BUSINESS RECRUITMENT PLAN
for the ARDMORE INITIATIVE
2018-2023

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LETTER from the BOARD CHAIR

Dear Stakeholders:

The Ardmore Business District is experiencing unprecedented growth in mixed-use development that will bring new shoppers into the downtown, as well as a burgeoning restaurant scene that is unrivaled in the Main Line.

In preparation for the future, the Ardmore Initiative embarked on the market study process to identify strategies for encouraging a healthy and vibrant business mix. Through quantitative research, a customer survey that received 704 responses, and five focus groups, we gathered the data needed to create a Business Recruitment Plan that balances the needs of all residents and visitors alike.

The plan that follows positions Downtown Ardmore for success by considering national retail trends, strengthening existing businesses, and recruiting merchants that fill gaps in the business mix. At the same time, by engaging residents and working with community organizations, we can ensure that diversity remains a strength in Ardmore.

With this plan in our toolkit, we can work together to ensure our downtown is a welcoming and inviting place to residents and shoppers for many years to come.

Sincerely,
Joe Petrucci
JPM Catering & Market

Rendering of One Ardmore Place by Dranoff Properties, to be located on Cricket Ave. in Downtown Ardmore

Rendering of Cricket Flats by Core Development, to be located on Cricket Ave. in Downtown Ardmore

Downtown Ardmore's shops offer a mix of services, a variety of retail goods, dining, and more.

INTRODUCTION

Managed by the Ardmore Initiative, the Ardmore Business District is a historic commercial corridor situated on the Main Line, the affluent western suburbs of Philadelphia. Ardmore is unique in that its residential community is the most socioeconomically and ethnically diverse on the Main Line. The Ardmore Business District is one-mile long and centers on the Ardmore Train Station and Lancaster Avenue, a major thoroughfare and state highway. In total, the Ardmore Business District contains 201 assessed properties and 235 first-floor businesses.

Just across the train tracks is Suburban Square, the nation's oldest shopping mall. Suburban Square is home to over 65 upscale chain businesses, including Besito Mexican, Eileen Fisher, and SoulCycle. With plans to develop a mixed-use project and open a luxury health club in the former Macy's and before that Strawbridge & Clothier building underway, Suburban Square is repositioning itself as an upscale lifestyle center rather than a suburban mall. As a shopping destination with attractive amenities, Suburban Square both competes with and increases the visibility of the Ardmore Business District. The Ardmore Initiative maintains a collaborative relationship with the management of Suburban Square.

The Ardmore Business District intersects the living, working, and shopping environment. Storefronts with upper-floor apartments create places where residents and workers can access shops and restaurants catering to convenience and leisure. As online shopping increases demand for convenient purchasing options, downtowns like the Ardmore Business District can remain commercially viable through creating and marketing the downtown's authentic shopping and dining experiences. Following the current trend of national retailers downsizing into brick and mortar showrooms with convenient online shopping, downtown businesses can also enhance online presence to bring more customers into their stores.

BUSINESS RECRUITMENT PLAN GOALS:

1. **Increase the longevity of existing small businesses.**

2. **Recruit new businesses that meet market-based demand.**

3. **Enhance commercial vitality through increased foot traffic.**

4. **Encourage a business mix that balances the needs of all stakeholders.**

5. **Promote the downtown as an appealing shopping and dining destination.**

STRATEGIES TO MEET EACH GOAL

These goals will be met through the following market-based strategies:

1. **Experiential Retail**
2. **Family-Friendly, Family-Serving**
3. **Specialty Food & Dining**

After providing a snapshot of existing conditions in Downtown Ardmore, the Business Recruitment Plan will dive into a detailed explanation of how the three market-based strategies can be used to meet the stated goals, thereby ensuring the downtown's commercial vitality in the next five years and beyond.

Map of Downtown Ardmore Business District
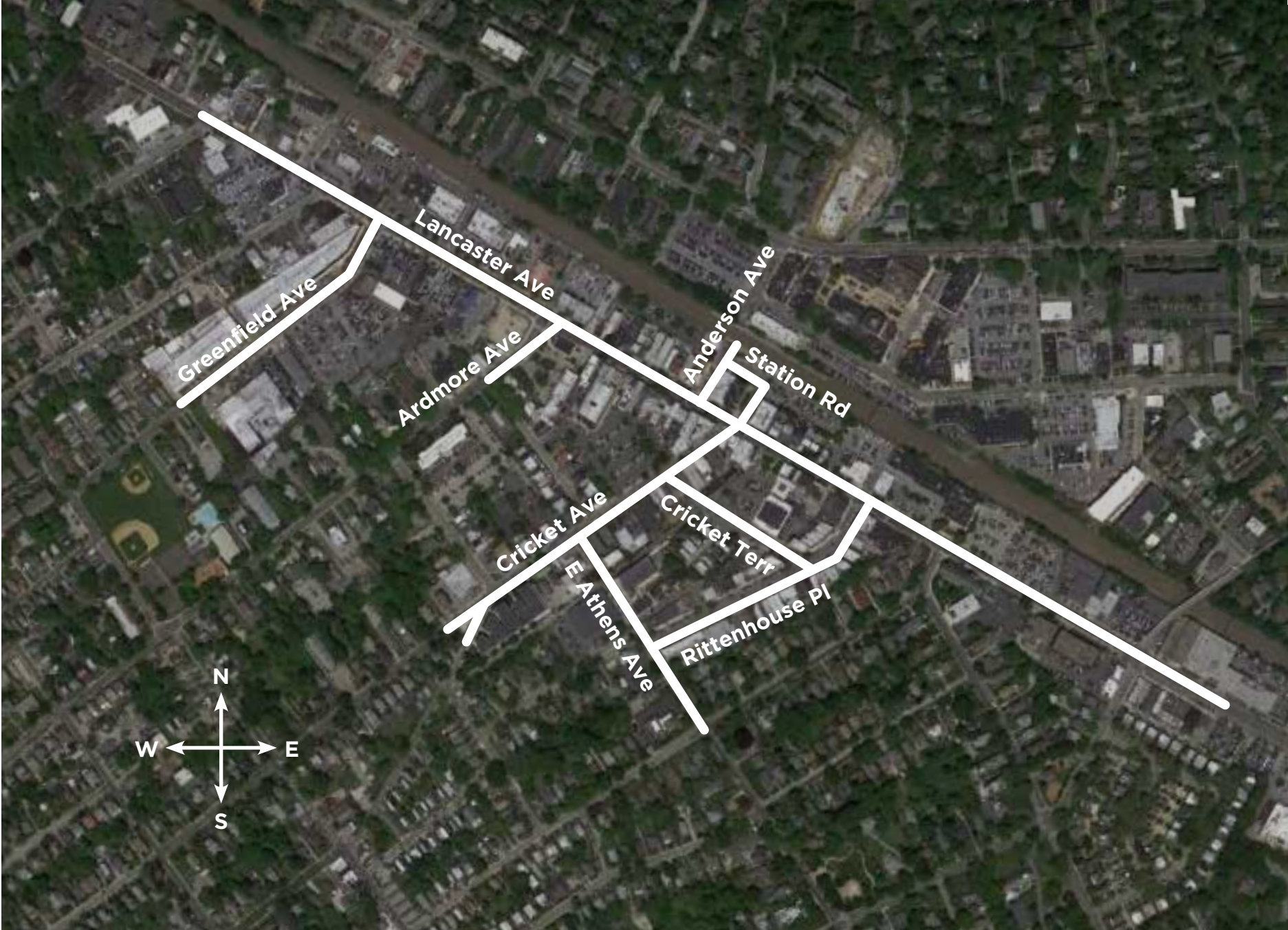
DOWNTOWN ARDMORE SNAPSHOT

NEARBY COLLEGES & UNIVERSITIES

Haverford College 1.3 miles

Harcum College 1.8 miles

Bryn Mawr College 2.1 miles

Saint Joseph's University 2.7 miles

Rosemont College 3.1 miles

Villanova University 3.1 miles

Cabrini College 5.7 miles

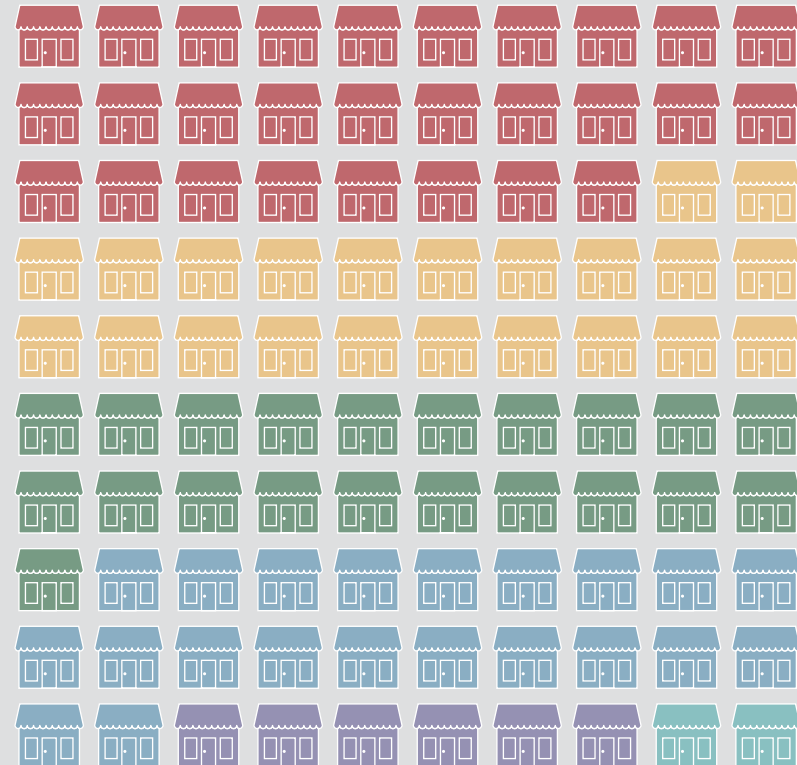**Eastern University** 5.8 miles

Valley Forge Military College 6.5 miles

BUSINESS MIX

■ **Retail & Experience** 28%
Goods, Entertainment, etc.

■ **Professional Service** 22%
Law, Insurance, etc.

■ **Dining** 21%
Restaurants, Take-out etc.

■ **Personal Service** 21%
Beauty, Fitness, etc.
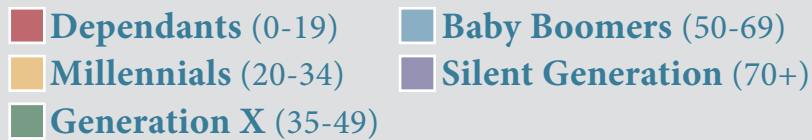
■ **Automobile** 6%
Sales, Parts, Service etc.

■ **Community** 2%
Government, Nonprofit, etc.

TRADE AREAS BY AGE COHORT

Conshohocken

Villanova

Bryn Mawr

Bala Cynwyd

Narberth

Wynnewood

Haverford

19003

Merion Station

Havertown

Circles do not reflect exact trade area boundaries.

Dependants (0-19)
Baby Boomers (50-69)
Millennials (20-34)
Silent Generation (70+)
Generation X (35-49)

Driving Trade Area

| 26% | 19% | 18% | 25% | 12% |
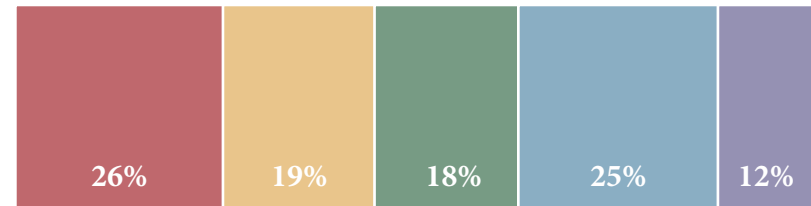
Families dominate the Driving Trade Area population.

19003

| 23% | 23% | 20% | 24% | 10% |
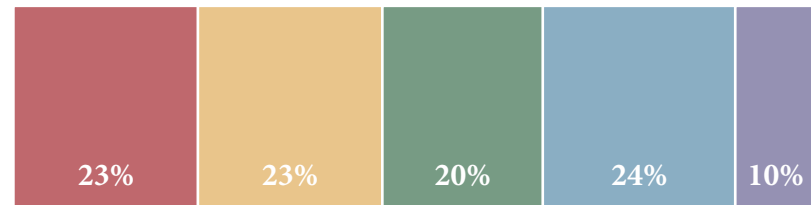
Baby Boomers are the largest age cohort in the 19003 zip code.

Downtown Ardmore

| 17% | 29% | 20% | 22% | 12% |
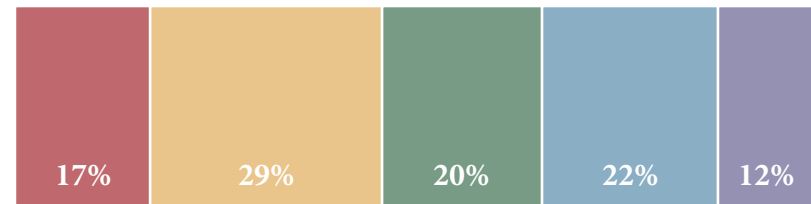
Millennials are the largest age cohort in Downtown Ardmore.

2011-2015 American Community Survey

TRADE AREAS BY RACE & ETHNICITY
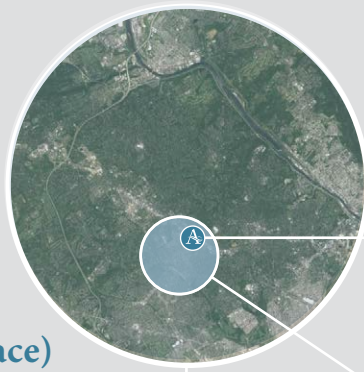
- **White**
- **Black or African American**
- **Asian**
- **Two or more races**
- **Other race**

American Indian & Alaska Native American or Native Hawaiian & Other Pacific Islanders reported at 0% in all trade areas.

- **Hispanic or Latino (of any race)**
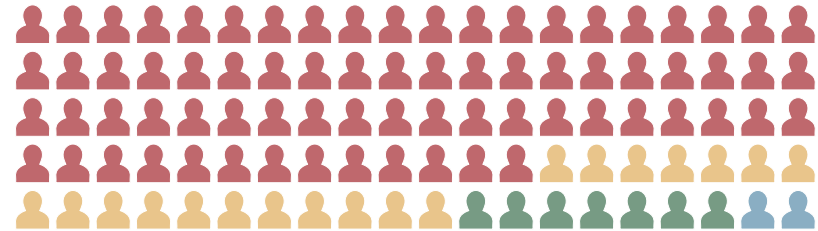
Downtown Ardmore

73% White
18% Black or African American
7% Asian
2% Two or more races
0% Other race

11% Hispanic (of any race)

Downtown Ardmore is more diverse than Ardmore as a whole and represents the heart of diversity in the Main Line.

Driving Trade Area

86% White
5% Black or African American
6% Asian
2% Two or more races
1% Other race

3% Hispanic (of any race)

The driving trade area is predominately white with other races making up only 14% of the population.

19003

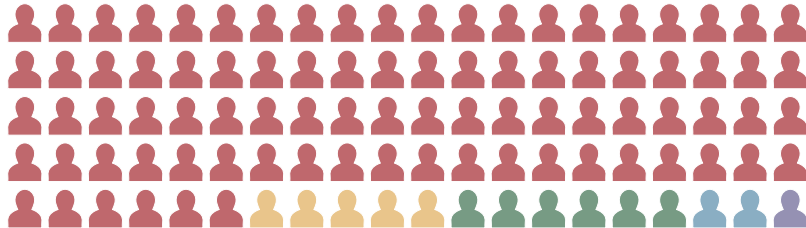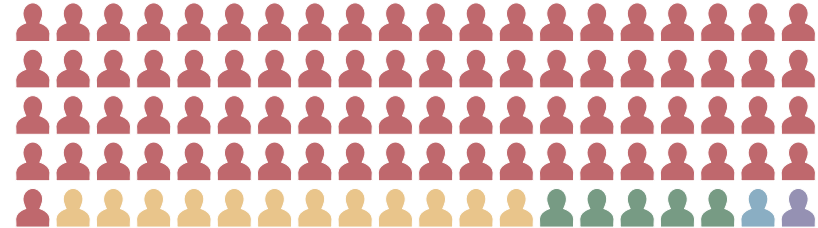81% White
12% Black or African American
5% Asian
2% Two or more races
1% Other race

8% Hispanic (of any race)

Ardmore is the most racially and ethnically diverse town in the Main Line area.

2011-2015 American Community Survey

2000 - 2015 DEMOGRAPHIC CHANGES

Driving Trade Area

5% White

2% Asian

2% Hispanic

White decreased from 91% to 86%, African American increased from 4% to 5%, Asian increased from 4% to 6%, and Hispanic as an ethnicity increased from 1% to 3%.

19003
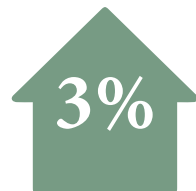
2% White

3% Asian

6% Hispanic

White decreased from 83% to 81%, African American remained stable at 12%, Asian increased from 3% to 5%, and Hispanic as an ethnicity increased from 2% to 8%.

2000 Census and 2015 American Community Survey

TRADE AREAS BY INCOME

Driving Trade Area

$112,229 Median Household Income

The larger Main Line area has some of the highest earners and household incomes, on average, in the region.

19003

$78,597 Median Household Income

19003 has higher household incomes than Downtown Ardmore but lower incomes than the Driving Trade Area.

Downtown Ardmore

$59,296 Median Household Income

This trade area has the most economic diversity, with high, middle, and low income residents inhabiting the downtown.

2011-2015 American Community Survey

PSYCHOGRAPHIC PROFILE SUMMARY

What is Psychographic Profile Segmentation?

Psychographic segmentation is a common practice in marketing that divides up a market population - in this case Ardmore's zip code - into easy to understand groups based on their personality traits, values, attitudes, interests, lifestyles and spending habits. By knowing the basic types of consumers in Ardmore's zip code and how they spend their money, downtown businesses can better tailor their goods and services to attract these types of consumers.
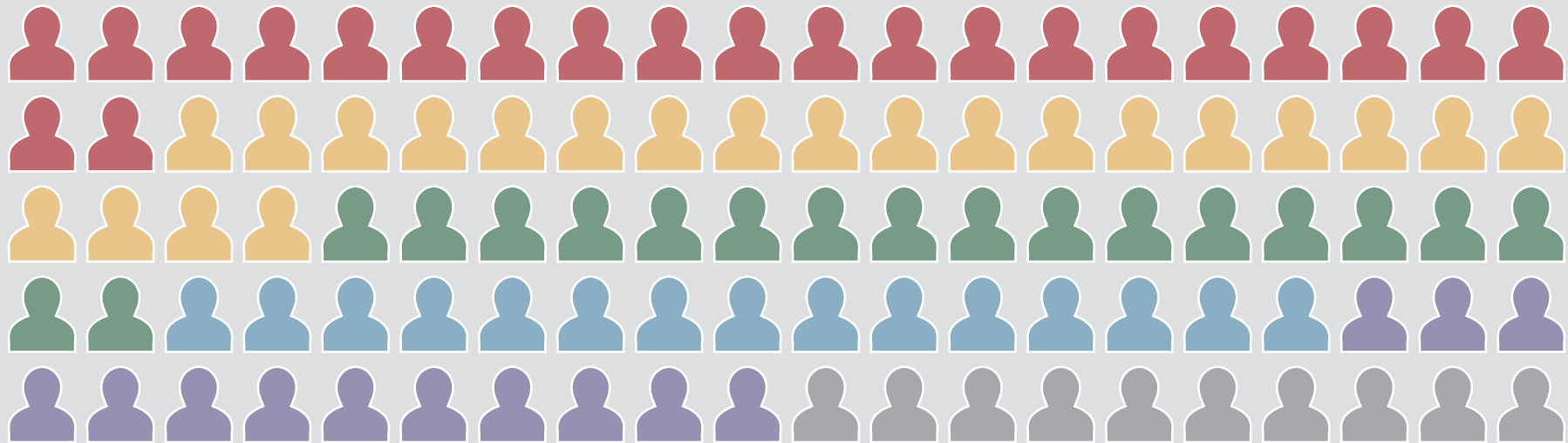
Top Ranked Psychographic Profiles for Zip Code 19003

1 **City Lights** 22% of 19003
1.5% of total U.S. population

2 **Urban Chic** 22% of 19003
1.3% of total U.S. population

3 **Metro Renters** 18% of 19003
1.6% of total U.S. population

4 **Top Tier** 15% of 19003
1.7% of total U.S. population

5 **Emerald City** 13% of 19003
1.4% of total U.S. population

6 **All Others** 10% of 19003
92.5% of total U.S. population

City Lights

While most households own one vehicle, City Lights use public transportation daily. Compared to national averages, they spend 17% more of their budget on Housing and 10% more on Food. They are generally health-conscious consumers, and prefer to shop at warehouse clubs and Walmart or Target.

$60,000 Median Household Income

38.8 Median Age   **2.56** Average Household Size

Race & Ethnicity

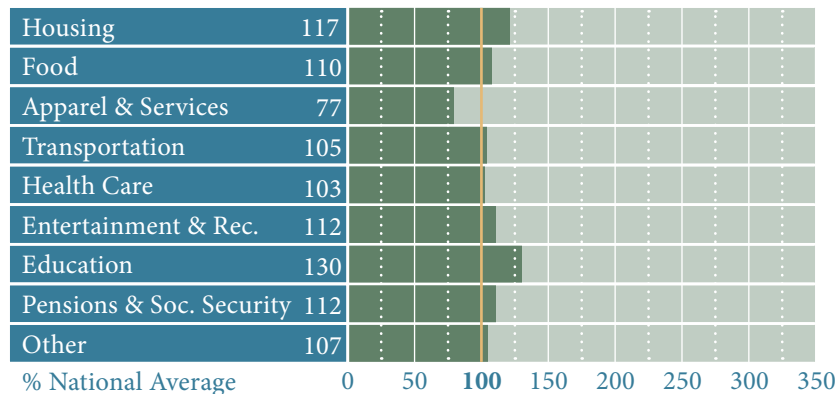|		
62.6% White	0.5% Amer. Indian	9.5% Other
10.5% Black	12.1% Asian & Pac. Islander	4.7% Multiple

24.2% Hispanic (of any race)

Average Household Budget Index

Category	Index
Housing	117
Food	110
Apparel & Services	77
Transportation	105
Health Care	103
Entertainment & Rec.	112
Education	130
Pensions & Soc. Security	112
Other	107

% National Average   0   50   100   150   200   250   300   350

This index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average.

Urban Chic

While Urban Chic typically own two vehicles, they live "green" lifestyles and commuting by bike is common. They spend greater than the national average on several categories, including Education, (101% more), Pensions & Social Security (90% more), Entertainment & Recreation (87% more), Housing (87% more), and Food (74% more).

$98,000 Median Household Income

42.6 Median Age   **2.37** Average Household Size

Race & Ethnicity

80.9% White	0.3% Amer. Indian	2.6% Other
4.2% Black	8.4% Asian & Pac. Islander	3.6% Multiple

9.6% Hispanic (of any race)
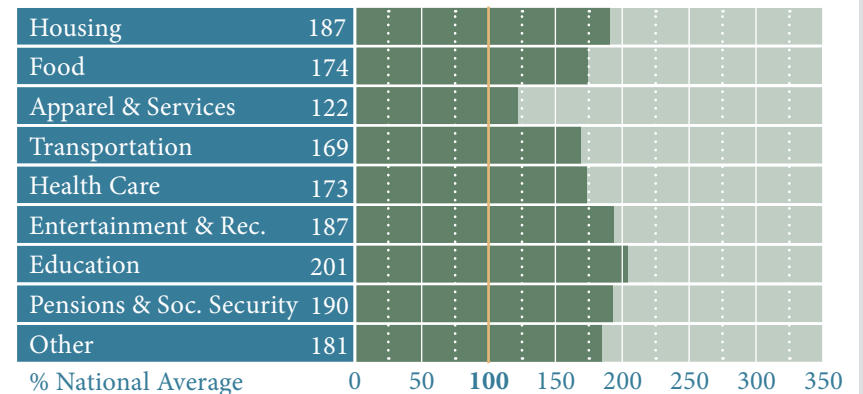
Average Household Budget Index

Category	Index
Housing	187
Food	174
Apparel & Services	122
Transportation	169
Health Care	173
Entertainment & Rec.	187
Education	201
Pensions & Soc. Security	190
Other	181

% National Average   0   50   100   150   200   250   300   350

This index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average.

Metro Renters

Metro Renters make up 18.1% of the Ardmore population. Metro Renters are highly educated and mobile, preferring to live alone or with a roommate. Over 80% are renters. Instead of driving, Metro Renters take taxis, walk, or bike. Many are still enrolled in college. Compared to national averages, they spend 27% more on Education, 11% more on Housing, and 11% more on Food.

$52,000 Median Household Income

31.8 Median Age   1.66 Average Household Size

Race & Ethnicity

69.3% White	0.4% Amer. Indian	3.4% Other
10.7% Black	12.7% Asian & Pac. Islander	3.5% Multiple
11.1% Hispanic (of any race)		

Average Household Budget Index

Category	Index
Housing	111
Food	111
Apparel & Services	79
Transportation	106
Health Care	88
Entertainment & Rec.	104
Education	127
Pensions & Soc. Security	105
Other	100

% National Average   0   50   100   150   200   250   300   350

This index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average.

Top Tier

Top Tier makes up 15.3% of the population. Those in the Top Tier enjoy cooking at home with quality, organic foods. They spend well above the national average in all categories, including Pension & Social Security (191% more), Entertainment & R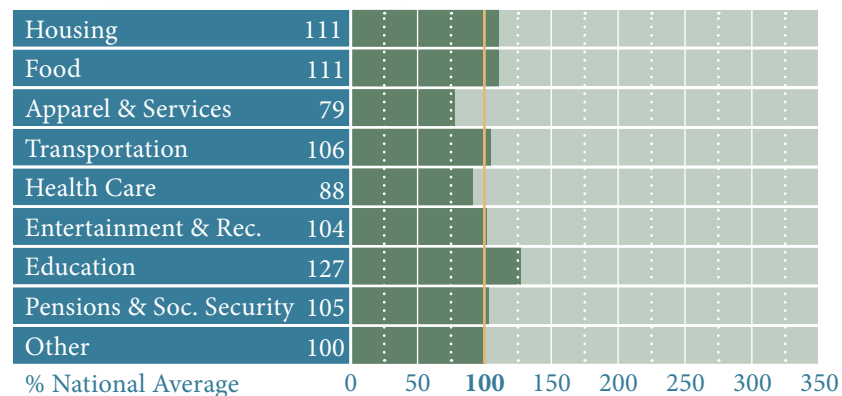ecreation (180% more), Housing (172% more), Food (146% more), and Apparel (78% more). They also donate to philanthropic causes.

$157,000 Median Household

46.2 Median Age   2.82 Average Household Size

Race & Ethnicity

84.9% White	0.2% Amer. Indian	0.9% Other
2.1% Black	9.6% Asian & Pac. Islander	2.4% Multiple
5.4% Hispanic (of any race)		
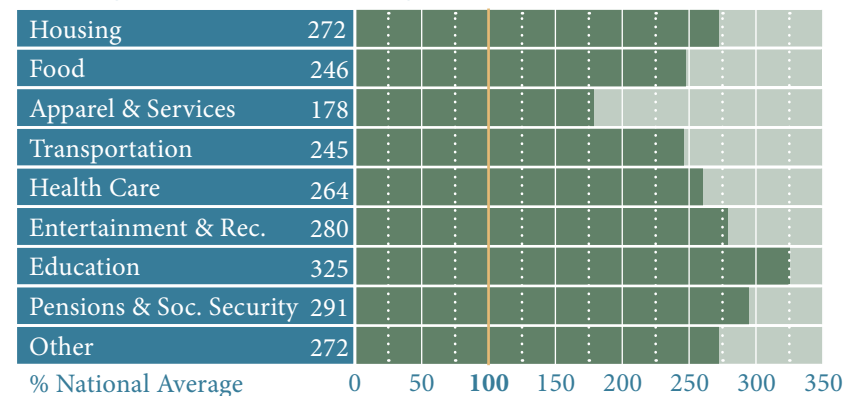
Average Household Budget Index

Category	Index
Housing	272
Food	246
Apparel & Services	178
Transportation	245
Health Care	264
Entertainment & Rec.	280
Education	325
Pensions & Soc. Security	291
Other	272

% National Average   0   50   100   150   200   250   300   350

This index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average.

Emerald City

Emerald City represents 12.8% of the population. Over half of households are single-person or non-family. They spend a significant portion of their time on the Internet or at the gym. Those in the Emerald City segment spend about the national average on Housing, Food, Transportation, and Entertainment & Recreation. They spend 32% less on Apparel & Services.

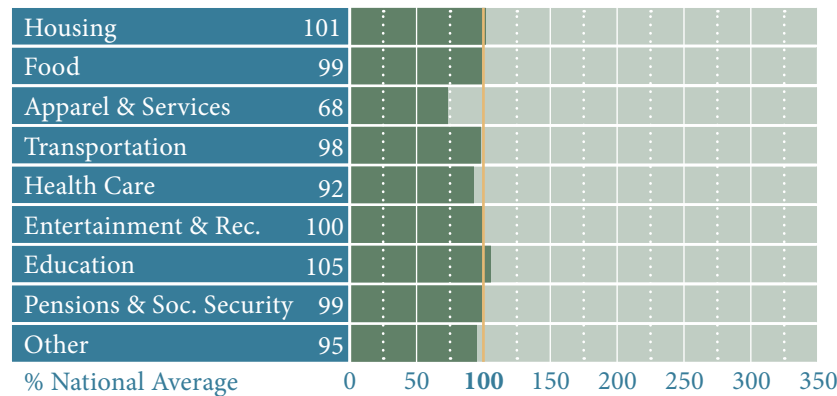## $52,000 Median Household Income

36.6 Median Age   2.05 Average Household Size

Race & Ethnicity

79.3% White

8.9% Black

10.5% Hispanic (of any race)

0.8% Amer. Indian

4.4% Asian & Pac. Islander

3.2% Other

3.3% Multiple

Average Household Budget Index

Category	Index
Housing	101
Food	99
Apparel & Services	68
Transportation	98
Health Care	92
Entertainment & Rec.	100
Education	105
Pensions & Soc. Security	99
Other	95

% National Average   0   50   **100**   150   200   250   300   350

This index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average.

Restaurant goers enjoy dinner at A La Maison, which serves traditional French dishes in an upscale setting.
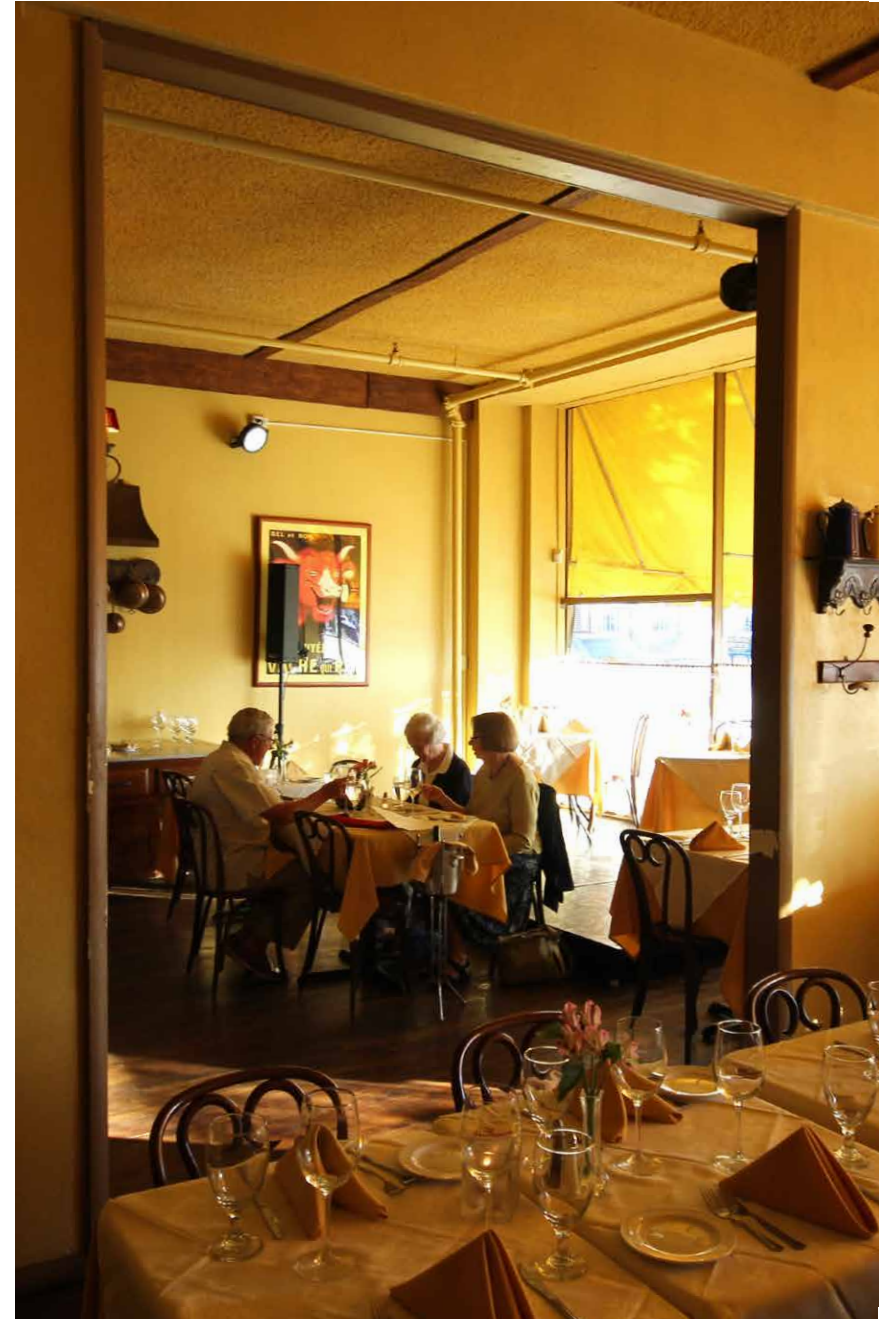
STRATEGIES for EACH GOAL

EXPERIENTIAL RETAIL

"Experiential retail" encompasses physical retail spaces utilizing an omni-channel approach to provide customers with authentic, personalized experiences. Examples of experiential retail include retail shops that offer in-store classes on how to use their products, social opportunities such as wine or food tastings, and hybrid-retail concepts such as a coffee shop doubling as a bookstore. Most importantly, experiential retail encourages strengthening both online presence and in-store customer service. For example, a boutique clothing store could sell inventory online while also offering complementary in-store personal styling. Through experiential retail, small business owners can compete in a world where most goods can now be purchased online.

Experiential retail can be used to meet the goals of the Business Recruitment Plan in the following ways:

Increase the longevity of existing small businesses by...

- Identifying businesses with weak online presence and offering social media, website, and photography assistance as needed.
- Creating and maintaining a list of social media, website, photography, and other related services and share with businesses. Creating a social media handbook for businesses to follow. Hiring a social media intern to provide one-on-one assistance with merchants.
- Encouraging businesses to take control of their social media presence by sharing their story on their business pages, posting and responding to comments regularly, and including promotional introductory videos in the "about" section.
- Encouraging businesses to take high-quality photographs of their inventory for social media posts, especially Instagram.

- Encouraging businesses to provide personalized services that meet the needs of their customers, especially families, Millennials, and Baby Boomers. Depending on the business, this could include babysitting, personal styling, or convenient pick-up and delivery options.
- Encouraging businesses to use e-commerce platforms such as eBay, Etsy, and even Facebook Live to sell inventory, especially during slower retail seasons.
- Where appropriate, encouraging businesses to sell and promote products that are natural, fair trade, and ethically sourced.

Recruit new businesses that meet market-based demand by...

- Recruiting the following experiential retail businesses, including hybrid business types, identified by participants of the market study:
  · Art Gallery
  · Bar or Restaurant with Pool Tables/Arcade Games/Open Mic
  · Café or Bookstore with Open Mic or Apparel
  · Co-op Artisan Space
  · Fabric or Yarn Store with Workshops
  · Fair Trade Artisan Gift or Clothing Store
  · Hobby Store with Workshops

Enhance commercial vitality through increased foot traffic by...

- Planning promotional events that increase foot traffic to several businesses at once, such as Ladies Night Out.

Encourage a business mix that balances the needs of all stakeholders by...

- Pursuing hybrid business types that provide spaces where people of different ages can socialize while shopping or dining as requested by participants of the Focus Group.
- Related to all strategies, working with community organizations to improve the relationship between South Ardmore and businesses in the downtown.

Promote the downtown as an appealing shopping and dining destination by...

- Continuing to use the Destination Ardmore website, Facebook, e-blasts, and timely press releases to promote small business owners.

- Using the Destination Ardmore Instagram page to showcase inventory of businesses in the downtown

- Creating a shop-local campaign to connect residents with existing businesses.

- Building relationships with local colleges in order to communicate retail-related news, promotions, and events to students.

Calliope Music offers experiential retail by selling sheet music, hosting musical performances, and offering instrument rentals.

Past*Present*Future carries one of a kind art, decor, jewelry and more, offering a truly unique shopping experience.

FAMILY-FRIENDLY, FAMILY-SERVING

Introducing family-friendly, family-serving promotions, events, and activities is a strategy for enhancing commercial vitality through increased foot traffic and customers in the door, especially in the early evenings and on Saturdays. Businesses can create an environment more inclusive to families by offering incentives such as kids eat free, in-store play areas, and back-to-school sales. Encouraging cross-promotion between businesses that service multiple family members, such as hair salons, toy stores, and restaurants, can also make the downtown more appealing to families. Considering the strong presence of families on the Main Line, it is important that family-friendly, family-serving remain at the top of mind for business owners.

The Family-Friendly, Family-Serving strategy can be used to meet the goals of the Business Recruitment Plan in the following ways:

Increase the longevity of existing small businesses by...

- Encouraging businesses to create an environment more inclusive to families by offering incentives such as kids eat free, in-store play areas, and back-to-school sales.
- Encouraging cross-promotion between businesses that service multiple family members, such as hair salons, toy stores, and restaurants.

Recruit new businesses that meet market-based demand by...

- Recruiting the following family-friendly, family-serving businesses identified by participants of the market study:
  · Bowling Alley
  · Family Entertainment Space
  · Family-friendly Restaurants (e.g., The Greeks in Narberth)
  · Indoor Learning and Play Space

Enhance commercial vitality through increased foot traffic by...

- Continuing to partner with community organizations to host and support seasonal outdoor events that families enjoy, such as the Easter Egg Hunt, Halloween Spooktacular, Cricket Boo, and Cricket Cringle.
- Implementing streetscape improvements that make the downtown more walkable, cohesive, and pleasant, such as artistic streetscape furniture, holiday lighting, and benches at bus stops.
- Reimagining Schauffele Plaza as an inviting and lively public space through pop-up events and activities, such as a pop-up library, food fairs, and outdoor games.

Encourage a business mix that balances the needs of all stakeholders by...

- Pursuing community spaces where families can socialize and enjoy educational programming as requested by participants of the Focus Group.
- Related to all strategies, working with community organizations to improve the relationship between South Ardmore and businesses in the downtown.

Promote the downtown as an appealing shopping and dining destination by...

- Continuing to use the Destination Ardmore website, Facebook, e-blasts, and timely press releases to promote family-friendly, family-serving events in the downtown.
- Continuing to create seasonal event and shopping guides and promote them widely on social media and through press releases.
- Redesigning the Destination Ardmore website to make the events calendar more apparent and functional.
- Using live-action social media features, such as Facebook Live and Instagram Stories, while at events to engage the community.
- Developing relationships with local schools and other family-serving organizations to promote the downtown to.
- Creating a shop-local campaign that highlights family-friendly businesses, especially those that are cross-promoting.

PucciManuli in Downtown Ardmore sells a collection of finely crafted gifts for children of all ages.

SPECIALTY FOOD & DINING

In 2017, Ardmore had over 45 restaurants and a variety of retail outlets that sell specialty food products, but more can be done to offer customers natural, organic or sustainably sourced products and services to meet the needs of Ardmore residents who shop at different price points. Ardmore residents are committed "foodies" and want more opportunities to run downtown to purchase ethnic, vegetarian, organic, or specialty foods for a weekday dinner or a special occasion. Existing restaurants can increase their appeal to this foodie culture by naming their local ingredients or suppliers or revising or reinforcing their menus to focus on locally grown or raised products. Retail food purveyors can broaden their price points to appeal to a wider variety of customers.

The Specialty Food & Dining strategy can be used to meet the goals of the Business Recruitment Plan in the following ways:

Increase the longevity of existing small businesses by...

- Encouraging businesses to promote their usage of natural and organic foods.
- Encouraging businesses to use environmentally sustainable materials, such as biodegradable take-out containers and utensils.
- Related to Experiential Retail, encouraging businesses to take control of their social media presence by sharing their story on their business pages, posting and responding to comments regularly, and including promotional introductory videos in the "about" section.
- Encouraging businesses to take high-quality photographs of their menu.

Recruit new businesses that meet market-based demand by...

- Recruiting the following Specialty Food & Dining businesses identified in the market study:
  · Bakery
  · Bar or Restaurant with Pool Tables/Arcade Games/Open Mic
  · Beer Garden or Rooftop Bar
  · Coffee Shop

· Healthy Fast Casual Restaurant
· Ice Cream Parlor
· International Cuisines (e.g., Ethiopian, Italian, and Indian)
· International Market
· Late-Night Diner
· Organic Food Store
· Soul Food Restaurant

Enhance commercial vitality through increased foot traffic by...

- Continuing to partner with merchants and related organizations to plan special dining events like Ardmore Restaurant Week.
- Where appropriate, encouraging restaurants to stay open later as many in the Focus Groups reported a lack of late-night dining options.

Encourage a business mix that balances the needs of all stakeholders by...

- Welcoming new dining options that appeal to diverse consumers in both cuisine and price point while simultaneously strengthening the dining scene.
- Pursuing hybrid business types that provide spaces where people of different ages can socialize while shopping or dining as requested by participants of the Focus Groups.
- Related to all strategies, working with community organizations to improve the relationship between South Ardmore and businesses in the downtown.

Promote the downtown as an appealing shopping and dining destination by...

- Monitoring the Philadelphia dining scene to identify new trends. Recruiting businesses of those types and promoting heavily to the press as part of a greater dining story.

- Continuing to use the Destination Ardmore website, Facebook, e-blasts, and timely press releases to promote new restaurants, dining events and dining-related promotions in the downtown.
- Using live-action social media features, such as Facebook Live and Instagram Stories, to introduce restaurants to followers.
- Building relationships with local colleges in order to communicate dining-related news, promotions, and events to students.
- Creating a downtown dining passport to encourage diners to try multiple restaurants in the downtown.

Downtown Ardmore's Delice et Chocolat is an authentic French pastry shop and cafe.

BUSINESS TYPES TO RECRUIT

Through the Downtown Ardmore Customer Survey and subsequent Focus Groups, residents and shoppers indicated that they would frequent Downtown Ardmore more often if the following types of businesses existed. The viability of these businesses were then confirmed with market-based data detailed in the Market Analysis Report, which can be found on www.ardmoreinitiative.org under "Reports."

The Ardmore Initiative should prioritize recruitment of the following types of businesses into existing and upcoming vacancies where appropriate:

- Art Gallery
- Bakery
- Bar or Restaurant with Pool Tables/Arcade Games/Open Mic
- Beer Garden or Rooftop Bar
- Bowling Alley
- Café or Bookstore with Open Mic or Apparel
- Coffee Shop
- Co-op Artisan Space
- Fabric or Yarn Store with Workshops
- Fair Trade Artisan Gift or Clothing Store
- Family Entertainment Space
- Family-friendly Restaurants (i.e. The Greeks in Narberth)
- Healthy Fast Casual Restaurant
- Hobby Store with Workshops
- Ice Cream Parlor
- Indoor Learning and Play Space
- International Cuisines (e.g., Ethiopian, Italian, and Indian)
- International Market
- Late Night Diner
- Organic Foods Store
- Soul Food Restaurant with Live Jazz

CONCLUSION

In the next few years, with the anticipated completion of three mixed-used, rental apartment buildings in the downtown and a fourth in Suburban Square, Downtown Ardmore will see both a shift in demographic makeup and the opportunity to fill a handful of new, modern storefronts. By following the Business Recruitment Plan, which takes into consideration the shopping preferences of both existing and incoming residents, the Ardmore Initiative can help craft a new and vital business mix for Downtown Ardmore that reflects the socioeconomic diversity of its residents and their shopping preferences. The market-based strategies identified in this report – Experiential Retail, Family-friendly, Family-serving, and Specialty Food & Dining – will help increase the economic vitality in the downtown for many years to come.

Harry's Treasures and Collectibles offers a curiosity-filled atmosphere that just can't be duplicated online.

CREDITS

This report was written by Marie Suvansin, Executive Director of the Ardmore Initiative.

Marie Suvanisin

Marie Suvansin has been an employee of the Ardmore Initiative since 2015, when she started as Assistant Executive Director. She holds a master's degree in city planning with a concentration in community and economic development from the University of Pennsylvania. Her focus within city planning is market analysis and the application of market-based strategies in strategic planning and commercial corridor revitalization.

Marie moved to the Philadelphia area in 2013 to attend the University of Pennsylvania. Prior to that, she spent a year abroad teaching English and community research at Northeastern University in China. Through her cross-cultural experiences, she has developed a strong interest in the intersection of food culture, immigration, and policy.

Following the Four Point Main Street Approach™, at the Ardmore Initiative, Marie oversees the implementation of market-based strategies through comprehensive work in Economic Vitality, Design, Organization, and Promotion. She believes that inclusive, people-focused approaches are at the heart of economically vibrant downtowns.

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