A THRIVING DOWNTOWN – PART I:
WHAT’S INCLUDED IN THE PERFECT BUSINESS MIX

Presented by Roger Brooks

The future of downtowns: Rules to live by
RULE 1

Downtowns are where we go after work and on weekends: 70% of all retail spending takes place after 6:00 pm

RULE 2

The rule of critical mass: The 10+10+10 rule
Downtown as THE destination:

10: Places with a food focus
10: Destination retail shops
10: Open after 6:00

What comes first?
People downtown on a consistent basis (250+ days a year)
What’s **in** the buildings is just as important as facade improvements & beautification.

**70%** of first-time sales can come from curb appeal.
You only need **one** block!
If you have a larger area start with one block.
If you don’t hang out in your own downtown, neither will visitors. They go where you go.

Your downtown **must** have a focus!
Jefferson, Texas | Population: 2,100
Downtown: 20+ antique stores (an antique dealer for every 100 residents)

Berea, Kentucky | Population: 15,100
Working artisans/galleries: 22 | Art & craft instructors: 71
Canmore, Alberta | Population: 14,000
Focus: Healthy living | Mountain sports | Wellness | Shops supporting the brand: 38
A general guide to every town’s business mix

The starter set
(Towns of 500 to 1,000 residents)
One block

- Coffee shop | breakfast house | bakery | book store combo
- Two sit-down restaurants (one casual, one fine dining)
- Casual clothing shop
- Ice cream shop | confectionary | party goods store
- Home accents & gifts
- Deli (or bakery & deli)
- Specialty store (fits your brand & residential mix)
One block

- Coffee shop | breakfast house | bakery | book store combo
- Two sit-down restaurants (one casual, one fine dining)
- Casual clothing shop
- Ice cream shop | confectionary | party goods store
- Home accents & gifts
- Deli (or bakery & deli)
- Specialty store (fits your brand & residential mix)
The home town set
(Towns of 1,000 to 1,500 residents)

One block
- Coffee shop | book store combo
- Bakery & breakfast house
- Three sit-down restaurants (two casual, one fine dining)
- Burgers & shakes
- Casual clothing shop
- Ice cream shop | confectionary | party goods store
- Home accents & gifts
- Deli (or bakery | deli)
- Garden store (with outside services)
- Specialty store (fits your brand & residential mix)
The hang-out set
(Towns of 1,500 to 2,500 residents)
Two blocks

- Coffee shop | book store combo
- Bakery & breakfast house
- Four sit-down restaurants (two casual, one fine dining, micro-brewery)
- Burgers & shakes
- Casual clothing shop
- Ice cream shop | confectionary | party goods store
- Home accents & gifts
- Deli (or bakery | deli)
- Garden store (with outside services)
- Three specialty stores (fits your brand | residential mix)
- Antique store (not second hand)
- Gift shop | Florist
- Outfitter | casual shoes | sports gear | bikes
- Pharmacy | gifts | cards

Escalante, Utah | Population: 780
Escalante Outfitters: Gear | Clothes | Pizza | Cabins | Drinks (both)
The destination set
(Towns of 2,500 to 3,500 residents)

Two blocks
- Two coffee shops
- Bakery & breakfast house
- Five sit-down restaurants (three casual, two fine dining)
- Two burger houses | sports bar
- Two casual clothing shops
- Ice cream shop | confectionary | fudge
- Two home accents & decor
- Two deli’s | lunch spots
- Garden store
- Four specialty stores (fits your brand | residential mix)
- Antique store (not second hand)
- Gift shop | florist
- Outfitter | casual shoes | sports gear | bikes
- Pharmacy | gifts | cards
- Pet grooming | boarding | gifts | food & supplies
- Gym | Fitness studio | yoga | pilates
The premier set
(Towns of 3,500 to 5,000 residents)

- Two coffee shops
- Bakery & breakfast house
- Six sit-down restaurants
- Two burgers & shakes | takeout
- Two micro-brew or pub | sports bar
- Two casual clothing shops
- Shoe store
- Ice cream shop | confectionary | fudge
- Two home accents & decor
- Two delis | lunch spots
- Garden store
- Five specialty stores (fits your brand)
- Antique store (not second hand)
- Gift shop | florist
- Outfitter | casual shoes | sports gear
- Pharmacy | gifts | cards
- Pet grooming | gifts | supplies

Two blocks
- Groceries: specialty foods
- Market fresh shop | deli | health & organic
- Home improvement | hardware
- Bookstore | cafe | gifts
The visitor destination set
(Towns of 1,500 to 10,000 residents)

Three blocks
- Two coffee shops
- Bakery & breakfast house
- Six sit-down restaurants
- Two burgers & shakes | takeout
- Two micro-brew or pub | sports bar
- Two casual clothing shops
- Shoe store
- Ice cream shop | confectionary | fudge
- Three home accents & decor
- Three delis | lunch spots
- Garden store
- Six specialty stores (fits your brand)
- Antique store (not second hand)
- Gift shop | florist
- Outfitter | casual shoes | sports gear
- Pharmacy | gifts | cards
- Pet grooming | gifts | supplies
- Groceries: specialty foods
- Market fresh shop | deli | health & organic
- Home improvement | hardware
- Bookstore | cafe | gifts
- Kids shop: clothing | gifts | decor | furnishings
- Jewelry store (local crafts | art | gifts)
- Co-op gallery
Canmore, Alberta
Population: 14,000
Drive times:
- Calgary: 1.25 hours
- Edmonton: 3.75 hours
- Banff: 30 minutes
Focus:
- Food | Recreation
- Healthy living

Canmore, Alberta
30 restaurants & eateries | 30 destination retail shops
Elora, Ontario
Population: 7,800
Drive times:
Toronto: 1.75 hours
Focus:
- Food | Art
- Recreation
The suburban set
(Bedroom communities | districts in metro areas)

McKinney, Texas
Population: 173,000
Part of the “Metroplex” area

Drive times:
Dallas: 40 minutes
Fort Worth: 1 hour

Focus:
- Art | dining | nightlife |
- Downtown gathering place
- Upscale
Shop. Dine. Enjoy

Welcome to a vibrant and welcoming community
The downtown McKinney business district
is the heart of the city, offering a unique blend of local, national, and international businesses. 

Discover the best of downtown McKinney!

It’s all here to make your visit unforgettable.

- **Street parking**: Easy access to the heart of downtown McKinney.
- **Street lights and signage**: Enhance safety and visibility.
- **Passenger rail service**: Connect to destinations around North Texas.
- **Public transportation**: Various options for easy travel.

The unique square and immediate neighborhood attract visitors and make downtown McKinney a destination.

**McKinney Main Street**
1-855-666-STREET (78733)
www.downtownmckinney.com

City of McKinney
1-800-844-7437
www.mckinneytexas.org

Convention & Visitors Bureau
972-549-1827
www.visitmckinney.com

McKinney Chamber
972-549-4030
www.mckinneychamber.com

**www.DowntownMckinney.com**

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**Annual Events**

**Krewe of Barkus**
Sunday before Mardi Gras. Downtown gears up for the dog-kiss parade, one of the city’s signature events.

**Arts in Bloom**
Second Saturday in April. Art and wine tasting with live music, food, and family activities.

**Bike the Bricks**
Friday night. Free for all ages. The largest cycling race in Texas attracting riders from across the country.

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**McKinney Oktoberfest**
Last weekend in September. German festival celebrating Bavarian heritage with local beer and authentic cuisine.

**Scare on the Square**
Halloween. More than 30,000 don’t miss the fun.

**Home for the Holidays**
Thanksgiving weekend. Downtown McKinney’s 40th annual Christmas tradition.

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**McKinney Performing Arts Center**
Experience live performances and events in the McKinney Performing Arts Center, a world-class facility located in the heart of downtown McKinney. Visit mckinneyperformingarts.org for more information.
**The business mix:**
- 10 Restaurants, wine
- 10 Apparel & jewelry
- 4 Art & home decor
- 8 Specialty shops
- 3 Antiques

**Performing Arts Center**

**Specialty shops:**
- Jewelry, gifts, decor
- Craft foods & deli
- Lifestyle (Pottery Barn)
- Baby & children's decor
- Farm style gifts, decor
- Decor, gifts, jewelry
- Farm style decor, fashion
- Beauty products
- Interior design

**Historic Downtown McKinney**

**Antiques:**
- 37 Antiques/Relics

**Apparel & jewelry:**
- Shoe store (2)
- Casual clothing (2)
- Western wear
- Affordable fashion
- High fashion (3)

**Restaurants, wine:**
- Square Burger
- Coffeehouse & cafe
- Gelato & espresso
- Texas line dining
- Cafe
- Farm to table eatery
- Irish pub
- Confectionary
- Winery (2)

**ARTS & HOME DECOR:**
- Jewelry, gifts, decor
- Craft foods & deli
- Lifestyle (Pottery Barn)
- Baby & children's decor
- Farm style gifts, decor
- Decor, gifts, jewelry
- Farm style decor, fashion
- Beauty products
- Interior design

**HEALTH & BEAUTY:**
- Make-up
- Spa & salon (3)
- Gift shop, decor
- Baby & children's
- Hair
- Beauty products
- Children's toys, activities, games

**RESTAURANTS, FOOD & WINE:**
- Food
- Coffee & tea
- Gelato & espresso
- Texas line dining
- Square Burger
- Coffeehouse & cafe
- Gelato & espresso
- Texas line dining
- Cafe
- Farm to table eatery
- Irish pub
- Confectionary
- Winery (2)

**SERVICES:**
- Ritual Health

**SPECIALTY:**
- Artisanal cheese
- Farm to table dining
- Decor, gifts, jewelry
- Farm style decor, fashion
- Beauty products
- Interior design
What makes it work?
- Total focus on local residents
- No need for a mall: fashion, shoes, jewelry, health, beauty products
- No chains or franchises
- Nightlife & culture: Restaurants, live music, home-grown focus
- Good selection of specialty shops

Ballard in Seattle
Population: 25,000
Median age: 35
Growth: 18% over last decade

Drive times:
- Downtown Seattle: 15 minutes
- Bellevue: 30 minutes

Focus:
- Art | dining | nightlife |
- Downtown gathering place
The business mix:
- 27 Restaurants
- 6 Bars
- 2 Entertainment venues
- 29 retail shops
- 2 Fitness studios
- 2 boutique inns
- 7 service businesses
7

The destination downtown set
(Where downtown is the main attraction)

Jerome, Arizona
Population: 450

Drive times:
Phoenix: 2 hours
Flagstaff: 1.5 hours
Sedona: 45 minutes
Grand Canyon: 2.75 hours

Focus:
- Mining ghost town
- Eclectic arts town
The business mix:
- 14 galleries
- 14 restaurants
- 20 retail shops
- Visitors center (Chamber)
- Mine Museum

Galleries:
- Nellie Bly Kaleidoscopes
- Two co-op galleries
- Jewelry
- Glass art
- Home furnishings
- Pottery (2)
- Fine art (4)
- Leather goods (local)

Retail shops:
- Outfitter
- Tattoo parlor
- Clothing (2)
- Music store/collectibles
- Olive oil
- Peppers & salsa
- Christmas store
- Rock shop
- Latin American gifts
- Native American gifts
- General gifts (3)
- Candy & popcorn shop
- Jewelry (gallery)

Restaurants:
- Breakfast/lunch (3)
- Wineries (3)
- Deli (1)
- Casual (5)
- Dinner only (1)
- Saloon (1)

What makes it work?
- Nellie Bly: Largest kaleidoscope store in the world
- 14 galleries all featuring local artists
- Western Heritage Furniture: Tim McClellan
- Irreverent, eclectic, fun, casual, a mix of cultures and styles.

It’s 100% organic to Jerome. No chains. No franchises.
Mahone Bay, NS
Population: 1,035
Drive times:
Halifax: 1 hour
Lunenburg: 15 minutes
Focus:
- Art shops | walkable | quiet
- Charming | beautiful
The business mix:
- 10 eateries | restaurants
  - Biscuit Eater Cafe & Books
  - Tea Brewery
  - LaHave Bakery
  - Mug & Anchor Pub
  - On My Cod
  - Saltbox Brewing
  - Barn Coffee & Social House
- 23 specialty retail shops
  - Amos Pewter
  - Northern Sun Gallery
  - 4 other galleries
  - 2 rug hooking studios
  - Whirlygig Factory
  - The Teaser (gift store)
  - Have a Yarn
  - Cosmic Hippie
  - Tummy to Mummy
  - Sprig Apothecary
  - Mahone Bay Trading (footwear)
  - Sugar Bubbles Bath Bakery
  - Seamist Studio (pearl jewelry)
- 4 wellness centers
- 3 pet: boarding | learning | bathhouse & boutique

Nashville, Indiana
Population: 1,070

Drive times:
Indianapolis: 1 hour
Louisville: 1.5 hours
Cincinnati: 2 hours
St. Louis: 4 hours

Focus:
- Country living | galleries & shops
- Scenic | wooded | quiet
The business mix:
- 21 eateries including:
  - 3 wineries
  - 1 brewery
  - 3 ice cream shops
  - 3 coffee/tea shops
- 42 retail shops including:
  - 2 candle companies
  - 3 leather shops
  - 6 selling clothing/fashions
  - Caramel corn/jerky
  - Toys/games/home accents

Visitors center (Chamber)
Historical society
Brown County Playhouse
What to do next

Ask your locals:
1. What should be done to get you to spend more time downtown?
2. What types of shops would bring you downtown more often?
   - Name three
3. How often do you think you’d frequent those shops?
4. What hours should they be open to get you there more often?
5. What do you think downtown’s focus should be?
   - Food | antiques | art | music | kids & family | nightlife | other ideas?
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<th>NAICS Description</th>
<th>Avg. Number Per Community</th>
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<td>Full-service restaurants</td>
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<td>Drinking places (alcoholic bev.)</td>
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<td>Beauty salons</td>
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<td>Gasoline stations</td>
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<td>Auto. Med. &amp; electrical repair</td>
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<td>Grocery stores</td>
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<td>Other amusement (bowling, golf)</td>
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<td>Used merchandise stores</td>
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<td>Hardware stores</td>
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<td>Beauty salons</td>
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<td>Drinking places (alcoholic bev.)</td>
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<td>Other amusement (bowling, golf)</td>
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<td>Auto. med. &amp; electrical repair</td>
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<td>Gift, novelty, &amp; souvenir stores</td>
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<td>Used merchandise stores</td>
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<td>Grocery stores</td>
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<td>Pharmacies &amp; drug stores</td>
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Source: Retail and Service Business Mix Analysis of Wisconsin's Downtowns, Bill Ryan, Beverly Stensel, and Jangik Jin, University of Wisconsin – Extension.

**To Do**

2

Work with your property owners:
- Business mix
- Operating hours and days
- Pop-up shops
- Incentives
3

Visit other towns your size that have seen success

- Business mix
- Curb appeal
- Primary activities

<table>
<thead>
<tr>
<th>Town</th>
<th>Population</th>
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<td>Fish Creek, WI</td>
<td>1,000</td>
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<tr>
<td>LaConner, WA</td>
<td>950</td>
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<td>Sisters, OR</td>
<td>2,600</td>
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<td>McCloud, CA</td>
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<td>Rosebud, AB</td>
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<td>Oatman, AZ</td>
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<td>Cape May, NJ</td>
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<td>Woody Point, NL</td>
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“Consumers are increasingly spending at small businesses.” This has been increasing every year since 2012 and is steadily increasing as consumers want local, small shops.

“The general consumer trend is to shop small.”

- MasterCard SpendingPulse

Most common weaknesses of local shops*
1. Limited business hours
2. Poor customer service
3. Limited selection
4. High prices
5. Dated appearance or ugly buildings
6. Not marketing
7. Failing the show rooming test (merchandising & window displays)

*SmallBizSurvival.com
Biggest strengths of local shops*

1. Get to know you
2. Make customers feel loved
3. Fewer layers
4. More flexible
5. More knowledgeable
6. Innovative
7. Benefiting the local community

*SmallBizSurvival.com

Next in this series:
Step-by-step for recruiting tenants
Working with property owners and real estate agents
Incentives?
Here’s to making your downtown an amazing success!

For more how-to resources join us at DestinationDevelopment.org