

HyettPalma

Blueprints for Michigan's Downtowns



Ironwood

Downtown
Blueprint
2009

Blueprints for Michigan's Downtowns is a partnership effort between the Michigan State Housing Development Authority (MSHDA) 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.

Those communities selected for the ***Blueprint*** program receive a grant for 50% of the ***Blueprint*** fee. The Specialized Technical Assistance and Revitalization Strategy (STARS) Team of MSHDA manages the program. The MML was the organization that originally introduced the ***Blueprint*** concept to the state. HyettPalma is the consulting firm that has been selected for the program, working directly with each community to define its ***Downtown Blueprint***.

The communities selected in 2003, which was the first year of the ***Blueprint*** program, were: Adrian, Battle Creek, Brighton, Buchanan, Cheboygan, Davison, Grand Haven, Jonesville, Middleville, Mt. Pleasant, and Norway.

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

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

The communities selected in 2006, during the fourth round of the program, were: Charlevoix, Muskegon Heights, Oscoda, Petoskey, and Tecumseh.

The communities selected in 2007, during the fifth round of the program, were: Caro, Clio, and Ypsilanti.

The communities selected in 2008, during the sixth round of the program, were: Gladwin, Hartford, Hillsdale, Ironwood, New Baltimore, and Sparta.

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May 12, 2009

The City of Ironwood
Members of the Downtown Ironwood
Development Authority
Members of the Process Committee
c/o City Hall
213 South Marquette Street
Ironwood, MI 49938

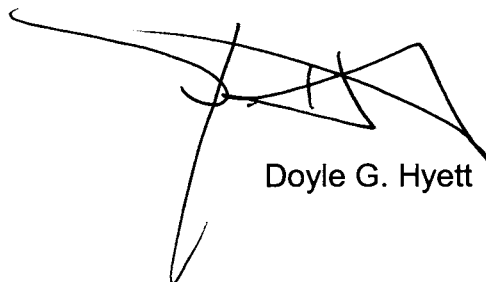
RE: **Ironwood Downtown Blueprint 2009**

HyettPalma, Inc., is pleased to present the following report: ***Ironwood Downtown Blueprint 2009***, completed under the Michigan State Housing Development Authority's program titled ***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 and capture the identified market opportunities.

We 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 successes and know that we stand ready to assist in any way we can as you proceed with Ironwood's Downtown enhancement effort.

Sincerely,



Doyle G. Hyett



Dolores P. Palma

Process Committee Members

At the request of HyettPalma, Inc., the City of Ironwood formed a Process Committee to oversee this project. HyettPalma would like to thank the members of the Ironwood Downtown Process Committee, listed below, for all their time, effort, and dedication in preparing for, and participating in completing, the ***Ironwood Downtown Blueprint 2009***.

Bruce Noren, Mayor, City of Ironwood
George Goerig, Chairman, Downtown Ironwood Development Authority
Joe Karius, Vice-Chairman, Downtown Ironwood Development Authority
Cory Gresham, Member, Downtown Ironwood Development Authority
Steve Frank, Member, Downtown Ironwood Development Authority
Louis Demasi, Member, Downtown Ironwood Development Authority
Jackie Powers, Member, Downtown Ironwood Development Authority
Eva Smith-Ferguson, Member, Downtown Ironwood Development Authority
Wayne Ozark, Member, Downtown Ironwood Development Authority
Scott Erickson, City Manager, City of Ironwood
John Garske, President, Ironwood Industrial Development Corporation
John Wyssling, Chairman, Ironwood Planning Commission
Donna Scorse, Director, Ironwood Area Chamber of Commerce
Kim Kolesar, Director, Ironwood Area Chamber of Commerce
Trish Massi, President of the Board, Ironwood Area Chamber of Commerce
DeeGee Pawlicki, Director, Western Upper Peninsula Convention and Visitors Bureau
Sue Murphy, President, River Valley Bank
Jim Rayner, Superintendent, Ironwood Area School District
Dan Berlin, Treasurer, Ironwood Historical Society
Bill Penrose, Owner, Backstreet Cycle

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Blueprints for Michigan's Downtowns

Project Overview

I. PROJECT OVERVIEW

This document presents the community's economic vision for Downtown Ironwood – the boundaries of which are shown on the following page of this document – as well as the findings of a market analysis conducted by HyettPalma for Downtown. The vision and the market analysis results were used as the foundation upon which to develop an economic enhancement strategy for Downtown Ironwood. The economic enhancement strategy was specifically crafted to further strengthen Downtown Ironwood and to guide its future development – in-keeping with the community's vision and the market analysis findings.

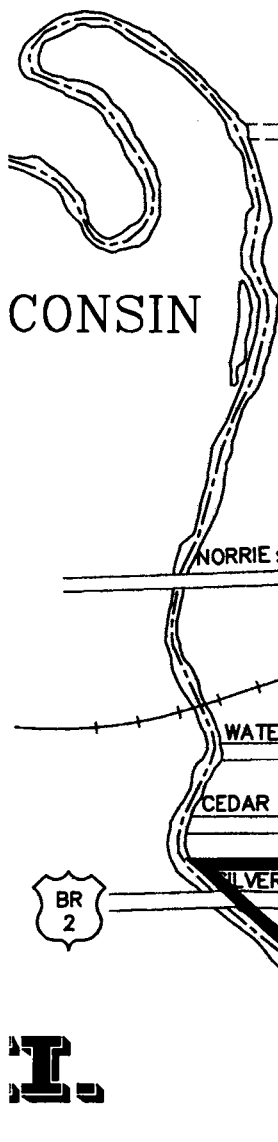
This project was completed as part of the ***Blueprints for Michigan's Downtowns*** technical assistance program, a partnership of the Michigan State Housing Development Authority (MSHDA) and the Michigan Municipal League (MML). The ***Ironwood Downtown Blueprint 2009*** was completed by HyettPalma, Inc., with the involvement of the Ironwood Downtown Process Committee formed by the City of Ironwood to oversee this project.

The methodology used to define the ***Ironwood Downtown Blueprint 2009*** 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 currently operating 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.

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Resident & Business Surveys

II. RESIDENT & BUSINESS SURVEYS

As a part of this project, two surveys were conducted to gauge the health of Downtown Ironwood, 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.

Frequency of Trips

A full 67% of residents surveyed reported coming to Downtown Ironwood with great frequency – defined as between one and seven times a week.

Just over one-fifth of those surveyed (22%) said they come to Downtown with moderate frequency – defined as from three times a month to once every two months.

And, 11% said they seldom or never come to Downtown Ironwood at this time.

Purpose of Trips

Trade area residents were asked to cite the main reasons they currently come to Downtown Ironwood. The top reason given was shopping, cited by 38% of those surveyed.

The next three reasons mentioned were eating in restaurants (15%), banking (12%), and using the post office (9%).

Therefore, almost three-quarters of those surveyed (74%) said they now come to Downtown Ironwood for one of the above four reasons.

The remaining reasons survey respondents mentioned for Downtown trips were:

- Work there (4%);
- Service businesses (4%);
- Entertainment (4%);
- Visiting friends or family (3%);
- Religious services (2%);
- Personal business – doctor, lawyer, etc. (2%);
- Library (2%); and

- Other reasons (5%) – recreation, live there, passing through, government business.

Shopping Area of Choice

Residents surveyed were asked where they currently do most of their family shopping, other than grocery shopping. The most often given responses were the City of Ironwood, cited by 44% of respondents, and Ironwood Township, cited by 37%.

Another 16% of survey respondents said they shop out of town in a variety of cities. Those included Duluth, Ashland, Bessemer, Hurley, Milwaukee, and Wausau.

The remaining 3% of respondents said they do most of their shopping on-line.

When asked why they choose to shop in a particular area, over one-half of residents surveyed (56%) stressed the importance of convenience.

Another 25% of those surveyed said they choose a shopping area based on the variety/selection offered (14%) or price (11%).

The remaining 19% said they decide where to shop based on:

- Closeness to their place of work (5%);
- Closeness to their home (5%);
- Service (4%);
- To shop local (3%); and
- Parking (2%).

Downtown Characteristics

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

Eleven characteristics were rated "good" by a majority or significant percent (defined as up to 45%) of residents and eight characteristics received this rating from a majority or significant percent of business owners.

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Residents and business owners were in agreement on the following seven characteristics:

- Feeling of safety (86% residents, 71% business owners);
- Helpfulness of salespeople (78% residents, 63% business owners);
- Knowledge of salespeople (67% residents, 45% business owners);
- Quality of restaurants (61% residents, 60% business owners);
- Quality of retail goods (60% residents, 56% business owners);
- Business hours (59% residents, 48% business owners); and
- Prices at restaurants (47% residents, 49% business owners).

The four characteristics rated "good" by a majority or significant percent of residents surveyed – but not of business owners – were:

- Parking convenience (51% residents, 25% business owners);
- Traffic circulation (49% residents, 43% business owners);
- Cleanliness of the area (49% residents, 35% business owners); and
- Parking availability (45% residents, 26% business owners).

And, the one characteristic rated "good" by a majority of business owners, but not residents, was:

- Quality of service businesses (41% residents, 53% business owners).

Downtown Improvements

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

Four improvements were rated "very important" by a majority or significant percent of residents and five were rated "very important" by a majority or significant percent of business owners.

Residents and business owners agreed that the following three improvements were "very important":

- Increase the number of retail businesses (76% residents, 79% business owners);

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- Increase the variety of retail goods (73% residents, 69% business owners); and
- Physically improve buildings (47% residents, 67% business owners).

One improvement was rated “very important” by a majority of residents – but not business owners. This was:

- Improve the quality of retail goods (56% residents, 31% business owners).

And, the following two improvements were rated “very important” by a significant percent of business owners, but not residents:

- Improve parking convenience (33% residents, 48% business owners); and
- Improve parking availability (32% residents, 48% business owners).

Desired Businesses/Activities

When asked to name the types of businesses or activities that would increase their patronage of Downtown Ironwood, residents expressed a desire for more:

- Apparel stores;
- Art and craft supply stores;
- Art, entertainment, and recreational activities; and
- Food establishments.

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Downtown Ironwood Tomorrow

III. DOWNTOWN IRONWOOD TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Ironwood – as it would ideally exist in the year 2014. A compilation of the thoughts and preferences expressed during those sessions is shown below.

By the year 2014, Downtown Ironwood would be a lively and welcoming center of commerce and community. Greater advantage would be taken of Downtown's entertainment venues – and more entertainment options would be added to Downtown's mix. People of all ages would be able to find businesses and activities in Downtown that please and accommodate them, making Downtown a multi-generational destination of choice. All this would add up to Downtown Ironwood being and looking full of life, both night and day.

Downtown would be an inviting place known for its friendly people. Shopkeepers would welcome customers to their stores, people would say "Hi" to strangers they meet on the street, and these friendly attitudes would make people – area residents and visitors alike – want to come back to Downtown time and again.

The community's history would be on display and described in Downtown so that tourists could get an understanding of what Ironwood "stood for" in the past and the contributions Ironwood has made to the nation's growth. This heritage would be celebrated in Downtown's art and festivals. And, it would be used as a springboard, propelling Downtown into the future as it accommodates up-to-date businesses, WiFi cafes, and "green" improvements.

Downtown would have a lively evening "scene" that includes indoor and outdoor music, art shows, films, and a variety of evening eating establishments. And, these would appeal to young and old.

Downtown would have a historic feel and cultural feel that create a sense of awe and excitement. Downtown's "wonderful historic buildings" would be respected and restored to their original grandeur by being rehabbed and reused. Public art and sculptures would be in place, which were created by local talent.

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Downtown would be easily accessible. Parking lots would be in good repair. There would be more complete removal of snow from walks and curbs. Connections would be made with Downtown Hurley. And, area trails would be used to link Downtown to the city's neighborhoods, schools, parks, etc.

Downtown would be clean at all times, with no litter or debris on the streets. Dilapidated and "unrecoverable" buildings would be razed. Entrances into Downtown would give a good first impression.

All storefronts in Downtown would be filled with quality businesses that attract and appeal to area residents and visitors. Downtown and its businesses would be well-marketed and have a greater Internet presence. Downtown and the Ironwood community would have a great self-image. And, that would translate into a positive attitude and great enthusiasm for Downtown. A "good enough" mentality would not exist, since quality in all things would be valued in and for Downtown.

Downtown business owners and property owners would be actively involved in Downtown and would work cooperatively for its betterment. All groups involved in Downtown – the DIDA, City, Chamber, CVB, etc. – would work in harmony, realizing that by coming together they will have greater strength and, therefore, realize greater success. And, all those involved would make decisions "as a community" in order to move Downtown forward.

Downtown's mix of businesses and offerings would be highly appealing by containing the following:

- More retail shops;
- Unique retail shops;
- Specialty boutiques;
- More eateries – varied, ethnic, lunch and dinner options;
- More and varied entertainment;
- Art galleries and studios;
- Loft apartments;
- Convenience goods needed by Downtown residents;
- Professional services;
- Green space; and
- Government facilities – Memorial Building, post office, expanded library.

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The above mix of uses would enable Downtown to attract a broad range of customers, clients, and enthusiasts, including:

- Residents of Ironwood and the region;
- Visitors of the region;
- Families;
- High school and college students;
- Highway travelers;
- Medical facility-users;
- Outdoor enthusiasts – silent sports and motorized sports; and
- Art, entertainment, and culture fans.

By the year 2014, Downtown Ironwood would be on its way to having the following image.

***A historic, cozy, and friendly Downtown that is
Fun for the entire family.***

***A pretty, comfortable, walkable Downtown that
Celebrates Ironwood's history as well as its
Ethnic and cultural heritage.***

***A clean, safe, and year-round Downtown
Of high quality and
Beautiful historic buildings.***

***A Downtown of
Friendly people with friendly attitudes.***

***A center of retail shops, great food, and
The arts – of all types – that
Offers so very much to do and enjoy.***

***A well-known and well-marketed Downtown
That is a preferred destination of
Area residents and visitors.***

*A Downtown that is SO cool it makes
People want to
Come back and bring their friends,
Open a business here,
Move their company here,
Move to Ironwood and raise their family here.*

*A Downtown that makes people say
"You can tell this community is growing,"
"People here really care about their Downtown,"
"Downtown Ironwood has the friendliest people I've ever met."*

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Downtown Market Analysis

IV. DOWNTOWN MARKET ANALYSIS

To ensure long-term economic results and success, Ironwood'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 Ironwood'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 17,508 – WITH AN ESTIMATED 7,864 HOUSEHOLDS (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD SIZE IS 2.14 PERSONS, WHICH IS LESS THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$321,000,000 PER YEAR (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$40,836 AND IS PROJECTED TO INCREASE TO \$45,030 ANNUALLY BY 2013 (Source: ESRI estimate)

Current Retail Businesses – Downtown Ironwood currently contains 42 retail businesses, which occupy approximately 198,000 square feet of building space. The retail inventory was completed by the Downtown Ironwood Process Committee and is shown on the following page.

Downtown Ironwood Retail Businesses by Standard Industrial Classification

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
5231	Paint/Glass/Wall Paper	1	6,400
5411	Grocery Store	1	2,697
5461	Retail Bakery	3	9,274.00
5511	New/Used Cars	1	6,664
5521	Used Cars	1	4,784
5531	Auto/Home Supply	1	4,000
5571	Motorcycle Dealer	1	2,600
5661	Shoes	1	1,728
5712	Furniture Store	3	40,603
5713	Floor Covering	1	9,730
5722	Home Appliances	1	3,600
5736	Musical Instruments	1	3,660
5812	Eating Places	4	28,143
5813	Drinking Places	3	6,397
5912	Drug Store	1	2,880
5932	Antiques	5	29,476
5942	Books	1	4,000
5944	Jewelry	1	3,240
5946	Camera/Supply	1	1,600
5947	Gift/Novelty	1	5,390
5949	Sewing/Piece Goods	1	1,280
5112	Office Supplies	1	3,950
7231	Beauty Shops	2	5,158
7241	Barber Shops	2	2,206
7911	Dance Studios/Schools	1	2,408
7991	Physical Fitness Facilities	1	3,332
7999	Mic. Amusement/Recreation	1	2,700

TOTAL NUMBER OF RETAIL BUSINESSES	42
TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE	197,900

TOTAL NUMBER OF VACANT RETAIL SPACES	16
TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE	74,112

Source: Downtown Ironwood Process Committee

Retail Potential – Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$117,000,000 per year. This demand is shown on the graph presented on the next page. 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 Ironwood retail businesses now generate an average (blended figure) of approximately \$130 per year per square foot in retail sales.

Since Downtown currently contains approximately 198,000 square feet of occupied retail space, Downtown Ironwood should currently be generating approximately \$21,500,000 in retail sales per year.

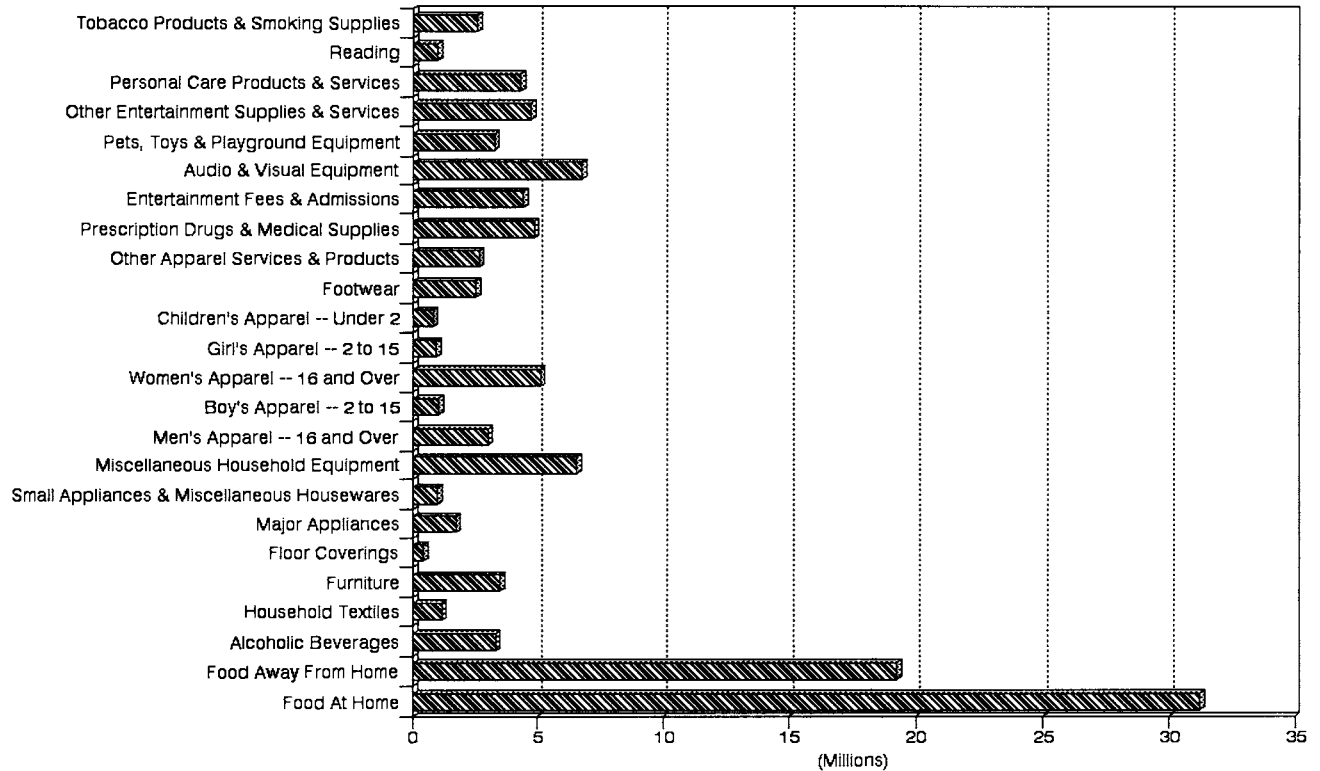
By dividing the project area's estimated annual retail sales – \$25,700,000 – by the total estimated demand for retail products within the primary trade area – \$117,000,000 – it can be concluded that Downtown Ironwood may currently be capturing approximately 22% of the retail sales potential within 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 Ironwood, 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 22% to between 23% and 23.5% by the year 2014. This should be considered a goal of the economic enhancement program.

If Downtown Ironwood is able to increase its market share to between 23% and 23.5% by the year 2014, it is possible that the project area may be able to increase its total capture of retail sales to between \$27,000,000 and \$27,500,000 by the year 2014 – considered in constant 2009 dollars.

This increase in total retail sales could potentially support the development of between approximately 10,000 and 14,000 net square feet of additional retail space by the year 2014 – which could include expansions or sales increases by existing Downtown Ironwood retail businesses and/or the construction of some limited amount of new retail space.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



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 2014, Downtown Ironwood'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.

IMPORTANT NOTE:

It must be clearly understood that the current state of the national economy may limit the amount of retail growth in Downtown Ironwood during the immediate future. However, historical data relating to post-recession recovery following the past two periods of sustained economic decline – in both the 1980s and 1990s – indicate that the growth of small, independent retail businesses will likely surface, first, as the economy recovers from the current downturn. And, it is anticipated that Downtown Ironwood will be an ideal environment to foster the development of small, independent retail businesses – as opposed to larger or chain businesses – during the immediate future.

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 Ironwood. 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 Ironwood follow.

- Downtown Ironwood currently contains a total of 30 various office occupants occupying approximately 90,000 square feet of building space.
- Downtown Ironwood is the traditional professional services and government center of the City and continues to occupy that position.

- Downtown's occupied office space serves, primarily, the personal needs of those who live within the broader community.
- The Downtown Ironwood office vacancy rate is currently 11%.
- The most significant concentrations of offices in Downtown Ironwood include depository institutions, health services, legal services, and professional services.

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 Ironwood 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 Ironwood'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.

Therefore, it is estimated that approximately 10,000 to 12,500 square feet of additional office space could potentially be supported in Downtown Ironwood between now and the year 2014. 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, office occupants currently located elsewhere in the community, or to experience significant expansion by current Downtown office operations, such as the library, post office, banks, or government facilities.

Downtown Ironwood Offices by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
271	Newspapers	1	3,800
472	Passenger Trans. Arrangement	1	1,712
483	Radio & TV Broadcasting	1	1,441
602	Commercial Banks	3	15,344
636	Title Insurance	1	1,200
637	Pension/Health/Welfare Funds	2	6,430
722	Photographic Studios	2	4,205
802	Offices/Clinics of Dentists	1	2,280
804	Offices of Other Medical	1	2,280
807	Medical/Dental Labs	1	2,280
811	Legal Services	4	9,484
823	Library	1	4,000
832	Individual/Family Services	1	4,760
861	Businesss Associations	1	1,600
871	Engineering/Architecture	2	5,940
872	Accounting/Bookkeeping	2	6,777
899	Services	3	4,857
922	Public Safety	1	10,000
963	Admin. of Utilities Programs	1	2,040

TOTAL NUMBER OF OFFICE BUSINESSES	30
TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE	90,430
TOTAL NUMBER OF VACANT OFFICE SPACES	5
TOTAL SQUARE FEET OF VACANT OFFICE BUSINESS SPACE	11,351

Source: Downtown Ironwood Process Committee

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

Downtown Housing Opportunities

Downtown Ironwood currently contains a total of approximately 183 housing units, including 147 apartments and 36 single-family homes located within the ***Downtown Blueprint*** project area. These units are occupied by approximately 380 residents.

As has been found throughout the nation during the past four plus decades – regardless of community size or location – as a Downtown's physical environment and mix of businesses is improved, the demand for housing in and near Downtown also increases. This has certainly been the case to date throughout Michigan.

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

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 or near Downtown; and
- Both owner-occupied and rental units.

As noted by the memo in the Appendix of this ***Downtown Blueprint***,

MSHDA resources could be used to help accelerate the pace of second-story development in Downtown and ensure that a high quality, solid mix of affordable and market rate housing exists as an integral part of the community.

The City of Ironwood was recently awarded, and is in the beginning stages of implementing, a Homeowner Rehabilitation grant administered through MSHDA's Office of Community Development (OCD). Grant Number M-2007-0072, for \$222,200 is to be administered over the period of December 1, 2008 – December 31, 2010, can provide homeowner rehabilitation activities within their target neighborhood which include

portions of downtown Ironwood. Additionally, Since June of 2000, MSHDA-OCD has awarded the City of Ironwood \$837,725 for Rental Rehabilitation Projects including some demolition activities as part of a Neighborhood Preservation Program in and around the downtown target area.

The rental rehabilitation component is designed to help a local unit of government provide funding assistance to improve the number of income producing, investor-owned properties in a Downtown area. Investor/owners are required to contribute a minimum of 25% of the total project cost for each rental unit being rehabilitated. In a Blueprint community, MSHDA could provide up to \$35,000 in hard rehabilitation and lead-based paint remediation related costs for each rental unit. Affordable rents to those less than 80% of the area median income are required for 51% of the units at initial occupancy and they must retain status as rental units for a period of five years. The balance of units, the other 49%, can be rented at market rates from initial occupancy throughout the five years. Both affordable and market rate units must be rehabilitated to ensure that Housing Quality Standards and local codes are met and maintained during that period.

Funds utilized in each project are held as a lien against the property during the 5-year compliance period. While the local unit of government would have some flexibility on how the lien is structured, generally the MSHDA lien is forgiven at the end of the compliance period.

In addition, the City of Ironwood could also encourage Downtown business owners to utilize the Property Improvement Program (PIP). The PIP loan can be used to finance renovations to both owner occupied and investor owned residential properties. Depending on the borrower's income, type of property, loan amount and other factors, the PIP loan carries an interest rate of between 4 and 8 percent and can be repaid over as much as 20 years. The PIP loan can be used to account for the owner/investor match of 25% that is required in the Rental Rehabilitation program.

The community should take every opportunity to examine, discuss, and employ these valuable MSHDA incentives to assist in the development of more Downtown housing.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Ironwood, 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

V. COURSE OF ACTION

This chapter includes a **Course of Action** specifically designed to help Downtown Ironwood:

- Attain the community's vision for Downtown's future – described as the “character” which Downtown should have in the future;
- Take advantage of the economic opportunities revealed through the Downtown market analysis; and
- Become more economically successful and self-sustaining.

That **Course of Action** is shown below following a description of the guidelines that should be embraced and used to direct the overall Downtown enhancement effort.

Guidelines

It will be very important for those implementing the **Downtown Blueprint** to adhere to the following **Guidelines**. Doing so will greatly increase the odds of Downtown achieving the results desired by the community.

1. Lessons Learned

Lessons learned by other communities, that have successfully enhanced their Downtown economies, illustrate that:

- One-way streets should not be created in Downtown – since they lessen motorist convenience and reduce pedestrian comfort;
- Downtown should not be turned into a “pedestrian mall” by banning vehicles from Downtowns streets – since such malls have proven to be the death knell of Downtown retail businesses; and
- Partnering with neighboring communities and Downtowns on a regional basis, while advantageous, should not be viewed as a panacea – since each community must ultimately control and be responsible for the fate of its own economy.

2. *Structured Approach*

This *Downtown Blueprint* must be viewed as the framework that:

- Serves as the backbone of the Downtown enhancement effort;
- Creates a context for initiatives that must be taken in and for Downtown;
- Puts Downtown's issues into perspective;
- Focuses the actions of the City, DIDA, Chamber, and CVB – as they relate to Downtown; and
- Must be committed to and implemented in its entirety – for maximum possible success to occur.

3. *Answers & Actions*

Some locally would claim that “we (community members) have the answers” and “know what needs to be done” to move Downtown forward. This is largely true, since a plan was completed for Downtown in 1981, that plan was updated by the DIDA in 1991, and now this *Downtown Blueprint* recommends the course of action that should be implemented in Downtown over the next five-years.

The “answers” are in place. Now, it is time for the community to:

- Stop debating and take appropriate and needed actions;
- Demonstrate the ability, commitment, responsibility, and accountability needed to create a more successful Downtown; and
- Commit to and focus on doing what is in the best interest of Downtown AS A WHOLE – rather than allowing turf, egos, and the issues of the past to be used as the basis for decision-making.

4. Funds

There is some concern locally about lack of funding to implement needed actions in Downtown. It has been found that, in Downtown enhancement, success breeds support. This means that those involved in the Downtown effort must:

- Show results in order to gain the confidence of potential funders – be they local, state, or federal;
- Do more, in terms of needed implementation, to get more funding; and
- Recognize that “significant” projects – that will garner attention and support from potential funders – are not necessarily large and costly.

5. Attitude

A positive attitude will be essential in bringing about Downtown's economic success. Therefore:

- All involved in the Downtown effort – and all community members who want Downtown to succeed – must act and speak in a positive manner about Downtown and its future;
- Efforts must be made to engage those involved in the “Next Generation” committees that have recently been formed in Ironwood; and
- Those who are “part of the solution” in Downtown must ignore and outshine those who choose to be naysayers – meaning those who choose to be “part of the problem.”

6. Economic Orientation

Downtown Ironwood has the potential to be – and therefore, should be – enhanced in a manner that allows it to claim the following economic orientation.

***The regional center of quality businesses
Located in a historic, wholesome setting that is
Quaint and cozy.***

***A family, fun community hub of
Goods and services that
People need and that people want.***

*An economic center of
Specialty retail, art, food, entertainment, and culture.*

*A hub of
Government, professional services,
History, transportation, and events.*

*A microcosm of all the best of Ironwood that
Serves regional residents and visitors and
Is a haven for cultural heritage tourists and eco-tourists.*

7. Focus Area

The Downtown enhancement effort should be focused in the following area:

*Aurora, from Lawrence to Norfolk and
Suffolk from Frederick to McLeod,
Including Depot Park and the Post Office.*

This seven-block area is currently the location of Downtown's pedestrian-oriented core and concentration of historic structures. The goal in this area should be to:

- Concentrate impulse-oriented uses in first floor spaces;
- Encourage the creation of loft apartments and offices in upper floors; and
- Create a critical mass of visible improvements in as short a timeframe as possible – and then extend the enhancement effort to the remainder of the Downtown project area.

8. Target Block

The Downtown enhancement effort should be started by targeting improvements in the block of Aurora from Lowell to Suffolk. Specifically, the building improvement initiatives and business development initiatives recommended in this **Downtown Blueprint** should be started in and targeted in this block. And, when significant success has been realized in this block, efforts should be expanded into the remainder of the focus area.

Physical Improvements – Public

The following improvements should be made to Downtown's public spaces in order to make Downtown as appealing and comfortable as possible.

1. Streetscape

Downtown's streetscape should be augmented with the following enhancements and amenities.

- Additional flowers should be placed throughout the Downtown focus area, with particular emphasis at Depot Park and the Pocket Park.
- Benches and year-round trash receptacles should be added to the Downtown focus area. Ideally, these would be black, metal, and "historic" in style.
- Customized, seasonal banners should be placed on Aurora and Suffolk. These should be used to link Downtown Ironwood with Downtown Hurley. And, if possible, the banners should be produced using local talent.
- Downtown's street lights should be examined to ensure that they are coming on and going off at appropriate hours and that all are doing so consistently.

2. Litter Control

To retain and strengthen its image as a wholesome, family-oriented area, Downtown must be litter-free at all times. This should be accomplished by:

- The City providing an adequate number of on-street trash receptacles;
- Having the DIDA summer part-time maintenance person pick up litter as part of their maintenance duties;
- Business owners sweeping their entries and walks – and picking up any litter that appears in front of their shops – on a daily basis; and
- Ensuring that business trash is containerized properly.

3. Wayfinding Signs

A wayfinding sign system, which leads motorists to Downtown and its major attractions, has been created in Ironwood. The community should be commended for this important and progressive effort. Now, the time has come to augment the wayfinding system in the following manner.

Existing wayfinding signs should be made more effective by:

- Making them visually consistent, so that they more easily catch the motorist's eye;
- Revamping existing wooden signs so that they all direct motorists to "Downtown," as opposed to "Town Center" or "Business District;"
- Freshening, landscaping, and lighting the current wooden wayfinding signs; and
- Using the same colors and fonts on all wayfinding signs.

The current wayfinding sign system should be expanded by producing and erecting:

- Directional signs to Downtown that are placed on US-2 farther from Douglas Boulevard – both east and west;
- A landscaped and lighted "Welcome to Historic Downtown Ironwood" sign near the intersection of Frederick and Douglas at Depot Park; and
- A landscaped and lighted sign at the intersection of Aurora Street and McLeod Avenue, which points motorists to Downtown Ironwood.

4. Entrance to Downtown

The most heavily traveled entrance into Downtown Ironwood is currently Douglas Boulevard from US-2. It is very important that this Downtown entryway give motorists a good first impression of Downtown and the community. Therefore, to ensure that this is the case, a concerted effort must be made to have all signs of blight eliminated in the area of Douglas, Frederick, and Suffolk. This should be accomplished by, first, the City working cooperatively with property owners in this

area, offering all incentives and assistance available to remove blight. If this approach does not yield the desired results, the City should then address the issue through code enforcement.

5. Park Expansion

The City of Ironwood would like to connect Depot Park and neighboring Kuitanen Park by vacating Frederick from Suffolk to Lowell. It is understood that doing so would likely require acquiring a small piece of property now owned by the railroad. It is hoped that the railroad cooperates with the City – and that the City is able to move forward with this project – since doing so would create a Downtown “town square” that can be more effectively used as a community gathering space and for special events.

6. Parking

It appears that, for the most part, the number of parking spaces in Downtown Ironwood is sufficient to meet daily demand. However, the following improvements should be made to increase the availability and convenience of that parking.

On-Street Parking – Downtown’s on-street parking spaces should be made more usable by:

- Urging Downtown employers and employees to practice “self-policing” by not parking in on-street spaces in the heart of Downtown, but parking in lots and in on-street spaces at the periphery of Downtown instead – so that prime on-street spaces can be made more available to Downtown’s customers and clients;
- If this “self-policing” is not successful, then the City should enforce the current two-hour on-street parking limit by recording tags and targeting repeat offenders;
- Due to snow, “no parking” areas and handicap spaces should be designated by the use of signs, rather than by painting curbs;
- Due to snow, on-street parking spaces should not be striped – instead, motorists should be allowed to find their own limits, which will most likely result in more cars being parked per block.

Off-Street Parking – Downtown's public parking lots should be made more usable by:

- Erecting signs that direct motorists to these lots; and
- Delineating parking spaces in these lots – since not doing so would result in chaos.

In addition, if at all possible, the City should create additional off-street, public parking adjacent to the Memorial Building – since the demand for parking in this area appears to exceed the number of public parking spaces currently available.

7. Public Art

During sessions held to define this *Downtown Blueprint*, there was a strong desire voiced by the community for featuring public art in Downtown. This should be done in the following manner.

Hiawatha – The 50 foot tall, 16,000-pound statue of Hiawatha – “The World's Largest and Tallest Native American” – which was erected in 1964, is one of Ironwood's most beautiful and imposing icons. However, the statue is not now as highly visible, or having as great an impact, as it could be. To make Hiawatha more visible, increase its impact, and enable it to act as a Downtown beacon, consideration should be given to moving the statue – if feasible – to a highly visible Downtown location, such as Depot Park.

Sculpture – Sculpture should be added to Downtown at the following public spaces:

- The Downtown Pocket Park;
- The anticipated future public parking lot adjacent to the Memorial Building, recommended above; and
- Depot Park – if it is not feasible to move Hiawatha to this location, then consideration should be given to creating another large sculpture for this space.

Sculpture placed in Downtown should be of high quality and should reflect the history, character, and image of Downtown and the community.

Murals – It is understood that there is interest locally in creating murals on the sides of buildings in Downtown Ironwood. This idea has been borrowed from nearby Downtown Ashland, Wisconsin. Due to the number, size, and detailed depictions of its murals, Downtown Ashland has become known throughout the region for this form of public art. As a result, it could be said that Downtown Ashland has “staked its claim” to this particular form of Downtown attraction. Therefore, care should be taken to ensure that all public art created in Downtown Ironwood is equally original, unique to Ironwood, and can act as a one-of-a-kind attraction for Downtown.

Physical Improvements – Private

The following actions should be taken to stimulate reinvestment in Downtown's privately owned buildings.

1. New Incentives

The following new incentives should be created to assist and motivate private property owners in upgrading their Downtown real estate.

- A 50-50 matching grant program should be created to improve the façades of Downtown buildings – and to improve/create business signs, if possible. This grant program should be created with newly sought funds or by reprogramming funds already available. Consideration should be given to setting the maximum available grant amount at \$7,500 per façade. In order to receive a matching grant, applicants should be required to use the design guidelines recommended below.
- Design guidelines should be created for Downtown by using the U.S. Secretary of the Interior's *Standards for Rehabilitation* as a minimum. The Downtown design guidelines should spell out the “do's and don'ts” of rehabilitating Downtown structures and should include illustrations so that they are easy for property owners to understand and use.
- A 50-50 matching grant program should be created to assist owners in making interior building improvements, if funds can be obtained. To do so, consideration should be given to using the City's revolving loan fund. Consideration should be given to setting the maximum interior grant amount at \$2,500 to \$5,000 per building interior.

2. Incentive Tool Kit

A one-page, easy to understand listing of all incentives available in Downtown should be created and distributed. This "Incentive Tool Kit" should include:

- The matching façade grant program;
- The matching interior improvement grant program;
- Applicable resources available through MSHDA;
- Applicable resources available through MEDC; and
- Historic tax credits available through the State of Michigan and at the Federal level.

To promote the use of all available incentives:

- The Incentive Tool Kit should be handed out door-to-door in Downtown;
- Downtown absentee property owners should be contacted and informed of the incentives;
- A town meeting should be held to inform area-wide investors of the incentives; and
- Promotion of the incentives should be immediate and aggressive.

3. Code Compliance

The City of Ironwood is currently restructuring its code enforcement system in an effort to see more active removal of blighting influences in the community – and in Downtown. This is very important to protect community health and safety. Therefore, the City should diligently enforce all codes in Downtown by:

- Aggressively contacting and working with all owners whose property is not up to codes;
- Offering those owners all available incentives; and
- Where the above does result in code compliance, resorting to ticketing and fining the involved property owners.

4. *Demonstration Building*

The DIDA has shown interest in acquiring, rehabbing, and reselling a vacant Downtown building, as a means of demonstrating that abandoned Downtown buildings can be improved and returned to productive use.

HyettPalma would urge the DIDA to consider incentivizing the private sector to take on such initiatives – by creating and marketing the incentives recommended in this document. However, if the DIDA determines that there is a need for it to “prime the pump” with a demonstration project, then HyettPalma would recommend that:

- The DIDA select one vacant Downtown building as a model;
- The building selected should be in the target block recommended earlier;
- The DIDA should ensure that the building’s façade is rehabbed in accordance with the U.S. Secretary of the Interior’s *Standards for Rehabilitation*;
- The DIDA should ensure that the building meets all City codes when the rehab is completed;
- The DIDA should resell the completed structure and get it back on the tax rolls as quickly as possible; and
- Ideally, the DIDA should sell the structure to the owner of a successful business – who will be a business owner/occupant of the structure.

HyettPalma believes it is incumbent upon the firm to urge the DIDA to travel down this path with extreme caution, since:

- The DIDA should not be in – or unexpectedly find itself in – the business of owning or holding Downtown real estate for the long-term;
- The DIDA has very limited resources at this time and – as can be seen in this *Downtown Blueprint* – there are many projects which need to be implemented in Downtown; and

- Downtown Ironwood is not in desperate shape economically – and care should be taken not to inadvertently send the message that it is, to the investment community.

5. Housing

The DIDA and the City should encourage all owners of multi-story Downtown buildings to create quality, upper story housing in those structures. This should include:

- A range of units that are attractive and affordable for all income groups;
- Affordable as well as market-rate apartments; and
- Only apartments of quality, regardless of the rental rates involved.

Business Development

The following actions should be taken to strengthen Downtown's current businesses, broaden Downtown's business mix in a manner that complements its existing business base, and make Downtown more of a destination.

1. Pro-Business Government

Currently, the City staff makes a significant effort to assist applicants who submit plans that need to be revised in order to receive permits. This is an exemplary demonstration of the City's pro-business attitude, for which it should be commended. To stimulate further Downtown investment, the fact that this posture exists at City Hall should be promoted.

2. Library Expansion

The City's Downtown library is a significant anchor. Therefore:

- The library should NEVER be moved from Downtown;
- The Carnegie building – in which the library is located – should NEVER be lost through disinvestment; and
- Funds should be sought to restore and expand the library in its current location and building – as the library has planned – through a community effort.

3. Public Safety

Downtown is and is viewed as being very safe at this time. Therefore, the City Police Department should continue providing “friendly” police presence in Downtown through foot patrols, bike patrols, vehicle patrols, and evening door shakes.

In addition, the following public safety measures should be taken:

- Additional, strategically placed surveillance cameras should be installed in Downtown – with visible signs announcing their presence – to discourage petty vandalism; and
- A ladder truck should be obtained to ensure adequate fire protection for Downtown and for the City’s taller buildings.

4. Snow Removal

The removal of snow in Downtown is now a joint effort between the City (which clears streets and also snow banks, as time permits) and Downtown property owners (who are responsible for clearing sidewalks). Since there is a degree of dissatisfaction locally with the effectiveness of this system, it is suggested that:

- The City should make the maximum effort possible to remove snow, including banks, quickly and much more aggressively after each snow event;
- Owners must clear the sidewalks in front of their property after each snow event; and
- When owners do not clear snow in a timely manner, the City should be aggressive in having that sidewalk snow removed – and should charge and fine owners for doing so.

5. Business Hours

Downtown's business hours must be made convenient for area residents and tourists, or they will not be able to increase their profitability. Therefore:

- Every Downtown business owner should adjust their hours so that they are open "market-driven hours" – meaning each business would be open during the times that are most convenient for that business's customers;
- Downtown convenience and impulse-oriented businesses should be open a full-day on Saturdays; and
- Those same types of businesses should consider being open one late night a week, on a year-round basis – as a group.

6. Outdoor Seating

All eating establishments located in Downtown should provide outdoor seating for their customers during clement weather. And, owners should give serious thought to using heaters, which can greatly extend the outdoor seating season in cooler climates.

7. Business Signs

The City should allow projecting business signs in Downtown, as well as flush mounted signs. Appropriate business sign size, materials, and location should be addressed in the design guidelines mentioned above.

8. Restrooms for the Public

The public should be afforded the convenience of restroom use while in Downtown by making it widely known to area residents and tourists that restrooms are available at Downtown's library, Depot Park, and Memorial Building. And, Downtown business owners should allow – and even encourage – public use of restrooms in their shops, since doing so has often been found to spur sales.

If the decision is made to create public restrooms, this should be done with extreme caution, since such facilities have been found to create tremendous maintenance, security, and cost issues.

9. Incubator

There is some interest locally in creating a Downtown incubator, which would offer lower costs to start-up business tenants and then “spin out” those businesses when they reach a certain level of success. While well-intended as this idea might be, it is not an initiative HyettPalma would recommend at this time since:

- Incubators tend to require long-term public subsidies, rather than being self-sustaining;
- Incubators are meant to assist and attract start-up businesses – which have the highest rate of failure of all businesses; and
- Downtown rents appear to be in a range that would be reasonable for most businesses to afford. In fact, buildings are so reasonably priced in Downtown Ironwood at this time that building ownership could be as attractive as renting building space for many new business owners.

10. Top Business List

Following is a listing of the business types which should be sought within the immediate future for Downtown Ironwood:

- Restaurants with entertainment;
- Art galleries, art-related businesses, and classes that teach art;
- Casual apparel;
- Coffee house;
- Sporting goods;
- Optical products;
- Gifts; and
- Florist.

11. Full Business List

Following is the full listing of types of businesses and uses appropriate for Downtown Ironwood.

Prepared Food

- Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros;
- 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, Thai, etc.

Food for Home

- Groceries;
- Green/Organic Grocer;
- Health Foods; and
- Meat/Fish Market.

Entertainment

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

Specialty Retail

- Antiques;
- Appliances;
- Art Galleries, Framing, Crafts, and Supplies;
- Books and Periodicals;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Computers and Software;
- Florist;
- Gifts;
- Hardware;
- Home Decorating Products and Design Services;
- Music (Recorded and Sheet) and Musical Instruments;
- Office/School Supplies;
- Optical Products;
- Radio/TV/Electronics and Supplies;
- Sewing Supplies;
- Shoes, Dress and Casual;
- Variety Store;

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- Sporting Goods;
- Stationery and Cards;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry; and
- Wall Coverings and Paint.

Convenience Retail/Select Support Services

- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;
- Spa;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- 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;

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- Print Shops;
- Public Order and Safety;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing and Other Uses

- Housing above first floor uses;
- Housing as infill on redeveloped lots, underutilized lots, and surface parking lots;
- Museums; and
- Churches in buildings designed as churches, not storefronts.

12. Internal Business Recruitment

Owners of successful businesses in Downtown Ironwood should be encouraged and assisted in all ways possible to re-orient, expand, contract, open new doors, or otherwise take advantage of all market opportunities identified for Downtown Ironwood before new outside investors are sought. This form of business creation is known as “internal business creation.” This form of business development is very cost-effective. And, since the owners of successful businesses in Downtown Ironwood are known in the marketplace and know the marketplace, their chances of succeeding with a new venture will likely be much greater than a start-up venture undertaken by an out-of-Downtown investor.

13. External Business Recruitment

This is the traditional form of older commercial district business attraction, characterized by seeking business prospects from outside Downtown Ironwood to open an additional store or relocate their current business to Downtown Ironwood.

When existing Downtown Ironwood business owners do not desire to take advantage of new Downtown business opportunities, then the City's Community Development Director, working with Downtown Ironwood property owners, should aggressively seek appropriate business prospects – of the types recommended in this ***Downtown Blueprint*** – for Downtown Ironwood when space is about to become available. Prospecting for businesses should be undertaken throughout Michigan's Upper Peninsula, northwestern Wisconsin, and beyond if deemed necessary.

Marketing

The following marketing campaign should be implemented to attract greater numbers of regional residents and tourists to Downtown Ironwood.

1. Story Placement

Working with area media – print and electronic – to spread the word about Downtown and its enhancement is one of the most effective ways to gain and pique the attention of potential customers and investors. Therefore, an initiative should be created to:

- Develop a list of all major media located throughout the region;
- Establish a contact person at each;
- Develop a professional rapport with each contact;
- Provide each contact person information about Downtown, the enhancement effort, and successes/changes realized – whether that be by issuing press releases, suggesting story ideas, writing stories, holding news conferences, etc.;
- Invite contacts to visit Downtown and hosting them when they do; and
- Assign an individual to be responsible for conducting the story placement effort on a regular and on-going basis.

2. Tourists

Due to its amenities, history, and location, Downtown Ironwood and the region have great potential to attract and appeal to heritage cultural tourists and eco-tourists. Therefore, these two segments of the hospitality industry should be targeted as part of all efforts to market Downtown and the Western Upper Peninsula.

3. Brochure

In addition to the literature now in place to market Ironwood and the region, a glossy “lure brochure” should be created for Downtown. This should be done by the DIDA working with the Western Upper Peninsula Convention and Visitors Bureau.

Rather than promoting individual businesses, the Downtown brochure should promote Downtown as a whole. The brochure should position and tout Downtown as being a unique, historic, wholesome destination where the entire family can enjoy a day or a weekend.

The Downtown brochure should be professionally designed and of high quality in all respects – paper, text, graphics, overall design, etc.

The Downtown brochure should be widely distributed by placing it at area-wide welcome centers (including those in Michigan, nearby Wisconsin, and nearby Minnesota), gas stations, lodging facilities, and any other locations that regional visitors and residents frequent in large numbers.

At a minimum, the Downtown brochure should also be placed at:

- Gogebic Community College;
- The Transportation Center;
- The Pocket Park;
- The Depot;
- The Historic Ironwood Theater;
- The Library;
- The Post Office;
- The Memorial Building;
- The Civic Center;
- The Western Upper Peninsula CVB;
- The Fairgrounds;
- Businesses located along US-2;
- The County Courthouse;
- Gathering places located in Hurley, Bessemer, and Wakefield;
- The airports in Duluth and Wausau; and
- Gathering places in Ashland.

Finally, attempts should be made to distribute the brochure to outdoor sports enthusiasts and eco-tourists visiting the region, such as those in snowmobile clubs, ski resort guests, lake-goers, RV-ers, etc.

4. Tourism Literature

All tourism-related literature – whether produced by the Ironwood Area Chamber of Commerce or the Western UP CVB – should highlight Downtown Ironwood as a historic, wholesome, family fun destination that is not to be missed.

5. Events

Currently, three special events are held in Downtown Ironwood. These are Festival Ironwood, the Jack Frost Festival, and Straussfest. All three of these events should continue to be held in Downtown – rather than in venues outside of Downtown – so that Downtown functions as the community's gathering place.

In addition, the following events should occur in Downtown on an annual basis:

- A summer "Concerts in the Park" series that is held once a week, from June to September, in either the Pocket Park or Depot Park;
- A "Movies in Downtown" series held at least once a month by showing movies on the side of a Downtown building; and
- A farmers market, held once a week, within the Downtown target area – and for which the venue might be no more elaborate than a Downtown street or parking lot.

6. Billboards

A good number of Downtown businesses currently have billboards located on US-2. And, the owners of those businesses seem to be pleased with the effectiveness of this form of advertising. Therefore, consideration should be given to placing two billboards on US-2 that market Downtown as a whole. These should be placed to the east and to the west of Ironwood. The billboards should market Downtown as a whole and stress its appealing image and the unique experience one can enjoy there.

7. Web

Downtown should be more fully marketed by using the Internet. This should include:

- Creating a Downtown Ironwood page on the City, the Chamber, and the CVB Web sites;

- Creating a DIDA Web site – that is “externally oriented”, meaning it is used to promote Downtown to the buying/investing public; and
- Establishing a presence for Downtown on social networking sites, such as Facebook and Twitter.

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Partnership for Success

VI. PARTNERSHIP FOR SUCCESS

The most successful Downtown enhancement efforts nationwide are those that are implemented by a partnership of the community's public, business, and civic sectors. For Downtown Ironwood to reach its full potential, Downtown's key leaders and constituents from those sectors **must** come together and ensure that:

- The ***Ironwood Downtown Blueprint 2009*** is implemented in a timely and quality manner – and in its entirety;
- The enhancement effort embraces the community's preferred vision for Downtown, contained in this document – and results in moving Downtown toward that vision;
- The enhancement effort enables Downtown to take advantage of the opportunities revealed in the Downtown market analysis – contained in this document;
- The actions taken as part of the enhancement effort are in the best interest of Downtown as a whole – as opposed to being in the interest of any one individual/group or to Downtown's detriment; and
- The community members who are pro-Downtown and positive about its future do in fact take the lead, act as strong Downtown ambassadors, and keep implementation of the ***Downtown Blueprint*** on track and on target.

The following recommendations are meant to ensure that the above goals are attained.

1. Lead Role

The DIDA should assume the lead role in overseeing implementation of the ***Downtown Blueprint*** in the manner described above. This should entail the following.

- Every current member of the DIDA should read the entire ***Downtown Blueprint*** as soon as it is received.

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- Every DIDA member should commit to upholding and implementing the ***Downtown Blueprint*** vision and recommendations.
- Every DIDA member should commit to personally taking responsibility for implanting those recommendations and moving Downtown toward the community's vision.
- The DIDA – as a group and with the assistance of City staff – should assign specific implementation responsibilities to each individual DIDA member.
- The DIDA members should hold themselves – and each other – accountable for fulfilling those implementation responsibilities.
- Any current DIDA member who is unable to commit to the community's Downtown vision and the ***Blueprint*** recommendations – or to assuming personal responsibility for their implementation – should voluntarily resign from the board. And, the City Commission should appoint new DIDA members who have the time and can make the commitments required for success.
- MSHDA's STARS Division should take an aggressive stance in monitoring local implementation progress and providing "tough love" when needed to move the effort forward.

2. Staff

Currently, the City's Community Development Director provides staff assistance to the DIDA and should continue to do so. In that role, the Community Development Director should increase the amount of time spent "on the streets" of Downtown, in order to encourage building and business owners to make any needed improvements, take advantage of available incentives, and gain a better understanding of the market.

3. Merchants Association

There is some interest among Downtown business owners in forming a Downtown merchants association. This is an excellent idea and, therefore, a Downtown merchants association should be formed at the earliest possible date. The Downtown merchants association should act as the marketing arm for

Downtown by working cooperatively with the DIDA, Chamber of Commerce, and the CVB.

4. Volunteers

To implement this **Downtown Blueprint** aggressively, the DIDA will need the assistance of volunteers. To generate that needed assistance, the DIDA should contact the "Next Generation" committees that have been formed in Ironwood – such as Go In Forward. The DIDA should meet with these committees, describe specific projects for which volunteers are needed, and "recruit" volunteers to work on each. The DIDA should seek individuals who are energetic, passionate about particular projects, willing to take a lead role in implementing those projects, and willing to be held accountable for doing so.

5. Boosters

Every organization and individual involved in Downtown and the Downtown enhancement effort should act as a Downtown booster and Downtown advocate. This should include the DIDA, Downtown merchants association, Chamber of Commerce, CVB, City staff, Downtown business owners, Downtown property owners, involved volunteers, etc. These individuals and organizations must be The Positive Voice for Downtown's Future.

6. Funding

Currently, the DIDA has a small annual budget generated through a Downtown millage and the City of Ironwood augments that budget with general revenue funds and grant funds.

In the past, the City had created a Tax Increment Financing district, which was allowed to lapse in 2000. Given the DIDA's small budget – and the scope of actions needed for Downtown's success – it is suggested that a Tax Increment Financing district be reactivated. This tool will result in a larger, reliable income stream with which the DIDA can implement the **Downtown Blueprint**.

It is important to note that reactivating the Tax Increment Financing district **WILL NOT** result in any additional taxes being paid by Downtown property owners, Downtown business owners, or residents of Ironwood.

Blueprints for Michigan's Downtowns

In addition, consideration should be given to seeking funding from the following sources:

- State grant and loan programs;
- Township and County governments;
- City government general funds;
- Federal programs;
- Non-profit groups;
- Industry, corporations, and major employers;
- Business owners, commercial property owners, and developers;
- Banks, utilities, and other institutions;
- Area foundations;
- Service clubs; and
- Any party that stands to benefit from an enhanced Downtown.

7. Benchmarks

As required by MSHDA of all communities selected to participate in the ***Blueprints for Michigan's Downtowns*** program, the following benchmarks **MUST** be compiled by the City and provided to MSHDA annually:

- 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.).

It must be noted that failure to provide benchmark data to MSHDA annually might weaken the City's ability to obtain State grant funds for Downtown projects.

8. Adopt

The DIDA should adopt this ***Downtown Blueprint*** as its official guide for Downtown's enhancement. And, it is hoped that the City Commission will adopt this ***Downtown Blueprint*** as the Downtown element of the City's official planning documents.

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Blueprints for Michigan's Downtowns

Implementation Sequence

VII. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for enhancing Downtown Ironwood over the next five years. 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 ***Ironwood Downtown Blueprint 2009***, depending on the level of program accomplishments realized.

Year-1 Implementation Sequence Ironwood Downtown Blueprint 2009

Management Actions

1. Formal adoption of the ***Downtown Blueprint*** by the City of Ironwood as the Downtown element of the City's planning documents.
2. Formal adoption by the DIDA of the ***Downtown Blueprint*** as its official guide for the further enhancement of Downtown.
3. DIDA assumes the lead role in overseeing implementation of the ***Downtown Blueprint***.
4. City's Community Development Director continues to provide staff support for DIDA.
5. Form Downtown merchants association and assume role of Downtown marketing arm.
6. Seek volunteers from Next Generation committees.
7. Create a Downtown TIF district.
8. Seek additional funding as needed.
9. Document results through benchmarking and provide to MSHDA.

Public Physical Improvements Actions

1. Enhance Downtown's streetscape, as per ***Downtown Blueprint*** recommendations.
2. Remove Downtown litter.
3. Augment wayfinding system.
4. Enhance Downtown's entrances, as per ***Downtown Blueprint*** recommendations.
5. Expand Depot Park.
6. Erect on-street parking signs, as per ***Downtown Blueprint***.
7. Erect directional signs to public parking lots and mark spaces in these lots.
8. Plan for public art placements.

Private Physical Improvements Actions

1. Create and market new incentives.
2. Prepare Incentive Tool Kit and promote.
3. Diligently enforce codes in Downtown.

Year-1 Implementation Sequence Ironwood Downtown Blueprint 2009 (continued)

Private Property Improvements Actions (continued)

4. If DIDA undertakes demonstration building project, follow recommendations of the ***Downtown Blueprint***.
5. Encourage and assist in the creation of more Downtown housing.

Business Development Actions

1. Promote the fact the Ironwood operates a pro-business government.
2. Continue efforts to enhance and expand the library in Downtown.
3. Continue friendly police presence in Downtown.
4. Enhance snow removal efforts, as per recommendations of the ***Downtown Blueprint***.
5. Work with and encourage Downtown business owners to operate with market-driven hours.
6. Offer maximum number of outdoor seats at Downtown eating establishments.
7. Work with and assist business owners in erecting more projecting business signs.
8. Create or seek Downtown businesses from Top List included in the ***Downtown Blueprint***.

Marketing Actions

1. Conduct story placement effort, as per recommendations of the ***Downtown Blueprint***.
2. Target cultural and eco-tourists.
3. Create glossy Downtown lure brochure and distribute, as per recommendations of the ***Downtown Blueprint***.
4. Create new Downtown events, as per recommendations of the ***Downtown Blueprint***.
5. Enhance Downtown's presence on the Internet, as per recommendations of the ***Downtown Blueprint***.

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Blueprints for Michigan's Downtowns

Appendix

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Blueprints for Michigan's Downtowns

MSHDA/MEDC Memo



STATE OF MICHIGAN

JENNIFER M. GRANHOLM
GOVERNOR

MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY
LANSING

KEITH MOLIN
EXECUTIVE DIRECTOR

MEMORANDUM

DATE: April 21, 2009

TO: City of Ironwood

FROM: Joe Borgstrom, Director
Specialized Technical Assistance and Revitalization Strategy Division
Michigan State Housing Development Authority

SUBJECT: City of Ironwood - Blueprint for Michigan's Downtowns
Implementation Strategy - HyettPalma Site Visit, April 21-24, 2009

As part of Michigan State Housing Development Authority's (MSHDA) commitment to the Blueprint process, this memorandum shall serve as a formal written recommendation for MSHDA assisted implementation of the Blueprint for Michigan's Downtowns for the City of Ironwood.

MSHDA and the Michigan Economic Development Corporation (MEDC) have a variety of funding and technical assistance resources available for use by the City of Ironwood and non-profit organizations with housing experience to address affordable housing and revitalization needs in the downtown. Following are brief descriptions of programs the City of Ironwood should consider as a follow through for the Blueprint Implementation Strategy.

MSHDA Resources

MSHDA resources could be used to help accelerate the pace of second-story development in the downtown and ensure that a high quality, solid mix of affordable and market rate housing exists as an integral part of the community.

Homeowner and Rental Rehabilitation in a Downtown Area – The City of Ironwood was recently awarded, and is in the beginning stages of implementing, a Homeowner Rehabilitation grant administered through MSHDA's Office of Community Development (OCD). Grant Number M-2007-0072, for \$222,200 is to be administered over the period of December 1, 2008 – December 31, 2010, can provide homeowner rehabilitation activities within their target neighborhood which include portions of downtown Ironwood. Additionally, Since June of 2000, MSHDA-OCD has awarded the City of Ironwood \$837,725 for Rental Rehabilitation Projects including some demolition activities as part of a Neighborhood Preservation Program in and around the downtown target area.

The rental rehabilitation component is designed to help a local unit of government provide funding assistance to improve the number of income producing, investor-owned properties in a downtown area. Investor/owners are required to contribute a minimum of 25% of the total project cost for each rental unit being rehabilitated. In a Blueprint community, MSHDA could provide up to \$35,000 in hard rehabilitation and lead-based paint remediation related costs for



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each rental unit. Affordable rents to those less than 80% of the area median income are required for 51% of the units at initial occupancy and they must retain status as rental units for a period of five years. The balance of units, the other 49%, can be rented at market rates from initial occupancy throughout the five years. Both affordable and market rate units must be rehabilitated to ensure that Housing Quality Standards and local codes are met and maintained during that period.

Funds utilized in each project are held as a lien against the property during the 5-year compliance period. While the local unit of government would have some flexibility on how the lien is structured, generally the MSHDA lien is forgiven at the end of the compliance period.

In addition to MSHDA's HRF funds, the City of Ironwood could also encourage downtown business owners to utilize the Property Improvement Program (PIP). The PIP loan can be used to finance renovations to both owner occupied and investor owned residential properties. Depending on the borrower's income, type of property, loan amount and other factors, the PIP loan carries an interest rate of between 4 and 8 percent and can be repaid over as much as 20 years. The PIP loan can be used to account for the owner/investor match of 25% that is required in the Rental Rehabilitation program.

Other OCD programs the City of Ironwood could eventually utilize to support the neighborhoods surrounding the downtown include:

Homebuyer Assistance - The homebuyer assistance component is designed to expand the homeownership opportunities for low to moderate-income homebuyers through acquisition, rehabilitation or new construction of single-family units. All homebuyers are required to receive pre-purchase homeownership counseling. Resale/recapture provisions are required to ensure long-term affordability of assisted units and are enforced through a lien on the property. The term of the lien is dependent upon the amount of funds invested as a homebuyer subsidy. Two basic models of homebuyer assistance are listed below.

Acquisition/Development/Resale (ADR) This model is designed to help a community or nonprofit organization acquire vacant land or problem properties, build new units or thoroughly rehabilitate existing units, and resell the property to an income eligible buyer. This model combines acquisition, rehabilitation, and development subsidy, but permits both new construction and substantial rehabilitation, to the extent reasonable and prudent for a target area. Generally ADR is used to help revitalize neighborhoods by rehabbing units that are in disrepair, or to add high-quality new construction units to a neighborhood once a sufficient market demand has been established.

Homebuyer Purchase/Rehab (HPR) This model provides assistance for income eligible homebuyers to obtain financing to purchase a home and provide needed moderate rehabilitation. It combines down payment assistance and rehabilitation activities while assuring financing which is affordable to the buyer.

Neighborhood Preservation - The neighborhood preservation component is designed to assist local efforts to comprehensively address neighborhood revitalization in geographically defined target areas. It is designed to maximize community impact and reverse patterns of disinvestment by funding neighborhood improvement activities in support of affordable housing within a targeted residential area. Revitalization may occur through the use of public facilities improvement, neighborhood beautification, demolition, and/or neighborhood marketing and education. Neighborhood preservation is normally funded along with other housing components targeted at the same neighborhood.

MEDC Resources

Community Development Block Grants (CDBG) - The Michigan CDBG Program for economic and community development includes funding of grants for economic development, downtown development, planning, blight elimination, infrastructure capacity enhancement, and innovative and unique economic and community development projects

The Michigan CDBG Program for downtown development includes special funding initiatives in traditional downtowns for Downtown Infrastructure, Facade Improvement, and Signature Buildings. Priority will be given to projects located within a traditional downtown. A traditional downtown is defined as a grouping of 20+ commercial parcels of property that include multi-story buildings of historical or architectural significance. The area must have been zoned, planned or used for commercial development for 50+ years. The area must consist of, primarily, zero-lot-line development; have pedestrian friendly infrastructure, and an appropriate mix of business and services. The area should be represented by a specific, downtown business organization (i.e. Downtown Development Authority, Business Improvement District, Principal Shopping District, and/or Corridor Improvement District).

Tax Increment Finance (TIF) Authority Financing - A CATeam Specialist is available to answer specific questions on the uses of Downtown Development Authority (DDA) revenues. Projects and programs funded by TIF revenues can be developed to support the downtown development efforts within the downtown business development district. Specifically, the TIF revenues could be used for projects and programs such as street lighting, streetscape, infrastructure improvements as well as other public capital projects included in the DDA TIF work plan.

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 communities to use Tax Increment Financing (TIF) to clean Brownfield sites. This program also utilizes the Michigan Business Tax (MBT) Credit Incentives. The goal of these programs is to assist in making the proposed project economically feasible by providing incentives to overcome additional and extraordinary project expenses caused by the existing Brownfield conditions. If you feel a project may qualify for this program, a CATeam Specialist is available to provide assistance and information on how to use these tools in your downtown revitalization efforts.

Other Agency Programs and Funding

Historic Preservation -The State Historic Preservation Office (SHPO) has resources that may be available to assist the City of Ironwood in preserving existing historic structures. SHPO could assist in the identification of historic resources in the community and information on tax credit programs available. In addition, SHPO would also be able to provide advice on the historic nature of downtown buildings that make up the uniqueness of the community and provide guidance on overall preservation to keep this a strong visible asset in the community.

Additional Agency Programs - Other 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 Ironwood wishes to obtain more information or pursue one of these agency's programs, the MSHDA team is available to assist in locating any of these resources to support efforts related to the enhancement of the downtown area.

For further information on any MSHDA or MEDC programs, please feel free to contact us. We are happy to answer any questions.

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Making Downtown Renaissance a Reality

THE RETAIL REPORT®

**Downtown Ironwood
Primary Retail Trade Area**

THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Ironwood, Michigan. This document presents information concerning the characteristics of the Downtown Ironwood primary retail trade. The report was prepared in 2009 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Ironwood primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Ironwood primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Ironwood 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 Ironwood primary retail trade area.

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DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS



Demographic and Income Profile

Ironwood MI 1

Study Area: Custom Shapes

Summary	2000	2008	2013
Population	18,233	17,508	17,011
Households	8,083	7,864	7,704
Families	4,892	4,670	4,509
Average Household Size	2.20	2.14	2.12
Owner Occupied HUs	6,247	6,069	5,867
Renter Occupied HUs	1,836	1,795	1,837
Median Age	43.1	45.9	47.9

Trends: 2008-2013 Annual Rate	Area	State	National
Population	-0.57%	0.39%	1.23%
Households	-0.41%	0.52%	1.26%
Families	-0.7%	0.26%	1.05%
Owner HHs	-0.67%	0.34%	1.07%
Median Household Income	2.05%	2.47%	3.19%

Households by Income	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	2,137	26.5%	1,646	20.9%	1,416	18.4%
\$15,000 - \$24,999	1,614	20.0%	1,443	18.4%	1,329	17.3%
\$25,000 - \$34,999	1,341	16.6%	1,198	15.2%	1,087	14.1%
\$35,000 - \$49,999	1,353	16.8%	1,368	17.4%	1,298	16.8%
\$50,000 - \$74,999	995	12.3%	1,411	17.9%	1,552	20.1%
\$75,000 - \$99,999	351	4.3%	455	5.8%	554	7.2%
\$100,000 - \$149,999	173	2.1%	231	2.9%	354	4.6%
\$150,000 - \$199,000	58	0.7%	41	0.5%	34	0.4%
\$200,000+	48	0.6%	69	0.9%	80	1.0%
Median Household Income	\$26,692		\$31,788		\$35,178	
Average Household Income	\$35,492		\$40,836		\$45,030	
Per Capita Income	\$16,162		\$18,931		\$21,080	

Population by Age	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	870	4.8%	872	5.0%	819	4.8%
5 - 9	1,002	5.5%	824	4.7%	777	4.6%
10 - 14	1,206	6.6%	876	5.0%	832	4.9%
15 - 19	1,274	7.0%	1,051	6.0%	922	5.4%
20 - 24	832	4.6%	1,020	5.8%	888	5.2%
25 - 34	1,822	10.0%	1,798	10.3%	1,805	10.6%
35 - 44	2,642	14.5%	2,062	11.8%	1,777	10.4%
45 - 54	2,504	13.7%	2,738	15.6%	2,489	14.6%
55 - 64	1,845	10.1%	2,312	13.2%	2,709	15.9%
65 - 74	1,829	10.0%	1,601	9.1%	1,703	10.0%
75 - 84	1,691	9.3%	1,435	8.2%	1,336	7.9%
85+	717	3.9%	916	5.2%	953	5.6%

Race and Ethnicity	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
White Alone	17,795	97.6%	17,034	97.3%	16,511	97.1%
Black Alone	18	0.1%	18	0.1%	18	0.1%
American Indian Alone	137	0.8%	133	0.8%	133	0.8%
Asian Alone	38	0.2%	53	0.3%	63	0.4%
Pacific Islander Alone	4	0.0%	5	0.0%	5	0.0%
Some Other Race Alone	40	0.2%	42	0.2%	46	0.3%
Two or More Races	200	1.1%	222	1.3%	234	1.4%
Hispanic Origin (Any Race)	137	0.8%	167	1.0%	180	1.1%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2008 and 2013.

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PRODUCT DEMAND BY INCOME GROUP



Making Downtown Renaissance a Reality

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

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	8,205	13,505,430
\$15000-24999	1,443	10,028	14,470,404
\$25000-34999	1,198	12,168	14,577,264
\$35000-49999	1,368	14,042	19,209,456
> \$50000	2,207	24,818	54,773,326
TOTAL DEMAND FOR PRODUCT			= \$116,535,880

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.

PRODUCT DEMAND BY PRODUCT TYPE

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

PRODUCT	DEMAND
Food At Home	31,261,486
Food Away From Home	19,248,658
Alcoholic Beverages	3,321,329
Household Textiles	1,163,635
Furniture	3,522,501
Floor Coverings	445,249
Major Appliances	1,754,186
Small Appliances & Miscellaneous Housewares	993,261
Miscellaneous Household Equipment	6,596,342
Men's Apparel -- 16 and Over	3,045,263
Boy's Apparel -- 2 to 15	1,052,210
Women's Apparel -- 16 and Over	5,117,640
Girl's Apparel -- 2 to 15	963,205
Children's Apparel -- Under 2	846,910
Footwear	2,548,020
Other Apparel Services & Products	2,658,565
Prescription Drugs & Medical Supplies	4,865,765
Entertainment Fees & Admissions	4,440,880
Audio & Visual Equipment	6,764,550
Pets, Toys & Playground Equipment	3,263,835
Other Entertainment Supplies & Services	4,721,590
Personal Care Products & Services	4,332,870
Reading	1,011,030
Tobacco Products & Smoking Supplies	2,596,900
TOTAL DEMAND BY PRODUCT TYPE	= \$116,535,880

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

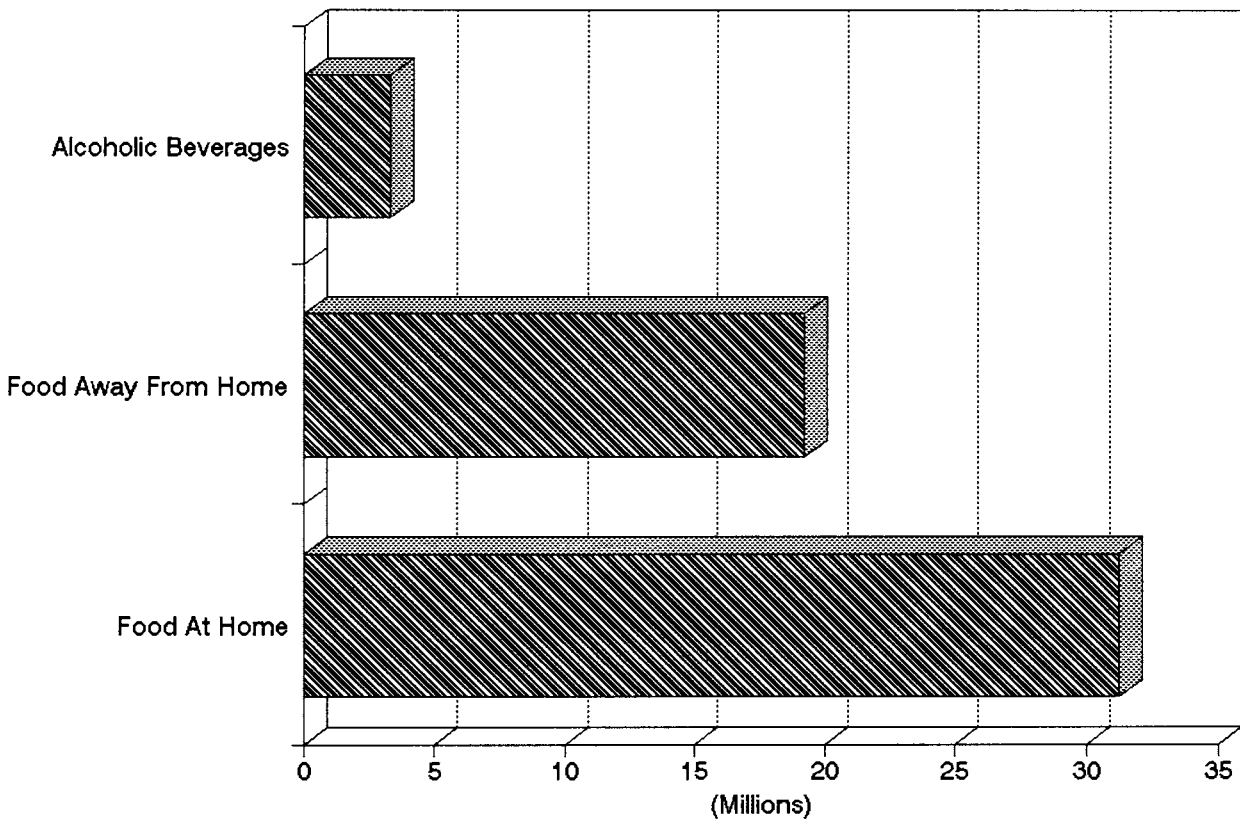
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DEMAND FOR FOOD PRODUCTS

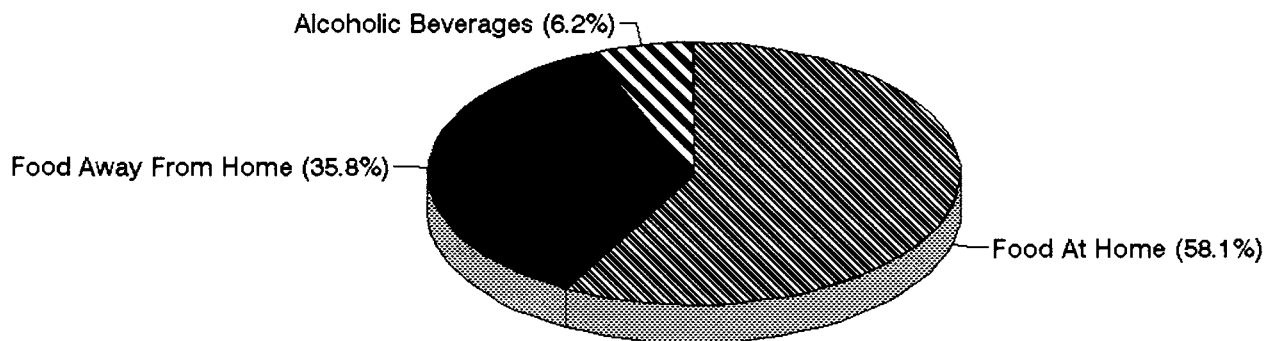
FOOD PRODUCTS

\$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR



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

PRODUCT: **FOOD AT HOME**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	2,760	4,542,960
\$15000-24999	1,443	3,155	4,552,665
\$25000-34999	1,198	3,312	3,967,776
\$35000-49999	1,368	3,760	5,143,680
> \$50000	2,207	5,915	13,054,405
TOTAL DEMAND FOR PRODUCT =			\$31,261,486

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.

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

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	1,284	2,113,464
\$15000-24999	1,443	1,498	2,161,614
\$25000-34999	1,198	1,926	2,307,348
\$35000-49999	1,368	2,354	3,220,272
> \$50000	2,207	4,280	9,445,960
TOTAL DEMAND FOR PRODUCT =			\$19,248,658

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.

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

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	192	316,032
\$15000-24999	1,443	224	323,232
\$25000-34999	1,198	360	431,280
\$35000-49999	1,368	395	540,360
> \$50000	2,207	775	1,710,425
TOTAL DEMAND FOR PRODUCT =			\$3,321,329

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

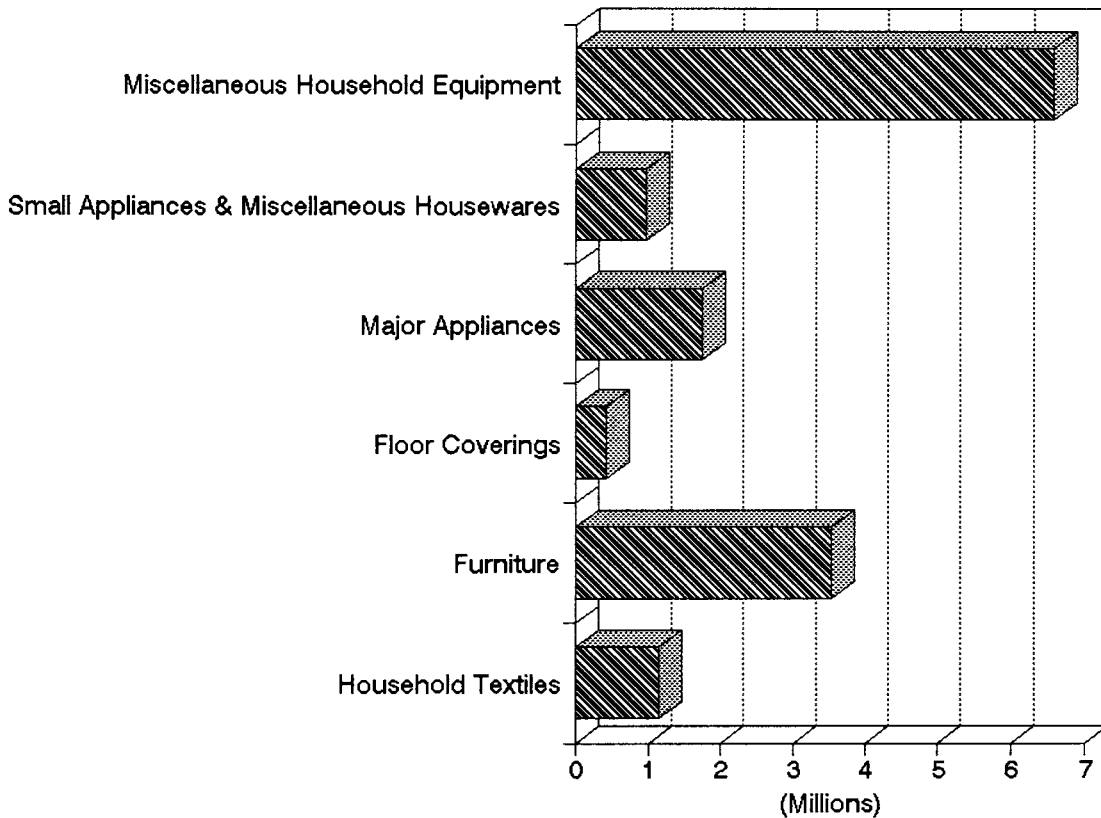
DEFINITION OF PRODUCT:

All alcoholic beverages.

DEMAND FOR HOME PRODUCTS

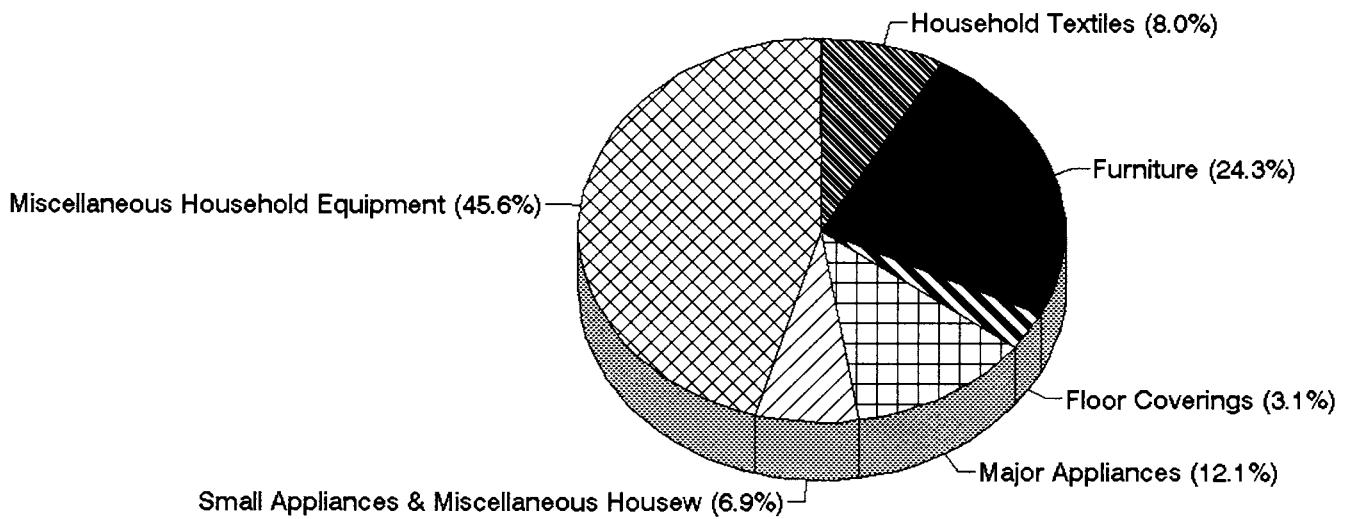
HOME PRODUCTS

\$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS

% DEMAND FOR EACH DOLLAR



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

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	50	82,300
\$15000-24999	1,443	111	160,173
\$25000-34999	1,198	138	165,324
\$35000-49999	1,368	175	239,400
> \$50000	2,207	234	516,438
TOTAL DEMAND FOR PRODUCT =			\$1,163,635

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	155	255,130
\$15000-24999	1,443	241	347,763
\$25000-34999	1,198	321	384,558
\$35000-49999	1,368	385	526,680
> \$50000	2,207	910	2,008,370
TOTAL DEMAND FOR PRODUCT =			\$3,522,501

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	21	34,566
\$15000-24999	1,443	30	43,290
\$25000-34999	1,198	33	39,534
\$35000-49999	1,368	38	51,984
> \$50000	2,207	125	275,875
TOTAL DEMAND FOR PRODUCT =			\$445,249

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	99	162,954
\$15000-24999	1,443	134	193,362
\$25000-34999	1,198	145	173,710
\$35000-49999	1,368	185	253,080
> \$50000	2,207	440	971,080
TOTAL DEMAND FOR PRODUCT =			\$1,754,186

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	65	106,990
\$15000-24999	1,443	92	132,756
\$25000-34999	1,198	98	117,404
\$35000-49999	1,368	102	139,536
> \$50000	2,207	225	496,575
TOTAL DEMAND FOR PRODUCT =			\$993,261

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	370	609,020
\$15000-24999	1,443	394	568,542
\$25000-34999	1,198	845	1,012,310
\$35000-49999	1,368	856	1,171,008
> \$50000	2,207	1,466	3,235,462
TOTAL DEMAND FOR PRODUCT =			\$6,596,342

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.

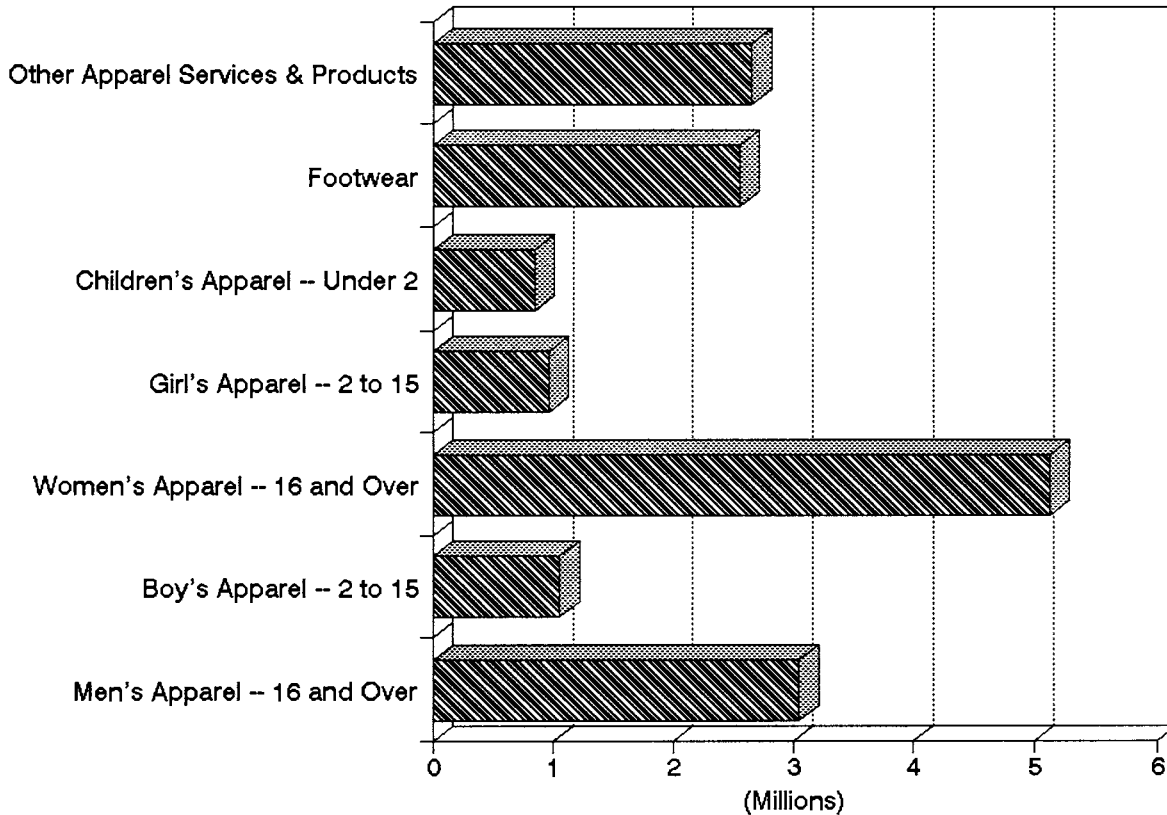
HyettPalma

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DEMAND FOR APPAREL PRODUCTS

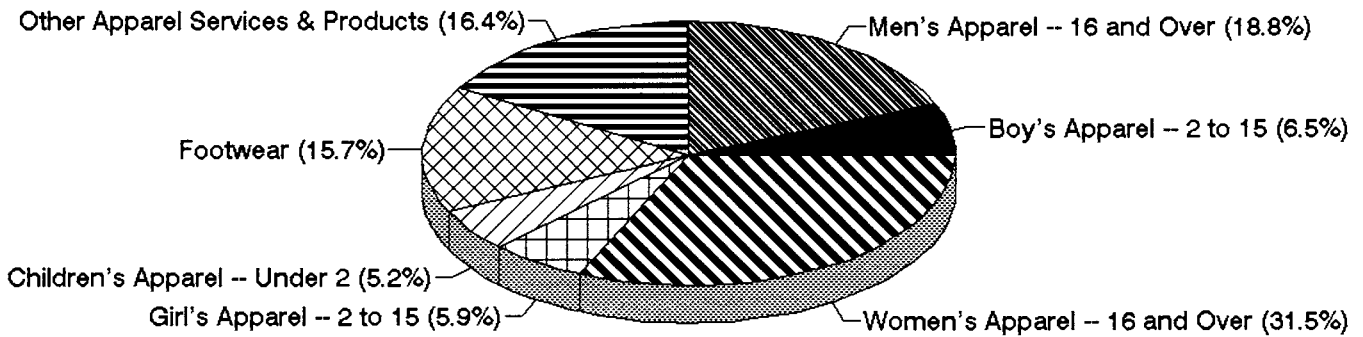
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR





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**DOWNTOWN IRONWOOD'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	1,646	214	352,244
\$15000-24999	1,443	244	352,092
\$25000-34999	1,198	285	341,430
\$35000-49999	1,368	392	536,256
> \$50000	2,207	663	1,463,241
TOTAL DEMAND FOR PRODUCT =			\$3,045,263

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 IRONWOOD'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	1,646	65	106,990
\$15000-24999	1,443	105	151,515
\$25000-34999	1,198	125	149,750
\$35000-49999	1,368	140	191,520
> \$50000	2,207	205	452,435
TOTAL DEMAND FOR PRODUCT =			\$1,052,210

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 IRONWOOD'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	1,646	370	609,020
\$15000-24999	1,443	390	562,770
\$25000-34999	1,198	525	628,950
\$35000-49999	1,368	650	889,200
> \$50000	2,207	1,100	2,427,700
TOTAL DEMAND FOR PRODUCT =			\$5,117,640

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 IRONWOOD'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	1,646	45	74,070
\$15000-24999	1,443	80	115,440
\$25000-34999	1,198	100	119,800
\$35000-49999	1,368	115	157,320
> \$50000	2,207	225	496,575
TOTAL DEMAND FOR PRODUCT =			\$963,205

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	65	106,990
\$15000-24999	1,443	75	108,225
\$25000-34999	1,198	85	101,830
\$35000-49999	1,368	105	143,640
> \$50000	2,207	175	386,225
TOTAL DEMAND FOR PRODUCT =			\$846,910

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	225	370,350
\$15000-24999	1,443	240	346,320
\$25000-34999	1,198	300	359,400
\$35000-49999	1,368	350	478,800
> \$50000	2,207	450	993,150
TOTAL DEMAND FOR PRODUCT =			\$2,548,020

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	170	279,820
\$15000-24999	1,443	200	288,600
\$25000-34999	1,198	210	251,580
\$35000-49999	1,368	255	348,840
> \$50000	2,207	675	1,489,725
TOTAL DEMAND FOR PRODUCT =			\$2,658,565

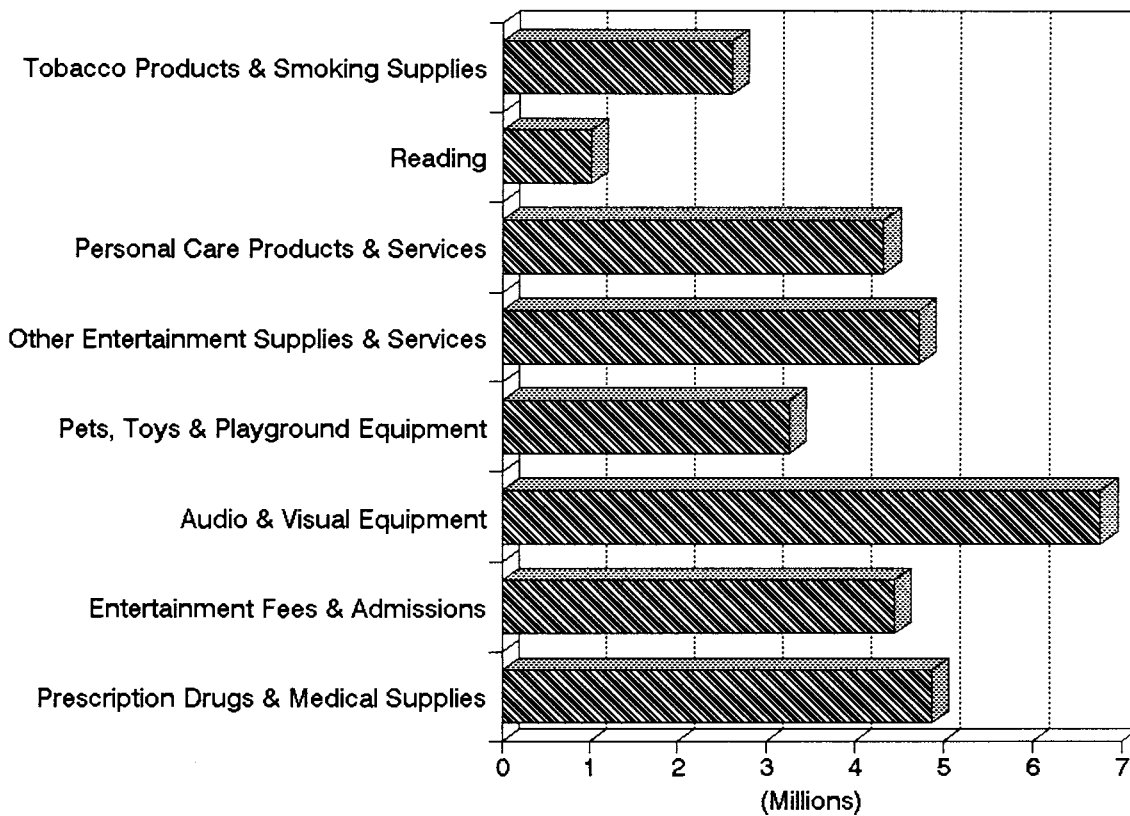
SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

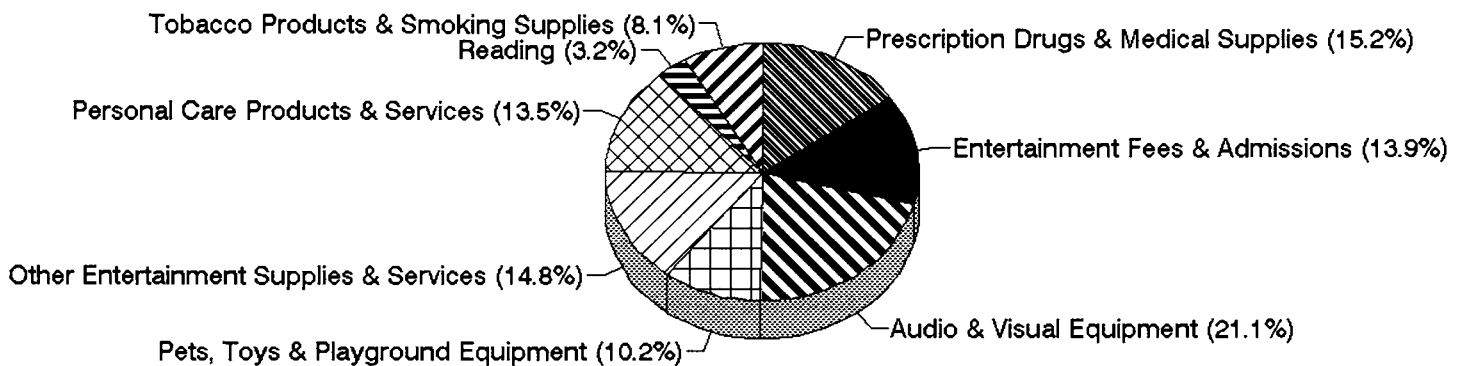
Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR



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

PRODUCT: **PRESCRIPTION DRUGS & MEDICAL SUPPLIES**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	425	699,550
\$15000-24999	1,443	605	873,015
\$25000-34999	1,198	625	748,750
\$35000-49999	1,368	650	889,200
> \$50000	2,207	750	1,655,250
TOTAL DEMAND FOR PRODUCT =			\$4,865,765

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.

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

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	200	329,200
\$15000-24999	1,443	250	360,750
\$25000-34999	1,198	325	389,350
\$35000-49999	1,368	360	492,480
> \$50000	2,207	1,300	2,869,100
TOTAL DEMAND FOR PRODUCT =			\$4,440,880

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: AUDIO & VISUAL EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	475	781,850
\$15000-24999	1,443	600	865,800
\$25000-34999	1,198	750	898,500
\$35000-49999	1,368	825	1,128,600
> \$50000	2,207	1,400	3,089,800
TOTAL DEMAND FOR PRODUCT =			\$6,764,550

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	180	296,280
\$15000-24999	1,443	245	353,535
\$25000-34999	1,198	315	377,370
\$35000-49999	1,368	425	581,400
> \$50000	2,207	750	1,655,250
TOTAL DEMAND FOR PRODUCT =			\$3,263,835

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.

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

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	140	230,440
\$15000-24999	1,443	350	505,050
\$25000-34999	1,198	425	509,150
\$35000-49999	1,368	525	718,200
> \$50000	2,207	1,250	2,758,750
TOTAL DEMAND FOR PRODUCT =			\$4,721,590

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 IRONWOOD'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	295	485,570
\$15000-24999	1,443	355	512,265
\$25000-34999	1,198	425	509,150
\$35000-49999	1,368	525	718,200
> \$50000	2,207	955	2,107,685
TOTAL DEMAND FOR PRODUCT =			\$4,332,870

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.



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

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	65	106,990
\$15000-24999	1,443	85	122,655
\$25000-34999	1,198	95	113,810
\$35000-49999	1,368	125	171,000
> \$50000	2,207	225	496,575
TOTAL DEMAND FOR PRODUCT =			\$1,011,030

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

DEFINITION OF PRODUCT:

Books, newspapers and magazines.

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

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	1,646	275	452,650
\$15000-24999	1,443	325	468,975
\$25000-34999	1,198	400	479,200
\$35000-49999	1,368	350	478,800
> \$50000	2,207	325	717,275
TOTAL DEMAND FOR PRODUCT =			\$2,596,900

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 2009.

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.