16,279,158	4,670,557	11,608,601
Non-Store Retailers-454	**37,576,290**	**82,313,145**	**-44,736,855**	**79,205,114**	**10,512,337**	**68,692,777**
Foodservice and Drinking Places-722	**47,901,426**	**18,163,073**	**29,738,353**	**101,075,962**	**57,962,820**	**43,113,142**
Full-Service Restaurants-7221	22,181,880	8,344,326	13,837,554	46,993,303	29,086,572	17,906,731
Limited-Service Eating Places-7222	19,464,186	9,181,042	10,283,144	40,860,429	27,217,244	13,643,185
Special Foodservices-7223	3,767,042	637,705	3,129,337	7,902,417	722,137	7,180,280
Drinking Places -Alcoholic Beverages-7224	2,488,318	0	2,488,318	5,319,813	936,867	4,382,946
GAFO *	**112,963,100**	**63,202,199**	**49,760,901**	**234,841,661**	**165,464,716**	**69,376,945**
General Merchandise Stores-452	60,322,648	52,103,329	8,219,319	123,257,310	120,191,088	3,066,222
Clothing and Clothing Accessories Stores-448	20,837,618	800,828	20,036,790	43,222,670	25,049,911	18,172,759
Furniture and Home Furnishings Stores-442	8,632,309	362,002	8,270,307	17,932,636	8,946,278	8,986,358
Electronics and Appliance Stores-443	9,519,593	774,483	8,745,110	20,805,217	3,788,974	17,016,243
Sporting Goods, Hobby, Book, Music Stores-451	9,546,920	7,308,816	2,238,104	20,972,830	5,617,278	15,355,552
Office Supplies, Stationery, Gift Stores-4532	4,104,012	1,852,741	2,251,271	8,650,998	1,871,187	6,779,811

Table 5: Travelers Rest Retail Market Potential Opportunity Gap (3 of 3).

2.4.3 Retail Shares Analysis

Retail shares analysis compares Travelers Rest's primary trade area sales figures to fifteen- and thirty-minute drive-time areas (in all directions from the corner of Main Street and Center Street). According to Claritas, Travelers Rest's primary trade area enjoys a 33 percent share of the fifteen-minute-drive time region and a 4.5 percent share of the larger thirty-minute drive-time region.

In both cases, the retail shares distribution is mixed, with key local strengths in Sporting Goods showing how significant a handful of local businesses (in this case, Sunrift Adventures) are not just to Travelers Rest but to the region as a whole. At the same time, Travelers Rest registers relatively low shares in Furniture and Home Furnishings, Electronics and Appliance Stores, and Clothing and Clothing Accessories categories. These low figures are ascribable to the strength of nearby draws such as Haywood Mall and the Shoppes at Greenridge rather than any major shortcoming in Travelers Rest. These data also indicate opportunities in the Foodservice and Drinking Places and in Specialty Food Stores categories.

Retail Shares Analysis- 2013	15 Minute Region			30 Minute Region	
	Sales		Share	Sales	Share
	PTA	15 minutes	%	30 Minutes	%
Total Retail Sales	**$366,927,925**	**$1,111,050,076**	**33.0%**	**$8,077,785,317**	**4.5%**
Motor Vehicle and Parts Dealers	**$38,881,021**	**$158,806,874**	**24.5%**	**$2,006,893,056**	**1.9%**
Automotive Dealer	$30,497,738	$124,280,797	24.5%	$1,775,690,163	1.7%
Other Motor Vehicle Dealers	$1,810,877	$9,171,278	19.7%	$80,163,260	2.3%
Automotive Parts/Accsrs, Tire Stores	$6,572,406	$25,354,799	25.9%	$151,039,633	4.4%
Furniture and Home Furnishings Stores	**$362,002**	**$11,282,119**	**3.2%**	**$189,780,940**	**0.2%**
Furniture Stores	$362,002	$3,414,418	10.6%	$84,833,872	0.4%
Home Furnishing Stores	$0	$7,867,701	0.0%	$104,947,068	0.0%
Electronics and Appliance Stores	**$774,483**	**$4,769,422**	**16.2%**	**$69,586,121**	**1.1%**
Appliances, TVs, Electronics Stores	$774,483	$4,626,010	16.7%	$57,305,967	1.4%
Household Appliances Stores	$0	$620,587	0.0%	$10,205,435	0.0%
Radio, Television, Electronics Stores	$774,483	$4,005,422	19.3%	$47,100,532	1.6%
Computer and Software Stores	$0	$142,148	0.0%	$11,909,932	0.0%
Camera and Photographic Stores	$0	$1,265	0.0%	$370,222	0.0%
Building Material, Garden Equip Stores	**$67,307,867**	**$187,323,888**	**35.9%**	**$1,076,965,564**	**6.2%**
Building Material and Supply Dealers	$63,067,827	$173,107,717	36.4%	$1,033,344,047	6.1%
Home Centers	$3,834,634	$81,916,177	4.7%	$441,095,929	0.9%
Paint and Wallpaper Stores	$236,969	$617,283	38.4%	$8,209,827	2.9%
Hardware Stores	$23,695,123	$24,554,888	96.5%	$58,086,717	40.8%
Other Building Materials Dealers	$35,301,101	$66,019,368	53.5%	$525,951,574	6.7%
Building Materials, Lumberyards	$13,802,721	$25,813,559	53.5%	$205,646,987	6.7%
Lawn, Garden Equipment, Supplies	$4,240,040	$14,216,171	29.8%	$43,621,518	9.7%
Outdoor Power Equipment Stores	$2,047,378	$9,009,121	22.7%	$14,268,878	14.3%
Nursery and Garden Centers	$2,192,662	$5,207,050	42.1%	$29,352,640	7.5%
Food and Beverage Stores	**$28,840,134**	**$143,799,773**	**20.1%**	**$934,245,388**	**3.1%**
Grocery Stores	$27,439,310	$135,773,243	20.2%	$870,142,062	3.2%
Supermarkets, Grocery	$25,502,167	$131,696,312	19.4%	$853,515,852	3.0%
Convenience Stores	$1,937,143	$4,076,931	47.5%	$16,626,210	11.7%
Specialty Food Stores	$55,840	$789,871	7.1%	$11,506,449	0.5%
Beer, Wine and Liquor Stores	$1,344,984	$7,236,660	18.6%	$52,596,877	2.6%

Table 6: Travelers Rest Retail Shares Analysis (1 of 3).

Retail Shares Analysis- 2013	15 Minute Region			30 Minute Region	
	Sales PTA	15 minutes	Share %	Sales 30 Minutes	Share %
Total Retail Sales	**$366,927,925**	**$1,111,050,076**	**33.0%**	**$8,077,785,317**	**4.5%**
Health and Personal Care Stores	**$32,775,685**	**$81,102,979**	**40.4%**	**$685,456,341**	**4.8%**
Pharmancies and Drug Stores	$32,237,409	$72,759,947	44.3%	$572,171,227	5.6%
Cosmetics, Beauty Supplies Stores	$0	$5,339,676	0.0%	$36,033,738	0.0%
Optical Goods Stores	$218,039	$382,270	57.0%	$12,791,359	1.7%
Other Health and Personal Care Stores	$320,237	$2,621,086	12.2%	$64,460,016	0.5%
Gasoline Stations	**$33,860,739**	**$83,793,169**	**40.4%**	**$538,385,753**	**6.3%**
Gasoline Stations With Conv Stores	$33,054,003	$79,062,416	41.8%	$501,011,795	6.6%
Other Gasoline Stations	$806,736	$4,730,753	17.1%	$37,373,958	2.2%
Clothing and Clothing Accessories Stores	**$800,828**	**$29,323,671**	**2.7%**	**$222,012,475**	**0.4%**
Clothing Stores	$445,045	$25,336,536	1.8%	$179,327,678	0.2%
Men's Clothing Stores	$0	$1,173,384	0.0%	$10,835,226	0.0%
Women's Clothing Stores	$385,567	$3,879,405	9.9%	$37,960,776	1.0%
Childrens, Infants Clothing Stores	$0	$14,596	0.0%	$3,577,215	0.0%
Family Clothing Stores	$0	$19,336,426	0.0%	$107,612,258	0.0%
Clothing Accessories Stores	$14,708	$138,170	10.6%	$2,339,052	0.6%
Other Clothing Stores	$44,770	$794,555	5.6%	$17,003,151	0.3%
Shoe Stores	$278,952	$2,575,495	10.8%	$31,037,816	0.9%
Jewelry, Luggage, Leather Goods Stores	$76,831	$1,411,640	5.4%	$11,646,981	0.7%
Jewelry Stores	$76,831	$1,301,417	5.9%	$10,826,324	0.7%
Luggage and Leather Goods Stores	$0	$110,224	0.0%	$820,657	0.0%
Sporting Goods, Hobby, Book, Music Stores	**$7,308,816**	**$7,716,575**	**94.7%**	**$160,847,593**	**4.5%**
Sportng Goods, Hobby, Musical Inst Stores	$7,308,816	$6,029,932	121.2%	$108,683,483	6.7%
Sporting Goods Stores	$6,190,797	$3,215,627	192.5%	$53,309,002	11.6%
Hobby, Toys and Games Stores	$795,656	$1,574,514	50.5%	$38,867,896	2.0%
Sew/Needlework/Piece Goods Stores	$322,363	$726,171	44.4%	$6,690,105	4.8%
Musical Instrument and Supplies Stores	$0	$513,620	0.0%	$9,816,480	0.0%
Book, Periodical and Music Stores	$0	$1,686,643	0.0%	$52,164,110	0.0%
Book Stores and News Dealers	$0	$459,209	0.0%	$45,884,212	0.0%
Book Stores	$0	$274,543	0.0%	$44,815,136	0.0%
News Dealers and Newsstands	$0	$184,667	0.0%	$1,069,076	0.0%
Prerecorded Tapes, CDs, Record Stores	$0	$1,227,434	0.0%	$6,279,898	0.0%

Table 6: Travelers Rest Retail Shares Analysis (2 of 3).

Retail Shares Analysis- 2013	15 Minute Region			30 Minute Region	
	Sales		Share	Sales	Share
	PTA	15 minutes	%	30 Minutes	%
Total Retail Sales	**$366,927,925**	**$1,111,050,076**	**33.0%**	**$8,077,785,317**	**4.5%**
General Merchandise Stores	**$52,103,329**	**$182,196,176**	**28.6%**	**$1,130,538,507**	**4.6%**
Gen Mdse - Department Stores	$24,544,554	$48,163,733	51.0%	$311,060,798	7.9%
Other General Merchandise Stores	$27,558,775	$134,032,442	20.6%	$819,477,709	3.4%
Miscellaneous Store Retailers	**$3,436,803**	**$15,208,886**	**22.6%**	**$111,828,673**	**3.1%**
Florists	$50,810	$1,043,261	4.9%	$6,230,915	0.8%
Office Supplies, Stationery, Gift Stores	$1,852,741	$4,082,983	45.4%	$28,211,628	6.6%
Office Supplies and Stationery Stores	$1,710,878	$2,980,309	57.4%	$16,199,319	10.6%
Gift, Novelty and Souvenir Stores	$141,863	$1,102,674	12.9%	$12,012,309	1.2%
Used Merchandise Stores	$261,153	$3,074,808	8.5%	$17,441,013	1.5%
Other Miscellaneous Store Retailers	$1,272,099	$7,007,834	18.2%	$59,945,118	2.1%
Non-Store Retailers	**$82,313,145**	**$105,639,046**	**77.9%**	**$221,933,964**	**37.1%**
Foodservice and Drinking Places	**$18,163,073**	**$100,087,495**	**18.1%**	**$729,310,944**	**2.5%**
Full-Service Restaurants	$8,344,326	$46,268,386	18.0%	$342,457,456	2.4%
Limited-Service Eating Places	$9,181,042	$48,810,784	18.8%	$328,866,286	2.8%
Special Foodservices	$637,705	$3,781,608	16.9%	$38,499,191	1.7%
Drinking Places -Alcoholic Beverages	$0	$1,226,718	0.0%	$19,488,011	0.0%
GAFO *	**$63,202,199**	**$239,370,947**	**26.4%**	**$1,800,977,263**	**3.5%**
General Merchandise Stores	$52,103,329	$182,196,176	28.6%	$1,130,538,507	4.6%
Clothing and Clothing Accessories Stores	$800,828	$29,323,671	2.7%	$222,012,475	0.4%
Furniture and Home Furnishings Stores	$362,002	$11,282,119	3.2%	$189,780,940	0.2%
Electronics and Appliance Stores	$774,483	$4,769,422	16.2%	$69,586,121	1.1%
Sporting Goods, Hobby, Book, Music Stores	$7,308,816	$7,716,575	94.7%	$160,847,593	4.5%
Office Supplies, Stationery, Gift Stores	$1,852,741	$4,082,983	45.4%	$28,211,628	6.6%

Table 6: Travelers Rest Retail Shares Analysis (3 of 3).

2.4.4 Retail Space Demand

Retail space demand is an estimate of how much retail space a market can comfortably absorb in sales leakage from its trade areas. The table below shows calculated capture in square feet by retail category based on three assumptions: one, that new or expanded businesses in Travelers Rest can capture twenty percent of sales leakage from its primary trade area; two, that these businesses can capture an additional ten percent of sales leakage from its secondary trade area; and three, that the sales per square foot figures in the purple column hold true for the business in question. (The majority of the sales per square foot data come from the Urban Land Institute's Dollars and Cents of Retail publication.) Although the calculated capture figures in the right hand column appear precise, they are nonetheless estimates and should be regarded as such.

Key observations of the retail space demand estimate include the following:

- There is significant space demand for food service establishments of all types, from fast-service to full-service restaurants.
- There is also strong demand for Clothing and Clothing Accessories offerings. This is a broad category, and the capture may be fulfilled in a number of ways, from expanded offerings in existing stores to new specialty shops.
- Although Furniture and Home Furnishings show demand, these will likely require a more creative approach than a big box-style furniture store.

Retail Stores- 2013	20% of PTA Outflow	10% 0f STA Outflow	Potential Capture	Sales per Square Foot	Calculated Capture
Selected Retail Categories Below	12,175,807	12,378,583	24,554,391		101,944
Furniture Stores	825,310	771,135	1,596,445	141.84	11,255
Home Furnishing Stores	828,752	127,501	956,253	167.75	5,700
Household Appliances Stores	225,354	155,692	381,046	245.44	1,553
Radio, Television, Electronics Stores	997,880	977,695	1,975,575	207.17	9,536
Computer and Software Stores	485,686	532,791	1,018,477	207.17	4,916
Camera and Photographic Equipment Stores	40,101	35,447	75,548	542.63	139
Grocery Stores	5,099,818	2,269,260	7,369,078	371.79	19,821
Health and Personal Care Stores	(833,794)	919,008	85,214	247.29	345
Clothing and Clothing Accessories Stores	3,070,920	1,003,487	4,074,408	164.60	24,753
Women's Accessory & Specialty	630,006	470,113	1,100,119	164.60	6,684
Shoe Stores	469,849	383,801	853,650	158.81	5,375
Jewelry Stores	428,422	390,578	819,000	263.92	3,103
Luggage and Leather Goods Stores	38,167	39,410	77,577	198.82	390
Sporting Goods Stores	(510,980)	580,202	69,222	153.46	451
Hobby, Toys and Games Stores	226,335	327,777	554,112	146.28	3,788
Sew/Needlework/Piece Goods Stores	64,003	94,603	158,606	74.91	2,117
Book Stores	454,387	530,389	984,776	161.16	6,111
General Merchandise Stores	1,643,864	306,622	1,950,486	133.90	14,567
Florists	97,865	29,662	127,527	149.82	851
Gift, Novelty and Souvenir Stores	323,594	282,942	606,536	168.55	3,599
Foodservice and Drinking Places	5,947,671	4,311,314	10,258,985	201.63	50,880
Drinking Places -Alcoholic Beverages	497,664	438,295	935,958	88.07	10,627

Table 7: Travelers Rest Retail Space Demand Estimates.

2.4.5 Key Market Opportunities

The retail market potential for Travelers Rest combines many different facets of the data gathered above. Not simply a collection of numbers, retail markets depend on both quantitative and qualitative information. Moreover, just because there is retail market potential for a potential retail store type in no way ensures that success of that store type in the community. There are many reasons why a business might succeed or fail and the retail market is but one of those factors. However, this does provide a synopsis guide for the "best potential" retail opportunities in Travelers Rest. These market opportunities are as follows:

Limited- and Full-Service Restaurants

This category represents a major opportunity for the City of Travelers Rest. In 2013, the City's primary trade area experienced retail leakage of $13.8 million in full-service and $10.3 million in limited-service restaurants. A retail capture scenario suggests the City of Travelers Rest could absorb nearly 50,000 square feet of restaurant space in downtown and along the U.S. 25 corridor. Additionally, the success of pacesetter businesses such as the Café @ Williams Hardware, Shortfield's, and Upcountry Provisions indicate the potential for a larger restaurant cluster in downtown Travelers Rest.

Clothing & Accessories

Although many local households are increasingly likely to shop online or at the large clothing retailers at Cherrydale, Haywood Mall, or the Shoppes at Greenridge, there remains significant opportunity for additional offerings within this broad category. In 2013, Travelers Rest's primary trade area experienced $20 million in retail leakage in this category. A capture scenario of 25,000 square feet would likely include offerings in specialty clothing as well as women's clothing, family clothing, and men's and women's shoes.

Specialty Home Goods

With $5.4 million in leakage from the combined primary and secondary trade areas, this category registers a moderate opportunity gap. Although Greenville's department stores and warehouse-style furniture retailers are regional draws, these retailers would not be Travelers Rest's targets. Rather, these offerings should play into the "Cultivating the Destination" strategy described in Chapter 4. For example, a selection of rustic wares typical of northern Greenville County would likely appeal to local residents, Northern Greenville County retirees, and visitors alike. This retail category may also provide a good opportunity for expanded offerings from an existing retailer, or for the creation of a small cluster of home goods retailers downtown.

"Trail-Friendly" Offerings

"Trail-Friendly" is not a retail category, but rather a business approach that acknowledges the importance of the Swamp Rabbit Trail by focusing on the trail user (or least by using the trail as a marketing tool). Trail-friendly retail may involve the sale of small gifts, snacks, or heritage-based goods (such as a moonshine distillery). Furthermore, it may include the construction of trailside infrastructure (such as bike racks, public restrooms, trailside entrances) to "pull" people off the trail and into local shops.

Food-Based Retail

Retail leakage data and the success of businesses like the Swamp Rabbit Grocery & Café (located along the Swamp Rabbit Trail outside of downtown Greenville) indicate market demand for specialty grocery

offerings. A key opportunity to grow Travelers Rest as a destination would be to extend the seasonal outdoor farmers' market into a year-round specialty grocery and food-based retailer. This would allow local farmers to showcase northern Greenville County produce and products as well as provide an enriching, genuine cultural experience.

2.5 Overall Observations and Conclusions

Based on the above findings, Travelers Rest has the opportunity to expand its retail presence for not only for the downtown district but also throughout the City. Retail expansion in Travelers Rest is likely to involve the concerted effort of the public and private sectors. The following conclusions will form the basis of the recommendations to follow in Chapter Three of this report:

- Travelers Rest's primary and secondary trade areas include all of northern Greenville County as well as penetration into the Greenville market. This represents some growth over the last twelve years, with the Greenville market becoming increasingly important for a number of businesses.
- Although Travelers Rest's overall primary trade area market is in a state of market leakage, this pattern varies by retail category.
- Retail shares data indicate strengths and weaknesses across business segments. In particular, Travelers Rest enjoys significant opportunities in in clothing, restaurants, and food-related retail.
- Over half of households in Travelers Rest's primary trade area enjoy outdoor activities. This presents an opportunity to provide goods and services for active lifestyles.
- The economic impact of Swamp Rabbit Trail is strong and is likely to strengthen even more, especially for downtown restaurants and specialty retailers.

3.0 Economic Development Plan

Chapter Three is divided into six sections:

Section 3.1 details the ideas and opinions provided by community stakeholders. This section also describes major themes that emerged based on stakeholder interviews and the views of City Council and the consultant team.

Section 3.2 outlines a strategic approach to business recruitment and retention, and provides a series of recommendations to meet strategic goals.

Section 3.3 provides a strategy for managing infill development as well as recommendations to accomplish this.

Section 3.4 describes how Travelers Rest can strategically cultivate itself as a destination, and offers recommendations on how to do so.

Section 3.5 outlines the organizations and partnerships needed to accomplish communitywide goals.

Section 3.6 concludes the chapter with a summary of economic development recommendations for the City of Travelers Rest and its partners.

3.1 Issues and Assessment

In 2012, in an effort to gain insight into the Travelers Rest community, the Consultants conducted a series of stakeholder input sessions. These included a series of roundtable conversations and over a dozen one-on-one interviews with business and political leaders as well as other community partners. The Consultants also periodically reported work-to-date to City Council to discuss emerging themes and draft strategies for the economic development plan.

3.1.1 Stakeholder Input

In March 2012, the Consultants hosted a series of roundtable meetings and one-on-one conversations with community stakeholders. Stakeholders included business and civic leaders as well as interested residents. This section organizes the input gathered from these sessions into four general categories—Strengths, Weaknesses, Opportunities, and Threats. The following ideas may be characterized as "what we heard."

Strengths

- Civic leadership
- A shared community vision
- Business and arts communities
- Real momentum and recent "wins"
- The Swamp Rabbit Trail
- Ease of professional networking

Weaknesses

- Downtown building stock
- A lack of critical mass
- Nights and weekends are dead
- Property asking prices and rental rates
- Gateway Park is invisible
- Access to east side of Main Street
- Blighted properties

Opportunities

- Increase Swamp Rabbit Trail connections and business growth
- Capitalize on U.S. 25 corridor traffic
- Activate east side of Main Street
- Redesign and/or retool Gateway Park
- Develop the old Travelers Rest High School into a proposed cultural center and sports complex
- Launch the local history museum
- Define the role of the Greater Travelers Rest Chamber of Commerce
- Cultivate the North Greenville University and Furman University markets
- Tap into the growing visitor market
- Build in-town housing and mixed-use development on Hawkins properties

Threats

- Uncooperative, unrealistic, or absentee property owners
- Loss of character to inappropriate development
- Attitudes ("We don't need that in TR, we can go elsewhere for that.")
- Misperceptions (Travelers Rest is closed to "outsiders")

3.1.2 Emerging Themes and Strategies

The Consultants used the above stakeholder input as well as data and conclusions of the retail market analysis to "emerging themes," which they then presented to City Council. Based on further input from community stakeholders and additional market research, the consultants developed these themes into four economic development strategies. Each of these strategies is described in detail below.

3.2 Strategy One: Business Recruitment and Retention

3.2.1 Issues

Key issues regarding business recruitment and retention are as follows:

- The Travelers Rest market has solidified its local base and is moving into Greenville.
- Pacesetter businesses have emerged that are doing exactly what the City expected them to do.
- People are not browsing, as there is a lack of critical mass.
- The local market is experiencing strong population growth in families and seniors.
- Several market gaps and key opportunities have been identified in the retail leakage study.

3.2.2 Goal

"By 2017, Travelers Rest will recruit the restaurants, specialty shops, and customer base to support a vibrant downtown core and a robust retail corridor along U.S. 25."

3.2.3 Recommendations

- **Continue to encourage the development of a downtown specialty shopping and dining district.** Opportunities to market shopping and dining should focus on three desired markets:
  - *The local resident.* The Travelers Rest resident comprises the largest market share for local businesses. The local customer must remain engaged and be a marketing target for any business to be sustainable.
  - *The regional customer.* Travelers Rest is emerging as a regional draw, especially due to the impact of the Swamp Rabbit Trail. As the retail base matures in Travelers Rest, the community should be able to broaden its appeal as a regional shopping destination.
  - *The visitor.* This represents the smallest but an important and emerging market for Travelers Rest. The visitor should be engaged once they arrive in the region, so the best approach would be to piggyback off of Greenville as the "heavy lifter" in regional marketing.

  In the short term, the objective should be to create critical mass of retail and food offerings. This does not have to be expensive. For example, the City should consider weekend food trucks along the trail. In the medium-term, the focus should shift to nights and weekends as opportunities to activate the downtown core at night. (Programming and special events will play into this as well.) In general, the City should leverage the Swamp Rabbit Trail and the proposed permanent farmers' market (once it comes online) to do much of the heavy lifting in terms of attracting people to downtown.

2014 Update: *Since 2012, Travelers Rest has experienced great success in developing downtown as a specialty shopping and dining district. Not only has the City welcomed several new restaurants to downtown, it has embraced food trucks in downtown and the new Trailblazer Park. Additionally, a number of unique specialty retailers have opened in previously vacant downtown buildings on Main Street. Still, retail leakage data indicate continued opportunities to expand offerings to capture primary and secondary trade area dollars. The City should retain its focus on attracting local, regional, and visitor markets, utilizing the Swamp Rabbit Trail and Greenville as trip generators. Travelers Rest should continue to focus on bringing additional activity to downtown on nights and weekends, as restaurants in particular require sustained evening activity to thrive. The "next frontier" will be to encourage downtown retailers to extend business hours (a good starting point would be Friday and Saturday evenings) to complement the dining (and drinking) options in downtown.*

- **Continue existing and launch new marketing assistance initiatives for retailers and restaurateurs.** Travelers Rest should explore a variety of ways to promote local businesses through print material, collateral items, and online resources. Some suggestions to improve the marketing material include the following:
  - *Develop a new shopping and dining guide to the community in both print and online forms.* This guide might include, special events, a directory of shops and dining establishments, and other information for visitors. This could be distributed at the Travelers Rest Hampton Inn, Furman University, and in shops and restaurants along the Swamp Rabbit Trail in Travelers Rest as well as Greenville-based establishments such as the Swamp Rabbit Grocery and Cafe.
  - *Create a link-to-link program among businesses in downtown Travelers Rest to elevate both the businesses and the district on Google searches.* Each business would link to others in the district as well as to a website. Google's search algorithms strongly elevate businesses and districts that are linked.
  - *Use Google Analytics to track website hits and develop a bi-monthly "web flash" email.* This email would include statistics related to web traffic including interesting data like number of states, number one market, most clicked out business, and search words used to reach the site.
  - *Use Google Analytics and the shopping and dining web site to track investment in all other marketing material.* Simple tricks like pointing people to a particular page on the site in print ads will allow you to see whether that ad was effective.
  - *Create a marketing matching grant program for local businesses.* This program would provide a direct way to alleviate the cost of advertising for local businesses, incent those that aren't marketing to begin the effort, and create a more coordinated image of Travelers Rest through deployment of its brand identity. This approach allows for Travelers Rest to create micro-marketing grants to businesses that use the Travelers Rest brand concept and templates. The City (or one of its partners, such as the Chamber) could seed the program with $2,000 to $3,000 for the first year. Businesses would receive a fifty-fifty match of any marketing program that employs the Travelers Rest brand. Print ads would include the Travelers Rest logo and "It Starts With TR" tagline. The ads should strive to integrate the brand in a creative way. The program would need to be closely evaluated to determine its effectiveness and tweaked as it continues beyond the pilot year.

2014 Update: *Since 2012, the City has launched a print/online hospitality and dining guide. At the same time, the City or the Chamber should consider hosting workshops on the use of Google Analytics and social media, including Facebook, Twitter, Instagram, Foursquare, Yelp!, and UrbanSpoon. Several downtown businesses have utilized these tools to great effect; it would be relatively easy for these business owners to conduct a peer-to-peer workshop, whether through the Chamber or another outlet.*

Furtherfore, a conversation about Travelers Rest is happening on social media, but the City is not participating in it. Although it would become a daily (or weekly) responsibility, the City should consider addressing this communication gap by utilizing social media to market Travelers Rest as an attractive, responsive, business-friendly community.

- **Recruit appropriate businesses and attractions into downtown based on retail market data.** This report provides a solid basis of data to use to recruit desired businesses to Travelers Rest. One way to start the recruitment process would be for the Greater Travelers Rest Chamber of Commerce to host an open house to provide information to potential business owners, connect them with property owners,

and provide them with information on programs such as Small Business Administration loans and Small Business Development Center services.

2014 Update: *The City has utilized the findings of the 2012 report to promote opportunities and recruit businesses based on the available market data. This report should be utilized in a similar fashion. As for the Chamber of Commerce, it now has a permanent location on Main Street, which provides an excellent opportunity provide business development services to members and potential business owners in the community.*

- **Launch a volunteer-based business recruitment team.** Many communities have formed programs that involve grassroots recruitment of retailers interested in expanding into new markets. Travelers Rest should consider a similar group that could share economic information about this study with potential retailers interested in expanding in the community. This effort could be spearheaded by the Greater Travelers Rest Chamber of Commerce, and could "lead the charge" to recruit additional businesses to the City.

2014 Update: *The role of the Chamber has grown steadily over the past two years. In many ways, the positive "buzz" about Travelers Rest has made the community a desirable location to start or expand a business. Nonetheless, the Chamber has an opportunity to formalize its approach to recruitment, as does City staff and elected leadership. This remains a key recommendation to attracting the kinds of businesses the community wants.*

- **Develop a local loyalty program for restaurants and shops.** The results of the zip code survey indicate that Travelers Rest has a browser problem—that is, people are not shopping from one store to the next. To encourage greater exploration of local businesses and to spur customer browsing, the City and Chamber could partner with a high school or college-level marketing class to develop a loyalty program that helps local businesses feed off of one another's customer base.

2014 Update: *The concept of a local loyalty program has been lessened in general by deal-of-the-day platforms such as Groupon as well as direct online marketing via social media from individual businesses. At the same time, if the goal is to promote browsing, it may make sense to "bundle" several local retail and restaurant offers into a package. For example, breakfast at a local restaurant, discounted bike rentals at another, and a percentage discount on merchandise or services at a third business, etc.*

- **Work with the Bank of Travelers Rest to establish a special loan program for building rehabilitation.** The Greater Travelers Rest Chamber of Commerce could work with the Bank of Travelers Rest (which is currently the third-largest SBA lender in South Carolina) to secure low-interest rates and flexible terms for business or property owners who wish to invest in their buildings. Any special program should be actively marketed to the business community and to potential business owners.

2014 Update: *This remains an unexplored opportunity. The City, the Chamber, and the local financial community should pay attention to the need for such a program, which may be an attractive option for some potential business owners. In the short term, partners may consider a program to offer small gap or property upfit loans for local businesses.*

- **Create a "Blue & Gold Book" to market local business opportunities.** This marketing piece would feature business opportunities and available market data to create interest in preferred commercial or mixed-use projects. The City and the Greater Travelers Rest Chamber of Commerce could distribute this document. As an example of what could be included in this Blue & Gold Book, the photos in Figure 8 depict the 2012 condition of the American Restaurant building on Main Street, a 2012 photorendering showing what the building could look like as a trailside café, and the 2014 actual redevelopment of the building into a full-service restaurant with rooftop seating.

2014 Update: *This remains an opportunity for the Chamber of Commerce to pursue, in conjunction with the City and the commercial real estate community.*

Figure 8: Before (Top) and After (Middle) Redevelopment Concept for American Restaurant Building. Photo of Actual Redevelopment Project (Bottom).

- **Continue existing facade grant program.** The existing façade grant program has successfully leveraged public monies to spur private investment in downtown's building stock. The current program could be extended to other commercial properties (such as aging strip centers). Figure 9 illustrates the kind of improvement that could be achieved through such a measure.

2014 Update: *The City's facade grant program should continue to be utilized as a tool to encourage quality redevelopment throughout the City.*

Figure 9: Before-and-After Photos of Strip Mall Facade Improvements.

3.3 Strategy Two: Managing Infill Development

3.3.1 Issues

Key issues regarding infill development in Travelers Rest are as follows:

- Streetscape improvements have set the table for development, yet work remains to be done on the east side of Main Street as well as on key arterial roads.
- The City needs to take a closer look at incentives, marketing tools, and guidelines/expectations for property owners and future investors.
- Several key sites should be regarded as opportunities for adaptive reuse or green field development. These include the former American Restaurant, unused Eckerd's/Rite-Aid building, and the vacant lot at the corner of Main Street and Roe Road.
- Derelict properties remain a problem throughout the City, especially along key corridors and at major intersections.
- There exists a major redevelopment opportunity between U.S. 25 and downtown. This is likely to develop to some degree in the coming decade, although it is by no means clear what this will look like.
- Unless the City has a proactive strategy for infill development, City leadership will have to react to what others propose.

3.3.2 Goal

"Travelers Rest will continue to develop as a complete community, filling in vacant sites, rehabilitating existing buildings, and improving its streetscape, and completing a pacesetting mixed-use development to connect downtown to U.S. 25."

3.3.3 Recommendations

- **Examine the regulatory environment to encourage property upkeep.** The City should examine its current code enforcement regulations in order to streamline processes to more easily allow for proactive code enforcement. Proactive code enforcement will help protect business and residential investments and also create a Travelers Rest that is more desirable for potential investors and residents. Proactive enforcement will also ensure that Travelers Rest remains a place of scenic beauty. Options include a targeted code enforcement program in the downtown district to enforce commercial code violations and changes in the code structure that prohibits long-term storage in downtown buildings.

2014 Update: *The City has managed to work with several downtown property owners to screen unsightly features or business activities and bring other properties up to a minimum maintenance standard. With continued building reuse and business development, the issue of property upkeep is becoming less of an issue than in years past. Nonetheless, the City would be wise to continue to press this issue, as it can only advance the community's image and protect the investment of property and business owners who have put money into buildings and grounds.*

- **Consider a pattern book for downtown commercial and housing development.** The City of Travelers Rest could create a pattern book to encourage future investors to invest in the look, feel, and environment of Travelers Rest. The book would help define the "character" of Travelers Rest in order to encourage future development that complements and helps to preserve the attributes that make the community special.

2014 Update: *As downtown's existing commercial building stock dwindles, new opportunities will come from infill development. The issue of pattern book for downtown in particular is more important now than in 2012. Although not a major recommendation, this should be explored in further detail by the City and its partners.*

- **Work with property owners and realtors to create consistent, branded "For Sale" signage.** These signs would feature the Travelers Rest brand and the Swamp Rabbit Trail. The goal would be for these signs to be eye-catching and attractive to potential investors. The City should also work with the Greenville County Recreation District to establish criteria for assigning properties a "trail-friendly" designation. Figure 10 shows what such signage could look like.

2014 Update: *In 2012, the City hosted a meeting with real estate community. This idea was discussed and signs were produced. However, this initiative failed to catch on. Nonetheless, it should be considered as a potential marketing tool for the local real estate community.*

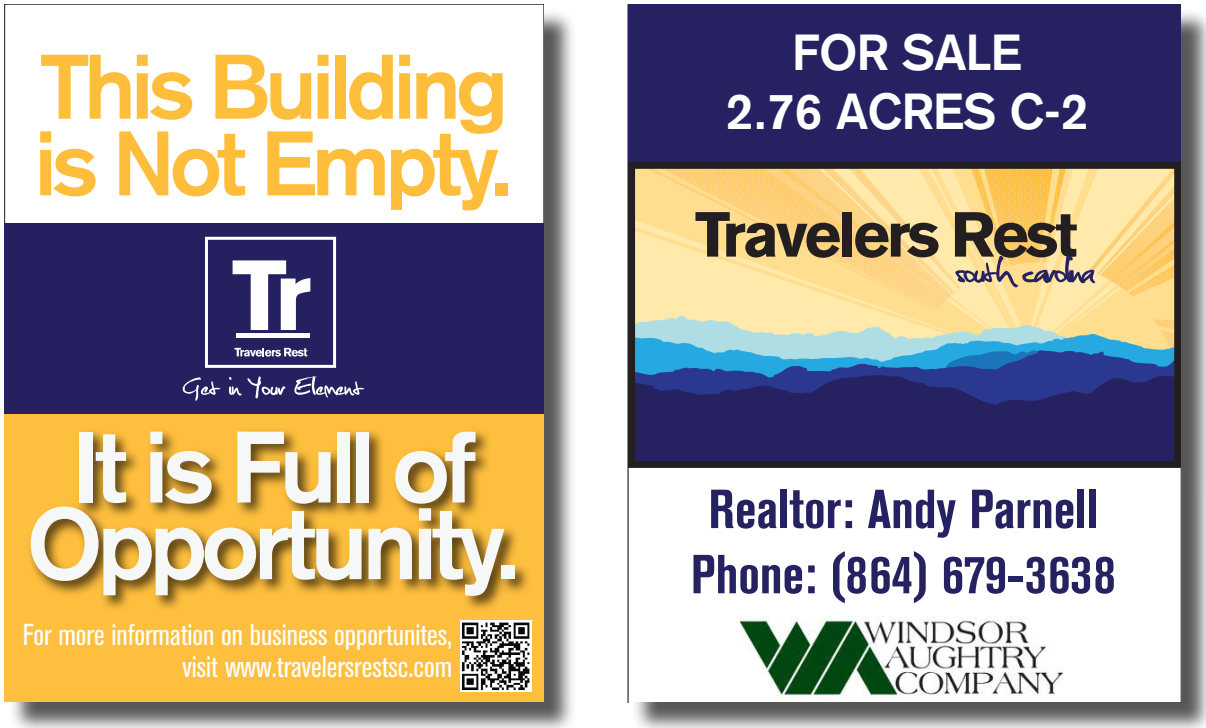

Figure 10: Examples of branded real estate signage.

- **Continue to implement citywide streetscape improvements.** The City's recent downtown streetscape project has been a remarkable success and should be continued in the coming years. The City should focus on arterial corridor improvements (especially along Poinsett Avenue). The City should also discuss with the Greenville County Recreation District the possibility of redesigning the Center Street and Forester Drive entrances to Gateway Park.

2014 Update: *This issue remains an important one, especially for the Poinsett Highway corridor as it feeds into downtown. The City should prepare a long-term plan to address streetscape improvements, with the goal of beautifying and unlocking the development potential of selected streets. Additionally, the future bicycle/pedestrian master plan will likely make recommendations on this topic that should be considered.*

- **Work with SCDOT to identify and implement needed pedestrian-realm improvements.** Recent streetscape improvements and the Swamp Rabbit Trail have turned the west side of Main Street into an attractive place for pedestrian activity. To unlock the potential of the east side of Main Street, the City should work with SCDOT to identify potential mid-block crossings on Main Street as well as other improvements designed to encourage pedestrian activity (and business traffic) on both sides of the street. Potential improvements include stamped and painted concrete crosswalks, pedestrian crossing signage, speed limit adjustments, radar-enforced traffic signage, and pedestrian islands.

2014 Update: *The City has engaged with SCDOT representatives on several occasions regarding mid-block crossings on Main Street, among other issues. The City is preparing to conduct a bicycle/pedestrian planning process that will explore and formalize pedestrian-realm improvements throughout the City. This project will make numerous recommendations, some of which are likely to concern safe mid-block passage across Main Street.*

- **Create and maintain an "Available Properties" database.** This report provides a snapshot of available commercial properties. This snapshot should be used as the baseline for a regularly updated database of available commercial properties. The Greater Travelers Rest Chamber of Commerce may wish to take ownership of this inventory, as it would help with business-to-business relationships and recruitment initiatives.

2014 Update: *This remains an outstanding issue for Travelers Rest. While several sources of commercial real estate data exist (such as LoopNet), these are typically structured to serve real estate professionals rather than laymen. The Greer Development Corporation, which. manages a page devoted to available properties within the district, is a good model for Travelers Rest. The Chamber should explore a similar resource, perhaps with City or private sector assistance. This being said, roles and responsibilities must be clearly outlined prior to the implementation of such a product.*

- **Consider rezoning downtown to CBD.** The City should explore the possibility of rezoning parcels adjacent to Main Street/Highway 276 from the current C-2 and R-10 zones to the Central Business District (CBD) zone. The rezoning would ensure that future Main Street investments would create an enjoyable, pedestrian friendly environment in addition to protecting the past investments on the corridor. Figure 11 shows what this rezoned corridor could look like.

2014 Update: *This has been a back-burner issue for the past two years. It is time for CBD rezoning to be resolved. The Greenville County Community Planning and Development Department should be tasked with this project, which may be completed with City assistance.*

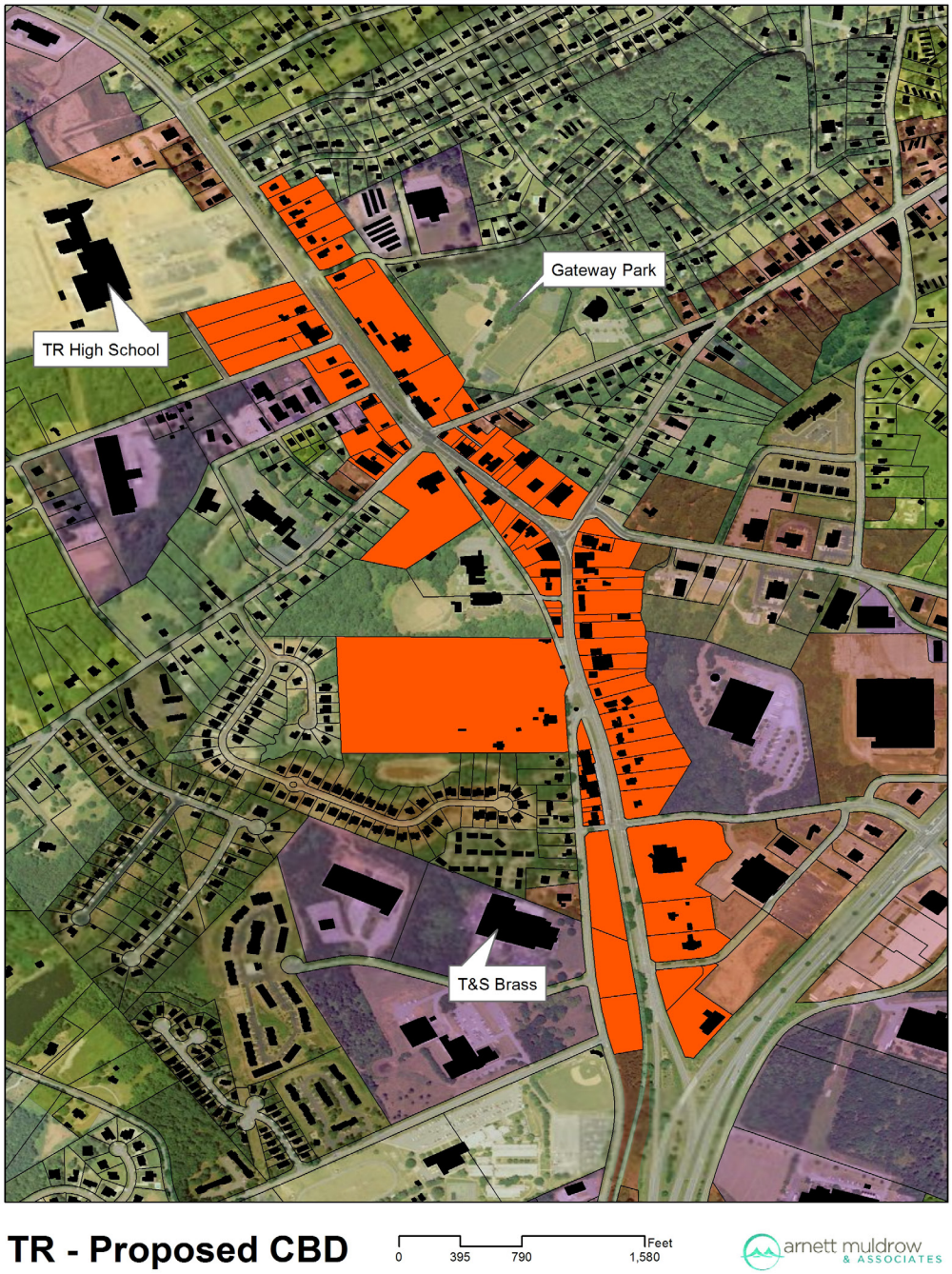

Figure 11: Proposed Rezoning of Downtown to Central Business District.

- **Develop adaptive reuse concepts for existing buildings.** Travelers Rest has several key adaptive reuse opportunities in downtown and along the U.S. 25 corridor. The City and its partners should consider creating redevelopment concepts for these properties. For example, the former Kevin Whitaker car dealership on U.S. 25 is a prime candidate for adaptive reuse. The building is currently being used as a church; however, this is not necessarily the highest and best use of this site, with its open floor plan and prime location along a highly trafficked route. Figure 17 illustrates how the existing building could be transformed into a small business incubator.

2014 Update: *The Kevin Whitaker dealership is once again an auto dealership. At the same time, there are several key buildings throughout the City to which this recommendation applies.*

Figure 12: Before-and-After Rendering of Adaptive Reuse Concept.

- **Redevelop the service drive behind Main and Center Street as a pedestrian-friendly retail/ dining area.** The City has an opportunity to create a new pedestrian space and to catalyze further private development of the block at the southeast corner of Main and Center Street. This block already features a new city-owned parking lot and a new restaurant, as well as Sunrift Adventures and Gateway Park just across Center Street. The Swamp Rabbit Trail also crosses from the west to east side of Main Street at this intersection. Figure 13 shows how the buildings that back up to this service drive could be upfitted for outdoor seating and converted into a functional, attractive space for pedestrians and motorists.

2014 Update: *As this area continues to redevelop, the need for additional parking and a pleasant environment in this location will only increase. As soon as feasible, existing utilities should be undergrounded and the area should be landscaped, redesigned, and repaved to suit current and future needs.*

Figure 13: Before-and-After Rendering of Service Drive Near Main and Center Streets.

- **Actively recruit downtown housing and mixed-use development.** With its low cost of living, quality schools, convenient shopping, proximity to Greenville, and amenities like the Swamp Rabbit Trail, Travelers Rest is well-positioned to attract young professional singles, couples, and families to live near downtown. There may be potential for residential redevelopment of some areas that would provide a mix of mid-priced housing close to downtown that could position Travelers Rest as a truly pedestrian-friendly community. At the same time, a concept with potential for a mixed-use development with a housing component is the available property at corner of Main and Roe. The City should work with property owners, realtors, and commercial developers to assess the potential for this and other similar projects.

2014 Update: *As downtown transitions from adaptive reuse to infill development, downtown is becoming ripe for one or more projects that will become an additional growth catalyst for the community. The City should take an active role in discussions as they occur, and should position itself as a guiding hand to encourage high-quality new development in downtown Travelers Rest.*

Figures 14 & 15: Rendering and Site Plan for a Mixed-Use Concept at the Corner of Main and Roe.

- **Investigate the feasibility of a major mixed-use development between Main Street and U.S. 25.** Between Main Street and U.S. 25 lies approximately fifty acres of rolling land controlled by just a handful of property owners (including the City of Travelers Rest). The entire tract presents a singular opportunity in the history of the City and is comparable to major redevelopment projects such as Daniel Island, Myrtle Beach Air Force Base, Verdae in Greenville, and Celanese in Rock Hill. Portions of this tract are likely to redevelop within the next decade (an out-of-state developer was reportedly in discussions with one key property owner before the 2008 downturn), so the question is not whether the site will be developed, but rather what type of development will go here.
  Rather than reacting to what will eventually be proposed for sections of this site, the City of Travelers Rest should take a proactive role in planning for its redevelopment. (The Consultants favor a mixed-use development that incorporates housing, retail, restaurants, service, parks, and pedestrian connections to downtown and the Swamp Rabbit Trail.) As a key property owner, the City can make a strong case for taking a leadership role in this process. It will take some time to hold the conversations and perform the studies needed to take this from concept to a feasible project, so the City should start now by engaging property owners to discuss their plans for their properties. If these owners are receptive to a large-scale redevelopment concept, the City should pursue a master planning process for the site. With a plan in hand, the City and its partners could then explore a range of development options, from issuing a Request for Proposals for a master developer to establishing a development corportation to manage the project.

2014 Update: *Over the past two years, the City has engaged the primary property owner of this site in an intermittent but ongoing conversation about the future of this property. The time may be right to restart this discussion. In particular, this site may be appropriate for a light industrial use with a manufacturing, distribution, and retail/restaurant component (such as a brewery), which would also tie into the destination strategy for Travelers Rest.*

Figure 16: Major Redevelopment Opportunity Between Main Street and U.S. 25. Image: Bing Maps.

3.4 Strategy Three: Cultivating the Destination

3.4.1 Issues

Key issues related to cultivating Travelers Rest as a destination are as follows:

- In 2011, the Swamp Rabbit Trail generated an estimated 359,000 visits (this increased to 403,000 annual visits in 2012). Downtown Travelers Rest enjoys a robust share of this trail use, and has an opportunity to grow the Swamp Rabbit market through local businesses and attractions.
- Travelers Rest is staking its claim as the outdoors and recreation community for Greenville County. Businesses like Sunrift Adventures and outdoor events like the Swamp Rabbit 5K and Elements Festival contribute to this market position.
- A handful of pacesetter businesses are capturing significant numbers of trail users and are helping to position Travelers Rest as a hub of outdoor recreation as well as a shopping and dining destination.
- Downtown Travelers Rest is practically closed on Sunday afternoons, when twenty-five percent of all trail use occurs. This represents both a significant challenge and an opportunity for downtown retailers.

3.4.2 Goal

"Travelers Rest will continue to cultivate its reputation as the hub of outdoor recreation, pedestrian-friendly shopping and dining, and high-quality living for residents and visitors."

3.4.3 Recommendations

- **Implement existing wayfinding plan.** Arnett Muldrow developed a wayfinding master plan for Travelers Rest in 2010. This plan was designed to generate awareness and knowledge of local offerings such as parks and the Swamp Rabbit Trail. The City and SCDOT should be able to complete the fabrication and installation of the system sometime in the fall or winter of 2012.

2014 Update: *The wayfinding plan was successfully implemented in 2013. Although a formal evaluation of this system has not been conducted, subjective evidence indicates a positive impact on downtown businesses in particular.*

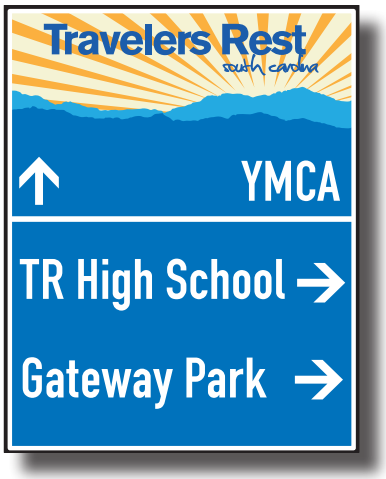

Figure 17: Wayfinding Signage Rendering.

- **Continue to host large-scale events like road races and seasonal festivals.** Events like the Swamp Rabbit 5K draw visitors to the area, create awareness of local offerings, and provide an opportunity to foster community pride and promote the Travelers Rest brand.

2014 Update: *The City continues to host annual events and has an opportunity to utilize Trailblazer Park as a venue for large-scale festivals or events.*

- **Consider a weekly event series to attract people downtown on a regular basis.** Sometimes small regularly held events can be more valuable than extravagant annual events. The events should always be located in an area where participants can see the retail shops and should, whenever possible, actually involve the local shopkeepers. (Also, any effort must be firmly agreed upon and widely marketed.) Sundays in warm-weather months may be a good time to capture a family audience, and well-attended events would signal to local businesses that Sundays are viable. Event themes could include a Gospel Brunch or Bluegrass Jam, and performers could include Furman and North Greenville University choirs, Travelers Rest High School students, and local church choirs. The City could work with area restaurants (such as the Pizza House and other restaurants interested in opening on Sunday) as well as chain restaurants (such as Bojangles and KFC) to provide family-friendly food options. Figure 21 shows how such an event (as well as a Sunday afternoon bike ride on the Swamp Rabbit Trail) could be marketed.

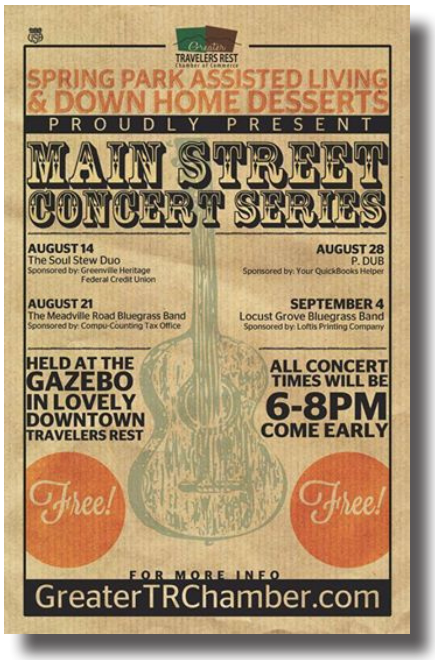

Figure 18: Weekly Concert Series Poster.

2014 Update: *Travelers Rest has accomplished a great deal in the past two years, as the City now hosts a weekly concert series at Trailblazer Park while the Chamber hosts smaller performances at the gazebo on Main Street. Additionally, the local arts community sponsors occasional weekend activities like art on the trail, and the Saturday morning Travelers Rest Farmers Market at Trailblazer Park has quickly become one of the largest farmers markets in Upstate South Carolina.*

- **Convene a summit of outdoor-oriented stakeholders.** The Greater Travelers Rest Chamber of Commerce could sponsor this summit and market it as a brainstorming session to figure out how it can best help these partners. This could be the first step in an ongoing discussion about ways to coordinate marketing efforts to better position Travelers Rest as an outdoor-lovers destination.

2014 Update: *This remains an untapped opportunity to take informal relationships and formalize connections between outdoor-oriented businesses, nonprofit organizations, educational institutions, and other stakeholders. Discussion topics could include marketing and advertising, organization and leadership, and potential or future projects to further cultivate Travelers Rest as an outdoor destination.*

- **Continue to market the "Travelers Rest Story."** Articles in local newspapers' travel sections, in regional magazines, and other media can be the cheapest and best form of advertising. The City and its partners should consider a media weekend when local writers are invited to learn about the remarkable improvements of the last decade and to experience the community's offerings. The City shoud target regional publications and active/lifestyle magazines to promote the Swamp Rabbit Trail in conjunction with downtown Travelers Rest.

- **Create a "Visitors/Welcome Center" along Swamp Rabbit Trail.** This project could start out as a branded trailside kiosk featuring the community's history as well as maps, attraction, and business information (rack cards and pull-out maps would work well here). When the local history museum comes online, it may make sense to downsize the trailside offerings and utilize the museum as a visitors' center.

2014 Update: *A trailside kiosk was recently completed in 2014. This is a solid start to what could become a larger information station.*

- **Continue plans for an outdoor cultural center, amphitheater, and municipal complex at the old Travelers Rest High School site.** This major civic amenity would serve as a strong southern anchor for downtown and would provide easy Swamp Rabbit Trail access, connect the local history museum to downtown, and provide an excellent location for a year-round farmers' market (see next recommendation).

2014 Update: *This project was completed in 2014, and has been utilized as a venue for festivals and weekly events, such as the City's new concert series. Additionally, site work is underway on a new fire station to be located on this site. A site master plan includes a new City Hall as well as a ballfield complex adjacent to the site.*

Figure 19: Advertisement for Trailblazer Park Music Series.

- **Incorporate a permanent farmers' market into the proposed cultural center development.** Food-related retail is a key opportunity for retail growth in Travelers Rest. A year-round farmers' market would act as a natural "incubator" for food related businesses and would bring people into downtown Travelers Rest on a regular basis. A market is also an appealing attraction for visitors who will in turn want to explore downtown.

Figure 20: Farmers Market Logo.

2014 Update: *The Travelers Rest Farmers Market has been a successful event and is becoming a major draw for local and regional purveyors and customers. There is likely sufficient demand for a brick-and-mortar specialty grocery store in or near downtown which could be tied closely to the Farmers Market.*

- **Develop a master plan for Gateway Park.** Gateway Park is an underutilized community resource with the potential to become a well-used amenity and a true gateway into downtown Travelers Rest. A plan for Gateway Park could be accomplished any number of ways, but one option would be to create a partnership that could be called upon to facilitate both planning and implementation of the project. Potential partners in this initiative could include Clemson University, Furman University, the Greenville County Recreation District, the City of Travelers Rest, North Greenville Hospital, Travelers Rest High School, the Greater Travelers Rest Chamber of Commerce, and corporate sponsors (such as the Bank of Travelers Rest). The master plan for Gateway Park would include a needs assessment as well as a site plan and development/funding strategy to ensure the redesigned facility will serve the community's needs while remaining financially feasible.

2014 Update: *In the past two years, Gateway Park has added a mountain bike-skills track and expanded parking facilities. More than in 2012, a master plan for the park is much needed and overdue. The park has confusing entrances and inadequate signage. There is a need to tie together the park, make it more accessible and visible to users, and better promote it as a community and visitor asset.*

Figure 21: Mountain Bike Skills Course at Gateway Park.

- **Cultivate the Furman/North Greenville University market.** The university market for Travelers Rest has significant potential. At the same time, capturing an increased share of the Furman and North Greenville University market will require frequent "reintroductions," as students enter and graduate from these schools on an annual basis. A good first effort to target the university market could be a "Welcome Back" event for both schools. This event would focus primarily on drawing in students, but it would also include activities for faculty members as well as parents and Woodlands residents. As downtown continues to develop, Furman and North Greenville students (as well as faculty members and active seniors) are likely to be increasingly attracted to Travelers Rest's shopping and dining amenities.

2014 Update: *With the 2013 annexation of Furman University, the City of Travelers Rest can claim an outstanding institution of higher learning. Furthermore, downtown is becoming a regular destination for Furman students and faculty. At the same time, additional outreach is needed for North Greenville University, which has the benefit of a large student body. However, NGU's remote location is a challenge, even though Travelers Rest is the closest city to the university.*

3.5 Strategy Four: Organization and Partnerships

3.5.1 Issues

Key issues regarding organization and partnerships in Travelers Rest include the following:

- Travelers Rest enjoys an award-winning city manager and a council with a shared vision, and a newly formed Chamber.
- The City enjoys many strong partnerships, and has potential for even more.
- There is no protocol or staffing strategy for engaging potential investors.
- There are many different ways to address such issues.

3.5.2 Goal

"The City, Chamber of Commerce, and other partners will unite to implement economic development initiatives and ensure ongoing activity and growth in the community."

3.5.3 Recommendations

- **Organize a committee to promote the findings of this study.** This data and recommendations are only as valuable as they are known in the community and region. The City and Greater Travelers Rest Chamber of Commerce should present this information to civic groups, regional partnerships, developers, and property owners to ensure that many people know the efforts that are about to take place.

2014 Update: *The City has widely promoted this study and is likely to continue to do so. At the same time, there is not a larger group of community stakeholders tasked with this job. The City and Chamber should consider the possibility of establishing such a committee.*

- **Develop a "Go Team" for economic development initiatives.** There are a number of groups that may play a role in development activity in Travelers Rest. This is particularly true of large-scale commercial development and the creation of catalyst projects in the community. Travelers Rest should be poised to have a development team in place that involves the City, Chamber, and other partners as needed.

2014 Update: *This remains an opportunity for the City, Chamber, elected officials, and other community boosters to consider.*

- **Develop an approach to address the pacesetting development between downtown and U.S. 25.** This project has the potential to be the defining initiative of the next decade. The City should determine how to leverage its position and to steer the planning and development process for this major undertaking.

2014 Update: *This remains an opportunity that should be explored by City, key property owners, and other stakeholders (such as the Greenville Area Development Corporation).*

- **Explore ways to foster downtown investment.** There are many creative ways that an innovative community can explore to foster investment in downtown. The conventional wisdom has been that a community must recruit or wait for a developer to assemble capital and invest in a building. Several evolving models are turning the traditional thinking upside down. Some options to consider might be:
  - *Downtown Renovation Corporation.* This would be a private sector investment "club" to buy, renovate, and repurpose downtown buildings. This has been considered in the past and should be re-examined. Perhaps the most successful example of such a renovation club is in Eupora, Mississippi, where nearly half a dozen downtown buildings have been renovated through the diligent talent an investment of local citizens.
  - *Angel Investment Fund.* This is a similar model to the club but allows for more of a "hands off" approach to redevelopment. Typically an entity is formed (usually an LLC). Investors become shareholders and are solicited through an IPO. Targeted buildings are explored and detailed investment pro formas are created to show the kind of return on investment that might occur. This kind of fund would require an exit strategy. Bristol, Vermont created a similar club to restore the Dunshee Block in its downtown. Investors received a 7% return on their investment over eight years. An Angel Investment model might also include a loan based model at a slightly higher interest rate though at flexible terms so that the business owner can get off the ground. This loan has an inherent goal to be refinanced at more affordable rates once the business is off the ground.
  - *Gift Certificate Model.* The Gift Certificate model is geared more toward investing in a particular business than in a building. Citizens purchase gift certificates that are redeemable over time at a percentage return on investment (for example, $1,000 of gift certificates would be sold for $900). Over time the certificates can be redeemed for merchandise or food in the establishment. This allows the business to get up and running with an infusion of cash while fostering loyalty from the local consumer.
  - *Capital Campaign.* Perhaps the most direct way of raising capital to ensure that downtown is in a position for investment is through a capital campaign that could be dedicated to purchasing and renovating buildings. As a donation effort, the return on investment is the overall health of downtown allowing the maximum flexibility to find the right investors, tenants, and owners for buildings. Greer, South Carolina has succeeded in raising nearly $7 million in ten years through capital campaigns. This investment has transformed their downtown from a near empty declining district into one of the most successful small towns in the Upstate.

2014 Update: *This recommendation remains an opportunity for the City, Chamber, and private investors. Int the past two years, development has continued without such tools. While a lack of these tools has not been an impediment to growth, this does not mean that creative investment tools would not be helpful in cultivating additional development.*

- **Strengthen relationships between community partners.** The City should work to enhance working relationships between the Greater Travelers Rest Chamber of Commerce, the Greenville County Recreation District, the Greenville Hospital System, Furman University, and North Greenville University. While many of these organizations are already strong community partners, the City of Travelers Rest stands to gain from enhanced working relationships with these parties. Many of the recommendations in this report provide examples of how these partners can work together on various projects.

2014 Update: *The City and its partners have succeeded on this recommendation. Since 2012, the City has annexed and evolved its relationship with Furman University, continued discussions with the County Recreation District on a future sports complex, maintained a close marketing and events partnership with the Greenville Hospital System, and worked closely with the Chamber of Commerce, which continues to grow and expand its range of services.*

- **Consider a transit partnership with GTA/Greenlink.** Public transit could be an important service for low-income residents as well as recreational users, such as cyclists who may wish to take the bus into downtown Travelers Rest and ride their bikes back to Greenville on the Swamp Rabbit Trail. A future transit partnership would likely include private sector entities (such as Walmart) as well as Furman University (and potentially even North Greenville University). The prospect of integrating transit into the proposed mixed-use development between Main Street and U.S. 25 could also become an important consideration related to this potential partnership.

2014 Update: *While no action has been taken, discussions have been held regarding this recommendation. This should remain "on the radar" for all parties, and steps should be taken to continue to examine a possible transit partnership.*

- **Consider a citywide trail and pathway system.** A long-term goal for Travelers Rest should be to create a pedestrian-friendly community. The City could utilize the Swamp Rabbit Trail as spine, and using a network of sidewalks and paths, connect nearby neighborhoods and apartment complexes to the larger system. A successful trail and pathway system would unlock development opportunities on the east side of Main Street and make the proposed mixed-use development between Main Street and U.S. 25 even more attractive.

2014 Update: *In August 2014, the City has issued a Request for Proposals for a bicycle/pedestrian master plan. This project, which should be completed in early 2015, will outline projects, funding sources, and steps to be taken to accomplish the 2012 recommendation.*

3.6 Conclusion

This study is but one component of many that will go into the ongoing development of Travelers Rest. The recommendations in this report are designed to be a starting point for further discussion and a roadmap for the coming one-to-five years. As Travelers Rest continues its economic development efforts, it will need to continue to make detailed plans for physical improvements, marketing initiatives, and strategic partnerships. As the 2014 updates show, Travelers Rest has accomplished much in the past two years; yet there remains much work to be done to reach the community's full potential. Now is an exciting time for Travelers Rest, as it continues to stake its claim as a vibrant, active, prosperous community in the heart of northern Greenville County.