

# VISIONEERING STUDIOS



REAL ESTATE

DESIGN & ARCHITECTURE

CONSTRUCTION

# 3 QUESTIONS EVERY CHURCH SHOULD ASK

- How can we increase the “Length of Stay?”
- How can we activate our property during the week?
- How can we increase revenue?

*“It’s long past the time for churches to stop building facilities on islands of land entirely to themselves and start planning for mixed-use development from which the entire community can benefit.”*

**Mark DeYmaz**, *The Coming Revolution in Church Economics*

*“In doing so, literally, the church can be built into the community, become incarnate with the community, and by leveraging resources and assets generate income that can potentially pay for the project.”*

**Mark DeYmaz**, *The Coming Revolution in Church Economics*

# DEVELOPMENT OPPORTUNITIES

- Retail
- Food and beverage
- Health and wellness
- Active Senior Living
- Pre-school / school
- Artisan / boutique stores

# GETTING STARTED

- Market Study
- Master Plan
- Move Forward



# MARKET STUDY

## Top Twenty Tapestry Segments

Rank	Tapestry Segment	2020 Households		2020 U.S.
		Percent	Cumulative Percent	Percent
1	Professional Pride (1B)	26.1%	26.1%	1.6%
2	Enterprising Professionals (2D)	20.8%	46.9%	1.4%
3	Boomburbs (1C)	19.7%	66.6%	1.8%
4	Up and Coming Families (7A)	8.2%	74.8%	2.5%
5	Savvy Suburbanites (1D)	6.2%	80.9%	3.0%
	<b>Subtotal</b>	<b>81.0%</b>		<b>10.3%</b>
6	Bright Young Professionals (8C)	3.8%	84.7%	2.3%
7	Young and Restless (11B)	2.8%	87.5%	1.7%
8	Soccer Moms (4A)	2.3%	89.8%	3.0%
9	Urban Villages (7B)	2.0%	91.8%	1.0%
10	Home Improvement (4B)	2.0%	93.8%	1.7%
	<b>Subtotal</b>	<b>12.9%</b>		<b>9.7%</b>



# TAPESTRY SEGMENTATION

The Fabric of America's Neighborhoods



## UNITED STATES OF AMERICA

Total Population: 327,514,300    Median Income: \$56,100    Home Ownership Rate: 62.7%  
 Total Households: 123,158,900    Median Net Worth: \$93,300    Average Household Size: 2.59  
 Median Age: 38.2    Diversity Index: 64.0    Median Home Value: \$207,300



- ### LIFEMODE SUMMARY GROUPS
- 1. Affluent Estates: Established wealth—educated, well-to-do married couples in higher density neighborhoods
  - 2. Upscale Avenues: Prosperous, married couples in higher density neighborhoods
  - 3. Uptown Individuals: Younger, urban singles on the move
  - 4. Family Landscapes: Successful younger families in newer housing
  - 5. Gen X Urban: Gen X in middle age; families with fewer kids and a mortgage
  - 6. Cozy Country Living: Empty nesters in bucolic settings
  - 7. Ethnic Enclaves: Established diversity—young, Hispanic homeowners with families
  - 8. Middle Ground: Lifestyles of thirtysomethings
  - 9. Senior Styles: Senior lifestyles reveal the effects of saving for retirement
  - 10. Rustic Outposts: Country life with older families, older homes
  - 11. Midtown Singles: Millennials on the move; single, diverse, and urban
  - 12. Hometown: Growing up and staying close to home; single householders
  - 13. Next Wave: Urban denizens; young, diverse, hardworking families
  - 14. Scholars and Patriots: College campuses and military neighborhoods

- ### URBANIZATION SUMMARY GROUPS
1. Principal Urban Centers: Young, mobile, diverse in metros of 2.5+ million people
  2. Urban Periphery: City life for starting families with single-family homes
  3. Metro Cities: Affordable city life, including smaller metros, satellite cities
  4. Suburban Periphery: Affluence in the suburbs, married couple-families, longer commutes
  5. Semirural: Small town living, families with affordable homes
  6. Rural: Country living with older families, low density, and low diversity

- ### DEFINITIONS IN THE SEGMENT DESCRIPTIONS
- Household (HH) types: Family and nonfamily
- Family: Married couples
  - Family: Married couples with children
  - Family: Single parent
  - Nonfamily: Singles
  - Nonfamily: Shared

### SEGMENT LEGEND

**Segment Name**

**Household Type**

**Employment Rate/Ethnicity**

**Segment Number:** Refers to the LifeMode Summary Group

**Segment Name:** Each unique name for the segment

**Households:** Represents the typical number of people and type of household (Family includes married couples and single parents; single householders and shared households are nonfamily)

**Home Value:** Represents a typical dwelling for this segment

**Median Age:** Median age of the segment, compared to the US median

**Median Income:** Median household income of the segment, compared to the US median income

**Households:** Total households of the segment

The number in the lower left corner indicates the Urbanization Summary Group

FOR MORE INFORMATION ABOUT TAPESTRY SEGMENTATION  
 • Call 1-800-427-9778  
 • Visit [esri.com/tapestry](http://esri.com/tapestry)  
 • Send an e-mail to [info@esri.com](mailto:info@esri.com)



<b>2017 Industry Summary</b>	<b>NAICS</b>	<b>Demand</b> (Retail Potential)	<b>Supply</b> (Retail Sales)	<b>Retail Gap</b>	<b>Leakage/Surplus</b> <b>Factor</b>	<b>Number of</b> <b>Businesses</b>
Total Retail Trade and Food & Drink	44-45,722	\$1,651,855,008	\$1,750,419,513	-\$98,564,505	-2.9	599
Total Retail Trade	44-45	\$1,484,388,504	\$1,568,293,796	-\$83,905,292	-2.7	404
Total Food & Drink	722	\$167,466,504	\$182,125,717	-\$14,659,213	-4.2	195
<b>2017 Industry Group</b>	<b>NAICS</b>	<b>Demand</b> (Retail Potential)	<b>Supply</b> (Retail Sales)	<b>Retail Gap</b>	<b>Leakage/Surplus</b> <b>Factor</b>	<b>Number of</b> <b>Businesses</b>
Motor Vehicle & Parts Dealers	441	\$319,421,205	\$301,643,040	\$17,778,165	2.9	22
Automobile Dealers	4411	\$256,946,639	\$277,931,438	-\$20,984,799	-3.9	9
Other Motor Vehicle Dealers	4412	\$34,071,782	\$0	\$34,071,782	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$28,402,783	\$23,711,602	\$4,691,181	9.0	13
Furniture & Home Furnishings Stores	442	\$52,312,834	\$51,388,884	\$923,950	0.9	22
Furniture Stores	4421	\$30,602,430	\$38,426,875	-\$7,824,445	-11.3	14
Home Furnishings Stores	4422	\$21,710,404	\$12,962,009	\$8,748,395	25.2	8
Electronics & Appliance Stores	443	\$54,497,842	\$20,506,816	\$33,991,026	45.3	18
Bldg Materials, Garden Equip. & Supply Stores	444	\$95,568,428	\$15,576,050	\$79,992,378	72.0	15
Bldg Material & Supplies Dealers	4441	\$90,071,320	\$14,966,120	\$75,105,200	71.5	14
Lawn & Garden Equip & Supply Stores	4442	\$5,497,108	\$609,930	\$4,887,178	80.0	1
Food & Beverage Stores	445	\$268,922,842	\$261,901,052	\$7,021,790	1.3	40
Grocery Stores	4451	\$243,670,125	\$241,013,763	\$2,656,362	0.5	29
Specialty Food Stores	4452	\$11,412,751	\$2,216,715	\$9,196,036	67.5	5
Beer, Wine & Liquor Stores	4453	\$13,839,965	\$18,670,574	-\$4,830,609	-14.9	6
Health & Personal Care Stores	446,4461	\$85,016,501	\$92,324,954	-\$7,308,453	-4.1	55
Gasoline Stations	447,4471	\$147,294,940	\$59,123,827	\$88,171,113	42.7	17
Clothing & Clothing Accessories Stores	448	\$68,648,198	\$134,812,947	-\$66,164,749	-32.5	93
Clothing Stores	4481	\$45,358,292	\$91,526,558	-\$46,168,266	-33.7	58
Shoe Stores	4482	\$9,560,575	\$22,340,272	-\$12,779,697	-40.1	20
Jewelry, Luggage & Leather Goods Stores	4483	\$13,729,331	\$20,946,117	-\$7,216,786	-20.8	16
Sporting Goods, Hobby, Book & Music Stores	451	\$51,370,276	\$65,004,890	-\$13,634,614	-11.7	33
Sporting Goods/Hobby/Musical Instr Stores	4511	\$45,732,522	\$53,097,207	-\$7,364,685	-7.5	25
Book, Periodical & Music Stores	4512	\$5,637,754	\$11,907,683	-\$6,269,929	-35.7	8

## 2017 Leakage/Surplus Factor by Industry Group

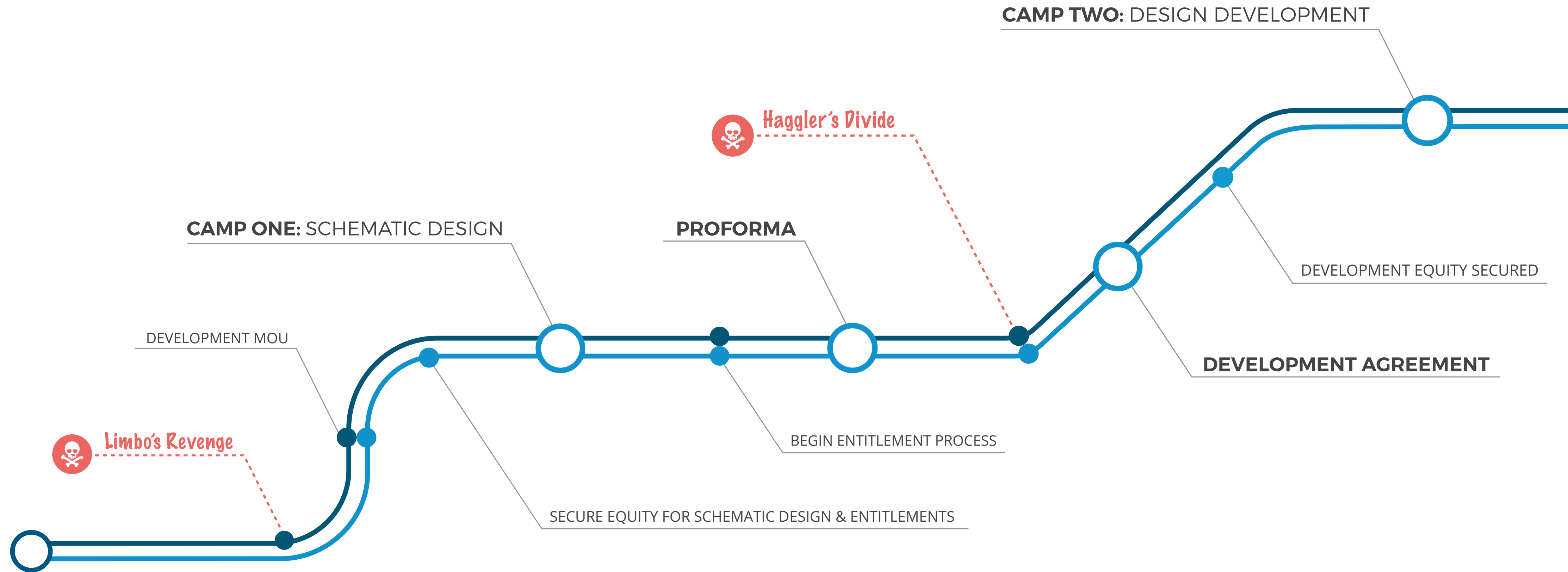


Product/Consumer Behavior	Expected Number of		MPI
	Adults	Percent	
Went to fast food restaurant in the last 6 months: eat in	31,318	36.4%	102
Went to fast food restaurant in the last 6 months: home delivery	8,181	9.5%	113
Went to fast food restaurant in the last 6 months: take-out/drive-thru	42,366	49.3%	107
Went to fast food restaurant in the last 6 months: take-out/walk-in	18,505	21.5%	104
Went to fast food restaurant in the last 6 months: breakfast	30,948	36.0%	104
Went to fast food restaurant in the last 6 months: lunch	44,079	51.2%	104
Went to fast food restaurant in the last 6 months: dinner	41,654	48.4%	106
Went to fast food restaurant in the last 6 months: snack	11,375	13.2%	107
Went to fast food restaurant in the last 6 months: weekday	52,216	60.7%	104
Went to fast food restaurant in the last 6 months: weekend	42,459	49.4%	106
Went to fast food restaurant in the last 6 months: A & W	2,278	2.6%	95
Went to fast food restaurant in the last 6 months: Arby`s	15,483	18.0%	103
Went to fast food restaurant in the last 6 months: Baskin-Robbins	3,125	3.6%	106
Went to fast food restaurant in the last 6 months: Boston Market	2,504	2.9%	92
Went to fast food restaurant in the last 6 months: Burger King	24,280	28.2%	99
Went to fast food restaurant in the last 6 months: Captain D`s	2,422	2.8%	85
Went to fast food restaurant in the last 6 months: Carl`s Jr.	5,727	6.7%	114
Went to fast food restaurant in the last 6 months: Checkers	2,888	3.4%	98
Went to fast food restaurant in the last 6 months: Chick-fil-A	26,499	30.8%	119
Went to fast food restaurant in the last 6 months: Chipotle Mex. Grill	12,147	14.1%	112
Went to fast food restaurant in the last 6 months: Chuck E. Cheese`s	2,504	2.9%	110
Went to fast food restaurant in the last 6 months: Church`s Fr. Chicken	3,493	4.1%	114
Went to fast food restaurant in the last 6 months: Cold Stone Creamery	2,830	3.3%	112
Went to fast food restaurant in the last 6 months: Dairy Queen	14,217	16.5%	105
Went to fast food restaurant in the last 6 months: Del Taco	3,876	4.5%	114
Went to fast food restaurant in the last 6 months: Domino`s Pizza	12,547	14.6%	112
Went to fast food restaurant in the last 6 months: Dunkin` Donuts	11,081	12.9%	95

# DEVELOPMENT PATHWAYS

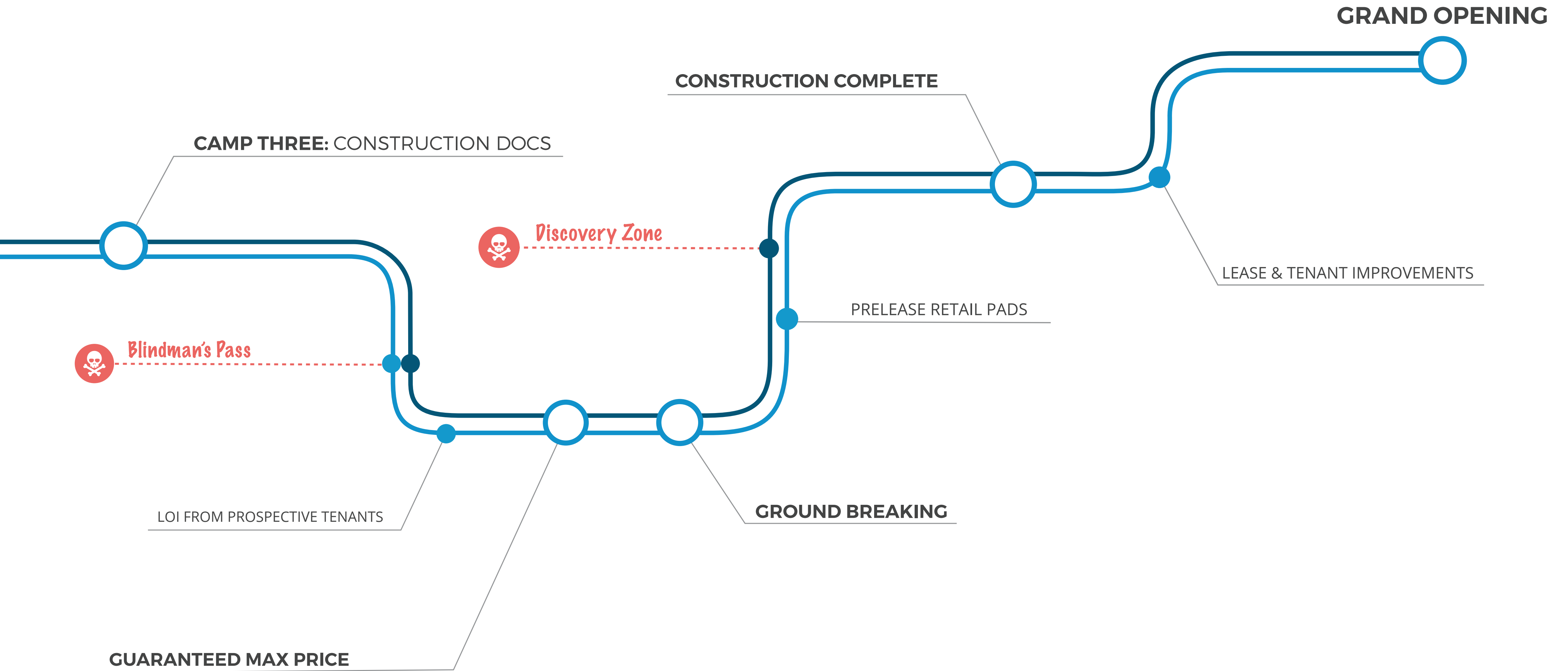
There are four main pathways to participate in the retail development project.

	SALE	GRD LEASE	NON-RECOURSE PARTNER	RECOURSE PARTNER
Design & Review Rights	✓	✓	✓	✓
Covenants & Restrictions	✓	✓	✓	✓
Church forms Corp		✓	✓	✓
Cashflow Start	Upon Entitlement	Once Built & Leased	After Debt Service	After Debt Service
Length of Payout	1x	99 yrs	99 yrs	99 yrs
Investment Required			✓	✓
Loan Guaranty				✓
Reversion Rights		✓		



# DEVELOPMENT EXPEDITION MAP

The Expedition map showing the journey of the retail development process.



# DEVELOPMENT EXPEDITION MAP

The Expedition map showing the journey of the retail development process.



# **STAY FOCUSED & KEEP YOUR NON-PROFIT STATUS**



# SEPARATE ENTITY FOR DEVELOPMENT

- 501(C)2 Organization
- Limited Liability Company
- 501(C)3 Support Organization
- 502 Feeder Organization

# 501(C)2 HOLDING CORPORATION

- Exempt from Federal Income Tax but files annual 990
- Purpose is to hold assets for the nonprofit parent
- May receive passive rental income from assets
- Distributes net income to nonprofit parent

# LIMITED LIABILITY COMPANY

- May be subject to state-level taxation & filing requirements
- Net income passes through to nonprofit parent
- Can trigger 990-T filing requirement for UBIT
- Activity may jeopardize nonprofit parent status

# 501(C)3 SUPPORT ORGANIZATION

- Must act in accordance with charitable purpose
- Net income can pass through to nonprofit parent
- Can trigger 990-T filing requirement for UBIT
- Activity may jeopardize nonprofit status

# SECTION 502 ORGANIZATION

- Feeder organization
- Operates trade or business
- Files and pays applicable income tax
- Dividends paid to nonprofit parent