Blueprints for Michigan Downtowns, part of the Cool Cities Initiative 2005, is a partnership effort between the Michigan Economic Development Corporation (MEDC), 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.

MML originally brought this innovative planning concept to the attention of the MEDC and MSHDA. With MML's partnership in place, the MEDC and MSHDA have twice each put into the program $100,000 to pay for 50% of the program. The other 50% match comes from the Blueprint communities. The MEDC's Community Assistance Team (CAT Team) designed and manages the Blueprint program. HyettPalma is the consultant for this program.

The 11 communities selected during the first round of the program in 2003 were: Adrian, Battle Creek, Brighton, Buchanan, Cheboygan, Davison, Grand Haven, Jonesville, Middleville, Mt. Pleasant, and Norway. Downtown Blueprints were prepared for these communities in 2003 and early 2004.

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

- Michigan Economic Development Corporation
September 7, 2005

The City of Houghton
and Members of the Process Committee
616 Shelden Avenue
Houghton, MI 49931

RE: Houghton Downtown Blueprint 2005

HyettPalma, Inc., is pleased to present to you the following report titled: Houghton Downtown Blueprint 2005, completed under the program titled Blueprints for Michigan Downtowns.

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

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

Sincerely,

[Signature]

Doyle G. Hyett

[Signature]

Dolores P. Palma
At the request of HyettPalma, Inc., a Process Committee was formed to oversee this project. HyettPalma would like to thank the members of the Downtown Houghton Process Committee, listed below, for all their time, hard work, and dedication in preparing for and participating in completing the *Houghton Downtown Blueprint 2005*.

Tom Merz, Mayor
Robert Megowen, Member of Houghton City Council,
   Downtown Restaurant Owner
Scott MacInnes, City Manager
Barbara Rose, Houghton Business Association Representative
Richard Baker, Executive Director, Keweenaw Chamber of Commerce
Les Cook, VP Student Affairs, Michigan Technological University
Mark Garver, Interfraternity Council MTU
Jeff Sudderth, Interfraternity Council MTU
Cynthia Cote, Copper Country Arts Council
Kim Hoagland, Houghton History Committee
Darrell Guitar, Owner, Haug’s Jewelry
Gary Lubinski, Member of Keweenaw Tourism and Convention Bureau,
   Downtown Property Owner
Bob Nara, Downtown Development Authority
Lee Hauswirth, Chairman, Houghton Planning Commission
Pat Coleman, President, Chamber of Commerce
Paul Kroll, VP Wells Fargo Bank
Mary Emily, Downtown Resident
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I. PROJECT OVERVIEW

This document presents the community’s economic vision for Downtown Houghton as well as the findings of a market analysis conducted for Downtown.

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

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

The assignment was completed as part of the Blueprints for Michigan Downtowns technical assistance program, a partnership of the Michigan Economic Development Corporation (MEDC), the Michigan State Housing Development Authority (MSHDA), and the Michigan Municipal League (MML). The Houghton Downtown Blueprint 2005 was completed by HyettPalma, Inc., with the assistance of the Process Committee formed to oversee the project.

The methodology used to define the Houghton Downtown Blueprint 2005 was developed by HyettPalma, Inc., and has been used extensively by the firm in Downtowns throughout the United States. To date, it forms the basis of the technical assistance programs titled:

- **America Downtown® – New Thinking. New Life.**, created by the National League of Cities and HyettPalma in 1992;

- **Indiana Downtown®**, created by the Indiana Association of Cities and Towns with HyettPalma in 2001; and

- **Blueprints for Pennsylvania's Downtowns®**, created by the Pennsylvania League of Cities and Municipalities and HyettPalma in 2004.
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Blueprints for Michigan Downtowns

City of Houghton
Downtown Area Blueprint

Houghton Downtown Blueprint 2005
Blueprints for Michigan Downtowns
MEDC, MSHDA, & MML
Downtown Houghton Today
II. DOWNTOWN HOUGHTON TODAY

The following is a snapshot of Downtown Houghton today.

**Strengths**
Downtown currently has a number of strengths that can be built upon and leveraged to attain the community’s desired future for Downtown. These include:

- Downtown’s waterfront location and the 4.5 mile trail that runs along the water;
- Downtown’s impressive architecture and its listing in the National Register of Historic Places;
- Downtown’s unusual and memorable topography;
- Downtown’s role as the seat of Houghton County and its prominence as a hub of office businesses;
- Downtown’s specialty businesses, although few in number;
- Downtown’s restaurants, which are currently acting as Downtown draws;
- The new and expanded library, soon to be constructed in Downtown;
- The DEE, which is a hotbed of Downtown activity;
- The large number of housing units now located in Downtown, which are home to approximately 360 residents;
- The lodging facilities located in Downtown and the number of guests and meetings they bring to the district;
- Downtown’s being within walking distance of Michigan Tech University (MTU) and the university’s dorms;
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- Downtown's image of having small town charm, an "awesome location," and independently owned shops; and

- The unique potential created by the community's entrepreneurial spirit – which is due to the presence of MTU, the university's entrepreneurial program, and the SmartZone.

Downtown is also fortunate to be located in a city:

- Known for being progressive and open-minded;

- That is business-friendly;

- Where action is taken;

- That is the peninsula's employment center; and

- This is the hub of four counties.

Finally, Downtown Houghton is fortunate to be located in a region known for its natural beauty, outdoor activities, and national parks.

Desires
Those participating in the Downtown Blueprint process repeatedly stated their desire for the following:

- Greater Downtown diversity – of markets, of businesses that serve those markets, and of the ages of those drawn to Downtown;

- Increasing Downtown's variety – by adding more retail, art, food, and entertainment venues;

- Doing a better job of attracting local residents to Downtown;

- Extending the season during which Downtown attracts tourists;
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• Being able to successfully co-exist with Wal-Mart, malls, and strip centers;

• Creating reasons for people to be drawn to Downtown and that will make it a destination;

• Greater linkages with the waterfront;

• Making Downtown a social, community gathering place;

• Increasing communication and unity between business owners and among organizations involved in Downtown’s enhancement; and

• Follow-through with implementation of efforts planned and started.

In addition, those involved in the Downtown Blueprint process expressed a desire for the Blueprint to “teach us how to be successful” in the Downtown enhancement effort.

Concerns
Participants of the Downtown Blueprint process were asked to define the primary concerns that needed to be addressed by the Blueprint in order to move Downtown forward. In response they cited:

• Vacancies, loss of businesses, and business turnover;

• Expansion of the M-26 commercial area;

• Parking and traffic;

• Pedestrian-safety and access;

• Maintenance, visual appeal, and preservation;

• Business hours;

• Communication and cooperation; and
• Marketing.

As a result, this *Downtown Blueprint* includes recommended actions to address these issues.

**Image**

Those participating in the *Downtown Blueprint* process were asked to voice their desired image of Downtown's future. In summary, the following image was agreed upon.

*A historic and charming Downtown that is vibrant, friendly, family-oriented, and a fun place to be.*

*An interesting and unique Downtown of great shops, restaurants, art, and entertainment where there's always something going on.*

*A destination for locals, students, and visitors alike that offers a great experience.*

*A Downtown that is historic, yet clean and fresh, and that has modern, up-to-date businesses – where the past, present, and future meet.*

*A Downtown that's located on a beautiful, landscaped, active waterfront and that is said to be set in “God's Country” – it's that beautiful in and around Houghton.*

*The little gem in the north – come shop, eat, have fun, and enjoy the view – that makes you feel lucky to be there!*
Guidelines & Truisms
Based on Downtown's current strengths – and the community's desires, concerns, and preferred image for Downtown's future – it is recommended that the Downtown Blueprint be implemented with the following guidelines and truisms in mind.

- Downtown Houghton is currently in a state of transition. It is evolving from the role it has played historically, as a traditional Downtown of convenience businesses (groceries, pharmacy, etc.) to its contemporary role of a specialty business district. This change of roles should be recognized as a natural evolution – one that occurs in every Downtown – as highway commercial areas become more intense.

- Despite the expansion and intensification of commercial development on M-26, the local market is large enough and strong enough to also support a profitable Downtown.

- A Downtown can successfully co-exist with Wal-Mart, malls, and strip centers if that Downtown offers a business mix, ambience, and experience that are different from those other venues – as have been found in Downtowns nationwide.

- It should not be expected that "basic," convenience businesses will return to Downtown – such as a grocery store or drugstore – in the same form they took in the past. However, they might reappear in Downtown in a specialized manner. For instance, instead of a grocery store, Downtown might see the addition of a gourmet market or an organic food co-op. And, they might reappear in combination – such as the opening of a store that carries food items, drugstore items, magazines, etc.

- Efforts must be made to ensure that MTU and Downtown grow and change in ways that make them mutually beneficial. This is important since a better Downtown will make it easier for MTU to attract and retain students. And, a better MTU will result in more potential customers for Downtown.
As can be found on campuses nationwide, anchors that have traditionally been located in Downtowns have been created on MTU's campus. These include a museum, a performing arts center, and a major special event (Winter Carnival). This will necessitate creating links between Downtown and these anchors. And, it necessitates ensuring that Downtown and MTU successfully co-exist into the future. Optimally, this would entail locating in Downtown all anchors that serve the broader community, as well as serving MTU.

Currently, Downtown has several elements in place that bode well for economic success. These are its architecture and waterfront location (which create a special character and ambience) and its base of businesses. What Downtown also needs to succeed is improved visual appeal, linkages to the water, a focus on business development, and a unity of organizations working on its behalf.

It is important to hold special events in Downtown since they create a feeling of community and the sense that Downtown is the gathering place of the entire community. However, it must be realized that a Downtown's business mix is what attracts spenders.

Spenders should be attracted to Downtown by creating a cluster of specialty businesses in first floor spaces on Shelden Avenue. This should include specialty retail, food, art, and entertainment.

Enhancement activities, as well as resources, should be targeted in order to create this cluster. Montezuma Avenue should be treated as the gateway into, and an integral part of, Downtown. And, Montezuma Avenue and Shelden Avenue should be linked to the water via signs and public improvements along Downtown's side streets.

At this time, Downtown's public improvements and spaces appear to be very utilitarian in nature. As Downtown transitions to a specialty business district, it will be very important to also bring about a transition in these spaces, going from utilitarian to beautification.
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- All city ordinances relevant to Downtown – whether relating to signs, parking, building codes, etc. – should be enforced since doing so sends the message that Downtown is a valued and valuable community asset.

- Several organizations involved in Downtown, such as the Chamber of Commerce and the Houghton Business Association, are in a state of transition. This should be seen as an opportunity for those groups to define their Downtown involvement in a manner that is consistent with this Downtown Blueprint.

- The boundaries of Downtown, as they have been defined for this Downtown Blueprint, should remain in place for at least the next five years. Doing so will allow scarce resources to be targeted, tangible results to be realized as quickly as possible, businesses to be clustered rather than dispersed, and customers to be enticed to walk and shop the entire Downtown. As a result, this will be the quickest route to Downtown economic success.
Resident, Business, & Visitor Surveys
As a part of this project, three surveys were conducted to gauge the health of Downtown Houghton, as perceived locally. These were:

- A survey of owners/managers of all non-residential uses located in the project area;
- A telephone survey of residents living in the primary trade area; and
- A survey of area lodging guests.

A summary of the survey responses follows.

**Use of Downtown**
Of primary trade area residents surveyed, the vast majority (71%) reported coming to Downtown Houghton with great frequency – between 1 and 7 times a week.

Just over one-fifth (21%) said they come to Downtown with moderate frequency, defined as from 3 times a month to 6 times a year.

And, only 8% said they seldom or never come to Downtown Houghton.

**Purpose of Trips**
When trade area residents were asked why they currently come to Downtown Houghton, the top two reasons cited were “eating in restaurants,” mentioned by one-third (33%) of those surveyed, and “shopping” (29%).

Therefore, 62% of respondents said they currently come Downtown to eat in restaurants or to shop.

The other reasons given for trips to Downtown Houghton were cited with far less frequency. These were:
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- Entertainment (6%);
- Passing through (5%);
- Work there (5%);
- Post office (5%);
- Personal business (4%);
- Banking (3%);
- Service businesses (3%);
- Visiting friends (3%);
- Library (1%); and
- Other (3%) – government business, recreation, live there, window shop, religious services.

**Shopping Area of Choice**
When asked where they currently do most of their family shopping, the vast majority of residents (78%) mentioned Houghton. This included Wal-Mart (57%), Shopko (15%), and Downtown (6%).

The remainder of those surveyed said they primarily shop out-of-town (16%), at Copper Country Mall (5%), or through catalogues (1%).

When asked why they choose a particular shopping venue, residents stressed the importance of:

- Convenience (43%);
- Variety/selection (28%);
- Price (18%);
- Closeness to home (6%);
- Parking (3%); and
- Other (2%) – habit, to support the area.

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

Thirteen characteristics were rated "good" by a majority or significant percent (45% or more) of residents. Nine characteristics were rated "good" by a majority
or significant percent of business owners. And, these nine were among the thirteen rated "good" by a majority or significant percent of residents.

These nine characteristics were:

- Helpfulness of salespeople (87% residents, 73% business owners);
- Feeling of safety (84% residents, 87% business owners);
- Attractiveness of the area (82% residents, 50% business owners);
- Quality of retail goods (76% residents, 62% business owners);
- Quality of restaurants (74% residents, 61% business owners);
- Knowledge of salespeople (70% residents, 53% business owners);
- Quality of service businesses (54% residents, 64% business owners);
- Prices at restaurants (61% residents, 55% business owners); and
- Variety of restaurants (54% residents, 45% business owners).

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

- Cleanliness of the area (75% residents, 38% business owners);
- Attractiveness of buildings (69% residents, 23% business owners);
- Business hours (69% residents, 26% business owners); and
- Prices at service businesses (46% residents, 33% business owners).

**Downtown Improvements**

Trade area residents and Downtown business owners were asked to rate a list of 18 possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.
Six improvements were rated “very important” by a majority or significant percent of residents. Four improvements received this rating from a majority or significant percent of business owners. And, residents and business owners agreed on three of these, as follows:

- Recruit additional retail businesses (87% residents, 89% business owners);
- Increase the variety of retail goods (73% residents, 97% business owners); and
- Improve the convenience of parking (46% residents, 50% business owners).

The three improvements rated “very important” by a majority or significant percent of residents, but not business owners, were:

- Improve the availability of parking (61% residents, 42% business owners);
- Keep stores open later in the evenings (46% residents, 44% business owners); and
- Improve the quality of retail goods (45% residents, 35% business owners).

The one improvement rated “very important” by a significant percent of business owners – but not residents – was:

- Physically improve buildings (50% business owners, 22% residents).

When asked what specific types of businesses or activities they would personally use if they were to open in Downtown Houghton, residents expressed a preference for:

- Food establishments;
- Apparel stores;
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- Department and discount stores;
- Specialty stores; and
- Activities – teen, family, bowling, outdoor, etc.

Visitor Surveys
Guests at Houghton lodging facilities were surveyed as part of the Downtown Blueprint process. The results of that survey follow.

When asked where they reside, hotel guests reported coming primarily from Michigan (49%) and Wisconsin (26%). In addition, 19% said they reside in other Midwest states and 6% came from states farther away, such as Florida, California, and Virginia.

The vast majority of hotel guests (76%) said they had visited Houghton between one and two times during the past year. The remainder said they had visited three to six times (18%) and more than seven times (6%) during the past year.

Hotel guests said the purpose of their current trip to Houghton was primarily pleasure (46%) and business (38%). However, 12% of those surveyed said their visit was related to MTU. The remaining 4% of those surveyed said their visit was for personal reasons, such as attending a funeral.

When asked if they spent time in Downtown during their current visit to Houghton, 76% said “yes” and 24% said “no.” When asked to list all the things they did in Downtown on this visit, hotel guests cited the following:

- Eating (48%);
- Shopping (29%);
- Using the waterfront trail (15%);
- Entertainment (4%) – movie, live music, boat cruise; and
- Other (8%) – window shopping at night, DEE Center events, etc.

Hotel guests surveyed were asked what could be done to attract them to spend more time in Downtown during their visits. In response, they expressed a desire for:

- More shops (31%);
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- Filling vacancies (19%);
- More restaurants (17%);
- Improvements (5%) – sidewalks, street crossing, signs, buildings, parking;
- Other (8%) – later hours, a Downtown directory.
Downtown Houghton Tomorrow
IV. DOWNTOWN HOUGHTON TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Houghton – as it would ideally exist in the year 2010. A compilation of the thoughts and preferences expressed during those sessions is shown below.

In the year 2010, Downtown Houghton would be vibrant and active during the day as well as every night of the week. Downtown would offer a “healthy mix” of retail, food, and entertainment that attracts a broad range of users and that stresses variety, quality, uniqueness, customer service, and friendliness.

Families, area residents, students, and visitors would all seek out Downtown as a destination. All of Downtown’s buildings would be restored to their original facades. All of Downtown’s storefronts would be occupied. And, Downtown would be safe and comfortable for pedestrians.

Downtown would be well-maintained and clean at all times. This would include sidewalks, public spaces, private properties, and vacant lots.

Downtown’s waterfront and trail would be made more beautiful with landscaping. And, better connections would be made between Shelden, Montezuma, and the waterfront.

Shelden would be more pedestrian-oriented, with slower traffic and less truck traffic. Steep intersections would be safer for both pedestrians and motorists.

Downtown would have adequate and convenient parking to accommodate customers, visitors, employees, residents, and delivery trucks. Downtown’s parking would be “pleasant” – meaning well-lighted, clean, inviting, and welcoming. Downtown would have better signage to “tell people where the parking is.” And, Downtown parking policies would be more user-friendly – especially for those who are not familiar with them.
Downtown would include space for events – such as a “central park” – where the community could come together, gather, mingle, and visit. Downtown might also have a children’s museum and a small cultural center for exhibits, meetings, etc.

Downtown’s buildings would be “spiffed up” to highlight their “vintage character” – rather than being modernized. Business signs in Downtown would have a “flow” and consistency that makes them “fit” with each other as well as with Downtown’s historic buildings.

The roof over Huron Street – as well as the skywalks in Downtown – would be “brightened” or removed.

Efforts would be made to retain Downtown’s current businesses. Downtown’s current base of businesses would be strengthened by attracting more specialty shops, more sidewalk cafes, and more non-chain restaurants that offer international foods. Downtown’s mix of businesses would make local people want to support Downtown.

Downtown’s mix of uses would also include:

- Art, culture, and entertainment;
- Government offices and the library;
- Office and service businesses – preferably in upper floors;
- Lodging facilities;
- Apartments that are “not just for students;” and
- Open space.

Downtown’s mix of uses would allow it to attract a wide range of users, including:

- Local residents;
- Those who work Downtown;
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- MTU and Finlandia students, visitors, and alumni;
- Special event-goers;
- Lodging facility guests;
- Snowbirds;
- Heritage tourists;
- Those coming to the area to enjoy the outdoors – boaters, snowmobilers, skiers, fishermen, hunters, bikers, campers, rock hounds, etc.; and
- People of all ages – children, young professionals, families, retirees, etc.

By the year 2010, Downtown Houghton would be well on its way to having the following image.

A historic and charming Downtown
that is vibrant, friendly, family-oriented, and
a fun place to be.

An interesting and unique Downtown of
great shops, restaurants, art, and entertainment
where there’s always something going on.

A destination for locals, students, and visitors alike
that offers a great experience.

A Downtown that is
historic, yet clean and fresh,
and that has modern, up-to-date businesses –
where the past, present, and future meet.
A Downtown that's located on a beautiful, landscaped, active waterfront and that is said to be set in "God's Country" — it's that beautiful in and around Houghton.

The little gem in the north — come shop, eat, have fun, and enjoy the view — that makes you feel lucky to be there!
V. DOWNTOWN MARKET ANALYSIS

To ensure long-term economic results and success, Houghton'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 Houghton'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 38,645 – WITH AN ESTIMATED 15,036 HOUSEHOLDS (Source: ESRI estimate)

THE PRIMARY TRADE AREA POPULATION IS ESTIMATED TO INCREASE TO APPROXIMATELY 38,810 BY 2010 – WITH AN ESTIMATED 15,191 2010 ESTIMATED HOUSEHOLDS (Source: ESRI estimate)
THE AVERAGE HOUSEHOLD SIZE IS 2.34 PERSONS, WHICH IS SLIGHTLY SMALLER THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY $626,000,000 PER YEAR (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY $41,647 AND IS PROJECTED TO INCREASE TO $46,530 ANNUALLY BY 2010 (Source: ESRI estimate)

Current Retail Businesses – Downtown Houghton currently contains 40 retail businesses, which occupy approximately 90,383 square feet of building space. The retail inventory was completed by the Downtown Houghton Process Committee and is shown on the following pages.
# Downtown Houghton Retail Businesses

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Downtown Houghton Retail Businesses

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<td>Barber Shops</td>
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<td>Shoe Repair/Shine</td>
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<td>7832</td>
<td>Motion Picture Theater</td>
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**TOTAL NUMBER OF RETAIL BUSINESSES** 40

**TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE** 90,383

**TOTAL NUMBER OF VACANT RETAIL SPACES** 8

**TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE** 18,447

Source: Downtown Houghton Process Committee
Retail Potential – Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately $207,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand for the primary trade area is shown in THE RETAIL REPORT®, contained in the Appendix of this document.

As a conservative estimate, it is assumed that Downtown Houghton retail businesses now generate an average (blended figure) of approximately $160 per year per square foot in retail sales.

Since Downtown currently contains approximately 90,400 square feet of occupied retail space, Downtown Houghton should currently be generating approximately $14,500,000 in retail sales per year.

By dividing the project area's estimated annual retail sales – $14,500,000 – by the total estimated demand for retail products within the primary trade area – $207,000,000 – it can be concluded that Downtown Houghton may currently be capturing approximately 7% 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 Houghton, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 7% to between 8% and 8.5% by the year 2010. This should be considered a goal of the economic enhancement program.

If Downtown Houghton is able to increase its market share to between 8% and 8.5% by the year 2010, it is possible that the project area may be able to increase its total capture of retail sales to between $16,600,000 and $17,600,000 by the year 2010 – considered in constant 2005 dollars.
TOTAL PRODUCT DEMAND
BY PRODUCT TYPE

- Tobacco Products & Smoking Supplies
- Reading
- Personal Care Products & Services
- Other Entertainment Supplies & Services
- Pets, Toys & Playground Equipment
- Televisions, Radios & Sound Equipment
- Entertainment Fees & Admissions
- Prescription Drugs & Medical Supplies
- Other Apparel Services & Products
- Footwear
- Children’s Apparel — Under 2
- Girl’s Apparel — 2 to 16
- Women’s Apparel — 18 and Over
- Boy’s Apparel — 2 to 16
- Men’s Apparel — 16 and Over
- Miscellaneous Household Equipment
- Small Appliances & Miscellaneous Housewares
- Major Appliances
- Floor Coverings
- Furniture
- Household Textiles
- Alcoholic Beverages
- Food Away From Home
- Food At Home

(Millions)
TOTAL PRODUCT DEMAND
BY INCOME GROUP
This increase in total retail sales could potentially support the development of between approximately 13,000 and 20,000 net square feet of additional retail space by the year 2010 – which could include expansions or sales increases by existing Downtown Houghton retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented – on an on-going basis – the actual growth in Downtown's market share could potentially be much higher than projected. Conversely, by the year 2010, Downtown Houghton's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

**NOTE:**

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

**Retail Business Development** – Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Houghton. 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 Houghton follow.

- Downtown Houghton currently contains a total of 34 various office occupants occupying approximately 107,432 square feet of building space.
- Downtown Houghton is the traditional professional services center of the City and is the county seat.
Downtown's office space currently has an occupancy rate of approximately 97%, with approximately 3,800 square feet of vacant office space.

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

The most significant concentrations of offices include banks, real estate, health services, engineering/management services, and government.

**Current Office Uses** – The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers. The office inventory was completed by the Downtown Houghton 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 Houghton's primary trade area. Communities nationwide have experienced the fact that – as improvements are made in the overall economic and physical conditions of their Downtowns – an associated increase in demand for office space normally follows. This is also expected to hold true for Downtown Houghton. In addition, demand for office space is anticipated to increase due to natural household growth in the area, which is projected to increase slightly in the immediate future.

Therefore, it is estimated that approximately 10,000 to 18,000 square feet of additional office space could potentially be supported in Downtown Houghton between now and the year 2010. This should be considered an economic goal for the enhancement effort.

It must be noted that the actual growth in Downtown's office demand could be higher if Downtown is able to attract general offices, or back office operations from outside the area, to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current Downtown office operations.
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<td>Personal Services</td>
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<td>Photographic Studios</td>
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<td>Computer/Data Processing</td>
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**TOTAL NUMBER OF OFFICE BUSINESSES** 34

**TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE** 107,432

**TOTAL NUMBER OF VACANT OFFICE SPACES** 2

**TOTAL SQUARE FEET OF VACANT OFFICE BUSINESS SPACE** 3,808

Source: Downtown Houghton Process Committee
NOTE:
No attempt was made to determine the condition of vacant space. Therefore, no judgment is made concerning the marketability of space based on condition.

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

Downtown Housing Opportunities
The Downtown Blueprint project area contains a very impressive 320 dwelling units at this time. These units include:

- 2 single-family homes;
- 46 assisted housing units; and
- 272 apartment units.

Approximately 360 residents occupy these units. A large number of these units are occupied by students. The inventory and occupancy estimates were prepared by the Houghton Downtown Process Committee.

Downtown Houghton appears to offer several opportunities in the immediate future for additional housing development, particularly housing in the upper floors of existing buildings and the development of new units on redevelopment sites along and near the waterfront. While Downtown has a significant number of student-oriented units at this time, additional demand for such housing in Downtown is likely and consideration should be given to creating additional units to support the needs of Houghton's valuable college student market. The development of additional units which afford water views should also be seriously considered in the future, since such housing in and near Downtowns is highly valued throughout Michigan and the nation.

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

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

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 – on redevelopment sites throughout the Downtown Blueprint area; and

- Both owner-occupied and rental units.

In addition, specific programs offered through the Michigan State Housing Development Authority should be considered to assist with the development of affordable and market-rate housing in and near Downtown Houghton.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Houghton, 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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Blueprints for Michigan Downtowns

Course of Action
VI. COURSE OF ACTION

As was stated earlier, based on Downtown’s current strengths – and the community’s desires, concerns, and preferred image for Downtown’s future – it is recommended that the Downtown Blueprint be implemented with the following guidelines and truisms in mind.

- Downtown Houghton is currently in a state of transition. It is evolving from the role it has played historically, as a traditional Downtown of convenience businesses (groceries, pharmacy, etc.) to its contemporary role of a specialty business district. This change of roles should be recognized as a natural evolution – one that occurs in every Downtown – as highway commercial areas become more intense.

- Despite the expansion and intensification of commercial development on M-26, the local market is large enough and strong enough to also support a profitable Downtown.

- A Downtown can successfully co-exist with Wal-Mart, malls, and strip centers if that Downtown offers a business mix, ambience, and experience that are different from those other venues – as have been found in Downtowns nationwide.

- It should not be expected that “basic,” convenience businesses will return to Downtown – such as a grocery store or drugstore – in the same form they took in the past. However, they might reappear in Downtown in a specialized manner. For instance, instead of a grocery store, Downtown might see the addition of a gourmet market or an organic food co-op. And, they might reappear in combination – such as the opening of a store that carries food items, drugstore items, magazines, etc.

- Efforts must be made to ensure that MTU and Downtown grow and change in ways that make them mutually beneficial. This is important since a better Downtown will make it easier for MTU to attract and
HyettPalma
Blueprints for Michigan Downtowns

retain students. And, a better MTU will result in more potential customers for Downtown.

- As can be found on campuses nationwide, anchors that have traditionally been located in Downtowns have been created on MTU's campus. These include a museum, a performing arts center, and a major special event (Winter Carnival). This will necessitate creating links between Downtown and these anchors. And, it necessitates ensuring that Downtown and MTU successfully co-exist into the future. Optimally, this would entail locating in Downtown all anchors that serve the broader community, as well as MTU.

- Currently, Downtown has several elements in place that bode well for economic success. These are its architecture and waterfront location (which create a special character and ambience) and its base of businesses. What Downtown also needs to succeed is improved visual appeal, linkages to the water, a focus on business development, and a unity of organizations working on its behalf.

- It is important to hold special events in Downtown since they create a feeling of community and the sense that Downtown is the gathering place of the entire community. However, it must be realized that a Downtown's business mix is what attracts spenders.

- Spenders should be attracted to Downtown by creating a cluster of specialty businesses in first floor spaces on Shelden Avenue. This should include specialty retail, food, art, and entertainment.

- Enhancement activities, as well as resources, should be targeted on in order to create this cluster. Montezuma Avenue should be treated as the gateway into, and an integral part of, Downtown. And, Montezuma Avenue and Shelden Avenue should be linked to the water via signs and public improvements along Downtown's side streets.

- At this time, Downtown's public improvements and spaces appear to be very utilitarian in nature. As Downtown transitions to a specialty
business district, it will be very important to also bring about a transition in these spaces, going from utilitarian to beautification.

- All city ordinances relevant to Downtown – whether relating to signs, parking, building codes, etc. – should be enforced since doing so sends the message that Downtown is a valued and valuable community asset.

- Several organizations involved in Downtown, such as the Chamber of Commerce and the Houghton Business Association, are in a state of transition. This should be seen as an opportunity for those groups to define their Downtown involvement in a manner that is consistent with this Downtown Blueprint.

- The boundaries of Downtown, as they have been defined for this Downtown Blueprint, should remain in place for at least the next five years. Doing so will allow scarce resources to be targeted, tangible results to be realized as quickly as possible, businesses to be clustered rather than dispersed, and customers to be enticed to walk and shop the entire Downtown. As a result, this will be the quickest route to Downtown economic success.

The following actions should be taken to move Downtown toward the community’s preferred image for Downtown, to capture the economic opportunities revealed in the Downtown market analysis, to enable Downtown to co-exist with other commercial areas, and to allow Downtown to thrive and flourish for the long-term.
Public Improvements
The following actions should be taken to move Downtown’s public spaces from being strictly utilitarian to also being beautiful. And, the actions are needed to ensure that those spaces are well maintained on a regular and permanent basis.

1. Streetscape
Beautification improvements last made on Shelden Avenue occurred between 1978 and 1983. These are in need of freshening and up-dating, so that they are of a design that once again adds to Downtown’s visual appeal and also complements Downtown’s historic architecture.

Sidewalks, curbs, and gutters on Shelden Avenue have been severely damaged overtime by snow removal and have deteriorated with age. And, the roadway surface is in need of freshening.

Therefore, the time has come to consider a complete replacement of public improvements from building line to building line on Shelden Avenue. This should be undertaken in the following manner.

- Retaining a landscape architect – having significant experience in Downtown settings and northern climates – to create a streetscape plan for Shelden Avenue.

- The streetscape plan should include and address the following elements:
  - Pedestrian-scale, period streetlights;
  - Benches;
  - Trash receptacles;
  - Bike racks;
  - Placement and selection of landscaping and trees;
  - Hanging flower baskets;
  - Irrigation system for landscaping;
  - Burying any remaining overhead utility lines; and
  - Sidewalk materials and treatments.
The planters, benches, and trash receptacles now located on Shelden Avenue should be relocated to other parts of Downtown or the community.

New curbs, gutters, and roadway surfaces should be installed.

The streetscape plan should include creating linkages between Montezuma Avenue, Shelden Avenue, and the waterfront.

The streetscape plan should be designed to:

- Be in keeping with Downtown's historic architecture;
- Be pedestrian-oriented;
- Be easy to maintain;
- Be easy to repair; and
- Allow snow to be removed without causing damage to the improvements.

Before implementing the streetscape plan, a mitigation plan should be defined so that the construction phase causes as little disruption to Downtown businesses as possible. The mitigation plan should include:

- Keeping business owners apprised of the construction schedule, in terms of where construction will occur on a week-to-week basis and where construction equipment will be placed;
- Keeping the public apprised of how to access Downtown and its businesses during construction activities;
- Maintaining access to a front or rear entrance to every business at all times;
- Establishing a "hotline" that business owners can call to obtain information or report problems;
Scheduling construction in a manner that causes the least disruption to business as possible – such as on Sundays and in the evenings;

Completing the construction as quickly as possible; and

Incorporating “fun” events into the project – such as a groundbreaking party and a ribbon cutting party – and inviting the public to those events.

In addition, property and business owners should be encouraged to undertake any necessary or desired façade improvements at the same time that the new streetscape is being constructed.

2. Link to MTU
An assessment of College Avenue should be undertaken to ensure that it is as conducive as possible to student movement between MTU and Downtown. This should entail a review of streetscape elements, the removal of snow and ice, and light levels. And, any improvements determined necessary should be made to ensure safe and convenient passage between Downtown and MTU.

3. Cleanliness & Maintenance
Diligent and consistent efforts must be made to ensure that Downtown is appealing to its users at street level. This should entail the following.

- Downtown should be free of weeds and litter at all times.

- Mining rock being used for decorative purposes in Downtown should be removed – or at least minimized – since it gives Downtown a drab appearance.

- Private trash should not be put on sidewalks prior to the day of pick-up. The following steps should be taken to end this practice:
  - Discussions should be held with private haulers to, if possible, arrange for pick-up times and days that allow trash to be put out shortly before it is collected;
The installation of trash compacters and centrally located dumpsters – for use by Downtown businesses – should be considered, and these should be locked to preclude their use by private individuals;

If the above steps fail to remedy the situation, as a last resort the City should consider passing an ordinance prohibiting the placement of trash on public property in advance of the day it is to be collected.

4. Entrance

Entrances to Downtown should be marked in a way that states “you have arrived at someplace special” and “we’re glad you’re here.” Marking the east entrance to Downtown is a green space containing a statue of a miner. If at all possible, the green space in which the sculpture sits should be beautifully landscaped at all times.

The west entrance to Downtown is marked by the green space referred to locally as “the loop.” This area should:

- Also be beautifully landscaped at all times;

- Also contain a piece of public art that reflects the community’s history;

- Not include billboards or other signs advertising the services of private businesses or non-profit organizations – except signs that advertise community events; and

- Include a sign – designed as part of the wayfinding system discussed below – that reads "← Historic Downtown Houghton."

5. Wayfinding

Wayfinding systems include a series of signs meant to direct motorists to a community and all of its attractions. Past studies have recommended that such a system be created for Houghton and its Downtown. And, a wayfinding system is
needed in Houghton every bit as much today as when those past studies were completed. Therefore, a wayfinding system should be created that includes:

- Professionally designed, creative, and distinctive signs that reflect the community's heritage and Downtown's image;
- Signs that direct motorists to Houghton and its Downtown, starting 10-miles out on US 41 and M-26;
- A sign that welcomes motorists to historic Houghton immediately after crossing the bridge into the city;
- Signs at the entrance to the city that direct and welcome motorists to historic Downtown Houghton;
- Signs directing motorists to the waterfront, The DEE, and all other Downtown attractions;
- Signs that direct motorists to Downtown's public parking areas; and
- Signs that mark Downtown's public parking as being for public use.

**Building Improvements**
The following actions should be implemented to encourage the appropriate renovation of Downtown's buildings.

1. **Loan Fund**
The city operates a revolving loan fund to incentivize building improvements. This is a tool that should be retained and more heavily marketed.

2. **Grant Program**
To augment the revolving loan fund, a matching grant program should be created. Grants of up to $5,000 per building should be made available for façade, sign, and awning improvements that are consistent with the design guidelines discussed below.
3. **Design Guidelines**
A professional architectural historian or preservation architect should be retained to develop a set of design guidelines that:

- Are specifically tailored to Downtown's architectural styles;
- Include illustrations of “do's and don'ts” for façade, sign, and awning renovation;
- Address the appropriate treatment of vacant lots in Downtown; and
- Address the appropriate styles and scale of new structures built in Downtown.

4. **Design Assistance**
The City should continue to offer building owners four hours of free design assistance from a professional preservation architect with experience in Downtown settings. And, once they are completed, the Downtown design guidelines should form the basis of this advice.

5. **Local Historic District**
Downtown is currently listed in the National Register of Historic Places as a historic district. While this is a prestigious and important designation, it does not protect Downtown's buildings from inappropriate exterior changes – defined as changes that are not in keeping with a building's architectural style and that, therefore, lessen its historic significance and property values.

During the course of the **Downtown Blueprint** process, community members repeatedly stressed their desire to see Downtown's historic architecture and character retained. If the community is serious about retaining and protecting Downtown's historic architecture, consideration should be given to designating Downtown as a local historic district. Doing so would require the city to review exterior changes that are proposed by a building owner and approve those changes before they are made.
Optimally, the request for such designation would be initiated by Downtown property owners – who would petition the City to create a local historic district in Downtown. And, the design guidelines discussed above should be used to review exterior changes proposed by building owners – rather than having the reviews based on the arbitrary “taste” of the reviewers.

6. Code Enforcement
Code enforcement performed by the city has been effective in improving Downtown building conditions. Therefore, the city should continue to carry out diligent code enforcement while maintaining a pro-business, pro-quality, and pro-preservation posture.

7. Problem Properties
Currently, a small number of Downtown structures fall into the category of “problem properties” – defined as those whose owners are not reinvesting in or maintaining the buildings up to the community’s standards. The following steps should be considered in addressing these structures, when deemed appropriate.

- **Step 1** – Owners of problem properties should be approached and offered any available assistance in their efforts to improve those properties.

- **Step 2** – If owners of problem properties do not desire to enhance properties, an offer to assist in finding an appropriate buyer or to buy the problem property should be made. If deemed feasible and appropriate, the property should be purchased and enhanced or simply purchased, and the property should be marketed to a responsible building owner who will maintain the property in a manner acceptable to the community.

- **Step 3** – If the owners of a problem property refuse to enhance that property or market it to a responsible owner, every legal step should be considered and taken to relieve the property owner of the problem property. And, the property should be sold to a responsible owner, either after being enhanced or as is with the understanding that problems related to the property will be corrected within a specified time frame.
Parking & Traffic
All past analyses have indicated that Downtown Houghton does not have a shortage of parking supply. However, HyettPalma believes that Downtown is in need of parking management changes that make parking more convenient and pleasant for Downtown customers, employees, and residents. In addition, there appears to be a great desire locally to give as much priority to Downtown’s pedestrians as to its motorists. Therefore, the following steps should be taken to enhance Downtown’s parking as well as its pedestrian appeal.

1. On-Street Parking
All steps possible should be taken to maximize the number of on-street parking spaces offered in Downtown. This should include adding angled parking to all side streets having sufficient width. And, consideration should be given to removing marks that delineate parking spaces on Shelden Avenue, since doing so could allow a larger number of parked vehicles to be accommodated.

2. Parking Decks
All Downtown parking decks should be made more appealing and user-friendly by:

- Enhancing light levels by installing the type of lights that have been tested on Lakeshore Drive;

- Adding color to the decks – possibly with low-maintenance colored panels; and

- Exploring all options that would beautify the decks, making them less drab and utilitarian in appearance.

3. Signs
It is now difficult for motorists, who are unfamiliar with Downtown parking, to determine how to access the decks. This should be corrected by installing directional signs to the decks and locational signs marking the decks that are:

- Highly visible;
- Distinctive in design;
Oriented to the motorist, and not pedestrian; and
Part of the wayfinding system mentioned earlier.

4. **Enforcement**
Turnover of cars parked in two-hour, on-street spaces should be encouraged by changing the manner in which the two-hour limit is enforced, as follows.

- On-street parking meters should be removed.
- Where meters were located, signs should be installed that read “Free 2-Hour Customer Parking.”
- The two-hour time limit should be enforced by recording license tags, either manually or, preferably, by using handheld computers.
- If handheld computers are used, an escalating fine system should be instituted that targets repeat violators, rather than customers who accidentally overpark.
- The City should continue its practice of forgiving the first ticket received.

5. **Marketing**
Local residents and visitors alike must be informed about the availability of Downtown parking. This should be done by:

- Showing the location of parking on the Downtown brochure (discussed later in this chapter);
- Touting Downtown’s free and ample parking in all Downtown advertising; and
- Highlighting the availability of such parking on Web sites that feature Downtown.
6. Pedestrian-Safety
To increase pedestrian safety and comfort in Downtown, the City should work with MDOT to:

- Clearly mark and sign all crosswalks;
- Install signs requiring motorists to yield to pedestrians in crosswalks, as is required by Michigan law, and enforce that law; and
- Install mirrors at steep intersections, so that motorists do not have to pull into the intersections to see cross-traffic – or, if this is not possible, remove parking from corners to open lines of site.

7. Bike Access
The waterfront trail should be designated a bike path and:

- The path should be linked to Shelden Avenue and Montezuma Avenue through the public improvements discussed earlier; and
- Bike racks should be conveniently located off the trail, but not on Shelden Avenue.

It should be noted that, while it might appear more convenient for bicyclists to ride on Shelden Avenue, this is not advisable since:

- Doing so on the sidewalk would be dangerous for pedestrians; and
- Creating a bike lane in the street would present dangers for bicyclists.

8. Traffic
The City now appears to enjoy an excellent working relationship with MDOT. Through this relationship, the City and MDOT should explore all ways to make Downtown as pedestrian-friendly as possible. This should include using
contemporary traffic enhancement techniques, such as traffic calming, to reduce traffic speed, improve light timing, etc.

**Real Estate Development**
The following actions should be taken to enhance Downtown’s real estate.

1. **Gathering Place**
The community very much desires for Downtown to be a social, community gathering place, and not merely a place of commerce. To accomplish this, the City is intending to create an outdoor gathering place at the new, expanded library site. This gathering place should:

   - Be permanent;
   - Well-signed;
   - Made beautiful with landscaping; and
   - Include a seasonal ice rink on a parking lot.

2. **New Library**
Downtown is fortunate that the new, expanded library is to be built in Downtown. Those making this decision should be commended for their foresight. And, the new library should be constructed ASAP.

3. **Old Library**
When vacated, the most appropriate use for the old library building would be offices.

4. **Housing**
Currently, the majority of Downtown’s housing units are occupied by MTU students – who should always be welcomed as Downtown residents. However, to broaden Downtown’s diversity, overtime, as housing demand increases in Downtown, property owners should be encouraged to rent to non-students and developers should be encouraged to build and sell condos to non-students.
5. **Waterfront**
Downtown’s waterfront should include a combination of private uses as well as those that allow public access/enjoyment -- with the balance leaning toward the latter. This should entail:

- Introducing more restaurants and housing along the water;
- Maintaining public access (via parks and the trail) and vistas;
- Allowing marine-related businesses to locate along the water; and
- Not allowing specialty retail businesses, art venues, or entertainment venues to locate here -- since doing so would be detrimental to such Downtown businesses located in traditional storefronts.

In addition, the waterfront should be made more appealing by:

- Ensuring that all private and public properties are impeccably maintained at all times;
- Minimizing the use of hard surfaces; and
- Maximizing the use of flowers and color in clement weather.

6. **Vistas**
Deliberate care should be taken to open and maintain vistas to the water from Lakeshore Drive, Shelden Avenue, and Montezuma Avenue. This should be done by:

- Removing the covering located over Huron Street; and
- Removing those skywalks that are not highly used.
7. **Parking Decks**
Parking decks located on Lakeshore Drive should be more intensively used by:

- Developing a limited amount of restaurant space on upper levels facing the water;
- Leasing these spaces to developers – rather than selling it; and
- Maximizing water views from these food establishments.

Of course, the mandatory first step in doing so would be to ensure that the structural integrity of the decks can support additional development. If it is found that they cannot, then the recommended restaurant space should be created at ground level or the decks should be reinforced to support light commercial development.

8. **Vacant Lots**
The City should require that all vacant lots located on Shelden Avenue be clean, greened, or screened from view.

**Business Development**
The community has expressed a great desire for Downtown's businesses to:

- Offer greater variety, quality, uniqueness, customer service, and convenience;
- Look historic on the outside; and
- Be up-to-date on the inside.

The following steps should be taken to meet this desire.

1. **Customer Service**
With the continued development of newer projects throughout other parts of the community and region – particularly chain, big box, and strip-center projects – the provision of exemplary customer service should be a must for all of
Downtown’s businesses. Exemplary customer service can always set Downtown apart from the newer completion.

Specific customer services which should be considered by Houghton’s Downtown businesses include:

- Displaying a greater interest in helping and satisfying the customer than in making the sale;
- Keeping hours that are convenient for the customer, rather than for the business owner;
- Cherishing employees who are “problem solvers” and “people people” rather than merely “sales help;”
- Hiring employees who are knowledgeable about the products and services offered by the business;
- Training employees well before they are put on the floor;
- Offering free minor alterations and repair of purchases;
- Offering free gift wrapping;
- Offering reasonable return policies;
- Accepting all major credit cards (without an added surcharge);
- Faxing or e-mailing product information to the customer immediately after the request is made;
- Delivering or shipping products to the purchaser;
- Special ordering of products requested by individual customers;
- Buying at market with specific customer needs and desires in mind;
• Calling frequent customers when new merchandise arrives;

• Holding a “private sale” for frequent customers a few days prior to a “public sale;”

• Matching a competitor's lower price on a particular item when a customer points out the price difference;

• Opening before or after regular business hours to meet the special needs of loyal customers;

• Making purchasing easy for busy loyal customers by bringing an array of products to their home or office so they can make their selections without making a trip to the business;

• Offering customer use of an in-store telephone;

• Offering customer use of in-store rest rooms;

• Offering soft drinks, coffee, tea, water or other beverages to customers while they shop;

• Paying a parking ticket which a customer receives while doing business with you;

• Sending a thank you note to the customer after the sale is made;

• Telephoning the customer one week after the sale to ask if they are pleased with their purchase;

• Standing behind the product long after the sale is made;

• Continually looking for new ways to serve and thank loyal customers; and
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- Referring customers to other area businesses when customers express an interest in goods and services that are not available at your business.

2. Referral Cards
To help familiarize all Downtown businesses with products and services offered by their neighboring Downtown businesses, a referral card should be prepared and placed by the cash register or checkout point of each business in Downtown. The card should identify what each Downtown business offers (products and services) and provide a business name and contact person for each establishment. When a customer asks for a product or service not offered by a particular business, using the referral card, the customer should be directed to another Downtown business that may better satisfy their need. The contact person identified on the referral card should be given an advance call to inform them that the customer will be visiting their establishment and will be looking for a particular product or service.

This type of specialized customer service and networking will reinforce the unity of Downtown businesses and the entire business district in the minds of customers and make Downtown more convenient for customers.

3. Hours of Business Operation
Since Downtown’s market consists of a significant number of college students – who always want shops open in the evenings – and since the trend in progressive DOWNTOWNS throughout the state and nation is to keep businesses open when it is most convenient for customer patronage, serious consideration should be given by Downtown business owners to being open during evening hours, when appropriate, in order to better serve the needs and desires of the marketplace.

Every Downtown business owner should re-consider their hours of operation with the customer in mind. If, following their review of business hours, it is determined that altered hours of operation are appropriate, new, market-driven hours should be instituted.

Market-driven hours have proven to be the most productive hours of operation for any business.
As more and more dining and entertainment establishments open in Downtown Houghton — with the continued expansion of evening offerings — it is likely that other types of businesses will extend hours to take advantage of increased customer traffic into the evening hours.

4. **Outdoor Dining**
People who live near and visit communities with Downtowns in cold climates have shown great interest in patronizing dining establishments that offer outdoor seating during clement weather. In fact, outdoor dining is one of the most sought-after venues in restaurants throughout the world today, regardless of location. And, outdoor dining is of particular interest to students.

Therefore, every dining establishment in Downtown Houghton should make every effort to provide the maximum number of outdoor seats. And, in order to expand the outdoor dining experience and season, consideration should be given to the use of outdoor heaters during the shoulder months.

5. **Entertainment**
All Downtown dining establishments offering evening dining should consider the periodic offering of entertainment — such as live music, dancing, comedy, magic, etc. — to enhance the overall entertainment offerings of Downtown Houghton.

6. **Snow & Ice**
Given Houghton’s location, snow and ice are a fact of life! It is also a fact of commerce that snow and ice can impede business if not removed expeditiously. Therefore:

- The City of Houghton should remain diligent in the expedient removal of snow and ice in Downtown; and

- As the number of retail businesses increase, Downtown business owners should once again open interior doors that link their businesses, allowing customers to walk from one to another without going outside.
7. **Signs & Windows**
Downtown’s business owners should consider erecting signs that are:

- Highly distinctive;
- Appropriate for the architecture of the building on which they are mounted; and
- In keeping with the Downtown design guidelines.

The display windows of Downtown businesses should:

- Receive more attention from business owners as pedestrian traffic increases;
- Be highly creative and changed at least every two weeks; and
- Remain lighted until at least 11:00 PM during times of limited daylight.

8. **Interiors**
Store interiors should be clean, well-lighted, and up-to-date while retaining historic details, such as metal ceilings.

9. **Public Safety**
There is a desire on the part of City officials to add a foot/bike police officer to Downtown. This should be strongly supported since doing so would add an “Officer Friendly” presence to the street. In addition, to augment that presence, consideration should be given to hiring part-time summer maintenance workers (as is done in Menominee) and having these workers double as “Downtown guides.”

10. **Farmers Market**
It appears that the community greatly desires to have a farmers market in Downtown. This potential Downtown anchor should be held in the vicinity of the new library and should include art, entertainment, and food, in addition to growers.
11. Orientations
Using the business development effort, the various portions of Downtown should be positioned to have the following economic orientations.

- Shelden Avenue – Specialty retail, food, art, and entertainment uses in first floor spaces and clustered in the core of Downtown (defined as from Isle Royal Street to Bridge Street) with offices and housing above.

- Montezuma Avenue – Offices, housing, convenience retail, and service businesses.

- Lakeshore Drive – Public uses, restaurants, housing, and marine-oriented businesses.

- Side Streets – Specialty retail, restaurants, offices.

12. Internal Recruitment
Successful Downtown business owners should continue to be encouraged and supported in their efforts to open additional businesses in Downtown Houghton. This is commonly referred to as internal business recruitment.

13. SmartZone
The following should be done to maximize this facility's potential impact on Downtown business development:

- It should be ensured that all of Downtown is a wi-fi zone – and, if not, assistance should be sought from MEDC to do so; and

- Working with SmartZone officials, all appropriate businesses created by this facility should be placed in upper story and side street spaces in Downtown.

14. Student-Run Businesses
Working with MTU's entrepreneurial program, students should be encouraged to create and operate one or more businesses in Downtown. Optimal, these
businesses would serve students, Downtown residents, Downtown employees, and local residents alike.

15. **MTU Business Development**
Downtown should be the first location considered – and the location of choice – for all businesses created by MTU, regardless of whether those businesses are MTU logo shops or high-tech firms.

16. **Top List**
The following types of businesses should be the first targets for recruitment to Downtown Houghton, providing greater support for Downtown's collection of existing businesses:

- Restaurants – international cuisines, with live entertainment;
- Specialty foods – bakery, co-op, organic, etc.;
- Convenience/variety store;
- Art and craft galleries/co-ops;
- Art and craft supplies;
- Casual apparel;
- Home accessories; and
- MTU logo merchandise shop.

17. **Full List**
Following is the full listing of businesses appropriate for Downtown Houghton.

**Prepared Food**
- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros;
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- Coffee Houses;
- Delis;
- Brew Pubs;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Sports Bars -- with Emphasis on Food;
- Pubs/Taverns -- with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods -- i.e., Italian, Greek, French, Chinese, Mexican, etc.

Food for Home
- Convenience Grocery;
- Green Grocer;
- Health Foods; and
- Meat/Fish Market.

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

Specialty Retail
- Antiques;
- Art Galleries, Framing and Supplies;
- Bike Shop (Sales and Rental);
- Books;
- Cameras and Photo Supplies;
- Children's Apparel;
- Computers/Software;
- Florist;
- Gifts, Stationery and Cards;
- Hardware;
- Home Decorating Products and Design Services;
- Men's Apparel;
- Music (Recorded and Sheet);
- Office/School Supplies;
- Optical Products;
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- Radio/TV/Electronics;
- Sewing Supplies;
- Shoes, Dress and Casual;
- Small Variety Store;
- Sporting Goods;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry;
- Wall Coverings and Paint; and
- Women's Casual Apparel and Accessories.

Convenience Retail/Select Services
- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Gas Service Station;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

Offices
- Accounting, Auditing, Bookkeeping;
- Advertising;
- Commercial Banks;
- Computer and Data Processing;
- Courts;
- 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;
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- Legal Services;
- Library;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers and Other Media Outlets;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Post Office;
- Print Shops;
- Public Order and Safety;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- 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;
- Churches in buildings designed as churches, not storefronts; and
- Hotel facilities, if market conditions prove feasible in the future for additional units.

18. Prospecting
While every effort should be made to encourage existing, successful Downtown business owners to open additional businesses, it is very likely that some level of external business recruitment will be necessary – at least in the early phases of the enhancement effort.

The hope and goal of any quality Downtown enhancement program is to have appropriate prospects seek appropriate space in Downtown as the overall
enhancement effort results in significant economic and physical improvements in the commercial district. This should be the goal of Houghton’s Downtown enhancement effort.

However, in the event that existing business owners do not choose to open appropriate new businesses or if prospects do not seek to open new businesses in Downtown Houghton to the extent desired by the community, then an aggressive effort should be mounted to seek appropriate businesses to open in Downtown Houghton.

New business prospects should be sought from throughout the trade area, the UP, and northern Wisconsin. Prospects should be sought through field investigation, not mass mailings.

When identified in the field, prospects should be invited to visit the community and every effort should be made to assist in their efforts to locate appropriate building space. Any appropriate, available business development or real estate development assistance provided through the Downtown enhancement effort should be offered to qualified, quality new business owners, such as loans, grants, design assistance, etc.

**Marketing**

Downtown Houghton is a National Register Historic District, the birthplace of professional hockey, located on the water, and a natural magnet for heritage and eco-tourists. These – plus the fact that a cluster of specialty retail, food, art, and entertainment businesses is being created in Downtown – should be broadcast through the following marketing actions.

The marketing effort should be used to market Downtown to locals, students, and tourists – in that order.

2. **Solidify the Brand**

The owners of Downtown’s retail, food, art, and entertainment businesses should come together and participate in a joint ad campaign that:

- Is run all year long, and not just around holidays, seasons, or special events;
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- Is creative and memorable; and

- Positions Downtown as a not-to-be-missed collection of one-of-a-kind shops, eating establishments, and entertainment – all in a historic, waterfront environment.

3. Special Events
Several special events are now held in Houghton – or in both Houghton and Hancock – including the MTU Winter Carnival, Bridgewater, the Multi-Cultural Festival, and the Lake Superior Pro Rally. None of these events is held solely in Downtown, nor do there appear to be coordinated efforts to link Downtown with these events. Therefore, the following steps should be taken to help Downtown derive greater benefits from special events.

- A “signature” Downtown event should be created – one that is held only in Downtown, for which Downtown becomes widely known, and that grows each year in participation – this could possibly be done by growing the Art Fair and increasing its significance in Downtown;

- Elements of existing special events – such as the MTU Winter Carnival – should be created in, or brought to, Downtown;

- Downtown businesses should make a concerted effort to tie-into existing, large special events – such as Bridgewater; and

- Small, recurring events should be scheduled in Downtown – such as reprising the music series the City has held in the past at the pavilion.

All small events scheduled in Downtown should be held at the new Downtown gathering place, created at the expanded library site. And, this should be the main staging ground for all large events held in Downtown.
4. **Downtown Brochure**
In the past, a brochure has been created by the Houghton Business Association, which lists all member businesses, whether located in Downtown or in the M-26 highway business district. In addition, brochures have been created by the Chamber of Commerce, such as its restaurant guide, that list particular types of businesses throughout the Keweenaw Peninsula. However, a brochure does not exist for just Downtown and to market Downtown as a unique destination. This is a missing piece of the Downtown marketing effort that should be created. In doing so, the Downtown brochure should:

- Be professionally designed;
- Position Downtown Houghton as the region's premier, historic Downtown;
- List ALL of Downtown's businesses; and
- Be coordinated with the lure brochure being created for Houghton, at the suggestion of MTU.

At a minimum, the Downtown brochure should be placed at, and made available at, the following:

- All Downtown businesses, City Hall, the County Courthouse, the DEE Center, the library, and all other places that area residents tend to frequent in large numbers;
- MTU and Finlandia University;
- The Chamber's visitor center, area-wide State of Michigan welcome centers, offices/visitor centers of area National parks, Isle Royale boat and lodge, area-wide lodging facilities, and all other places that area tourists tend to frequent;
- Nearby ski facilities, marinas, RV parks, campgrounds, and other areas that outdoor enthusiasts tend to frequent;
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- Large special events throughout the region; and
- Tour bus groups and tour bus operators.

In addition:

- Information boxes should be erected along the 4.5 mile trail that runs along Downtown's waterfront and the brochure should be placed in those boxes;
- National park employees, who can be found walking in Downtown, should be asked to carry Downtown brochures with them; and
- Wal-Mart, shopping malls, grocery stores, and other large retailers throughout the region should be asked to place the brochure in their information racks.

5. Houghton Lure Brochure
Efforts are underway to create a lure brochure for Houghton. This piece should prominently feature Downtown Houghton as:

- The community's fun and "happening" gathering place;
- An alluring destination that welcomes – and is sought out by – local residents, students, and visitors alike;
- Offering a fantastic collection of unique specialty retail, food, art, and entertainment businesses -- all in a historic setting; and
- Being located on the water.

6. Story Placement
The Downtown marketing campaign should include a concerted and on-going effort to regularly place stories about Downtown with all major print and electronic media throughout the peninsula. This should include mainstream media as well as university-run media.
7. Logo
In the past, a Downtown logo was created by the Houghton Business Association. Now, with the completion of this Downtown Blueprint, the time has come to revisit that logo by:

- Retaining a marketing professional to review/revamp the logo;
- Directing the marketing professional to use the Downtown Blueprint recommendations as a guide; and
- Ensuring that the logo clearly conveys Downtown’s image as being historic, being on the water, and offering specialty shops, food establishments, art, and entertainment.

8. Student Orientation
While it has been discussed in the past, distributing information about Downtown to incoming MTU freshmen should become a reality. This information should include the Downtown brochure as well as a Web site address for Downtown.

9. Web
Creating a Web presence for Downtown is essential – especially if Downtown and its businesses hope to attract greater numbers of students and tourists, two groups that rely heavily on the Web to decide where to shop and where to visit. Therefore, at a minimum, a Downtown section should be created on the City’s Web site and on the Chamber’s Web site. These sections should include the Downtown brochure as well as information about goings-on in Downtown, such as special events, entertainment, etc.

Optimally, as funds allow, a Downtown Web site should be created jointly by the DDA and business association. And, this site should be linked to that of the City and the Chamber.

10. Newsletter
Currently, the Chamber of Commerce produces a monthly newsletter. If possible, this newsletter should include a regular Downtown column – one that could serve as a newsletter for the DDA and business association. If this is determined to not be possible, then the DDA and business association should produce a joint newsletter on a regular basis.
Partnership for Success
VII. PARTNERSHIP FOR SUCCESS

The most successful Downtown enhancement efforts nationwide are those that are implemented by a partnership formed between the private and public sectors. For Downtown Houghton to reach its full potential, key private and public sector leaders and constituents must continue to:

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

This is essential for economic success. The actions recommended below were designed to allow the above to occur.

Existing Entities
The following entities are those primarily involved in Downtown and its enhancement:

- The Downtown Development Authority (DDA);
- The Houghton Business Association;
- The Keweenaw Peninsula Chamber of Commerce; and
- The City of Houghton.

Also involved in and related to Downtown's enhancement, although not in as primary a way as those listed above, are the following groups:

- The Copper Country Community Arts Council;
- The Keweenaw Community Foundation;
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- The Keweenaw Convention & Tourism Bureau;
- The Keweenaw Economic Development Alliance;
- MTU;
- The SmartZone; and
- The County government.

**Lead Role**
For greatest success, one entity must assume the lead role in overseeing implementation of the *Downtown Blueprint*. Of those involved in Downtown’s enhancement, the DDA would be the most appropriate group to fill that role since its sole focus is Downtown and since it has a steady stream of revenue that can be used on Downtown initiatives. Therefore, the DDA should assume this role.

To do so, it is suggested that the DDA be totally revamped so that it can function as:

- The entity that implements – and involves others in implementing – the *Downtown Blueprint*;
- The entity that develops annual Downtown work programs and recommends to Council a budget to implement the work programs; and
- The entity that pulls together the other involved entities into a Downtown partnership.

**DDA Composition**
To function as a Downtown partnership, it is suggested that – in addition to Downtown business and property owners – the following be appointed to the DDA as it is revamped:

- The Mayor of Houghton;
- Houghton’s City Manager;
- The Chair of the Downtown Business Association (discussed below);
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- The Chair of the Keweenaw Peninsula Chamber of Commerce; and
- The President of MTU.

Business Association
Currently, the Houghton Business Association is undergoing a transition and rethinking its mission. It is suggested that this group consider evolving into the Downtown Business Association and focusing its efforts on promoting Downtown and its businesses through ads, events, and the actions recommended in the marketing section of this document.

Staff
To move Downtown forward more expediently than in the past, strong consideration should be given to retaining a DDA director. This individual should:

- Have a proven track record of success in Downtown economic development;
- Be able to command the respect of the Downtown business community, City government officials, and MTU officials; and
- Be able to work well with engineers – but not be an engineer himself.

Funding
The City has been very successful over the years in seeking grant funds and should continue to do so – seeking those that allow the actions recommended in the Downtown Blueprint to be taken. In addition, the DDA should be willing to borrow against its future revenues, if necessary, to implement the Downtown Blueprint in an expedient manner. And, the following funding sources should also be considered:

- City general funds;
- State, County, and township government funds;
- Federal programs;
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- Industry, corporations, and major employers throughout the area;
- Business owners, commercial property owners, and real estate developers;
- Banks;
- Utilities;
- Area foundations;
- Service clubs (to sponsor projects recommended in the enhancement strategy); and
- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Houghton.

**Adopt**
The DDA should adopt the *Downtown Blueprint* as its official guide for Downtown’s enhancement. And, it is hoped that the City Council would adopt the *Downtown Blueprint* as the Downtown element of the City’s comprehensive plan.

**Documentation**
To generate enthusiasm, confidence, and private sector investment in Downtown, the results of Houghton’s Downtown enhancement effort must be documented and communicated to all constituencies – including business owners, property owners, investors, volunteers, citizens, government officials, and potential funders.

This should be accomplished by:

- Tracking benchmarks, as required by MEDC and listed below, on an annual basis;
- Producing a monthly newsletter, as mentioned earlier; and
• Producing an annual report.

The benchmarks that must be tracked annually, by contract between the City and MEDC, are:

• 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.).
Implementation Sequence
VIII. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Houghton. This chapter shows the recommended actions, which 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 five to six years, consideration should be given to updating the entire Houghton Downtown Blueprint 2005, depending on the level of program accomplishments realized.
Year-1 Implementation Sequence
Houghton Downtown Blueprint 2005

Partnership and Management Actions
1. Formal adoption by the City of Houghton and DDA of the Houghton Downtown Blueprint 2005 as the official guide for the further economic enhancement of Downtown Houghton.
2. Formal adoption by City Council of the Downtown Blueprint as the Downtown element of the City’s comprehensive plan.
3. Implementation of the Downtown Blueprint through oversight of the DDA, as reconstituted.
4. Hire DDA director.
5. Houghton Business Association evolves into the Downtown Business Association, with efforts focused on promoting Downtown.

Public Improvements Actions
1. Retain landscape architect to create streetscape enhancement plan.
2. Implement streetscape improvements, ASAP, as per recommendations of the Downtown Blueprint.
3. Assess link between MTU and Downtown and implement enhancement initiatives, as determined needed.
4. Undertake Downtown cleanliness and maintenance program, as per recommendations of Downtown Blueprint.
5. Enhance Downtown entrances, as per recommendations of Downtown Blueprint.
6. Design wayfinding system and install ASAP.

Building Improvements Actions
1. Heavily market Downtown building improvement loan fund.
2. Create and offer matching grant program for façade enhancements.
3. Prepare and use design guidelines.
4. Continue to provide design assistance.
5. Diligently enforce all local building codes.
Year-1 Implementation Sequence
Houghton Downtown Blueprint 2005 (Continued)

Parking & Traffic Actions
1. Increase on-street parking spaces, as per recommendations of Downtown Blueprint.
2. Enhance Downtown parking decks, as per recommendations of Downtown Blueprint.
3. Design and install new directional signs and locational signs at parking decks.
4. Enforce parking, as per recommendations of Downtown Blueprint.
5. Remove on-street parking meters.
7. Mark pedestrian crosswalks and install mirrors or improve intersections, as per recommendations of Downtown Blueprint.

Real Estate Development Actions
1. Create outdoor gathering place at new library.
2. Construct new Downtown library ASAP.
3. Enhance waterfront, as per recommendations of Downtown Blueprint.
4. Consider development on parking decks, as per recommendations of Downtown Blueprint.
5. Cleanup vacant lots on Shelden.

Business Development Actions
1. Work with business owners to implement recommendations of the Downtown Blueprint related to customer service, referral cards, hours of operation, outdoor dining, entertainment, signs & windows, and interiors.
2. Add foot/bike police officer to Downtown.
3. Examine feasibility of opening farmers market next to new library.
4. Enhance impact of SmartZone, as per recommendations of Downtown Blueprint.
5. Open student-run businesses in Downtown.
6. Work with existing business owners to create additional appropriate businesses in Downtown.
7. Seek new business prospects as needed.
Year-1 Implementation Sequence
Houghton Downtown Blueprint 2005 (Continued)

Marketing Actions
1. Work with and encourage owners of Downtown's retail, food, art, and entertainment businesses to participate in a joint ad campaign.
2. Enhance Downtown events, as per recommendations of the Downtown Blueprint.
3. Create and distribute Downtown brochure, as per recommendations of the Downtown Blueprint.
5. Place stories with media.
6. Update Downtown logo.
7. Distribute Downtown information to new MTU students.
8. Add Downtown column to Chamber newsletter.
Appendix
HyettPalma
Blueprints for Michigan DOWNTOWNS

MEDC Memo
MEMORANDUM

DATE: July 22, 2005

TO: City of Houghton

FROM: Laura Bower
Community Assistance Team Specialist
Michigan Economic Development Corporation

RE: Houghton Blueprint Implementation Strategy

As part of the MEDC’s commitment to the Blueprint process, this memorandum shall serve as my formal written recommendations for MEDC-assisted implementation of HyettPalma’s Blueprint for the City of Houghton.

Technical Assistance from the MEDC’s Community Assistance Team (CATeam) is available to help the city work out specific details for the following programs and incentives:

Community Development Block Grants (CDBG)-Grants are available for public infrastructure improvement projects that create private jobs and private investment in the downtown. These grants can be used for public infrastructure improvements, but not limited to, public parking, water/sewer upgrades, public alley improvements, public utility relocation, and streetscape enhancements. Typically, these funds are allotted at $10,000 per new full-time job created and a minimum local match of 10% is required. 51% of the jobs created must be held by low and moderate income people.

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

Brownfield Redevelopment- The Michigan Brownfield Redevelopment program has been a vital component in the state’s economic development efforts to reuse Brownfield sites and revitalize Michigan’s downtowns. The Brownfield Redevelopment program is a resource that may use Tax Increment Financing (TIF) and allow developers to apply for Single Business Tax (SBT) Credit Incentives. These resources promote the redevelopment of Brownfield sites.
Memorandum
Page 2
May 23, 2005

If you feel a project may qualify for this program, the CATeam is available to provide assistance in how to use these effective tools in your downtown revitalization efforts.

**Other Agency Programs and Funding**—Programs and grant funding sources are available through other state agencies including the History, Arts and Libraries (HAL), and the Michigan Department of Transportation (MDOT). In the event that the city pursues these, the CATeam is available to research the availability of these resources to support any efforts related to the enhancement efforts of the downtown area.

The MEDC’s CATeam stands ready to assist Houghton in the implementation of its Blueprint. Please feel free to contact me if you have any questions.

Laura Bower  
Community Assistance Team Specialist  
Michigan Economic Development Corporation  
300 N. Washington Square  
Lansing, MI 48913  
Office: 517.241.2331  
Fax: 517.373.6683
THE RETAIL REPORT®

Downtown Houghton
Primary Retail Trade Area
THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Houghton, Michigan. This document presents information concerning the characteristics of the Downtown Houghton primary retail trade area. The report was prepared in 2005 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Houghton primary retail trade area;

- A five year projection of changing demographic and socio-economic conditions in the Downtown Houghton primary retail trade area;

- A projection of the number of retail dollars that residents in the Downtown Houghton 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 Houghton primary retail trade area.
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DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS
Demographic and Income Profile

Downtown Houghton, MI Primary Trade Area

<table>
<thead>
<tr>
<th>Site Type: Hand-drawn Shape</th>
<th>Shape: Custom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latitude: 47.0706</td>
<td>Longitude: -88.5351</td>
</tr>
</tbody>
</table>

### Summary

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>38,701</td>
<td>38,645</td>
<td>38,810</td>
</tr>
<tr>
<td>Households</td>
<td>14,897</td>
<td>15,036</td>
<td>15,191</td>
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<tr>
<td>Families</td>
<td>8,833</td>
<td>8,711</td>
<td>8,548</td>
</tr>
<tr>
<td>Average Household Size</td>
<td>2.37</td>
<td>2.34</td>
<td>2.33</td>
</tr>
<tr>
<td>Owner Occupied HUs</td>
<td>10,675</td>
<td>10,934</td>
<td>11,102</td>
</tr>
<tr>
<td>Renter Occupied HUs</td>
<td>4,222</td>
<td>4,102</td>
<td>4,089</td>
</tr>
<tr>
<td>Median Age</td>
<td>34.3</td>
<td>34.2</td>
<td>34.7</td>
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### Trends: 2005-2010 Annual Rate

<table>
<thead>
<tr>
<th></th>
<th>Area</th>
<th>State</th>
<th>National</th>
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</thead>
<tbody>
<tr>
<td>Population</td>
<td>0.09%</td>
<td>0%</td>
<td>1.22%</td>
</tr>
<tr>
<td>Households</td>
<td>0.21%</td>
<td>0%</td>
<td>1.27%</td>
</tr>
<tr>
<td>Families</td>
<td>-0.38%</td>
<td>0%</td>
<td>1.09%</td>
</tr>
<tr>
<td>Owner HUs</td>
<td>0.31%</td>
<td>0%</td>
<td>1.46%</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>1.7%</td>
<td>0%</td>
<td>3.25%</td>
</tr>
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</table>

### Households by Income

<table>
<thead>
<tr>
<th>Income Level</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>$&lt; 15,000</td>
<td>3,791</td>
<td>3,449</td>
<td>3,224</td>
</tr>
<tr>
<td>$15,000 - $24,999</td>
<td>2,688</td>
<td>2,524</td>
<td>2,318</td>
</tr>
<tr>
<td>$25,000 - $34,999</td>
<td>2,300</td>
<td>2,223</td>
<td>2,174</td>
</tr>
<tr>
<td>$35,000 - $44,999</td>
<td>2,456</td>
<td>2,485</td>
<td>2,504</td>
</tr>
<tr>
<td>$50,000 - $74,999</td>
<td>2,249</td>
<td>2,412</td>
<td>2,486</td>
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<tr>
<td>$75,000 - $99,999</td>
<td>784</td>
<td>965</td>
<td>1,057</td>
</tr>
<tr>
<td>$100,000 - $149,999</td>
<td>465</td>
<td>716</td>
<td>1,019</td>
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<td>$150,000 - $199,000</td>
<td>124</td>
<td>151</td>
<td>229</td>
</tr>
<tr>
<td>$200,000+</td>
<td>64</td>
<td>108</td>
<td>181</td>
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<tr>
<td>Median Household Income</td>
<td>$28,864</td>
<td>$31,581</td>
<td>$34,352</td>
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<tr>
<td>Average Household Income</td>
<td>$37,283</td>
<td>$41,647</td>
<td>$48,530</td>
</tr>
<tr>
<td>Per Capita Income</td>
<td>$15,052</td>
<td>$17,248</td>
<td>$19,364</td>
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</tbody>
</table>

### Population by Age

<table>
<thead>
<tr>
<th>Age Range</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>0 - 4</td>
<td>2,115</td>
<td>2,155</td>
<td>2,138</td>
</tr>
<tr>
<td>5 - 14</td>
<td>4,794</td>
<td>4,221</td>
<td>4,106</td>
</tr>
<tr>
<td>15 - 19</td>
<td>3,871</td>
<td>3,663</td>
<td>3,476</td>
</tr>
<tr>
<td>20 - 24</td>
<td>4,847</td>
<td>5,245</td>
<td>5,071</td>
</tr>
<tr>
<td>25 - 34</td>
<td>4,042</td>
<td>4,312</td>
<td>4,752</td>
</tr>
<tr>
<td>35 - 44</td>
<td>4,943</td>
<td>4,367</td>
<td>3,814</td>
</tr>
<tr>
<td>45 - 54</td>
<td>4,709</td>
<td>5,043</td>
<td>4,862</td>
</tr>
<tr>
<td>55 - 64</td>
<td>3,429</td>
<td>3,738</td>
<td>4,595</td>
</tr>
<tr>
<td>65 - 74</td>
<td>2,710</td>
<td>2,674</td>
<td>2,771</td>
</tr>
<tr>
<td>75 - 84</td>
<td>2,283</td>
<td>2,087</td>
<td>2,068</td>
</tr>
<tr>
<td>85+</td>
<td>987</td>
<td>1,141</td>
<td>1,155</td>
</tr>
</tbody>
</table>

### Race and Ethnicity

<table>
<thead>
<tr>
<th>Race and Ethnicity</th>
<th>2000</th>
<th>2005</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Alone</td>
<td>36,462</td>
<td>36,351</td>
<td>36,477</td>
</tr>
<tr>
<td>Black Alone</td>
<td>556</td>
<td>589</td>
<td>606</td>
</tr>
<tr>
<td>American Indian</td>
<td>496</td>
<td>491</td>
<td>495</td>
</tr>
<tr>
<td>Asian Alone</td>
<td>647</td>
<td>656</td>
<td>666</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>7</td>
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<td>7</td>
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<tr>
<td>Some Other Race</td>
<td>71</td>
<td>71</td>
<td>71</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>473</td>
<td>480</td>
<td>489</td>
</tr>
<tr>
<td>Hispanic Origin</td>
<td>272</td>
<td>271</td>
<td>273</td>
</tr>
</tbody>
</table>

**Data Note:** Income is expressed in current dollars.


PRODUCT DEMAND
BY INCOME GROUP
### DOWNTOWN HOUGHTON’S RETAIL TRADE AREA
### COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
### BY INCOME GROUP

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>7,545</td>
<td>26,022,705</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>10,179</td>
<td>25,691,796</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>11,847</td>
<td>26,335,881</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>13,655</td>
<td>33,932,675</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>21,880</td>
<td>95,221,760</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT** = $207,204,817

**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, playground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.
PRODUCT DEMAND
BY PRODUCT TYPE
## DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
### COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
#### BY PRODUCT TYPE

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>DEMAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food At Home</td>
<td>58,879,030</td>
</tr>
<tr>
<td>Food Away From Home</td>
<td>33,932,164</td>
</tr>
<tr>
<td>Alcoholic Beverages</td>
<td>6,163,404</td>
</tr>
<tr>
<td>Household Textiles</td>
<td>2,021,830</td>
</tr>
<tr>
<td>Furniture</td>
<td>5,508,330</td>
</tr>
<tr>
<td>Floor Coverings</td>
<td>676,577</td>
</tr>
<tr>
<td>Major Appliances</td>
<td>2,877,938</td>
</tr>
<tr>
<td>Small Appliances &amp; Miscellaneous Housewares</td>
<td>1,712,753</td>
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<tr>
<td>Miscellaneous Household Equipment</td>
<td>11,320,690</td>
</tr>
<tr>
<td>Men's Apparel -- 16 and Over</td>
<td>5,082,090</td>
</tr>
<tr>
<td>Boy’s Apparel -- 2 to 15</td>
<td>1,315,637</td>
</tr>
<tr>
<td>Women’s Apparel -- 16 and Over</td>
<td>9,336,100</td>
</tr>
<tr>
<td>Girl’s Apparel -- 2 to 15</td>
<td>1,538,072</td>
</tr>
<tr>
<td>Children’s Apparel -- Under 2</td>
<td>1,755,503</td>
</tr>
<tr>
<td>Footwear</td>
<td>4,783,790</td>
</tr>
<tr>
<td>Other Apparel Services &amp; Products</td>
<td>4,569,027</td>
</tr>
<tr>
<td>Prescription Drugs &amp; Medical Supplies</td>
<td>9,371,560</td>
</tr>
<tr>
<td>Entertainment Fees &amp; Admissions</td>
<td>7,523,045</td>
</tr>
<tr>
<td>Televisions, Radios &amp; Sound Equipment</td>
<td>10,721,937</td>
</tr>
<tr>
<td>Pets, Toys &amp; Playground Equipment</td>
<td>6,544,298</td>
</tr>
<tr>
<td>Other Entertainment Supplies &amp; Services</td>
<td>6,492,517</td>
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<tr>
<td>Personal Care Products &amp; Services</td>
<td>8,404,835</td>
</tr>
<tr>
<td>Reading</td>
<td>1,860,075</td>
</tr>
<tr>
<td>Tobacco Products &amp; Smoking Supplies</td>
<td>4,813,615</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND BY PRODUCT TYPE = $207,204,817**

**SOURCE:** U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.
DEMAND FOR FOOD PRODUCTS
FOOD PRODUCTS
$ DEMAND BY PRODUCT TYPE

Alcoholic Beverages

Food Away From Home

Food At Home

(Millions)
FOOD PRODUCTS
% DEMAND FOR EACH DOLLAR

- Food At Home (59.5%)
- Food Away From Home (34.3%)
- Alcoholic Beverages (6.2%)
## DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
### COMPUTATION OF DEMAND BY RETAIL PRODUCT

<table>
<thead>
<tr>
<th>PRODUCT:</th>
<th>FOOD AT HOME</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Household Income</td>
</tr>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT** = **$58,879,030**

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

PRODUCT: FOOD AWAY FROM HOME

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>1,160</td>
<td>4,000,840</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>1,481</td>
<td>3,738,044</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>1,825</td>
<td>4,056,975</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>2,253</td>
<td>5,598,705</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>3,800</td>
<td>16,537,600</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $33,932,164

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.
PRODUCT: ALCOHOLIC BEVERAGES

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>216</td>
<td>744,984</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>240</td>
<td>605,760</td>
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<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>292</td>
<td>649,116</td>
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<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>376</td>
<td>934,360</td>
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<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>742</td>
<td>3,229,184</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $6,163,404

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

- Miscellaneous Household Equipment
- Small Appliances & Miscellaneous Housewares
- Major Appliances
- Floor Coverings
- Furniture
- Household Textiles

(Millions)
HOME PRODUCTS
% DEMAND FOR EACH DOLLAR

- Furniture (22.8%)
- Household Textiles (8.4%)
- Major Appliances (11.9%)
- Small Appliances & Miscellaneous Housew (7.1%)
- Floor Coverings (2.8%)
- Miscellaneous Household Equipment (48.9%)
DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: HOUSEHOLD TEXTILES

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>55</td>
<td>189,695</td>
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<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>90</td>
<td>227,160</td>
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<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>125</td>
<td>277,875</td>
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<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>140</td>
<td>347,900</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>225</td>
<td>979,200</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $2,021,830

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 HOUGHTON'S RETAIL TRADE AREA
### COMPUTATION OF DEMAND BY RETAIL PRODUCT

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>127</td>
<td>438,023</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>183</td>
<td>461,892</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>263</td>
<td>584,649</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>318</td>
<td>790,230</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>743</td>
<td>3,233,536</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $5,508,330

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

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.
PRODUCT: FLOOR COVERINGS

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>25</td>
<td>86,225</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>14</td>
<td>35,336</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>24</td>
<td>53,352</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>32</td>
<td>79,520</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>97</td>
<td>422,144</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $676,577

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

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.
# HyettPalma

Making Downtown Renaissance a Reality

DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: MAJOR APPLIANCES

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>79</td>
<td>272,471</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>137</td>
<td>345,788</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>188</td>
<td>417,924</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>207</td>
<td>514,395</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>305</td>
<td>1,327,360</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $2,877,938

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.
PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>60</td>
<td>206,940</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>85</td>
<td>214,540</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>96</td>
<td>213,408</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>101</td>
<td>250,985</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>190</td>
<td>826,880</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $1,712,753

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.
**PRODUCT:** MISCELLANEOUS HOUSEHOLD EQUIPMENT

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>285</td>
<td>982,965</td>
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<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>400</td>
<td>1,009,600</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>575</td>
<td>1,278,225</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>700</td>
<td>1,739,500</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>1,450</td>
<td>6,310,400</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT** = $11,320,690

**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.
DEMAND FOR APPAREL PRODUCTS
APPAREL PRODUCTS
$ DEMAND BY PRODUCT TYPE

- Other Apparel Services & Products
- Footwear
- Children's Apparel – Under 2
- Girl's Apparel – 2 to 15
- Women's Apparel – 16 and Over
- Boy's Apparel – 2 to 15
- Men's Apparel – 16 and Over

(Millions)
APPAREL PRODUCTS
% DEMAND FOR EACH DOLLAR

- Men's Apparel -- 16 and Over (17.9%)
- Boy's Apparel -- 2 to 15 (4.6%)
- Women's Apparel -- 16 and Over (32.9%)
- Other Apparel Services & Products (16.1%)
- Footwear (16.9%)
- Children's Apparel -- Under 2 (6.2%)
- Girl's Apparel -- 2 to 15 (5.4%)
### DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
### COMPUTATION OF DEMAND BY RETAIL PRODUCT

**PRODUCT:** MEN'S APPAREL -- 16 AND OVER

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>200</td>
<td>689,800</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>210</td>
<td>530,040</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>275</td>
<td>611,325</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>345</td>
<td>857,325</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>550</td>
<td>2,393,600</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT** = $5,082,090

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

**DEFINITION OF PRODUCT:**

All apparel items and accessories, excluding footwear.
DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT

PRODUCT: BOY'S APPAREL -- 2 TO 15

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>51</td>
<td>175,899</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>60</td>
<td>151,440</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>78</td>
<td>173,394</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>88</td>
<td>218,680</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>137</td>
<td>596,224</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $1,315,637

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.
## DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
### COMPUTATION OF DEMAND BY RETAIL PRODUCT

**PRODUCT:** WOMEN'S APPAREL -- 16 AND OVER

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>350</td>
<td>1,207,150</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>425</td>
<td>1,072,700</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>350</td>
<td>778,050</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>600</td>
<td>1,491,000</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>1,100</td>
<td>4,787,200</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $9,336,100

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

**DEFINITION OF PRODUCT:**

All apparel items and accessories, excluding footwear.
PRODUCT: GIRL'S APPAREL – 2 TO 15

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>47</td>
<td>162,103</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>76</td>
<td>191,824</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>85</td>
<td>188,955</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>94</td>
<td>233,590</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>175</td>
<td>761,600</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $1,538,072

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.
## DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
### COMPUTATION OF DEMAND BY RETAIL PRODUCT

**PRODUCT:** CHILDREN'S APPAREL -- UNDER 2

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>60</td>
<td>206,940</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>85</td>
<td>214,540</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>101</td>
<td>224,523</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>140</td>
<td>347,900</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>175</td>
<td>761,600</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $1,755,503

**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 HOUGHTON'S RETAIL TRADE AREA
### COMPUTATION OF DEMAND BY RETAIL PRODUCT

**PRODUCT:** FOOTWEAR

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>244</td>
<td>841,556</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>278</td>
<td>701,672</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>260</td>
<td>622,440</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>290</td>
<td>720,650</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>436</td>
<td>1,897,472</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT** = **$4,783,790**

**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.
### HyettPalma

**Making Downtown Renaissance a Reality**

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

**PRODUCT:** OTHER APPAREL SERVICES & PRODUCTS

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>165</td>
<td>569,085</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>193</td>
<td>487,132</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>245</td>
<td>544,635</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>275</td>
<td>683,375</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>525</td>
<td>2,284,800</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT** = **$4,569,027**

**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

- Tobacco Products & Smoking Supplies
- Reading
- Personal Care Products & Services
- Other Entertainment Supplies & Services
- Pets, Toys & Playground Equipment
- Televisions, Radios & Sound Equipment
- Entertainment Fees & Admissions
- Prescription Drugs & Medical Supplies

(Millions)
PERSONAL CARE/ENTERTAINMENT
% DEMAND FOR EACH DOLLAR

- Tobacco Products & Smoking Supplies (8.6%)
  - Reading (3.3%)
- Personal Care Products & Services (15.1%)
- Other Entertainment Supplies & Services (11.6%)
- Pets, Toys & Playground Equipment (11.7%)
- Prescriptions Drugs & Medical Supplies (16.8%)
- Entertainment Fees & Admissions (13.5%)
- Televisions, Radios & Sound Equipment (19.2%)
PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>428</td>
<td>1,476,172</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>667</td>
<td>1,683,508</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>654</td>
<td>1,453,842</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>638</td>
<td>1,585,430</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>729</td>
<td>3,172,608</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $9,371,560

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 HOUGHTON'S RETAIL TRADE AREA

#### COMPUTATION OF DEMAND BY RETAIL PRODUCT

**PRODUCT:** ENTERTAINMENT FEES & ADMISSIONS

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>165</td>
<td>569,085</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
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<td>605,760</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>325</td>
<td>722,475</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>425</td>
<td>1,056,125</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>1,050</td>
<td>4,569,600</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT = $7,523,045**

**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.
PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>386</td>
<td>1,331,314</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>547</td>
<td>1,380,628</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>641</td>
<td>1,424,943</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>748</td>
<td>1,858,780</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>1,086</td>
<td>4,726,272</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $10,721,937

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.
# DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
## COMPUTATION OF DEMAND BY RETAIL PRODUCT

**PRODUCT:** PETS, TOYS & PLAYGROUND EQUIPMENT

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>160</td>
<td>551,840</td>
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<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>385</td>
<td>971,740</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>415</td>
<td>922,545</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>425</td>
<td>1,056,125</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>699</td>
<td>3,042,048</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT** = **$6,544,298**

**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 HOUGHTON'S RETAIL TRADE AREA

#### COMPUTATION OF DEMAND BY RETAIL PRODUCT

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>80</td>
<td>275,920</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>208</td>
<td>524,992</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>410</td>
<td>911,430</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>435</td>
<td>1,080,975</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>850</td>
<td>3,699,200</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT = $6,492,517**

**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.
PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>325</td>
<td>1,120,925</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>415</td>
<td>1,047,460</td>
</tr>
<tr>
<td>$25000-34999</td>
<td>2,223</td>
<td>465</td>
<td>1,033,695</td>
</tr>
<tr>
<td>$35000-49999</td>
<td>2,485</td>
<td>535</td>
<td>1,329,475</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>890</td>
<td>3,873,280</td>
</tr>
</tbody>
</table>

TOTAL DEMAND FOR PRODUCT = $8,404,835

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

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.
## DOWNTOWN HOUGHTON'S RETAIL TRADE AREA

### COMPUTATION OF DEMAND BY RETAIL PRODUCT

**PRODUCT:** READING

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
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<td>61</td>
<td>210,389</td>
</tr>
<tr>
<td>$15000-24999</td>
<td>2,524</td>
<td>90</td>
<td>227,160</td>
</tr>
<tr>
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<td>233,415</td>
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</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>203</td>
<td>883,456</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT** = $1,860,075

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

**DEFINITION OF PRODUCT:**

Books, newspapers and magazines.
### DOWNTOWN HOUGHTON'S RETAIL TRADE AREA
### COMPUTATION OF DEMAND BY RETAIL PRODUCT

**PRODUCT:** TOBACCO PRODUCTS & SMOKING SUPPLIES

<table>
<thead>
<tr>
<th>Household Income</th>
<th># Hlds.</th>
<th>$ Per Hld.</th>
<th>Total $ Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $15000</td>
<td>3,449</td>
<td>236</td>
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<tr>
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<td>961,695</td>
</tr>
<tr>
<td>&gt; $50000</td>
<td>4,352</td>
<td>333</td>
<td>1,449,216</td>
</tr>
</tbody>
</table>

**TOTAL DEMAND FOR PRODUCT** = **$4,813,615**

**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 2005.

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.