

RETAIL
Target Market Analysis
Gogebic County, MI
2016

Prepared by:



Prepared for:



**Michigan Upper Peninsula
Regional Prosperity Initiative**

**Western Upper Peninsula
Planning & Development Region (WUPPDR)**

Acknowledgements

Michigan Upper Peninsula
Regional Prosperity Initiative

Western Upper Peninsula
Planning & Development Region

The City of Ironwood

Project Consultants

TMA Team Leader
Sharon M. Woods, CRE
Counselor of Real Estate
www.LandUseUSA.com

Lead Research Analyst
Adam Cook, CNU-A
Seamless Collaborative

Prepared by:



Table of Contents	Page
Introduction	1
Outline of Attachments	2
Work Approach	3
The City of Ironwood - Strategy	5
Supply Inventory, Cluster Analysis	7
Downtown Vacancy Rates	8
Retail Trade Analysis	9
Target Market Analysis	11
Gogebic County – Market Overview	14
The City of Ironwood – Advantage	15
Analysis of PlaceScores™	16
Contact Information	17

Introduction

LandUseUSA has been retained by the Western Upper Peninsula Planning and Development Region (WUPPDR) to conduct this Retail Target Market Analysis (TMA) through a collaborative effort with its Regional Prosperity Initiative. This study has been completed for eleven places within five counties across the region, as listed in the following [Table 1](#). The region's largest places include the cities of Hancock and Houghton, and the City of Ironwood. Its smallest places include the cities of Caspian and Gaastra (near Iron River), and the Village of Calumet (near Laurium).

Table 1
Population and Per Capita Income
Eleven Places in the Retail Market Strategy

Geo- graphic Order	County Name	Village or City Place Name	Population		Per Capita Income
			2010	2014	2014
1	Houghton	Village of Calumet	726	765	\$12,599
2	Houghton	Village of Laurium	1,977	2,001	\$17,931
3	Houghton	City of Hancock	4,634	4,622	\$22,442
4	Houghton	City of Houghton	7,708	7,897	\$16,641
5	Baraga	Village of Baraga	2,053	2,875	\$ 6,217
6	Baraga	Village of L'Anse	2,011	2,077	\$21,063
7	Ontonagon	Village of Ontonagon	1,494	1,457	\$19,748
8	Gogebic	City of Ironwood	5,387	5,237	\$18,441
9	Iron	City of Iron River	3,029	2,979	\$18,817
10	Iron	City of Caspian	906	790	\$18,952
11	Iron	City of Gaastra	347	318	\$17,449

Source: 2010 Decennial Census, and the 2014 American Community Survey with
5-yr estimates for 2010 – 2014.

This Retail TMA is a companion document to a Residential TMA that was completed earlier in 2016. The Residential TMA was conducted for each of the eleven places, plus all other cities and villages in the region. Residential TMA's were also completed for the central and eastern Upper Peninsula regions. That entire study was funded through a matching grant from the Michigan State Housing Development Authority (MSHDA) and its place-based planning program. For counties in the Western Upper Peninsula, electronic copies of the Residential TMA are available online through the WUPPDR website, at www.wuppdr.org/rpi/residential-target-market-analyses/

Outline of Attachments

This Retail TMA report includes several sections of attachments, beginning with summary materials for the county (see [Section A](#)), followed by materials for each place (see [Section B](#) and beyond). [Section A](#) includes a county overview map; summary of traffic counts along state highways; demographic profile with employment by industry sector; forecasts of population, households, and income; an updated PlaceScore™ analysis; and examples of websites from a few local businesses.

[Section B](#) (and beyond) includes an aerial photo for each place; downtown photo collage(s); examples of reinvestment opportunities; preliminary strategy recommendations; results of a supply inventory and cluster analysis; and expenditures by target market (or lifestyle cluster). Most of these materials are addressed again in this narrative report.

Table 2

Table of Contents for Attachments
Retail Target Market Analysis and Regional Workbook

Retail Target Market Analysis	Regional Workbook
Section A Gogebic County	Section X Target Market Profiles
Section B The City of Ironwood	Section Y Market Share by County
	Section Z Market Share by Place

This Retail TMA is also accompanied by a Regional Workbook with additional data that has been used to develop the strategy recommendations and gauge the retail market potential for each place. The workbook is intended to be shared among all five counties in study. It includes Section X with target market profiles; Section Y with a market share analysis (i.e., gap model) by county; and Section Z with a market share analysis by place. Interested stakeholders are encouraged to review all of these materials carefully, as they are integral to the study.

The Regional Workbook also includes Advisory Reports for both public and private stakeholders, including some recommended next-steps for sharing this report and encouraging reinvestment into the downtown(s).

Work Approach

The market strategy and retail recommendations in this report have been qualified to reflect several analytic approaches to the work, including our applied experience in the retail market research and analysis industries, and first-hand knowledge of the Western Upper Peninsula's local markets. The market strategies presented in this report reflect a triangulation or "blend" of these and other work approaches, which are also described below.

Quantitative Analysis – We conducted a demographic assessment of market size, income, and expenditure potential; a supply inventory and cluster analysis of existing retail choices; market share (gap) analysis; and abbreviated target market analysis. Results have been used to identify probable market gaps and opportunities for new retail, but results are not absolute. Rather, the strategy has also been adjusted and refined based on additional work that is described below.

Market Visits – We visited most of Western Upper Peninsula's cities and villages in late 2015 and took photos of downtowns, waterfronts, shopping choices, and attached housing formats. Results have been used to update some photo collages, build and refine a *preliminary* inventory of existing shopping choices, and gauge each place's marketability to new businesses.

Note: Retail inventories provided in this report are imperfect. They may include some businesses that have closed, and might overlook some businesses that recently opened. Perfect inventories will depend on completion of comprehensive field analysis, and considerable input from local stakeholders.

Qualitative Assessments – We also relied on considerable internet research, reviews of master plans and prior studies, aerial photos, and some one-on-one phone discussions with key stakeholders. Results have been used to update the lists of investment opportunities, market assessments, and PlaceScore analysis.

Chain Store Expansion Strategies – We conducted a study of national and chain retailers that recently announced intentions to expand nationwide and into Michigan; and we compared them to same-store location strategies in the Upper Peninsula. Results have been used to identify some chains that might be adding more stores in the Western Upper Peninsula in the next few years.

Depending on each community's local preferences and municipal policies, national chains may be viewed favorably or unfavorably, and this report does not attempt to account for either viewpoint. On one hand, national brands might be viewed as direct threats to the viability of independent merchants and character of downtown environments. However, they might also be embraced as a) revenue-generators through real estate investment, utility usage, and retail sales; b) solutions for filling vacancies, reinvesting into existing infrastructure, and paying relatively good rents; and c) strategies for providing diverse shopping choices for both resident households and visitors.

Small Business Location Strategies – For some communities, it may be easier for an established entrepreneur to add a second location than recruit an inexperienced speculator to incubate an unproven concept. With this in mind, we conducted a comparative assessment of merchants and local businesses that already have at least one location in the region, and particularly in Marquette, Iron Mountain, Menominee, and/or Escanaba. Results have been used to identify possible opportunities for second locations in the Western Upper Peninsula.

Relocate and Nurture Incubated Businesses – We also identified some local businesses that may need some assistance or encouragement to relocate into vacant merchant space, with visibility to shopper traffic. It is not uncommon for small, independent businesses to be incubated in private residences, basements, garages, or remote commercial space that lack visibility to traffic and prospective shoppers. Some could be ideal candidates for relocation into larger and traditional retail space in the downtown.

With these work approaches in mind, the remaining sections of this report focus on strategy recommendations for the City of Ironwood. This is followed by an explanation of the supply inventory; market share analysis; and target market analysis. Market assessments are provided near the end of the report, for Gogebic County and the city. The last section describes the updated PlaceScore™ analysis for the city, with comparisons to a few other places in the region.

The City of Ironwood – Strategy

Attract Ski Resort Patrons Downtown – The City of Ironwood is located amid large ski resort facilities attracting clientele to the region from throughout the Midwest. Most of these facilities contain shopping, dining, and lodging opportunities intended to keep a captive customer base. Ironwood should position and market itself as a nearby destination with a walkable downtown, providing distinct retail, dining, and lodging options for these outdoor-oriented families.

Destination Apparel Store – Ironwood has been the headquarter location of the Stormy Kromer clothing company since 2001. The brand’s flagship store is co-located with production facilities on Wall Street, east of downtown. A downtown location for this store would create a new destination, drawing in the outdoor-oriented visitors to the region, and facilitating the growth of supporting retail stores.

The City of Ironwood should promote redevelopment of a downtown location for the Stormy Kromer flagship store, and preferably a location with direct visibility to shoppers. There are other established businesses in the area catering to this consumer base, and they should also be encouraged to locate downtown as part of this strategy. For example, Hobby Wheel Ski & Bike should open a smaller second storefront downtown, while Surplus Outlet of Houghton is a potential candidate for adding a second location in Ironwood.

Specialty Retail – There are existing stores specializing in local art, gifts, and minerals that would benefit from locating in downtown Ironwood as part of merchant recruitment strategy. Ideally, local merchants like Nature’s Picks Rock Shop and Cherry Ridge Picture Framing could be recruited into the downtown, rather than locations along Cloverland Drive.

Two local motorcycle restoration and sales businesses should be invited to use empty display windows to showcase vintage bikes and unique merchandise. A new specialty store focused on pet supplies could appeal to shoppers by offering unique products, high service levels, and unique shopping experience. It would also attract visitors and outdoor enthusiasts traveling with pets.

Downtown Gathering Place – Ironwood’s downtown lacks a coffee shop. The Steep Creek Café should be recruited to relocate from the Cloverland Drive corridor into the downtown. There are several independent coffee shops in the region that would also be good candidates for additional locations in Ironwood.

Downtown Dining Choices – More dining choices in a walkable setting will benefit Ironwood residents and visitors. Ironwood’s downtown lacks quality, full-service restaurants. Several concepts missing in the region (and that are not duplicated at nearby resort properties) have been identified to attract residents and visitors. These include a mid-priced bistro serving modern American cuisine and providing a full bar; a farm-to-table concept featuring locally grown and raised produce and meat; and a full service restaurant featuring northern European dishes and exhibiting Ironwood’s cultural heritage.

Meeting Local Residents’ Needs – The cluster analysis has identified several gaps in Ironwood’s retail market relevant to residents’ everyday needs. These include a discount department store offering business-appropriate clothing for men and women, and a vitamin/supplement store similar to GNC. In addition, the market should be able to sustain a small office supply store, such as an expansion of the existing UPS shipping center into a retail storefront; independent retailer; or a small-format Office Depot, OfficeMax, or Staples store.

Note: These and other retail strategies for the City of Ironwood are also detailed in the attached Section B, along with other materials.

Supply Inventory and Cluster Analysis

The business supply inventory and cluster analysis was used to gain a comprehensive understanding of the existing retail businesses in Ironwood, and to qualitatively deduce the existence of gaps in the local retail market. The detailed inventory is provided in the attached Section B of this report and referenced throughout. The list is clustered by general business category, and similar categories are grouped together.

Notable observations from the cluster analysis are summarized as follows:

- Ironwood has a wide variety of grocery options for a rural community of its size. The Walmart Supercenter, though categorized as a general merchandise store in the cluster analysis, functions as one of two full-service groceries. The community also has a natural foods co-op with organic and specialty foods within its downtown.
- Ironwood has nearly ten (10) full-service restaurants, but few are located in the downtown. Most are located on the Cloverland Drive corridor, which was designed for those travelling by automobile. Without the visibility of a national brand, motorists unfamiliar with the local market are less likely to patronize these restaurants.
- There should also be greater differentiation in menu offerings between Ironwood's existing full-service restaurants, which currently emphasize standard American food.
- The City of Ironwood has a group of art shops and galleries that could be strengthened with second or larger locations in the downtown, and by leveraging visitors attracted to the Downtown Art Place.
- The choices for men's, women's and family apparel are limited in Gogebic County. While there is a good selection of outdoor-oriented clothing for sale, the region would benefit from a new merchant that offers business-casual and family clothing of higher quality than that available at Walmart. A discount department store with an apparel focus would fill this gap.
- Hardline categories, including electronics, appliances, sporting goods, and furniture are well represented in Ironwood. The home improvement category is served by an Ace Hardware in Bessemer, True Value in Hurley, and Tractor Supply Company in Ironwood. Most of these establishments are independently-owned or franchised; and may be vulnerable to competitive impacts from new brands like Menards or Sears Hometown Stores.

- Ironwood has a cluster of used merchandise stores downtown. Those stores that specialize in vintage merchandise and antiques, as opposed to resale, should market themselves as a group to attract visitors to the downtown. This strategy should not substitute for the development of new destination stores in the downtown, which should offer choices among new merchandise.
- There is a cluster of eleven (11) motels and hotels on the Cloverland Drive corridor. Eight are independent establishments with outside corridors, and three are lower-tier branded properties (a fourth branded property, Days Inn, exists directly across the Wisconsin border in Hurley).
- While the local market for higher-tier lodging is mainly satisfied at nearby resort properties, there may be an opportunity for a mid- to upper-mid scale branded hotel on the Cloverland Drive corridor to capture visitors to the region wanting to stay closer to Ironwood. A small, boutique hotel located downtown could fill a niche currently unmet in the entire region.

Downtown Vacancy Rates

A survey of downtown vacancy rates was conducted, based on evidence from the photographic inventory compiled during recent fieldwork for the Residential TMA, evidence from Google StreetView imagery, feedback from local stakeholders, and independent internet research relating to recent business closures. This figure represents a top-level estimate of downtown vacancy, and is based on calculating a ratio of storefronts known to be occupied to storefronts known to be vacant on principal downtown shopping streets in each community. It is subject to future revision.

The downtown vacancy rate in Ironwood is roughly 20 percent, which is higher than ideal. Healthy, thriving downtowns typically have vacancy rates of no more than 15% (and ideally 10% or less), which can be attributed to normal turnover among businesses and merchants.

Retail Trade Analysis

To complete the retail trade analysis, national averages in market share performance across industry sectors are used as standards to test the relative performance of counties (including Gogebic County) and places (including the City of Ironwood). The analysis utilizes market shares, which reflect transacted retail sales per capita as a share of income.

In general, if a retail category has an exceptionally high market share, then it may indicate exceptional performance, and may also indicate limited gap. If a category has an exceptionally low market share, this could indicate poor performance in the category and an opportunity for new merchants to fill the gap.

A more detailed explanation of the methodology is presented in the introduction to the Regional Workbook. Results are provided with a series of scatter plots in Section Y (counties) and Section Z (places) of the workbook.

- Gogebic County has a high market share of 48.5% for all retail categories combined, and it outperforms all others in the region. However, the City of Ironwood slightly underperforms other cities in the region.
- Gogebic County is importing retail sales dollars from visitors patronizing the county's resorts, and the City of Ironwood can leverage this advantage. The city can capture the county's retail sales import in a concentrated and place-based downtown shopping environment.
- The clothing and accessories retail spending category in Gogebic County captures an average level of market share (1%) when compared to other counties in Michigan.
- The miscellaneous store retailers spending category in Gogebic County captures a level of market share well below the statewide average, at 0.3 percent.
- Compared to all other counties in the region, Gogebic County has the highest market share in the traveler accommodations category, at 12.8 percent. This is also among the highest across the state, and can be attributed to the prevalence of local ski resorts and lodges.
- In the food services category (restaurants and eateries), the City of Ironwood captures a 9.9% market share, which is average compared to other Michigan places with similar income profiles.

- Gogebic County has an average of market share relative to counties statewide with similar per capita incomes in several miscellaneous retail categories. This includes electronics and appliance stores (0.7%); sporting goods, hobby, and book stores (0.9%); building and garden materials and supplies stores (2.9%); and furniture and home furnishings stores (0.5%). These categories are well-represented in the Ironwood market.

There is a need for new merchants in the clothing and accessories category in Gogebic County and the City of Ironwood. While outdoor apparel is well-represented, there are limited options for business-casual attire for men and women.

A chain discount department store with higher-quality clothing than currently available in the market (like a Peebles Department Store or Shopko) might pursue a location along the Highway 2 corridor in Ironwood. The popular Stormy Kromer outlet store, if re-sited in a downtown showroom, would serve as a new destination for the downtown. Smaller specialty stores could leverage cross-shopping benefits by locating within walking distance of the outlet.

In the grocery category, future competition could emerge from other national chains like Aldi, and even though the grocery category currently seems met by Walmart Supercenter. Aldi could offer some more convenient choices for residents living in and near the downtown, and for those seeking alternatives to Walmart. If a grocery store like Aldi becomes inevitable or unavoidable, then they should be recruited to the downtown rather than allowed to contribute to commercial sprawl along the highway corridor.

The low market share in the miscellaneous stores retail category suggests room for growth in Ironwood. A local or national office supply store (such as OfficeMax or FedEx), pet supply store, and a toy store are examples of miscellaneous store retailers that could locate in the downtown. A wider selection of art and gift shops in the downtown can also benefit from unmet spending potential in this category.

The City of Ironwood can benefit from spending in traveler accommodations category by differentiating its offerings in overnight lodging. The city's current selection of low- to mid-scale hotels and motels could be complemented with an upper-mid price chain hotel or a downtown boutique hotel. Possible brands in this category include Holiday Inn Express, Wingate, and Best Western. A smaller boutique hotel may be independently managed, but should be located in a downtown building, preferably over retail.

There is a need for new proprietors in the restaurants category. The restaurant selection in the City of Ironwood should be refined to provide unique, local food choices, such as wild game and northern European cuisine. One or two coffee shops could compete downtown as part of a strategy to draw regional visitors to the downtown.

Target Market Analysis

This retail study for Gogebic County includes a preliminary Target Market Analysis that measures the retail expenditure potential of existing households among the 35 most prevalent lifestyle clusters. It also identifies eight (8) relatively upscale target shoppers for downtown merchants. The target markets are transient urbanites and generally inclined to be big spenders. Both groups are subsets from a total of 71 possible lifestyle clusters living across the nation. The selection criteria are also detailed below.

Step 1. Among a total of 71 lifestyle clusters living across the nation, about half (35) are choosing to live in the region in measureable numbers; and they collectively generate a good volume of retail expenditures.

- a) They are already prevalent in the region, based on their total number of households.
- b) They are generating measurable volumes of retail sales, based their income profiles.

Step 2. Among the 35 lifestyle clusters generating the most retail expenditure potential, eight (8) are most inclined to be transient big-spenders seeking downtown shopping and living environments.

- a) They have a high inclination to be “big spenders”, based on median household income.
- b) They are transient, based on high movership rates (i.e., a high percent move each year).
- c) They are also the most inclined to choose downtown places to live; and at least 10% of the households inclined to choose attached formats rather than detached houses.

Results of the first step are detailed in on the last page of [Section B](#) for the City of Ironwood (see the attachments). Results for both steps are also summarized in [Table 3](#) on the following page, and for both the county and the city.

Table 3Annual Retail Expenditure Potential by Lifestyle Cluster
Gogebic County | Western Upper Peninsula Region 1a

	Total Gogebic County (\$Mil.)	The City of Ironwood (\$Mil.)
Transient Urban Spenders Eight Target Markets		
C12 Golf Carts, Gourmets	\$0.1	.
H29 Destination Recreation	\$0.5	\$0.4
K40 Bohemian Groove	\$1.6	\$2.6
L41 Booming, Consuming	\$5.5	\$1.0
N51 Digital Dependents	\$2.0	\$0.8
O53 College, Cafes	.	.
O54 Striving Singe Scene	\$0.2	\$0.2
O55 Family Troopers	<u>\$0.5</u>	<u>\$0.4</u>
Total Target Markets	\$10.4	\$5.4

	Total Gogebic County (\$Mil.)	The City of Ironwood (\$Mil.)
Most Prevalent Lifestyle Clusters		
E21 Unspoiled Splendor	\$10.2	\$2.6
J34 Aging in Place	\$1.1	\$0.6
L42 Rooted Flower Power	\$1.5	\$1.5
L43 Homemade Happiness	\$3.3	\$1.2
M44 Red, White, Bluegrass	\$4.0	\$1.2
N46 True Grit Americans	\$47.7	\$44.0
Q64 Town Elders	\$16.1	\$7.8
Q65 Senior Discounts	\$1.6	\$1.6
S68 Small Towns, Pockets	<u>\$0.7</u>	<u>\$0.7</u>
Other Prevalent Clusters	\$86.2	\$61.2
Total Clusters Listed Above	\$96.6	\$66.6
All 71 Lifestyle Clusters	\$112.4	\$71.6

Detailed profiles for the prevalent lifestyle clusters and target markets are provided in Section X of the Regional Workbook. It includes a list of all 71 lifestyle clusters across the nation; propensity of the 35 most prevalent lifestyle clusters to a) spend on retail categories, b) patron entertainment venues, and c) participate in recreational activities; and more detailed information for the 8 most transient, urban big-spenders.

Detailed information for the 8 most transient, urban big-spenders includes movership rates, inclination to prefer houses, age, marital status, and family composition. Additional demographic profiles demonstrate how they live their lives, with a focus on arts, entertainment, leisure activities/hobbies, and participation in sports and fitness.

Most of Ironwood's retail expenditure potential is being generated by the True Grit Americans (\$44.0 million annually), followed by the Town Elders (\$7.8 million), and Unspoiled Splendor (\$2.6 million) households. These lifestyle clusters tend to be settled in detached houses, and with low inclinations to choose relatively urban places (such as downtown) to live.

In comparison, the more transient Bohemian Groove and Booming and Consuming target market households are demonstrating an affinity for living in Gogebic County, but they are bypassing the City of Ironwood. Consistent with most small cities and villages in the region, there is a need for the city to intercept a larger number of migrating target markets that are also inclined to choose attached housing formats in urban places, and that are also more inclined to be big-spenders. This is best achieved through a combination of downtown reinvestment into mixed-use projects that include Missing Middle Housing above street-front retail; ongoing investment into a Placemaking process that adds community amenities; and the creation of good-paying, year-round jobs.

Today, existing households in the City of Ironwood collectively generate an estimated \$71.6 million in aggregate retail expenditure potential, which theoretically should support about 285,000 square feet of retail space. Although LandUseUSA has not compared these figures to current supply, it could be done as part of a comprehensive retail study that includes thorough field research and analysis, and a deeper dive into existing retail conditions.

Gogebic County – Market Overview

The following sections of this report provide a qualitative market assessment for Gogebic County and the City of Ironwood. It begins with an overview of countywide economic advantages, followed by a market assessment for Ironwood. The last section provides results of a PlaceScore™ analysis for Ironwood, based on placemaking attributes relative to other cities and villages throughout the State of Michigan.

Gogebic County is bordered to the west and south by the State of Wisconsin; to the north by Lake Superior and Ontonagon County; and to the east by Iron County. Highways 2 and 28 connect Gogebic County to its economic region. Highway 2 links the county to Duluth and Iron Mountain. It has an average traffic count of 10,600 vehicles daily. Highway 28 links the county to Marquette.

The Canadian National railway links Gogebic County to markets in central Wisconsin. The Gogebic-Iron County Airport in Ironwood Township provides commercial service to Chicago and Minneapolis and serves general aviation uses.

Economic Profile –Education, health, and social services make up 23.4% of employment in Gogebic County. Arts/entertainment, recreation, hospitality, and retail make up 13.2% of countywide employment. Manufacturing makes up 12.5% of employment in Gogebic County.

The following list is intended to demonstrate the diversity of major employers in Gogebic County, and intentionally excludes public schools. Major employers in the City of Ironwood are listed separately in the following section of this narrative.

Gogebic County Major Employers (Examples)

- Lac Vieux Desert Band of Lake Superior Chippewa Indians (Watersmeet) | Tribal Gov't
- Bessemer Plywood Corporation (Bessemer) | Wood Manufacturing
- Extreme Tool & Engineering (Wakefield) | Metal Manufacturing
- Gogebic-Iron County Airport (Ironwood Township) | Transportation
- First National Bank of Wakefield | Financial Services
- Lac Vieux Desert Resort and Casino (Watersmeet) | Entertainment
- Indianhead Mountain Resort (Wakefield) | Accommodations
- Big Powderhorn Mountain Resort (Bessemer) | Recreation

The City of Ironwood – Advantage

Geographic Setting – The City of Ironwood is located in the western portion of Gogebic County. The Montreal River and the City of Hurley, Wisconsin border it to the west. Highway 2 connects Ironwood to its economic region. Aurora Street is Ironwood’s principal commercial street. Aurora Street is also the route of the Highway 2 Business Loop, and downtown businesses are fortunate to have the built-in visibility of regional traffic.

Economic Profile – Arts/entertainment, recreation, hospitality, and retail make up 30% of employment in Ironwood. Education, health, and social services make up 19.7% of employment in the city. Manufacturing makes up 17.6% of citywide employment.

Ironwood is the county seat for Gogebic County and government functions provide good paying jobs while supporting local businesses in diverse professions like finance, insurance, real estate (mortgage, title, and property surveying), legal (attorneys and lawyers), and related industries. The following list demonstrates the city’s major employers, and intentionally excludes city government and public schools.

The City of Ironwood, Major Employers (Examples)

- Gogebic County | County Government
- Aspirus Grand View Health System Inc. | Health Care
- Gogebic Community College | Advanced Education
- Ironwood Plastics, Inc. | Plastic Manufacturing
- Jacquart Fabric Products - Stormy Kromer | Fabric and Clothing Manufacturing
- CCG Ironwood | Assisted Living
- Gogebic Range Bank | Financial Services

Analysis of PlaceScores™

Introduction – Placemaking is a key ingredient for achieving Gogebic County's full retail market potential, particularly under the aggressive or maximum scenario. Extensive Internet research was conducted to evaluate the success of the City of Ironwood relative to other places throughout Michigan. PlaceScore™ criteria are tallied for a possible 30 total points, and based on an approach that is explained in the [Regional Workbook](#).

Summary of the PlaceScores – The City of Ironwood is the Gogebic County seat and also has a compact downtown, so it is the focus of the PlaceScore analysis. Ironwood has a moderate PlaceScore of 19 points out of 30 possible (see the last few exhibits in attached [Section B](#) for the detailed results). The following list provides some strategies that could be used to strive for a higher score of 22 points or more.

PlaceScore Strategies | The City of Ironwood

1. Pursue a form-based or unified code for the downtown, and facilitate a public charrette.
2. Prepare a dedicated streetscape improvement and/or transportation plan, and follow it.
3. Participate in the MEDC's Redevelopment Ready Communities program.
4. Participate in the Michigan Main Street Program and follow its 4-point approach.
5. Include downtown maps and merchant lists on a dedicated DDA website.
6. Provide maps and lists of shopping choices on the city website (overlapping with the Chamber's website).
7. Host and advertise summer concert series in downtown public space, perhaps at Depot Park.
8. Increase the downtown's WalkScore, which is based on walkability to places that are added by that application's user community (i.e., by pedestrian residents and visitors).
9. Improve pedestrian access and linkages between the downtown and the Montreal River.
10. Reconfigure the widest downtown streets to add diagonal parking and help calm traffic.

Contact Information

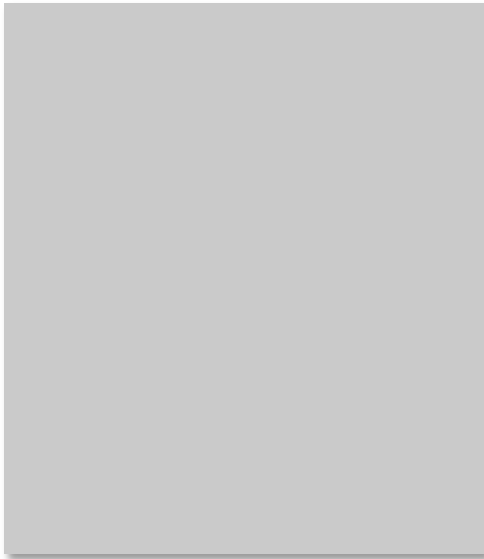
This concludes the Retail Market Strategy and report for Gogebic County in the Western Upper Peninsula Prosperity Region 1a. Questions regarding economic growth, downtown development initiatives, and implementation of these recommendations can be addressed to Jerry Wuorenmaa at WUPPDR.

Western UP Prosperity Region 1a
Jerald (Jerry) Wuorenmaa
Executive Director
WUPPDR
393 E. Lakeshore Drive
Houghton, MI 49931
(906) 482-7205 x319
jwuorenmaa@wuppdr.org

Questions regarding the work approach, methodology, TMA terminology, analytic results, strategy recommendations, and development implications may be directed to Sharon Woods at LandUseUSA. Stakeholders with questions about the PlaceScore analysis, supply inventory, or data corrections can contact Adam Cook of Seamless Collaborative.

Sharon Woods, CRE
Principal, TMA Team Leader
LandUseUSA, LLC
www.LandUseUSA.com
sharonwoods@landuseusa.com
(517) 290-5531 direct

Adam Cook, CNU-A
Market Analyst, Stakeholder Outreach
Seamless Collaborative
acook@seamlesscollaborative.com
(313) 610-0969 direct



Gogebic County

County-Wide Resources | A

The City of Ironwood | B

Prepared by:



LandUseUSA



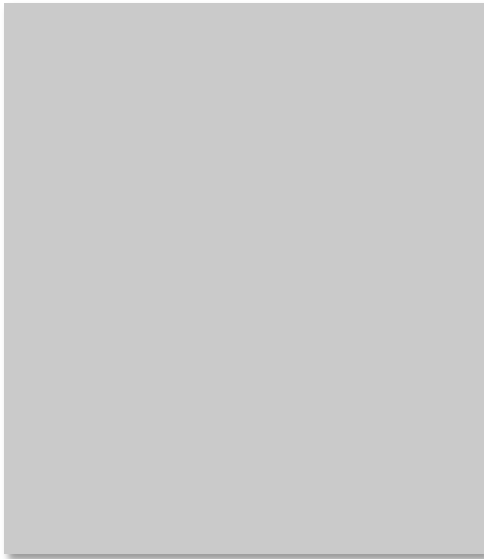
seamless collaborative
urbanism + design + economics

Prepared for:



Michigan Upper Peninsula
Regional Prosperity Initiative

Western Upper Peninsula
Planning & Development Region (WUPPDR)



Section **A**
County-Wide Resources

Prepared by:



LandUseUSA



seamless collaborative
urbanism + design + economics

Prepared for:

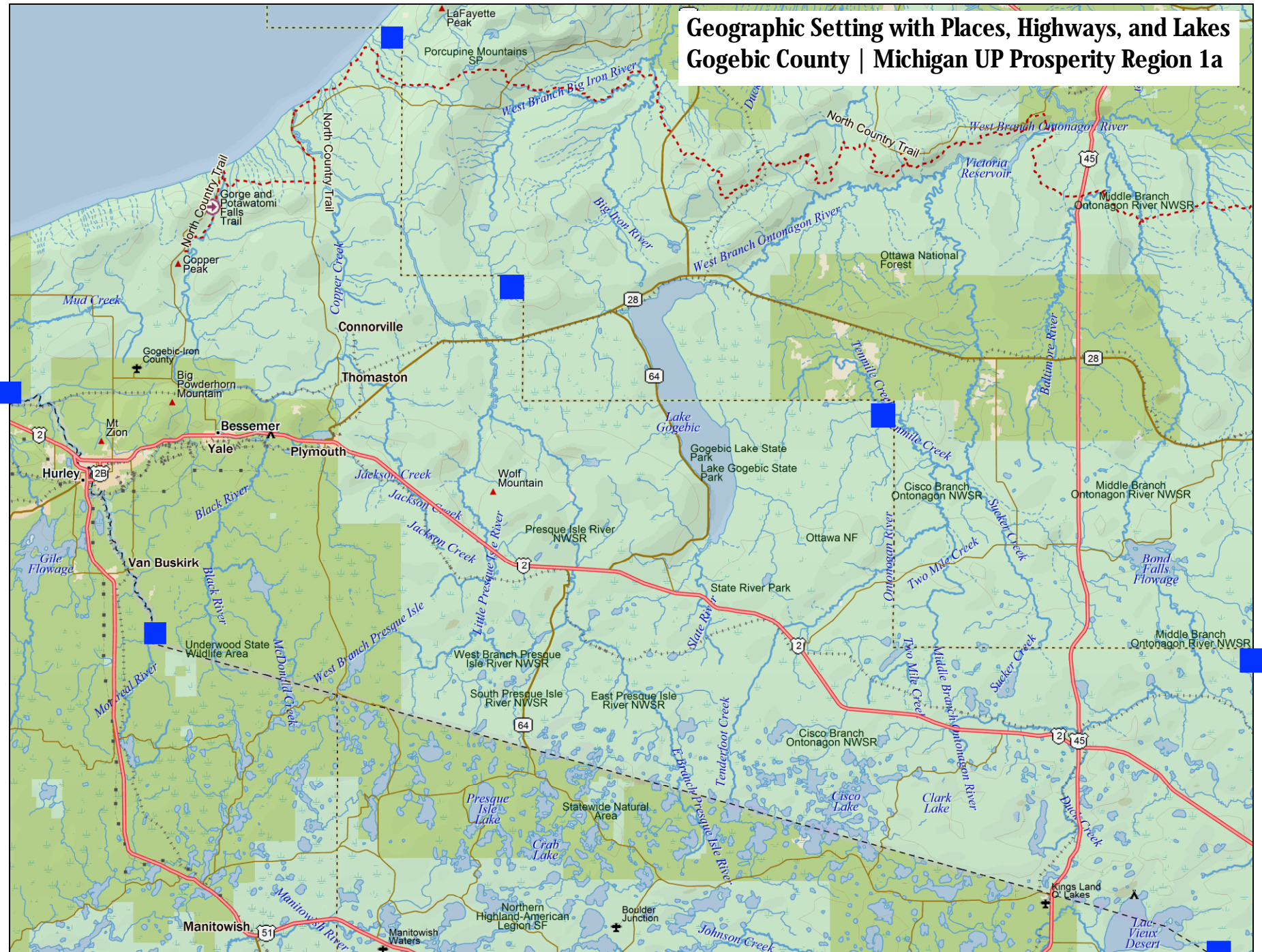


Western U.P.
Regional Prosperity Initiative
wuppdr.org/rpi

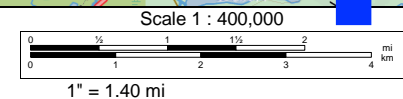
Michigan Upper Peninsula
Regional Prosperity Initiative

Western Upper Peninsula
Planning & Development Region (WUPPDR)

Geographic Setting with Places, Highways, and Lakes Gogebic County | Michigan UP Prosperity Region 1a



Source: Mapping provided by DeLorme; exhibit prepared by LandUse|USA; 2016 ©. Blue squares indicate the inside corners of the county.



Annual Average Daily Traffic Counts and Connectivity Michigan Upper Peninsula Prosperity Region 1a | Year 2014

Highway Number	Annual Avg. Daily Traffic	Highway Directionals and Links	Other Major Cities on Route
Baraga County			
US-41	7,200	North to Hancock Southeast to Ishpeming	Marquette Green Bay, WI
M-38	4,000	East to Ontonagon West to Baraga	--
M-28	2,000	East to US-2 West to US-141	--
US-141	1,300	North to US-41 South to US-2	--
Gogebic County			
US-2	10,600	East to Iron River West to Wisconsin	St. Ignace Duluth, MN
US-45	3,000	North to Ontonagon South to Wisconsin	--
M-28	2,300	East to US-141 West to US-2	--
Houghton County			
US-41	26,600	North to Copper Harbor South to Baraga	Marquette Green Bay, WI
M-26	17,700	North to Copper Harbor South to US-45	--
M-203	4,500	North to Calumet South to Hancock	--
M-28	1,500	East to US-141 West to US-2	--
M-38	570	East to Baraga West to Ontonagon	--
Iron County			
US-2	7,500	East to Iron Mountain West to Wisconsin	St. Ignace Duluth, MN
M-189	4,100	North to Iron River South to Wisconsin	--
M-69	3,500	East to M-95 West to US-2	--
US-141	3,100	North to US-41 South to US-2	--
M-73	1,300	East to Iron River West to Wisconsin	--
Keweenaw County			
US-41	5,600	North to Copper Harbor South to Baraga	Marquette Green Bay, WI
M-26	870	North to Copper Harbor South to US-45	--
Ontonagon County			
US-45	3,200	North to Ontonagon South to Wisconsin	--
M-38	3,000	East to Baraga West to Ontonagon	--
M-64	2,700	North to Ontonagon South to Wisconsin	--
M-28	2,100	East to US-141 West to US-2	--

Source: Michigan Department of Transportation 2014 Annual Average Daily Traffic Counts (AADT).
Exhibit prepared by LandUse|USA, 2016.

Demographic Profiles - Population and Employment
Gogebic County, Michigan with Selected Communities - 2010 - 2015

	Gogebic County	The City of Ironwood	The City of Bessemer	The City of Wakefield
Households Census (2010)	7,037	2,520	888	818
Households ACS (2014)	6,916	2,529	860	845
Population Census (2010)	16,427	5,387	1,905	1,851
Population ACS (2014)	16,042	5,237	1,974	1,837
Group Quarters Population (2014)	1,617	120	29	135
Correctional Facilities	1,234	0	24	0
Nursing/Mental Health Facilities	246	117	0	114
College/University Housing	102	0	0	0
Military Quarters	0	0	0	0
Other	34	3	5	21
Daytime Employees Ages 16+ (2015)	8,986	2,993	1,582	746
Unemployment Rate (2015)	3.5%	4.2%	6.2%	3.0%
Employment by Industry Sector (2014)	100.0%	100.0%	100.0%	100.0%
Agric., Forest, Fish, Hunt, Mine	3.7%	2.8%	3.2%	5.6%
Arts, Ent. Rec., Accom., Food Service	13.2%	11.1%	16.1%	8.1%
Construction	8.3%	7.1%	5.3%	7.8%
Educ. Service, Health Care, Soc. Asst.	23.4%	19.7%	31.3%	25.8%
Finance, Ins., Real Estate	2.3%	2.8%	2.7%	1.7%
Information	0.7%	0.9%	0.8%	0.3%
Manufacturing	12.5%	17.6%	8.1%	15.4%
Other Services, excl. Public Admin.	5.1%	4.2%	6.2%	6.1%
Profess. Sci. Mngmt. Admin. Waste	4.7%	5.1%	6.3%	5.3%
Public Administration	7.2%	4.1%	9.1%	7.6%
Retail Trade	13.4%	18.9%	10.5%	9.8%
Transpo., Wrhse., Utilities	3.4%	3.5%	0.5%	3.0%
Wholesale Trade	2.1%	2.3%	0.0%	3.5%
Housing Seasonality (Residents and Non-Residents)	28%	5%	18%	7%

Source: U.S. Census 2010; American Community Survey (ACS) 2010 - 2014; and Applied Geographic Solutions (AGS) for 2015. Analysis and exhibit prepared by Growing Home Design in collaboration with LandUse|USA; 2016.

Market Parameters and Forecasts - Population

All Counties in the Michigan UP Prosperity Region 1

		2010 Census Pop- ulation	2010 ACS 5-yr Pop- ulation	2011 ACS 5-yr Pop- ulation	2012 ACS 5-yr Pop- ulation	2013 ACS 5-yr Pop- ulation	2014 ACS 5-yr Pop- ulation	2016 Forecast Pop- ulation	2020 Forecast Pop- ulation	2014 ACS 5-yr Persons per Hhld.
Order	Region 1a - West									
1	Baraga Co.	8,860	8,882	8,854	8,808	8,787	8,740	8,740	8,740	2.9
2	Gogebic Co.	16,427	16,471	16,422	16,297	16,179	16,042	15,994	15,928	2.3
3	Houghton Co.	36,628	36,192	36,366	36,519	36,494	36,739	36,986	37,335	2.6
4	Iron Co.	11,817	12,057	11,965	11,837	11,723	11,615	11,615	11,615	2.1
5	Keweenaw Co.	2,156	2,122	2,139	2,168	2,181	2,197	2,227	2,269	2.2
6	Ontonagon Co.	6,780	6,976	6,848	6,703	6,584	6,448	6,448	6,448	2.0
Order	Region 1b - Central									
1	Alger Co.	9,601	9,604	9,571	9,531	9,497	9,516	9,554	9,631	2.7
2	Delta Co.	37,069	37,403	37,248	37,075	36,967	36,841	36,841	36,841	2.3
3	Dickinson Co.	26,168	26,584	26,436	26,286	26,201	26,097	26,097	26,097	2.3
4	Marquette Co.	67,077	66,514	66,859	67,178	67,358	67,535	67,890	68,607	2.6
5	Menominee Co.	24,029	24,245	24,138	24,041	23,917	23,838	23,838	23,838	2.2
6	Schoolcraft Co.	8,485	8,640	8,552	8,455	8,407	8,345	8,345	8,345	2.3
Order	Region 1c - East									
1	Chippewa Co.	38,520	39,078	39,029	38,919	38,760	38,698	38,698	38,698	2.7
2	Luce Co.	6,631	6,685	6,657	6,590	6,550	6,512	6,512	6,512	2.7
3	Mackinac Co.	11,113	11,281	11,198	11,144	11,099	11,080	11,080	11,080	2.3

Source: Underlying data provided by the U.S. Decennial Census and the American Community Survey for 2010 - 2014 (1- and 5-year estimates). Analysis, interpolations, and forecasts by LandUse|USA; 2016.

Market Parameters and Forecasts - Households

All Counties in the Michigan UP Prosperity Region 1

		2010 Census Total Hhlds.	2010 ACS 5-yr Total Hhlds.	2011 ACS 5-yr Total Hhlds.	2012 ACS 5-yr Total Hhlds.	2013 ACS 5-yr Total Hhlds.	2014 ACS 5-yr Total Hhlds.	2016 Forecast Total Hhlds.	2020 Forecast Total Hhlds.
Order	Region 1a - West								
1	Baraga Co.	3,444	3,336	3,308	3,161	3,234	3,055	3,055	3,055
2	Gogebic Co.	7,037	7,302	7,268	7,234	7,070	6,916	6,916	6,916
3	Houghton Co.	14,232	13,991	14,016	14,130	14,029	13,941	13,941	13,941
4	Iron Co.	5,577	5,386	5,248	5,276	5,289	5,415	5,623	5,974
5	Keweenaw Co.	1,013	957	887	1,012	1,014	1,021	1,032	1,051
6	Ontonagon Co.	3,258	3,410	3,413	3,333	3,269	3,201	3,201	3,201
Order	Region 1b - Central								
1	Alger Co.	3,898	3,688	3,606	3,558	3,607	3,609	3,612	3,617
2	Delta Co.	15,992	16,339	16,038	16,071	15,885	15,695	15,695	15,695
3	Dickinson Co.	11,359	11,414	11,444	11,322	11,432	11,263	11,263	11,263
4	Marquette Co.	27,538	25,638	25,752	26,324	26,436	26,693	27,110	27,791
5	Menominee Co.	10,474	10,841	10,866	10,869	10,787	10,668	10,668	10,668
6	Schoolcraft Co.	3,759	3,621	3,673	3,651	3,590	3,495	3,495	3,495
Order	Region 1c - East								
1	Chippewa Co.	14,329	14,836	14,699	14,662	14,605	14,382	14,382	14,382
2	Luce Co.	2,412	2,473	2,447	2,404	2,427	2,345	2,345	2,345
3	Mackinac Co.	5,024	4,927	4,917	4,940	5,000	5,066	5,174	5,351

Source: Underlying data provided by the U.S. Decennial Census and the American Community Survey for 2010 - 2014 (1- and 5-year estimates). Analysis, interpolations, and forecasts by LandUse|USA; 2016.

Market Parameters and Forecasts - Median Household Income
All Counties in the Michigan UP Prosperity Region 1

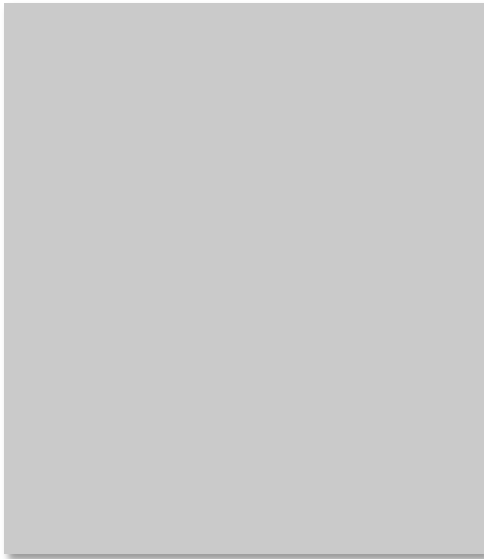
		2010	2011	2012	2013	2014	2016	2020
		ACS 5-yr	ACS 5-yr	ACS 5-yr	ACS 5-yr	ACS 5-yr	Forecast	Forecast
		Median	Median	Median	Median	Median	Median	Median
		Household	Household	Household	Household	Household	Household	Household
		Income	Income	Income	Income	Income	Income	Income
Order	Region 1a - West							
1	Baraga Co.	\$40,541	\$40,541	\$40,541	\$41,189	\$40,935	\$40,935	\$40,935
2	Gogebic Co.	\$33,673	\$34,917	\$34,917	\$34,252	\$34,021	\$34,021	\$34,021
3	Houghton Co.	\$34,174	\$34,625	\$34,625	\$35,430	\$36,443	\$37,916	\$40,086
4	Iron Co.	\$33,734	\$35,390	\$35,551	\$34,685	\$35,689	\$37,150	\$39,303
5	Keweenaw Co.	\$38,872	\$39,821	\$42,406	\$39,038	\$39,180	\$39,380	\$39,661
6	Ontonagon Co.	\$35,269	\$35,269	\$35,269	\$34,620	\$35,365	\$36,438	\$38,000
Order	Region 1b - Central							
1	Alger Co.	\$38,262	\$38,262	\$38,348	\$37,586	\$39,211	\$41,620	\$45,261
2	Delta Co.	\$41,951	\$42,932	\$42,932	\$42,676	\$42,070	\$42,070	\$42,070
3	Dickinson Co.	\$42,586	\$43,651	\$44,272	\$44,136	\$44,350	\$44,652	\$45,077
4	Marquette Co.	\$45,130	\$45,495	\$45,495	\$45,622	\$45,066	\$45,066	\$45,066
5	Menominee Co.	\$41,332	\$42,014	\$42,014	\$41,739	\$41,293	\$41,293	\$41,293
6	Schoolcraft Co.	\$36,925	\$38,367	\$38,367	\$35,260	\$35,955	\$36,954	\$38,402
Order	Region 1c - East							
1	Chippewa Co.	\$40,194	\$41,108	\$41,114	\$41,637	\$40,828	\$40,828	\$40,828
2	Luce Co.	\$40,041	\$42,083	\$42,414	\$39,469	\$36,398	\$36,398	\$36,398
3	Mackinac Co.	\$39,339	\$39,339	\$39,339	\$38,704	\$38,690	\$38,690	\$38,690

Source: Underlying data provided by the U.S. Decennial Census and the American Community Survey for 2010 - 2014 (1- and 5-year estimates). Analysis, interpolations, and forecasts by LandUse|USA; 2016.

Aggregate Household Income (the Basis for Expenditure Potential) All Counties in the Michigan UP Prosperity Region 1

Order	County Name	2010 Census Aggregate Household Income (\$Mil.)	2011 ACS 5-yr Aggregate Household Income (\$Mil.)	2012 ACS 5-yr Aggregate Household Income (\$Mil.)	2013 ACS 5-yr Aggregate Household Income (\$Mil.)	2014 ACS 5-yr Aggregate Household Income (\$Mil.)	2016 Forecast Aggregate Household Income (\$Mil.)	2020 Forecast Aggregate Household Income (\$Mil.)
Order	Region 1a - West							
1	Baraga Co.	\$135.2	\$134.1	\$128.2	\$133.2	\$125.1	\$125.1	\$125.1
2	Gogebic Co.	\$245.9	\$253.8	\$252.6	\$242.2	\$235.3	\$235.3	\$235.3
3	Houghton Co.	\$478.1	\$485.3	\$489.3	\$497.0	\$508.1	\$528.6	\$558.8
4	Iron Co.	\$181.7	\$185.7	\$187.6	\$183.4	\$193.3	\$208.9	\$234.8
5	Keweenaw Co.	\$37.2	\$35.3	\$42.9	\$39.6	\$40.0	\$40.7	\$41.7
6	Ontonagon Co.	\$120.3	\$120.4	\$117.6	\$113.2	\$113.2	\$116.6	\$121.6
Order	Region 1b - Central							
1	Alger Co.	\$141.1	\$138.0	\$136.4	\$135.6	\$141.5	\$150.3	\$163.7
2	Delta Co.	\$685.4	\$688.5	\$690.0	\$677.9	\$660.3	\$660.3	\$660.3
3	Dickinson Co.	\$486.1	\$499.5	\$501.2	\$504.6	\$499.5	\$502.9	\$507.7
4	Marquette Co.	\$1,157.0	\$1,171.6	\$1,197.6	\$1,206.1	\$1,202.9	\$1,221.7	\$1,252.4
5	Menominee Co.	\$448.1	\$456.5	\$456.7	\$450.2	\$440.5	\$440.5	\$440.5
6	Schoolcraft Co.	\$133.7	\$140.9	\$140.1	\$126.6	\$125.7	\$129.2	\$134.2
Order	Region 1c - East							
1	Chippewa Co.	\$596.3	\$604.2	\$602.8	\$608.1	\$587.2	\$587.2	\$587.2
2	Luce Co.	\$99.0	\$103.0	\$102.0	\$95.8	\$85.4	\$85.4	\$85.4
3	Mackinac Co.	\$193.8	\$193.4	\$194.3	\$193.5	\$196.0	\$200.2	\$207.0

Source: Underlying data provided by the U.S. Decennial Census and the American Community Survey for 2010 - 2014 (1- and 5-year estimates). Analysis, interpolations, and forecasts by LandUse|USA; 2016.



Section **B**

The City of Ironwood

Prepared by:



LandUseUSA



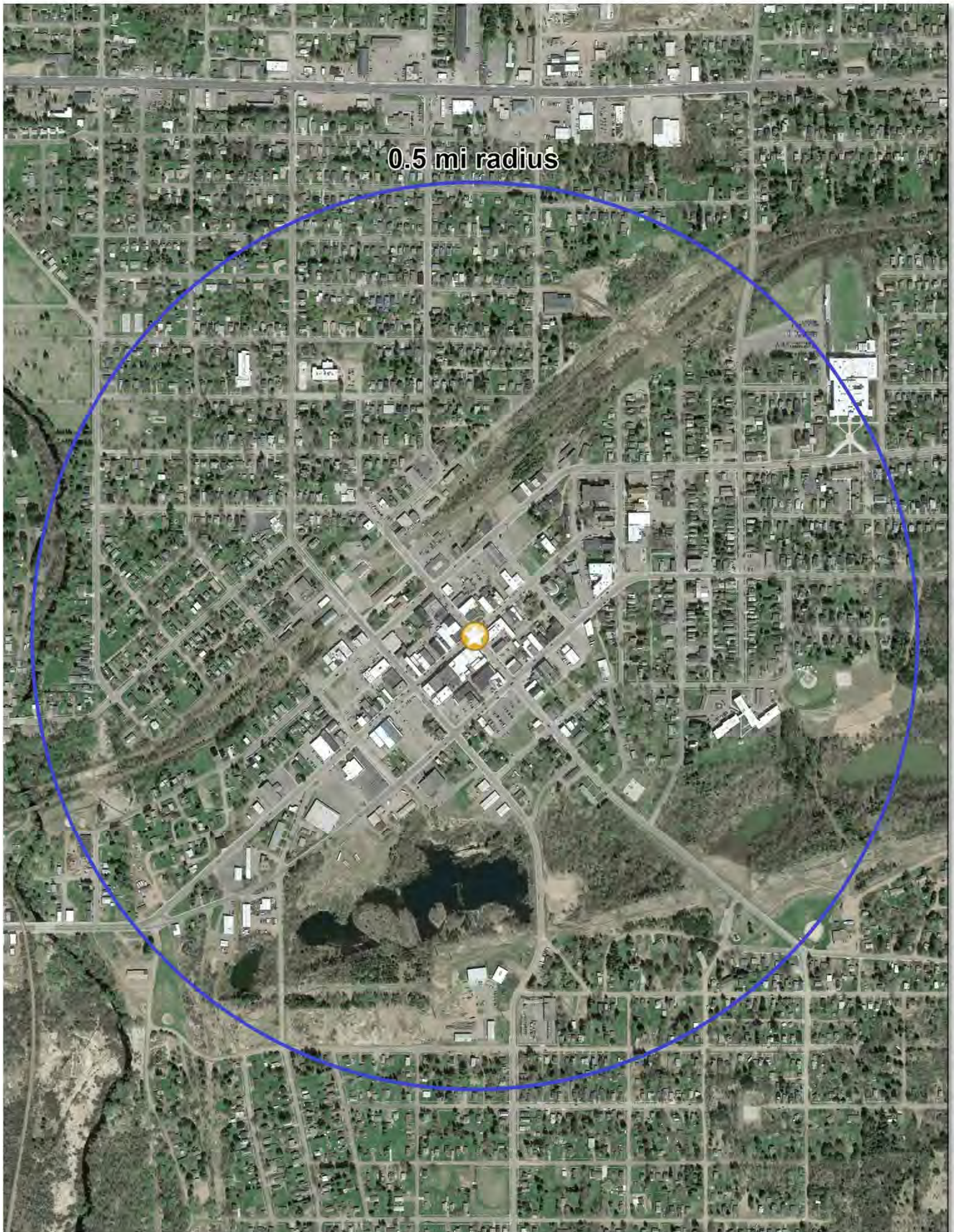
seamless collaborative
urbanism + design + economics

Prepared for:



Michigan Upper Peninsula
Regional Prosperity Initiative

Western Upper Peninsula
Planning & Development Region (WUPPDR)



Downtown Scale, with Some Opportunities for Mixed-Use Projects
The City of Ironwood | Gogebic County | Michigan UP Prosperity Region 1a



Photo credit (above): Original photos by LandUse | USA; 2016 © with all rights reserved.

Downtown Scale, with Some Opportunities for Horizontal Expansions
The City of Ironwood | Gogebic County | Michigan UP Prosperity Region 1a



Photo credit (above): Original photos by LandUse | USA; 2016 © with all rights reserved.

Downtown Scale, with Some Opportunities for Building Restorations
The City of Ironwood | Gogebic County | Michigan UP Prosperity Region 1a



Photo credit (above): Original photos by LandUse | USA; 2016 © with all rights reserved.

Examples of Reinvestment Opportunities for Retail
 The City of Ironwood | Gogebic County | 2016

City, Village, Township	Water Front	Down Town	Existing Conditions/Current Use Notes and Comments	Investment Opp./Future Use Notes and Comments
1 The City of Ironwood	No	Yes	1953 single level masonry building with display windows. 230 E. Aurora St. 1,600 sq. ft. For sale.	Potential for specialty store or art gallery. Potential location for coffee shop.
2 The City of Ironwood	No	Yes	Historic 1920 single level masonry building. 124 E. Aurora St. For sale.	Potential for specialty store or art gallery.
3 The City of Ironwood	No	Yes	240 E. Aurora St. 2,400 sq. ft. 1950 Single level masonry building. For sale.	Potential for rehab as restaurant use. Potential for vertical expansion to include upper level condos or lofts.
4 The City of Ironwood	No	No	447 W. Cloverland Dr. Former motel. For sale.	Potential to redevelop site as new name-brand hotel.

Notes: This list is intended to focus on the largest opportunities for adding new retail, food service, and lodging businesses. This list of projects is based only on stakeholder input, and they have not been field-verified.
 Source: Interviews with stakeholders and market research conducted by LandUse|USA and Seamless Collaborative, 2016.

Retail and Merchant Market Strategies with Some Examples
 The City of Ironwood | Gogebic County | Year 2016

Exhibit B.6

List	Place	Retail Category	Businesses <i>Like...</i> (Examples)	Strategy Recommendation and Related Notes
1	Ironwood	General Merchandise	Peeples, Shopko, or Sears Hometown	Might eventually seek a location on E. Cloverland corridor.
2	Ironwood	Apparel - Outdoors	Stormy Kromer Outlet Store	Recruit to fill downtown vacancy with visible storefront.
3	Ironwood	Apparel - Outdoors	Surplus Outlet	Expansion opportunity. Existing location in Houghton.
4	Ironwood	Apparel - Shoes	Payless ShoeSource	Recruit into the downtown if possible.
5	Ironwood	Accessories - Jewelry	Custom Clock, Watch Works	Incubate in downtown storefront.
6	Ironwood	Auto Parts, Supplies	Range Motor Sports	Use downtown storefront for inventory displays.
7	Ironwood	Office Supplies	OfficeMax/Depot or Staples	Might eventually seek a location on E. Cloverland corridor.
8	Ironwood	Office Supplies, Shipping	UPS Retail Storefront, Franchise	Expand the Ship Ctr. and include some office supplies.
9	Ironwood	Pet and Pet Supplies	independent merchant	Specialty pet store/bakery. Locate downtown and feature high-quality, home-baked treats and healthy choices.
10	Ironwood	Sporting Goods - Bicycles	Backstreet Cycle & Machine	Use downtown windowfronts to display vintage bikes.
11	Ironwood	Sporting Gds. - Outdoors	Hobby Wheel Ski & Bike	Recruite to fill vacant space in the downtown.
12	Ironwood	Toys	independent merchant	Locate downtown; could also include art, gifts.
13	Ironwood	Gifts, Home Furnishings	Copper World	Second location with existing store in Calumet.
14	Ironwood	Gifts, Novelty, Minerals	Prospector's Paradise Keweenaw Gem & Gift Chickadee's	Second location with existing store in Calumet. Second location with existing store in Houghton. Second location with existing store in Houghton.
15	Ironwood	Art, Gifts	Nature's Picks Rock Shop	Recruite to fill vacant space in the downtown.
16	Ironwood	Art, Gifts	Cherry Ridge Picture Framing	Recruite to fill vacant space in the downtown.

Source: Preliminary strategy recommendations by LandUseUSA and Seamless Collaborative; based on a comparative analysis of existing supply, location strategies of current businesses, resident market potential, and retail import-export.

Note: Any mention of national chains are mainly a reflection of nationwide and statewide expansion strategies.

Retail and Merchant Market Strategies with Some Examples
 The City of Ironwood | Gogebic County | Year 2016

Exhibit B.7

List	Place	Retail Category	Businesses <i>Like...</i> (Examples)	Strategy Recommendation and Related Notes
1	Ironwood	Grocery	Aldi	Anchor the downtown if possible.
2	Ironwood	Vitamins, Supplements	GNC or independent merchant	Locate downtown or on E. Cloverland corridor.
3	Ironwood	Restaur. - Café	Steep Creek Café Contrast Coffee Co. Keweenaw Coffee Works	Recruite to fill vacant space in the downtown. Second location with existing store in Iron River. Second location with existing store in Calumet
4	Ironwood	Restaur. - American	independent merchant	Midscale bistro. Locate downtown with part-year. outdoor seating. Feature small plates; cocktails.
5	Ironwood	Restaur. - American	independent merchant	Farm-to-table concept. Locate downtown. Feature local/regional produce and meat; wild game.
6	Ironwood	Restaur. - N. European	independent merchant	Northern Eurpoean cuisine. Locate downtown.
7	Ironwood	Overnight Accomm.	independent merchant	Boutique, small hotel above downtown, streetfront retail.
8	Ironwood	Overnight Accomm.	Holiday Inn Express	Mid-scale Chain Hotel. Locate on E. Cloverland corridor.

Source: Preliminary strategy recommendations by LandUseUSA and Seamless Collaborative; based on a comparative analysis of existing supply, location strategies of current businesses, resident market potential, and retail import-export.

Note: Any mention of national chains are mainly a reflection of nationwide and statewide expansion strategies.

Retail Trade, Overnight Accommodations, and Food Services
 Supply Inventory and Cluster Analysis
 The City of Ironwood | Gogebic County | Year 2016

Count	City Name	Retail Category	Business Name	Address, Location
1	Ironwood	General Merchandise	Walmart Supercenter	10305 Country Club
2	Ironwood	General Merchandise	Dollar Tree	1462 E Cloverland
3	Ironwood	General Merchandise	Family Dollar	130 E Cloverland
4	Ironwood	General Merchandise	Ben Franklin	121 E Aurora
5	Ironwood	General Merchandise	D & N Liquidators	124 W Aurora
6	Wakefield	General Merchandise	Dollar General	542 US-2
1	Ironwood	Apparel - Women's	Maurice's	1448 E Cloverland
2	Ironwood	Apparel - Women's	Purse Palace	124 E Aurora
3	Ironwood	Apparel - Custom	Handsome Prints	505 E McLeod
4	Ironwood	Apparel - Outdoors	Stormy Kromer Outlet	1238 Wall St
1	Ironwood	Accessories - Jewelry	Bale Clock & Watch Service	101 S Suffolk
2	Ironwood	Accessories - Jewelry	Elle Stevens Jewelers	135 E Aurora
1	Ironwood	Accessories - Eyewear	Miller Vision	240 Roosevelt
2	Ironwood	Accessories - Eyewear	Terri's Fashion Optical	629 W Cloverland
1	Ironwood	Sporting Goods	Dunham's Sports	1440 E Cloverland
2	Ironwood	Sporting Gds. - Hunting	Gresham Firearms	212 E Aurora
3	Ironwood	Sporting Gds. - Motorspts.	Cloverland Motorsports	300 E Cloverland
4	Ironwood	Sporting Gds. - Outdoors	Hobby Wheel Ski, Bike	1435 E Cloverland
5	Ironwood	Sporting Gds. - Skatebd.	Mission Skate Shop	215 E McLeod
1	Ironwood	Used Merchandise	Dans Antique Mall	131 E Aurora
2	Ironwood	Used Merchandise	Depot Antique Shop	318 N Lake
3	Ironwood	Used Merchandise	Doreen's Antiques	313 N Lake
4	Ironwood	Used Merchandise	Evans Coin, Pawn, Gifts	122 W Aurora
5	Ironwood	Used Merchandise	New Beginnings Resale	130 W Aurora
6	Ironwood	Used Merchandise	Northwoods Cabin	210 S Suffolk
7	Ironwood	Used Merchandise	Restoration Place	219 E McLeod
8	Ironwood	Used Merchandise	St. Vincent de Paul	216 W Aurora
9	Ironwood	Used Merchandise	Uncommon Goods Resale	119 S Suffolk

Source: Field observations by LandUseUSA and internet research by Seamles Collaborative, 2016.

Lists are not necessarily all-inclusive, and any imperfections or omissions are unintentional.

Retail Trade, Overnight Accommodations, and Food Services
Preliminary Supply Inventory and Cluster Analysis
The City of Ironwood | Gogebic County | Year 2016

Count	City Name	Retail Category	Business Name	Address, Location
1	Ironwood	Furniture, Home Furnish.	Al's Furniture	125 E Aurora
2	Ironwood	Furniture, Home Furnish.	Constantini's Furniture	101 E Aurora
3	Ironwood	Furniture, Home Furnish.	Hitt's Fine Furniture	128 E Aurora
1	Ironwood	Upholstery - Custom	AONA Design	220 E McLeod
1	Ironwood	Electronics, Appliances	Mattson's TV, Appliances	122 E Aurora
2	Ironwood	Electronics, Appliances	Northstar Elect., Appliances	629 W Cloverland
1	Ironwood	Home Improv. - Farm	Tractor Supply Co.	1420 E Cloverland
2	Ironwood	Home Improv. - Bldg. Mat.	Custom Home Outfitters	219 E Frederick
3	Ironwood	Home Improv. - Bldg. Mat.	Forslund Building Supply	5108 Jackson
4	Ironwood	Home Improv. - Bldg. Mat.	Sawdust Bin	629 W Cloverland
5	Ironwood	Home Improv. - Electric	Lindquist Electric	500 E Cloverland
6	Ironwood	Home Improv. - Flooring	Floors N Mor	125 W Aurora
7	Ironwood	Home Improv. - Garden	Interior Gardens	105 S Suffolk
.	Bessemer	Home Improv. - Hardware	Steiger's Ace Home Ctr	1001 E Lead St
.	Hurley	Home Improv. - Hardware	Giovanoni True Value	303 Silver St
1	Ironwood	Office Supply - Ink	Ink Rx	151 E Cloverland
2	Ironwood	Office Supply - Signs	Rapid Grafiks & Signs	480 W Norrie Park
1	Ironwood	Auto Parts, Supplies	Auto Value	403 W Cloverland
2	Ironwood	Auto Parts, Supplies	Carquest Auto Parts	114 W Ayer Street
3	Ironwood	Auto Parts, Supplies	O'Reilly Auto Parts	325 E Cloverland

Source: Preliminary field observations by LandUseUSA; internet research by Seamless Collaborative.
Observations have not been field-verified, are not all-inclusive, and are imperfect.
Verifying and refining the list with accuracy will depend on a more comprehensive analysis.

Retail Trade, Overnight Accommodations, and Food Services
 Supply Inventory and Cluster Analysis
 The City of Ironwood | Gogebic County | Year 2016

Count	City Name	Retail Category	Business Name	Address, Location
1	Ironwood	Art, Gifts	Greta's Hallmark	222 E Cloverland
2	Ironwood	Art, Gifts	Cherry Ridge Custom Framing	151 E Cloverland
3	Ironwood	Art, Gifts	Dancing Raven Artworks	321 S Suffolk
4	Ironwood	Art, Gifts	Nature's Picks Rock, Gifts	600 E Cloverland
5	Ironwood	Art, Gifts	Char's Flying Fish Studio	320 E Aurora
1	Ironwood	Art Gallery	Downtown Art Place	111 E Aurora
1	Ironwood	Hobby Supply	Creative Spirits	121 N Lowell
1	Ironwood	Hobby Supply	Fabric Patch Quilt Shop	100 W McLeod
1	Ironwood	Books	Book World	112 E Aurora
2	Ironwood	Books	Heritage Christian Books, Gifts	600 E Ayer
1	Ironwood	Florist	Lutey's Flower Shop	101 S Mansfield
2	Ironwood	Florist	Stems Flower Shop	215 S Lowell

Source: Field observations by LandUseUSA and internet research by Seamles Collaborative, 2016.
 Lists are not necessarily all-inclusive, and any imperfections or omissions are unintentional.

Retail Trade, Overnight Accommodations, and Food Services
 Supply Inventory and Cluster Analysis
 The City of Ironwood | Gogebic County | Year 2016

Count	City Name	Retail Category	Business Name	Address, Location
1	Ironwood	Entertain., Recreation	Cloverland Cinema 4	932 E Cloverland
2	Ironwood	Entertain., Recreation	Family Video	255 E Cloverland
3	Ironwood	Entertain., Recreation	Historic Ironwood Theatre	113 E Aurora
4	Ironwood	Entertain., Recreation	Larry's Lucky Strikes Bowling	213 E Cloverland
5	Ironwood	Entertain., Recreation	Theatre North	825 N Lake
6	Ironwood	Entertain., Recreation	Whitecap Kayak Tours	930 E Cloverland
1	Ironwood	Overnight Accomm.	Advance Motel	663 E Cloverland
2	Ironwood	Overnight Accomm.	Americas Best Value Inn	160 E Cloverland
3	Ironwood	Overnight Accomm.	AmericInn Ironwood	1117 E Cloverland
4	Ironwood	Overnight Accomm.	Budget Host Inn	447 W Cloverland
5	Ironwood	Overnight Accomm.	Classic Motor Inn	1200 E Cloverland
6	Ironwood	Overnight Accomm.	Comfort Inn	210 E Cloverland
7	Ironwood	Overnight Accomm.	Crestview Motel	424 W Cloverland
8	Ironwood	Overnight Accomm.	Davey's Extd. Stay Motel	260 E Cloverland
9	Ironwood	Overnight Accomm.	Indianhead Motel	823 E Cloverland
10	Ironwood	Overnight Accomm.	Quinn Motel	124 W Cloverland
11	Ironwood	Overnight Accomm.	Royal Motel	715 W Cloverland
1	Ironwood	Grocery - Supercenter	Walmart Supercenter	10305 Country Club
2	Ironwood	Grocery - Supermarket	SuperOne Foods	1480 E Cloverland
3	Ironwood	Grocery - Co-op	Northwind Natural Foods	116 S Suffolk
1	Ironwood	Grocery - Convenience	Holiday Station Store	805 E Cloverland
2	Ironwood	Grocery - Convenience	Krist Food Mart	139 W Cloverland
3	Ironwood	Grocery - Convenience	Krist Food Mart	1340 E Cloverland
4	Ironwood	Grocery - Convenience	Mobil Mart	1301 E Cloverland
5	Ironwood	Grocery - Convenience	Northwoods Corner Store	213 E Cloverland
1	Ironwood	Pharmacy	Walgreens	802 E Cloverland
2	Ironwood	Pharmacy	Walmart Pharmacy	10305 Country Club

Source: Field observations by LandUseUSA and internet research by Seamles Collaborative, 2016.
 Lists are not necessarily all-inclusive, and any imperfections or omissions are unintentional.

Retail Trade, Overnight Accommodations, and Food Services
 Supply Inventory and Cluster Analysis
 The City of Ironwood | Gogebic County | Year 2016

Count	City Name	Retail Category	Business Name	Address, Location
1	Ironwood	Spec. Food - Bakery	Rigoni's Bakery	110 S Suffolk
2	Ironwood	Spec. Food - Smoothies	Good Life Nutrition Club	215 W McLeod
1	Ironwood	Restaur. - American	Ben's Place	112 W Aurora
2	Ironwood	Restaur. - American	Breakwater Restaurant	1111 E Cloverland
3	Ironwood	Restaur. - American	Don & GG's Food, Spirits	1300 E Cloverland
4	Ironwood	Restaur. - American	Elk & Hound	200 Country Club
5	Ironwood	Restaur. - American	Joes Pasty Shop	116 W Aurora
6	Ironwood	Restaur. - American	Maplewood Steakhouse	156 E Cloverland
7	Ironwood	Restaur. - American	Mike's Family Restaurant	106 E Cloverland
8	Ironwood	Restaur. - American	Rigonis Inn	925 E Ayer
1	Ironwood	Restaur. - Asian	Golden Dragon	215 S Suffolk
1	Ironwood	Restaur. - Bar by Name	Brewster's Northwoods Bar	112 S Lowell
2	Ironwood	Restaur. - Bar by Name	Larry's Lucky Strikes Bar, Grill	213 E Cloverland
3	Ironwood	Restaur. - Bar by Name	Midway Bar	204 W Aurora
4	Ironwood	Restaur. - Bar by Name	Olde Suffolk Ale House	125 S Suffolk
5	Ironwood	Restaur. - Bar by Name	Olkie's Bar	304 S Suffolk
1	Ironwood	Restaur. - Café by Name	Steep Creek Café	930 E Cloverland
2	Ironwood	Restaur. - Café by Name	The Pines Café	120 S Suffolk
3	Ironwood	Restaur. - Café by Name	Tracy's Uptown Café	518 E McLeod
1	Ironwood	Restaur. - Italian	Manny's Restaurant	316 E Houk
1	Ironwood	Restaur. - Pizza by Name	Angelo's Pizza	210 Roosevelt
2	Ironwood	Restaur. - Pizza by Name	Little Caesar's	521 N Lake
3	Ironwood	Restaur. - Pizza by Name	Pizza King Joe	400 Silver
1	Ironwood	Restaur. - Limited Service	Burger King	1410 E Cloverland
2	Ironwood	Restaur. - Limited Service	McDonald's	337 E Cloverland
3	Ironwood	Restaur. - Limited Service	Subway	1403 E Cloverland

Source: Field observations by LandUseUSA and internet research by Seamles Collaborative, 2016.
 Lists are not necessarily all-inclusive, and any imperfections or omissions are unintentional.

Websites of Selected Independent Retail Establishments Selected Counties in the Western Upper Peninsula | Year 2016

Total Count	County	Store Location	Retail Category	Business Name	Website URL
1	Baraga	L'Anse	Build. Supplies, Lumber	Michels & Sons Bldg. Supp.	www.michelslumber.com
2	Baraga	L'Anse	Restaur. - Café	Hilltop Family Restaurant	www.sweetroll.com
3	Baraga	L'Anse	Sport. Goods - Outdoors	Indian Country Sports	www.indiancountrysports.com
1	Ontonagon	Ontonagon	Apparel - Jewelry	Living the UP Dream	www.livingtheupdream.biz
2	Ontonagon	Ontonagon	Gifts - Florist	Forever Flowers	www.foreverflowersmi.com
3	Ontonagon	Ontonagon	Gifts - Florist	Ontonagon Flowers	www.ontonagonflowers.com
1	Gogebic	Ironwood	Apparel - Outdoors	Stormy Kromer Outlet Store	www.stormykromer.com
2	Gogebic	Ironwood	Fabrics, Quilting	Fabric Patch Quilt Shop	www.fabricpatch.com
3	Gogebic	Ironwood	Sport. Goods - Outdoors	Hobby Wheel Ski & Bike	www.hobbywheel.com
1	Iron	Iron River	Gifts, Florist	Silver Moon Gifts, Clothing	www.silvermoonir.com
2	Iron	Iron River	Gifts, Gift Baskets	The Rose Quartz Cottage	www.therosequartzcottage.com
3	Iron	Iron River	Restaur. - Café	Contrast Coffee Co.	www.contrastcoffeeco.com
4	Iron	Iron River	Spec. Food - Fudge	Happy Trails Trading Post	www.happytrailstradingpost.com
5	Iron	Stambaugh	Spec. Food - Coffee	The Bearded Apple	www.thebeardedapple.com

Source: Based on internet research by Seamless Collaborative and LandUseUSA, 2016.

Retail Expenditure Potential by Predominant Lifestyle Cluster
West Upper Peninsula Prosperity Region 01a | 2014 - 2015

Exhibit B.14

Code		Gogebic	Gogebic	Gogebic	The City of	The City of	The City of
		County	County	County	Ironwood	Ironwood	Ironwood
		Hhlds.	Hhlds.	Hhlds.	Hhlds.	Hhlds.	Hhlds.
				Retail			Retail
		Total Existing	Median	Expenditure	Total Existing	Median	Expenditure
		Households	Household	Potential	Households	Household	Potential
			Income	(\$Mil.)		Income	(\$Mil.)
	All 71 Lifestyle Clusters	6,706	\$34,021	\$112.4	2,368	\$26,212	\$71.6
A02	Platinum Prosperity	1	\$130,020	\$0.0	0	\$100,176	\$0.0
A04	Picture Perfect Families	0	\$93,768	\$0.0	0	\$72,245	\$0.0
B09	Family Fun-tastic	21	\$56,232	\$0.5	9	\$43,325	\$0.3
C11	Aging of Aquarius	28	\$65,510	\$0.6	7	\$50,473	\$0.2
C12	Golf Carts, Gourmets	3	\$56,842	\$0.1	0	\$43,795	\$0.0
D15	Sports Utility Families	40	\$53,562	\$0.9	4	\$41,268	\$0.1
E20	No Place Like Home	75	\$42,564	\$1.5	10	\$32,794	\$0.3
E21	Unspoiled Splendor	524	\$39,857	\$10.2	82	\$30,708	\$2.6
F23	Families Matter Most	10	\$39,252	\$0.2	4	\$30,242	\$0.1
H29	Destination Recreation	27	\$29,420	\$0.5	12	\$22,667	\$0.4
I30	Stockcars, State Parks	73	\$39,142	\$1.4	2	\$30,157	\$0.1
I31	Blue Collar Comfort	11	\$34,900	\$0.2	7	\$26,889	\$0.2
J34	Aging in Place	63	\$30,276	\$1.1	19	\$23,326	\$0.6
J35	Rural Escape	468	\$26,051	\$8.0	12	\$20,071	\$0.4
J36	Settled and Sensible	0	\$24,486	\$0.0	0	\$18,865	\$0.0
K40	Bohemian Groove	95	\$21,900	\$1.6	85	\$16,873	\$2.6
L41	Booming, Consuming	303	\$29,119	\$5.5	32	\$22,435	\$1.0
L42	Rooted Flower Power	83	\$29,300	\$1.5	69	\$22,574	\$1.5
L43	Homemade Happiness	200	\$22,680	\$3.3	41	\$17,474	\$1.2
M44	Red, White, Bluegrass	219	\$28,611	\$4.0	36	\$22,044	\$1.2
M45	Diapers, Debit Cards	15	\$22,170	\$0.2	12	\$17,081	\$0.4
N46	True Grit Americans	2,685	\$27,762	\$47.7	1,371	\$21,390	\$44.0
N47	Countrified Pragmatics	9	\$24,574	\$0.1	1	\$18,934	\$0.0
N48	Rural Southern Bliss	43	\$22,007	\$0.7	0	\$16,956	\$0.0
N49	Touch of Tradition	16	\$20,709	\$0.3	2	\$15,956	\$0.1
O51	Digital Dependents	122	\$24,344	\$2.0	25	\$18,757	\$0.8
O53	Colleges and Cafes	0	\$19,873	\$0.0	0	\$15,311	\$0.0
O54	Striving Single Scene	11	\$19,861	\$0.2	5	\$15,302	\$0.2
O55	Family Troopers	32	\$18,682	\$0.5	13	\$14,394	\$0.4
Q62	Reaping Rewards	6	\$23,591	\$0.1	1	\$18,176	\$0.0
Q64	Town Elders	1,205	\$15,864	\$16.1	304	\$12,222	\$7.8
Q65	Senior Discounts	176	\$10,486	\$1.6	88	\$8,079	\$1.6
R66	Dare to Dream	22	\$16,591	\$0.3	21	\$12,783	\$0.5
S68	Small Towns, Pockets	55	\$14,988	\$0.7	52	\$11,548	\$0.7
S71	Tough Times	28	\$12,086	\$0.3	26	\$9,312	\$0.5

Source: Underlying data provided by 2015 Experian Decision Analytics and 2010-2014 American Community Survey.
Analysis and exhibit prepared by LandUseUSA, 2016 © with all rights reserved.

PlaceScores™ - Local Placemaking Initiatives and Amenities
 (As evident through Online Search Engines)
 Selected Places | Michigan Upper Peninsula Prosperity Region 1a

Primary County	Baraga	Ontonagon	Gogebic	Iron
Jurisdiction Name	Village of L'Anse	Village of Ontonagon	City of Ironwood	City of Iron River
2010 Population (Decennial Census)	2,011	1,494	5,387	3,029
2014 Population (5-yr ACS 2009-2014)	2,077	1,457	5,237	2,979
City/Village-Wide Planning Documents				
1 City-Wide Master Plan (not county)	1	1	1	1
2 Has a Zoning Ordinance Online	1	1	1	1
3 Wants a Form Based Code or Hybrid	0	1	0	1
4 Parks & Rec. Plan and/or Commiss.	1	1	1	1
Downtown Planning Documents				
5 Established DDA, BID, or Similar	1	1	1	1
6 DT Master Plan, Subarea Plan	0	0	1	1
7 Streetscape, Transp. Improv. Plan	0	0	1	1
8 Retail Market Study or Strategy	1	1	1	1
9 Residential Market Study, Strategy	1	1	1	1
10 Façade Improvement Program	1	0	1	1
Downtown Organization and Marketing				
11 Redevelopment Ready Community	0	0	0	0
12 Designation: Michigan Cool City	0	0	0	1
13 Member of Michigan Main Street	0	0	0	1
14 Facebook Page	1	1	1	1
Listing or Map of Merchants and Amenities				
15 City/Village Main Website	0	0	0	1
16 DDA, BID, or Main Street Website	0	0	0	0
17 Chamber or CVB Website	1	1	1	1
Subtotal Place Score (17 points possible)	9	9	11	15

This PlaceScore assessment is based only on internet research, and has not been field verified. Analysis and assessment by LandUse|USA © 2016, and may reflect some input from local stakeholders. If a community's amenities and resources are not listed, then the challenge is to improve marking efforts, and ensure that the resources are available and easy to find through mainstream online search engines. The PlaceScore term and methodology is trademarked by LandUse|USA with all rights reserved.

PlaceScores™ - Local Placemaking Initiatives and Amenities
 (As evident through Online Search Engines)
 Selected Places | Michigan Upper Peninsula Prosperity Region 1a

Primary County	Baraga	Ontonagon	Gogebic	Iron
Jurisdiction Name	Village of L'Anse	Village of Ontonagon	City of Ironwood	City of Iron River
2010 Population (Decennial Census)	2,011	1,494	5,387	3,029
2014 Population (5-yr ACS 2009-2014)	2,077	1,457	5,237	2,979
Unique Downtown Amenities				
1 Cinema/Theater, Playhouse	0	1	1	1
2 Waterfront Access/Parks	1	1	0	1
3 Established Farmers' Market	1	0	1	1
4 Summer Concert Series	1	0	0	0
5 National or Other Major Festival	0	1	0	0
Downtown Street and Environment				
6 Angle Parking (not parallel)	1	1	0	0
7 Total Reported Walk Score is 50+	1	0	1	1
8 Walk Score/1,000 Pop is 40+	0	0	0	0
9 Off Street Parking is Evident	1	1	1	1
10 2-Level Scale of Historic Buildings	1	1	1	1
11 Balanced Scale 2 Sides of Street	0	1	1	1
12 Pedestrian Crosswalks, Signaled	0	0	1	1
13 Two-way Traffic Flow	1	1	1	1
Subtotal Place Score (13 points possible)	8	8	8	9
Total Place Score (30 Points Possible)	17	17	19	24
Reported Walk Score (avg. = 42)	50	43	75	63
Walk Score per 1,000 Population	24	30	14	21

This PlaceScore assessment is based only on internet research, and has not been field verified. Analysis and assessment by LandUse|USA © 2016, and may reflect some input from local stakeholders. If a community's amenities and resources are not listed, then the challenge is to improve marking efforts, and ensure that the resources are available and easy to find through mainstream online search engines. The PlaceScore term and methodology is trademarked by LandUse|USA with all rights reserved.