



INNOVATION BLACK CHAMBER OF COMMERCE

NORTH KILLEEN GROCERY

STORE DEVELOPMENT

PROJECT

ABOUT



A comprehensive 24-month initiative to address food desert concerns through a Professional Services Agreement for Economic Development Consultation to procure a Grocery Store with strategic grocery store recruitment and development in the North Killeen food desert.



IBCC TEAM



Ronnie Russell, President



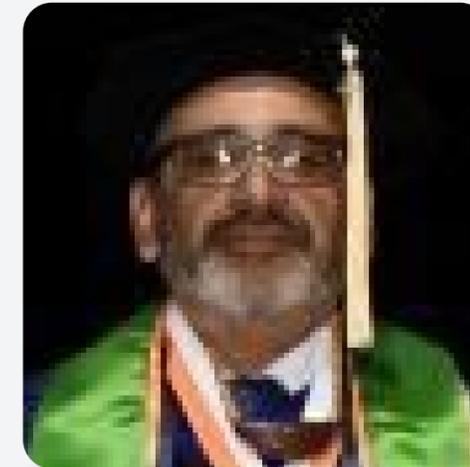
Lashavio Little



Angie Wilkerson



Jacqueline Townsend



Dr. Roque Aguon



Dr. Sonjanette Cossley



Ernest Wilkerson



Raye Mayhorn



Kadeem Speller



Dr. Steven Jordan

IBCC EXPERIENCE



Ecosystem

Listed in the Killeen Economic Development Policy as an ecosystem support organization equal access to business and workforce development addressing economic vitality across the community.



Excellence

Our excellent service have championed and influencing over 19% of businesses in the downtown Killeen area. We're proud of the tangible impact we've made in fostering the growth



Collaboration

We empower underserved entrepreneurs and small disadvantaged businesses by providing targeted support, resources, and guidance.



Innovation

IBCC offers strategic outreach and training in cutting edge tools such as AI with a goal of giving equal access

SCOPE OF SERVICES



Strategic Planning - Market Assessment

- Deep dive retail gap analysis to identify underserved areas in North Killeen
- Identify at least two market gaps with potential weekly sales of >\$50,000
- Utilize STI: PopStats, Maptitude GIS, and SiteSeer Technologies



Targeted Business Attraction



- Proactive recruitment of diverse grocery formats
- Present 5+ qualified potential grocers
 - Initiate direct contact with at least 3 identified grocers
 - Research and attend Trade Shows
 - Establish Potential Grocer Site Visits

Incentive Recommendations

- Support City/KEDC in analyzing incentive options
Incentive Mix: Infrastructure; Training; Tax Abatement; Rebates/Refunds; Loans/Grants/Financing Programs; State-TX Capital Fund; TX Agricultural Finance Authority (TAFA); Property Tax, Sales Tax Incentives; TIRZ; Freight and Goods in Transit Exemption; Sales Tax-County Assistance District; Type B ED Sales Tax; Chapter 380/...



Community Engagement

- Community Market Strategy
- Execute a minimum three community walkshops
 - Collect 50+ unique feedback points from the total number of engagements
 - Provide a summary report of community input



COMMUNITY PROFILE

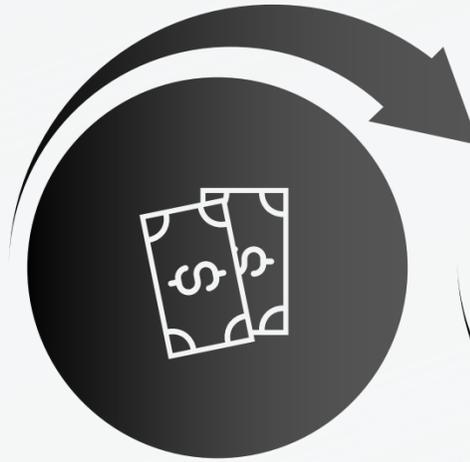
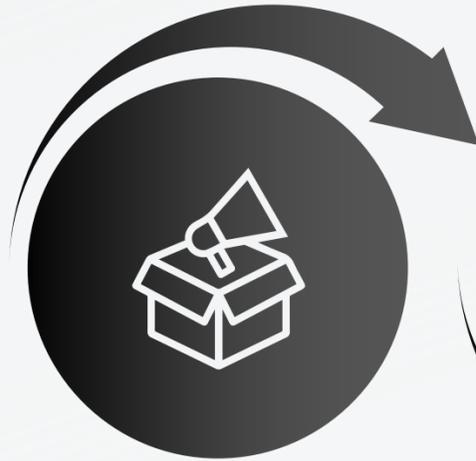


CURRENT JOB GROWTH RATE

Ranked 15th in employment growth among Texas cities, with a growth rate of 1.9 percent since last year.

LOCAL GROCER ECOSYSTEM

Although there are smaller grocery and food retailers are present, but H-E-B and Walmart hold considerable market share



POPULATION GROWTH

Killeen, Texas, and the surrounding Bell County region are experiencing consistent population growth, largely driven by migration.

GROCER RETAIL LEAKAGE

This indicates that a large portion of potential grocery spending by Killeen residents is occurring outside the city. This aligns with the "food desert" concerns for North Killeen.

REGIONAL EMPLOYMENT SHED

Killeen draws its workforce from

- Bell County,
- Coryell County,
- Hamilton County
- Lampasas County
- Milam County
- San Saba County
- Mills County

PROCESS



RESEARCH/PLAN/IMPLEMENT/EVALUATE

01

Marketing

- Product development;
- Target Industry Analysis;
- Marketing

02

Evaluation

- # of Jobs
- Capital Investment
- Community building

03

Unique Community Profile

- Place
- People
- Values
- Interaction

04

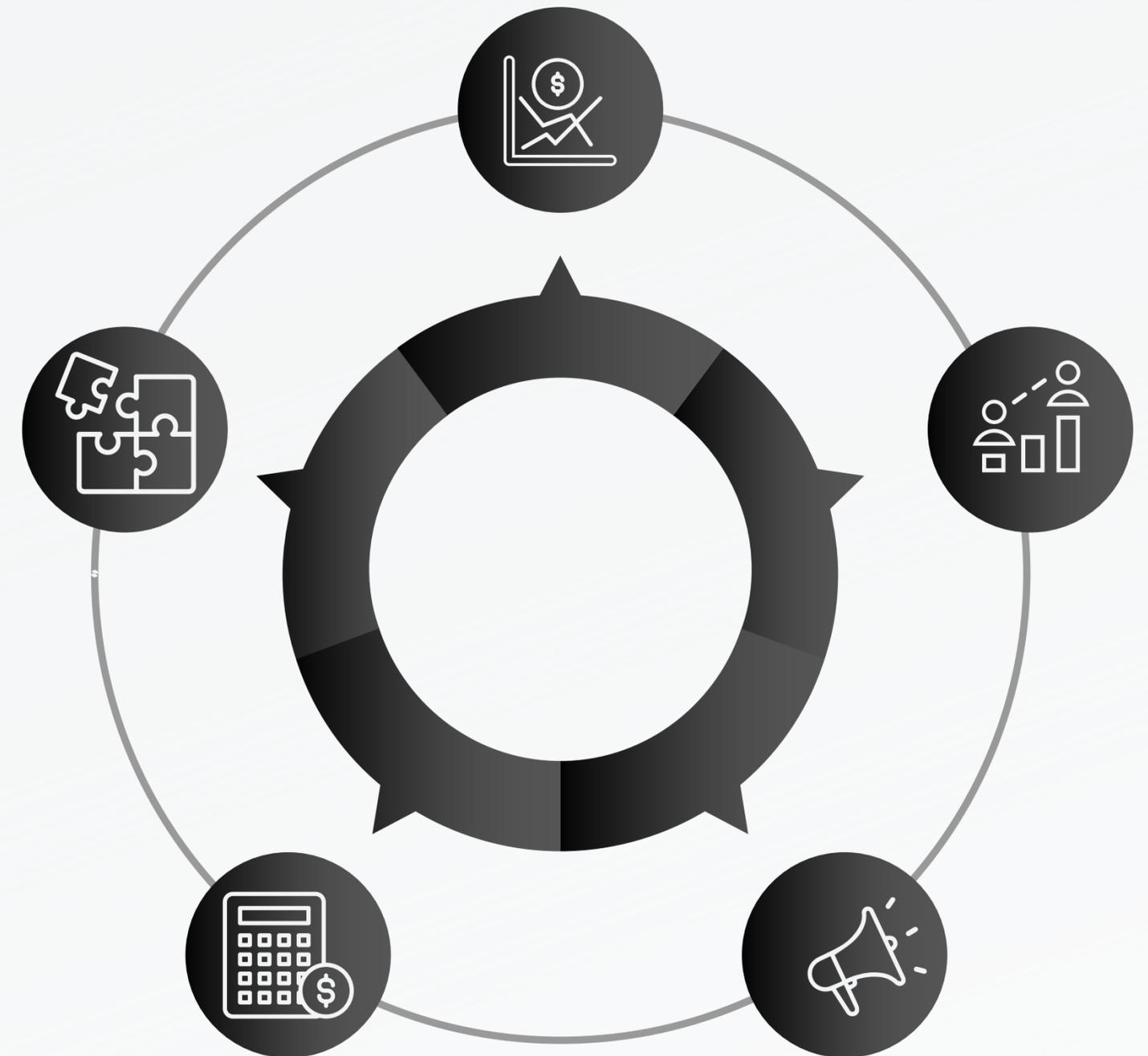
Online promotion and marketing of development project

- Email
- Social Media
- Web
- IoT
- Trade Shows

05

KEDC/CoK

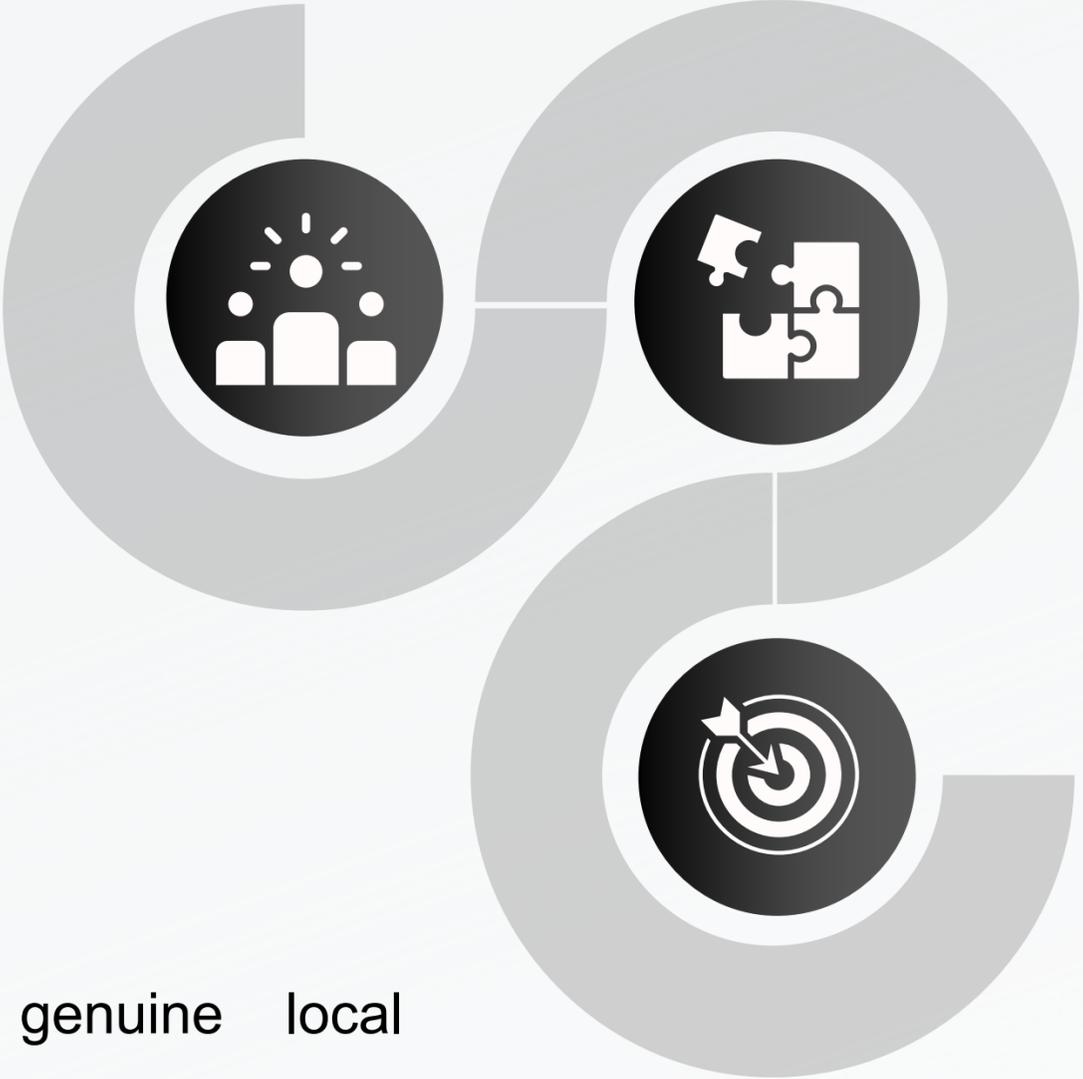
Incentive approval-product marketing



UNIQUE RECRUITMENT STRATEGY

IBCC's approach differentiates from previous attempts through :

- 01** *Data-Driven Insights*
Utilizing detailed market study data to target grocers precisely whose business models align with North Killeen's specific needs
- 02** *Site-Specific Analysis*
Presenting specific site evaluations with identified strengths and actionable recommendations
- 03** *Customized Incentives*
Developing financially modeled incentive recommendations tied to specific grocery needs
- 04** *Community Alignment*
Highlighting documented community support to demonstrate genuine local demand



PRO -ACTIVE MARKETING



- Identify development policy strategies for council approval; potential contract relationship development services; call on grocery ownership/Senior Executives; HQ Meets; Site Visits; Community meetings with developers; lead generation;
- IBCC sponsored a Marketing Trip to Killeen, including appointment setup, a letter-sending campaign, follow-up calls for appointments, interactions with developers and retail grocers, a visit to HQ, and Target x Group Site Tours.



KEY DELIVERABLES

Market Analysis Report

- Refined Retail Trade Area map and description
- Demographic and economic data analysis
- Competitive market evaluation of 8+ existing supermarkets
- Retail Leakage Analysis
- Grocer attraction strategy document

- Site selection options based on 2022 COMP Plan

Recruitment Strategy

- List of potential grocers
- Customized information packages
- Negotiation support documentation
- Trade Shows
- Site Visits

Community Engagement Reports

- Meeting summaries with attendance figures
- Categorized feedback compilation
- Integration of feedback into project strategy
- Assessment of community sentiment

Comprehensive Final Report

- Executive summary of project outcomes
- All previous deliverables integrated
- Detailed project log and assessment
- Recommendations for future actions

PROJECT OVERVIEW & TIMELINE

Phase 1: Months 1-6

Market Analysis and Strategy Development

- Refine Retail Trade Area
- Analyze demographics and economics
- Evaluate competition
- Develop grocer attraction strategy

Phase 2: Months 4-6

Grocer Recruitment and Negotiation Support

- Identify and contact potential grocers
- Provide market information
- Support negotiations

Phase 3: Months 7-9

Community Engagement and Implementation Support

- Organize minimum 3 community meetings
- Gather and document feedback

Phase 4: Months 10-12

Project Finalization and Reporting

- Final project report
- Project review
- Ongoing support

PROJECT MANAGEMENT & REPORTING

Comprehensive Management Approach

- *Ongoing project planning and strategy refinement*
- Risk identification and mitigation
- Internal and external communication management
- Quality control and deliverable assurance
- Performance monitoring and reporting
- Post-agreement facilitation (if applicable)
- Documentation and archiving

Regular Progress Reports

Quarterly meetings with key City staff on first Fridays of the month unless schedules conflict.

Executive summary

- *Progress against objectives*
- *Completed activities*
- *Upcoming activities*
- *Challenges and solutions*

FINANCIAL STRUCTURE

\$49,999

Base Agreement Cost

Total cost for the initial twelve months of services

- Future budget earmarking is planned for FY25-26 and FY26-27, subject to a mutual agreement on scope and deliverables, with an additional one-year extension.
- **BOARD DISCUSSION & ACTION** : IBCC Matching Fund Pledge of \$50,000 from donor, event, or operations capital campaigns per fiscal year of the program (FY25-26 and FY26-27).
- Associated expenses subject to City of Killeen preapproval and reimbursement.





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