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Cool Cities Blueprints for Michigan's Downtowns

Iron River

Downtown
Blueprint
2006

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Cool Cities Blueprints for Michigan's Downtowns

Blueprints for Michigan's Downtowns, part of the Cool Cities Initiative, is a partnership effort between the Michigan State Housing Development Authority (MSHDA), the Michigan Economic Development Corporation (MEDC), and the Michigan Municipal League (MML) to continue to assist communities and their Downtown revitalization efforts. Blueprint action plans are an investment in a community that creates new private jobs and investment.

MML originally brought this innovative planning concept to the attention of the MEDC and MSHDA. With MML's partnership in place, the MEDC and MSHDA have, for three rounds, each put \$100,000 into the program. Those funds pay for 50% of the Blueprint fee with the 50% match coming from the Blueprint communities. When housed in the MEDC, the Community Assistance Team (CATeam) designed the program. Now housed in MSHDA, the CATEam continues to manage the program. HyettPalma is the consultant for the Downtown Blueprint program, working directly with each community to define its Downtown Blueprint.

The 11 communities selected during the first round of the program in 2003 were: Adrian, Battle Creek, Brighton, Buchanan, Cheboygan, Davison, Grand Haven, Jonesville, Middleville, Mt. Pleasant, and Norway.

The 11 communities selected during the second round of the program in 2004 were: Charlotte, Fremont, Highland Park, Iron River, Howard City, Imlay City, Ionia, Linden, Menominee, Saline, and Wayland.

The 8 communities selected during the third round of the program in 2005 were: Big Rapids, East Tawas, Grass Lake, Iron River, Romeo, Utica, Vassar, and Whitehall.

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April 3, 2006

The City of Iron River
and Members of the Process Committee
106 West Genesee
Iron River, MI 49935

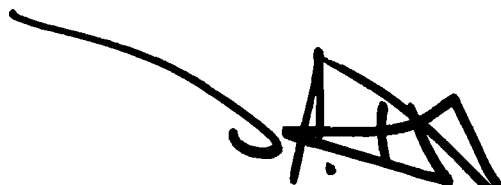
RE: ***Iron River Downtown Blueprint 2006***

HyettPalma, Inc., is pleased to present to you the following report titled: ***Iron River Downtown Blueprint 2006***, completed under the program titled ***Cool Cities Blueprints for Michigan's Downtowns***.

This document includes the community's vision for Downtown as well as the findings of a comprehensive analysis of Downtown's commercial markets. The vision and market analysis findings were used to define a specific economic enhancement strategy for the Downtown project area. The recommended strategy was specifically designed to enable Downtown to attain the community's defined vision as well as the identified market opportunities.

Thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your success and know that we stand ready to assist in any way we can as you proceed with Iron River's Downtown enhancement effort.

Sincerely,



Doyle G. Hyett



Dolores P. Palma



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Process Committee Members

At the request of HyettPalma, Inc., a Process Committee was formed to oversee this project. HyettPalma would like to thank the members of the Downtown Iron River Process Committee, listed below, for all their time, hard work, and dedication in preparing for and participating in completing the ***Iron River Downtown Blueprint 2006***.

Charlotte Soderbloom – Mayor, City of Iron River
Ray Coates – City Council Member, City of Iron River
Jim Gibula – Chairman, Iron River Downtown Development Authority (DDA)
Ron Basso – Member, Iron River DDA
Bruce Lindstrom – Member, Iron River DDA
John Archocosky, City Manager, City of Iron River
Rosalie King – Chairperson, Iron County Board of Commissioners
Jay Barry – General Manager, WIKB Radio
Barb Bartel – Librarian, West Iron District Library
Marilyn Budzak – Downtown property/business owner
Kevin Caroen – Downtown business owner
Kris Hughes – Downtown business owner
Debbie Ketchum – Downtown retail business manager
Bill Leonoff – Executive Director, Iron County Chamber of Commerce
Marian Nelson – Editor, *The Reporter*
Tim Peruzzi – Superintendent, West Iron County Public Schools
Jim Quayle – Downtown business owner

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Project Overview



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I. PROJECT OVERVIEW

This document presents the community's economic vision for Downtown Iron River, as well as the findings of a market analysis conducted for Downtown.

The boundaries of the project area are shown on the following page of this document.

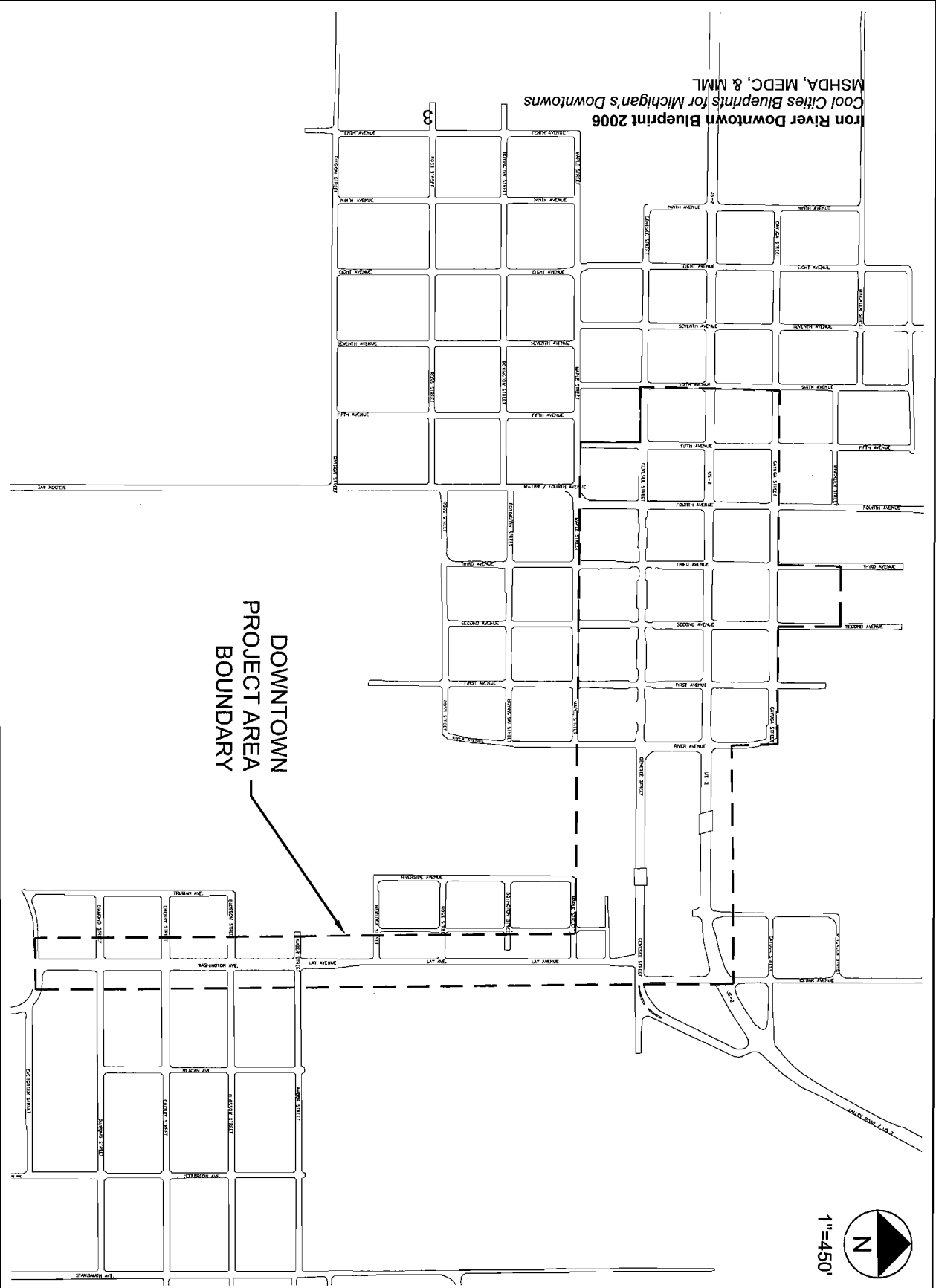
The vision and the market analysis results were used as the foundation upon which to develop an economic enhancement strategy for Downtown Iron River. The economic enhancement strategy was specifically crafted to further strengthen Downtown and to guide its future development – keeping with the community's vision and the market analysis findings.

The assignment was completed as part of the ***Cool Cities Blueprints for Michigan's Downtowns*** technical assistance program, a partnership of the Michigan Economic Development Corporation (MEDC), the Michigan State Housing Development Authority (MSHDA), and the Michigan Municipal League (MML). The ***Iron River Downtown Blueprint 2006*** was completed by HyettPalma, Inc., with the involvement of the Process Committee formed by the City to oversee the project.

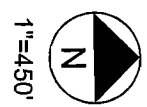
The methodology used to define the ***Iron River Downtown Blueprint 2006*** was developed by HyettPalma, Inc., and has been used extensively by the firm in Downtowns throughout the United States. To date, it forms the basis of the technical assistance programs titled:

- ***America Downtown@ -- New Thinking. New Life.***, created by the National League of Cities and HyettPalma in 1992;
- ***Indiana Downtown@***, created by the Indiana Association of Cities and Towns with HyettPalma in 2001; and
- ***Blueprints for Pennsylvania's Downtowns***, created by the Pennsylvania League of Cities and Municipalities and HyettPalma in 2004.

Iron River Downtown Blueprint 2006
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MSHDA, MEDC, & MML



DOWNTOWN
PROJECT AREA
BOUNDARY



CITY OF IRON RIVER
COOL CITIES BLUEPRINT PROGRAM
DOWNTOWN PROJECT AREA BOUNDARY MAP



STS CONSULTANTS
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Drawn:	AMS	12/03/05
Checked:	AMS	12/03/05
Approved:	AMS	12/03/05
PROJECT NUMBER	10373	
ITEMS	ITEM 5	

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***Downtown
Iron River
Today***

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II. DOWNTOWN IRON RIVER TODAY

Following is a summary of Downtown Iron River's current situation.

Strengths

Downtown Iron River has a number of attributes at this time that can have a positive impact on its future. These include strong businesses, community anchors (such as City Hall, the West Iron District Library, the Iron County Chamber of Commerce, and two post offices), what are considered locally to be the best restaurants in the area, the Iron River (which is a Blue Ribbon Trout Stream), the Apple Blossom Trail (the Downtown portion of which is scheduled for completion in the summer of 2006), attractive landscaping, and a sense of history. These attributes cause local residents to say, "What we have in Downtown is good – we just want more."

The fact that improvements and investments are pending in Downtown is also a positive factor. These projects include the re-use of Central School, creation of the Contact Center, expansion of the library, as well as public improvements, such as streetscape upgrades.

Additional strengths include the fact that:

- Downtown is located in an area experiencing residential growth and investment;
- Downtown has a large trade area, and one that contains virtually no commercial competition; and
- Iron River enjoys a considerable and growing influx of year-round tourists – who come to the area to ski, snowmobile, hunt, fish, and generally enjoy the beauty of the area's natural environment.

Also in Downtown's "plus column" are:

- A long-standing and active Downtown Development Authority (DDA) that has a significant capture of annual revenue;

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- A supportive Mayor and City Council;
- An experienced City Manager;
- An active and involved Chamber of Commerce and Economic Development Corporation;
- A budding merchants group;
- A nucleus of energetic and positive individuals eager and willing to move Downtown forward; and
- Community leaders who are hard working and who work well together.

Those who are energetic and positive about Downtown and the enhancement effort convey this attitude by saying things such as:

- Downtown is a good area with a lot to offer;
- We're making progress; and
- With elbow grease, creativity, and hard work, we can make Downtown vital.

Finally, with the merger of the City of Iron River, the City of Stambaugh, and the Village of Mineral Hills, members of those three communities have earned the reputation of being:

- Forward thinking;
- Progressive;
- Fiscally prudent;
- Energetic; and
- Focused on positive goals.

All of the above bode well for Downtown's future.

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Desires

Those participating in the ***Downtown Blueprint*** process were asked to voice the desires they hold for the enhancement effort and for Downtown's future. The local desires most often mentioned were:

- Develop an economic base for Downtown;
- Define a direction for Downtown;

Get people excited about and motivated to enhance Downtown;

Recognize and understand how great Downtown's potential can be;
- Stimulate private investment;

Create an identity, draws, and additional reasons for people to come Downtown;

Create a mix of businesses that allows local residents to shop locally, and not have to travel to other communities to shop;
- Attract the area's new residents by having the goods and services they need and want;

Attract tourists who are already in the area; and

Attract a variety of generations – young people, young families, as well as older people.

Concerns

Those participating in the ***Downtown Blueprint*** process were also asked to voice the concerns they think might affect Downtown's future. The concerns most often voiced were:

The presence of vacant storefronts and buildings – and the perception that Downtown's vacancy rate is higher than in actuality;

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- How to "connect" the business districts of old Iron River and old Stambaugh;
- The need to improve Downtown's infrastructure;
- The need to increase buy-in, participation, and unity;
- The negative, apathetic, or skeptical attitudes held by some; and
- Limited funds.

Image

Those participating in the *Downtown Blueprint* process were asked to define the image they would hope to see created for Downtown. A summary of that image follows.

*A bustling, booming, and active Downtown
Where you'll find people everywhere –
Shopping, eating, strolling, and being entertained.*

*An inviting, welcoming, and friendly Downtown of
Caring and loving people.*

*A Downtown of great shops and restaurants,
Great service, and nice people that makes you say,
"Hey, let's go to town!"*

*A Downtown where you'll find shopping, restaurants,
Nightlife, cultural events, recreation, and
The beautiful Iron River and Blue Ribbon Trout Stream.*

*A Downtown with an old town feel that has been
integrated into our beautiful natural environment.*

*A neat Downtown you enjoy walking around –
You can easily spend a whole day here –
Bring your kids!*

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*An inspiring Downtown that makes people say,
"What a great place!
I can't wait to tell my friends!
I can't wait to come back!
Wow!!"*

Guidelines

Based on Downtown's current strengths – as well as the desires, concerns, and preferred Downtown image of the community – HyettPalma recommends that the ***Iron River Downtown Blueprint 2006*** be implemented using the following guidelines.

1. Transition

Iron River's economy is in a state of transition. This is being brought about by the following facts:

- The western portion of Michigan's Upper Peninsula is being "discovered" by individuals who are buying second homes or moving their primary residence to the area;
- This portion of the UP is being rediscovered by those locally referred to as "alumni" – individuals originally from Iron River who moved away and are choosing to return as they retire; and
- The area is attracting a growing number of tourists.

These new, returning, and visiting individuals are bringing substantial incomes to the area, and, this is raising the spending potential found in Downtown's trade area. These individuals also bring with them high expectations – in terms of the variety and quality of goods, services, and experiences they seek – expectations that Downtown must meet if it hopes to get their business.

It can safely be said that the influx of these individuals is irrevocably changing the face of commerce in the Iron River area.

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2. "Make Dust or Eat Dust"

To prosper, Downtown must evolve and adapt to the area's changing economy. This means that all involved – Downtown business owners, property owners, local government, etc. – must step forward and rise to the occasion by:

- Making any needed Downtown changes;
- Raising Downtown's standards; and
- Meeting market expectations and demands.

Anything less will not bode well for Downtown's future.

3. Disparity

Downtown Iron River is located in a region of exceptional natural beauty. However, there is currently a disparity between the beauty of the natural environment in the region – which, in large part, is responsible for the influx of second homeowners, alumni, and tourists – and the beauty of the built environment found within Downtown. To attract the second homeowners, alumni, and tourists, this disparity must be eliminated.

4. Positive Base

Fortunately for Downtown Iron River, local government officials are very supportive of and positive about Downtown's potential and future. And, a handful of Downtown business and property owners also hold the same "can do" and "will do" attitude. This positive base of individuals should spearhead the Downtown enhancement effort and, by their actions and successes, increase their numbers.

5. Do's and Don'ts

Downtown Iron River should be enhanced by keeping the following do's and don'ts in mind:

- All anchors that serve the general community should be retained in Downtown;
- Any new community anchors created should be located in Downtown;

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- All large special events, for which Iron River is known, should be held in and returned to Downtown;
- All actions possible to strengthen Downtown and its existing businesses should be taken before the development of any new commercial areas is encouraged;
- Through the enhancement effort, special emphasis should be placed on the Iron River to make it an integral part of Downtown and a Downtown anchor; and
- The positive base of individuals, mentioned above, should continue to move Downtown in a positive direction despite any naysayers who might attempt to derail the enhancement effort.

6. Priority

Downtown Iron River does not solely serve the residents of the city. Instead, it is also the Downtown of township and county residents. As such, Downtown's enhancement should be a high priority of all three units of government – city, township, and county.

7. Mind Set

Those involved in Downtown's enhancement – and the citizens of Iron River as a whole – must remain open-minded and positive when dealing with Downtown's future. This will require:

- Being open to new ideas;
- Being open-minded when dealing with each other;
- Recognizing that growth and change in the area are inevitable; and
- Rising to the occasion and doing what is best for Downtown as a whole.

8. Economic Orientations

To thrive and flourish into the future, Downtown Iron River must be enhanced to have the following economic orientations.

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Old Downtown Iron River

This portion of Downtown should be marketed as "Historic Downtown Iron River." Its three principle streets should be positioned in the following manner.

- o US 2 is and should remain an auto-oriented corridor that is the optimum location for destination convenience businesses, including service stations and food establishments. Specialty retail businesses should not be located on US 2.
- o Genesee is and should remain the pedestrian, historic portion of this area. A cluster of specialty retail, food, art, and entertainment uses should be created in first floor spaces on Genesee to increase its draw and pedestrian nature. Appropriate first floor uses along Genesee also include banks and government facilities. Ideally, professional offices would be located in upper floors – along with housing – and on side streets within this portion of Downtown.
- o Maple is and should continue to be the location of primarily service businesses and housing.

- Old Downtown Stambaugh

This portion of Downtown should be marketed as "The Hilltop." A cluster of neighborhood convenience businesses, professional offices, and food establishments should be created on Washington, from Amber to Evergreen. However, Lay (from Amber to just south of Genesee) should remain a residential area, with commercial encroachment into this area prohibited.

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***Resident
&
Business
Surveys***

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III. RESIDENT & BUSINESS SURVEYS

As a part of this project, two surveys were conducted to gauge the health of Downtown Iron River, as perceived locally. These were a survey of owners/managers of all non-residential uses located in Downtown and a telephone survey of residents living in Downtown's primary retail trade area. A summary of the survey responses follows.

Purpose of Trips

Trade area residents were asked why they currently come to Downtown Iron River. The top reason cited was "shopping," mentioned by 39% of those surveyed.

The next two reasons cited were mentioned with similar frequency. These were "work there" (14%) and "banking" (12%).

Therefore, the majority of those surveyed (65%) said they now come to Downtown for one of these three reasons.

The remaining reasons mentioned for coming to Downtown were:

- Eating in restaurants (7%);
- Using service businesses (7%);
- Conducting personal business (5%);
- Post office (5%);
- Library (3%);
- Visiting friends or family (3%);
- Entertainment (2%);
- Religious services (2%); and
- Other – walking/exercising, newspaper (1%).

Shopping Area of Choice

Residents surveyed were asked where they currently do most of their family shopping at this 'time, other than grocery shopping. The area mentioned most often was Iron Mountain (44%). The next most cited area was Iron River (23%).

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Therefore, 67% of those surveyed said they choose to do most of their shopping in one of these two areas.

The remaining responses to this question were:

- Green Bay, WI (9%);
- Marquette (6%);
- Rhinelander, WI (4%);
- Internet (3%);
- Eagle River, WI (3%);
- Appleton, WI (2%);
- Wausau, WI (2%);
- Milwaukee, WI (2%); and
- Chicago, IL (2%).

When asked why they choose to shop in a particular area, the top reason cited by residents was the variety/selection offered, mentioned by 45%.

The next two most often mentioned reasons were convenience (32%) and price (20%).

The remaining 3% of those surveyed said they choose a shopping area due to loyalty.

Downtown Characteristics

Trade area residents and Downtown business owners surveyed were asked to rate a list of 19 Downtown characteristics as being "good," "fair," or "poor" at this time.

Eleven characteristics were rated "good" by a majority of residents. Ten characteristics were rated good by a majority of business owners. Residents and business owners agreed on nine of those characteristics.

The nine characteristics rated "good" by a majority of both trade area residents and Downtown business owners were:

- Feeling of safety (91% residents, 87% business owners);

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- Cleanliness of the area (85% residents, 61% business owners);
- Availability of parking (82% residents, 68% business owners);
- Convenience of parking (82% residents, 65% business owners);
- Helpfulness of salespeople (79% residents, 80% business owners);
- Traffic circulation (77% residents, 59% business owners);
- Quality of restaurants (76% residents, 63% business owners);
- Knowledge of salespeople (58% residents, 65% business owners); and
- Quality of service businesses (54% residents, 51% business owners).

From the above it can be seen that residents were much more pleased than business owners with Downtown's cleanliness, parking availability and convenience, traffic circulation, and quality of restaurants.

The two characteristics rated "good" by a majority of residents, but not business owners, were:

Attractiveness of the area (73% residents, 24% business owners); and
Business hours (52% residents, 39% business owners).

The one characteristic rated "good" by a majority of business owners, but not residents surveyed, was prices at restaurants (45% residents, 57% business owners).

Downtown Improvements

Trade area residents and Downtown business owners were asked to rate a list of 18 possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

Five improvements were rated "very important" by a majority or significant percent of residents. Four improvements received this rating from a majority or significant percent of business owners. And, residents and business owners agreed on two of these, which were:

Recruit retail businesses (88% residents, 89% business owners); and
Increase the variety of retail goods (84% residents, 70% business owners).

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The three improvements rated "very important" by a majority of residents, but not business owners, were:

- Improve the quality of retail goods (56% residents, 40% business owners);
- Improve the variety of service businesses (49% residents, 43% business owners); and
- Keep stores open longer on Saturdays (46% residents, 33% business owners)

And, the one improvement rated "very important" by a significant percent of business owners, but not residents, was:

- Physically improve buildings (50% business owners, 44% residents).

Residents were also asked if there was anything else that could be done to encourage their patronage of Downtown. In response, residents reiterated the importance of increasing the variety and selection offered.

When asked what specific types of businesses or activities they would personally use if they were to open in Downtown Iron River, residents expressed a preference primarily for clothing stores and shoe stores.

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***Downtown
Iron River
Tomorrow***

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IV. DOWNTOWN IRON RIVER TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Iron River – as it would ideally exist in the year 2011. A compilation of the thoughts and preferences expressed during those sessions is shown below.

By the year 2011, private investment and local leadership would have resulted in Downtown Iron River being the center of the western UP that is able to draw customers from 100 miles around. It would very much be a family place, with things to do and places to go for the whole family. Downtown's users would be able to spend the day shopping, strolling, and having fun. And, they would be able to spend the evening in Downtown as well, since Downtown would include nightlife as well as shopping.

Downtown would include a broad mix of uses, including:

- Retail businesses;
- Restaurants;
- Service businesses;
- Nightlife;
- Housing;
- Recreation;
- Educational opportunities;
- Government facilities;
- Post office;
- An expanded library; and
- Banks.

This mix of uses would make Downtown a "neat place" one enjoys walking around and where one could easily spend an entire day. As such, it would attract a wider variety of users, including:

Iron River residents;
Trail and river users;
Residents within a 100-mile area;

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- Residents and visitors of the western UP;
- Area second homeowners;
- Area tourists – including those at Ski Brule and in Eagle River;
- Those attracted to the area's natural beauty – hunters, fishers, campers, snowmobilers, etc.;
- Those attending events in the area, such as the rodeo and sporting events;
- "People who left and are looking for a place to retire;" and
- Young people and young families.

The Iron River, a Blue Ribbon Trout Stream – "which is our name" – would be recognized as making Downtown unique. The Apple Blossom Trail would be completed and would be a showcase. People would once again be fishing and recreating in Downtown, thanks to the river and trail.

Downtown's "poor looking" buildings would be improved or replaced. Downtown would be nicely landscaped and maintained. A "comprehensive streetscape program" would have been implemented, addressing sidewalks and lights. Signs would be in place that welcome motorists to Iron River and note its "claims to fame" – such as the rodeo. Billboards would no longer be allowed in Downtown. Seating areas would be created. And, Downtown's design would have a "symmetry" that makes it visually attractive as a whole.

Downtown's empty buildings would be filled with businesses that attract area residents and tourists alike. These businesses would encourage people to spend time in Downtown, they would also create jobs – encouraging residents to remain in the area – and they would make Downtown a major destination within the western UP. To accommodate its users, Downtown would have parking that adequately serves its customers, workers, and residents.

Downtown's business and property owners would be very positive and upbeat about Downtown and its future, as would the citizens of Iron River as a whole. The community would work together to keep Downtown strong, with minds that are open to new ideas and without a trace of apathy or individual agendas. Volunteers would be numerous and excited about working on Downtown projects. And, a concerted and consolidated effort would be in place to promote Downtown.

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By the year 2011, Downtown Iron River would be well on its way to having the following image.

*A bustling, booming, and active Downtown
Where you'll find people everywhere –
Shopping, eating, strolling, and being entertained.*

*An inviting, welcoming, and friendly Downtown of
Caring and loving people.*

*A Downtown of great shops and restaurants,
Great service, and nice people that makes you say,
“Hey, let's go to town!”*

*A Downtown where you'll find shopping, restaurants,
Nightlife, cultural events, recreation, and
The beautiful Iron River and Blue Ribbon Trout Stream.*

*A Downtown with an old town feel that has been
Integrated into our beautiful natural environment.*

*A neat Downtown you enjoy walking around –
You can easily spend a whole day here –
Bring your kids!*

*An inspiring Downtown that makes people say,
“What a great place!
I can't wait to tell my friends!
I can't wait to come back!
Wow!!”*

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Downtown Market Analysis



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V. DOWNTOWN MARKET ANALYSIS

To ensure long-term economic results and success, Iron River's Downtown enhancement effort must be market-driven. This means that the effort must be one that results in all of Downtown's investors -- business owners, property owners, developers, patrons, the local government, etc. -- being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown's economic potentials. The following chapter quantifies Downtown's economic potentials in terms of retail, office, and housing development.

Downtown Retail Opportunities

Retail Trade Area – Downtown Iron River's primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers. Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary retail trade area has been identified as the area shown on the attached map.

Retail Economic Indicators – Downtown's primary retail trade area can be currently characterized by the following economic indicators.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 7,865 – WITH AN ESTIMATED 3,462 HOUSEHOLDS (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD SIZE IS 2.16 PERSONS, WHICH IS LESS THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

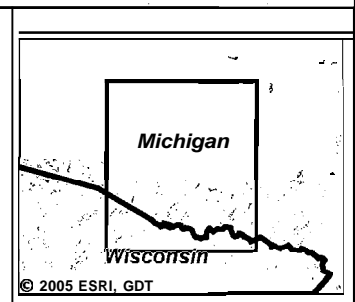
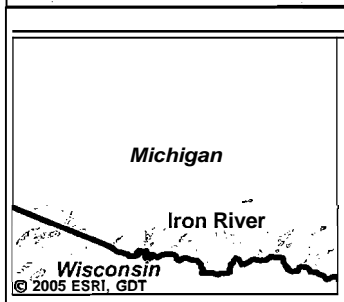
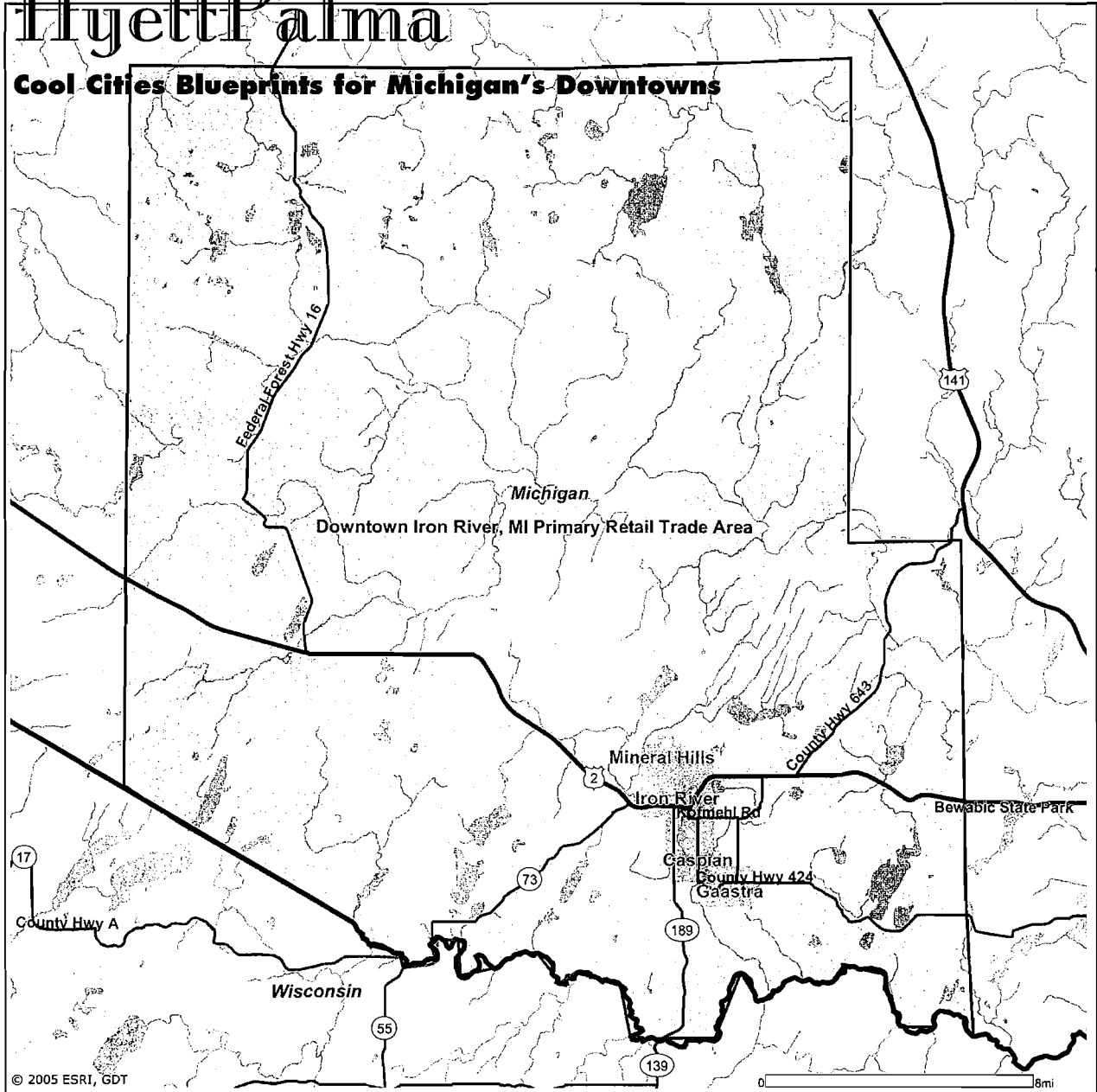
Site Map

Downtown Iron River, MI Primary Retail Trade Area

February 2, 2006

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THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$139,000,000 PER YEAR (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$40,071 AND IS PROJECTED TO INCREASE TO \$44,260 ANNUALLY BY 2010 (Source: ESRI estimate)

Current Retail Businesses - Downtown Iron River currently contains 66 retail businesses, which occupy approximately 233,000 square feet of building space. The retail inventory was completed by the Downtown Iron River Process Committee and is shown on the following pages.

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Downtown Iron River Retail Businesses

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
54	<u>Food Store</u>		
5411	Grocery Store	1	18,000
55	<u>Automotive Dealers and Service Stations</u>		
5521	Used Cars	1	4,034
5531	Auto/Home Supply	5	17,520
5541	Gas Service Station	8	26,225
57	<u>Furniture and Home Furnishings</u>		
5712	Furniture Store	2	26,400
5719	Misc. Home Furnishings	1	1,555
5722	Home Appliances	1	3,600
5731	Radio/TV/Electronics	4	6,311
58	<u>Eating/Drinking</u>		
5812	Eating Places	11	31,441
5813	Drinking Places	2	4,790
59	<u>Miscellaneous Retail</u>		
5912	Drug Store	1	6,000
5932	Antiques	1	6,000
5941	Sporting Goods	1	800
5942	Books	1	1,200
5944	Jewelry	1	2,590
5947	Gift/Novelty	3	20,430
5992	Florist	1	2,500
5999	Miscellaneous Retail	8	20,426
	<u>Select Support Services</u>		
7216	Dry Cleaners/Tailors	1	10,000
7231	Beauty Shops	3	2,900
7241	Barber Shops	3	2,377
7251	Shoe Repair/Shine	1	728

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Cool Cities Blueprints for Michigan's Downtowns Downtown Iron River Retail Businesses

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
	<u>Amusement and Recreation Services</u>		
7991	Physical Fitness Facilities	1	1,200
7999	Mic. Amusement/Recreation	1	7,200
	Not Classied Elsewhere	3	9,064

TOTAL NUMBER OF RETAIL BUSINESSES 66

TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE 233,291

TOTAL NUMBER OF VACANT RETAIL SPACES 15

TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE 9,230

Source: Downtown Iron River Process Committee

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Retail Potential – Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$46,000,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand for the primary trade area is shown in THE RETAIL REPORT®, contained in the Appendix of this document.

As a conservative estimate, it is assumed that Downtown Iron River retail businesses now generate an average (blended figure) of approximately \$140 per year per square foot in retail sales.

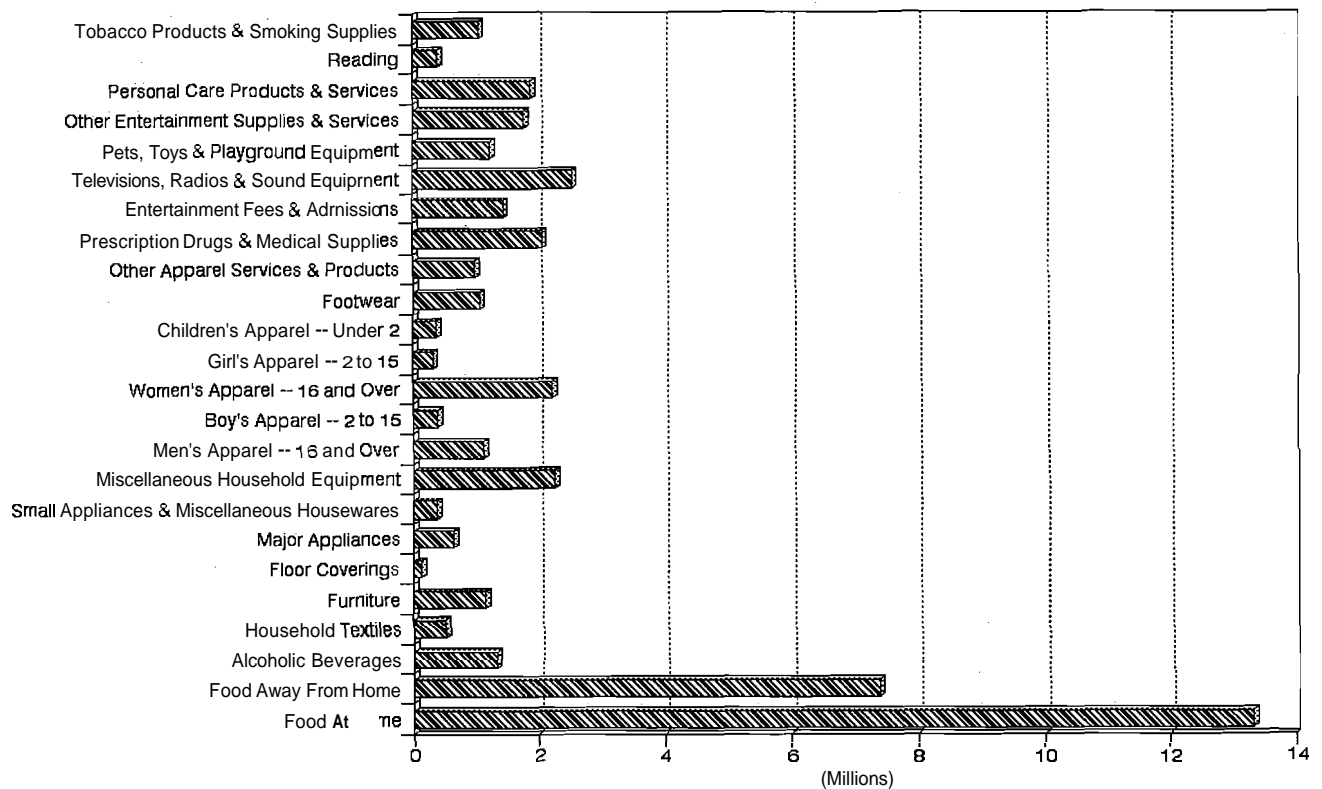
Since Downtown currently contains approximately 233,000 square feet of occupied retail space, Downtown Iron River should currently be generating approximately \$33,000,000 in retail sales per year.

By dividing the project area's estimated annual retail sales – \$33,000,000 – by the total estimated demand for retail products within the primary trade area – \$46,000,000 – it can be concluded that Downtown Iron River may currently be capturing approximately 72% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

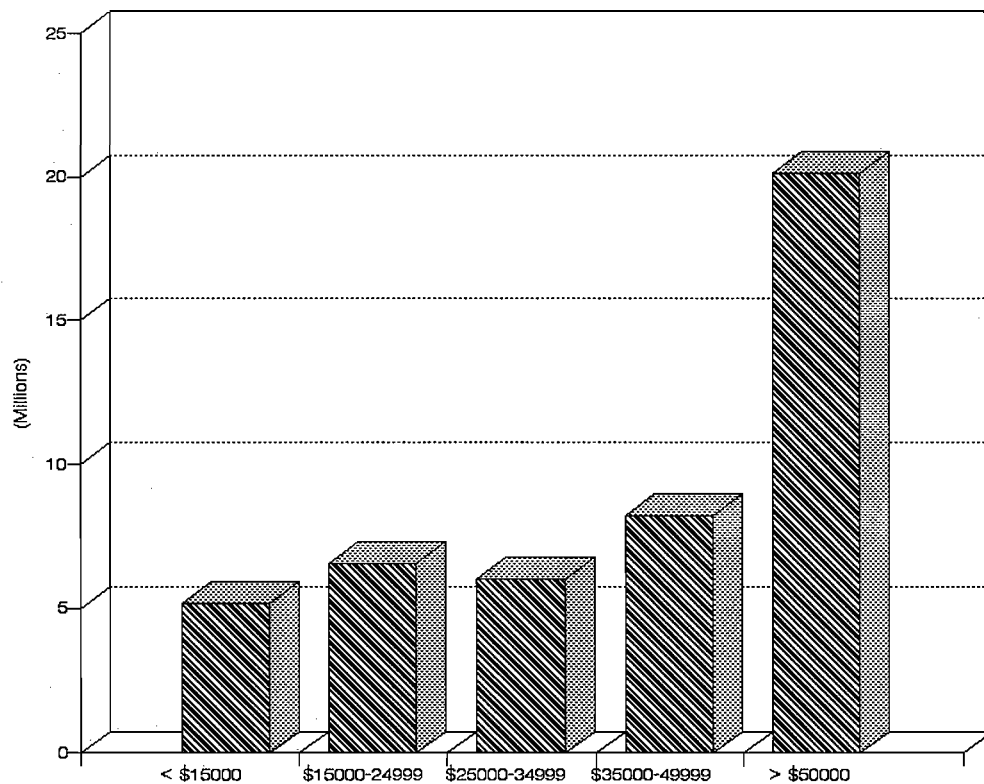
Taking steps to further enhance Downtown Iron River, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 72% to between 76% and 78% by the year 2011. This should be considered a goal of the economic _____ment program.

If Downtown Iron River is able to increase its market share to between 76% and 78% by the year 2011, it is possible that the project area may be able to increase its total capture of retail sales to between \$35,000,000 and \$36,000,000 by the year 2011 – considered in constant 2006 dollars.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



TOTAL PRODUCT DEMAND BY INCOME GROUP



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This increase in total retail sales could potentially support the development of between approximately 15,000 and 22,000 net square feet of additional retail space by the year 2011 – which could include expansions or sales increases by existing Downtown Iron River retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented – on an on-going basis – the actual growth in Downtown's market share could potentially be much higher than projected. Conversely, by the year 2011, Downtown Iron River's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

NOTE:

No attempt was made to determine the condition of vacant space. Therefore, no judgment is made concerning the marketability of space based on condition.

Retail Business Development – Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Iron River. In addition, the opportunity also exists to attract additional businesses to Downtown. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled ***Course of Action***.

Downtown Office Opportunities

Office Market Indicators – Several key economic indicators that characterize the current office operations within Downtown Iron River follow.

- Downtown Iron River currently contains a total of 56 various office occupants occupying approximately 243,000 square feet of building space.
- Downtown Iron River is the traditional professional services center of the City.

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- Downtown's occupied office space serves, primarily, the personal needs of those who live within the broader community.

While not the seat of county government, Downtown Iron River is the primary professional office center of the county.

The most significant concentrations of offices include finance, insurance, real estate, health services, legal services, membership organizations, and government.

Current Office Uses – The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers. The office inventory was completed by the Downtown Iron River Process Committee.

Office Potential – It is anticipated that most of Downtown's office market growth will continue to consist of office uses which serve, primarily, the personal needs of those who live in, or in proximity to, Downtown Iron River's primary trade area. Communities nationwide have experienced the fact that – as improvements are made in the overall economic and physical conditions of their Downtowns – an associated increase in demand for office space normally follows. This is also expected to hold true for Downtown Iron River. In addition, demand for office space is anticipated to increase due to the anticipated natural household growth in the area associated with the rise in second-home ownership throughout the trade area and region, and an anticipated increased demand associated with the opening of the new Contact Center.

Therefore, it is estimated that approximately 25,000 to 35,000 square feet of additional office space could potentially be supported in Downtown Iron River between now and the year 2011. This should be considered an economic goal for the enhancement effort.

It must be noted that the actual growth in Downtown's office demand could be higher if Downtown is able to attract general offices, or back office operations from outside the area, to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current Downtown office operations.

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Cool Cities Blueprints for Michigan's Downtowns Downtown Iron River Offices by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
60	<u>Depository Institutions</u>		
601	Central Reserve Depositories	3	12,100
606	Credit Unions	2	4,000
609	Functions Related to Banking	1	3,190
61	<u>Non-Depository Credit Institutions</u>		
616	Mortgage Bankers/Brokers	1	800
62	<u>Security and Commodity Brokers</u>		
621	Security Brokers	1	493
628	Security/Commodity Services	1	1,555
63/64	<u>Insurance</u>		
641	Insurance Agents/Brokers	5	11,800
65	<u>Real Estate</u>		
651	Operators/Lessors	2	53,600
653	Real Estate Agents/Mgrs.	2	4,320
655	Subdividers/Developers	2	5,060
72	<u>Personal Services</u>		
727	Funeral Home	1	5,095
73	<u>Business Services</u>		
738	Misc. Business Services	4	4,074
80	<u>Health Services</u>		
801	Offices/Clinics of Doctors	4	9,850
802	Offices/Clinics of Dentists	1	3,412
804	Offices of Other Medical	1	7,000
809	Other Health Services	2	6,200
81	<u>Legal Services</u>		
811	Legal Services	4	19,050
82	<u>Educational Services</u>		
823	Library	1	6,500

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Cool Cities Blueprints for Michigan's Downtowns Downtown Iron River Offices by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>86</u>	<u>Membership Organizations</u>		
862	Professional Organizations	1	2,300
866	Religious Organizations	3	17,972
869	Other Memb. Organizations	3	15,000
<u>87</u>	<u>Engineering/Management Services</u>		
871	Engineering/Architecture	1	3,500
<u>89</u>	<u>Services Not Elsewhere Classified</u>		
899	Services	7	10,655
<u>91</u>	<u>General Government</u>		
919	General Government	1	14,400
<u>94</u>	<u>Admin. of Human Services</u>		
941	Admin. of Educational Programs	1	14,400
<u>96</u>	<u>Admin. of Economic Programs</u>		
961	General Economic Programs	1	6,949
TOTAL NUMBER OF OFFICE BUSINESSES		56	
TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE			243,275
TOTAL NUMBER OF VACANT OFFICE SPACES		5	
TOTAL SQUARE FEET OF VACANT OFFICE BUSINESS SPACE			19,956

Source: Downtown Iron River Process Committee

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NOTE:

No attempt was made to determine the condition of vacant space. *Therefore*, no judgment is made concerning the marketability of space based on condition.

Office Business Development -- A listing of office types recommended for recruitment and expansion in Downtown Iron River is presented in the chapter of this document titled ***Course of Action***.

Downtown Housing Opportunities

The ***Downtown Blueprint*** project area contains approximately 64 dwelling units at this time. These units include 17 apartments and 47 single-family homes.

Iron River is also fortunate to have a large number of residential units surrounding its Downtown or within an easy walk or drive to Downtown. In fact, Downtown Iron River is ideally located to serve residents throughout the trade area via either an easy walk or an easy drive due to its location along the community's major travel routes.

While Downtown Iron River does not currently have a sizable number of housing units in the upper floors of Downtown buildings, it appears to offer some limited opportunities in the immediate future for additional upper floor housing development. And, with several vacant, larger buildings in Downtown which could likely accommodate quality housing development, the opportunity for additional Downtown housing development appears to be significant.

As has been found throughout the nation during the past three decades – regardless of community size or location – as a Downtown's physical environment and mix of businesses is improved, it is very likely that the demand for housing in and near that Downtown will also increase. This can also be expected in Downtown Iron River.

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In addition, according to a review of Downtown Iron River by the Michigan State Housing Development Authority . . .

"Based on conversations with Downtown building owners and city officials, it is desired to bring rental housing to the Downtown. This could be accomplished in part through the Office of Community Development's Rental Rehabilitation Program. At first look, the Downtown area seems appropriate to house a mixed income population."

This opinion from MSHDA is documented via the memorandum from Jim Davis, MSHDA Community Development Specialist, which is included in the **Appendix** of this document.

Every effort should be made, consistent with the **Downtown Blueprint**, to introduce more quality housing – both market-rate and affordable – in and in proximity to Downtown Iron River.

As market conditions allow, every effort should be made to introduce:

- More loft apartments in the upper floors of appropriate existing structures throughout Downtown – market rate and affordable;
- Mixed-use projects – market-rate and affordable – if redevelopment takes place in larger, older structures in or near Downtown; and
- Both owner-occupied and rental units.

In addition, specific programs offered through the Michigan State Housing Development Authority should be considered to assist with the development of housing in and near Downtown Iron River.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Iron River – and in neighborhoods near the commercial district – it is suggested that the absorption of units in the marketplace be used as the indicator of demand. And, that every effort be made to develop the greatest number of quality units possible in and near Downtown when market conditions allow.

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Course of Action

VI. COURSE OF ACTION

This chapter includes a **Course of Action** specifically crafted to help Downtown Iron River attain the community's vision and take advantage of the economic opportunities revealed through the market analysis, thereby enabling Downtown Iron River to become economically successful and self-sustaining.

Preceding those recommendations, the **Guidelines** discussed earlier are reiterated here due to their importance in realizing Downtown's success.

As was stated earlier, based on Downtown Iron River's current strengths – as well as the desires, concerns, and preferred Downtown image expressed by the community – HyettPalma recommends that the **Iron River Downtown Blueprint 2006** be implemented using the following guidelines.

I. Transition

Iron River's economy is in a state of transition. This is being brought about by the following facts:

- The western portion of Michigan's Upper Peninsula is being "discovered" by individuals who are buying second homes;
- This portion of the UP is being rediscovered by those locally referred to as "alumni" – individuals originally from Iron River who moved away and are choosing to return as they retire; and
- The area is attracting a growing number of tourists.

These new, returning, and visiting individuals are bringing substantial incomes to the area, and, this is raising the spending potential found in Downtown's trade area. These individuals also bring with them high expectations – in terms of the variety and quality of goods, services, and experiences they seek – expectations that Downtown must meet if it hopes to get their business.

It can safely be said that the influx of these individuals is irrevocably changing the face of commerce in the Iron River area.

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2. "Make Dust or Eat Dust"

To prosper, Downtown must evolve and adapt to the area's changing economy. This means that all involved – Downtown business owners, property owners, local government, etc. – must step forward and rise to the occasion by:

- Making any needed Downtown changes;
- Raising Downtown's standards; and
- Meeting market expectations and demands.

Anything less will not bode well for Downtown's future.

3. Disparity

Downtown Iron River is located in a region of exceptional natural beauty. However, there is currently a disparity between the beauty of the natural environment in the region – which, in large part, is responsible for the influx of second homeowners, alumni, and tourists – and the beauty of the built environment found within Downtown. To attract the second homeowners, alumni, and tourists, this disparity must be eliminated.

4. Positive Base

Fortunately for Downtown Iron River, local government officials are very supportive of and positive about Downtown's potential and future. And, a handful of Downtown business and property owners also hold the same "can do" and "will do" attitude. This positive base of individuals should spearhead the Downtown enhancement effort and, by their actions and successes, increase their numbers.

5. Do's and Don'ts

Downtown Iron River should be enhanced by keeping the following do's and don'ts in mind:

- All anchors that serve the general community should be retained in Downtown;
- Any new community anchors created should be located in Downtown;

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- All large special events, for which Iron River is known, should be held in and returned to Downtown;
- All actions possible to strengthen Downtown and its existing businesses should be taken before the development of any new commercial areas is encouraged;
- Through the enhancement effort, special emphasis should be placed on the Iron River to make it an integral part of Downtown and a Downtown anchor;
- The positive base of individuals, mentioned above, should continue to move Downtown in a positive direction despite any naysayers who might attempt to derail the enhancement effort.

6. Priority

Downtown Iron River does not solely serve the residents of the city. Instead, it is also the Downtown of township and county residents. As such, Downtown's enhancement should be a high priority of all three units of government – city, township, and county.

7. Mind Set

Those involved in Downtown's enhancement – and the citizens of Iron River as a whole – must remain open-minded and positive when dealing with Downtown's future. This will require:

- Being open to new ideas;
- Being open-minded when dealing with each other;
- Recognizing that growth and change in the area are inevitable;
- Rising to the occasion and doing what is best for Downtown as a whole.

8. Economic Orientations

To thrive and flourish into the future, Downtown Iron River must be enhanced to have the following economic orientations.

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- Old Downtown Iron River

This portion of Downtown should be marketed as "Historic Downtown Iron River." Its three principle streets should be positioned in the following manner.

- US 2 is and should remain an auto-oriented corridor that is the optimum location for destination convenience businesses, including service stations and food establishments. Special retail businesses should not be located on US 2.
- Genesee is and should remain the pedestrian, historic portion of this area. A cluster of specialty retail, food, art, and entertainment uses should be created in first floor spaces on Genesee to increase its draw and pedestrian nature. Appropriate first floor uses along Genesee also include banks and government facilities. Ideally, professional offices would be located in upper floors – along with housing – and on side streets within this portion of Downtown.
- Maple is and should continue to be the location of primarily service businesses and housing.

- Old Downtown Stambaugh

This portion of Downtown should be marketed as "The Hilltop." A cluster of neighborhood convenience businesses, professional offices, and food establishments should be created on Washington, from Amber to Evergreen. However, Lay (from Amber to just south of Genesee) should remain residential area, with commercial encroachment into this area prohibited.

Catalyst Projects

The following projects should be implemented as quickly as possible in order to catalyze Downtown's enhancement.

I. Central School

The DDA has purchased this prominent historic structure and is working with a developer to see it renovated and reused for quality housing units. It appears that this project is heading in the right direction – and the appropriate market

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segments are being targeted. Therefore, the adaptive use of Central School should be moved forward as expeditiously as possible.

In doing so, it should be recognized that:

- This project – nor any other – should be expected to serve as a panacea or silver bullet that will "save" Downtown;

While it is important, this cannot be the DDA's only project – there are other important initiatives which the DDA must also undertake; and

- The DDA should incentivize this project, as needed, and then move on to tackle additional projects within Downtown.

2. Contact Center

The "Contact Center" project, located in The Hilltop portion of Downtown, appears to be well underway and should be completed as quickly as possible. In addition, this project should be viewed as a very good model whose replication should be encouraged whenever possible – since it entails pulling together scarce resources, creating a strong ratio of funds leveraged, and creating a sizeable number of jobs.

3. Cloverland Hotel

The former Cloverland Hotel is clearly an eyesore and public safety hazard. And, it is owned by the State of Michigan. This building is also an economic albatross, which is draining the life out of this portion of Downtown. All in all, it is a travesty for this structure to remain standing in its current state. Therefore, the City and DDA should use all possible and positive avenues to get the owner to mitigate this situation by either bringing the building up to State code or by razing the structure.

Due to the deteriorated state of the building, the likely cost of mitigation, and the lack of a viable alternative use for the site at this time, it is unlikely that the community or a private party could ever justify the cost of correcting this problem property without significant state or other outside financial assistance.

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4. West Iron District Library Expansion

The Library Board is planning to expand this Downtown library and is in the process of raising funds to do so. With approximately 63,000 patrons using the facility from 2004 to 2005, and given the wide range of programming held here, the West Iron District Library is one of Downtown's strongest anchors and a true community asset. It serves people of all ages and all means and provides them with opportunities not available elsewhere in the region. Therefore, garnering funds that would make the library's expansion a reality as quickly as possible should become a top priority of the DDA, city government, township government, county government, philanthropic community, civic community, business community, and citizens of Iron River and Steuben County as a whole.

5. The Iron River

The Iron River is a tremendously valuable Downtown resource that is greatly underutilized at this time. With the planned completion of the Apple Blossom Trail in summer 2006, a recreational link will be established between Downtown and the river. In addition, the enhancement strategy should be used to create a commercial link between the river and Downtown via:

- Various businesses that sell fishing gear, sports equipment, and picnic supplies;
- Businesses that rent bikes, canoes, etc.;
- Restaurants that afford views of the river; and
- If possible, housing units with river views.

6. Upper Story Housing

Through the enhancement effort, the creation of as many quality, upper story Downtown housing units as possible should be encouraged. This should be done by exploring the availability of all applicable MSHDA programs, particularly the Rental Rehab Program. And, the City should continue to work cooperatively with housing developers to allow Downtown residents to park in public lots, if private parking cannot be provided on-site.

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Public Improvements

In the 1980s, streetscape improvements were made along Genesee. Now, the time has come – and the City intends to – update those improvements and address the needs of public space along Washington. This should be done through the following actions.

1. Streetscape Plan

An overall streetscape plan should be developed for Downtown to ensure that improvements are made in a coordinated manner. The goal of the streetscape plan should be to freshen Genesee and to upgrade The Hilltop, in terms of public space improvements. The streetscape plan should be designed by a professional landscape architect, who has experience working with historic Downtown settings and in upnorth climates.

- Genesee

On Genesee, the streetscape plan should address:

- Removal or redesign of the "bump outs" that now form the corners of sidewalks;
- Repair and replacement of sidewalks;
- Replacement of current streetlights with those that are pedestrian in scale and "historic" in design;
- Trash receptacles and benches – of a design that complements Downtown's older buildings; and
- Landscaping – trees that do not block display windows or business signs, substantial planters of a design that complements Downtown's older buildings, hanging baskets, and an irrigation system.

- The Hilltop

Since The Hilltop is, in essence, a neighborhood business district, streetscape improvements should be less intense here than on Genesee, yet should still be used to beautify the area. To do so, the streetscape plan should address:

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- Pedestrian-scale streetlights; and
- Street trees and flowers.

In addition, serious consideration should be given to creating a landscaped median down the center of Washington. Doing so would not only beautify the area, but would greatly enhance The Hilltop's pedestrian-orientation.

2. Parking

Parking does not appear to be a problem in Downtown at this time. Therefore, the City should:

- Continue to ensure that Downtown's public parking lots are well-maintained and lighted;
- Continue to enforce parking time limits on a random, as-needed basis to ensure turnover for customers; and
- As a part of the wayfinding system mentioned below, improve signage to and at public parking lots within Downtown.

3. Wayfinding

A wayfinding sign system should be created and installed that directs motorists to Iron River and its Downtown. The signs should be distinctive and creative in design, reflecting the history of the city and the image of Downtown. The wayfinding system should include:

- Signs at all major entrances to the city that read "Welcome to Iron River;"
- Signs on all major roadways that direct motorists to "Historic Downtown Iron River" and to "The Hilltop Business District;" and
- Signs that read "Welcome to Historic Downtown Iron River" and "Welcome to The Hilltop," at the entrances to each area.

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An added benefit of the wayfinding system will be to confirm in the minds of both local residents and visitors the distinct identity of both areas of Downtown Iron River.

Private Property Improvements

Downtown's enhancement will require not only public space improvements, but also improvements to private properties. This should be stimulated through the following actions.

1. Façades

Building owners should be encouraged and urged to make necessary improvements by meeting with them individually, explaining the Downtown Blueprint, and offering the following incentives.

Design guidelines should be developed to assist owners in determining the "do's and don'ts" for improving Downtown's façades, signs, and awnings – and for the design of new, infill buildings that might be erected in Downtown.

- A matching façade grant program should be created, offering owners up to \$3,500 per building, to make improvements that are in keeping with the design guidelines. Use of the grants should be concentrated on Genesee and in The Hilltop area.

An architectural historian or preservation architect – experienced in working with historic Downtowns – should be retained to provide preliminary design assistance to owners who are serious about improving their façades. Ideally, this service would be made available free-of-charge to owners.

2. Signs

The City's updated zoning ordinance will contain several positive changes regarding signs in Downtown. These include the fact that:

Business owners will be allowed to erect projecting signs – which are very pedestrian-oriented – rather than just flush mounted signs;

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- Billboards will no longer be allowed in Downtown; and
- The placement of sandwich board signs on US 2 or 189 will not be allowed.

In addition, the placement of sandwich boards on Genesee should be addressed. This should be done either by prohibiting their placement on Genesee or by requiring that sandwich boards be of a uniform design, determined by the City.

3. Infill

The City's updated zoning ordinance requires that all infill construction on Genesee be in the form of zero lot line development – meaning located at the sidewalk line. This is very important to ensure that this portion of Downtown remains pedestrian-oriented.

Business Development

Along with physical improvements, Downtown's enhancement will require that the following changes be made to its economy, so that Downtown can be self-sustaining and economically vibrant for years to come.

1. Pro-Business/Pro-Quality

The City government is now highly pro-business and pro-quality. This message should be communicated to the investment and lending communities on a regular basis.

2. Technical Assistance

Thanks to several local entities, technical assistance is now available to Downtown business owners from Northern Michigan University and First Step. Steps should be taken to ensure that every Downtown business owner – and prospective business owner – is aware of this fact. In addition, those providing this technical assistance should help Downtown business owners make improvements related to:

- Business planning;
- Making buying decisions related to inventory;
- The display of merchandise inside their store;
- Creating exciting window displays;

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- The lighting of store interiors and display windows;
- Providing exceptional customer service; and
- Marketing their business.

3. Financial Assistance

Currently, the EDC operates a revolving loan fund. It should be ensured that all Downtown business and property owners – and prospective owners – are made aware of and encouraged to take advantage of this program. Likewise, all current and prospective owners must be made aware of the façade grant program, recommended above.

4. Hospitality

Of course, all Downtown business owners and personnel who deal with customers must present a warm, friendly, and caring attitude. In addition, given the number of tourists visiting the area, these owners and front line personnel should also be able to answer visitor questions, provide any needed directions, and tell visitors about events, activities, and relevant destinations in Iron River and the area. To make this a reality, hospitality and customer service seminars should be made available, possibly by the Chamber of Commerce. And, Downtown business owners should attend and require their front line employees to do so as well.

5. Business Hours

Every Downtown business owner should be diligent about opening and closing their business at the times posted. Not doing so is a sure way to frustrate and drive away potential customers. In addition, given the number of tourists in the area, every retail and food establishment should be open on Sundays during the summertime.

6. Public Safety

The City Police Department should be commended for its efforts to provide Downtown with round-the-clock protection, despite limited resources. And, City officials should be commended for making sure Downtown receives police attention. Doing so is a very pro-business and pro-quality measure, since a safe Downtown encourages investor and customer confidence.

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7. Business Recruitment

Every effort should be made to attract and place the greatest number of appropriate businesses in appropriate areas of Downtown Iron River.

- **Top List**

As first targets, the following additional types of businesses should be sought for Downtown Iron River:

- Clothing, particularly casual and outdoor;
- Shoes, casual and limited dress;
- Restaurants – ethnic, outdoor dining, open after 6:00 PM;
- Books;
- Coffeehouse;
- Home decorating products and interior design services;
- Antiques;
- Optical products;
- Office and school supplies; and
- Professional offices.

- **Full List**

The full listing of businesses and uses appropriate for Downtown Iron River is as follows:

Prepared Food

- Moderate Priced Restaurants;
- Sandwich Shops;
- Coffee Houses;
- Delis;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Pubs/Taverns -- with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods -- i.e., Italian, Greek, French, Chinese, Mexican, etc.

Food for Home

- Grocery; and
- Health Foods.

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Entertainment

- Live Theater;
- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc.; and
- Small Movie Theater.

Specialty Retail

- Antiques;
- Appliances;
- Art Galleries, Framing and Supplies;
- Bike Shop (Sales and Rental);
- Boat Sales and Rentals, on or near the waterfront;
- Books;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Computers/Software;
- Florist;
- Gifts, Stationery and Cards;
- Hardware;
- Home Decorating Products and Design Services;
- Music (Recorded and Sheet);
- Nurseries/Garden Supply;
- Office/School Supplies;
- Optical Products;
- Radio/TV/Electronics;
- Sewing Supplies;
- Shoes, Dress and Casual;
- Small Variety Store;
- Sporting Goods;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry; and
- Wall Coverings and Paint.

Convenience Retail/Select Services

- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Gas Service Station;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and

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- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Administration of Educational Programs;
- Administration of Public Health Programs;
- Administration of Veterans' Affairs;
- Administration of Economic Programs;
- Administration of Utilities;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Courts;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Executive Offices of Government;
- Fire, Marine Casualty Insurance;
- General Government;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Library;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers and Other Media Outlets;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Post Office;
- Print Shops;
- Public Order and Safety;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;

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- Tax Services; and
- Title Abstract and Insurance Offices.

Housing and Other Uses

- Housing above first floor uses;
- Housing as infill on redeveloped lots and underutilized lots;
- Museums;
- Churches in buildings designed as churches, not storefronts; and
- Hotel facilities, if market conditions prove feasible for more in the future.

• ***Internal Recruitment***

As a first effort to create new businesses, Downtown's host of existing business owners should be afforded every opportunity to take advantage of identified market opportunities through the expansion of existing businesses, contraction/expansion of product lines and services, and the opening of new businesses by successful existing business owners. This form of business creation is known as internal business recruitment and has been found to be one of the most productive and cost-effective methods by which to satisfy identified market opportunities.

And, as is being seen throughout the nation in areas experiencing significant growth in the second- and seasonal-home markets (with their owners being most recently referred to as "splitters"), demand by newcomers should be seen as a positive justification for existing local businesses to re-examine their product lines and services to take advantage of this new demand: a demand which is being found to loyally seek local offerings, if made conveniently available. This one initiative – existing business enhancement and expansion and re-orientation – could likely prove to be a significantly profitable venture for all local business owners.

• ***External Recruitment***

When deemed necessary and appropriate, new business prospects should be sought from outside the Iron River primary trade area. Business prospects should be sought through personal outreach, not blind solicitation. Prospects should be scouted for through search missions aimed at the entire UP of Michigan and in northeastern Wisconsin.

New businesses appropriate for Downtown Iron River should also be sought through the overall marketing efforts of the enhancement effort.

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- ***Business Creation***

Consideration should also be given to the creation of new businesses by local investor consortiums, rather than buying and relocating businesses currently located elsewhere. This method of business creation involves several local investors pooling resources to buy buildings, enhance buildings, open new businesses and, if desired, marketing the finished products to other quality building and business investors, thereby creating new businesses, enhancing buildings, and then freeing funds to buy and enhance more buildings and create more needed businesses in Downtown Iron River.

Marketing

The following marketing campaign should be developed, launched, and sustained to allow Downtown to attract the following markets:

- Residents of Iron River;
- Residents of Downtown's primary trade area;
- Second homeowners moving to the area;
- Users of the Apple Blossom Trail and the West Iron District Library;
- Those attending special events in the area (such as the Rodeo);
- Area tourists;
- Hotel guests throughout the area; and
- Regional tourists (in Eagle River, etc.).

1. Special Events

Currently, four main special events are held within Downtown's boundaries. These are the Memorial Day Parade, the Fourth of July Parade, Market Day Celebration, and the UP Rodeo Parade.

The West Iron District Library also sponsors a number of events, which revolve around holidays, such as Halloween and Easter. And, Downtown's merchants are discussing the possibility of creating a Parade of Lights for the 2006 Christmas season.

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Downtown's special events should become larger attractions than they are today by:

- Turning the four major events into "signature" events that put Downtown Iron River "on the map," that include unique elements, and that attract increasing numbers every year; and
- "Spinning out" the events sponsored by the library, so that they occur on Genesee and in conjunction with Downtown merchants.

In addition, a number of events are held at West Iron County Middle School, West Iron County High School, Nelson Field, and the Iron County Fairgrounds – all of which are just blocks from Downtown. When at all possible, consideration should be given to staging some of these events on Genesee – such as the Father's Day Antique Car & Snowmobile Show and the Art Round-Up.

2. Web

The Iron County Chamber of Commerce, the Iron County Economic Development Corporation, and the City of Iron River all maintain Web sites at this time. Each entity should consider creating a Downtown page on their site to market Downtown as a whole – and that could be linked to the Web sites of Downtown businesses. This is a particularly important way to market a Downtown located in an area that attracts tourists and that is experiencing an influx of new residents.

3. Story Placement

In addition to working with *The Reporter*, an all out effort should be made to get positive stories about Downtown and its enhancement placed with major print and electronic media throughout the western UP and nearby Wisconsin. This should be done on a regular and long-term basis, since stories of this type tend to generate interest on the part of residents, potential visitors, and potential investors.

4. Column

To keep area residents aware of Downtown's progress, the City should write a regular "News From Downtown" column – perhaps on a weekly basis – and request that it be run in *The Reporter*.

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5. Downtown Brochure

A promotional brochure is an essential part of marketing any Downtown. Therefore, such a print piece should be produced for Downtown Iron River once strides have been made in strengthening and diversifying Downtown's business mix. The brochure should be professionally designed to relay Downtown's image and personality. And, it should include all of Downtown's businesses.

6. Visitor/Second Homeowner Data

Two types of market research should be conducted to obtain information regarding the impression and use of Downtown by area second homeowners and tourists. These are:

- A focus group held with area second homeowners; and
- A survey of hotel guests in the area.

7. Limited Resources

Since resources with which to market Downtown are limited, both in terms of dollars and volunteers, they should be maximized as follows:

- All involved in marketing Downtown – the City, DDA, Chamber, EDC, and business owners – should come together and pool their resources;
- Those resources should be targeted by marketing Downtown to those already in the area – year-round residents, second homeowners, event-goers, and tourists visiting Ski Brule, Eagle River, and other nearby destinations.

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***Partnership
for
Success***

VII. PARTNERSHIP FOR SUCCESS

The most successful Downtown enhancement efforts nationwide are those implemented by a partnership of the public, business, non-profit, and residential sectors. For Downtown Iron River to reach its full potential, Downtown's key leaders and constituents from those sectors **must** continue to:

- Plan together and implement together – in partnership;
- Embrace a shared direction and a unified voice;
- Provide the strong and persistent leadership needed for implementation to occur; and
- Take effective and quality **action** – and stimulate others to take such action – that is in the best interest of Downtown as a whole.

This is essential for Downtown success. The following actions are recommended to allow this to occur for and in Downtown Iron River.

Existing Entities

The following entities are in place and should continue to be involved in Downtown's enhancement:

- The Iron River DDA;
- The Iron County Chamber of Commerce;
- The Iron County EDC;
- Downtown merchants – who should continue to work together and organize as a group once their numbers increase; and
- The City government.

Lead Role

While the above entities should all participate in Downtown's enhancement, the DDA should play the lead role in seeing that the ***Downtown Blueprint*** is implemented in a quality and timely manner.

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In addition, the DDA should seek the advice of MSHDA's CATeam as it considers expanding the DDA boundaries to include The Hilltop.

Staff

Iron River's City Manager should continue to provide staff assistance and expertise to the DDA. And, this should be done by working closely with and involving the directors of the Chamber, the EDC, and the library.

Funding

As was stated earlier, the DDA has a significant capture of annual revenue. However, if funds beyond the level generated by the DDA are needed to implement the ***Downtown Blueprint***, the following sources should be targeted:

- State, County, and Township governments;
- City government;
- Federal programs;
- Non-profit groups;
- Industry, corporations, and major employers;
- Business owners, commercial property owners, and real estate developers;
- Banks, utilities, and other institutions;
- Area foundations;
- Service clubs; and
- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Iron River.

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Document

To quantify Downtown's progress – and garner additional supporters, funders, and investors – the results of the enhancement effort must be quantified. This should entail producing an annual report for the DDA and tracking the benchmarks required by the MEDC and listed below, on an annual basis:

- Total taxable value of property in Downtown;
- Number of new jobs created;
- Dollar amount of new private investment;
- Public improvements and their costs;
- Economic development tools utilized;
- List of business openings;
- List of business closings;
- Total number of businesses in Downtown;
- Total number of housing units;
- Occupied retail space (sq. ft.);
- Vacant retail space (sq. ft.);
- Occupied office space (sq. ft.);
- Vacant office space (sq. ft.);
- Occupied residential space (sq. ft.); and
- Vacant residential space (sq. ft.).

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Adopt

The ***Downtown Blueprint*** should be adopted by the DDA as its Downtown plan. And, it is hoped that the Iron River City Council will adopt the ***Downtown Blueprint*** as the Downtown element of the City's comprehensive plan.

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Implementation Sequence

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VIII. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Iron River. This chapter shows the recommended actions that should be carried out during the **first year** of the enhancement effort.

Toward the end of each year, the implementation sequence should be updated. And, within four to five years, consideration should be given to updating the entire ***Iron River Downtown Blueprint 2006***, depending on the level of program accomplishments realized.



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Year-1 Implementation Sequence Iron River Downtown Blueprint 2006

Partnership and Management Actions

1. Formal adoption by the City Council and DDA of the ***Iron River Downtown Blueprint 2006*** as the official guide for the further economic enhancement of Downtown Iron River.
2. Formal adoption by the City Council of the ***Downtown Blueprint*** as the Downtown element of the City's comprehensive plan.
3. DDA takes lead role in ***Downtown Blueprint*** implementation.
4. City Manager provides staff support for ***Downtown Blueprint*** implementation.

Catalyst Projects Actions

1. Complete the Central School adaptive use project ASAP.
2. Complete the Contact Center project ASAP.
3. Work with the State of Michigan to mitigate the Cloverland Hotel building problems by either bringing the building up to State code or by razing the structure ASAP.
4. Assist the library in garnering funds to enable the much needed expansion.
5. Create commercial linkages with the Iron River in association with completion of the Apple Blossom Trail's completion.
6. Work with MSHDA to create more upper floor housing in Downtown through the Rental Rehab Program.

Public Improvements Actions

1. Prepare overall streetscape plan for Genesee and The Hilltop.
2. Implement streetscape improvements ASAP.
3. Continue to maintain and enhance Downtown's parking lots.
4. Design and implement (ASAP) wayfinding system.



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Year-1 Implementation Sequence Iron River Downtown Blueprint 2006 (Continued)

Private Property Improvements Actions

1. Prepare design guidelines, create façade grant program, and aggressively market use of the incentives, including the provision of preliminary design assistance.
2. Promote installation of projecting signs, following modification of zoning ordinance.

Business Development Actions

1. Communicate the fact that the City government is pro-business and pro-quality.
2. Promote use of technical assistance from Northern Michigan University and First Step.
3. Promote use of EDC revolving loan fund program.
4. Present hospitality and customer service seminars.
5. Encourage and work with business owners to operate during posted business hours and to consider Sunday openings during the summertime.
6. Recruit and create appropriate businesses throughout Downtown, consistent with the recommendations of the ***Downtown Blueprint***.

Marketing Actions

1. Enhance Downtown events, as per recommendations of the ***Downtown Blueprint***.
2. Create a Downtown page on the Chamber, EDC, and City Web sites.
3. Continuously place Downtown success stories with media.
4. Write and publish a regular "News About Downtown" column in *The Reporter*.
5. Collect and analyze visitor/second homeowner data.
6. Pool and target marketing funds, as per recommendations of the ***Downtown Blueprint***.

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Appendix

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MSHDA Memos



STATE OF MICHIGAN

JENNIFER M. GRANHOLM
GOVERNOR

MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY
LANSING

MICHAEL R. DeVOS
EXECUTIVE DIRECTOR

MEMORANDUM

DATE: February 27, 2006

TO: City of Iron River

FROM: Jim Davis, Community Development Specialist
Office of Community Development
Michigan State Housing Development Authority

SUBJECT: City of Iron River
HyettPalma Site Visit, February 7-9, 2006

The Michigan State Housing Development Authority (MSHDA), Office of Community Development (OCD) has a variety of funding resources available for use by non-profit organizations and local units of government to address affordable housing and community revitalization needs. OCD utilizes funding from the U.S. Department of Housing and Urban Development (HUD) and MSHDA resources and is referred to as the Housing Resource Fund (HRF). HRF funds are used to support sustainable and livable communities in Michigan.

To be eligible to apply for HRF funds, a local unit of government needs to meet the population requirement of 3,000 or more and have the capacity and experience in order to administer an HRF-funded housing program. Local units of government under 3,000 may apply if one of the following is met: (a) The unit of government is a local county seat; (b) The unit of government is designated by the Michigan Economic Development Corporation (MEDC) as a Core Community, Main Street, or Michigan Blueprint community. (c) The unit of government is requesting funds for a project located within the boundaries of a Cool Cities Designated Neighborhood. As such, the City of Iron River meets the eligibility requirement as a Michigan Blueprint Community. The next window for OCD funding will be around September 2006.

Based upon conversations with downtown building owners and city officials, it is desired to bring rental housing to the downtown. This could be accomplished in part through OCD's Rental Rehabilitation Program. At first look, the downtown area seems appropriate to house a mixed income population. The challenges from MSHDA's viewpoint are lack of comprehensive code enforcement and rental unit certification policies. Additionally, serious and thoughtful marketing to successfully introduce the concept of living in downtown Iron River is an issue that needs some attention.

Rental Rehabilitation Program: The Rental Rehabilitation component is designed to help a local unit of government provide funding assistance to improve investor-owned properties. Investor/owners are required to contribute 25 percent of the project cost for each rental rehabilitation project. Rents are controlled and the rental units must remain affordable for a period of five years. The assistance is generally structured to be a forgivable loan, forgiven at the end of the affordability period. All properties must be rehabilitated to HUD Section 8 Housing Quality Standards (HQS) and local codes. Tenant incomes must be re-certified annually.

MSHDA' OCD does not have any current grants with the City of Iron River. OCD also does not have contracts with any other organizations for housing related activities in the immediate downtown area.



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For further questions or information on any MSHDA/Office of Community Development housing programs, please feel free to contact me.

Jim Davis
Community Development Specialist
Office of Community Development
735 E. Michigan Avenue
Lansing MI 48909
Phone 517-241-1158
Fax 517-241-6672



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY
LANSING

MICHAEL R. DEVOS
EXECUTIVE DIRECTOR

MEMORANDUM

DATE: March 6, 2006

TO: City of Iron River
City of Iron River Downtown Development Authority

FROM: Laura K. Krizov
Community Assistance Team Specialist
Michigan State Housing Development Authority

RE: City of Iron River Blueprint Implementation Strategy

As part of MSHDA's commitment to the Blueprint process, this memorandum shall serve as my formal written recommendations for MSHDA assisted implementation of HyettPalma's Blueprint for the City of Iron River.

Technical Assistance from the MSHDA Community Assistance Team (CA Team) is available to help the City of Iron River with the following programs and incentives:

Community Development Block Grants (CDBG)-Grants are available for public infrastructure improvement projects that create private jobs and private investment in the downtown. These grants can be used for public infrastructure improvements such as, public parking, water/sewer upgrades, public alley improvements, public utility relocation, and streetscape enhancements. Typically, these funds are allotted at \$10,000 - \$20,000 per new full-time job created, a funding ratio of 2 to 1, private to CDBG funds, with a minimum local match of 10% and, of the new being jobs created, 51% must be held by low and moderate income people. Because the City of Utica is located in an entitlement district, your CDBG program is available and administered through the County of Macomb's Economic Development Department. Please contact Jason Friedmann at the County Economic Development Office for more information.

Downtown Development Authority Tax Increment Financing (TIF)-The CA Team is available to answer specific questions on uses of Downtown Development Authority TIF revenues. Projects and programs funded by TIF revenues can be developed to support the downtown development efforts and promote the downtown business district. Specifically, the DDA TIF could be used for projects and programs such as streetscape improvements, maintenance, marketing, façade and signage improvements as well as other public projects included in the DDA work plan.



Memorandum
Page 2
February 6, 2006

Historic Preservation-The State Historic Preservation Office (SHPO) has resources available to assist the City of Utica in preserving existing historic structures. They are able to assist in the identity of historic resources in the community and provide you with information on tax credit programs they offer. This agency would also be able to advise you on the historic nature of downtown buildings that make up the uniqueness of your community and provide you with some ideas in which you could make them a more visible asset to the community. Façade and architectural design assistance may also be available through SHPO as well. The CATeam works very closely with SHPO and would be available to assist the City of Utica with these endeavors.

Brownfield Redevelopment-The Michigan Brownfield Redevelopment program has been a vital component in the state's economic development efforts to reuse Brownfield sites in the revitalization of Michigan's downtowns. The Brownfield Redevelopment Program is a resource that allows community's to use Tax Increment Financing (TIF) to clean brownfield sites. This program also administers the Single Business Tax (SBT) Credit Incentives. The goal of these programs is to assist in making the proposed brownfield project economically feasible by providing incentives to overcome additional project expenses caused by the existing brownfield conditions. If you feel a project may qualify for this program, the CATeam is available to provide assistance and information on how to use these tools in Utica's downtown revitalization efforts.

Other Agency Programs and Funding-Programs and grant funding sources are also available through other state agencies including the History, Arts and Libraries (HAL), and the Michigan Department of Transportation (MDOT). In the event the City wishes to obtain more information or pursue one of these agency's programs, the CATeam is available to look into the availability of these resources to support any efforts related to the enhancement of the downtown area.

The MSHDA CATeam stands ready to assist the City of Iron River in the implementation of its Blueprint. Please feel free to contact me if you have any questions.

Laura K. Krizov
Community Assistance Team (CATeam)
Michigan State Housing Development Authority
735 East Michigan Avenue
Lansing, MI 48912
Office: 517.241.4237
Cell Phone: 517.243.2719
krizovl@michigan.gov

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The Retail Report®

HyettPalma

Making Downtown Renaissance a Reality

THE RETAIL REPORT®

**Downtown Iron River
Primary Retail Trade Area**



Making Downtown Renaissance a Reality

1600 Prince Street • Suite 110
Alexandria, Virginia 22314
Phone 703 683 5125
E-Mail: info@hyettpalma.com

THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Iron River, Michigan. This document presents information concerning the characteristics of the Downtown Iron River primary retail trade area. The report was prepared in 2006 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Iron River primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Iron River primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Iron River primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Iron River primary retail trade area.

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DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS



Demographic and Income Profile

Downtown Iron River, MI Primary Retail Trade Area

Study Area: Custom Shapes

Shape:

1

Summary	2000	2005	2010
Population	8,494	7,865	7,422
Households	3,697	3,462	3,281
Families	2,324	2,130	1,966
Average Household Size	2.20	2.16	2.15
Owner Occupied HUs	2,961	2,799	2,666
Renter Occupied HUs	736	662	615
Median Age	44.2	45.8	47.6

Trends: 2005-2010 Annual Rate	Area	State	National
Population	-1.15%	0.66%	1.22%
Households	-1.07%	0.94%	1.27%
Families	-1.59%	0.76%	1.00%
Owner HHs	-0.97%	1.07%	1.46%
Median Household Income	1.55%	2.27%	3.25%

Households by Income	2000		2005		2010	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	885	24.0%	741	21.4%	654	19.9%
\$15,000 - \$24,999	782	21.2%	680	19.6%	588	17.9%
\$25,000 - \$34,999	559	15.1%	519	15.0%	478	14.6%
\$35,000 - \$49,999	644	17.4%	608	17.6%	574	17.5%
\$50,000 - \$74,999	555	15.0%	557	16.1%	540	16.5%
\$75,000 - \$99,999	153	4.1%	197	5.7%	219	6.7%
\$100,000 - \$149,999	78	2.1%	111	3.2%	161	4.9%
\$150,000 - \$199,000	10	0.3%	18	0.5%	25	0.8%
\$200,000+	25	0.7%	31	0.9%	42	1.3%
Median Household Income	\$27,694		\$30,613		\$33,057	
Average Household Income	\$37,300		\$40,071		\$44,260	
Per Capita Income	\$16,552		\$18,167		\$20,186	

Population by Age	2000		2005		2010	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	374	4.4%	359	4.6%	333	4.5%
5 - 14	1,058	12.5%	780	9.9%	686	9.2%
15 - 19	553	6.5%	517	6.6%	404	5.4%
20 - 24	341	4.0%	474	6.0%	453	6.1%
25 - 34	806	9.5%	703	8.9%	768	10.3%
35 - 44	1,219	14.3%	1,005	12.8%	773	10.4%
45 - 54	1,159	13.6%	1,211	15.4%	1,151	15.5%
55 - 64	895	10.5%	970	12.3%	1,142	15.4%
65 - 74	962	11.3%	783	10.0%	764	10.3%
75 - 84	850	10.0%	745	9.5%	619	8.3%
85+	278	3.3%	319	4.1%	330	4.4%

Race and Ethnicity	2000		2005		2010	
	Number	Percent	Number	Percent	Number	Percent
White Alone	8,101	95.4%	7,466	94.9%	7,013	94.5%
Black Alone	137	1.6%	138	1.8%	139	1.9%
American Indian Alone	117	1.4%	111	1.4%	108	1.5%
Asian Alone	18	0.2%	22	0.3%	27	0.4%
Pacific Islander Alone	0	0.0%	0	0.0%	0	0.0%
Some Other Race Alone	15	0.2%	17	0.2%	19	0.3%
Two or More Races	105	1.2%	110	1.4%	116	1.6%
Hispanic Origin (Any Race)	46	0.5%	50	0.6%	55	0.7%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2005 and 2010.

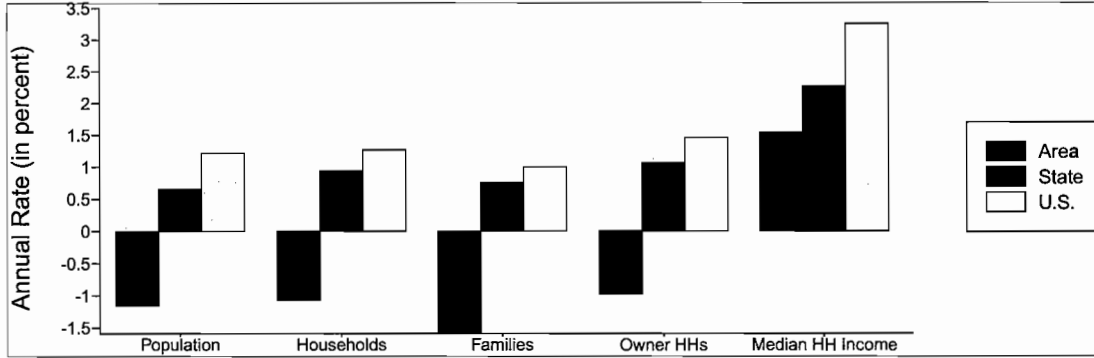


Downtown Iron River, MI Primary Retail Trade Area

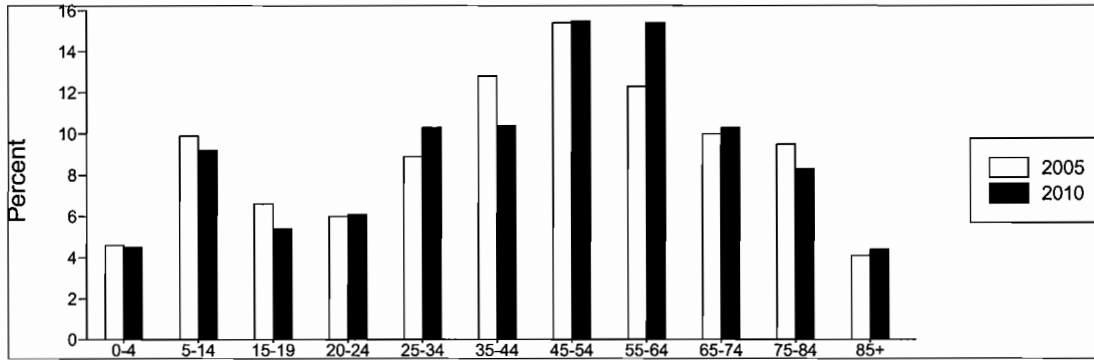
Study Area: Custom Shapes

Shape: 1

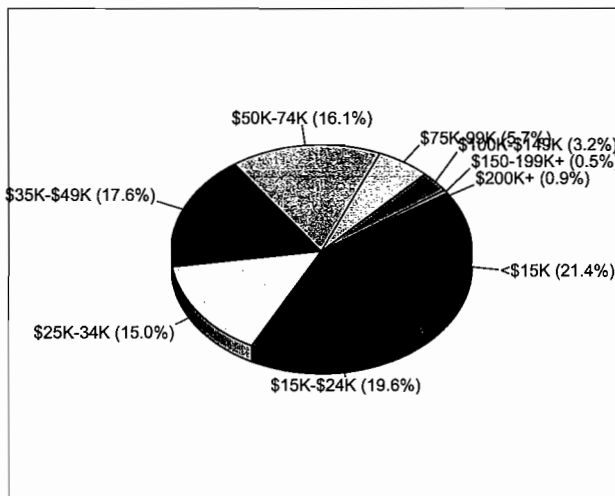
Trends 2005-2010



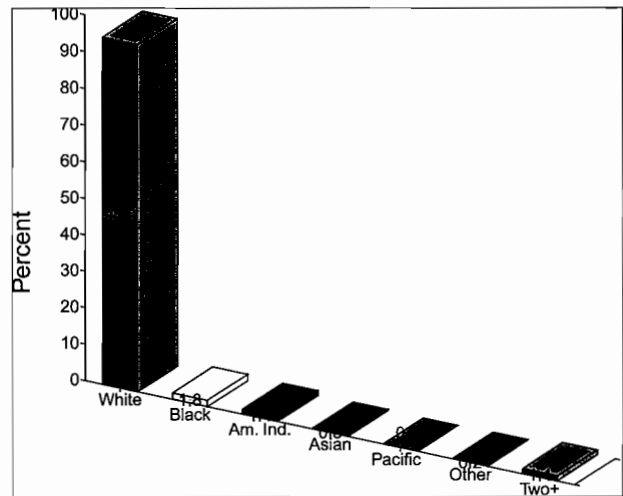
Population by Age



2005 Household Income



2005 Population by Race



2005 Percent Hispanic Origin: 0.6%

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PRODUCT DEMAND BY INCOME GROUP



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY INCOME GROUP**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	7,019	5,201,079
\$15000-24999	680	9,633	6,550,440
\$25000-34999	519	11,594	6,017,286
\$35000-49999	608	13,518	8,218,944
> \$50000	914	21,979	20,088,806
TOTAL DEMAND FOR PRODUCT			= \$46,076,555

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, play-ground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

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PRODUCT DEMAND BY PRODUCT TYPE

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY PRODUCT TYPE**

PRODUCT	DEMAND
Food At Home	13,339,824
Food Away From Home	7,387,603
Alcoholic Beverages	1,336,679
Household Textiles	532,027
Furniture	1,163,867
Floor Coverings	137,192
Major Appliances	653,642
Small Appliances & Miscellaneous Housewares	382,955
Miscellaneous Household Equipment	2,252,130
Men's Apparel -- 16 and Over	1,129,700
Boy's Apparel -- 2 to 15	401,683
Women's Apparel -- 16 and Over	2,203,230
Girl's Apparel -- 2 to 15	334,996
Children's Apparel -- Under 2	372,886
Footwear	1,061,539
Other Apparel Services & Products	991,693
Prescription Drugs & Medical Supplies	2,065,702
Entertainment Fees & Admissions	1,443,520
Televisions, Radios & Sound Equipment	2,536,829
Pets, Toys & Playground Equipment	1,222,051
Other Entertainment Supplies & Services	1,768,335
Personal Care Products & Services	1,902,154
Reading	400,367
Tobacco Products & Smoking Supplies	1,055,951
TOTAL DEMAND BY PRODUCT TYPE	= \$46,076,555

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

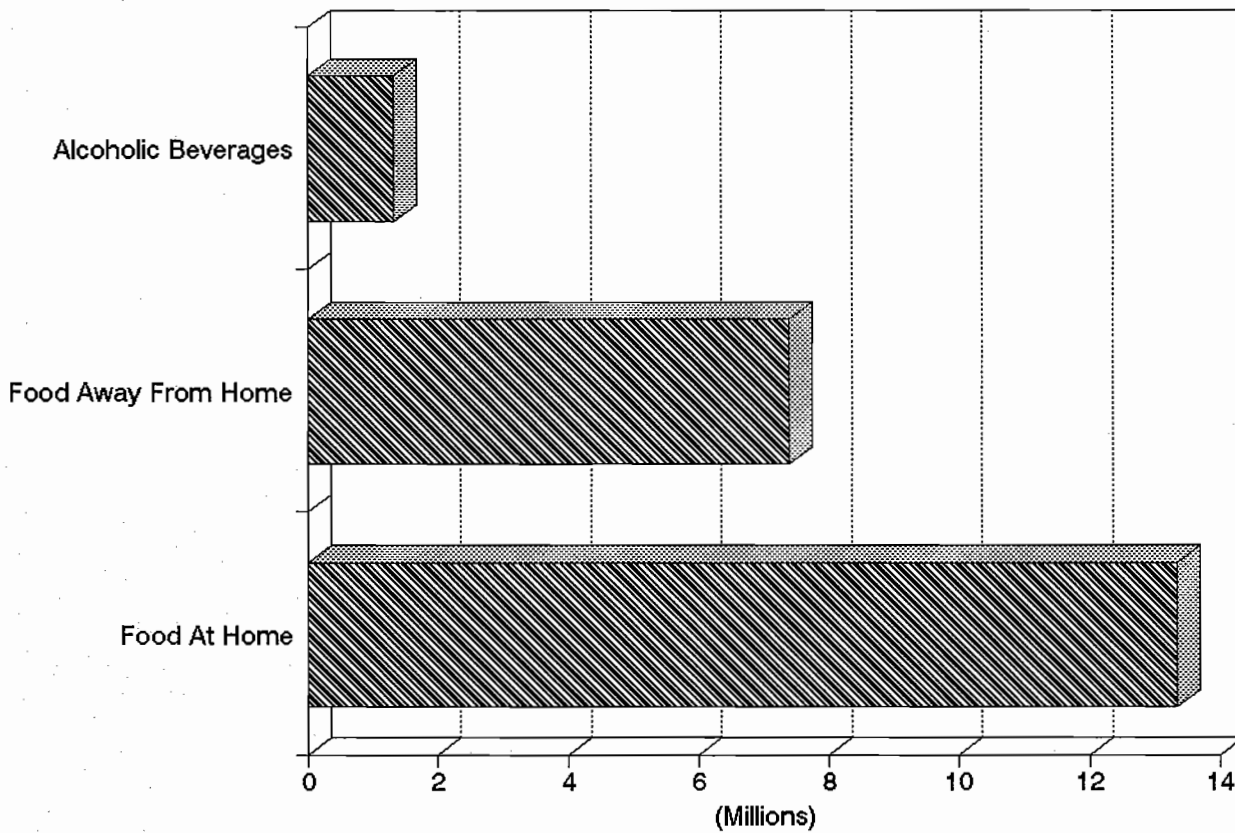
HyettPalma

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DEMAND FOR FOOD PRODUCTS

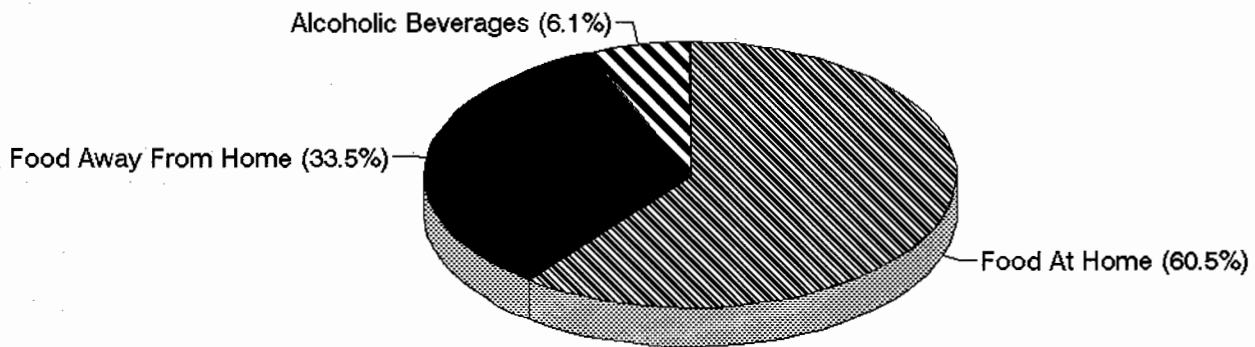
FOOD PRODUCTS

\$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR





Making Downtown Renaissance a Reality

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	2,429	1,799,889
\$15000-24999	680	3,164	2,151,520
\$25000-34999	519	3,575	1,855,425
\$35000-49999	608	4,033	2,452,064
> \$50000	914	5,559	5,080,926
TOTAL DEMAND FOR PRODUCT =			\$13,339,824

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	976	723,216
\$15000-24999	680	1,400	952,000
\$25000-34999	519	1,827	948,213
\$35000-49999	608	2,209	1,343,072
> \$50000	914	3,743	3,421,102

TOTAL DEMAND FOR PRODUCT = \$7,387,603

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	208	154,128
\$15000-24999	680	190	129,200
\$25000-34999	519	313	162,447
\$35000-49999	608	413	251,104
> \$50000	914	700	639,800
TOTAL DEMAND FOR PRODUCT =			\$1,336,679

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

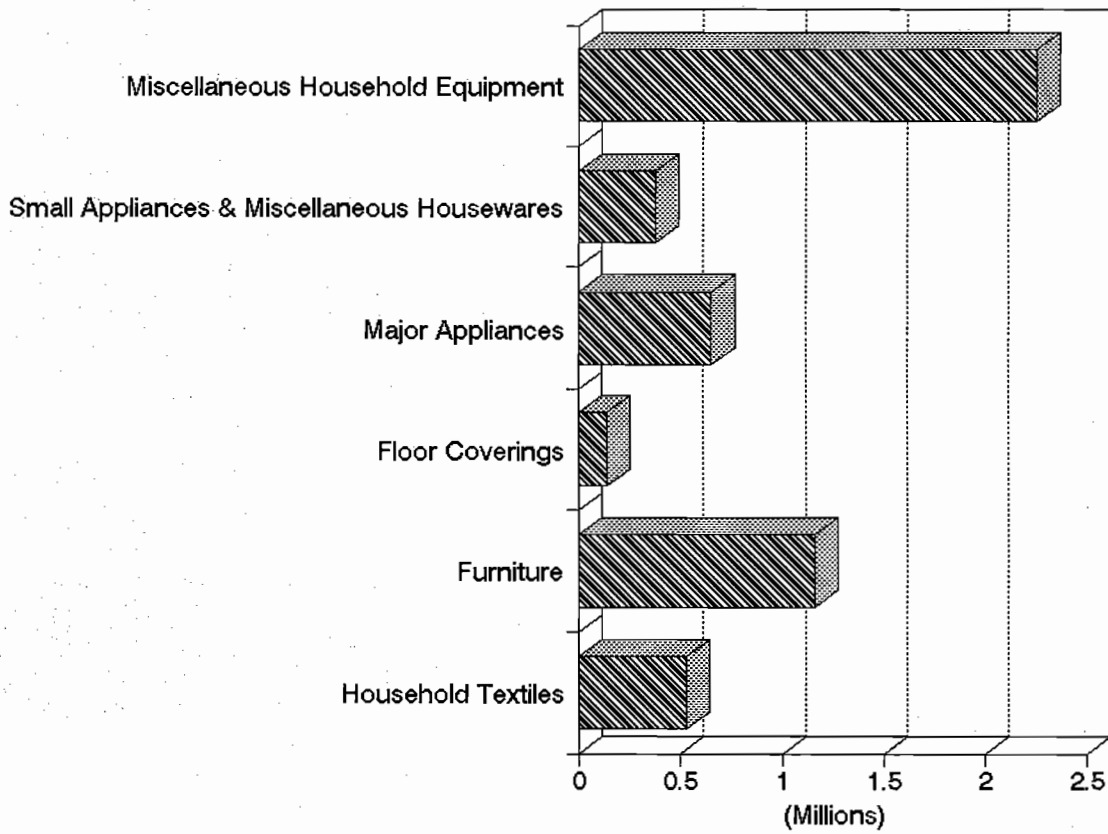
All alcoholic beverages.

HyettPalma

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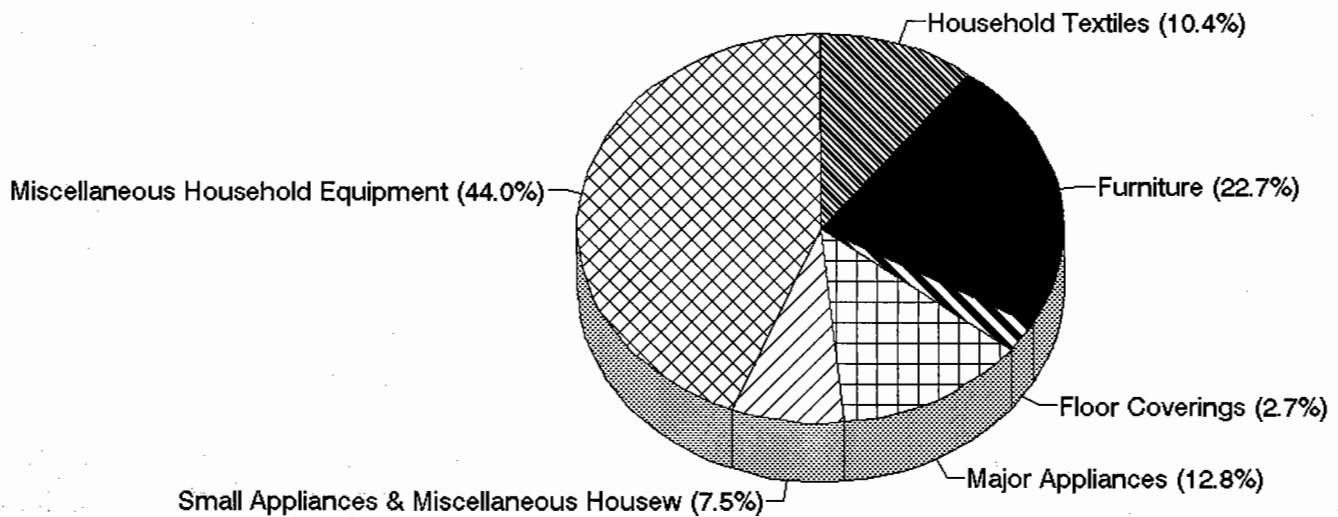
DEMAND FOR HOME PRODUCTS

HOME PRODUCTS \$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS

% DEMAND FOR EACH DOLLAR





Making Downtown Renaissance a Reality

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	59	43,719
\$15000-24999	680	116	78,880
\$25000-34999	519	140	72,660
\$35000-49999	608	145	88,160
> \$50000	914	272	248,608
TOTAL DEMAND FOR PRODUCT =			\$532,027

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens, curtains and drapes, slipcovers, pillows and sewing materials.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	132	97,812
\$15000-24999	680	191	129,880
\$25000-34999	519	209	108,471
\$35000-49999	608	285	173,280
> \$50000	914	716	654,424
TOTAL DEMAND FOR PRODUCT =			\$1,163,867

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	10	7,410
\$15000-24999	680	15	10,200
\$25000-34999	519	18	9,342
\$35000-49999	608	37	22,496
> \$50000	914	96	87,744
TOTAL DEMAND FOR PRODUCT =			\$137,192

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	57	42,237
\$15000-24999	680	137	93,160
\$25000-34999	519	145	75,255
\$35000-49999	608	225	136,800
> \$50000	914	335	306,190
TOTAL DEMAND FOR PRODUCT =			\$653,642

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	43	31,863
\$15000-24999	680	85	57,800
\$25000-34999	519	114	59,166
\$35000-49999	608	122	74,176
> \$50000	914	175	159,950
TOTAL DEMAND FOR PRODUCT =			\$382,955

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	259	191,919
\$15000-24999	680	361	245,480
\$25000-34999	519	519	269,361
\$35000-49999	608	610	370,880
> \$50000	914	1,285	1,174,490
TOTAL DEMAND FOR PRODUCT =			\$2,252,130

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

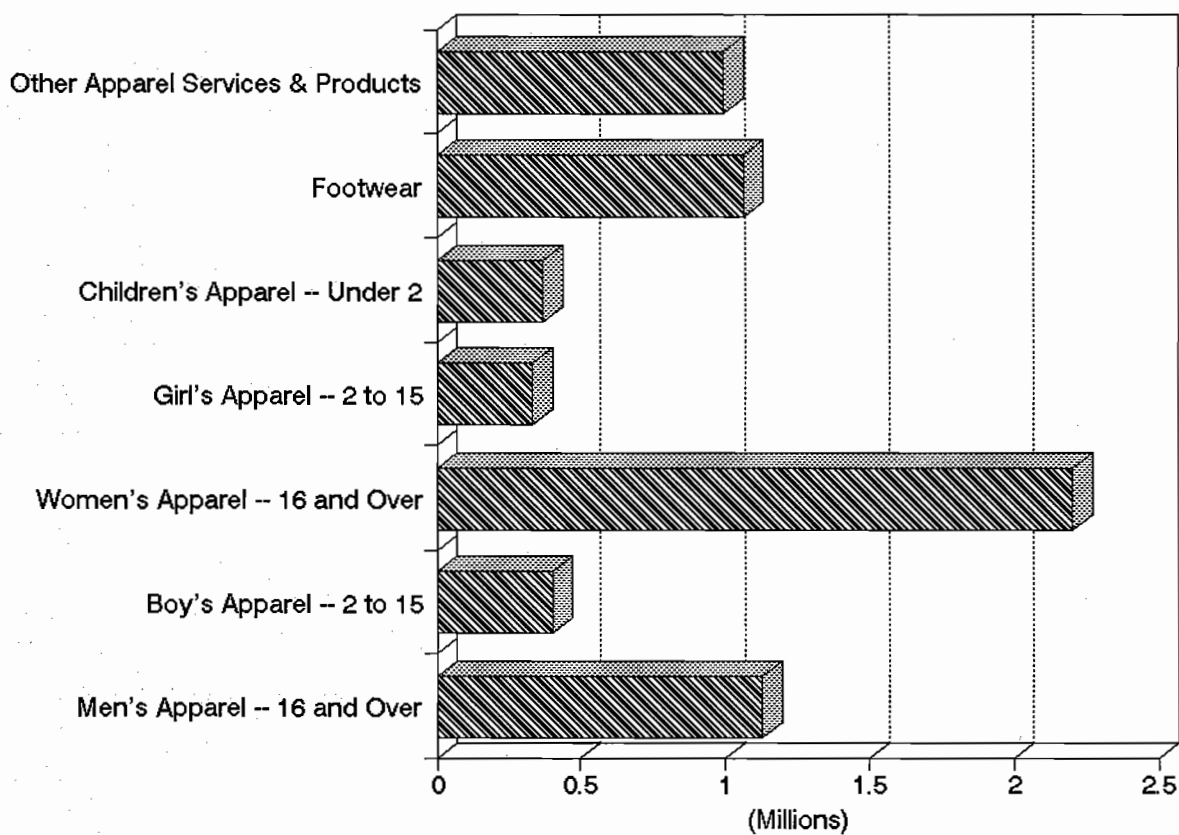
HyettPalma

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DEMAND FOR APPAREL PRODUCTS

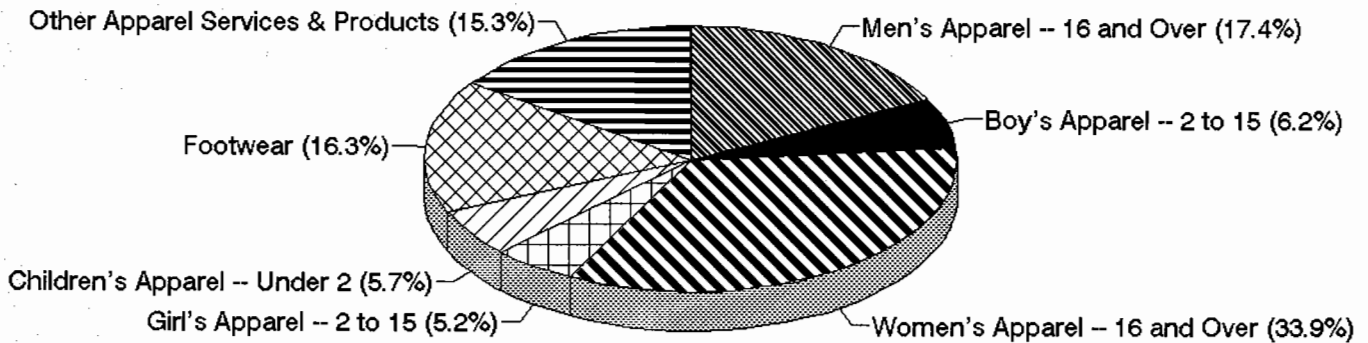
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR





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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	147	108,927
\$15000-24999	680	186	126,480
\$25000-34999	519	247	128,193
\$35000-49999	608	331	201,248
> \$50000	914	618	564,852
TOTAL DEMAND FOR PRODUCT =			\$1,129,700

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	61	45,201
\$15000-24999	680	93	63,240
\$25000-34999	519	108	56,052
\$35000-49999	608	109	66,272
> \$50000	914	187	170,918
TOTAL DEMAND FOR PRODUCT =			\$401,683

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	359	266,019
\$15000-24999	680	419	284,920
\$25000-34999	519	503	261,057
\$35000-49999	608	591	359,328
> \$50000	914	1,129	1,031,906
TOTAL DEMAND FOR PRODUCT			= \$2,203,230

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	42	31,122
\$15000-24999	680	71	48,280
\$25000-34999	519	90	46,710
\$35000-49999	608	88	53,504
> \$50000	914	170	155,380
TOTAL DEMAND FOR PRODUCT =			\$334,996

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	68	50,388
\$15000-24999	680	88	59,840
\$25000-34999	519	96	49,824
\$35000-49999	608	96	58,368
> \$50000	914	169	154,466
TOTAL DEMAND FOR PRODUCT =			\$372,886

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	208	154,128
\$15000-24999	680	217	147,560
\$25000-34999	519	285	147,915
\$35000-49999	608	333	202,464
> \$50000	914	448	409,472
TOTAL DEMAND FOR PRODUCT =			\$1,061,539

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special footwear used for sports such as bowling or golf shoes.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	154	114,114
\$15000-24999	680	188	127,840
\$25000-34999	519	219	113,661
\$35000-49999	608	278	169,024
> \$50000	914	511	467,054
TOTAL DEMAND FOR PRODUCT =			\$991,693

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

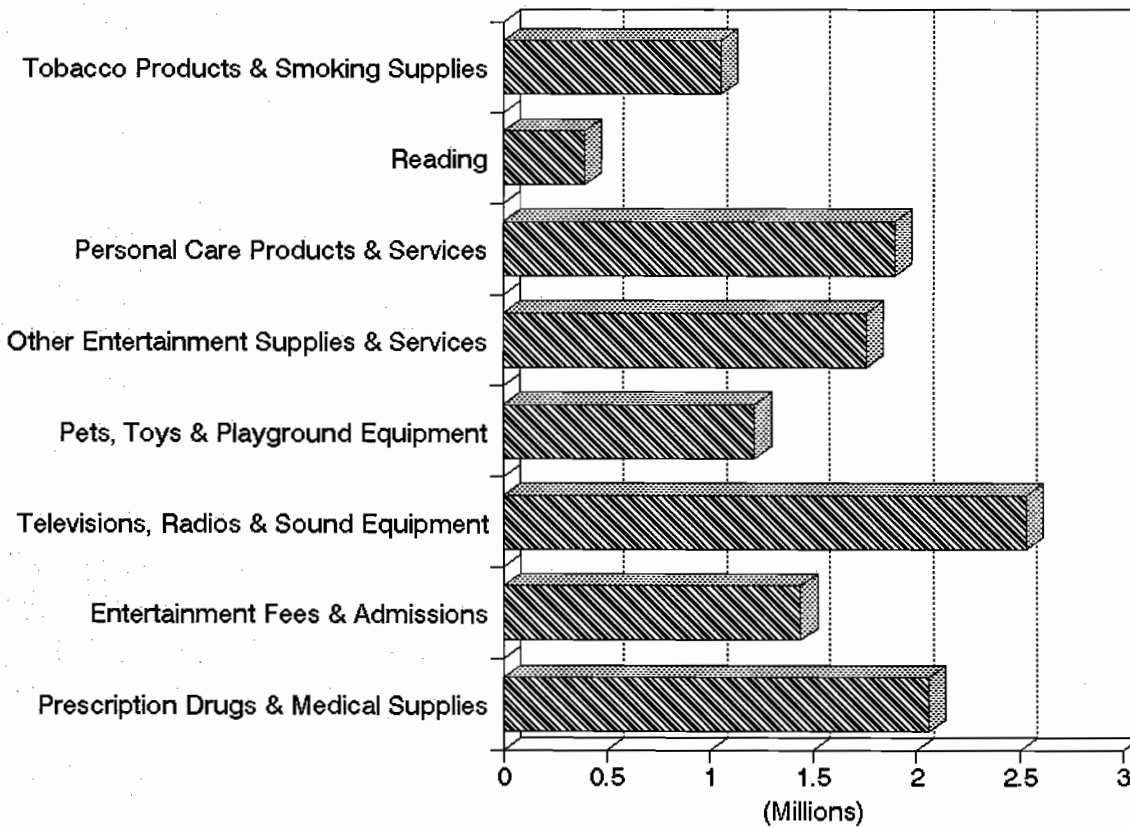
Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

HyettPalma

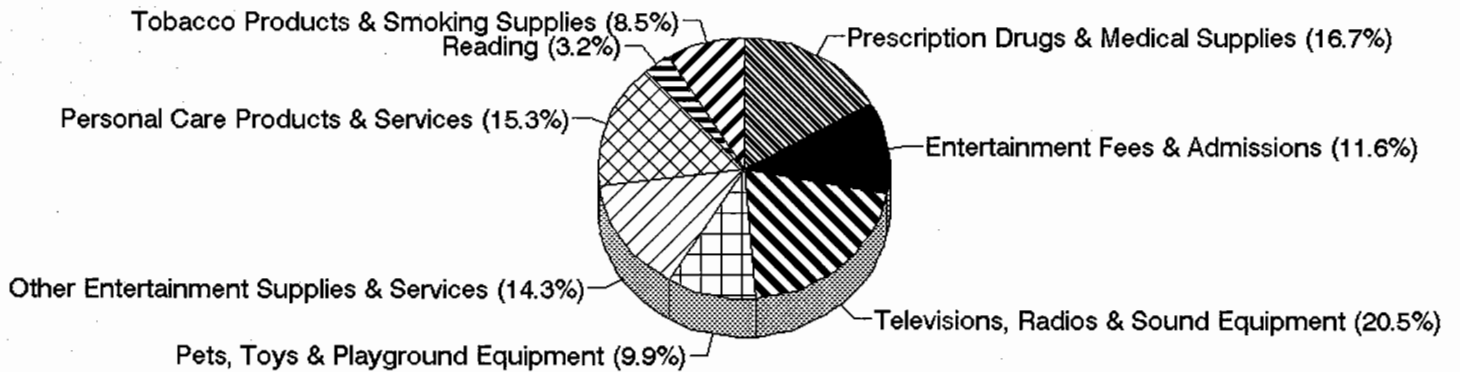
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DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR



**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	396	293,436
\$15000-24999	680	586	398,480
\$25000-34999	519	614	318,666
\$35000-49999	608	641	389,728
> \$50000	914	728	665,392
TOTAL DEMAND FOR PRODUCT =			\$2,065,702

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	153	113,373
\$15000-24999	680	183	124,440
\$25000-34999	519	263	136,497
\$35000-49999	608	356	216,448
> \$50000	914	933	852,762
TOTAL DEMAND FOR PRODUCT =			\$1,443,520

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays, and movie rentals.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	400	296,400
\$15000-24999	680	562	382,160
\$25000-34999	519	669	347,211
\$35000-49999	608	752	457,216
> \$50000	914	1,153	1,053,842
TOTAL DEMAND FOR PRODUCT =			\$2,536,829

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	167	123,747
\$15000-24999	680	220	149,600
\$25000-34999	519	312	161,928
\$35000-49999	608	362	220,096
> \$50000	914	620	566,680
TOTAL DEMAND FOR PRODUCT =			\$1,222,051

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	133	98,553
\$15000-24999	680	360	244,800
\$25000-34999	519	424	220,056
\$35000-49999	608	480	291,840
> \$50000	914	999	913,086
TOTAL DEMAND FOR PRODUCT =			\$1,768,335

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping equipment, sporting goods, and photographic equipment and supplies.



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	284	210,444
\$15000-24999	680	414	281,520
\$25000-34999	519	482	250,158
\$35000-49999	608	561	341,088
> \$50000	914	896	818,944

TOTAL DEMAND FOR PRODUCT = \$1,902,154

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.

**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	58	42,978
\$15000-24999	680	85	57,800
\$25000-34999	519	95	49,305
\$35000-49999	608	114	69,312
> \$50000	914	198	180,972
TOTAL DEMAND FOR PRODUCT =			\$400,367

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.



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**DOWNTOWN IRON RIVER'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	741	216	160,056
\$15000-24999	680	302	205,360
\$25000-34999	519	327	169,713
\$35000-49999	608	347	210,976
> \$50000	914	339	309,846

TOTAL DEMAND FOR PRODUCT = \$1,055,951

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report®

USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2006.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

- showing existing business owners what trade area residents are spending their money on;

- helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and

- enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

- showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

- showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

- targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

- compare the markets for a variety of different retail products;
- determine what type of retail business to open;
- complete a realistic business plan before opening that business; and
- persuade bankers and investors that a strong market exists for the type of retail business being opened.