2017 Market Analysis Report

for

Downtown Ardmore Market Study

Conducted by

Ardmore Initiative

56 E. Lancaster Ave.
Ardmore, PA 19003
610 645 0540

Marie Suvansin
Executive Director

Funded in part by a grant from the PA Department of Community and Economic Development

October 2017

Table of Contents

Section 1

Project Purpose and Methodology

Previous Plan and Progress: Ardmore Retail Strategy 2006

Current Demographic Trends and Profile

Psychographic Profile

Consumer Expenditures

Sales Void Analysis

Business Mix

Findings and Recommendations

Project Purpose and Methodology

In spring 2016, the Ardmore Initiative received an $18,363 grant from the Pennsylvania Department of Community and Economic Development to conduct a Market Study and Strategic Plan for the Ardmore Business District. The Ardmore Initiative conducted the Market Study in-house, and, through a competitive RFP process, enlisted Heritage Consulting Inc. to complete the Strategic Plan, as well as advise on the Market Study.

Managed by the Ardmore Initiative, the Ardmore Business District is a historic commercial corridor situated in the Main Line, the affluent western suburbs of Philadelphia. Ardmore is unique in that its residential community is the most socioeconomically and ethnically diverse in 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 Strawbridge & Clothier/Macy's department store building underway, Suburban Square is repositioning itself as an upscale lifestyle center.[1] 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.

Quantitative research was an integral component of this Market Study. The Ardmore Initiative used American Community Survey and Census data to analyze demographic changes from 2000 to 2015 in Zip Code 19003 (Ardmore), as well as walking and driving trade areas. In addition, reports by the consumer data company Esri made it possible to view psychographic profiles, analyze consumer expenditures, and complete a sales void analysis.

In addition to the quantitative research detailed in this Market Analysis Report, the Ardmore Initiative utilized qualitative methods in the form of an online customer survey completed by 704 participants and five focus groups. For more information, please read the Downtown Ardmore Customer Survey Report by Heritage Consulting Inc. and the Focus Group Report by the Ardmore Initiative. The collective findings culminated in the Business Recruitment Plan, a set of marketing and business recruitment strategies to improve the economic vitality of the Ardmore Business District. All these reports can be found on www.ardmoreinitiative.org/ under "Our Work."

The Market Analysis Report begins with a review of the last retail market analysis undertaken for the district, the 2006 Ardmore Retail Strategy, a plan completed by ERA Downtown Works. Then this Market Analysis Report dives into current data, from Demographic Trends and Profile to Business Mix, before sharing Findings and Recommendations. An Appendix of data can be found at the end of this report.

---

[1] Sumner, J. (2017, January 23). Kimco Signs Life Time to Anchor Suburban Square Redevelopment in Ardmore. Retrieved from http://www.costar.com/News/Article/Kimco-Signs-Life-Time-to-Anchor-Suburban-Square-Redevelopment-in-Ardmore/188231

Previous Plan and Progress: Ardmore Retail Strategy 2006

The most recent market study for Ardmore Business District was completed by ERA Downtown Works in 2006. The report, titled "Ardmore Retail Strategy," was commissioned by Lower Merion Township and paid for in part by a grant from the Pennsylvania Department of Community and Economic Development.

The report describes the Ardmore Business District in 2006 as a struggling commercial corridor with a poor business mix. Following a greater national trend that began in the 1950s, residents and businesses had migrated from the downtown to more suburban areas. At that time, only a few mainstay businesses remained in the downtown.

The report identified the poor physical condition of residential and commercial buildings as a major challenge to economic vitality. At that time, existing residential units atop first-floor storefronts offered substandard living conditions, such as dirty hallways and appliances in poor condition. The facades of many commercial buildings had not been maintained, as evidenced by cracked siding and doors, chipped architectural details, and peeling paint.

To remedy poor business mix, the Ardmore Retail Strategy recommended recruiting Prepared/Special Foods, Restaurants, Home Furnishings/Appliance Showrooms, and a variety of then underrepresented retail types to the Ardmore Business District. This report was completed as the Great Recession began in 2007. Using this report as a framework for recruitment, the Ardmore Initiative has seen a net gain of 23 Restaurants and 10 Home Furnishings/Appliance Showrooms despite the economic downturn.

In response to the poor physical conditions named in the 2006 study, the Ardmore Initiative has focused its attention on administering façade grants to incentivize architecturally appropriate improvements. Since 2006, the Ardmore Initiative has awarded over 50 façade grants to merchants and property owners, creating a more attractive and vibrant corridor.

In addition, in the next two years, the Ardmore Business District is anticipating the construction of approximately 200 apartment units, and with them new customers and increased pedestrian activity in the downtown.[2]

---

[2] Construction of One Ardmore Place and Cricket Courts on Cricket Avenue is expected to finish before 2020. Plans are being developed for a mixed-use building at Ardmore and W. Lancaster Avenue, and another in Suburban Square.
Sumner, J. (2017, January 23). Kimco Signs Life Time to Anchor Suburban Square Redevelopment in Ardmore. Retrieved from http://www.costar.com/News/Article/Kimco-Signs-Life-Time-to-Anchor-Suburban-Square-Redevelopment-in-Ardmore/188231
Ilgenfritz, R. (2016, September 16). Plan for mixed-use building on Cricket Avenue moves forward. Retrieved from http://www.mainlinemedianews.com/mainlinetimes/news/plan-for-mixed-use-building-on-cricket-avenue-moves-forward/article_ff639ea3-529f-5268-8682-8b17127e10a0.html
Rettig, M. (2015, August 6). Ardmore "Cricket Lot" Cleared for Development. Retrieved from http://www.phillymag.com/property/2015/08/06/one-ardmore-place/
Ilgenfritz , R. (2017, May 12). Approval of mixed-use building in Ardmore moves forward. Main Line Media News. Retrieved from http://www.mainlinemedianews.com/mainlinetimes/news/approval-of-mixed-use-building-in-ardmore-moves-forward/article_a32f4e69-9030-5a6e-a726-0fe1ca09e7d2.html

Current Demographic Trends and Profile

Identifying demographic trends and the current demographic profile is crucial to understanding the residential community that shops in or could shop in the Ardmore Business District today. For this Market Analysis, a task force of merchants, property owners, and residents created a Driving Trade Area and Walking Trade Area to represent the vicinities from which people would likely travel to the Ardmore Business District for shopping or dining. However, because of potential errors in the data, the analysis focuses on Zip Code 19003 (Ardmore) instead of the Walking Trade Area to describe demographic trends. A detailed explanation of said errors will be described later in this chapter.

Below are descriptions of the trade areas:

Driving Trade Area
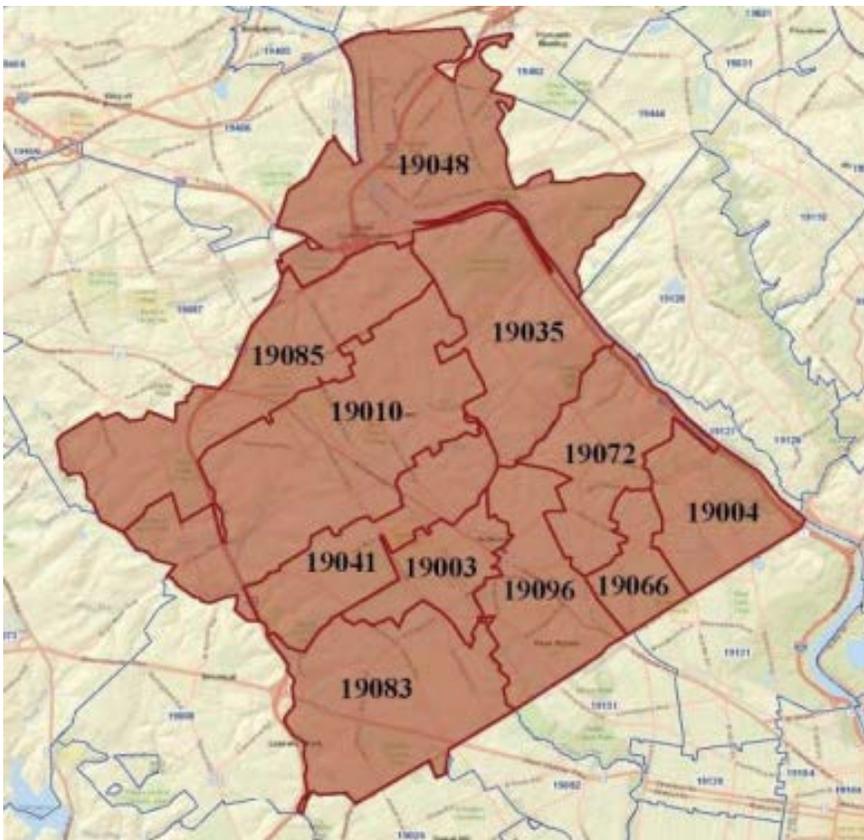
The Driving Trade Area included residential communities from which driving to Ardmore Train Station, a central location in the Ardmore Business District, would take no longer than 20 minutes. Rather than drawing a radius, the task force selected towns, mostly from the Main Line, from which residents are likely to drive to shop in Ardmore. In terms of Census boundaries, the Driving Trade Area included Zip Codes 19003 (Ardmore), 19004 (Bala Cynwyd), 19010 (Bryn Mawr), 19428 (Conshohocken), 19035 (Gladwyne), 19041 (Haverford), 19083 (Havertown), 19066 (Merion), 19072 (Narberth), 19085 (Villanova), and 19096 (Wynnewood).

Walking Trade Area
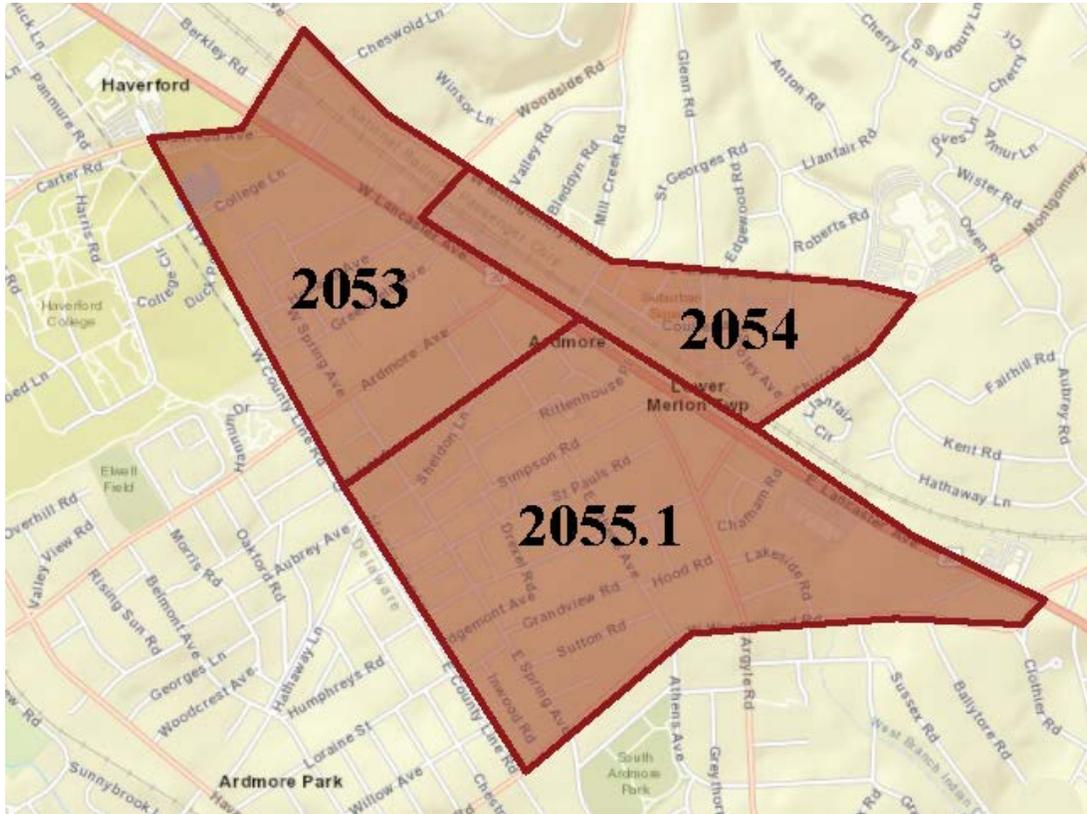
Similarly, the Walking Trade Area included residential communities from which walking to Ardmore Train Station would take roughly 20 minutes. In terms of Census boundaries, the Walking Trade Area included Census Tract 2055.1, 2053, and Block Group 4 of 2054.

However, a closer look at the data in 2000 revealed that approximately 1,129 college students were likely counted in Census Tract 2053 in Ardmore instead of Census Tract 4083 in Haverford Township.[3] While one could subtract 1,129 students from the appropriate age cohorts, due to privacy laws, it is impossible to determine the income, race and ethnicity, and other identifying qualities of the affected entries. [4]

Considering that in 2000 the Walking Trade Area had a reported population of only 7,456 people, this error is too great to overlook. For this reason, the Walking Trade Area is only used in this report to demonstrate existing conditions in the downtown, as measured by 2015 data, rather than demographic change over time.

---

[3] A report published by the Montgomery County Planning Commission suggests that the Census Bureau incorrectly placed Group Quarters from Census Tract 4083 (Haverford Township in Delaware County) in Census Tract 2053 (Ardmore in Lower Merion Township, Montgomery County). These misplaced individuals were likely students of Haverford College. 2000 Census Report, #6 Age Characteristics, Montgomery County, PA, Footnote 3

[4] The Census does not release data in Block Groups where identity could be deduced. Data Protection and Privacy US Bureau - https://www.census.gov/about/policies/privacy/data_protection/title_13_-_protection_of_confidential_information.html

Zip Code 19003 (Ardmore)
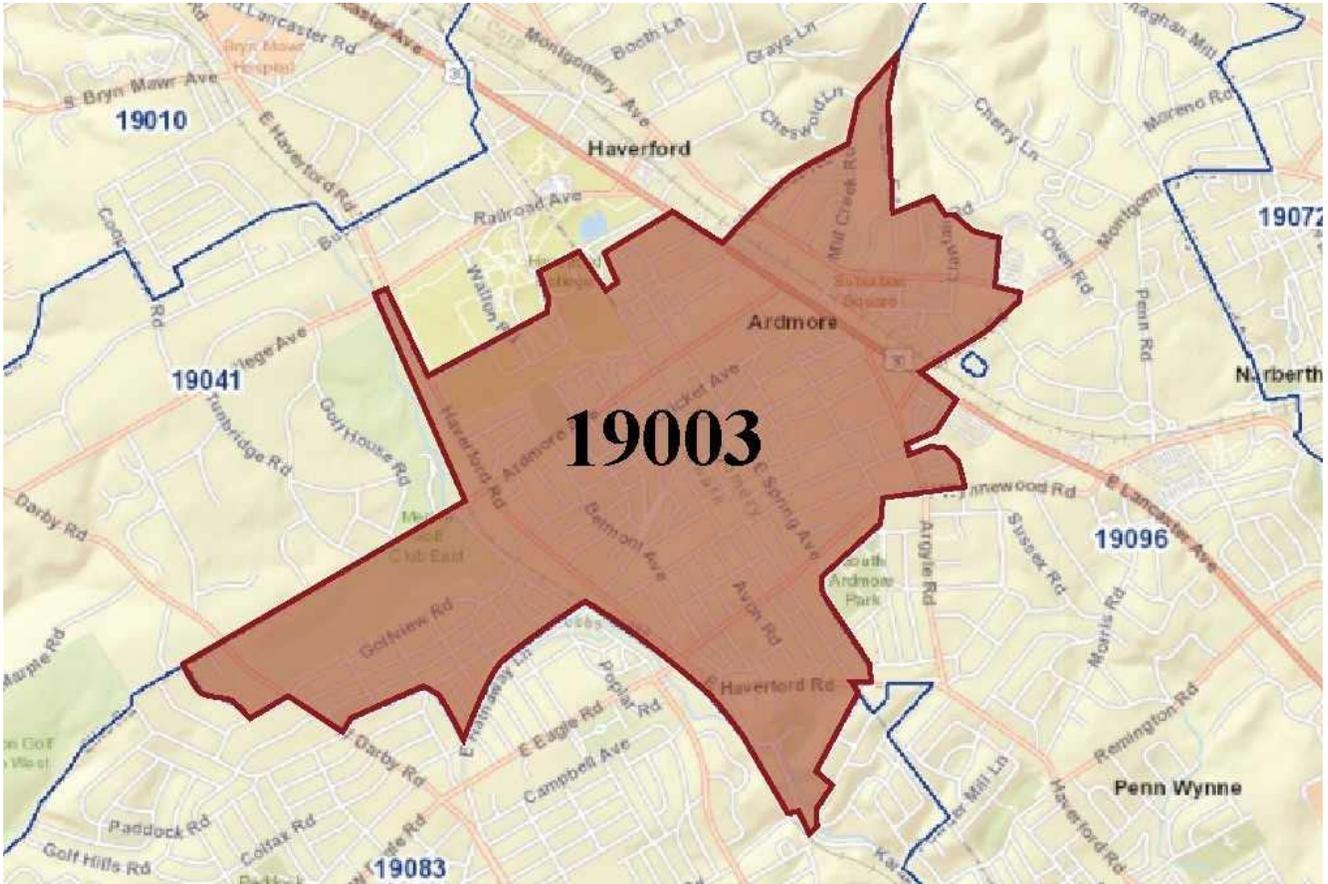
Because of the suspected data errors in the Walking Trade Area, this market study primarily focuses on the larger Zip Code 19003 (Ardmore) to demonstrate demographic change over time. With a reported population of 12,902 people in 2000, the suspected error of 1,129 college students can more easily be overcome.

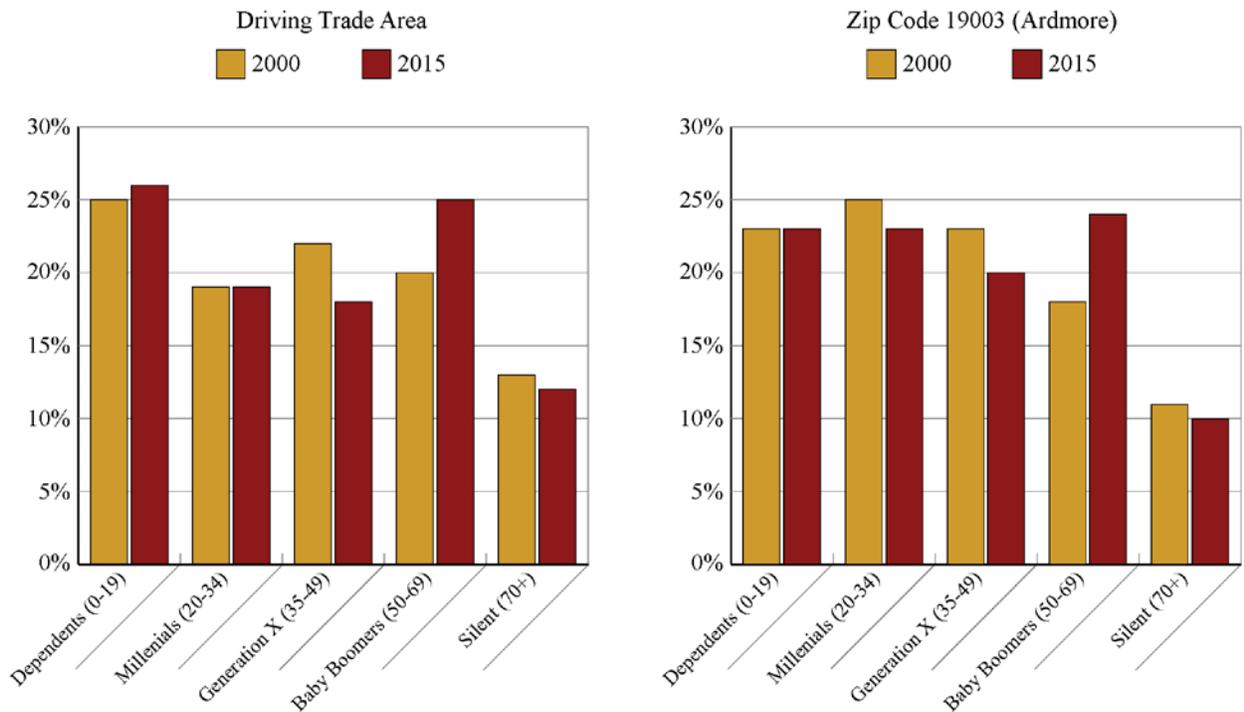**These are the most significant findings for the Driving Trade Area and Zip Code 19003 (Ardmore), from 2000 to 2015. Data from the Walking Trade Area in 2015 is also used to characterize existing conditions in the downtown:[5]**

Change in Age Cohorts from 2000 to 2015

- **The 0-19 age cohort is the largest age cohort in the Driving Trade Area and has remained stable in both the Driving Trade Area and Zip Code 19003 (Ardmore), reflecting the strong presence of families on the Main Line.** From 2000-2015, the 0-19 age cohort, or Dependents, remained stable in both the Driving Trade Area and Zip Code 19003 (Ardmore) at 26% percent and 23% percent of the population respectively. In Philadelphia, in 2015, Dependents composed 25% of the population. In contrast, in 2015, Dependents composed only 17% in the Walking Trade Area. The lower percentage of Dependents in the Walking Trade Area corresponds with the low homeowner-to-renter ratio in the downtown, which will be explained later in this chapter. While the downtown itself does not have a strong family presence, the greater community from which it attracts shoppers does. Therefore, families are an important consumer audience for the Ardmore Business District.
- **The 20-34 age cohort has remained stable in the Driving Trade Area. Millennials are the second largest age cohort in Zip Code 19003 (Ardmore) and the first largest in the Walking Trade Area.** In the Driving Trade Area, the 20-34 age cohort remained stable at 19% from 2000 to 2015. While the 20-34 age cohort decreased two percent in Zip Code 19003 (Ardmore), it is still tied with Dependents as the second largest at 23% of the population. Present day individuals in this age range are commonly referred to as "Millennials." Zooming

in to the Walking Trade Area reveals that in 2015 Millennials as a cohort was the largest in the downtown at 29% of the population. Like families, Millennials represent an important customer base for downtown businesses.

- **The 35-49 age cohort decreased in the Driving Trade Area and Zip Code 19003 (Ardmore).** In the Driving Trade Area, from 2000 to 2015, the 35-49 age cohort decreased from 22% to 18% of the population. In Zip Code 19003 (Ardmore), the 35-49 age cohort decreased from 23% to 20%. The decrease of the 35-49 age cohort in both trade areas can likely be attributed to outward migration of the 20-34 age cohort as they graduate from college or seek opportunities elsewhere, as well as the peaking of Baby Boomers. Present day individuals in this age range are commonly referred to as "Generation Xers".

- **The 50-69 age cohort has seen the largest gains, resulting in a significant population of Baby Boomers in the Driving Trade Area, Zip Code 19003 (Ardmore), and Walking Trade Area.** In the Driving Trade Area, from 2000 to 2015, the 50-69 age cohort increased from 20% to 25%. Similarly, in Zip Code 19003 (Ardmore), the 50-69 age cohort increased from 18% to 24%. In both the Driving Trade Area and Zip Code 19003 (Ardmore), the 50-69 age cohort saw the largest gains. In 2015, the 50-69 age cohort was the second largest in the Walking Trade Area at 22% of the population. As the fastest growing population in all trade areas, the 50-69 age cohort of Baby Boomers is as important to the downtown as families and Millennials.

- **The 70+ age cohort remained stable in the Driving Trade Area and Zip Code 19003 (Ardmore).** In the Driving Trade Area, from 2000 to 2015, the 70+ age cohort remained stable, decreasing just one percent to 12% of the population. In Zip Code 19003 (Ardmore), the 70+ age cohort decreased only slightly from 11% to 10%. The stability of the 70+ age cohort suggests that elderly residents are aging in place in both trade areas. This cohort is commonly referred to as the "Silent Generation."[6]

---

[6] The generation cohorts in this analysis align with the descriptions in this website. Pew Research Center. (2015, September 3). The Whys and Hows of Generations Research. Retrieved from http://www.people-press.org/2015/09/03/the-whys-and-hows-of-generations-research/

Changes in Race & Ethnicity from 2000 to 2015
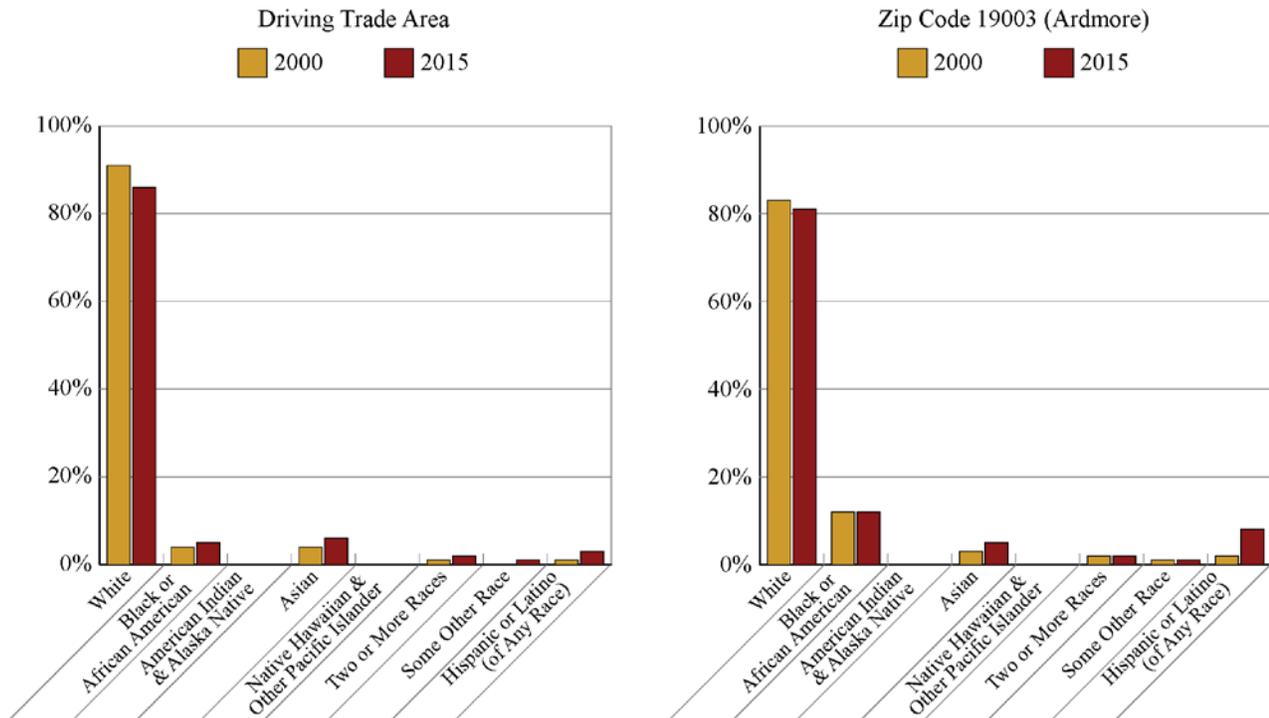
- **While both the Driving Trade Area and Zip Code 19003 (Ardmore) became more diverse, Ardmore continues to stand out as a diverse population on the Main Line.** In the American Community Survey and Census, individuals self-identify as a race and indicate whether they are Hispanic in a different question. In the Driving Trade Area, from 2000 to 2015, the White population decreased from 91% to 86%, the African American population increased from 4% to 5%, the Asian population increased from 4% to 6%, and Hispanic as an ethnicity increased from 1% to 3%. In Zip Code 19003 (Ardmore), 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%. Looking more closely at the Walking Trade Area, which includes a historically African American community south of the downtown, reveals that, in 2015, 73% of the population was White, 18% was African American, 7% Asian, and 11% ethnically Hispanic. These figures combined show that while the Driving Trade Area is becoming more diverse, Ardmore and especially the walkable downtown continues to stand out as a diverse population on the Main Line. In addition to a strong African American community, the Walking Trade Area is also home to a burgeoning Hispanic population.

11

Changes in Educational Attainment from 2000 to 2015
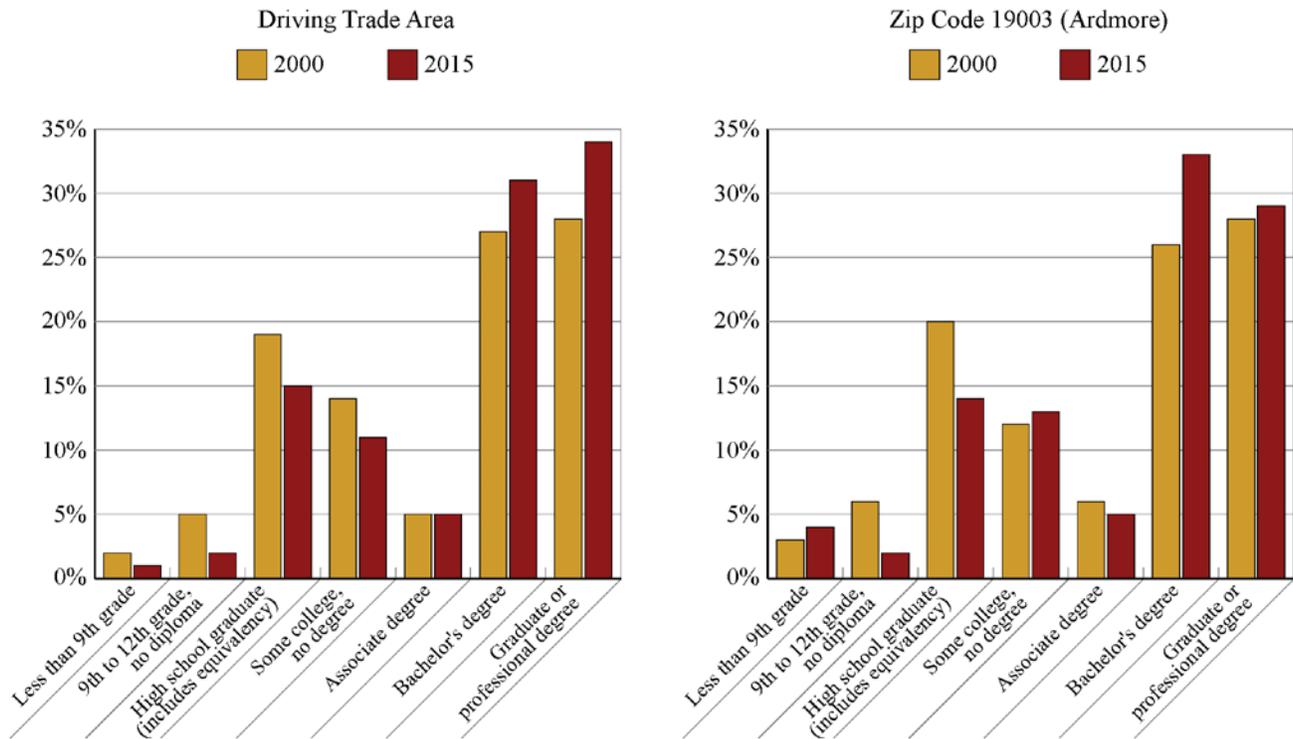
- **The Driving Trade Area and Zip Code 19003 (Ardmore) became more educated in terms of college degrees.** In the Driving Trade Area, from 2000 to 2015, the population above 25 with a bachelor's degree increased from 27% to 31% and graduate or professional degree increased from 28% to 34%. In the same period, in Zip Code 19003 (Ardmore), the population above 25 with a bachelor's degree increased from 26% to 33% and graduate or professional degree increased slightly from 28% to 29%. These figures show that the potential customer base is becoming more educated, especially in the greater Driving Trade Area.

Changes in Mean Household Earnings and Median Income from 2000 to 2015
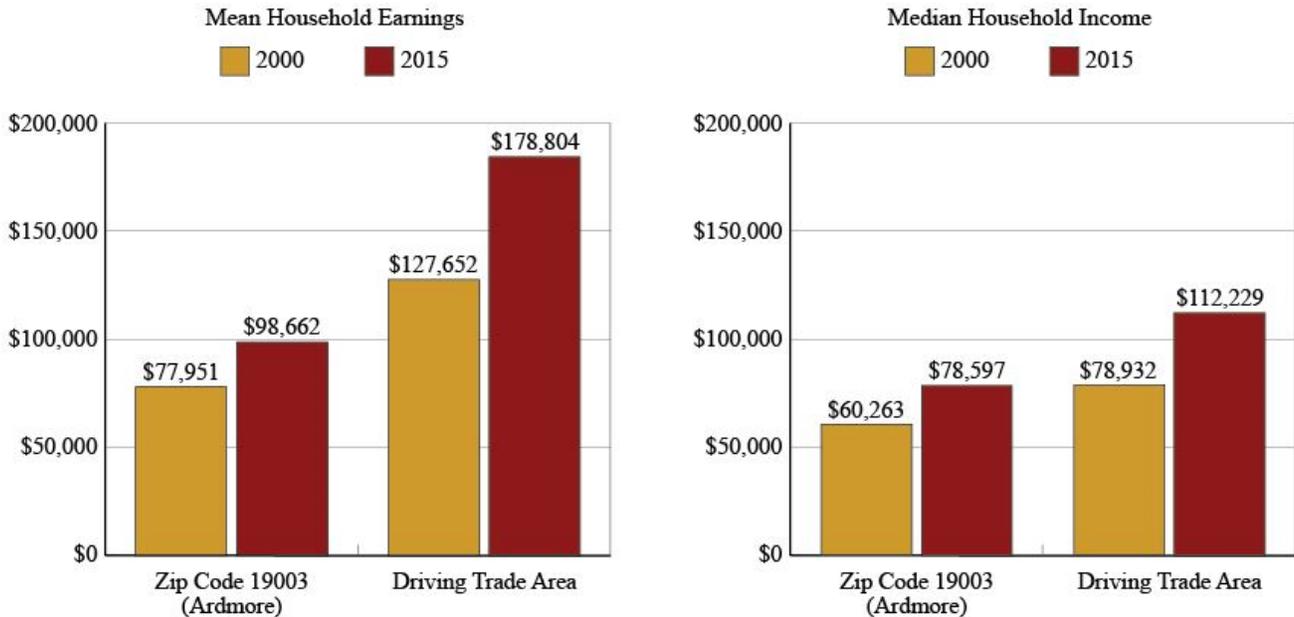
- **Household earnings and incomes have increased in both the Driving Trade Area and Zip Code 19003 (Ardmore). Incomes are lower in the Walking Trade Area than the greater Zip Code 19003 (Ardmore).** In the Driving Trade Area and Zip Code 19003 (Ardmore), from 2000 to 2015, mean household earnings increased 40% to $178,804 and 27% to $98,662 respectively. In the same period, median income in the Driving Trade Area and Zip Code 19003 (Ardmore) increased 42% $122,229 and 30% to $78,597 respectively. Looking closer at the downtown, in the Walking Trade Area, the median household income was $59,296. Collectively these figures show that while incomes are increasing across trade areas, the residential community directly surrounding the downtown is not as wealthy as the rest of the Main Line. Therefore, consideration should be taken to encourage a business mix that is accessible to people of varied incomes.

Changes in Owner-to-Renter Occupied Households from 2000 to 2015

Driving Trade Area

2000: Owner-occupied 75%, Renter-occupied 25%
2015: Owner-occupied 75%, Renter-occupied 25%

Owner-occupied | Renter-occupied

Zip Code 19003 (Ardmore)

2000: Owner-occupied 63%, Renter-occupied 37%
2015: Owner-occupied 65%, Renter-occupied 35%

Owner-occupied | Renter-occupied
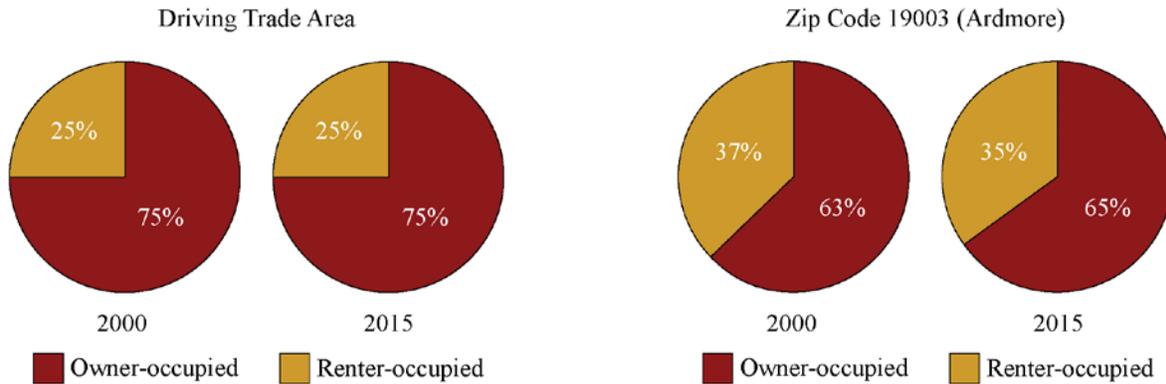
- **The ratio of owner-occupied to renter-occupied households remained stable in both the Driving Trade Area and Zip Code 19003 (Ardmore).** From 2000 to 2015, the ratio of owner-occupied to renter-occupied households in the Driving Trade Area remained stable at 75% and 25% respectively. In Zip Code 19003 (Ardmore), the percentage of owner-occupied raised slightly from 63% to 65%. Zooming in to the downtown, in 2015, 46% of the Walking Trade Area was owner-occupied, an entire 19 percentage points below the greater Zip Code 19003 (Ardmore). The percentage of homeowners in the downtown is lower because the housing stock consists primarily of upper floor apartments above storefronts. Most households, especially those with children, reside outside the Walking Trade Area, where more single-family housing exists.

<u>**Psychographic Profiles**</u>

Psychographic profiles elaborate on demographic characteristics to describe the lifestyles and spending habits of diverse groups of people. The Ardmore Initiative generated psychographic reports for Zip Code 19003 (Ardmore) from the data provider Esri.

Esri classifies residential neighborhoods into 67 unique segments, or Tapestries, based on demographic and socioeconomic characteristics. The Tapestries describe what customers buy and how they spend their free time. Main Streets like the Ardmore Initiative can use Tapestry data to better understand customers and determine what kinds of goods and services are needed downtown.

Tapestry Segmentation Area Profile Zip Code 19003 (Ardmore)

Rank	Tapestry Segment	Percent in Ardmore	Percent in US
1	City Lights	22.1%	1.5%
2	Urban Chic	22.0%	1.3%
3	Metro Renters	18.1%	1.6%
4	Top Tier	15.3%	1.7%
5	Emerald City	12.8%	1.4%

The top 5 Tapestry segments represent a much greater percentage of the Ardmore population than the greater US. Despite being the most socioeconomically diverse in the Main Line, Zip Code 19003 (Ardmore) has a median income of $78,597, significantly higher than the national median income of $51,000.[7] At the same time, Ardmore is located just west of Philadelphia, the fifth largest city in the US. Given their location, Ardmore residents share more in common with their neighbors in Philadelphia and Lower Merion Township than the entire US.

According to Esri, ninety percent (90%) of households in Ardmore can be classified under the following Tapestry segments, reviewed below:

City Lights make up 22.1% of the Ardmore population. They have a median age of 38.8. Household composition is diverse and includes families, both married couples and single parents, as well as singles. While most households own one vehicle, City Lights use public transportation daily. Their median income is $60,000, slightly above the national average of $51,000. 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, such as Walmart or Target.[8]

Urban Chic represents 22% of the Ardmore population. They have a median age of 42.6. Half of all households consist of married-couple families and 30% are single. Most are employed in white collar jobs. While Urban Chic typically own two vehicles, they live "green" lifestyles and commuting by bike is common. Urban Chic individuals are tech-savvy, preferring to shop and bank online. They enjoy the finer things in life, such as imported wine and good coffee. Their median household income

---

[7] The Esri report is dated 2014, when median income in Zip Code 19003 (Ardmore) was $76,826. The previous chapter used the more updated 2015 figure of $78,597. The top 5 charts were made with data found in this Esri report. (2014). Tapestry Segmentation Area Profile (Rep.). (2014). Esri.

[8] (2014). Esri. Tapestry Segmentation City Lights (Rep.). (2014). Esri.

is $98,000. 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). They prefer to eat quality, organic foods and can be found shopping at Trader Joe's, Costco, and Whole Foods. During their free time, they do yoga, play tennis, and visit art galleries.[9]

Metro Renters make up 18.1% of the Ardmore population. They have a median age of 31.8. Metro Renters are highly educated and mobile, preferring to live alone or with a roommate. Over 80% are renters. Instead of driving, Mobile Renters take taxis, walk, or bike. Many are still enrolled in college. The median household income is $52,000. Compared to national averages, they spend 27% more on Education, 11% more on Housing, and 11% more on Food. They shop at Banana Republic, The Gap, and Nordstrom. During their free time, Metro Renters frequent bars and restaurants, take exercise classes, and use social media. They are environmentally conscious.[10]

Top Tier makes up 15.3% of the population. They have a median age of 46.2. Households largely consist of married couples without children or married couples with older children. They are socially responsible individuals who donate to charities. Those in the Top Tier enjoy cooking at home with quality, organic foods. With a median household income of $157,000, they are the wealthiest Tapestry segment. They spend well above the national average in all categories, including Pension & Social Security (191% more), Entertainment & Recreation (180% more), Housing (172% more), Food (146% more), and Apparel (78% more). Those in the Top Tier drive imported luxury cars and shop at Nordstrom, Macy's, Bed Bath & Beyond, and Amazon. Their schedules are packed with lunch dates, charity dinners, and classical music concerts.[11]

Emerald City represents 12.8% of the population. They have a median age of 36.6. 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. Their median income is $52,000. 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. They shop at Trader Joe's and Whole Foods, where they can find organic foods and environmentally friendly goods. They value art and music, and prefer to communicate via text message.[12]

Conclusion

These psychographic reports provide valuable insight into the lifestyles of Ardmore residents. The top five Tapestry segments show that Ardmore residents are health- and environmentally-conscious consumers who spend above the national average on Food. Many also spend more than average on Entertainment & Recreation. The 15.3% of the Ardmore households belonging to the Top Tier help bring up the median income to $78,597.[13] Households belonging to City Lights and Emerald City, for example, earn closer to the national median income of $51,000. The psychographic reports again reinforce the importance of balancing the needs of varied household income brackets.

[9] (2014). Esri. Tapestry Segmentation Urban Chic (Rep.). Esri.
[10] (2014). Esri. Tapestry Segmentation Metro Renters (Rep.). Esri.
[11] (2014). Esri. Tapestry Segmentation Top Tier (Rep.). Esri.
[12] (2014). Esri. Tapestry Segmentation Emerald City (Rep.). Esri.
[13] It is important to note that while the median household income of the Top Tier in the nation is $157,000, it could be higher in Zip Code 19003 (Ardmore). According to the American Community Survey 2011-2015, 34% of Ardmore households earn incomes of $100,000 or more.

2017 Consumer Expenditures

The Spending Potential Index compares local spending on retail goods and services to national averages. Local spending is above national averages when the Spending Potential Index is greater than 100. The analysis and charts in this section derive from an Esri-generated report of the Spending Potential Index of households in Zip Code 19003 (Ardmore) based on Consumer Expenditure Surveys from the US Bureau of Labor Statistics.[14] Unlike the psychographic profiles, this report shows the collective Spending Potential Index of all Ardmore households, rather than of individual Tapestry segments.

These are the most significant findings from the Spending Potential Index:

Retail Goods and Services: Top Five Spending

Rank	Retail Goods and Services	Spending Potential Index
1	Watches & Jewelry	177
2	Airline Fares	176
3	Rugs	174
4	Luggage	174
5	Fees & Admissions (Entertainment & Recreation)	173

The top five spending categories reflect the lifestyles of the Top Tier. Ardmore residents spend more than national averages on these top five spending categories: Watches & Jewelry (77% more), Airlines Fares (76% more), Rugs (74% more), Luggage (74% more), and Fees & Admissions (73% more). The top five spending categories reflect the lifestyles of the Top Tier, who indulge in quality goods and services, and spare no expense on frequent trips, both domestic and foreign. The Top Tier, despite representing just 15% of the Ardmore population, supports this high Spending Potential Index in luxury items, and, as previously mentioned, help bring up the median income of Zip Code 19003 (Ardmore).

Retail Goods and Services: Food Retail Goods and Services

Food Retail Goods and Services	Spending Potential Index
Food	150
Food at Home	147
Bakery and Cereal Products	147
Meats, Poultry, Fish, and Eggs	144
Dairy Products	148
Fruits and Vegetables	152
Snacks and Other Food at Home	146
Food Away from Home	154
Alcoholic Beverages	166

---

[14] (2017). Esri. Retail Goods and Services Expenditures (Rep.). Esri.

Consistent with the psychographic profiles, Ardmore residents spend more than the national average on Food and all Food subcategories. Looking at Food as a general category, Ardmore residents spend 50% greater than the national average. Broken down, the top three Food categories are Alcoholic Beverages (66% more), Food Away from Home (54% more), and Fruits and Vegetables (52% more). These results are consistent with the psychographic profiles of health- and quality-conscious individuals who shop at Trader Joe's and Whole Foods.

2017 Sales Void Analysis

Sales void is a benchmark for determining which business types are needed in a community. By subtracting supply (local retail sales) from demand (local consumer expenditures), practitioners can determine if a business type has surplus (oversupply or specialization), or leakage (undersupply or poor quality). A negative number indicates surplus, while a positive number indicates leakage. Using Esri data, the Ardmore Initiative generated a sales void analysis for Zip Code 19003 (Ardmore).

Zip Code 19003 also contains commercial areas outside the Ardmore Business District. Suburban Square, the oldest outdoor shopping mall and a major local attraction for luxury retail, is just across the train tracks. Just southwest of the Ardmore Business District, Spring Ave. and County Line Rd. are home to a cluster of convenience-oriented businesses. <u>Local retail sales include transactions made by all retail businesses in Ardmore, not only in the Ardmore Business District.</u>

These are the most significant findings from the Sales Void Analysis:

In Ardmore, specialization in luxury retail and automobiles has created a surplus. Esri estimates the total demand, or retail potential, of Ardmore households at $306 million, with local retail sales estimated at $452 million, leaving an overall surplus of $146 million. This means that about 48% of local retail sales are made to customers living outside Ardmore. This surplus is led by automobile dealers on Lancaster Ave. and luxury retailers in Suburban Square, both niche industries. Used Merchandise Stores and Restaurants/Other Eating Places are also niche industries in Ardmore.

The following table shows surplus and leakage across a variety of typical purchases:[15]

Industry Group (NAICS Code)	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Motor Vehicles & Part Dealers (441)	$56,950,038	$179,313,134	-$122,363,096
Clothing & Clothing Accessories Store (448)	$17,140,409	$65,910,395	-$48,769,986
Electronics & Appliance Stores (443)	$9,639,393	$45,186,333	-$35,546,940
Sporting Goods, Hobby, Book & Music Stores (451)	$8,417,818	$15,805,200	-$7,387,382
Health & Personal Care Stores (446/4461)	$51,317,516	$36,877,390	-$3,011,013
Used Merchandise Stores (4533)	$1,151,462	$2,615,939	-$1,464,477
Restaurants/Other Eating Places (7225)	$28,100,809	$29,419,590	-$1,318,781
Office Supplies, Stationary & Gift Stores (4532)	$2,839,030	$3,573,272	-$734,242
Food Services & Drinking Places (722)	$30,640,389	$29,988,338	$652,051
Drinking Places – Alcoholic Beverages (7224)	$1,820,988	$117,643	$1,703,345
Furniture & Home Furnishings Stores (442)	$10,279,954	$4,411,330	$5,868,624
Food & Beverage Stores (445)	$51,317,516	$36,877,390	$14,440,126

Red (-) = Surplus, Green (+) = Leakage

---

[15] All charts and analysis in this chapter are based on this report. Figures will not sum because some Industry Groups are subcategories. (2017). Esri. MarketPlace Profile 19003 (Rep.). Esri.

Health & Personal Care Stores are oversupplied in Ardmore. A surplus can indicate either specialization or oversupply. In the Ardmore Business District, RiteAid, CVS, and a local retailer, Merrick Apothecary, share the market. Just outside the district, on both ends of Lancaster Ave., is another RiteAid and CVS. Therefore, in the case of Health & Personal Care Stores, the -$3,011,013 retail gap indicates oversupply.

In the case of Sporting Goods, Hobby, Book & Music Stores, surplus likely indicates specialization. Based on the Sales Void Analysis alone, it is generally difficult to determine if the surplus in Sporting Goods, Hobby, Book & Music Stores represents specialization or oversupply because several business types are categorized together. However, when considering that the Ardmore Business District is home to just four Sporting Goods Stores and two Music Stores, all with unique focuses, it becomes possible to deduce that this category represents specialization.

Based on leakages, opportunities exist for business development in several business types. A leakage indicates that a business type is either undersupplied or of such poor quality that customers prefer to shop elsewhere. Because Ardmore is a dining destination on the Main Line, leakages in Food & Beverages Stores and Food Services & Drinking Places present an opportunity to recruit more dining businesses and encourage existing businesses to improve quality or price points. The same principle applies to the leakage in Furniture & Home Furnishings Stores. Opportunities for business development will be prioritized in the Business Recruitment Plan.

The overall surplus in Ardmore is led by specialization in automobiles and supported by high traffic volumes on Lancaster Avenue. When looking at sales of all industry categories, Ardmore has an overall surplus of $146 million. According to an Esri report generated in August 2017, Lancaster Avenue, or Route 30, is a state highway with an average daily traffic volume of 18,695 within the Ardmore Business District.[16] Most of the surplus comes from Motor Vehicles & Part Dealers, which alone represents a retail gap of -$122,363,096. This surplus is made possible by the visibility that high traffic volumes on Lancaster Avenue provide the automobile businesses.

---

[16] (2017). Esri. Traffic Count Map (Rep.). Esri.

2017 Business Mix

The Ardmore Business District contains 201 assessed properties with 235 first-floor storefronts and maintains a vacancy rate of five percent (5%). The ground floor business mix in 2017 is shown in the following table. Retail & Experience (28%), Professional Service (22%) and Dining (21%) are the top three categories in the downtown. Dining is tied with Personal Service, which is a category containing a wide array of business types.

Business Mix in the Ardmore Business District

Retail & Experience	66	28%
Professional Service	52	22%
Dining	49	21%
Personal Service	49	21%
Auto	14	6%
Community	5	2%
Total	235	100%

Furniture & Appliance Stores dominate the Retail & Experience category. Traditional retail types are lacking. The 12 Furniture & Appliance Stores compose 18% of Retail & Experience, creating a cluster, a focus of Ardmore Retail Strategy 2006. The next largest is Used Merchandise with seven businesses making up 11% of Retail & Experience. Traditional retail types, such as apparel, are lacking. Only two traditional apparel stores exist, Styche and Shirley & Co. In contrast, Suburban Square is home to many national retailers, such as Gap and Coach. The "experience" component of Retail & Experience includes Ardmore Music Hall and Play-a-Round Golf, a virtual golf course.

Banks, Realtors, and Medical Offices dominate the Professional Service category. Together, Banks (7), Realtors (6), and Medical Offices (6) compose 37% of the Professional Service category. Compared to other categories, the Professional Service category is composed of a wide variety of business types, ranging from banks to tutoring companies. Professional Services is the largest first-floor storefront category after Retail & Experience.

Dining is a major cluster in the Ardmore Business District. Within Dining, Asian restaurants are a sub-cluster. The Ardmore Business District has 49 Dining businesses in 2017. Thirteen or 27% of these are Asian restaurants, ranging from Japanese to Thai. Outside of Asian, cuisines include Hawaiian, Latin American, and New American. Because of its diverse cuisine, Ardmore is known as a burgeoning dining destination on the Main Line. Most restaurants in the Ardmore Business District are casual, with only four fine dining (white table cloth) restaurants: A la Maison, Local Wine & Kitchen, Marokko, and Ristorante Positano.

Hair & Nail Salons dominate the Personal Service category. Hair & Nail Salons compose 51% of the Personal Service category. In total, the Ardmore Business District has 25 Hair & Nail Salons. A large gap exists between Hair & Nail Salons and the next largest Personal Service types, Fitness Studios & Gyms (6) and Spas & Wellness Centers (5). In contrast with Suburban Square, the Personal Service businesses in the Ardmore Business District largely cater to middle class clientele.

2017 Findings & Recommendations

Families, Baby Boomers, and Millennials have significant populations across trade areas. The 0-19 age cohort is the largest age cohort in the Driving Trade Area, and, from 2000 to 2015, remained stable in both the Driving Trade Area and Zip Code 19003 (Ardmore) at 26% and 23% of the population respectively, reflecting the strong presence of families on the Main Line. The 50-69 age cohort, or present-day Baby Boomers, is the fastest growing age cohort in all the trade areas and the largest age cohort in Zip Code 19003 (Ardmore) at 24% of the population. The 20-34 age cohort, or Millennials, is the second largest age cohort in Zip Code 19003 (Ardmore) at 23% and the first largest in the Walking Trade Area at 29% of the population. These figures demonstrate that families, Baby Boomers, and Millennials are important consumer groups in the Ardmore Business District.

> *Recommendation*: Appeal to these three important customer segments – Families, Millennials and Baby Boomers – through events, activities, physical improvements and recruitment of specific businesses. Improve pedestrian safety and install colorful streetscape furniture to create a family-friendly environment. Host outdoor art events, such as First Friday, as requested in the Baby Boomers focus group.[17] Establish direct liaisons with college campuses and encourage businesses to use social media to reach Millennials. Recruit hybrid retail businesses that provide experiences that customers of all ages could enjoy, such as a restaurant that doubles as a specialty food store or café that is also a live event space.

Both the Driving Trade Area and Zip Code 19003 (Ardmore) are becoming more diverse. Downtown Ardmore has a strong African American community and burgeoning Hispanic population. The fastest growing populations are Asian as a race and Hispanic as an ethnicity. From 2000 to 2015, Asian grew from 4% to 6% in the Driving Trade Area and from 3% to 5% in Zip Code 19003 (Ardmore). In the same period, Hispanic tripled to 3% in the Driving Trade Area and quadrupled to 8% in Zip Code 19003 (Ardmore). A historically African American community, the Walking Trade Area in 2015 was the most diverse with a makeup of 73% White, 18% African American, 7% Asian, and 11% ethnically Hispanic. Collectively these findings indicate that Ardmore and especially the walkable downtown continue to stand out as a diverse population on the Main Line.

> *Recommendation:* Partner with community organizations to better understand and address the needs of a racially diverse community. Celebrate diversity through public events by revising or creating new events. Provide support to minority-owned businesses and actively recruit new ones. Welcome new cuisines that appeal to diverse consumers while strengthening the dining scene.

While household earnings and incomes have increased in both the Driving Trade Area and Zip Code 19003 (Ardmore), incomes are significantly lower in the Walking Trade Area. From 2000 to 2015, in the Driving Trade Area, mean household earnings increased 45% to $184,430 and median income increased 42% to $122,229. In Zip Code 19003 (Ardmore), mean household earnings increased 27% to $98,662 and median income increased 30% to $78,597. While Ardmore as a zip code made modest gains, a closer look at the downtown reveals that in 2015 the Walking Trade Area had a

---

[17] In May 2017, the Ardmore Initiative conducted five focus groups to clarify findings from the Downtown Ardmore Customer Survey and inform the Business Recruitment Plan. See Focus Group Report on ardmoreinitiative.org.

significantly lower median household income of $59,296. While incomes are increasing overall, the residential community surrounding the downtown is not as wealthy as the rest of the Main Line.

> *Recommendation:* Partner with community organizations to better understand and address the needs of a socioeconomically diverse community. Create a shop-local campaign to connect residents with existing businesses. Promote the variety of price points in the district, especially the restaurant niche which now caters to a variety of income groups. Encourage businesses to establish loyalty programs that reward customers for repeated patronage with discounts. In the Business Recruitment Plan, identify strategies to encourage a business mix that is accessible to households of different incomes. Invite area residents to join the Ardmore Initiative Board and strive to maintain a vibrant downtown that serves all incomes.

Ardmore households value quality food and environmental friendliness. The psychographic profiles revealed that the top five Tapestry segments agree on the importance of quality or organic food and environmental friendliness: City Lights are health-conscious and use public transportation daily. Urban Chic prefer to eat quality, organic foods and live "green" lifestyles. Metro Renters enjoy dining out and prefer to walk or take public transportation. Those in the Top Tier spend 146% more than the average American on food and are socially responsible consumers. Finally, Emerald City households prefer to purchase organic foods and environmentally friendly goods.

> *Recommendation:* Natural and organic foods and restaurants coupled with broader environmental sustainability initiatives could set Ardmore apart from other commercial districts in the area. Encourage existing businesses to sell and promote organic and specialty foods and environmentally friendly merchandise. Encourage area restaurants to promote their locally or ethically sourced and sustainable ingredients, and farm to table features. Consider attracting specialty food stores that would complement rather than compete with the Trader Joe's and Whole Foods just outside the Ardmore Business District. Encourage businesses to sell fair trade or artisan goods. Implement environmentally friendly programming, such as trash compactors, planting of native plants, and recycling bins.

Retail businesses in Zip Code 19003 (Ardmore) are generating a surplus, led by automobile dealers and luxury retailers. Forty-eight percent (48%) of retail sales are made to households outside Ardmore. This surplus is led by automobile dealers on Lancaster Ave. and luxury retailers in Suburban Square, across the train tracks from the Ardmore Business District. A surplus indicates either specialization or oversupply. In Ardmore, automobile dealers and luxury retailers are niche industries.

> *Recommendation:* While niche industries are healthy to the economy, Main Streets must consider whether a surplus is translating into increased pedestrian activity. With the automobile dealers and Suburban Square on the outskirts, the Ardmore Business District may not directly benefit from these surpluses. At the same time, these surpluses are driven by Top Tier customers purchasing imported cars and shopping at Suburban Square. Instead of more automobile dealers, recruit businesses that appeal to Top Tier customers, such as specialty food stores and shops selling fair trade, artisan goods.

Opportunities exist for food-related businesses in Ardmore. Based on sales leakages, Food & Beverage Stores and Food Services & Drinking Places are undersupplied in Ardmore. At the same time, Restaurants/Other Eating Places have a surplus caused by specialization. These findings combined show that opportunities exist for food-related businesses in Ardmore.

> *Recommendation:* Continue to focus on food as a business recruitment opportunity; new natural, organic and specialty food shops and restaurants can fit well within the current restaurant niche. Attract food-related businesses that strengthen Ardmore's dining scene. Recently opened businesses, such as PokeOno, Tired Hands, and Pala'a, are examples of Ardmore restaurants that brought novel cuisines to the Main Line. Looking to Philadelphia and elsewhere for trends, continue attracting new and innovative specialty food stores, restaurants, and bars that fill gaps and complement the existing dining scene.

Next Steps: The Business Recruitment Plan

In the next few years, with the anticipated construction of three mixed-use, rental apartment buildings in the downtown and a fourth in Suburban Square, the Walking Trade Area will experience the addition of approximately 200 new rental units. Based on psychographic profiles, City Lights who value access to public transportation, Metro Renters receiving parental support, and Top Tier empty nesters in transition are likely tenants. Once fully occupied, these new tenants may shift the demographic makeup of what has historically been the most racially and economically diverse community on the Main Line.

The final document of the Market Study is the Business Recruitment Plan, a culmination of the findings and recommendations from the Downtown Ardmore Customer Survey, Focus Groups, and this Market Analysis. In this plan, the Ardmore Initiative will identify strategies for encouraging a business mix that balances the needs of all residents while increasing economic vitality in the Ardmore Business District for many years to come.

Appendix A: Demographic Data for Driving Trade Area

Zip Codes 19003 (Ardmore), 19004 (Bala Cynwyd), 19010 (Bryn Mawr), 19428 (Conshohocken), 19035 (Gladwyne), 19041 (Haverford), 19083 (Havertown), 19066 (Merion), 19072 (Narberth), 19085 (Villanova), and 19096 (Wynnewood)

American Census 2000 and American Community Survey 2011-15

Generation Cohorts		2000			2015		
Total population		145481	100%		143317	100%	
Under 5 years	Dependents	8001	5%	26%	7767	5%	26%
5 to 9 years		9028	6%		8265	6%	
10 to 14 years		9835	7%		8633	6%	
15 to 19 years		11578	8%		12459	9%	
20 to 24 years	Millennials	9954	7%	19%	10552	7%	19%
25 to 29 years		8065	6%		7985	6%	
30 to 34 years		9051	6%		8467	6%	
35 to 39 years	Generation X	10229	7%	22%	8289	6%	18%
40 to 44 years		11076	8%		8277	6%	
45 to 49 years		11095	8%		9550	7%	
50 to 54 years	Baby Boomers	9716	7%	20%	10424	7%	25%
55 to 59 years		7382	5%		9798	7%	
60 to 64 years		5878	4%		9457	7%	
65 to 69 years		5579	4%		6806	5%	
70 to 74 years	Silent Generation	5797	4%	13%	4885	3%	12%
75 to 79 years		5452	4%		3965	3%	
80 to 84 years		3949	3%		3577	2%	
85 to 89 years		2484	2%		4182	3%	
90 years and over		1332	1%			0%	
Race		145481	100%		143317	100%	
White		132600	91%		123952	86%	
Black or African American		5337	4%		6602	5%	
American Indian and Alaska Native		126	0%		142	0%	
Asian		5295	4%		8629	6%	
Native Hawaiian and Other Pacific Islander		52	0%		105	0%	
Two or more races		1483	1%		3046	2%	
Some other race		588	0%		841	1%	
Hispanic or Latino (of any race)		2017	1%		4026	3%	
Language Spoken at Home							
Population 5 years and over		137436	100%		135550	100%	
English only		123637	90%		118939	88%	
Language other than English		13799	10%		16611	12%	
Income							
Total Households		54910	100%		54022	100%	
Less than $10,000		2690	5%		2276	4%	
$10,000 to $14,999		1936	4%		1183	2%	
$15,000 to $24,999		3766	7%		2937	5%	
$25,000 to $34,999		4454	8%		2784	5%	
$35,000 to $49,999		6468	12%		4536	8%	
$50,000 to $74,999		10268	19%		7093	13%	
$75,000 to $99,999		7114	13%		6562	12%	
$100,000 to $149,999		7853	14%		9793	18%	
$150,000 to $199,999		3720	7%		5838	11%	
$200,000 or more		6641	12%		11020	20%	
Median household income		78932			112229		
Mean Household income		No data			184560		

		found					
Mean household earnings		$127,652			178,804		40%
Households							
Total Households		54987	100%		54022	100%	
Households with own kids under 18		16423	30%		15921	29%	
Average Household Size		2.47			2.48		
Average Family Size		3.03			3.06		
Household Occupancy							
Total occupied housing units		54987	100%		54022	100%	
Owner-occupied		41323	75%		40273	75%	
Renter-occupied		13664	25%		13750	25%	
Educational Attainment							
Population 25 years and over		97283	100%		95654	100%	
Less than 9th grade		2009	2%		1224	1%	
9th to 12th grade, no diploma		5255	5%		1900	2%	
High school graduate (includes equivalency)		18946	19%		14548	15%	
Some college, no degree		13245	14%		10649	11%	
Associate degree		4574	5%		4557	5%	
Bachelor's degree		26143	27%		29971	31%	
Graduate or professional degree		27111	28%		32805	34%	

Appendix B: Demographic Data for Walking Trade Area

Census Tract 2055.1, 2053, and Block Group 4 of 2054

American Community Survey 2011-15

Generation Cohorts		2015		
Total population		6706	100%	
Under 5 years	Dependents	260	4%	17%
5 to 9 years		426	6%	
10 to 14 years		299	4%	
15 to 19 years		179	3%	
20 to 24 years	Millennials	644	10%	29%
25 to 29 years		619	9%	
30 to 34 years		669	10%	
35 to 39 years	Generation X	555	8%	20%
40 to 44 years		473	7%	
45 to 49 years		305	5%	
50 to 54 years	Baby Boomers	405	6%	22%
55 to 59 years		415	6%	
60 to 64 years		387	6%	
65 to 69 years		259	4%	
70 to 74 years	Silent Generation	249	4%	12%
75 to 79 years		241	4%	
80 to 84 years		180	3%	
85 to 89 years		155	2%	
90 years and over				
Race		6706	100%	
White		4905	73%	
Black or African American		1178	18%	
American Indian and Alaska Native		12	0%	
Asian		441	7%	
Native Hawaiian and Other Pacific Islander		0	0%	
Two or more races		137	2%	
Some other race		33	0%	
Hispanic or Latino (of any race)		753	11%	
Language Spoken at Home				
Population 5 years and over		6444	100%	
English only		5015	78%	
Language other than English		1429	22%	
Income				
Total Households		3027	100%	
Less than $10,000		196	6%	

$10,000 to $14,999		176	6%	
$15,000 to $24,999		344	11%	
$25,000 to $34,999		225	7%	
$35,000 to $49,999		364	12%	
$50,000 to $74,999		477	16%	
$75,000 to $99,999		454	15%	
$100,000 to $149,999		463	15%	
$150,000 to $199,999		116	4%	
$200,000 or more		214	7%	
Median household income		$59,296		
Mean household income		$75,310		
Mean household earnings		No data found		
Households				
Total Households		3027	100%	
Households with own kids under 18		585	19%	
Average Household Size		2.14		
Average Family Size		No data found		
Household Occupancy				
Total occupied housing units		3027	100%	
Owner-occupied		1405	46%	
Renter-occupied		1622	54%	
Educational Attainment				
Population 25 years and over		4902	100%	
Less than 9th grade		315	6%	
9th to 12th grade, no diploma		142	3%	
High school graduate (includes equivalency)		775	16%	
Some college, no degree		621	13%	
Associate degree		201	4%	
Bachelor's degree		1584	32%	
Graduate or professional degree		1264	26%	

Appendix C: Zip Code 19003 (Ardmore)

Zip Code 19003 (Ardmore)

Census 2000 and American Community Survey 2011-15

Generation Cohorts		2000			2015		
Total population		12902	100%		12788	100%	
Under 5 years	Dependents	696	5%	23%	742	6%	23%
5 to 9 years		688	5%		793	6%	
10 to 14 years		748	6%		742	6%	
15 to 19 years		782	6%		639	5%	
20 to 24 years	Millennials	1003	8%	25%	1023	8%	23%
25 to 29 years		1166	9%		857	7%	
30 to 34 years		1068	8%		1087	9%	
35 to 39 years	Generation X	993	8%	23%	972	8%	20%
40 to 44 years		964	7%		767	6%	
45 to 49 years		972	8%		806	6%	
50 to 54 years	Baby Boomers	775	6%	18%	934	7%	24%
55 to 59 years		597	5%		908	7%	
60 to 64 years		508	4%		691	5%	
65 to 69 years		497	4%		550	4%	
70 to 74 years	Silent Generation	490	4%	11%	435	3%	10%
75 to 79 years		437	3%		281	2%	
80 to 84 years		261	2%		307	2%	
85 to 89 years		168	1%		243	2%	
90 years and over		89	1%			0%	
Race		12902	100%		12788	100%	
White		10659	83%		10298	81%	
Black or African American		1553	12%		1487	12%	
American Indian and Alaska Native		16	0%		20	0%	
Asian		367	3%		655	5%	
Native Hawaiian and Other Pacific Islander		16	0%		0	0%	
Two or more races		208	2%		228	2%	
Some other race		83	1%		100	1%	
Hispanic or Latino (of any race)		278	2%		962	8%	
Language Spoken at Home							
Population 5 years and over		12227	100%		12041	100%	
English only		10845	89%		10076	84%	
Language other than English		1382	11%		1965	16%	
Income							
Total Households		5601	100%		5221	100%	
Less than $10,000		358	6%		309	6%	
$10,000 to $14,999		284	5%		182	3%	
$15,000 to $24,999		390	7%		476	9%	
$25,000 to $34,999		576	10%		281	5%	
$35,000 to $49,999		774	14%		552	11%	
$50,000 to $74,999		1142	20%		693	13%	

$75,000 to $99,999		838	15%		945	18%	
$100,000 to $149,999		624	11%		819	16%	
$150,000 to $199,999		317	6%		381	7%	
$200,000 or more		298	5%		583	11%	
Median household income		60263			78597		
Mean household income					100470		
Mean household earnings		77951			98,662		
Households							
Total Households		5,604	100%		5221	100%	
Households with own kids under 18		1,316	23%		1361	26%	
Average Household Size		2.29			2.36		
Average Family Size		2.99			3.14		
Household Occupancy							
Total occupied housing units		5604	100%		5221	100%	
Owner-occupied		3518	63%		3373	65%	
Renter-occupied		2086	37%		1848	35%	
Educational Attainment							
Population 25 years and over		8947	100%		8849	100%	
Less than 9th grade		235	3%		362	4%	
9th to 12th grade, no diploma		558	6%		190	2%	
High school graduate (includes equivalency)		1749	20%		1262	14%	
Some college, no degree		1040	12%		1150	13%	
Associate degree		506	6%		443	5%	
Bachelor's degree		2349	26%		2900	33%	
Graduate or professional degree		2510	28%		2542	29%	

Credits

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

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.

Contact

Marie Suvansin
Ardmore Initiative
56 E. Lancaster Ave.
Ardmore, PA 19003
marie@ardmoreinitiative.org
www.ardmoreinitiative.org