

# Commercial Redevelopment Feasibility Study

## Four Corners Richmond, New Hampshire

June 5, 2017

Prepared for:

### The Town of Richmond

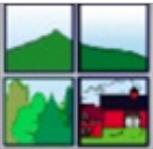
105 Old Homestead Highway  
Richmond, New Hampshire 03470

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Southwest Regional Planning Commission  
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With:

Connor Business Resources



## **Preface**

This study was prepared for the Town of Richmond and is intended to investigate the needs of the residents, to develop a commercial retail program to meet the needs of the town, evaluate the existing site, define a preferred building solution, provide estimated costs for construction and create a business plan to support the project.

A draft of this report was presented to the Richmond Economic Development Association on March 16, 2017 for review and comment. The comments were incorporated into a revised preferred design scheme and a business plan.

The study culminates in a final program and pre-schematic design, which defines the preferred solution in terms of its content and cost in order to provide a frame of reference for the future design and business planning process.

## **ACKNOWLEDGEMENTS**

We would like to express our gratitude to members of the Richmond Economic Development Association for their feedback and direction on the Richmond Four Corners: Commercial Redevelopment Feasibility Study.

*Client:*

**Town of Richmond**

*Study Committee:*

**Richmond Economic Development Association**

*Designer:*

**Catlin + Petrovick Architects, PC**

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*Funding:*

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## I. EXECUTIVE SUMMARY

### STUDY OBJECTIVES

This study is intended to provide an independent design and business assessment of the Four-Corners' site with regards to determining the ability of the site to once again support a general store. The goal of this report is to:

1. Evaluate economic feasibility to determine the suggested store size, configuration, services offered, number of personnel, and potential to be self-sustaining;
2. Develop preliminary architectural and engineering plans for store configuration options;
3. Determine cost estimates to develop the site based on these options; and
4. Present the findings to the town during a public meeting.

Throughout this study Catlin + Petrovick along with Connor Business Resources and our consultants worked closely with the Town of Richmond to understand and articulate the needs of the town and the requirements for a state-of-the-art local general store with fuel station. The information gathered herein should be used as a resource for consideration for redevelopment of the site formally occupied by the Richmond Four Corners Store.

### BUSINESS PLAN OVERVIEW

Successful resurrection of a general store on the site of the former Richmond Four Corners Store will rely on several key factors:

1. The business must include a general store and fuel station (gas or gas and diesel) of approximately 2,800 sf to be sustainable.
2. The land and the building at this location would be best developed and owned by a non-profit community organization and leased to the individual or individuals that will fit out the building and run the business.
3. The Town of Richmond will support the store owner by offering tax breaks.
4. The store is estimated to create jobs for one (1) full-time manager, one (1) part-time assistant manager, and three to five (3-5) part-time employees who will provide customers with personalized customer service.

### DESIGN OVERVIEW

A key to success is that the building and site must be constructed and remain well-maintained in order to meet Town standards and to continue to attract local and passer-by business.

The existing site, just under 1-acre, is located at the northwest corner of the intersection of NH routes 32 and 119. The corner site provides easy access and visibility and lends itself to the design of a general store of 2,800 gross square feet with a deli, bakery, grab and go prepared foods, indoor eating area, and gas station with two fuel islands and fueling station canopy. The proposed building design creates a vernacular New England building with a front porch offering a small outdoor eating area. For residents of Richmond, this new village store would offer not

only a place to pick-up necessities, but also provide a social hub where the community can gather.

**Site Development Options:**

The Consultant team studied six (6) conceptual site designs for the site – one without a fuel option and five different configurations which include the fuel islands and canopy. While the property is located in the Residential Zone, all design options comply with the requirements of the Town of Richmond Zoning Ordinance. The designs are also in compliance with all State of New Hampshire regulations, including the Building Code, the Department of Environmental Conservation and the Department of Transportation.

**Conclusion:**

The conclusion of this study is that the Town would greatly benefit from both the services provided by a general store, but also from the vibrancy brought to a community by providing a hub of activity. The pre-schematic site designs and corresponding building designs along with construction cost estimates provide a benchmark against which further planning and budgeting decisions can be made.

There are many potential variables that can affect the ultimate scope and cost of construction such as escalating costs (inflation) and change in project scope.

## II. INTRODUCTION

### GENERAL

Catlin + Petrovick Architects, teamed with Connor Business Resources, was retained by the Town of Richmond to provide pre-design planning services related to potential redevelopment of the former Richmond Four Corners Store as a new, state-of-the-art General Store. The site, now owned by the Town, is located at the northwest corner of the intersection of New Hampshire route 119 (east-west) and route 32 (north-south). CDBG (Community Development Block Grant) funding through NHCDFA (New Hampshire Community Development Finance Authority) and administrated by SWRPC (Southwest Regional Planning Commission) was secured by the Town to complete this study of the four corners site. Through this planning project, the Town has conducted an assessment of the desire of the residents of Richmond and has evaluated the ability of the site to support a new general store. Based on this evaluation process and including substantial input from residents, planning professionals and other similar businesses, pre-schematic plans for the site and preferred conceptual building design and design options have been prepared along with a business plan which is based on these designs and site statistics. The preferred scheme and development options are discussed in greater detail in Section III: Pre-Schematic Design.

### METHODOLOGY

#### *Planning Process*

There were a series of steps that our team took during the development of this feasibility study.

1. Our team hosted and facilitated a public forum on Saturday, December 3, 2016 from 10 am to 12 pm to receive input from the residents of Richmond.
2. Our team researched projects of similar size and scope to obtain relevant comparative data.
3. Our business consultant reviewed site statistics – demographics and traffic studies – and researched business statistics of similar sites and general stores.
4. We completed code analysis of the Building Code (*International Building Code 2009*), Town of Richmond Zoning Ordinance and State of New Hampshire regulations governing commercial fueling sites.

#### *Program Development:*

The programming of the site was developed based on the yield of the site based on applicable codes and regulations and acceptable practice. The preliminary building design is based upon the input from the public forum, the building area yielded by the site and the need to maintain modest construction budget for project viability.

#### *Site Analysis and Pre-Schematic Design:*

Three (3) building design options were developed at 2,800gsf, 5,400gsf, and 6,000gsf in response to the site and building code analysis. Section III includes a program, design narrative, preliminary conceptual designs, and project construction cost estimates.

#### *Site Development Options:*

The Consultant team initially studied six (6) conceptual site designs for the site – one without a fuel option and five (5) different configurations which include the fuel islands and canopy.

### III. PRE-SCHEMATIC DESIGN

#### SITE DESIGN CRITERIA

All concept design options reflect the regulatory requirements combined with best practices for this building type and use, including:

1. Safe passenger vehicle and pedestrian access from and egress to both NH route 119 and route 32;
2. Safe delivery vehicle access and egress to both NH route 119 and route 32;
3. Safe maneuverability on-site for vehicles and pedestrians;
4. Inviting building orientation for patrons arriving on-site;
5. Building orientation for visibility to intersection;
6. Maintain Town of Richmond Zoning Ordinance setbacks;
7. Maintain a 2,800 - 6,000 SF building footprint.
8. Placement of on-site utilities to comply with local and state regulations.

The goal is to balance regulatory compliance with best practices of design to yield a site which is easily navigated by pedestrians as well one which supports a building design which is complimentary to the surrounding historic community

#### BUILDING PROGRAM

The following program was developed with input from Town of Richmond residents and review of similar architectural building types. The town surveys and Architectural Precedents, which provide the basis for the designs on which this feasibility study is based, are found in the Appendices of this report.

The program elements are grouped into the following major components:

##### *Building Design - Programming*

The following program of interior spaces is based upon several key inputs: a formula typically used for rural grocery or general stores; desirable features conveyed by the Town residents, and the orientation of the building on the site:

1. Covered exterior seating area;
2. ADA Accessibility;
3. Welcoming entrance;
4. Retail sales – groceries, beverages, general merchandise (hardware/etc.);
5. Café/delicatessen food sales (eat-in/take-out food/coffee bar);
6. Indoor seating (tables);
7. Storage;
8. Receiving area;

##### *Building Design – Aesthetics*

The conceptual building designs are influenced by the following key criteria:

1. The deep architectural history of the town and the surround buildings;
2. Site orientation to both the intersection and on-site parking;
3. Orientation to the southern exposure;
4. Architecture which honors the town's historic past but also looks to the future;
5. Building construction details, methods and materials which are both economical and durable;

The final three (3) building design options are based on the building “pad” options from the six (6) site design alternatives. All three final concepts are characterized by gable-sloped roofs and wrap-around “porch” roofs. The “transitional” architecture of the building massing is intended to recall the Town’s historic past while incorporating current architecture details and providing ample space to meet the requirements of a viable business.

### ESTIMATED CONSTRUCTION COSTS

The estimated construction costs for the proposed 2,800 SF pre-schematic design option is as follows:

General Store Building Construction Costs	2,800 s.f. x \$175/sf = \$490,000
Site Construction Costs	\$547,000
Construction Contingency (20%)	\$207,400
<b>Subtotal of Project Costs</b>	<b>\$1,037,000</b>
Project soft costs (30%)**	373,300
<b>Total Project Budget</b>	<b>\$1,617,725</b>

\*\*A 30% allowance should be carried for soft costs (Architectural/Engineering services, Construction testing, Reimbursable, Soils testing, Bidding, Reproductions, and Advertising). Equipment for a commercial kitchen including range, fryers, hood, 3-bay sink, and counters are included in the Project Soft costs as part of the building shell. Additional fixtures and shelving in the store would be the tenant’s responsibility. This information is based on June 2017 dollars.

**PREFERRED OPTION A: 2,800 SF General Store with Fuel Station**

**Site Layout:**

The just under 1-acre site is located along routes 119 and 32. One access drive is located in the southwest corner of the parcel off of route 119 and leads directly to the fuel station. A second access drive is off of route 32 and leads behind the store to the parking lot, which contains approximately 13 parking spaces with 2 handicapped accessible spaces located along the building, with the service area located adjacent to the kitchen remote from the main building entry. The two access drives provide a loop for the fuel delivery trucks. The parking lot is oriented north of the building allowing solar orientation of the retail/café program elements to the south.



Figure 1: Proposed Site Plan – 2,800 sf Building with Fuel Station

### Building Organization:

A Richmond general store of 2,800 square feet provides enough space to stock a variety of retail merchandise including groceries, beverages (soft drinks and alcohol), general merchandise (hardware/etc.), a bakery/coffee bar, delicatessen counter, grab and go cooler, a hot/cold food bar, and a small café eat-in area with 6-8 tables. The checkout, retail display aisles and food service areas are approximately 80% of the floor area. 20% of the floor area is devoted to service, kitchen, coolers, office, and restrooms, which are located on the north side of the building adjacent to the exterior vehicular service area. The checkout has a clear view of the main door and contains shelves for impulse items such as candy and magazines. A front porch to the west provides a covered entrance and an outdoor eating area.

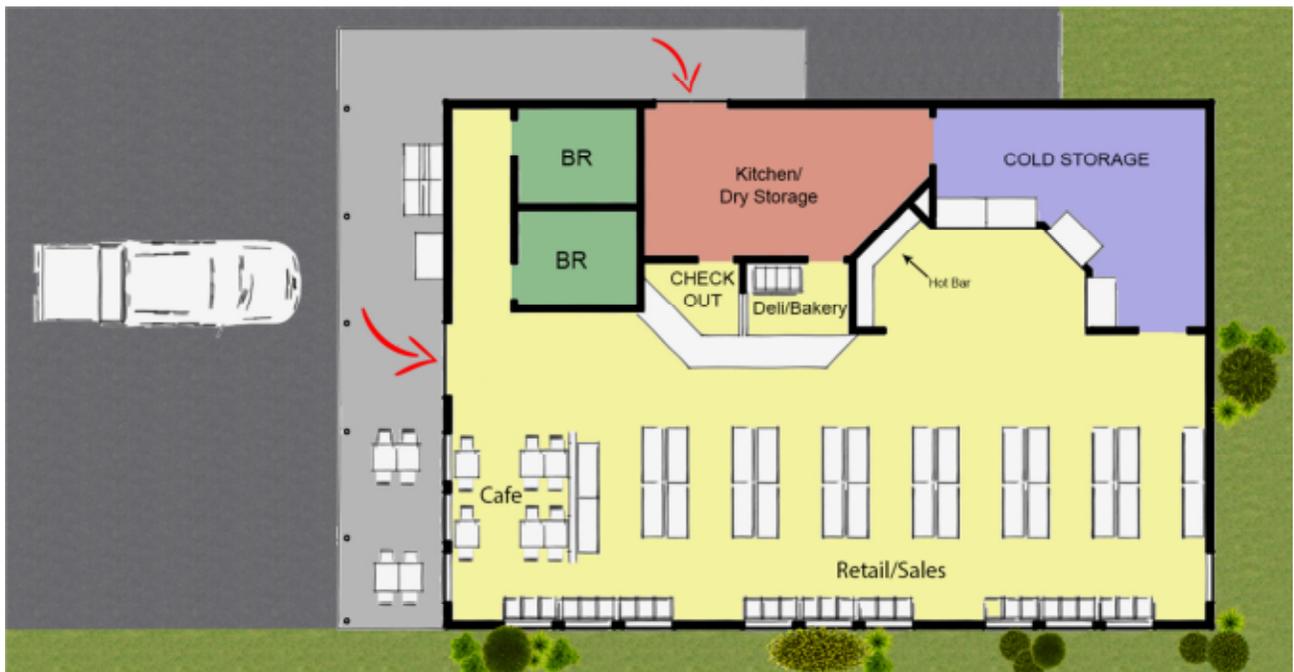


Figure 2: Proposed Floor Plan – 2,800 SF General Store

### Architectural Aesthetics:

The exterior of the building is based on vernacular New England architecture with clapboard siding and gable roofs. A porch on the western façade creates a covered space protecting the entrance and providing a gathering spot for socializing and eating. While the historic exterior of the building blends with the local architecture, the interior's modern open floor plan offers flexible retail space for shelving and a small café/dining area located along the south façade, with large windows providing ample natural light and visual appeal for cars passing through the adjacent intersection. The open lawn on the south side provides ample space for seasonal farmers markets and community gatherings. Two fuel pumps are also covered by a gable roof which blends in with the character of the store and provides protection for the customers.



Figure 3 Proposed Perspective – South Façade with a view of the front lawn



Figure 4: Proposed Perspective – West Façade – Building Entrance and Fuel Station



Figure 5: Proposed Perspective – Interior of General Store

While the exterior of the building is based on vernacular New England architecture with clapboard siding and gable roofs, the interior is modern with pleasing colors, warm accents of wood, and ample natural light. The checkout should be within 10-15 feet of the front door and contain below counter shelving for impulse items. The retail displays may be approximately 60 percent of the total floor area. The retail shelving (gondolas) height should be around 4-5', so there is visibility throughout the store. While fresh produce is best located in seasonal displays toward the front of the store, customers should walk through in-demand items to reach milk and other beverages in refrigerated coolers toward the back of the store. A key ingredient to the store's success is the mix of products, which include prepared foods a deli/bakery/coffee bar, hot/cold food bar, and take-out items located in the grab-and-go area. In addition, a small café/dining area toward the front of the store provides additional opportunities for revenue while offering a social gathering place for local residents and visitors.

**ALTERNATIVE OPTION B: 6,000 SF General Store with Fuel Station**



Figure 6: Option B Floor Plan – 6,000 SF

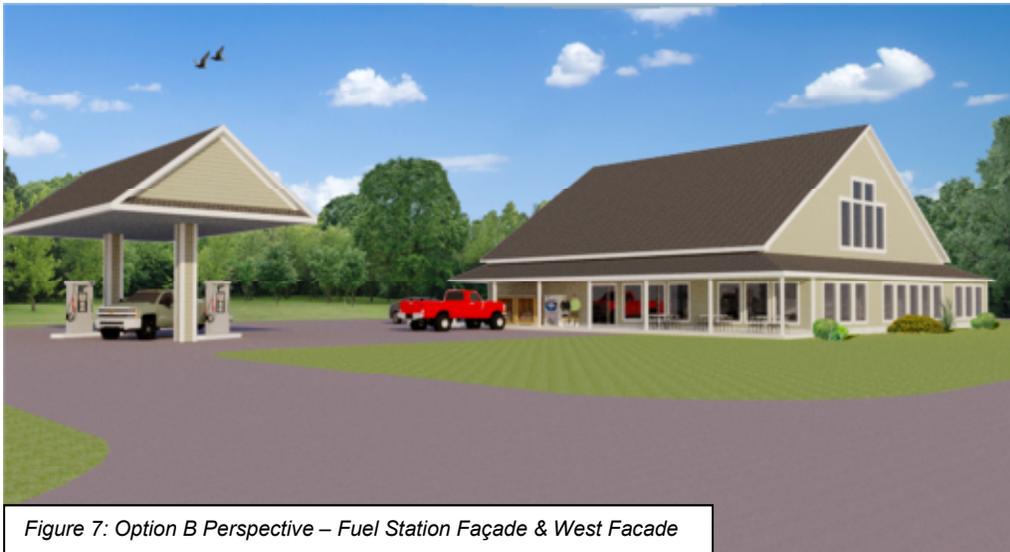


Figure 7: Option B Perspective – Fuel Station Façade & West Facade



Figure 8: Option B Perspective – South Facade

**ALTERNATIVE OPTION C: 5,400 SF General Store with Fuel Station**

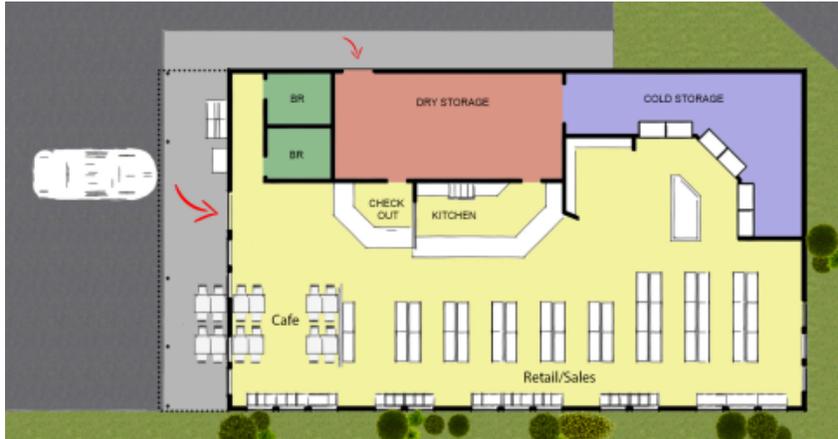


Figure 9: Option C Floor Plan – 5,400 SF



Figure 10: Option C Perspective – West Façade



Figure 11: Option C Perspective – South Façade

**IV. BUDGET COST ESTIMATES**

**RICHMOND FOUR CORNERS  
COST ESTIMATE  
SUMMARY - NO FUEL STATION  
June 2017**

ITEM	UNIT	UNIT COST	QUANTITY	COST
<b><u>Site Prep:</u></b>				
Common Excavation	C.Y.	\$8.00	300	\$2,400.00
Sub Grade	Unit	\$2,000.00	1	\$2,000.00
Silt Fence, Const. Ent. & misc.	Unit	\$1,200.00	1	\$1,200.00
<b>Sub Total Site Prep</b>				<b>\$5,600.00</b>
<b><u>Building Prep:</u></b>				
Footing Excavation & Backfill	L.F.	\$8.00	310	\$2,480.00
Sand	C.Y.	\$18.00	200	\$3,600.00
Gravel	C.Y.	\$24.00	225	\$5,400.00
Fine Grade & Compact	S.Y.	\$4.00	611	\$2,444.00
Misc. Interior	Unit	\$500.00	1	\$500.00
<b>Sub Total Building Prep</b>				<b>\$14,424.00</b>
<b><u>Drive &amp; Parking</u></b>				
Asphalt (3")	Ton	\$85.00	324	\$27,540.00
Crushed Gravel (6")	C.Y.	\$24.00	330	\$7,920.00
Bankrun Gravel (12")	C.Y.	\$20.00	660	\$13,200.00
Fill	C.Y.	\$18.00	300	\$5,400.00
Grade & Compact	Unit	\$2,500.00	1	\$2,500.00
Line Painting	Unit	\$500.00	1	\$500.00
<b>Sub Total Drive &amp; Parking</b>				<b>\$57,060.00</b>
<b><u>Curb &amp; Sidewalk</u></b>				
Gravel	C.Y.	\$30.00	20	\$600.00
Grade & Compact	Unit	\$500.00	1	\$500.00
Granite Curb	L.F.	\$30.00	80	\$2,400.00
Concrete	S.Y.	\$60.00	45	\$2,700.00
				<b>\$6,200.00</b>
<b><u>Drainage</u></b>				
Catch Basins	EA.	\$2,000.00	2	\$4,000.00
12' H.D.P.E.	L.F.	\$30.00	100	\$3,000.00
Detention Area	Unit	\$2,000.00	1	\$2,000.00
<b>Sub Total Drainage</b>				<b>\$9,000.00</b>

**Septic**

Allowance	Unit	\$20,000.00	1	<b>\$20,000.00</b>
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<b>Sub Total Septic</b>				<b>\$20,000.00</b>
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**Water**

Line From Well	Unit	\$1,000.00	1	\$1,000.00
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Well Pump	Unit	\$2,000.00	1	\$2,000.00
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<b>Sub Total Water</b>				<b>\$3,000.00</b>
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**Site Lighting**

Lights	EA.	\$1,500.00	2	\$3,000.00
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Conduit	L.F.	\$12.00	160	\$1,920.00
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Electrician	Unit	\$1,000.00	1	\$1,000.00
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<b>Sub Total Site Lighting</b>				<b>\$5,920.00</b>
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**Landscaping**

Loam & Seed	S.Y.	\$4.00	1,900	\$7,600.00
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Landscaping	Unit	\$2,000.00	1	\$2,000.00
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<b>Sub Total Landscaping</b>				<b>\$9,600.00</b>
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**Miscellaneous**

Dumpster Enclosure	Unit	\$1,200.00	1	\$1,200.00
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Mobilization & Clean-up	Unit	\$15,000.00	1	\$15,000.00
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<b>Sub Total Miscellaneous</b>				<b>\$16,200.00</b>
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<b>Sub Total Site Construction</b>				<b>\$147,004.00</b>
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Building Construction	S.F.	\$175.00	2800	<b>\$490,000.00</b>
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<b>Construction Total:</b>				\$637,004.00
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Contingency (20%)				\$127,400.80
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<b>Subtotal:</b>				\$764,404.80
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**PROJECT SOFT COSTS (30%)**

<b>Design Fees, FF&amp;E, Permitting</b>				<b>\$229,321.44</b>
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<b>TOTAL PROJECT BUDGET:</b>				<b>\$993,726.24</b>
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**RICHMOND FOUR CORNERS**  
**COST ESTIMATE**  
**SUMMARY WITH FUEL STATION (NO DIESEL)**  
**June 2017**

ITEM	UNIT	UNIT COST	QUANTITY	COST
<b><u>Site Prep:</u></b>				
Common Excavation	C.Y.	\$8.00	300	\$2,400.00
Sub Grade	Unit	\$2,000.00	1	\$2,000.00
Silt Fence, Const. Ent. & misc.	Unit	\$1,200.00	1	\$1,200.00
<b>Sub Total Site Prep</b>				<b>\$5,600.00</b>
<b><u>Building Prep:</u></b>				
Footing Excavation & Backfill	L.F.	\$8.00	310	\$2,480.00
Sand	C.Y.	\$18.00	200	\$3,600.00
Gravel	C.Y.	\$24.00	225	\$5,400.00
Fine Grade & Compact	S.Y.	\$4.00	611	\$2,444.00
Misc. Interior	Unit	\$500.00	1	\$500.00
<b>Sub Total Building Prep</b>				<b>\$14,424.00</b>
<b><u>Drive &amp; Parking</u></b>				
Asphalt (3")	Ton	\$85.00	324	\$27,540.00
Crushed Gravel (6")	C.Y.	\$24.00	330	\$7,920.00
Bankrun Gravel (12")	C.Y.	\$20.00	660	\$13,200.00
Fill	C.Y.	\$18.00	300	\$5,400.00
Grade & Compact	Unit	\$2,500.00	1	\$2,500.00
Line Painting	Unit	\$500.00	1	\$500.00
<b>Sub Total Drive &amp; Parking</b>				<b>\$57,060.00</b>
<b><u>Curb &amp; Sidewalk</u></b>				
Gravel	C.Y.	\$30.00	20	\$600.00
Grade & Compact	Unit	\$500.00	1	\$500.00
Granite Curb	L.F.	\$30.00	80	\$2,400.00
Concrete	S.Y.	\$60.00	45	\$2,700.00
				<b>\$6,200.00</b>
<b><u>Drainage</u></b>				
Catch Basins	EA.	\$2,000.00	2	\$4,000.00
12' H.D.P.E.	L.F.	\$30.00	100	\$3,000.00
Detention Area	Unit	\$2,000.00	1	\$2,000.00
<b>Sub Total Drainage</b>				<b>\$9,000.00</b>

**Septic**

Allowance	Unit	\$20,000.00	1	<b>\$20,000.00</b>
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<b>Sub Total Septic</b>				<b>\$20,000.00</b>
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**Water**

Line From Well	Unit	\$1,000.00	1	\$1,000.00
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Well Pump	Unit	\$2,000.00	1	\$2,000.00
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<b>Sub Total Water</b>				<b>\$3,000.00</b>
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**Site Lighting**

Lights	EA.	\$1,500.00	2	\$3,000.00
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Conduit	L.F.	\$12.00	160	\$1,920.00
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Electrician	Unit	\$1,000.00	1	\$1,000.00
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<b>Sub Total Site Lighting</b>				<b>\$5,920.00</b>
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**Landscaping**

Loam & Seed	S.Y.	\$4.00	1,900	\$7,600.00
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Landscaping	Unit	\$2,000.00	1	\$2,000.00
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<b>Sub Total Landscaping</b>				<b>\$9,600.00</b>
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**Miscellaneous**

Dumpster Enclosure	Unit	\$1,200.00	1	\$1,200.00
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Mobilization & Clean-up	Unit	\$15,000.00	1	\$15,000.00
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<b>Sub Total Miscellaneous</b>				<b>\$16,200.00</b>
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**Fuel Station**

computer systems, monitoring equip, etc.	Unit	\$400,000.00	1	\$400,000.00
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<b>Sub Total Fuel Station</b>				<b>\$400,000.00</b>
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<b>Sub Total Site Construction</b>				<b>\$547,004.00</b>
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<b>SITE CONSTRUCTION TOTAL</b>				<b>\$547,004.00</b>
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<b>BUILDING CONSTRUCTION</b>	S.F.	\$175.00	2800	<b>\$490,000.00</b>
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<b>Construction Total:</b>				<b>\$1,037,004.00</b>
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Contingency (20%)				\$207,400.80
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<b>Subtotal:</b>				\$1,244,404.80
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**PROJECT SOFT COSTS (30%)**

<b>Design Fees, FF&amp;E, Permitting</b>				<b>\$373,321.44</b>
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<b>TOTAL PROJECT BUDGET:</b>				<b>\$1,617,726.24</b>
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**V. BUSINESS PLAN**

The following business plan has been prepared using the conceptual site designs, the building programming, the pre-schematic building designs and cost estimates previously discussed in Sections III, and IV of this report.

# The Business Plan for the Four Corners

Written by: Ann M. Connor - Connor Business Resources

Legal Page

Confidentiality Agreement

The undersigned reader acknowledges that the information provided by \_\_\_\_\_ in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of \_\_\_\_\_.

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to \_\_\_\_\_.

Upon request, this document is to be immediately returned to \_\_\_\_\_.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name (typed or printed)

\_\_\_\_\_  
Date

This is a business plan. It does not imply an offering of securities.

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## 1.0 Executive Summary

The Four Corners is located in the heart of Richmond NH. It caters to Richmond residents, residents from neighboring towns, local businesses, visitors at Camp Takoda, campers from Shir-Roy campground and the commuters that drive through the town via routes 119 & 32.

The land and the building at this location will be owned Richmond Community Development Association and leased to the individual or individuals that will fit out the building and run the business. The Town of Richmond will support the store owner by offering tax breaks.

In order to develop this land and build a Gas Station/general store, there will be certain contingencies that they must follow through perpetuity.

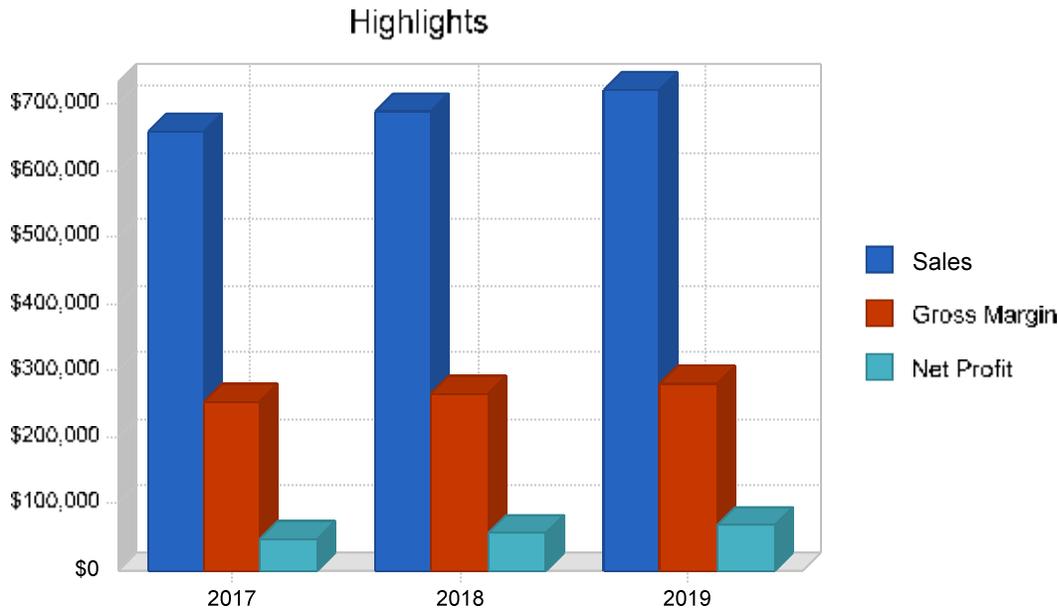
- The business must remain as a gas station/general store.
- The building and land must be kept up to standards determined by the town of Richmond

The building plans must be approved by the Board of Directors for Richmond Community Development Association as well as the planning board. The planning board will review the plans during the site plan review and once approved that Selectmen's office will issue a building permit.

Based on the feasibility study done by Catlin + Petrovick Architects, the total project cost is approximately \$2,052,304 with fuel. A General Store and site without fuel would cost approximately \$1,652,304 to build.

The cost will be the financial responsibility of Richmond Community Development Association and the fit out will be the responsibility of the business owner. The following business plan will show the financials that are needed to support this plan as well as the plan and demographics which will support the financials.

Chart: Highlights



### 1.1 Objectives

1. To build a store and offer products and services that meets the needs of the community.
2. To create an environment that is considered a meeting place for the town residents.
3. To receive a 38% + profit margin.

### 1.2 Mission

The Richmond Four Corners is a General Store that will offer packaged foods, fresh foods, fast food, Ice Cream, soft drinks, beer, wine, cigarettes, groceries, prepared meals, select non food items and Lottery to the Richmond community and visitors. This location will also be the heartbeat of the community in regards to meeting place for all residents.

### Vision Statement

The Four Corners is located in the center of Richmond- literally and figuratively. It is a welcoming, accessible and safe place for residents and visitors of all ages. It is a place that is designed to foster a sense of community by providing opportunities to support community interaction, communication, and civic pride. Richmond is a place known for its strong volunteerism, social bonds and support networks, and the Four Corners area is more often than not where the community relationships are formed and nurtured. Though the Four Corners hosts Richmond's businesses, municipal building and community oriented recreation

and leisure activities, it is a rural place that has preserved its beautiful forests, open spaces, and historic buildings. These natural and cultural assets are made accessible to the community as much as possible in order to foster community-wide appreciation and pride.

### 1.3 Keys to Success

In order to succeed as a General Store within a small community, The Four Corners must:

- Carry the items that the Richmond Community as well as the transient population that travels through the area will be looking for and need.
- Provide Gas and Diesel Fuel
- Provide home cooked high quality food that can be purchased to eat on site or to take home.
- Provide customers with top notch personalized customer service and a clean environment.
- To become the gathering place for the community

### 2.0 Company Summary

The purpose of this business plan is to find an individual or organization to fit out a retail and gas outlet at the Four Corners in Richmond New Hampshire.

#### Planning Information about Richmond

- Richmond had a population of 1,089 in 2014. It has experienced slow growth for the last twenty years with a decline from 2010 of 66 residents. Richmond is currently projected to grow slowly to a population of 1,237 by 2040 if current trends remain the same.
- Close to 50% of Richmond's population are currently 35 to 64. Like most of New Hampshire, Richmond's senior population is expected to make up an increasing proportion of the population over the coming decades. Cheshire County's 70+ population is expected to triple between 2010 and 2040.
- Recent economic data shows Richmond having a median household income of \$60,500 and an unemployment rate of over 4%.
- Most Richmond households commute outside of the community for work, commute over 30 minutes to work, and own 3 or more cars to meet their household transportation needs.

## 2.1 Company Ownership

This retail outlet will be built and owned by Richmond Community Development Association, and the land and building will be leased to the business owner to fit out and manage the property.

This store will be located at the corner of route 119 and 32 next to the fire station and the library.

## 2.2 Startup Summary

Start-up costs are listed on the following page. Richmond Community Development Association will be responsible for the site work, construction of the building and purchasing the kitchen equipment. The business owner will be responsible for the fit out of the building which will include freezer and cooler doors as well as gondolas, tables and chairs.

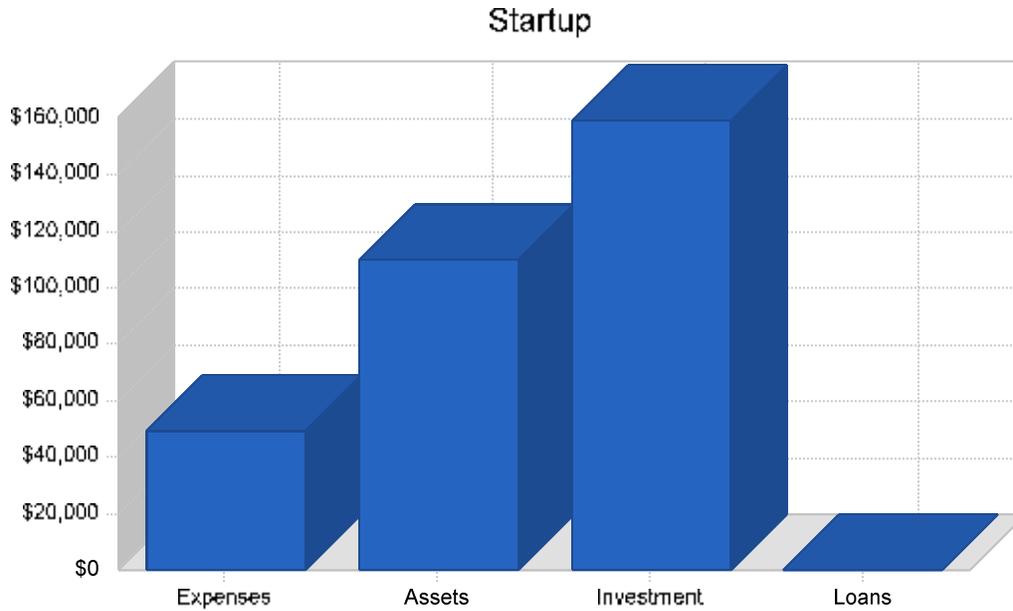
The company will start with 1 months' worth of inventory. The assumption is the business will get weekly deliveries so the inventory will always be kept fairly low.

Table: Startup

<i>Startup</i>	
Requirements	
Startup Expenses	
Legal	\$2,000
Insurance	\$2,000
POS Machine	\$5,000
State Permits/Liquor License	\$3,000
Sign	\$5,000
Start Up Inventory	\$10,000
Gondolas	\$10,000
Tables & Chairs	\$3,500
Cooler Doors	\$3,600
Freezer Doors	\$5,400
Total Startup Expenses	\$49,500
Startup Assets	
Cash Required	\$20,000
Startup Inventory	\$10,000
Other Current Assets	\$0
Long-term Assets	\$80,000

Total Assets	\$110,000
Total Requirements	\$159,500

Chart: Startup



### 3.0 Products

The store will provide typical items found in any general store as well as local products and freshly prepared meals. The Four Corners will offer a range of staples, packaged foods, drinks (alcohol and nonalcoholic) deli/homemade meals, a deli, pastries, ice cream, newspapers, pet foods, medicines, health and beauty items, hardware & automotive items, fishing/hunting licenses, lottery and gas. It will also provide breakfast and lunch items to take on the go or eat at the store. There will be seating for approximately 10 people.

### 4.0 Market Analysis Summary

Located on the corner of route 119 and 32, this location is 13 miles from Keene, NH, 6 miles from Winchester NH, 15 miles from Rindge NH, 9.4 miles from Swanzey and 12.5 miles from Athol Ma.- these are the closest communities that have stores and gas stations and currently are the only places for Richmond residents to purchase gas and supplies.

#### 4.1 Market Segmentation

The targeted customers for the Four Corners are the following:

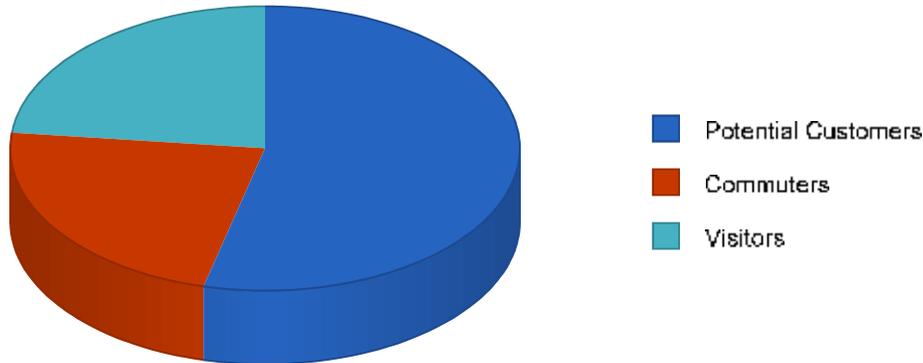
- Richmond NH - population of 1,163
- Fitzwilliam NH - population of 2,396
- Winchester NH - population of 4,431
- Royalston MA - population of 1,258
- Athol MA - population of 11,584
- Commuters - those individuals that use route 119 or route 32 daily to commute to their destination - i.e. jobs, school or commercial traffic commuting to interstate 91.
- Local Campground
- 2 Local YMCA Camp - one that is seasonal and one that is open all year

Table: Market Analysis

<i>Market Analysis</i>							
		2017	2018	2019	2020	2021	
Potential Customers	Growth						CAGR
Potential Customers	5%	5,800	6,090	6,395	6,715	7,051	5.00%
Commuters	10%	2,468	2,715	2,987	3,286	3,615	10.01%
Visitors	10%	2,500	2,750	3,025	3,328	3,661	10.01%
<b>Total</b>	<b>7.40%</b>	<b>10,768</b>	<b>11,555</b>	<b>12,407</b>	<b>13,329</b>	<b>14,327</b>	<b>7.40%</b>

Chart: Market Analysis (Pie)

Market Analysis (Pie)



#### 4.2 Target Market Segment Strategy

Our market is comprised of local people who will shop at this store because of the location and the convenience of local shopping. There are 7 other stores where our potential customer can purchase food, convenience type items and gas. If you were to start at the Four Corners location the closest food/convenience/gas market would be between 6.2 miles to 20 miles away. Dependent on where the individual lives it could be a shorter or longer trip.

#### 4.3 Industry Analysis

The U.S. general store industry has 154,000-plus stores that account for \$575 billion in sales.

There are 124,374 convenience stores selling fuel in the United States, and these retailers sell an estimated 80% of all the fuel purchased in the country.

Facts and trends about top in-store merchandise categories and services of the convenience and fuel retailing industry.

- [Beer Sales](#): Nearly 80% of convenience stores sell beer, accounting for more than 30% of all beer purchased in the United States.

- [Coffee Sales](#): With competition for consumers' hot dispensed beverage dollars is at an all-time high, convenience stores are one of the preferred destinations for coffee drinkers who want a quality cup of Joe quickly.
- [Lottery Sales](#): Convenience stores sell approximately half of all lottery tickets sold in the United States.

#### 4.3.1 Competition and Buying Patterns

Convenience stores are small retail outlets, generally 2,000 to 3,000 square feet. Their product lines usually consist of staple groceries, beer, cigarettes, software drinks, dairy products, gasoline and some nonfood items. These stores not only sell products but convenience as well. They are generally located on busy streets, with easy-access parking outside the front door.

Beer and cigarettes together represent about 1/3 of merchandise sales. However, the Four Corners will target Richmond residents, commuters and vacationing visitors as their primary demographics.

#### 5.0 Strategy and Implementation Summary

Our market strategy will be to offer a portfolio of products and services for the local residents as well as the transient visitors to stop and purchase items on a consistent basis. We will focus on becoming a routine stop for the commuter traffic on highways 32 & 119, not just for those people who need gas, but for those who are looking for a fresh made meal or groceries on their way home.

#### 5.1 SWOT Analysis

The SWOT analysis provides us with an opportunity to examine the internal strengths and weaknesses the Four Corners must address. It also allows us to examine the opportunities presented to The Four Corners as well as potential challenges.

### 5.1.1 Strengths

- The only store within a radius of 10+ miles
- Busy highway with average weekly traffic of 1,200 cars/trucks and average weekend traffic of 1,764 cars/trucks during non-peak months. Average weekly traffic of 1,580 cars/trucks and average weekend traffic of 2,569 cars/trucks during summer months which are considered peak times.
- 2 heavily visited seasonal attractions
  - Camp Takoda - YMCA camp that has year long activities
  - YMCA Camp Wiyaka - seasonal camp
  - Shir-Roy Campground - 122 sites open May - October
- A community that will support the business

### 5.1.2 Weaknesses

- A community with a population of 1,167
- A highway that has seasonal traffic
- Currently without an anchor store in town, people tend to pass through town without stopping.

### 5.1.3 Opportunities

- The store can be the focal part of the town
  - Past Four Corners have been very instrumental in regards to bringing the town together
- A meeting place for the residents
  - The current lack of a town center gives this location the opportunity to be the town center
- A destination for vacationers to purchase supplies.
- The only gas station/general store in a 10+ mile radius

### 5.1.4 Threats

- Lack of support from the community
  - The town has been without a store for a number of years and the residents may have found alternative places to shop

- Vacation spots closing
- The ability to purchase merchandise & groceries low enough to be competitive with other establishments

## 5.2 Competitive Edge

The competitive edge for The Four Corners is the following:

- **Location:** The Four Corners is located on the intersection of route 32 & 119. The 2 closest competitor are 6.2 miles away in the town of Winchester and 7.2 miles in the town of Fitzwilliam. This store is centrally located for the residents of Richmond as well as the local YMCA camp and a 122 site campground.
- **The Store -** The Four Corners will offer high quality meals to go items, it will be a place where customers can pick up a homemade meal to take home. We will also offer the convenience of gas as well as variety of merchandise from grocery, to wine/beer, household items and automotive/hardware items

## 5.3 Marketing Strategy

The Four Corners will focus on becoming a routine stop for the commuter traffic on route 119 & 32, a meeting and convenience shopping place for the residence of the town of Richmond. As well as a destination spot for the vacationing population that comes into town to stay at the local B&B's, the campgrounds as well as the local YMCA.

## 5.4 Sales Strategy

The Four Corners will keep its gas & diesel prices competitive with other stations in a 20 mile radius of the station in order to attract commuters. We will offer competitive pricing on all of the merchandise within the store.

### 5.4.1 Sales Forecast

The average customer ticket is expected to be between \$10 & \$20. This average takes into consideration the customers that stop to purchase gas only, gas and something from the store or just merchandise from the store and no gas. Based on the many ways that money can be spent it will be difficult to determine the average spend without sales history. Based on the average ring, the store will need to have between 67 - 134 customers on average per day in order to hit the projected sales. Estimated selling space in a store that is a total of 2,800 Sq. Ft.

and approximately 1,500 sq. ft. of selling space. In order to make the sales plan in a store of this size, they will have to sell approximately \$326.33 per sq. ft.

Table: Sales Forecast

<i>Sales Forecast</i>			
	2017	2018	2019
<b>Sales</b>			
Gasoline (includes Diesel)	\$381,640	\$395,000	\$400,000
Fresh Foods, Dairy and Drinks	\$52,640	\$55,000	\$60,000
Packaged Foods	\$32,900	\$35,000	\$38,500
Hard Goods/Sundries	\$26,320	\$30,000	\$33,500
Beer, Wine & Cigarettes	\$52,640	\$55,000	\$60,000
Deli/Fresh Meals	\$92,120	\$95,000	\$100,000
Lottery	\$19,740	\$22,500	\$28,500
<b>Total Sales</b>	<b>\$658,000</b>	<b>\$687,500</b>	<b>\$720,500</b>
<b>Direct Cost of Sales</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Gasoline	\$305,312	\$316,000	\$320,000
Fresh Foods	\$15,792	\$16,500	\$18,000
Packaged Foods	\$9,870	\$10,500	\$11,550
Hard Goods	\$7,896	\$9,000	\$10,050
Drinks (including Beer & Wine)	\$20,898	\$22,000	\$24,000
Deli/Fresh Meals	\$27,636	\$28,500	\$30,000
Lottery	\$18,556	\$21,150	\$26,790
<b>Subtotal Direct Cost of Sales</b>	<b>\$405,960</b>	<b>\$423,650</b>	<b>\$440,390</b>

Chart: Sales Monthly

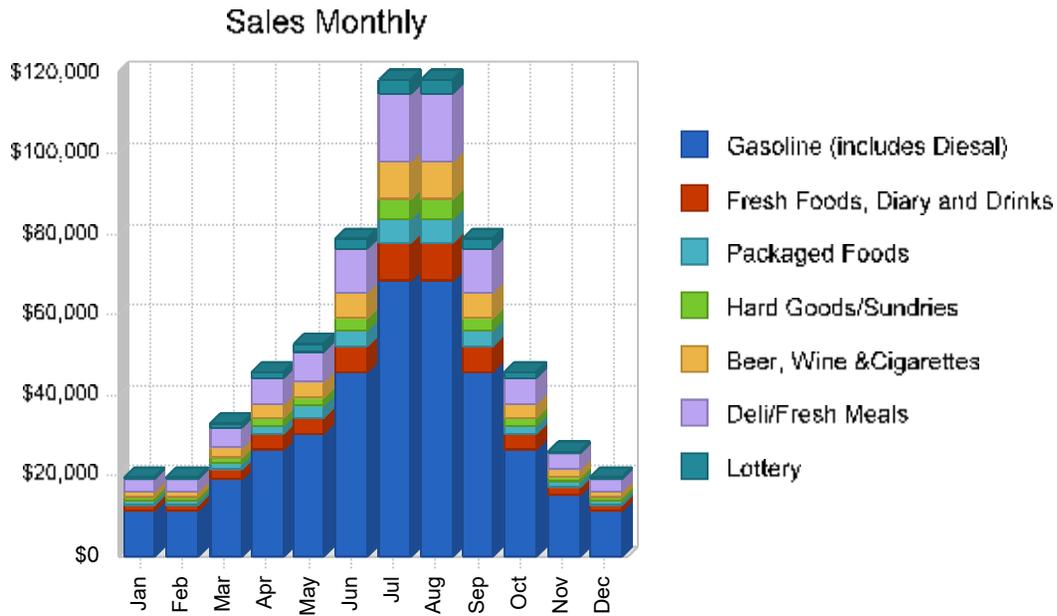
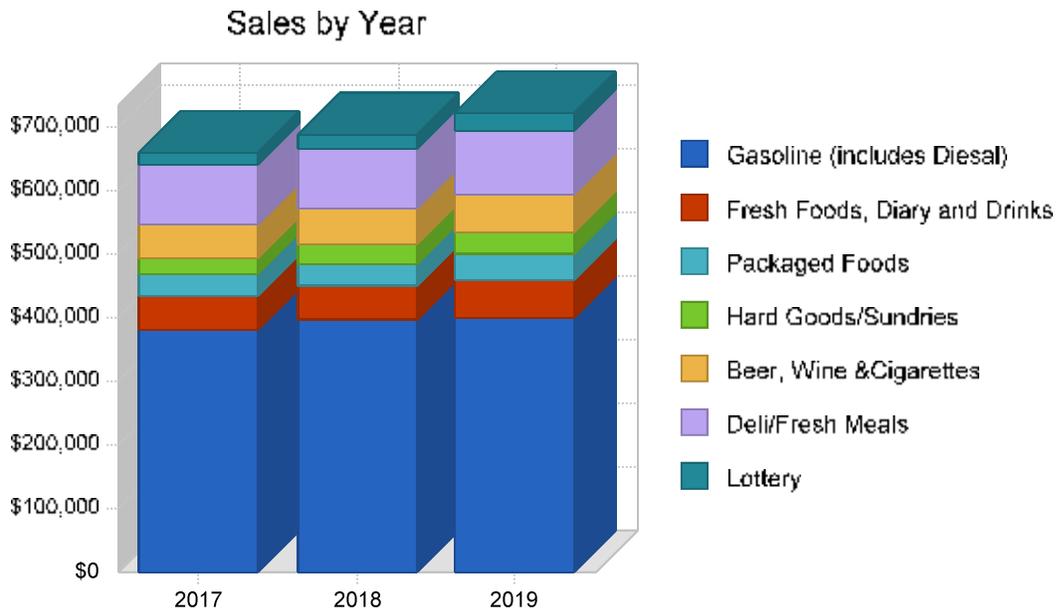


Chart: Sales by Year



## 6.0 Management Summary

The Management Team should be individuals that have retail and purchasing experience. The best scenario would be individuals with retail experience in the convenience/gas industry. Retail associates can be hired from the Richmond population, there are some residents that have already stated interest of being involved in the store operations. The store should be open 6am to 9pm 7 days a week which equates to 15 hours per day or 105 hours per week.

### 6.1 Personnel Plan

The recommendation is to hire a manager and pay \$35,000. We will have approximately 105 hours per week to fill. The initial plan would be to hire 2 Managers on Duty at \$11 per hour, 5 associates at \$9 per hour and a cook at \$12 per hour.

The business owner will need to staff 105 hours per week. The staff should consist of a manager, manager on duty, cook and sales associates. The Manager and Manager on Duty should have retail experience and the cook should have commercial cooking experience. The sales associates do not need any experience and can be trained on the job. Most likely there will be no health benefits offered however vacation and personal time could be part of the benefits package.

The estimate for pay for these positions would be the following:

- Manager - \$35,000 - salary
- Cook - \$12 per hour
- Manager on Duty - \$11 per hour
- Associates - \$9 per hour

Table: Personnel

<i>Personnel Plan</i>	2017	2018	2019
Manager	\$35,004	\$35,004	\$35,004
Clerks	\$23,400	\$23,400	\$23,400
Cook	\$19,968	\$19,968	\$19,968
Manager on Duty	\$22,880	\$22,880	\$22,880
Total People	10	10	10
<b>Total Payroll</b>	<b>\$101,252</b>	<b>\$101,252</b>	<b>\$101,252</b>

## 7.0 Financial Plan

The Four Corners will be an establishment that will be support by Richmond residents as well as individuals from surrounding towns and travelers that pass by via route 119 or route 32. Based on these factors and the convenience business mentality, there will not be a huge plan around marketing. We will get foot traffic based on the merchandise we offer, gas and the convenience of our location.

Our numbers are conservative and I believe will steadily grow year after year as long as the merchandise is fresh and the space is clean, friendly and inviting.

### 7.1 Startup Funding

The numbers within the startup funding are based on research of doing an interior fit out for a gas station as well as convenience store. The numbers may vary and will change based on the financial direction that the potential owner will take when creating their financials. This section is to give the reader an idea of the cost to take on this project and in no way infers how loans should be done (long term liabilities vs. current borrowing vs.. investor/owner contribution). These numbers are an overview and once the potential owner starts doing their own research, the numbers may go up and/or down.

Table: Startup Funding

<i>Startup Funding</i>	
Startup Expenses to Fund	\$49,500
Startup Assets to Fund	\$110,000
Total Funding Required	\$159,500
Assets	
Non-cash Assets from Startup	\$90,000
Cash Requirements from Startup	\$20,000
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$20,000
Total Assets	\$110,000
Liabilities and Capital	
Liabilities	
Current Borrowing	\$0
Long-term Liabilities	\$0

Accounts Payable (Outstanding Bills)	\$0
Other Current Liabilities (interest-free)	\$0
Total Liabilities	\$0
Capital	
Planned Investment	
Owner	\$159,500
Investor	\$0
Additional Investment Requirement	\$0
Total Planned Investment	\$159,500
Loss at Startup (Startup Expenses)	(\$49,500)
Total Capital	\$110,000
Total Capital and Liabilities	\$110,000
<b>Total Funding</b>	<b>\$159,500</b>

## 7.2 Important Assumptions

The general assumptions are an overview of what the numbers may look like. Most likely the numbers will change once the potential owner begins their own negotiations in regards to interest rates.

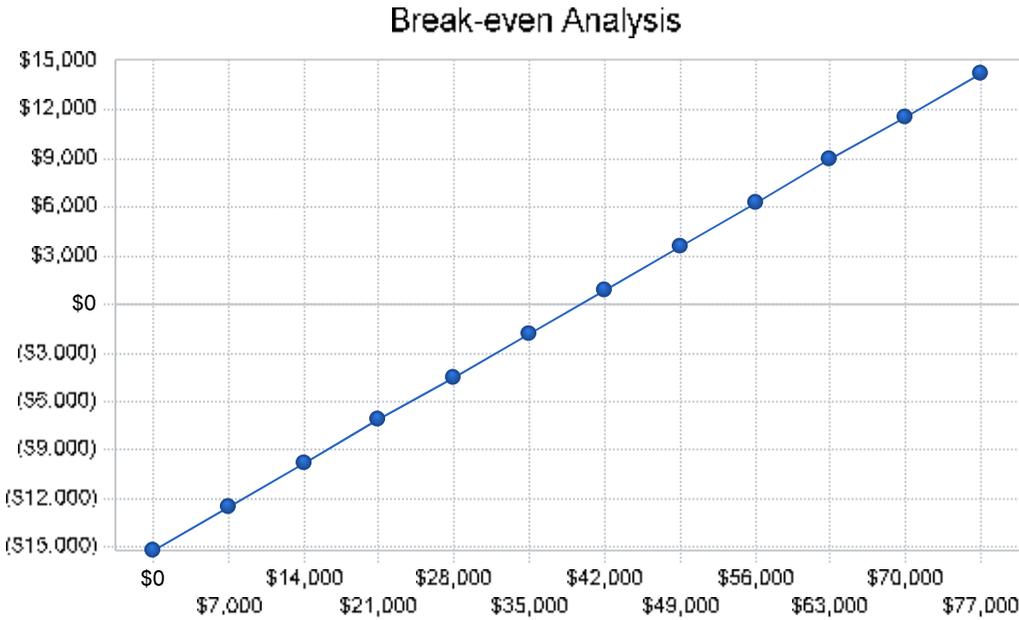
## 7.3 Break-even Analysis

The chart and table below show our projected break-even point.

Table: Break-even Analysis

<i>Break-even Analysis</i>	
Monthly Revenue Break-even	\$39,705
Assumptions:	
Average Percent Variable Cost	62%
<b>Estimated Monthly Fixed Cost</b>	<b>\$15,209</b>

Chart: Break-even Analysis



#### 7.4 Projected Profit and Loss

The following chart and table will indicate projected profit and loss.

The numbers are based on a break even scenario within the first year. This statement is to show the potential owner what the sales will need to look like just to break even. The rent will be a % of the mortgage cost and may go up based on the lease that is negotiated.

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>			
	2017	2018	2019
Sales	\$658,000	\$687,500	\$720,500
Direct Cost of Sales	\$405,960	\$423,650	\$440,390
Other Costs of Sales	\$0	\$0	\$0
Total Cost of Sales	\$405,960	\$423,650	\$440,390
Gross Margin	\$252,040	\$263,850	\$280,110
Gross Margin %	38.30%	38.38%	38.88%
Expenses			
Payroll	\$101,252	\$101,252	\$101,252

Richmond 4 Corners Plan Version 1 - Builds & Owns Building

Marketing/Promotion	\$8,400	\$8,500	\$8,800
Depreciation	\$6,000	\$6,000	\$6,000
Mortgage	\$36,000	\$36,000	\$36,000
Utilities	\$18,000	\$18,000	\$18,000
Insurance	\$1,000	\$1,000	\$1,000
Payroll Taxes	\$8,100	\$8,100	\$8,100
Office Supplies	\$900	\$900	\$900
Maintenance	\$1,200	\$1,200	\$1,200
Professional Fees	\$1,650	\$1,700	\$1,750
<b>Total Operating Expenses</b>	<b>\$182,502</b>	<b>\$182,652</b>	<b>\$183,002</b>
<b>Profit Before Interest and Taxes</b>	<b>\$69,538</b>	<b>\$81,198</b>	<b>\$97,108</b>
<b>EBITDA</b>	<b>\$75,538</b>	<b>\$87,198</b>	<b>\$103,108</b>
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$20,861	\$24,359	\$29,132
<b>Net Profit</b>	<b>\$48,677</b>	<b>\$56,838</b>	<b>\$67,975</b>
<b>Net Profit/Sales</b>	<b>7.40%</b>	<b>8.27%</b>	<b>9.43%</b>

Chart: Profit Monthly



Chart: Profit Yearly

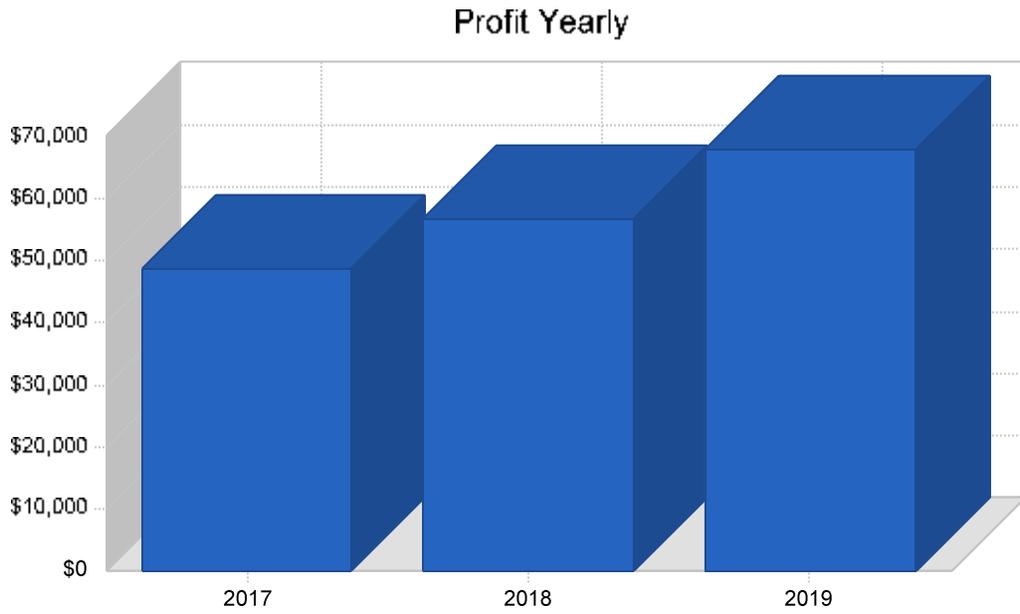


Chart: Gross Margin Monthly

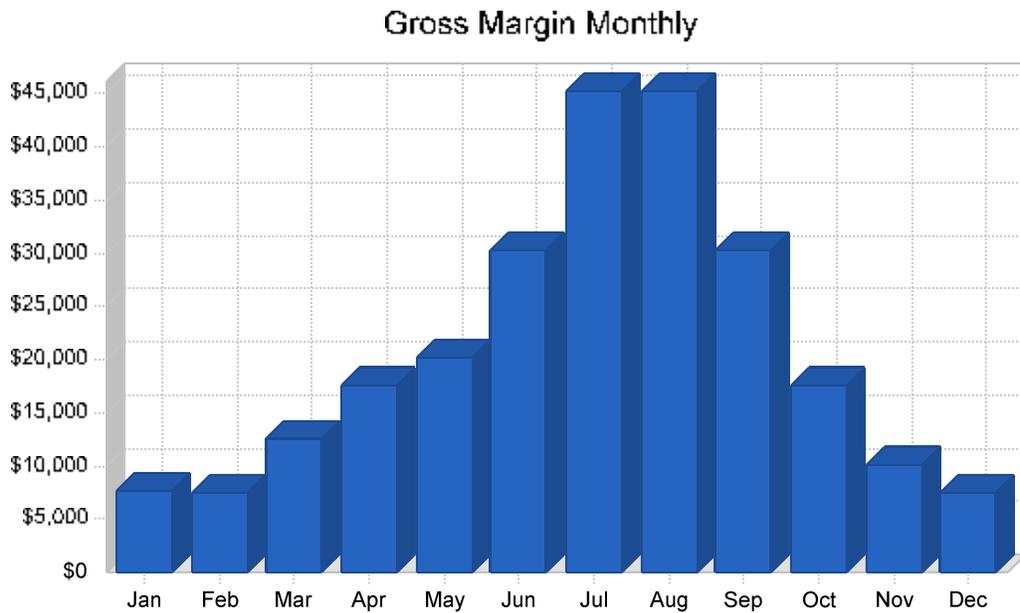
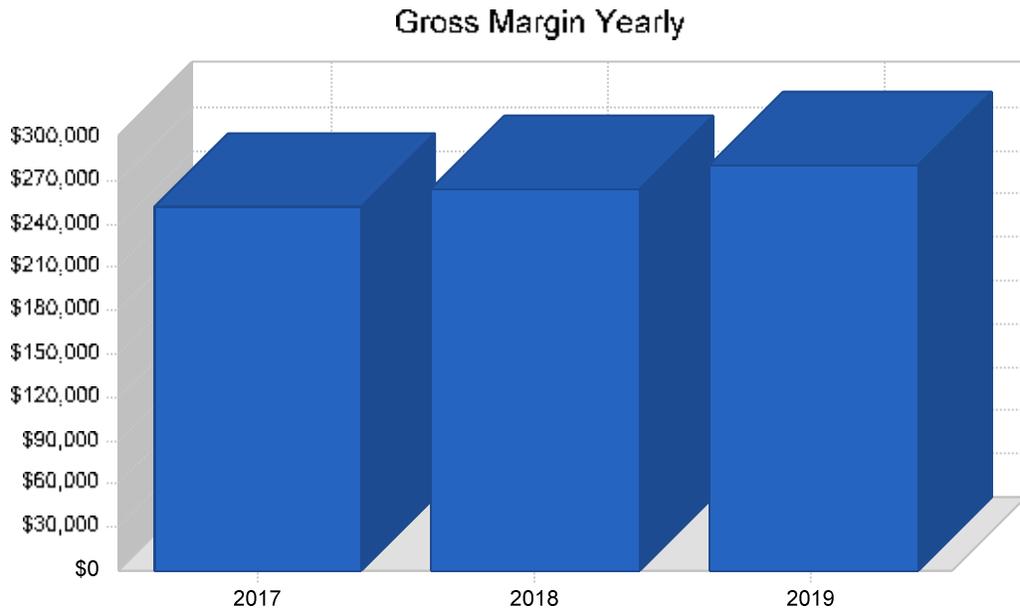


Chart: Gross Margin Yearly



7.5 Projected Cash Flow

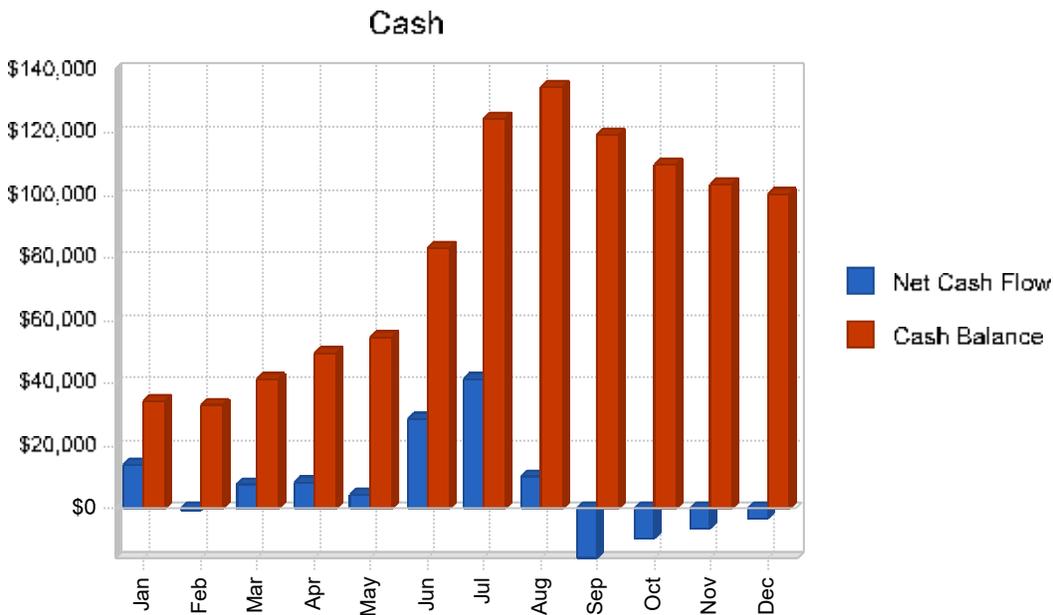
The following table shows projected cash flow of a start-up business that will break even in the first year and starts the projected with the required cash to have a healthy cash flow.

Table: Cash Flow

<i>Pro Forma Cash Flow</i>	2017	2018	2019
Cash Received			
Cash from Operations			
Cash Sales	\$658,000	\$687,500	\$720,500
Subtotal Cash from Operations	\$658,000	\$687,500	\$720,500
Additional Cash Received			
Sales Tax, VAT, HST/GST Received	\$1,163	\$11,250	\$13,500
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0

Subtotal Cash Received	\$659,163	\$698,750	\$734,000
Expenditures	2017	2018	2019
Expenditures from Operations			
Cash Spending	\$29,500	\$15,000	\$10,000
Bill Payments	\$547,630	\$593,153	\$635,930
Subtotal Spent on Operations	\$577,130	\$608,153	\$645,930
Additional Cash Spent			
Sales Tax, VAT, HST/GST Paid Out	\$1,163	\$11,250	\$13,500
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$578,293	\$619,403	\$659,430
Net Cash Flow	\$80,870	\$79,347	\$74,570
<b>Cash Balance</b>	<b>\$100,870</b>	<b>\$180,216</b>	<b>\$254,787</b>

Chart: Cash



7.6 Projected Balance Sheet

The following explains the projected balance sheet.

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>			
	2017	2018	2019
<b>Assets</b>			
<b>Current Assets</b>			
Cash	\$100,870	\$180,216	\$254,787
Inventory	\$6,092	\$18,421	\$19,075
Other Current Assets	\$0	\$0	\$0
<b>Total Current Assets</b>	<b>\$106,962</b>	<b>\$198,638</b>	<b>\$273,861</b>
<b>Long-term Assets</b>			
Long-term Assets	\$80,000	\$80,000	\$80,000
Accumulated Depreciation	\$6,000	\$12,000	\$18,000
<b>Total Long-term Assets</b>	<b>\$74,000</b>	<b>\$68,000</b>	<b>\$62,000</b>
<b>Total Assets</b>	<b>\$180,962</b>	<b>\$266,638</b>	<b>\$335,861</b>
<b>Liabilities and Capital</b>			
<b>Current Liabilities</b>			
Accounts Payable	\$22,285	\$51,123	\$52,371
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
<b>Subtotal Current Liabilities</b>	<b>\$22,285</b>	<b>\$51,123</b>	<b>\$52,371</b>
<b>Long-term Liabilities</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Liabilities</b>	<b>\$22,285</b>	<b>\$51,123</b>	<b>\$52,371</b>
<b>Paid-in Capital</b>	<b>\$159,500</b>	<b>\$159,500</b>	<b>\$159,500</b>
Retained Earnings	(\$49,500)	(\$823)	\$56,015
Earnings	\$48,677	\$56,838	\$67,975
<b>Total Capital</b>	<b>\$158,677</b>	<b>\$215,515</b>	<b>\$283,491</b>
<b>Total Liabilities and Capital</b>	<b>\$180,962</b>	<b>\$266,638</b>	<b>\$335,861</b>
<b>Net Worth</b>	<b>\$158,677</b>	<b>\$215,515</b>	<b>\$283,491</b>

7.7 Business Ratios

Business ratios are shown below. Industry profile ratios based on the Standard Industrial Classification(SIC), Gas Station with general store.

Table: Ratios

<i>Ratio Analysis</i>	2017	2018	2019	Industry Profile
Sales Growth	n.a.	4.48%	4.80%	0.90%
<b>Percent of Total Assets</b>				
Inventory	3.37%	6.91%	5.68%	34.49%
Other Current Assets	0.00%	0.00%	0.00%	36.97%
Total Current Assets	59.11%	74.50%	81.54%	74.54%
Long-term Assets	40.89%	25.50%	18.46%	25.46%
Total Assets	100.00%	100.00%	100.00%	100.00%
<b>Current Liabilities</b>				
Current Liabilities	12.31%	19.17%	15.59%	19.85%
Long-term Liabilities	0.00%	0.00%	0.00%	60.99%
Total Liabilities	12.31%	19.17%	15.59%	80.84%
Net Worth	87.69%	80.83%	84.41%	19.16%
<b>Percent of Sales</b>				
Sales	100.00%	100.00%	100.00%	100.00%
Gross Margin	38.30%	38.38%	38.88%	27.14%
Selling, General & Administrative Expenses	30.91%	30.11%	29.44%	10.03%
Advertising Expenses	1.28%	1.24%	1.22%	0.53%
Profit Before Interest and Taxes	10.57%	11.81%	13.48%	2.92%
<b>Main Ratios</b>				
Current	4.80	3.89	5.23	2.75
Quick	4.53	3.53	4.87	1.01
Total Debt to Total Assets	12.31%	19.17%	15.59%	80.84%
Pre-tax Return on Net Worth	43.82%	37.68%	34.25%	75.82%
Pre-tax Return on Assets	38.43%	30.45%	28.91%	14.53%
<b>Additional Ratios</b>				
Net Profit Margin	7.40%	8.27%	9.43%	n.a
Return on Equity	30.68%	26.37%	23.98%	n.a
<b>Activity Ratios</b>				

Richmond 4 Corners Plan Version 1 - Builds & Owns Building

Inventory Turnover	24.00	34.57	23.49	n.a
Accounts Payable Turnover	25.57	12.17	12.17	n.a
Payment Days	27	22	30	n.a
Total Asset Turnover	3.64	2.58	2.15	n.a
Debt Ratios				
Debt to Net Worth	0.14	0.24	0.18	n.a
Current Liab. to Liab.	1.00	1.00	1.00	n.a
Liquidity Ratios				
Net Working Capital	\$84,677	\$147,515	\$221,491	n.a
Interest Coverage	0.00	0.00	0.00	n.a
Additional Ratios				
Assets to Sales	0.28	0.39	0.47	n.a
Current Debt/Total Assets	12%	19%	16%	n.a
Acid Test	4.53	3.53	4.87	n.a
Sales/Net Worth	4.15	3.19	2.54	n.a
<b>Dividend Payout</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>n.a</b>

Table: Sales Forecast

Sales Forecast	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Sales</b>												
Gasoline (includes Diesel)	\$11,449.13	\$11,449.13	\$19,081.88	\$26,714.63	\$30,531.00	\$45,796.50	\$68,695.58	\$68,695.58	\$45,797.33	\$26,714.63	\$15,265.50	\$11,449.13
Fresh Foods, Dairy and Drinks	\$1,579.19	\$1,579.19	\$2,631.98	\$3,684.78	\$4,211.17	\$6,316.76	\$9,475.25	\$9,475.25	\$6,316.87	\$3,684.78	\$2,105.59	\$1,579.19
Packaged Foods	\$986.99	\$986.99	\$1,644.99	\$2,302.99	\$2,631.98	\$3,947.97	\$5,922.03	\$5,922.03	\$3,948.05	\$2,302.99	\$1,315.99	\$986.99
Hard Goods/Sundries	\$789.59	\$789.59	\$1,315.99	\$1,842.39	\$2,105.59	\$3,158.38	\$4,737.63	\$4,737.63	\$3,158.44	\$1,842.39	\$1,052.79	\$789.59
Beer, Wine & Cigarettes	\$1,579.19	\$1,579.19	\$2,631.98	\$3,684.78	\$4,211.17	\$6,316.76	\$9,475.25	\$9,475.25	\$6,316.87	\$3,684.78	\$2,105.59	\$1,579.19
Deli/Fresh Meals	\$2,763.58	\$2,763.58	\$4,605.97	\$6,448.36	\$7,369.55	\$11,054.33	\$16,581.69	\$16,581.69	\$11,054.53	\$6,448.36	\$3,684.78	\$2,763.58
Lottery	\$592.20	\$592.20	\$986.99	\$1,381.79	\$1,579.19	\$2,368.78	\$3,553.22	\$3,553.22	\$2,368.83	\$1,381.79	\$789.59	\$592.20
<b>Total Sales</b>	<b>\$19,740</b>	<b>\$19,740</b>	<b>\$32,900</b>	<b>\$46,060</b>	<b>\$52,640</b>	<b>\$78,959</b>	<b>\$118,441</b>	<b>\$118,441</b>	<b>\$78,961</b>	<b>\$46,060</b>	<b>\$26,320</b>	<b>\$19,740</b>
<b>Direct Cost of Sales</b>												
Gasoline	\$9,159	\$9,159	\$15,266	\$21,372	\$24,425	\$36,637	\$54,956	\$54,956	\$36,638	\$21,372	\$12,212	\$9,159
Fresh Foods	\$474	\$474	\$790	\$1,105	\$1,263	\$1,895	\$2,843	\$2,843	\$1,895	\$1,105	\$632	\$474
Packaged Foods	\$296	\$296	\$493	\$691	\$790	\$1,184	\$1,777	\$1,777	\$1,184	\$691	\$395	\$296
Hard Goods	\$237	\$237	\$395	\$553	\$632	\$948	\$1,421	\$1,421	\$948	\$553	\$316	\$237
Drinks (including Beer & Wine)	\$474	\$632	\$1,053	\$1,474	\$1,684	\$2,527	\$3,790	\$3,790	\$2,527	\$1,474	\$842	\$632
Deli/Fresh Meals	\$829	\$829	\$1,382	\$1,935	\$2,211	\$3,316	\$4,975	\$4,975	\$3,316	\$1,935	\$1,105	\$829
Lottery	\$557	\$557	\$928	\$1,299	\$1,484	\$2,227	\$3,340	\$3,340	\$2,227	\$1,299	\$742	\$557
<b>Subtotal Direct Cost of Sales</b>	<b>\$12,026</b>	<b>\$12,183</b>	<b>\$20,306</b>	<b>\$28,428</b>	<b>\$32,489</b>	<b>\$48,734</b>	<b>\$73,102</b>	<b>\$73,102</b>	<b>\$48,735</b>	<b>\$28,428</b>	<b>\$16,245</b>	<b>\$12,183</b>

Table: Personnel

<i>Personnel Plan</i>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Manager	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917	\$2,917
Clerks	\$1,800	\$1,800	\$2,250	\$1,800	\$1,800	\$2,250	\$1,800	\$1,800	\$2,250	\$1,800	\$1,800	\$2,250
Cook	\$1,536	\$1,536	\$1,920	\$1,536	\$1,536	\$1,920	\$1,536	\$1,536	\$1,920	\$1,536	\$1,536	\$1,920
Manager on Duty	\$1,760	\$1,760	\$2,200	\$1,760	\$1,760	\$2,200	\$1,760	\$1,760	\$2,200	\$1,760	\$1,760	\$2,200
Total People	10	10	10	10	10	10	10	10	10	10	10	10
<b>Total Payroll</b>	\$8,013	\$8,013	\$9,287	\$8,013	\$8,013	\$9,287	\$8,013	\$8,013	\$9,287	\$8,013	\$8,013	\$9,287

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sales	\$19,740	\$19,740	\$32,900	\$46,060	\$52,640	\$78,959	\$118,441	\$118,441	\$78,961	\$46,060	\$26,320	\$19,740
Direct Cost of Sales	\$12,026	\$12,183	\$20,306	\$28,428	\$32,489	\$48,734	\$73,102	\$73,102	\$48,735	\$28,428	\$16,245	\$12,183
Other Costs of Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$12,026	\$12,183	\$20,306	\$28,428	\$32,489	\$48,734	\$73,102	\$73,102	\$48,735	\$28,428	\$16,245	\$12,183
Gross Margin	\$7,714	\$7,556	\$12,594	\$17,632	\$20,150	\$30,226	\$45,339	\$45,339	\$30,226	\$17,632	\$10,075	\$7,556
Gross Margin %	39.08%	38.28%	38.28%	38.28%	38.28%	38.28%	38.28%	38.28%	38.28%	38.28%	38.28%	38.28%
<b>Expenses</b>												
Payroll	\$8,013	\$8,013	\$9,287	\$8,013	\$8,013	\$9,287	\$8,013	\$8,013	\$9,287	\$8,013	\$8,013	\$9,287
Marketing/Promotion	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$700
Depreciation	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Mortgage	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Utilities	15% \$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Insurance	15% \$250	\$0	\$0	\$250	\$0	\$0	\$250	\$0	\$0	\$250	\$0	\$0
Payroll Taxes	8% \$641	\$641	\$743	\$641	\$641	\$743	\$641	\$641	\$743	\$641	\$641	\$743
Office Supplies	0% \$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75
Maintenance	15% \$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Professional Fees	15% \$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$0
Total Operating Expenses	\$14,929	\$14,679	\$16,055	\$14,929	\$14,679	\$16,055	\$14,929	\$14,679	\$16,055	\$14,929	\$14,679	\$15,905
Profit Before Interest and Taxes	(\$7,215)	(\$7,123)	(\$3,461)	\$2,703	\$5,471	\$14,171	\$30,410	\$30,660	\$14,171	\$2,703	(\$4,604)	(\$8,349)
EBITDA	(\$6,715)	(\$6,623)	(\$2,961)	\$3,203	\$5,971	\$14,671	\$30,910	\$31,160	\$14,671	\$3,203	(\$4,104)	(\$7,849)
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	(\$2,164)	(\$2,137)	(\$1,038)	\$811	\$1,641	\$4,251	\$9,123	\$9,198	\$4,251	\$811	(\$1,381)	(\$2,505)
Net Profit	(\$5,050)	(\$4,986)	(\$2,423)	\$1,892	\$3,830	\$9,920	\$21,287	\$21,462	\$9,920	\$1,892	(\$3,223)	(\$5,844)
<b>Net Profit/Sales</b>	<b>-25.58%</b>	<b>-25.26%</b>	<b>-7.36%</b>	<b>4.11%</b>	<b>7.28%</b>	<b>12.56%</b>	<b>17.97%</b>	<b>18.12%</b>	<b>12.56%</b>	<b>4.11%</b>	<b>-12.24%</b>	<b>-29.60%</b>

Table: Cash Flow

<i>Pro Forma Cash Flow</i>	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Cash Received													
Cash from Operations													
Cash Sales	\$19,740	\$19,740	\$32,900	\$46,060	\$52,640	\$78,959	\$118,441	\$118,441	\$78,961	\$46,060	\$26,320	\$19,740	
Subtotal Cash from Operations	\$19,740	\$19,740	\$32,900	\$46,060	\$52,640	\$78,959	\$118,441	\$118,441	\$78,961	\$46,060	\$26,320	\$19,740	
Additional Cash Received													
Sales Tax, VAT, HST/GST Received	9.00%	\$35	\$35	\$58	\$81	\$93	\$140	\$209	\$209	\$140	\$81	\$47	\$35
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
New Other Liabilities (interest-free)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
New Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sales of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Sales of Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
New Investment Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal Cash Received	\$19,775	\$19,775	\$32,958	\$46,141	\$52,733	\$79,099	\$118,650	\$118,650	\$79,101	\$46,141	\$26,366	\$19,775	
Expenditures													
Expenditures from Operations													
Cash Spending	\$5,000	\$5,000	\$5,000	\$3,500	\$3,500	\$2,500	\$2,000	\$1,500	\$1,000	\$500	\$0	\$0	
Bill Payments	\$510	\$15,436	\$19,791	\$34,228	\$44,316	\$47,751	\$75,251	\$106,442	\$93,658	\$54,613	\$32,679	\$22,954	
Subtotal Spent on Operations	\$5,510	\$20,436	\$24,791	\$37,728	\$47,816	\$50,251	\$77,251	\$107,942	\$94,658	\$55,113	\$32,679	\$22,954	
Additional Cash Spent													
Sales Tax, VAT, HST/GST Paid Out	\$35	\$35	\$58	\$81	\$93	\$140	\$209	\$209	\$140	\$81	\$47	\$35	
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Liabilities Principal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

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Repayment Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$5,545	\$20,471	\$24,849	\$37,810	\$47,909	\$50,391	\$77,461	\$108,152	\$94,798	\$55,194	\$32,726	\$22,989	
Net Cash Flow	\$14,230	(\$696)	\$8,109	\$8,331	\$4,824	\$28,709	\$41,189	\$10,498	(\$15,697)	(\$9,053)	(\$6,359)	(\$3,214)	
<b>Cash Balance</b>	<b>\$34,230</b>	<b>\$33,533</b>	<b>\$41,642</b>	<b>\$49,974</b>	<b>\$54,797</b>	<b>\$83,506</b>	<b>\$124,695</b>	<b>\$135,194</b>	<b>\$119,497</b>	<b>\$110,443</b>	<b>\$104,084</b>	<b>\$100,870</b>	

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Assets	Starting Balances												
Current Assets													
Cash	\$20,000	\$34,230	\$33,533	\$41,642	\$49,974	\$54,797	\$83,506	\$124,695	\$135,194	\$119,497	\$110,443	\$104,084	\$100,870
Inventory	\$10,000	\$6,013	\$6,092	\$10,153	\$14,214	\$16,245	\$24,367	\$36,551	\$36,551	\$24,367	\$14,214	\$8,122	\$6,092
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$30,000	\$40,243	\$39,625	\$51,795	\$64,188	\$71,042	\$107,873	\$161,246	\$171,744	\$143,864	\$124,657	\$112,206	\$106,962
Long-term Assets													
Long-term Assets	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Accumulated Depreciation	\$0	\$500	\$1,000	\$1,500	\$2,000	\$2,500	\$3,000	\$3,500	\$4,000	\$4,500	\$5,000	\$5,500	\$6,000
Total Long-term Assets	\$80,000	\$79,500	\$79,000	\$78,500	\$78,000	\$77,500	\$77,000	\$76,500	\$76,000	\$75,500	\$75,000	\$74,500	\$74,000
Total Assets	\$110,000	\$119,743	\$118,625	\$130,295	\$142,188	\$148,542	\$184,873	\$237,746	\$247,744	\$219,364	\$199,657	\$186,706	\$180,962
Liabilities and Capital													
Current Liabilities													
Accounts Payable	\$0	\$14,793	\$18,661	\$32,754	\$42,755	\$45,279	\$71,690	\$103,276	\$91,813	\$53,512	\$31,914	\$22,186	\$22,285
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$14,793	\$18,661	\$32,754	\$42,755	\$45,279	\$71,690	\$103,276	\$91,813	\$53,512	\$31,914	\$22,186	\$22,285
Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$14,793	\$18,661	\$32,754	\$42,755	\$45,279	\$71,690	\$103,276	\$91,813	\$53,512	\$31,914	\$22,186	\$22,285
Paid-in Capital	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500	\$159,500
Retained Earnings	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)	(\$49,500)
Earnings	\$0	(\$5,050)	(\$10,036)	(\$12,459)	(\$10,567)	(\$6,737)	\$3,183	\$24,470	\$45,932	\$55,852	\$57,743	\$54,521	\$48,677
Total Capital	\$110,000	\$104,950	\$99,964	\$97,541	\$99,433	\$103,263	\$113,183	\$134,470	\$155,932	\$165,852	\$167,743	\$164,521	\$158,677

## Richmond Commercial Redevelopment Feasibility Study

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Total Liabilities and Capital	\$110,000	\$119,743	\$118,625	\$130,295	\$142,188	\$148,542	\$184,873	\$237,746	\$247,744	\$219,364	\$199,657	\$186,706	\$180,962
<b>Net Worth</b>	\$110,000	\$104,950	\$99,964	\$97,541	\$99,433	\$103,263	\$113,183	\$134,470	\$155,932	\$165,852	\$167,743	\$164,521	\$158,677

## VI. CONCLUSION

A traditional convenience store model is not economically feasible on this site. The research of the feasibility study demonstrates that a successful facility on this site must offer a personal touch and a mix services. To compete with the larger stores, a new store on this site must create a community destination, offer niche items for transient patrons, supplies for vacationers, and sell fuel and convenient foods and goods, which provide fill-in shopping for local customers and commuters throughout the week.

In order to develop the site and build a Richmond General Store, there are certain key factors required to achieve a viable and sustainable project. The strategies include the following:

- The General Store must offer a variety of services such as convenience retail, take-out, grab and go, and eat-in dining, which requires a commercial kitchen, deli, bakery, hot/cold bar, and a small café area.
- To compete with the larger stores, and to bring added value and enhanced service to customers, the retail mix should include niche items such as a deli/butcher, seasonal fresh local produce, a robust alcohol and beverage selection, coffee and baked goods, prepared fresh meals, and wholesome foods.
- The economically viable business must include a fuel/gas/diesel station and traditional convenient store retail items such as lottery tickets, coffee, and beer.
- The cost of development of the project should be the responsibility of a non-profit (5013c) organization
- Ownership of the building should be retained by the non-profit organization to assure architectural integrity of the building shell, code compliance of the commercial kitchen, and long-term maintenance of land and building standards determined by the town of Richmond
- The building will be leased and the fit out of the retail fixtures will be the responsibility of the business owner.
- The town of Richmond will support the store owner by offering tax breaks.
- The store is estimated to create one (1) full-time managerial position, (1) part-time assistant manager, 3-5 part-time retail associate and/or food service positions.

# APPENDIX

## **APPENDIX A: HISTORY**

The Town of Richmond is deeply rooted in the early entrepreneurial and industrial past of the Monadnock Region. Chartered in 1735 and incorporated in 1752, Richmond was the home to many small mills. The town reached its largest population of approximately 1400 residents around 1800. Like many much of the Monadnock Region, Richmond experienced a steady population decline until about 1960 then rebounded to its current population of approximately 1200.

As a “bedroom” community to Keene, Richmond is also home to a season campground, Shir-Roy Camping Area and two youth camps – Camp Takodah and YMCA Camp Wiyaka.

Richmond Four Corners is the known “center” of town with the Richmond Town Library, Richmond Community Church and Richmond Town Offices are located at or close to the four corners further identifying the area as the center of town. There is no US Post Office location in Richmond. Mail service is provided through Postal Service locations in the surrounding towns.

The subject site was formerly occupied by the Richmond Four Corners Store. Once a vibrant hub of the community, the building and equipment fell into disrepair and was no longer able to support the needs of the business and its patrons. Due to non-payment of taxes the Town came to own the property.

The previous structure and associated fuel tanks and pumps have been removed from the property and the site clean.

Currently town residents must travel greater than 10 miles to neighboring towns – Fitzwilliam and Winchester for basic supplies or fuel (gas and diesel) and 15 miles to Keene for access to major shopping – Market Basket, Hannafords, Home Depot, etc.

Located on a major north-south route and bordering on Massachusetts along its southern border, Richmond is along well traveled access to Keene and destinations such as the Sunapee Region and Vermont for travelers from central Massachusetts.

## **LOCAL ARCHITECTURE**

Local architecture is primarily residential and dates from the 1700s (First Period, Colonial) through the 1800s (Farmhouse and Victorian) to 20<sup>th</sup>-century colonial revival-style. Many of the historic homes remain in near to original configuration and appear to be well maintained.

## APPENDIX B: ARCHITECTURAL PRECEDENTS

### COMMUNITY GATHERING PLACE

General stores have long been considered the hub of many rural towns and villages. They are most often located in the town or village center and are most often located in a building which began its life as a home and evolved into the store. For residents of these rural communities, the store is a part of life there, a place to catch up on the latest local news, to get morning coffee, or to pick-up necessities. With the exception of remote communities, the general store of today is less and less about supplies but more about the fabric of the community, part museum and part country store.



*Readfield Family Market in Readfield, Maine*

#### BUILDING TYPE THROUGH TIME

Most small general or village stores, which date back more than 100 years, are located at the heart of the community in what was once a family home and evolved into the local store over time. In some cases the store grew to occupy the entire building while some continued to be both living space and the store. As these structures evolved through time many have been fitted with porches where locals can gather to enjoy conversation and have become a rural icon.

Many long-standing stores have found continued or renewed success through adding specialty goods such as an expanded deli or boutique bakery offering eat-in or take-out hot and cold foods and meals. Offering these goods and services also expands the need for indoor and outdoor seating changing the spatial needs of the building. These expanded seating areas further support the store as a community gathering space.



*Harvest Market in Stowe, Vermont*



*Harrisville General Store in Harrisville, New Hampshire*



Many rural stores have found success in becoming more of a café or restaurant while continuing to offer basic provisions – simple groceries, simple hardware and fuel – as a service to complement their food service offerings.



The Dublin General Store in Dublin, NH is seeing tremendous success with their bakery and deli services. To accommodate this shift, the owners converted some of their former exterior porch to enclosed seating areas to be enjoyed year round. Ample outdoor porch seating is still available.

*Dublin General Store, Dublin, New Hampshire*

Originally a home with a wrap-around pedestrian-focused porch facing the main street, the “face” of the building has been re-directed to those now arriving by vehicle. A renovation typically required when re-purposing historic buildings for our vehicular-centric society and to address the need to provide ADA compliant accessibility for those with physical limitations.



New stores throughout the region often aspire to reflect this recognizable vernacular building type as a means of attracting business. In Moretown, Vermont, the Moretown General Store and Deli was reconstructed after it was destroyed in August 2011 by hurricane Irene. The new building is comfortably sited within Moretown village reflecting the community’s architectural history, including the iconic wrap-around porch. The new building, however, is ADA accessible and boasts an open interior more suited to 20<sup>th</sup> century retailing. The store also includes modern fuel pumps.

*Moretown General Store and Deli in Moretown, Vermont*

The Moretown General Store and Deli while appropriately named is owned and operate by Jolly Associates of Vermont. Jolly Associates operates 44 locations in Vermont and New Hampshire. Some locations, such as the Moretown General Store, are operated as traditional general stores with café or deli-style food service. Other locations operated by Jolly are less traditional “convenience” stores which offer little in the way of groceries or hardware beyond dairy products, breads and snack or minimal automotive supplies.

Less appealing to more rural communities who’s residents often rely on their store offering more than cigarettes, beer and wine, and cold drinks, these facilities are often less appealing architecturally and offer little contribution to community fabric. Stores such as T-bird Mini-Marts, Mr. Mike’s, Cobble Pond Farms, Cumberland Farms, and Big Apple are the familiar brands in the region.



*All Town/Centre St. Kitchen in Peterborough, New Hampshire*

Architecturally, the newly opened All Town store in Peterborough, New Hampshire attempts to have the appearance of an updated community or rural store. In fact, it is another convenience store offering fuel as its primary draw with convenience-type beverages and snacks with mass-produced ready-to-eat hot and cold foods from its Centre St. Kitchen, in a bright, updated, but sterile atmosphere. These building types are often very inexpensive to construct and tend to detract from community character.

## APPENDIX C: PRELIMINARY SITE DESIGN OPTIONS

The team compiled six (6) pre-schematic site design options based upon the site design criteria outlined in Section III. Each option places the building in a different location on the site in order to review many options, including an option without fuel. Most of the options include site access from both route 32 and route 119 in order to accommodate large fuel delivery trucks and vehicles towing trailers to circulate through the site without turning around on site. Each option provides ample parking on-site.

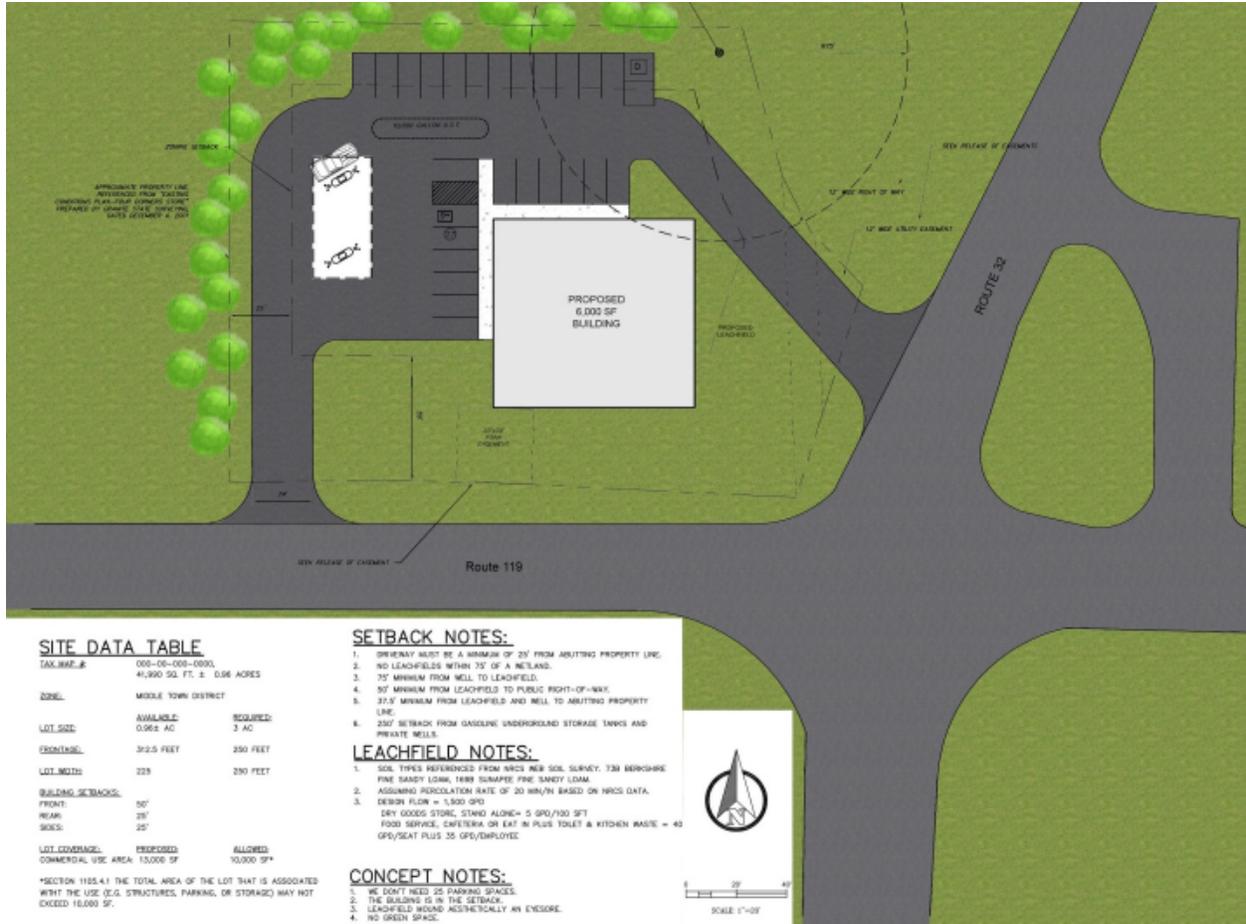
### C-1

This non-fuel design locates the building to the center of the site with access and parking along the north and west sides of the building. This option provides a large lawn and landscape area along both road frontages. The building footprint for this option is square and is 6,000 SF.



C-2

The option includes two fuel pump islands under a canopy structure. The building is located closer to the intersections but still offers ample lawn or landscape area long both road frontages. The building footprint for this option is also 6,000 SF in a square configuration.



**SITE DATA TABLE**

TAX MAP #	000-00-000-0000	
	41,900 SQ. FT. ± 0.96 ACRES	
ZONE	MODULAR TOWN DISTRICT	
	AVAILABLE:	REQUIRED:
LOT SIZE	0.062 AC	3 AC
FRONTAGE	312.5 FEET	250 FEET
LOT WIDTH	225	250 FEET
<b>BUILDING SETBACKS:</b>		
FRONT:	50'	
REAR:	25'	
SIDES:	25'	
<b>LOT COVERAGE:</b>	PROPOSED:	ALLOWED:
COMMERCIAL USE AREA:	13,000 SF	10,000 SF*

\*SECTION 1105.4.1 THE TOTAL AREA OF THE LOT THAT IS ASSOCIATED WITH THE USE (E.G. STRUCTURES, PARKING, OR STORAGE) MAY NOT EXCEED 10,000 SF.

**SETBACK NOTES:**

1. DRIVEWAY MUST BE A MINIMUM OF 20' FROM ADJUTING PROPERTY LINE.
2. NO LEACHFIELDS WITHIN 75' OF A WETLAND.
3. 75' MINIMUM FROM WELL TO LEACHFIELD.
4. 50' MINIMUM FROM LEACHFIELD TO PUBLIC RIGHT-OF-WAY.
5. 37.5' MINIMUM FROM LEACHFIELD AND WELL TO ADJUTING PROPERTY LINE.
6. 250' SETBACK FROM GASOLINE UNDERGROUND STORAGE TANKS AND PRIVATE WELLS.

**LEACHFIELD NOTES:**

1. SOIL TYPES REFERENCED FROM NRCS NEB SOIL SURVEY: T28 BEECHFORE FINE SANDY LOAM, T888 SUMMER FINE SANDY LOAM.
2. ASSUMING PERCOLATION RATE OF 30 MIN/IN BASED ON NRCS DATA.
3. DESIGN FLOW = 1,500 GPD  
 DRY GOODS STORE, STAND ALONE = 5 GPD/100 SF  
 FOOD SERVICE, EMP/STAFF OR EAT IN PLUS TOILET & KITCHEN WASTE = 40 GPD/SEAT PLUS 25 GPD/EMPLOYEE

**CONCEPT NOTES:**

1. WE DON'T NEED 25 PARKING SPACES.
2. THE BUILDING IS IN THE SETBACK.
3. LEACHFIELD BOUND ACCELERATELY AN EGRESSURE.
4. NO GREEN SPACE.



C-3

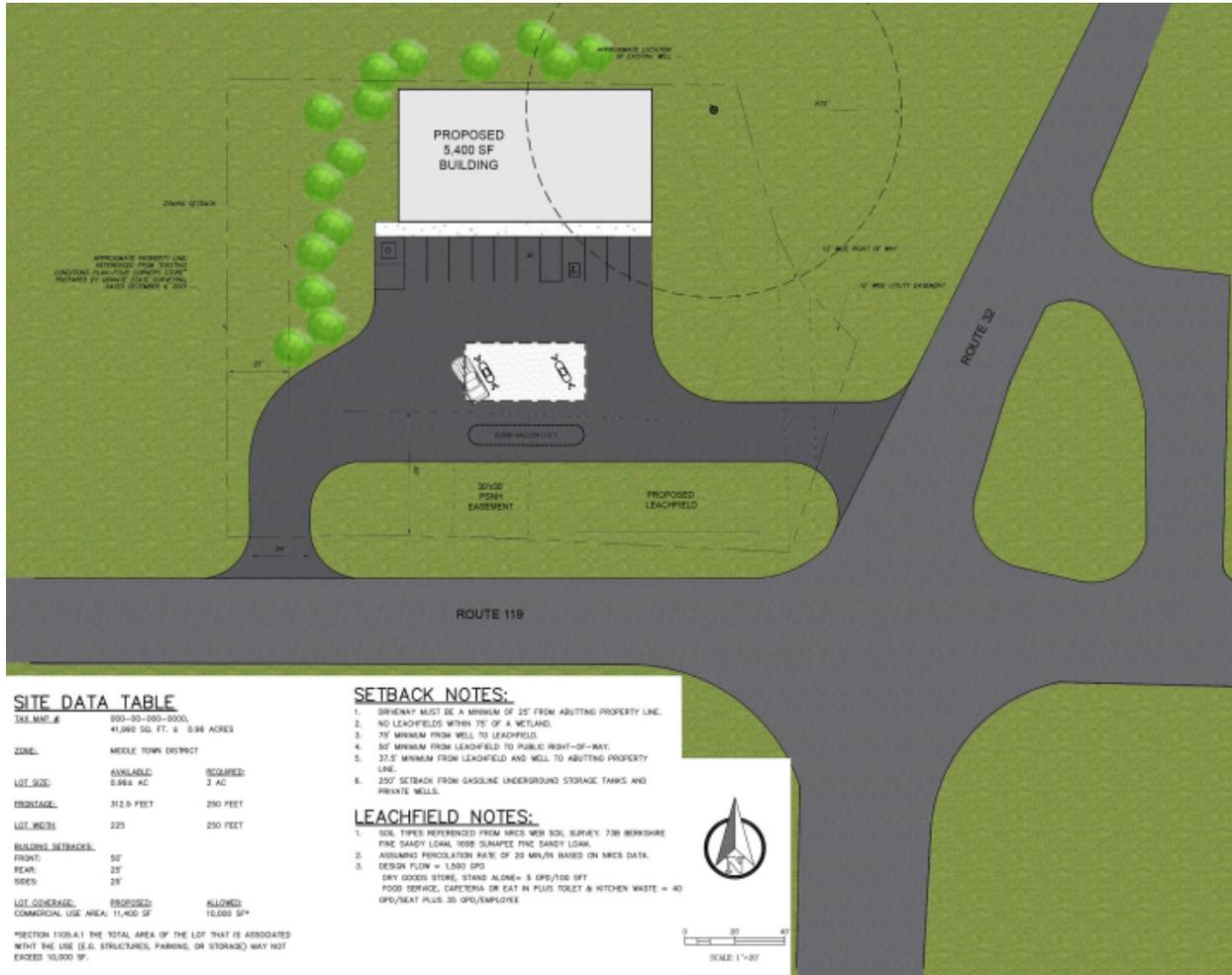
This option elongates the building footprint with a building area of 5,400 SF and places it along an east-west access parallel to route 119. The parking is located along the north side of the building which provides good building design options for a “see-through” building providing and inviting curb appeal.





C-5

Similar to the site plan most familiar to convenience store sites, this option sets the building farthest from the road frontage close to the north lot line and within the required setback. This provides the largest paving area and places the entrance/exit from route 32 closer to the intersection.



**SITE DATA TABLE**

TAX MAP #	000-00-000-0000, 41,990 SQ. FT. & 0.96 ACRES	
ZONE	MIDDLE TOWN DISTRICT	
LOT SIZE	ANGLS/AC	RECORDED
	0.96± AC	3 AC
FRONTAGE	312.5 FEET	200 FEET
LOT WIDTH	225	250 FEET
<b>BUILDING SETBACKS:</b>		
FRONT:	50'	
REAR:	25'	
SIDES:	25'	
<b>LOT COVERAGE:</b>		
PROPOSED:	11,400 SF	ALLOWED: 10,000 SF*

\*SECTION 100B-1.1 THE TOTAL AREA OF THE LOT THAT IS ASSOCIATED WITH THE USE (I.E. STRUCTURES, PARKING, OR STORAGE) MAY NOT EXCEED 10,000 SF.

**SETBACK NOTES:**

1. DRIVEWAY MUST BE A MINIMUM OF 25' FROM ADJUTING PROPERTY LINE.
2. NO LEACHFIELDS WITHIN 75' OF A WETLAND.
3. 75' MINIMUM FROM WELL TO LEACHFIELD.
4. 50' MINIMUM FROM LEACHFIELD TO PUBLIC RIGHT-OF-WAY.
5. 37.5' MINIMUM FROM LEACHFIELD AND WELL TO ADJUTING PROPERTY LINE.
6. 250' SETBACK FROM GASOLINE UNDERGROUND STORAGE TANKS AND PRIVATE WELLS.

**LEACHFIELD NOTES:**

1. SOIL TYPES REFERENCED FROM NRCS WEB SOIL SURVEY, 708 WERKSHIRE FINE SANDY LOAM, 90B8 SUDANEEZ FINE SANDY LOAM.
2. ASSUMING PERCOLATION RATE OF 20 MIN/IN BASED ON NRCS DATA.
3. DESIGN FLOW = 1,500 GPD  
 DRY GOODS STORE, STAND ALONE= 5 EPS/TOD 1FT  
 FOOD SERVICE, CAPTERNA OR EAT IN PLUS TOILET & KITCHEN WASTE = 40 GPD/SEAT PLUS 30 GPD/EMPLOYEE



**C-6 Preferred Option**

The option includes two fuel pump islands under a canopy structure. The building footprint for this option is 2,800 SF elongated along an east-west access parallel to route 119. The parking is located along the north side of the building which provides good building design options for a “see-through” building providing and inviting curb appeal.



**SITE DATA TABLE**

TAX MAP #	000-00-000-0000	
	41,990 SQ. FT. ± 0.95 ACRES	
ZONE	MIDDLE TOWN DISTRICT	
LOT SIZE	AVAILABLE: 0.90± AC	REQUIRED: 3 AC
FRONTAGE	312.5 FEET	250 FEET
LOT WIDTH	225	250 FEET
<b>BUILDING SETBACKS:</b>		
FRONT:	50'	
REAR:	25'	
SIDES:	25'	
LOT COVERAGE:	PROPOSED:	ALLOWED:
COMMERCIAL USE AREA:	10,250 SF	10,000 SF*

\*SECTION 1103.4.1 THE TOTAL AREA OF THE LOT THAT IS ASSOCIATED WITH THE USE (S.G. STRUCTURES, PARKING, OR STORAGE) MAY NOT EXCEED 10,000 SF.

**SETBACK NOTES:**

1. DRIVEWAY MUST BE A MINIMUM OF 25' FROM ADJUTING PROPERTY LINE.
2. NO LEACHFIELDS WITHIN 75' OF A WETLAND.
3. 75' MINIMUM FROM WELL TO LEACHFIELD.
4. 50' MINIMUM FROM LEACHFIELD TO PUBLIC RIGHT-OF-WAY.
5. 30' MINIMUM FROM LEACHFIELD AND WELL TO ADJUTING PROPERTY LINE.
6. 20' SETBACK FROM GASOLINE UNDERGROUND STORAGE TANKS AND PRIVATE WELLS.

**LEACHFIELD NOTES:**

1. SOIL TYPES REFERENCED FROM NRES WEB SOIL SURVEY: 7.3B BERKSHIRE FINE SANDY LOAM, 10B8 SUDASPEE FINE SANDY LOAM.
2. ASSUMING INFILTRATION RATE OF 20 ML/IN BASED ON NRES DATA.
3. DESIGN FLOW = 1,800 GPD  
 DRY GOODS STORE, STRAW ALONE = 5 GPD/100 SFT  
 FOOD SERVICE, CATERING OR EAT IN PLUS TOILET & KITCHEN WASTE = 43 GPD/SEAT PLUS 35 GPD/EMPLOYEE

**CONCEPT NOTES:**

1. CALL THE GRAB WATER FROM TOWN OFFICE/FIRE DEPARTMENT
2. RESPECTS THE SETBACK ALONG 32/119.
3. DOES NOT MEET THE SETBACK FROM WELL TO LIST.



## **APPENDIX D: Public Forum**

Our team hosted a 2-hour public forum on Saturday, December 3, 2016 to seek input from residents on the future of this site. Several residents attended and were willing to actively participate in our process

To facilitate discussion, we presented questions which addressed:

1. Review the objective of the Feasibility Study;
2. To better understand the culture of the town;
3. What options do residents see for the site of the former Four Corners Store;
4. What goods and services residents would find of value from a new local store;
5. How often they would see themselves patronizing a new local store.

The Power Point slides used for the public meeting are below.

**RICHMOND 4 CORNERS  
FOCUS FORUM**

Michael Petrovick - Catlin + Petrovick Architects, PC  
Ann Connor - Connor Business Resources LLC

**Four Corners Store  
Feasibility Study**

- Funded by Community Development Block Grant
- Establish Community Goals
- Establish Community Needs
- Analysis of Existing Site
- Zoning and Building Code Analysis
- Analysis of site statistics
- Develop Business Plan Based on Above

Town of Richmond      Catlin + Petrovick Architects, PC      Connor Business Resources

**Welcome  
and  
Thank you!**

Town of Richmond      Catlin + Petrovick Architects, PC      Connor Business Resources

**Meeting Objectives**

- Community Engagement
- Discovering the Opportunity
- Understanding Community Context
- Understanding we can't go backwards....
- Defining community/project vision...
- Project Drivers

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**Bios.....**

**Michael Petrovick, AIA**

- Partner Catlin + Petrovick, Architects, PC of Keene
- 35 years of experience
- Adjunct Professor of Architecture - Keene State College

**Ann Connor**

- Principal of Connor Business Resources, LLC
- 30 years of experience

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**Project (Study) Objectives.....**

- Establish possible use for Site of Former Village Store
- Ensuring the Project responds to Local Needs
- Understand Potential
- Community Ownership, Pride and Stewardship
- Shared Vision Driven by Demand Creation
- Build and Maintain Momentum for the Project
- Financially viable - Business Plan (feasibility)....
- Conceptual Site and Building Planning

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Rules of Engagement.....

- Respect each other's opinions and ideas
- No idea or question is wrong
- Listen
- Speak only through me
- Don't speak over each other

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How often would you expect to stop/shop at the new Four Corners General Store?

- Once a day
- Twice a day
- Once a week
- Twice a month
- More often
- Never

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Tell me about Richmond.....

- As a community
- As part of greater Keene
- As part of the Monadnock Region
- Cultural Assets....

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What kind of products would you like the store to carry?

<input type="checkbox"/> Groceries	<input type="checkbox"/> Beverages
<input type="checkbox"/> Hardware	<input type="checkbox"/> Ice Cream
<input type="checkbox"/> Fresh foods & Vegetables	<input type="checkbox"/> Wine/Beer
<input type="checkbox"/> Gas	<input type="checkbox"/> Newspapers

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The Richmond Village Store.....

- What was good about it?
- What wasn't good about it?
- Seen as a "hub", why?
- Why did it fail?

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What other services would you like to see at the General Store?

<input type="checkbox"/> Breakfast	<input type="checkbox"/> Freshly baked products
<input type="checkbox"/> Coffee	<input type="checkbox"/> Sit down café
<input type="checkbox"/> Deli & Take Out	<input type="checkbox"/> Internet
<input type="checkbox"/> Prepared Meals	<input type="checkbox"/> In season Farmer's Market

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Which of these services would you use?

- Fishing & Hunting Licenses
- Post Office
- ATM or bank

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How often do you pass the Four Corner's Property?

- Always pass by the Four Corners
- Occasionally pass by the Four Corners
- Do not travel in that direction

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How many miles do you currently travel from home to buy groceries, necessities or gas?

- 0 - 4
- 5 - 10
- 11 - 20
- 21 - 30
- 31 - 50

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Would you be interested in working at this General Store and Gas Station?

- Yes
- No

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How often do you buy groceries, gas or other necessities that you could buy at a local General Store?

- Number of times per day - 1 Time    2-5 Times    6-10 Times    Never
- Number of times per week - 1 Time    2-5 Times    6-10 Times    Never
- Number of times per month - 1 Time    2-5 Times    6-10 Times    Never

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Would you be interested in owning/operating a General Store and Gas Station at Four Corners?

- Yes
- No

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Indicate the relative importance of introducing the following features in order to strengthen the Four Corners area as special place.

*not important \* low importance \* high importance*

<input type="checkbox"/> A general store	<input type="checkbox"/> More jobs
<input type="checkbox"/> Sit down restaurant	<input type="checkbox"/> Gas station
<input type="checkbox"/> Improve safety for walking/biking	<input type="checkbox"/> Place for youth activities
<input type="checkbox"/> A place for indoor lodging	<input type="checkbox"/> Place for senior activities
<input type="checkbox"/> More local shopping opportunities	<input type="checkbox"/> Additional housing for seniors, young families, others
<input type="checkbox"/> A place for local entertainment	

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Next Steps.....

- Code Research of Existing Site
- Research Models of Other New Village Stores
- Compile Data and Statistics
- Conceptual Project Design
- Draft Report
- Public Discussion
- Final Report
- Public Meeting to Present Final Report

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Indicate the relative importance of maintaining the following features in the Four Corners area to keep the Four Corners a special place?

*not important \* low importance \* high importance*

<input type="checkbox"/> Having a rural feel	<input type="checkbox"/> Community gathering spaces
<input type="checkbox"/> Historical properties	<input type="checkbox"/> Place for recreation
<input type="checkbox"/> Open space and forestland	<input type="checkbox"/> Place for youth activities
<input type="checkbox"/> Small business	<input type="checkbox"/> Additional housing for seniors, young families, others
<input type="checkbox"/> Local government buildings	

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Stay Tuned....

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Have we missed anything?

Questions?

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Thank you  
and  
Happy Holidays!

Town of Richmond      Catlin + Petrovick Architects, PC      Connor Business Resources

## **APPENDIX E: PUBLIC PRESENTATION – JUNE 2017**

This section contains a copy of the PowerPoint presentation presented to the Town of Richmond on June 5, 2017.