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OUR MISSION

“Through community partnerships and a shared vision for the future, work to keep downtown Boyne City vibrant and successful while preserving its historic heritage and supporting sustainable projects.”

BOARD MEETING

July 14, 2016 – 8:30 A.M. Boyne City City Hall

1. CALL MEETING TO ORDER AND ROLL CALL
2. READING AND APPROVAL OF MINUTES - June 2, 2016 regular meeting
3. HEARING CITIZENS PRESENT (ON NON-AGENDA ITEMS)
4. CORRESPONDENCE
 - Boyne Thunder Trademark Renewal
5. MAIN STREET COMMITTEE REPORTS
6. MAIN STREET DIRECTOR’S REPORT
7. UNFINISHED BUSINESS
 - a. National Main Street Refresh Pilot Program Transformation Strategies – Overview of Market Results
8. NEW BUSINESS
 - a. Façade Grant Recommendations
 - b. Peninsula Beach
9. GOOD OF THE ORDER
10. ANNOUNCEMENTS
 - July 14 Food Truck Rally
 - August 4, Main Street Board Meeting 8:30 City Hall
 - September 8, Volunteer Celebration
11. ADJOURNMENT

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Approved: _____

Meeting of
June 2, 2016

MINUTES OF THE BOYNE CITY MAIN STREET BOARD REGULAR MEETING
HELD ON THURSDAY JUNE 2, 2016 AT 8:30 AM CITY HALL, 364 NORTH LAKE
STREET

Call to Order

Vice Chair Cortright called the meeting to order at 8:31 a.m.

Roll Call

Present: Michael Cain, Michelle Cortright, Rob Swartz, Chris Bandy, Jodie Adams
Ben VanDam, Robin Berry-Williams and Don Ryde

**Meeting
Attendance**

Absent: Pat O'Brien

City Staff: Main Street Director Lori Meeder, Recording Secretary Lisa Schrock and
Assistant Planning/Zoning Administrator Patrick Kilkenny

Public: One

**Excused Absences
MOTION**

Swartz moved Adams second PASSED UNANIMOUSLY to excuse Pat O'Brien from
today's meeting.

**Approval of Minutes
MOTION**

Bandy moved Adams second PASSED UNANIMOUSLY to approve the May 12, 2016
regular minutes as presented.

Citizens Comments

None

Correspondence

None

Manager's Report

Main Street Director Meeder gave the Manager's Report on the following topics:

- Façade grant program—We received 7 applications, requests totaling \$30,000. They came from Red Mesa, Lynda's Real Estate, Chris Frasz, Paga Dentistry, Leslie Nielson, Northern Homes and Pam and Ted Macksey. The design committee will review on Monday and make recommendations to the board for its July meeting.
- Becky Harris celebration—Thanks to all who joined.
- Stroll The Streets—Starts June 10 and Meeder was pleased with the final sponsorship amount of \$16,000 which was up significantly over last year and a bit higher than 2014. We have 13 Fridays again this year.
- Picture frame—Meeder was hoping to have this ready for our Arts Festival on June 24 and 25 but Bruce isn't able to do it. We may just figure out how to get a large frame and design something through the festival committee.
- Stroll Through History—The second phase will kick off on June 10. We will have a horse drawn narrated tour on Friday night from 7 to 9 pm. We will also have President Roosevelt give his famous speech on the balcony of the

Good Fellows Hall at 7 pm. On Saturday we hope to have a baseball game and potluck in the park with children's games. The River Raisin Ragtime Revue performance at Sommerset Pointe is at 7:30 pm. We really want to have at least 200 people attend.

- Restaurant Week—Kicks off on Monday, June 12 with 18 participating restaurants. We have publicized it extensively and will do a splash on 96.3.
- White family reunion—Starts next week. Meeder and Cain will be attending their reception at Sante on Monday and they will have a tour of the White House with Jane MacKenzie that evening also. They will meet with Martha Sulfridge on Tuesday to see where the logger will be placed and then will go to her studio to see her progress to date.
- Logger sculpture—Martha sent Meeder some updated pictures and it is looking fantastic. We did receive our final permits and approvals from the Army Corp so we are in good shape to hopefully have that done sometime this fall.
- Walkabout Sculpture Show Installation—Is June 24 and we will be bringing in nine new pieces that will be placed throughout town. Three of the old pieces will stay so we will have twelve altogether this year. A reception will take place on Friday afternoon and the People's choice award will be announced from the prior year.
- SOBO Arts Festival—Will kick off June 24 and the main event will take place on Saturday between noon and 6 pm in Sunset Park.
- Downtown maps—Are being finalized and Meeder hopes to have them to the printer sometime next week as she is late getting these done.
- Volunteer celebration—Is tentatively planned for September 10. We are looking to meet with the civic clubs in town to see if they want to help with this. We are envisioning closing off a street or two and having a long table for dinner – similar to what some of the farm to table community meals have been doing

Meeder and the Board discussed the three transformation strategies:

- Dining Experience
- Outdoor Recreation Destination
- Workforce Housing

They reviewed what needed to stay and what needed to be eliminated. Cain suggested asking other Commissions such as Housing, EDC and the City Commission to come together and have a joint meeting, specifically on Workforce Housing. Cain will contact Lou Bender as a possible facilitator.

No motion

Bandy moved Cain second PASSED UNANIMOUSLY to recommend that the board approve a budget of up to \$1,000 to secure a videographer and produce a short video to be used in various marketing capacities and authorize the marketing committee and Main Street Director to execute all necessary documents.

Vice Chair Cortright adjourned the May 12, 2016 meeting of the Boyne City Main Street Board at 9:58 a.m.

Old Business
National Main Street
Refresh Pilot Program
Transformation
Strategies and Review of
Work Plans

New Business
Volunteer Celebration
and Gratitude Video

ADJOURNMENT
MOTION

Lisa Schrock, Recording Secretary

DRAFT

Pat Haver

From: Michael Cain
Sent: Friday, July 08, 2016 8:39 AM
To: Lori Meeder
Cc: Pat Haver; Cindy Grice
Subject: FW: Renewal of Michigan TM for "BOYNE THUNDER" (HDP Ref.: 6086-300005-MIS)
Attachments: 2015 Renewal Certificate (MIS-M08116).pdf

Lori, We should include this in our next agendas under correspondence so everyone one is aware of it and can hopefully find it in the future. I'm printing out a copy to have a file established in our legal file. Mike

From: Markham, Brian [mailto:bmarkham@HDP.com]
Sent: Thursday, July 07, 2016 4:26 PM
To: Michael Cain <mcain@boynecity.com>
Cc: DuRoss, Lisa <lmduross@HDP.com>; Grant, Autumn <agrant@HDP.com>; Bianchi, Sarah <sbianchi@HDP.com>
Subject: Renewal of Michigan TM for "BOYNE THUNDER" (HDP Ref.: 6086-300005-MIS)

Re: Boyne City Downtown Development Authority -- **MICHIGAN**
 Registration No. M08116 -- Dated: December 20, 2005
 Mark: **BOYNE THUNDER** -- Class: 107
 HDP Reference: 6086-300005-MIS

Dear Michael:

Attached is an electronic copy of the Renewal Certificate issued by the Michigan Department of Licensing and Regulatory Affairs in this case. We also attach an information sheet summarizing the registration's current particulars. The originals will follow by FedEx with a copy of this email. *Please note that this registration is potentially subject to cancellation if Boyne City Downtown Development Authority allows a third party to use the mark without a written agreement.*

We marked our records with the new **December 20, 2025** renewal deadline, and will contact you well before it for maintenance instructions.

Best regards,

Brian

Brian P. Markham | Paralegal
 O | 248.341.1172 F | 248.641.0270
 5445 Corporate Dr, Suite 200, Troy, MI 48098



Patent, Trademark & Copyright Law

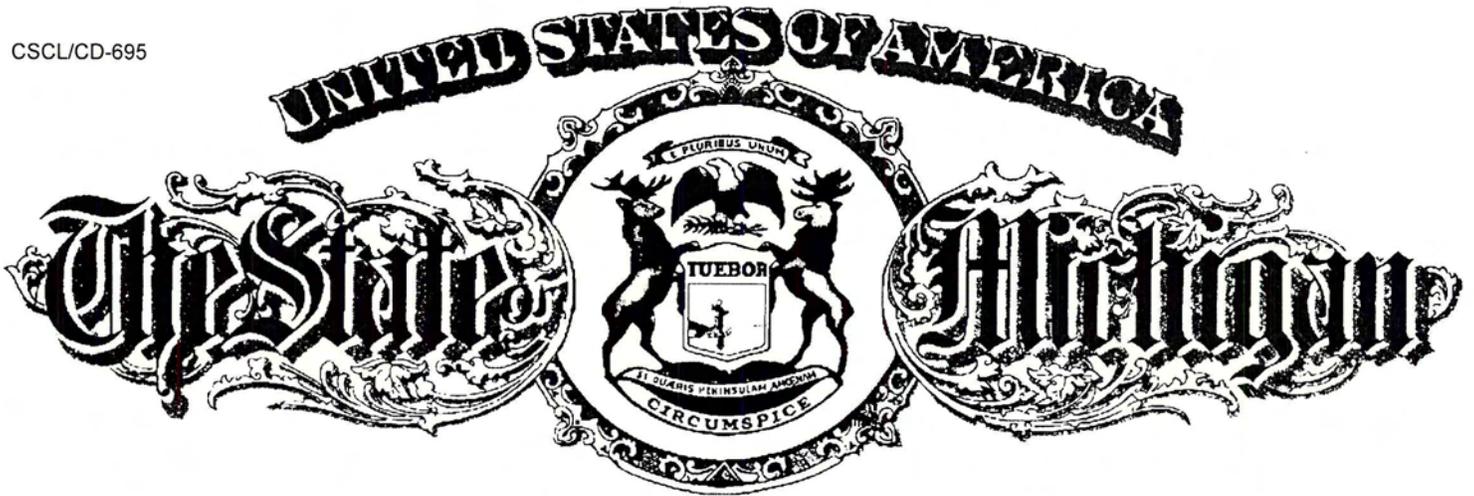
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Department of Licensing and Regulatory Affairs

Lansing, Michigan

CERTIFICATE OF RENEWAL OF REGISTRATION

On December 20, 2005 the Service Mark consisting of words only and described as follows:

BOYNE THUNDER

was registered in this office in accordance with the provisions of Act 242, Public Acts of 1969, as amended. The registrant is BOYNE CITY DOWNTOWN DEVELOPMENT AUTHORITY, whose business address is 112 S PARK ST STE F, BOYNE CITY, MI 49712. Said mark was first used in commerce anywhere on April 15, 2004, was first used in commerce in Michigan on April 15, 2004, and is appropriated to the following class of goods or services: 107.

The Renewal Application was registered on August 10, 2015 and the registration is renewed for a successive term of ten years expiring on December 20, 2025 unless assigned or canceled in the manner provided by law.

The identification number assigned by this office to said mark is M08116.



In testimony whereof, I have hereunto set my hand in the City of Lansing, this 10th day of August, 2015.

Alan J. Schefke, Director
Corporations, Securities & Commercial Licensing Bureau



Boyne City, Michigan Strategic Planning Through Transformation Strategies

Sponsored by:

The Michigan Main Street® and the Redevelopment Ready Communities™
Programs of the Michigan Economic Development Corporation

Prepared by

Matthew Wagner, Ph.D.

Vice President of Revitalization Programs

Norma Ramirez de Miess

Senior Program Officer and
Director of Leadership Development

National Main Street Center
53 West Jackson Blvd. Suite 350
Chicago, IL 60604
312-610-5617

www.mainstreet.org

The “Main Street Refresh” initiative aims to rethink the traditional Main Street model so the program is more responsive to economic context and its outcomes are directly measurable. The Boyne City downtown commercial district is participating as a pilot and partner in testing and refining the new Main Street model and it’s alignment with Redevelopment Ready Communities (RRC) within the Michigan Economic Development Corporation (MEDC), prior to a formal statewide roll-out.

At the core of the Main Street Refresh are economically-grounded “Transformation Strategies.” These Strategies will serve as the foundation for the revitalization program’s work. The majority of activities within the organization’s annual workplan should then be guided by the Strategies and aligned around an agreed direction and outcome. As part of the pilot, and as an aid to making the new format easier to adopt, the National Main Street Center has developed nearly 20 “off-the-shelf” strategies that can be employed in a range of conditions seen across a variety of communities. These are, essentially, ready-made Transformation Strategies. They are a place to begin and can be customized along the way. We have called this initial set “Catalyst Strategies.” The Catalyst Strategies are still in development. Our goal is that communities will be able to identify the strategies that are the best fit by using information they already have in hand or that can be easily obtained. (We want to help communities get going, and not get bogged down in deep-dive market analysis research, at least at the outset.)

The following relates to a Strategic Planning Transformation Strategy development facilitated work program on May 11-12, 2016. Attendees included Brittney Hoszkiw, Michigan Main Street (MEDC), Karen Wieber, Redevelopment Ready Communities (MEDC), Michelle Parkkonen, Redevelopment Ready Communities (MEDC), Matthew Wagner, Ph.D., National Main Street Center, and Norma Ramirez de Miess, National Main Street Center.

For Boyne City, we familiarized ourselves with the neighborhood by reading background materials, making a two-day site visit and holding several phone calls. We then looked at a few key data sets (demographics, buying power, sales leakage, and business inventory) and, based what we learned, we proposed three possible Transformation Strategies. We also sought to understand the community’s experience with development and their readiness to deal with real estate investment as positioned through the Michigan RRC process. We presented the three draft strategies at a community meeting to assess community reaction and garner feedback.

This memo summarizes the following:

- Draft Transformation Strategies
- Workplan Template with Starter Activity Ideas
- Community and Leadership Survey Results
- Basic demographic, psychographic and trade area characteristics
- Basic buying power and sales leakage
- Business mix characteristics

The next step in this process will be to work with Michigan Main Street to facilitate additional work planning with Boyne City leadership around the aligned transformation strategies, as well as ensure

that the process is aligned with RRC Best Practices. *Specifically we would recommend that given the need for more affordable housing, that the Downtown Development Authority, work with city officials to examine opportunities to pursue funding for a housing feasibility analysis (site specific preferred) so that a development package could be assembled. In addition there is the potential to leverage RRC resources to develop more targeted incentives directed to the selected retail, service, and other sectors identified within the aligned Transformation Strategies as proposed to Boyne City.*

DRAFT TRANSFORMATION STRATEGIES

Based on community feedback and survey input, coupled with market data and current business mix reviews, we are recommending for the Board consideration of the following Transformation Strategies (Please note these are in no particular order):

#1. Workforce Housing Transformation Strategy

The following transformation strategy represents a slightly more customized strategy that plays off a more traditional “Worker and Resident” Transformation Strategy. However, it is more targeted and focused to a specific need within this market that reflects a sizable void in affordable housing options for retail and service sector workers within the tourist based economy. Future work planning will need to reflect, however, this more customized focus on workforce housing as part of the residential build-up.

WHY BOYNE CITY?

- There is a sizable, identified void in the marketplace of existing affordable housing.
- Community surveys and past master planning focus groups identified affordable housing as a critical issue and need.
- Demographic projections suggest Boyne City is experiencing growth putting additional pressures on existing housing beyond vacation homes/apartments/condos.
- The community desires a more year-around retail trade, as well as a need to support a service and manufacturing sector. This requires longer-term housing for the workforce.

KEY VOIDS?

- Housing Feasibility Study – Need to evaluate the level of demand, price points, and housing type. Where possible, this should be examined as part of a redevelopment project and/or new infill construction project. This service could potentially be available through RRC.
- Potential partnerships with local companies/ businesses and other groups in support of housing development opportunities.
- Understanding of financials tools (affordable housing tax credits; new market tax credits; state and federal historic tax credits, crowdfunding, etc.)
- Examine other opportunities for upper floor housing development that is focused on smaller, more affordable units.
- Consider policy changes that support and protect affordable housing.

WHO ARE THE CUSTOMERS FOR THIS STRATEGY?

People who live in a commercial district are likely to need a variety of convenience items, from groceries to carry-out meals and from small hardware items to greeting cards. They also need easy access to personal and professional services, such as hair care, daycare, and medical services. People who live in and near the district are more likely to shop in the evenings and on weekends, which means your organization also needs to think about store hours.

The Workforce Housing Transformation Strategy helps your revitalization program capitalize on this all important “captive” customer group – and helps you meet more of their needs, making the district an even more appealing place for people to live and work.

To maximize this strategy’s success, you will need to learn a bit about the characteristics and work and shopping habits of the district’s residents. Marketing activities will then need to be geared towards their needs and interests and scheduled during times that work best for them. And, the range of products and services that are available in the district should be expanded, either by adding new product lines to existing businesses or by developing new businesses (or both).

People who live in and near the district are likely to encompass a very wide range of demographic characteristics – different ages, different household incomes, different education levels, different ethnicities – and to represent a wide range of shopping habits and preferences. But they almost always share a desire to have convenient access to daily staples, to have comfortable and convenient places to dine with friends and family, and to feel comfortable in and proud of the district in which they spend so much time. Just as customer profiles vary, the price points of the products and services they purchase can vary widely, too – though most businesses that offer convenience products and services to workers and residents fall into a middle price-point range.

BENEFITS AND TRADE-OFFS

Tapping into the district’s “captive market” of potential customers and expanding sales and services for them helps create a self-sustaining economic ecosystem in the district. It provides opportunities for existing businesses to expand sales by adding new products and services for nearby residents and by offering deliveries within the district. It often generates new demand for housing in and near the district, as potential residents increasingly see benefits in living within easy walking distance of their work places. And, because residents are a captive market, they do not require extra parking spaces.

There are some trade-offs in pursuing this strategy, albeit relatively minor ones. For instance, business owners must be flexible enough with their hours to be open during the times most convenient for residents. And, because it is unlikely that independently owned businesses can match the prices for daily staples offered by chain grocers and big-box stores or differentiate themselves on pricing from other nearby shopping venues, businesses will need to be diligent in promoting their superior convenience, customer and product knowledge, and friendliness.

IS THIS STRATEGY A GOOD FIT FOR YOUR DISTRICT?

The following questions are intended to help "take the temperature" of your commercial district. In order to answer them, you simply need to be familiar with your district and its environs. The questions are qualitative, and we want you to answer them in the context of what you already know. We are asking you to simply mark the scale in order to help you visualize whether your

district is well-suited for a Workforce Housing strategy. Remember, this strategy is a starting point. As you do more research in the future, you can make it more nuanced and focused. Knowing what you already know about your district, how would you rate it according to each of these characteristics?

COLD	HOT
← Starting a new market niche	Building on an existing niche or cluster →
← The potential market is relatively small	The potential market is relatively large →
← The district has many competitors in this category	The district has few competitors in this category →
← We would need new buildings/infrastructure	Our existing buildings/infrastructure are a good fit →
← Store hours are a poor fit for workers' needs	Store hours are a good fit for workers' needs →
← Store hours are a poor fit for residents' needs	Store hours are a good fit for residents' needs →

If most of your scores fall into the right-hand side of the scoring boxes, this strategy is likely to be a good fit for your district. However, a low score for one or more of these characteristics does not necessarily mean that this strategy isn't an option for your district; it might simply mean that your organization and its partners might need to work a little harder to make this strategy succeed.

INFORMATION YOU'LL NEED FOR THIS STRATEGY

As mentioned earlier, the important thing about a Catalyst Strategy is to get started. Without undertaking a full market analysis, there are a few market research tasks you should begin now. These include:

- ▶ **Inventory:** You will need an inventory of all existing businesses in the district. Businesses that offer products and services of particular interest to nearby residents should be grouped, and you should create a tally of the approximate size of each strategy-related business (in square feet) and the number of people employed.
- ▶ **Customers:** You will need to have some basic demographic information about the people who work and live in and near the district. Ideally, you should have information about:
 - How many people work within the district (represent a prospective market)
 - How many people live in and near the district
 - The primary demographic characteristics of the district's workers and residents (in particular, their ages, household income, household size, education levels, home owner/renter)
 - The days of the week and hours of the day when it is most convenient for district residents and workers to shop

You can find out the number of people who work in the district by simply asking business owners/managers how many people they employ. At the same time, ask them about their work and lunch break hours. And, ask them which of their products and services the district's workers already buy.

For residents, you can count the number of housing units in and adjacent to the district. Then, multiply the number of housing units by the average number of people per household in your community (you can get this number from the US Census Bureau's website). You can also purchase this and additional information about residents from demographic data services like ESRI or Claritas.

You may need to gather other information by conducting surveys and/or focus groups with workers and residents. We recommend conducting surveys or focus groups every few years, asking the same questions, in order to measure progress.

- › **Competition:** Are there other commercial centers or commercial strips nearby that serve the district's residents? Inventory and map these competitive commercial centers. Begin to articulate how your strategy is (or can be) differentiated from competing commercial areas. You should also carefully articulate the threats posed by these competing areas.
- › **Potential barriers:** Identify potential barriers to pursuing this strategy. Barriers might exist across a range of issues, including economic, regulatory, public perception, physical facilities (e.g., storefront sizes, quality of public spaces, lighting, loading docks), and others.

TAKING THE NEXT STEP

Over the next year or two, after your Catalyst Strategy has begun taking root, you should plan to conduct additional research that can help you refine the strategy and adapt it more precisely to your district's particular circumstances. You may tackle some aspects of the market research on your own, or you may choose to engage professional assistance. Whichever route you choose, this additional research should help you answer questions like these:

- › What are the boundaries of the primary trade area for this strategy? Are there other geographic areas that you should try to reach?
- › Of the businesses that exist in your district that support this strategy, how many square feet do they comprise, in total? What are their estimated total annual sales, including all selling channels?
- › How much do the district's residents spend on various products and services, based on their demographic characteristics? Approximately how much of this spending do you think you can realistically capture in the future?
- › What additional products and services might the district's and/or nearby residents purchase, if they were available?

SAMPLE ACTIVITIES

There are many different activities that your organization and its partners might do to successfully implement this strategy. The activities you choose should address problems and opportunities that are specific to your district. Start with activities that are relatively easy, then gradually tackle more challenging ones. Be sure to include activities in all Four-Points of the Main Street Approach; this is essential!

Depending how you have chosen to organize your Main Street initiative and the resources in your community, projects and activities may be carried out by a single committee, by staff specialists, by a consortium of partner organizations, or by some combination of these.

Here are some examples:

Sample Design activities:

- › Create comfortable public lunchtime and weekend gathering places.
- › Change storefront window displays at least monthly. The people who live and work near the district see its window displays almost every day. Keeping window displays fresh helps keep them engaged.
- › Ensure that the pathways that residents most frequently use to and within the district are attractive, appealing, safe, and well maintained.
- › Work with property owners and prospective developers to identify opportunities to create in-fill and/or upper-floor apartments and condominiums for district workers and others interested in living in the district.

Sample Organization activities:

- › Include one or more district residents on the revitalization organization's board of directors and in its committees.
- › Build and strengthen partnerships with nearby neighborhood associations.
- › Organize a series of "business after-hours" social events where district workers and residents can meet one another and become more familiar with district businesses.

Sample Promotion activities:

- › Schedule promotional activities immediately after work, when the district's workers and residents returning home from work are most likely to be available.
- › Offer store deliveries to the district's workers and residents.
- › Offer a district-wide customer loyalty program for workers and residents.

Sample Economic Vitality activities:

- › Add needed product lines to existing businesses.
- › Encourage district property owners to convert unused or underused upper-floor space to apartments or condominiums by informing them of available state and local incentives and creating new incentives where possible.
- › Periodically survey district residents and/or conduct focus groups with them to learn about their shopping habits, the things they like (and don't like) about the district.

POTENTIAL PRODUCTS AND SERVICES

Adding new products and services to your district's offerings does not necessarily mean adding new, individual businesses. You might not have the market to support a whole new hardware store, for example, but you might have enough to add some new product lines to an existing business.

This list is not exhaustive, but illustrates the range of products and services that might be part of in the Residential Diversification Transformation strategy. Product and service lines that might appeal to people who live and/or work in the district include:

- › Groceries
- › Quick service restaurant meals
- › Sit-down restaurant meals
- › Prepared, take-home dinners

- › Pharmaceuticals
- › Health and beauty products
- › Office supplies
- › Coffee shops
- › Pizza
- › Greeting cards
- › Flowers and house plants
- › Gifts
- › Daycare
- › Dry cleaners
- › Snacks
- › Postal/pack-and-ship service
- › Medical and dental services
- › Accounting and tax services
- › Banking services
- › Small hardware items
- › Gas stations
- › Auto repair
- › Hair care
- › Bars

MEASURING PROGRESS

The following tools can be used to track your success in implementing the strategy and in measuring its impact on the commercial district as a whole:

- › Conduct on-street surveys when you implement this strategy – then, conduct surveys one year, three years, and five years later, asking the same questions. Are more people patronizing the district for its resident-related businesses? Are their impressions and perceptions of the district improving?
 - Your surveys should include questions in four specific categories:
 - Attitudes and perceptions about the district
 - Current shopping habits
 - Additional products and services shoppers would like to be able to buy within the district
 - Demographic characteristics of those participating in the survey, including home zip code
- › Track trends in the number of square feet of retail space devoted to strategy-related businesses.
- › Ask the owners or managers of a representative sample of strategy-related businesses to keep an informal tally of foot traffic, average transaction amount, and gross sales. Interview the owners and managers at regular intervals and hold an annual focus group with them. Are the numbers increasing?
- › Track the number of changes (in service offerings or product mix) that businesses have made to serve the resident market.

- Choose several intersections or entry points in the district and count the number of people who walk by during 30 minute intervals. Do this at two or three key points in the day (e.g., morning, noon, and evening). Repeat the pedestrian counts at least twice a year, at the same times of day. Are the numbers increasing?

#2. Outdoor Recreation Transformation Strategy

An Outdoor Recreation strategy pulls together retail, recreational, educational, and professional businesses (including social service organizations) and organizes them around improving people's wellbeing. Businesses like pharmacies, urgent care centers, and doctors' and dentists' offices are obvious components of this strategy. Others may include gyms, sports related rentals (Bikes, skis, inline skates, wake boards, etc.) yoga studios, spas, organic grocers, smoothie shops, health-and-beauty-aid stores, and more.

An Outdoor Recreation cluster can sometimes already exist yet not be visible or obvious (even to revitalization leaders) because the individual businesses may not explicitly promote recreation uses, but rather support. For example, health and wellness may be *inherent* in what a business does (as a dance studio), or an *aspect* of what a business does (as a restaurant with healthy choices highlighted on their menu). Pursuing an Outdoor Recreation strategy often involves consciously cultivating these aspects of the district, highlighting them to make them more visible, and expanding the range of offerings. More than some other strategies, an Outdoor Recreation strategy relies on marketing and promotion to make the cluster apparent.

There are many ways to tie in public-space amenities with this strategy, too: fitness parks, tennis courts, running trails, and even water bowls for dogs and benches for people – to encourage walking.

WHY BOYNE CITY?

- Outdoor Recreation is an identified regional tourism niche
- Boyne City's proximity to recreation anchor Boyne Mountain
- Current trail expansion plans within the City
- 3 Brew Pubs coming online
- Direct water access from downtown
- Leverages success of Boyne Thunder
- Strengths of existing customer groups supportive of outdoor recreation activities (Psychographic and Demographic reports)
- Sales Gap analysis identified possible captures within Sports market (Leakage)

KEY VOIDS?

- Need additional expansion of retail in this area (eg. Canoe, kayak rentals, recreation apparel, equipment, etc.)
- Design enhancements that evoke this strategy
 - Bike Racks
 - Gateway Signage

- Path Signage
- Bike Lanes
- Entryway Corridor Aesthetics
- New Promotions/Image Enhancements directed toward this strategy (eg. Run, Bike or Tri Event)
- Develop additional partnerships in support of the strategy
 - Build/Leverage Relationships with Boyne Mountain and coordinate activities/events
 - Likewise with Regional Tourism Groups (co-op marketing)
- (RRC) Develop targeted incentives to drive recruitment of Outdoor Recreation oriented businesses and/or facilities.

WHO ARE THE CUSTOMERS FOR THIS STRATEGY?

Customers for the Outdoor Recreation strategy can range from young families to senior citizens and from “medical tourists” to vacationers. In some cases, customers may be unaware of their own participation in a health-and-wellness pursuit, such as someone who enrolls in a martial arts class with the goal of learning self-defense.

Not all people identify themselves as interested in a health and wellness lifestyle: People who make healthy eating and healthy living part of their identity are often highly educated and more affluent. (Whole Foods, for example, is known for looking at educational achievement data when identifying potential store locations.) The customer profile for someone who participates in an Outdoor Recreation strategy is less price-sensitive than most other strategies.

BENEFITS AND TRADE-OFFS

One of the great benefits of an Outdoor Recreation strategy is its ability to tie together diverse businesses, often by making subtle changes in business operations (e.g., by adding or adjusting some products or services). In order to make this strategy a *driver* of your district's economy (and more than a promotional tie-in), it needs at least a couple of businesses that are clearly linked to the strategy. This might include a fitness center or YMCA, or a bike store or other anchor business or institution. In communities where there is a large health-related economic anchor, Health and Wellness may be a central strategy. In other cases, it may be more appropriately used as a secondary strategy. A benefit of a well-developed an Outdoor Recreation strategy is it has the potential to attract customers from a regional trade area – or, even, national or international visitors, if it offers a unique product.

On the trade-off side, a district tightly focused on this strategy may not provide the variety of retail offerings to fulfill residents’ day-to-day needs.

IS THIS STRATEGY A GOOD FIT FOR YOUR DISTRICT?

The following questions are intended to help "take the temperature" of your commercial district. In order to answer them, you simply need to be familiar with your district and its environs. The questions are qualitative, and we want you to answer them in the context of what you already know. We are asking you to simply mark the scale in order to help you visualize whether your district is well-suited for pursuing an Outdoor Recreation strategy. Remember, this strategy is a starting point. As you do more research in the future, you can make it more nuanced and focused.

Knowing what you already know about your district, how would you rate it according to each of these characteristics?

COLD	HOT
← Starting a new market niche	Building on an existing niche or cluster →
← The potential market is relatively small	The potential market is relatively large →
← The district has many competitors in this	The district has few competitors in this →
← We would need new buildings/infrastructure	Our existing buildings/infrastructure are a good fit →
← Local population not well educated (e.g., some high school)	Local population very well educated (e.g., graduate degrees) →
← Target population not very interested in health and wellness	Target population actively engaged and interested in health and wellness →

If most of your scores fall into the right-hand side of the scoring boxes, this strategy is likely to be a good fit for your district. However, a low score for one or more of these characteristics does not necessarily mean that this strategy isn't an option for your district; it might simply mean that your organization and its partners might need to work a little harder to make this strategy succeed.

INFORMATION YOU'LL NEED FOR THIS STRATEGY

As mentioned earlier, the important thing about a Catalyst Strategy is to get started. Without undertaking a full market analysis, there are a few market research tasks you should begin now. These include:

- ▶ **Inventory:** You will need an inventory of all existing businesses in the district. Outdoor Recreation-related businesses should be grouped, and you should create a tally of the approximate size of each strategy-related business (in square feet) and the number of people employed by each business.
- ▶ **Customers:** You should also assemble current information about the demographic characteristics of regional residents, particularly information about household income, age, household size, ethnicity, number of earners, and education levels (you can get this information from the US Census website and/or from third-party geospatial data providers like ESRI or Claritas). Conduct pedestrian and vehicular counts on major blocks or entry points in your district, at key times of day.
- ▶ **Competition:** Inventory and map competitive commercial centers in your region or trade area, including malls, shopping centers, and competing downtowns or commercial districts. Are other downtowns or commercial districts also trying to establish themselves as health and wellness destinations? Articulate how your Outdoor Recreation strategy is (or can be) differentiated from competing commercial areas. You should also articulate the threats posed by these competing areas.

- ▶ **Potential barriers:** Identify potential barriers to pursuing this strategy. These may include factors as varied as a misalignment of consumer preferences or a lack of geographic cohesiveness among contributing institutions and businesses.

TAKING THE NEXT STEP

Over the next year or two, after your Catalyst Strategy has begun taking root, you should plan to conduct additional research that can help you refine the strategy and adapt it more precisely to your district's particular circumstances. You may tackle some aspects of the market research on your own, or you may choose to engage professional assistance. Whichever route you choose, this additional research should help you answer questions like these:

- ▶ What are the boundaries of the primary trade area for this strategy? Are there other geographic areas that you should try to reach?
- ▶ Of the businesses that exist in your district that support the Outdoor Recreation strategy, how many square feet do they comprise, in total? What are their estimated total annual sales, including all selling channels?
- ▶ How much do households in the trade area spend on the types of retail goods and services related to Outdoor Recreation?
- ▶ What is the estimated regional sales void (or surplus)? If additional sales were captured, how many additional square feet of retail space (if any) could those sales support?
- ▶ What is the profile of the target customer? What are the profiles of secondary customers? How large is each customer segment, and approximately how much of each segment's spending do you think you can realistically capture in the future?
- ▶ What are the population trends in your area? Is the population aging? Are young families moving in?
- ▶ What are the nascent trends in this sector? What are the waning trends?

SAMPLE ACTIVITIES

There are many different activities that your organization and its partners might do to successfully implement this strategy. The activities you choose should address problems and opportunities that are specific to your district. Start with activities that are relatively easy, then gradually tackle more challenging ones. Be sure to include activities in all Four Points of the Main Street Approach; this is essential!

Depending how you have chosen to organize your Main Street initiative and the resources in your community, projects and activities may be carried out by a single committee, by staff specialists, by a consortium of partner organizations, or by some combination of these. (For more information, see the Technical Bulletin, "[Organizing Your Main Street to Transform Your Community]")

Here are some examples:

Sample Design activities:

- ▶ Install signs and markers to create walking and running trails in and around the commercial district.
- ▶ Install exercise equipment in a pocket park.

Sample Organization activities:

- › Initiate a meeting of representatives of local health-related institutions or businesses to establish a partnership for the strategy.

Sample Promotion activities:

- › Develop a brand identity that connects health and wellness to the district.
- › Hold a health fair, with healthy cooking demonstrations, physical activities, and opportunities to get screened for blood pressure and other health indicators.
- › Install parking signs that note number of steps to the center of district, making a challenge of parking farther away from one's destination, rather than closer.

Sample Economic Vitality activities:

- › Work with restaurants to offer healthy options on their menus and help them to distribute the menus through other businesses that are part of the Health and Wellness cluster.
- › Work with a local gym to run outdoor "boot camps" during warmer weather months.

POTENTIAL PRODUCTS AND SERVICES

Some businesses are inherently focused on health and wellness, but many other businesses can tie into the strategy by adapting their merchandising, services, or menus. This list is not exhaustive, but illustrates the range of businesses that can participate in the Health and Wellness strategy:

- › Acupuncturist
- › Bakeries (e.g., those offering specialty products, like gluten-free)
- › Dance studio
- › Doctors and dentists
- › Furniture for wellness (e.g., specialty desk chairs, mattresses, etc.)
- › Grocery store (esp. with a focus on natural products)
- › Gym
- › Health and Beauty Aids stores
- › Herbalist
- › Hospital
- › Juice bar
- › Martial arts
- › Massage therapist / studio
- › Medical devices store
- › Pharmacy
- › Physical therapists
- › Psychotherapists and counsellors
- › Restaurants with a special health-conscious menu
- › Spas
- › Sporting equipment
- › Urgent care
- › Vegetarian restaurants
- › Vitamin and supplement stores
- › Yoga studio

MEASURING PROGRESS

The following tools can be used to track your success in implementing the strategy and in measuring its impact on the commercial district as a whole:

- ▶ Conduct on-street surveys when you implement this strategy – then, conduct surveys one year, three years, and five years later, asking the same questions. Are more people patronizing the district for its recreation-related businesses? Are their impressions and perceptions of the district improving?
Your surveys should include questions in four specific categories:
 - Attitudes and perceptions about the district
 - Current shopping habits
 - Additional products and services shoppers would like to be able to buy within the district
 - Demographic characteristics of those participating in the survey, including home zip code
- ▶ Track trends in the number of square feet of retail space devoted to health and wellness businesses.
- ▶ Ask the owners or managers of a representative sample of recreation-related businesses to keep an informal tally of foot traffic, average transaction amount, and gross sales. Interview the owners and managers at regular intervals and hold an annual focus group with them. Are the numbers increasing?
- ▶ Track the number of changes (in service offerings or product mix) that businesses have made to serve the outdoor recreation market.
- ▶ Choose several intersections or entry points in the district and count the number of people who walk by during 30 minute intervals. Do this at two or three key points in the day (e.g., morning, noon, and evening). Repeat the pedestrian counts at least twice a year, at the same times of day. Are the numbers increasing?

#3. Food Experience Transformation Strategy

A Food Experience Transformation Strategy usually includes a blend of:

- ▶ Restaurant dining
- ▶ Drinking establishments
- ▶ Music (from small jazz club to larger, more formal performance spaces)
- ▶ Performing arts
- ▶ Arts are often part of the mix in an entertainment district, but active engagement (eating, dancing, and socializing) is often the primary driver for customers.

Food and/or Culinary districts tend to have large trade areas (often regional) and they tend to function as destinations: People may come to the district and then browse restaurant menus to decide where to eat. The *district* is the draw, rather than an individual business. Dining, Entertainment and Nightlife can sometimes function as a “transitional strategy”, particularly for struggling districts: People may begin to come to the district because it is unknown or seen as off-beat, and that attention may be followed several years later by new residents and additional daytime retail uses. Historic buildings and an “urban” experience (“urban” can simply mean

“downtown” in a rural or agricultural area) are often defining characters for Food Experience districts.

WHY BOYNE CITY?

- Community already has a successful Boyne Appetit Event
- Farmer’s Market has been named the 3rd Best in the State
- There exists a variety of current food options, as well as supporting retail: Provisions; Grain Train, Family Fair
- Recognized “Foodie” movement within the community
- There are a number (3) of new Brew Pubs and Tasting Rooms
- Strategy supports strength in Sales Gap (Surplus) for Restaurant Sales
- Strategy is an overlay market with Residential and Tourism related customer markets

KEY VOIDS?

- Food Truck Friday Events
- Leveraging the Farmer’s Market to further transition (incubate) products to retail venues
- Develop a Restaurant or “Culinary” Guide
- (RRC) Review current zoning and ordinances to determine if any may hinder and/or be needed to support growth of this Strategy
- Develop mixed use and ensure renovations consider restaurant/food strategy retail options
- Review Culinary District examples in Grand Rapids, MI, Bridgestone, NJ, Harrisburg, VA and Starkville, MS

WHO ARE THE CUSTOMERS FOR THIS STRATEGY?

Customers for food districts tend to be younger, though not universally so. (This is particularly true of “club” districts.) They tend to be young couples or singles and they have disposable income. The customer for this strategy tends to be more adventurous and includes people who are interested in food, whether fine dining or unusual cuisines. It can include urbanites, suburbanites, and rural or small-town residents whose common trait is to seek out an authentic, “urban-feeling” experience.

BENEFITS AND TRADE-OFFS

Key benefits to a Food Experience strategy include:

- › Longer business days with economic activity after many other traditional business districts have turned off the lights;
- › Parking demand at hours complementary to retail and office demand;
- › Strategy fits well with historic buildings and can make use of some larger spaces; and
- › Can function as a complement to a daytime-oriented strategy.

Trade-offs of this strategy include less activity during the day (if there is no other driver of daytime activity in the district) and the strategy can be associated with “quality of life” issues, including noise and drinking. Residents may object to the strategy and it will be particularly important to engage them in considering a too much food focus. In addition, consumers’ tastes can be fickle, especially when it comes to food districts: A place that is “hot” now may find itself out-of-favor in a few years.

(Districts can forestall this through reinvention and by using the Food strategy as a transitional tool, such as when trying to get a largely vacant or disinvested commercial district “on the map.”)

IS THIS STRATEGY A GOOD FIT FOR YOUR DISTRICT?

The following questions are intended to help "take the temperature" of your commercial district. In order to answer them, you simply need to be familiar with your district and its environs. The questions are qualitative, and we want you to answer them in the context of what you already know. We are asking you to simply mark the scale in order to help you visualize whether your district is well-suited for pursuing a Food Experience strategy. Remember, this strategy is a starting point. As you do more research in the future, you can make it more nuanced and focused.

Knowing what you already know about your district, how would you rate it according to each of these characteristics?

COLD	HOT
← Starting a new market niche	Building on an existing niche or cluster →
[Empty box for rating]	
← The potential market is relatively small	The potential market is relatively large →
[Empty box for rating]	
← The district has many competitors in this	The district has few competitors in this →
[Empty box for rating]	
← We would need new buildings/infrastructure	Our existing buildings/infrastructure are a good fit →
[Empty box for rating]	
← The district is perceived as dangerous at night	The district is perceived as very safe at night →
[Empty box for rating]	

If most of your scores fall into the right-hand side of the scoring boxes, this strategy is likely to be a good fit for your district. However, a low score for one or more of these characteristics does not necessarily mean that this strategy isn’t an option for your district; it might simply mean that your organization and its partners might need to work a little harder to make this strategy succeed.

INFORMATION YOU’LL NEED FOR THIS STRATEGY

As mentioned earlier, the important thing about a Catalyst Strategy is to get started. Without undertaking a full market analysis, there are a few market research tasks you should begin now. These include:

- › **Inventory:** You will need an inventory of all existing businesses in the district. Food-related businesses should be grouped, and you should create a tally of the approximate size of each business (in square feet) and the number of people employed by each business.
- › **Customers:** You should also assemble current information about the demographic characteristics of regional residents, particularly information about household income, age, household size, ethnicity, number of earners, and education levels (you can get this information from the US Census website and/or from third-party geospatial data providers like ESRI or Claritas). Conduct pedestrian and vehicular counts on major blocks or entry points in your district, at key times of day, including evening.
- › **Competition:** Inventory and map competitive nightlife centers in your region or trade area, including malls with evening entertainment offerings and competing commercial districts.

Articulate how your Food Experience strategy is (or can be) differentiated from competing commercial areas. You should also articulate the threats posed by these competing areas.

- › **Potential barriers:** Identify potential barriers to pursuing this strategy. Barriers might exist across a range of issues, including economic, regulatory, public perception, physical facilities, and others. Current zoning may restrict certain dining and/or cafe uses or the availability of liquor licenses; area residents may object to certain uses.

TAKING THE NEXT STEP

Over the next year or two, after your Catalyst Strategy has begun taking root, you should plan to conduct additional research that can help you refine the strategy and adapt it more precisely to your district's particular circumstances. You may tackle some aspects of the market research on your own, or you may choose to engage professional assistance. Whichever route you choose, this additional research should help you answer questions like these:

- › What are the boundaries of the primary trade area for this strategy? Are there other geographic areas that you should try to reach?
- › Of the businesses that exist in your district that support the Food Experience strategy, how many square feet do they comprise, in total? What are their estimated total annual sales, including all selling channels?
- › How much do households in the trade area spend on purchases related to entertainment and nightlife, including dining out and ticketed events?
- › What is the estimated regional sales void (or surplus)? If additional sales were captured, how many additional square feet of retail space (if any) could those sales support?
- › What is the profile of the target customer? What are the profiles of secondary customers? How large is each customer segment, and approximately how much of each segment's spending do you think you can realistically capture in the future?
- › What are the nascent trends in this sector? What are the waning trends?

SAMPLE ACTIVITIES

There are many different activities that your organization and its partners might do to successfully implement this strategy. The activities you choose should address problems and opportunities that are specific to your district. Start with activities that are relatively easy, then gradually tackle more challenging ones. Be sure to include activities in all Four Points of the Main Street Approach; this is essential!

Depending how you have chosen to organize your Main Street initiative and the resources in your community, projects and activities may be carried out by a single committee, by staff specialists, by a consortium of partner organizations, or by some combination of these. (For more information, see the Technical Bulletin, "[Organizing Your Main Street to Transform Your Community]")

Here are some examples:

Sample Design activities:

- › Install improved sidewalk lighting to increase public safety at night.
- › Encourage retailers to create active window displays and to keep their windows lit until very late evening.

Sample Organization activities:

- › Engage residents before adopting the strategy to make sure they support it and to identify ways to mitigate adverse impacts.
- › Engage owners of entertainment businesses and city staff, especially public safety staff, in a regular conversation of “responsible hospitality” so you can address problems quickly and as they arise.

Sample Promotion activities:

- › Organize a “night market” with food truck vendors, retail pop-ups, and a “beer garden.”
- › Stage a play that takes place on the street or in a store window, at night.

Sample Economic Vitality activities:

- › Survey evening patrons in order to describe the customer profile and trade area.
- › Work with daytime retail businesses to create pop-up evening businesses within their stores.

POTENTIAL PRODUCTS AND SERVICES

While many Food Experience businesses relate to eating and activities, there is also a place for retail, and especially unique, independent retail. Evening customers often window-shop and may return to patronize retail businesses during the day. Some examples of the types of businesses that support a Food-based strategy include:

- › After-hours restaurants (e.g., for servers)
- › Ballroom dance
- › Bars, taverns, gastropubs
- › Cafes (esp. late night)
- › Dance clubs
- › Fast food, take-out food (e.g., to eat while walking)
- › Ice cream
- › Liquor stores
- › Music and jazz clubs
- › Nightclubs
- › Party rental spaces
- › Performance/concert space
- › Pool and billiards
- › Record stores (e.g., vinyl)
- › Restaurants (ethnic to fine dining)
- › Tattoo parlor
- › Theaters (cinema and live)
- › Vintage clothing

MEASURING PROGRESS

The following tools can be used to track your success in implementing the strategy and in measuring its impact on the commercial district as a whole:

- ▶ Conduct on-street surveys when you implement this strategy – then, conduct surveys one year, three years, and five years later, asking the same questions. Are more people patronizing the district for its entertainment-related businesses? Are their impressions and perceptions of the district improving?
Your surveys should include questions in four specific categories:
 - Attitudes and perceptions about the district
 - Current shopping habits
 - Additional products and services shoppers would like to be able to buy within the district
 - Demographic characteristics of those participating in the survey, including home zip code
- ▶ Track trends in the number of square feet of retail space devoted to entertainment and nightlife uses.
- ▶ Ask the owners or managers of a representative sample of strategy-related businesses to keep an informal tally of foot traffic, average transaction amount, and gross sales. Interview the owners and managers at regular intervals and hold an annual focus group with them. Are the numbers increasing?
- ▶ Track the number of changes (in business hours, service offerings or product mix) that businesses have made to serve the entertainment and nightlife market.
- ▶ Choose several intersections or entry points in the district and count the number of people who walk by during 30 minute intervals. Do this at two or three key points in the day (e.g., morning, noon, and evening). Repeat the pedestrian counts at least twice a year, at the same times of day. Are the numbers increasing?

Boyne City

Proposed Transformation Strategy: _____

ECONOMIC VITALITY	PROMOTION & MARKETING	DESIGN	ORGANIZATION
<p>Current Activities:</p> <ol style="list-style-type: none"> 1. Bi-annual surveys & mtgs w/Bus (2-yrs) 2. Invite new bus to Team Boyne mtgs 3. Expand outdoor regulations to include alcohol service 4. Support the Theater Restoration (support Design Committee) 5. Building Inventory 	<p>Current Activities:</p> <ol style="list-style-type: none"> 1. Boyne Appetit 2. Chocolate Covered Winter 3. Irish Festival Week 4. Stroll the Streets of Boyne 5. MS Float in 4th of July Parade 6. Santa Parade & Open House 7. Harvest Festival 8. SOBO Arts Festival 9. Co-op advertising 10. New Website Develop 11. Vision/Mission clarification 12. Expand Free PR 13. Branding Training/Guidelines 14. Promotional Tools 	<p>Current Activities:</p> <ol style="list-style-type: none"> 1. Design Architect Hunt 2. Stroll thru History Walking Tour 3. NHR Registry State Sign 4. Support Theater Restoration 5. Local Façade Program 6. Support the Theater Restoration 7. Buff Up Boyne 8. Streetscape Furnishings 9. Flower box planting & tree maintenance 10. Brighten Up Boyne contest 11. Holiday Street Decorations 12. Art in Public Places 13. The Last River Draw –Sculpture 14. Summer maintenance position 	<p>Current Activities:</p> <ol style="list-style-type: none"> 1. Celebrate MS & Volunteers 2. Volunteer Recruitment 3. Board Vacancies 4. Boyne Thunder 5. Budget & Fund Development 6. Supporter of Waterfront Marina 7. Sister Cities International 8. Goal Setting
<p>Potential Activities:</p> <ol style="list-style-type: none"> 1. 2. 3. 	<p>Potential Activities:</p> <ol style="list-style-type: none"> 1. 2. 3. 	<p>Potential Activities:</p> <ol style="list-style-type: none"> 1. 2. 3. 	<p>Potential Activities:</p> <ol style="list-style-type: none"> 1. 2. 3.

WORK PLAN TEMPLATE EXAMPLE

Brush! Transformation Strategy: Agricultural Economy

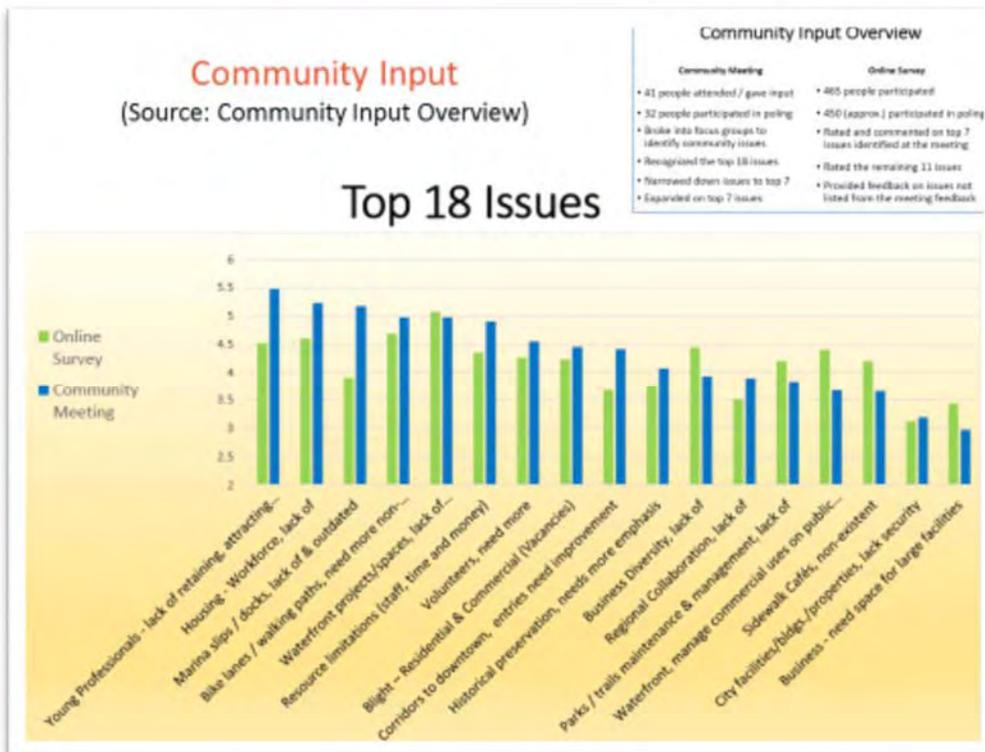
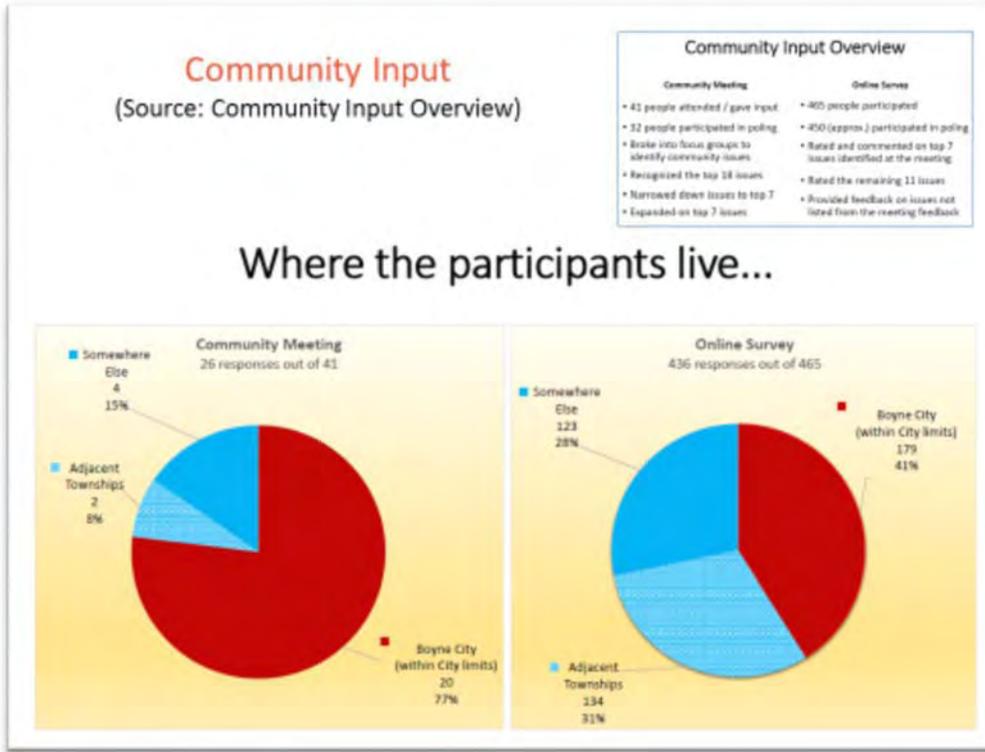
In agricultural communities, an Agriculture strategy focuses on better meeting residents' shopping, service, and entertainment needs and on finding new uses for vacant downtown buildings.

ACTIVITIES

DESIGN	PROMOTION	ECONOMIC VITALITY	ORGANIZATION
<p>Current activities:</p> <ol style="list-style-type: none"> 1. Storefront incentives 2. Clean-up (April) 3. Downtown flowerpots <p>Potential activities:</p> <ol style="list-style-type: none"> 1. Walking tour: Tie to Ag 2. Public art “hoof-prints” to mark walking tour 3. Display historic photos of downtown bldgs in storefronts 4. Display ag-related artifacts from museum in storefront windows 5. Streetscape incorporating ag images 6. Public art: mural? Sculpture? (Ag images) 7. Community garden? Downtown garden/green space 	<p>Current activities:</p> <ol style="list-style-type: none"> 1. Antique Tractor Show(?) 2. Ag Appreciation Dinner 3. Cust. Appreciation BBQ 4. Pickers Market 5. Bull Riding event 6. Brush Rodeo 7. Octoberfest <p>Potential activities:</p> <ol style="list-style-type: none"> 1. Farm to Table dinner on-street, in downtown 2. Farmers Market 3. Christmas/Holiday promo (tie to ag) 4. Sugarbeet bowling contest 	<p>Current activities:</p> <ol style="list-style-type: none"> 1. Marketing seminars for biz. (not ag-specific) <p>Potential activities:</p> <ol style="list-style-type: none"> 1. Add/recruit: Work apparel; farm-to-table restaurant; local/organic soaps, etc. 2. Partner w/ Extension service to do ag-related business seminars 3. Attract vendors from Octoberfest? 4. Homegrown Brush store 5. Incentive to move businesses downtown 6. Crowdfund a building purchase 7. Pop-up w Brush/local product in MS storefront? 	<p>Current activities:</p> <ol style="list-style-type: none"> 1. FFA at Ag Appreciation Dinner 2. Library partnerships 3. Stakeholders: Morgan Cmty College, Hospital, <p>Potential activities:</p> <ol style="list-style-type: none"> 1. Junior Main Street 2. Connect to Cattleman’s Assn? 3. Livestock Exchange: Connect to them

BACKGROUND INFORMATION & MATERIALS – KEY POINTS

- Input gathered from the 2015 Community Meetings and 2015 online surveys



Community Input (Source: Community Input Overview)

Top 7 Issues – Community Mtg. (Listed in priority order) 41 / 32		Top 7 Issues - Online Survey (Listed in priority order) 465 / 450	
Mtg		Survey	
1	5.47 Young Professionals - lack of retaining, attracting & connecting them w/each other	5.07	Waterfront projects & spaces, lack of resources / implementation & poor condition
2	5.23 Housing - Workforce/Affordable	4.69	Bike lanes / walking paths, need more & safer routes Non-motorized Trails, need connectivity
3	5.17 Marina slips / docks, lack of & outdated	4.6	Housing - Workforce/Affordable
4	4.97 Waterfront projects & spaces, lack of resources / implementation & poor condition	4.52	Young Professionals - lack of retaining, attracting & connecting them w/each other
5	4.92 Bike lanes / walking paths, need more & safer routes Non-motorized Trails, need connectivity	4.44	Business Diversity, lack of (laundromat, theater, gym, etc.)
6	4.90 Resource limitations (staff, time and money)	4.40	Resource limitations (staff, time and money)
7	4.55 Volunteers, need more	4.35	Waterfront, manage commercial uses on public property

- Master Plan Update 2015 – goals and objectives

City of Boyne City Master Plan 2015 Update

(Source: Master Plan 2015 City of Boyne City – Distribution Draft)

Purpose: *to provide guidelines for future development, while protecting the natural resources and character of the community.*

Exercise:
Using the 4-Point framework for comprehensive® alignment.

Master Plan 2015 Update - Goals

Economic Vitality

Promotion

Organization

Design

1. Inspiring **local Business and Economic Development**

3. **Housing opportunities for ALL!**

2. An **active community embracing recreation and water-based opportunities**

4. **Working cooperatively with neighbors**

Master Plan 2015 Update

(Source: Master Plan 2015 City of Boyne City – Distribution Draft)

Supporting Objectives

GOAL	Economic Vitality	Promotion	Design	Organization
Goal 1: Inspiring local Business and Econ/Dev.	<ul style="list-style-type: none"> ➢ Continue the efforts of Team Boyne to promote economic activities to support business recruitment and retention ➢ Encourage/develop/expand broadband and wireless services available throughout the City. 	<ul style="list-style-type: none"> ➢ Promote a friendly and sustainable community, where people care and are involved. ➢ Continue to celebrate and embrace the seniors and retirees as mentors and valued community assets. 	<ul style="list-style-type: none"> ➢ Continue to work with schools on Safe Routes to Schools and integrate into the Trail Town efforts ➢ Continue to maintain and improve Boyne City streets, infrastructure and services to meet the community needs. 	<ul style="list-style-type: none"> ➢ Continue to foster the cooperative synergy between the City, the Chamber and Main Street to promote and support economic development in Boyne. ➢ Continue open communication and collaboration with schools.
	Goal 2: An Active Community embracing recreation and water-based opportunities		<ul style="list-style-type: none"> ➢ Promote Boyne City's waterfront location and outstanding recreational opportunities. ➢ Promote Boyne City as a waterfront Trail Town. ➢ Celebrate year-round use of recreation facilities and trails. Establish more recreational activities and opportunities for area youth. 	<ul style="list-style-type: none"> ➢ Maintain and enhance Boyne City's parks and recreation facilities. ➢ Establish, expand and maintain the trail networks, both within Boyne City and connections to regional trail systems, including water trails. ➢ Coordinate maintenance activities to promote winter use.

Master Plan 2015 Update

(Source: Master Plan 2015 City of Boyne City – Distribution Draft)

Supporting Objectives

Goal 3: Housing opportunities for ALL!	Economic Vitality	Design
	<ul style="list-style-type: none"> ➢ Recognize the changing demographics, and explore options to address the shifting housing demands, such as downtown housing opportunities, accessory dwelling units, townhouses, apartments, etc. ➢ Review the types of housing available to identify any gaps and opportunities. ➢ Encourage affordable and workforce housing in mixed use developments downtown, such as explore the conversion of underutilized properties to affordable housing. ➢ Identify affordable housing obstacles and work to address. ➢ Encourage housing which includes accessibility features for all, to facilitate aging in place. 	
Goal 4: Working cooperatively with neighbors	Design	Organization
	<ul style="list-style-type: none"> ➢ Strengthen working relationships with neighboring communities to enhance the entrances to Boyne City. ➢ Protect Lake Charlevoix through collaboration with adjacent lakefront municipalities and interested groups. ➢ Explore cooperative planning with adjacent Townships regarding shared facilities and resources. ➢ Work to strengthen connections with nearby resort communities, resort industries and second home owners. 	

- Boyne City Main Street – Board 2015 Goal Setting

Boyne City Main Street Board - 2015 Goal Setting

<div style="background-color: #00FFFF; border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">Economic Vitality</div> <p>4. Encourage Entrepreneurship 5. Downtown housing</p>	<div style="background-color: #FF8C00; border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">Promotion</div>	<div style="background-color: #90EE90; border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">Design</div> <p>6. Theater</p>	<div style="background-color: #FFD700; border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">Organization</div> <p>1. Volunteer Recruitment 2. Pavilion Completion (Pavilion Committee) 3. Waterfront/Marina</p>
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Main Street 2016-2017 – Goals included in Work Plans

<div style="background-color: #FF8C00; border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">Promotion</div> <ul style="list-style-type: none"> ➤ Business Retention ➤ Assist MS businesses ➤ Business Recruitment ➤ Create bus/recruit packet ➤ Develop a bus/prospect calling plan & Recruit Team 	<div style="background-color: #90EE90; border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">Design</div> <ul style="list-style-type: none"> ➤ Improve & grow existing downtown events ➤ Boyne area as a destination 	<div style="background-color: #00FFFF; border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">Economic Vitality</div> <ul style="list-style-type: none"> ➤ Community awareness on historic preservation ➤ Encourage owner investment in buildings ➤ Implement a Design Education Program ➤ Maintain / Enhance ongoing projects ➤ Maintain a comprehensive public improve prog ➤ Streetscape beautification ➤ Make downtown sparkle for the holidays ➤ Art in public places ➤ Permanent sculpture in public places 	<div style="background-color: #FFD700; border: 1px solid black; padding: 2px; text-align: center; font-weight: bold;">Organization</div> <ul style="list-style-type: none"> ➤ Celebrate MS & Volunteer ➤ Boyne Thunder Event ➤ Budget & Fund Developm
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MARKET DATA SUMMARY

Attached the following documents:

- Tapestry Psychographics Data Sheets
- Tapestry Psychographics Report
- General Demographics Report
- Consumer Spending Report
- Sales Gap Report



MS - Consumer Spending

Boyne City, MI
113 S Park St, Boyne City, Michigan, 49712
Ring: 5 mile radius

Prepared by Esri
Latitude: 45.21275
Longitude: -85.01329

Household Budget Expenditures (Consumer Spending)	Spending	Average Amount	Total	Percent
	Index	Spent		
Total Expenditures	85	\$61,153.51	\$189,453,568	100.0%
Food	87	\$7,411.84	\$22,961,873	12.1%
Food at Home	90	\$4,724.17	\$14,635,472	7.7%
Food Away from Home	82	\$2,687.67	\$8,326,401	4.4%
Alcoholic Beverages	74	\$410.24	\$1,270,925	0.7%
Housing	78	\$16,833.19	\$52,149,228	27.5%
Shelter	74	\$12,156.27	\$37,660,134	19.9%
Utilities, Fuel and Public Services	92	\$4,676.92	\$14,489,094	7.6%
Household Operations	79	\$1,457.23	\$4,514,494	2.4%
Housekeeping Supplies	94	\$678.26	\$2,101,254	1.1%
Household Furnishings and Equipment	87	\$1,605.67	\$4,974,371	2.6%
Apparel and Services	80	\$1,842.64	\$5,708,510	3.0%
Transportation	92	\$9,761.88	\$30,242,290	16.0%
Travel	80	\$1,567.46	\$4,855,987	2.6%
Health Care	100	\$4,723.40	\$14,633,106	7.7%
Entertainment and Recreation	89	\$2,962.94	\$9,179,187	4.8%
Personal Care Products & Services	81	\$638.13	\$1,976,913	1.0%
Education	67	\$1,015.06	\$3,144,641	1.7%
Smoking Products	112	\$522.24	\$1,617,892	0.9%
Miscellaneous (1)	103	\$1,192.67	\$3,694,889	2.0%
Support Payments/Cash Contribution/Gifts in Kind	93	\$2,322.17	\$7,194,069	3.8%
Life/Other Insurance	99	\$456.03	\$1,412,785	0.7%
Pensions and Social Security	81	\$5,752.47	\$17,821,153	9.4%

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. (1) Miscellaneous includes lotteries, pari-mutuel losses, legal fees, funeral expenses, safe deposit box rentals, checking account/banking service charges, cemetery lots/vaults/maintenance fees, accounting fees, miscellaneous personal services/advertising/fines, finance charges excluding mortgage & vehicle, occupational expenses, expenses for other properties, credit card membership fees, and shopping club membership fees. Source: Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2015 and 2020.



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Market Potential

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought any men's clothing in last 12 months	2,940	51.3%	106
Bought any women's clothing in last 12 months	2,635	46.0%	102
Bought clothing for child <13 years in last 6 months	1,444	25.2%	90
Bought any shoes in last 12 months	3,139	54.8%	100
Bought costume jewelry in last 12 months	1,081	18.9%	94
Bought any fine jewelry in last 12 months	1,090	19.0%	98
Bought a watch in last 12 months	599	10.4%	91
Automobiles (Households)			
HH owns/leases any vehicle	2,874	92.8%	109
HH bought/leased new vehicle last 12 mo	298	9.6%	111
Automotive Aftermarket (Adults)			
Bought gasoline in last 6 months	5,256	91.7%	108
Bought/changed motor oil in last 12 months	3,475	60.6%	122
Had tune-up in last 12 months	1,676	29.2%	96
Beverages (Adults)			
Drank bottled water/seltzer in last 6 months	3,358	58.6%	89
Drank regular cola in last 6 months	2,657	46.3%	101
Drank beer/ale in last 6 months	2,308	40.3%	95
Cameras (Adults)			
Own digital point & shoot camera	2,141	37.3%	115
Own digital single-lens reflex (SLR) camera	452	7.9%	92
Bought any camera in last 12 months	453	7.9%	109
Bought memory card for camera in last 12 months	277	4.8%	84
Printed digital photos in last 12 months	236	4.1%	122
Cell Phones (Adults/Households)			
Bought cell phone in last 12 months	1,873	32.7%	89
Have a smartphone	1,896	33.1%	68
Have an iPhone	600	10.5%	56
Number of cell phones in household: 1	1,033	33.3%	104
Number of cell phones in household: 2	1,218	39.3%	106
Number of cell phones in household: 3+	591	19.1%	76
HH has cell phone only (no landline telephone)	1,017	32.8%	87
Computers (Households)			
HH owns a computer	2,291	74.0%	97
HH owns desktop computer	1,533	49.5%	102
HH owns laptop/notebook	1,424	46.0%	90
Spent <\$500 on most recent home computer	476	15.4%	109
Spent \$500-\$999 on most recent home computer	680	21.9%	108
Spent \$1,000-\$1,499 on most recent home computer	286	9.2%	92
Spent \$1,500-\$1,999 on most recent home computer	94	3.0%	66
Spent \$2,000+ on most recent home computer	80	2.6%	67

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Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Convenience Stores (Adults)			
Shopped at convenience store in last 6 mos	3,690	64.4%	106
Bought brewed coffee at convenience store in last 30 days	993	17.3%	113
Bought cigarettes at convenience store in last 30 days	835	14.6%	111
Bought gas at convenience store in last 30 days	2,609	45.5%	137
Spent at convenience store in last 30 days: <\$20	391	6.8%	83
Spent at convenience store in last 30 days: \$20-\$39	527	9.2%	101
Spent at convenience store in last 30 days: \$40-\$50	442	7.7%	101
Spent at convenience store in last 30 days: \$51-\$99	299	5.2%	115
Spent at convenience store in last 30 days: \$100+	1,734	30.2%	131
Entertainment (Adults)			
Attended a movie in last 6 months	3,018	52.6%	87
Went to live theater in last 12 months	556	9.7%	77
Went to a bar/night club in last 12 months	910	15.9%	93
Dined out in last 12 months	2,671	46.6%	104
Gambled at a casino in last 12 months	730	12.7%	86
Visited a theme park in last 12 months	718	12.5%	70
Viewed movie (video-on-demand) in last 30 days	583	10.2%	65
Viewed TV show (video-on-demand) in last 30 days	333	5.8%	47
Watched any pay-per-view TV in last 12 months	677	11.8%	90
Downloaded a movie over the Internet in last 30 days	212	3.7%	56
Downloaded any individual song in last 6 months	931	16.2%	79
Watched a movie online in the last 30 days	452	7.9%	58
Watched a TV program online in last 30 days	448	7.8%	58
Played a video/electronic game (console) in last 12 months	651	11.4%	100
Played a video/electronic game (portable) in last 12 months	243	4.2%	95
Financial (Adults)			
Have home mortgage (1st)	1,925	33.6%	106
Used ATM/cash machine in last 12 months	2,629	45.9%	94
Own any stock	369	6.4%	82
Own U.S. savings bond	281	4.9%	85
Own shares in mutual fund (stock)	426	7.4%	99
Own shares in mutual fund (bonds)	237	4.1%	84
Have interest checking account	1,999	34.9%	121
Have non-interest checking account	1,858	32.4%	115
Have savings account	3,274	57.1%	107
Have 401K retirement savings plan	915	16.0%	108
Own/used any credit/debit card in last 12 months	4,425	77.2%	104
Avg monthly credit card expenditures: <\$111	790	13.8%	116
Avg monthly credit card expenditures: \$111-\$225	377	6.6%	101
Avg monthly credit card expenditures: \$226-\$450	384	6.7%	106
Avg monthly credit card expenditures: \$451-\$700	258	4.5%	83
Avg monthly credit card expenditures: \$701-\$1,000	219	3.8%	88
Avg monthly credit card expenditures: \$1,001+	530	9.2%	101
Did banking online in last 12 months	1,744	30.4%	87
Did banking on mobile device in last 12 months	392	6.8%	66
Paid bills online in last 12 months	2,077	36.2%	87

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Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Restaurants (Adults)			
Went to family restaurant/steak house in last 6 months	4,284	74.7%	99
Went to family restaurant/steak house: 4+ times a month	1,644	28.7%	100
Went to fast food/drive-in restaurant in last 6 months	5,246	91.5%	101
Went to fast food/drive-in restaurant 9+ times/mo	2,115	36.9%	91
Fast food/drive-in last 6 months: eat in	2,376	41.4%	114
Fast food/drive-in last 6 months: home delivery	330	5.8%	73
Fast food/drive-in last 6 months: take-out/drive-thru	2,811	49.0%	105
Fast food/drive-in last 6 months: take-out/walk-in	942	16.4%	84
Television & Electronics (Adults/Households)			
Own any e-reader/tablet	886	15.5%	73
Own any portable MP3 player	1,657	28.9%	86
HH owns 1 TV	576	18.6%	92
HH owns 2 TVs	849	27.4%	104
HH owns 3 TVs	698	22.5%	105
HH owns 4+ TVs	668	21.6%	109
HH subscribes to cable TV	1,321	42.6%	84
HH subscribes to fiber optic	39	1.3%	19
HH has satellite dish	1,237	39.9%	157
HH owns DVD/Blu-ray player	1,976	63.8%	103
HH owns camcorder	545	17.6%	113
HH owns portable GPS navigation device	1,020	32.9%	119
HH purchased video game system in last 12 mos	160	5.2%	56
HH owns Internet video device for TV	76	2.5%	56
Travel (Adults)			
Domestic travel in last 12 months	2,920	50.9%	101
Took 3+ domestic non-business trips in last 12 months	685	11.9%	96
Spent on domestic vacations in last 12 months: <\$1,000	730	12.7%	113
Spent on domestic vacations in last 12 months: \$1,000-\$1,499	305	5.3%	88
Spent on domestic vacations in last 12 months: \$1,500-\$1,999	210	3.7%	104
Spent on domestic vacations in last 12 months: \$2,000-\$2,999	229	4.0%	104
Spent on domestic vacations in last 12 months: \$3,000+	319	5.6%	102
Domestic travel in the 12 months: used general travel website	312	5.4%	77
Foreign travel in last 3 years	989	17.3%	73
Took 3+ foreign trips by plane in last 3 years	130	2.3%	52
Spent on foreign vacations in last 12 months: <\$1,000	190	3.3%	79
Spent on foreign vacations in last 12 months: \$1,000-\$2,999	118	2.1%	68
Spent on foreign vacations in last 12 months: \$3,000+	218	3.8%	77
Foreign travel in last 3 years: used general travel website	143	2.5%	46
Nights spent in hotel/motel in last 12 months: any	2,405	42.0%	102
Took cruise of more than one day in last 3 years	441	7.7%	88
Member of any frequent flyer program	581	10.1%	61
Member of any hotel rewards program	680	11.9%	84

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Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
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Category	Count	Percentage	Index
Grocery (Adults)			
Used beef (fresh/frozen) in last 6 months	4,480	78.1%	109
Used bread in last 6 months	5,573	97.2%	102
Used chicken (fresh or frozen) in last 6 mos	4,256	74.2%	104
Used turkey (fresh or frozen) in last 6 mos	1,179	20.6%	112
Used fish/seafood (fresh or frozen) in last 6 months	3,180	55.5%	99
Used fresh fruit/vegetables in last 6 months	5,161	90.0%	104
Used fresh milk in last 6 months	5,327	92.9%	103
Used organic food in last 6 months	745	13.0%	66
Health (Adults)			
Exercise at home 2+ times per week	1,637	28.6%	100
Exercise at club 2+ times per week	436	7.6%	59
Visited a doctor in last 12 months	4,556	79.5%	105
Used vitamin/dietary supplement in last 6 months	3,268	57.0%	106
Home (Households)			
Any home improvement in last 12 months	1,048	33.8%	123
Used housekeeper/maid/professional HH cleaning service in last	329	10.6%	81
Purchased low ticket HH furnishings in last 12 months	448	14.5%	93
Purchased big ticket HH furnishings in last 12 months	606	19.6%	93
Purchased bedding/bath goods in last 12 months	1,715	55.4%	104
Purchased cooking/serving product in last 12 months	716	23.1%	95
Bought any small kitchen appliance in last 12 months	681	22.0%	99
Bought any large kitchen appliance in last 12 months	385	12.4%	97
Insurance (Adults/Households)			
Currently carry life insurance	2,940	51.3%	118
Carry medical/hospital/accident insurance	3,964	69.1%	107
Carry homeowner insurance	3,532	61.6%	129
Carry renter's insurance	358	6.2%	84
Have auto insurance: 1 vehicle in household covered	909	29.3%	94
Have auto insurance: 2 vehicles in household covered	856	27.6%	99
Have auto insurance: 3+ vehicles in household covered	1,013	32.7%	149
Pets (Households)			
Household owns any pet	1,938	62.6%	118
Household owns any cat	882	28.5%	125
Household owns any dog	1,547	49.9%	126
Psychographics (Adults)			
Buying American is important to me	3,065	53.5%	124
Usually buy items on credit rather than wait	532	9.3%	81
Usually buy based on quality - not price	935	16.3%	91
Price is usually more important than brand name	1,584	27.6%	101
Usually use coupons for brands I buy often	1,247	21.8%	115
Am interested in how to help the environment	810	14.1%	85
Usually pay more for environ safe product	527	9.2%	73
Usually value green products over convenience	497	8.7%	85
Likely to buy a brand that supports a charity	1,970	34.4%	100
Reading (Adults)			
Bought digital book in last 12 months	506	8.8%	79
Bought hardcover book in last 12 months	1,191	20.8%	92
Bought paperback book in last 12 month	1,815	31.7%	93
Read any daily newspaper (paper version)	1,735	30.3%	107
Read any digital newspaper in last 30 days	1,366	23.8%	76
Read any magazine (paper/electronic version) in last 6 months	5,208	90.8%	100

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Product/Consumer Behavior	Expected Number		
	Adults	Percent	MPI
Went to family restaurant/steak house in last 6 mo	4,284	74.7%	99
Went to family restaurant/steak house 4+ times/mo	1,644	28.7%	100
Spent at family rest/steak hse last 6 months: <\$31	485	8.5%	117
Spent at family rest/steak hse last 6 months: \$31-50	552	9.6%	113
Spent at family rest/steak hse last 6 months: \$51-100	990	17.3%	115
Spent at family rest/steak hse last 6 months: \$101-200	684	11.9%	98
Spent at family rest/steak hse last 6 months: \$201-300	324	5.7%	95
Spent at family rest/steak hse last 6 months: \$301+	370	6.5%	87
Family restaurant/steak house last 6 months: breakfast	737	12.9%	103
Family restaurant/steak house last 6 months: lunch	1,137	19.8%	102
Family restaurant/steak house last 6 months: dinner	2,879	50.2%	105
Family restaurant/steak house last 6 months: snack	66	1.2%	66
Family restaurant/steak house last 6 months: weekday	1,902	33.2%	104
Family restaurant/steak house last 6 months: weekend	2,435	42.5%	100
Fam rest/steak hse/6 months: Applebee` s	1,564	27.3%	110
Fam rest/steak hse/6 months: Bob Evans Farms	399	7.0%	187
Fam rest/steak hse/6 months: Buffalo Wild Wings	380	6.6%	87
Fam rest/steak hse/6 months: California Pizza Kitchen	63	1.1%	34
Fam rest/steak hse/6 months: Carrabba` s Italian Grill	150	2.6%	85
Fam rest/steak hse/6 months: The Cheesecake Factory	256	4.5%	65
Fam rest/steak hse/6 months: Chili` s Grill & Bar	494	8.6%	71
Fam rest/steak hse/6 months: CiCi` s Pizza	196	3.4%	77
Fam rest/steak hse/6 months: Cracker Barrel	685	11.9%	123
Fam rest/steak hse/6 months: Denny` s	566	9.9%	104
Fam rest/steak hse/6 months: Golden Corral	539	9.4%	109
Fam rest/steak hse/6 months: IHOP	527	9.2%	79
Fam rest/steak hse/6 months: Logan` s Roadhouse	234	4.1%	114
Fam rest/steak hse/6 months: LongHorn Steakhouse	240	4.2%	97
Fam rest/steak hse/6 months: Old Country Buffet	167	2.9%	139
Fam rest/steak hse/6 months: Olive Garden	1,052	18.3%	105
Fam rest/steak hse/6 months: Outback Steakhouse	484	8.4%	85
Fam rest/steak hse/6 months: Red Lobster	868	15.1%	120
Fam rest/steak hse/6 months: Red Robin	237	4.1%	69
Fam rest/steak hse/6 months: Ruby Tuesday	484	8.4%	123
Fam rest/steak hse/6 months: Texas Roadhouse	487	8.5%	115
Fam rest/steak hse/6 months: T.G.I. Friday` s	372	6.5%	81
Fam rest/steak hse/6 months: Waffle House	303	5.3%	97
Went to fast food/drive-in restaurant in last 6 mo	5,246	91.5%	101
Went to fast food/drive-in restaurant 9+ times/mo	2,115	36.9%	91
Spent at fast food/drive-in last 6 months: <\$11	241	4.2%	96
Spent at fast food/drive-in last 6 months: \$11-\$20	466	8.1%	106
Spent at fast food/drive-in last 6 months: \$21-\$40	813	14.2%	117
Spent at fast food/drive-in last 6 months: \$41-\$50	515	9.0%	119
Spent at fast food/drive-in last 6 months: \$51-\$100	1,053	18.4%	111
Spent at fast food/drive-in last 6 months: \$101-\$200	692	12.1%	101
Spent at fast food/drive-in last 6 months: \$201+	612	10.7%	88

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. (1) Miscellaneous includes lotteries, pari-mutuel losses, legal fees, funeral expenses, safe deposit box rentals, checking account/banking service charges, cemetery lots/vaults/maintenance fees, accounting fees, miscellaneous personal services/advertising/fines, finance charges excluding mortgage & vehicle, occupational expenses, expenses for other properties, credit card membership fees, and shopping club membership fees. Source: Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2015 and 2020.



MS - Consumer Spending

Boyne City, MI
 113 S Park St, Boyne City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
 Longitude: -85.01329

Product/Consumer Behavior	Expected Number		
	Adults	Percent	MPI
Fast food/drive-in last 6 months: eat in	2,376	41.4%	114
Fast food/drive-in last 6 months: home delivery	330	5.8%	73
Fast food/drive-in last 6 months: take-out/drive-thru	2,811	49.0%	105
Fast food/drive-in last 6 months: take-out/walk-in	942	16.4%	84
Fast food/drive-in last 6 months: breakfast	2,053	35.8%	108
Fast food/drive-in last 6 months: lunch	3,098	54.0%	107
Fast food/drive-in last 6 months: dinner	2,655	46.3%	105
Fast food/drive-in last 6 months: snack	545	9.5%	76
Fast food/drive-in last 6 months: weekday	3,621	63.2%	107
Fast food/drive-in last 6 months: weekend	2,517	43.9%	96
Fast food/drive-in last 6 months: A & W	370	6.5%	198
Fast food/drive-in last 6 months: Arby` s	1,339	23.4%	139
Fast food/drive-in last 6 months: Baskin-Robbins	101	1.8%	50
Fast food/drive-in last 6 months: Boston Market	96	1.7%	49
Fast food/drive-in last 6 months: Burger King	2,010	35.1%	111
Fast food/drive-in last 6 months: Captain D` s	127	2.2%	65
Fast food/drive-in last 6 months: Carl` s Jr.	97	1.7%	29
Fast food/drive-in last 6 months: Checkers	102	1.8%	61
Fast food/drive-in last 6 months: Chick-fil-A	713	12.4%	75
Fast food/drive-in last 6 months: Chipotle Mex. Grill	272	4.7%	51
Fast food/drive-in last 6 months: Chuck E. Cheese` s	146	2.5%	71
Fast food/drive-in last 6 months: Church` s Fr. Chicken	93	1.6%	45
Fast food/drive-in last 6 months: Cold Stone Creamery	144	2.5%	74
Fast food/drive-in last 6 months: Dairy Queen	1,156	20.2%	145
Fast food/drive-in last 6 months: Del Taco	52	0.9%	26
Fast food/drive-in last 6 months: Domino` s Pizza	497	8.7%	74
Fast food/drive-in last 6 months: Dunkin` Donuts	461	8.0%	71
Fast food/drive-in last 6 months: Hardee` s	604	10.5%	175
Fast food/drive-in last 6 months: Jack in the Box	203	3.5%	41
Fast food/drive-in last 6 months: KFC	1,422	24.8%	107
Fast food/drive-in last 6 months: Krispy Kreme	218	3.8%	90
Fast food/drive-in last 6 months: Little Caesars	567	9.9%	90
Fast food/drive-in last 6 months: Long John Silver` s	477	8.3%	148
Fast food/drive-in last 6 months: McDonald` s	3,470	60.5%	109
Fast food/drive-in last 6 months: Panera Bread	403	7.0%	67
Fast food/drive-in last 6 months: Papa John` s	374	6.5%	69
Fast food/drive-in last 6 months: Papa Murphy` s	241	4.2%	101
Fast food/drive-in last 6 months: Pizza Hut	1,265	22.1%	110
Fast food/drive-in last 6 months: Popeyes Chicken	164	2.9%	37
Fast food/drive-in last 6 months: Quiznos	228	4.0%	96
Fast food/drive-in last 6 months: Sonic Drive-In	566	9.9%	96
Fast food/drive-in last 6 months: Starbucks	470	8.2%	56
Fast food/drive-in last 6 months: Steak ` n Shake	353	6.2%	128
Fast food/drive-in last 6 months: Subway	2,109	36.8%	110
Fast food/drive-in last 6 months: Taco Bell	1,711	29.8%	94
Fast food/drive-in last 6 months: Wendy` s	1,678	29.3%	102
Fast food/drive-in last 6 months: Whataburger	140	2.4%	65
Fast food/drive-in last 6 months: White Castle	170	3.0%	89

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. (1) Miscellaneous includes lotteries, pari-mutuel losses, legal fees, funeral expenses, safe deposit box rentals, checking account/banking service charges, cemetery lots/vaults/maintenance fees, accounting fees, miscellaneous personal services/advertising/fines, finance charges excluding mortgage & vehicle, occupational expenses, expenses for other properties, credit card membership fees, and shopping club membership fees. Source: Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average. Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2015 and 2020.



MS - Consumer Spending

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Prepared by Esri
Latitude: 45.21275
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Went to fine dining restaurant last month	484	8.4%	73
Went to fine dining restaurant 3+ times last month	119	2.1%	64
Spent at fine dining rest in last 6 months: <\$51	97	1.7%	85
Spent at fine dining rest in last 6 months: \$51-\$100	219	3.8%	102
Spent at fine dining rest in last 6 months: \$101-\$200	157	2.7%	75
Spent at fine dining rest in last 6 months: \$201+	117	2.0%	49

Data Note: The Spending Potential Index (SPI) is household-based, and represents the amount spent for a product or service relative to a national average of 100. Detail may not sum to totals due to rounding. (1) Miscellaneous includes lotteries, pari-mutuel losses, legal fees, funeral expenses, safe deposit box rentals, checking account/banking service charges, cemetery lots/vaults/maintenance fees, accounting fees, miscellaneous personal services/advertising/fines, finance charges excluding mortgage & vehicle, occupational expenses, expenses for other properties, credit card membership fees, and shopping club membership fees. Source: Esri forecasts for 2015 and 2020; Consumer Spending data are derived from the 2011 and 2012 Consumer Expenditure Surveys, Bureau of Labor Statistics.

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Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2015 and 2020.

General Population	0.5 miles	1 mile	5 miles
2015 Total Population (Esri)	1,219	2,903	7,293
2015 Male Population (Esri)	586	1,420	3,650
2015 Female Population (Esri)	633	1,483	3,643
Race/Ethnicity	0.5 miles	1 mile	5 miles
2015 Non-Hispanic Population (Esri)	1,192	2,853	7,185
2015 White Non-Hispanic Population (Esri)	1,130	2,707	6,890
2015 Black/African American Non-Hispanic	7	14	28
2015 American Indian/Alaska Native Non-	12	31	76
2015 Asian Non-Hispanic Population (Esri)	7	17	34
2015 Pacific Islander Non-Hispanic	2	3	3
2015 Other Race Non-Hispanic Population	3	5	8
2015 Multiple Races Non-Hispanic	32	76	147
2015 Hispanic Population (Esri)	26	50	107
Housholds	0.5 miles	1 mile	5 miles
2015 Total Households (Esri)	571	1,296	3,098
2015 Average Household Size (Esri)	2.13	2.23	2.35
2015 Total Family Households (Esri)	339	807	2,080
2015 Average Family Size (Esri)	2.73	2.78	2.82
Income	0.5 miles	1 mile	5 miles
2015 Median Household Income (Esri)	\$39,215	\$39,451	\$45,644
2015 Average Household Income (Esri)	\$53,806	\$55,246	\$63,457
2015 Per Capita Income (Esri)	\$24,654	\$24,267	\$26,795
2015 Median Disposable Income (Esri)	\$32,747	\$33,038	\$37,130
2009-2013 ACS Households with Income Below Poverty Level	55	184	435
2009-2013 ACS Households with Income at/Above Poverty Level	500	1,076	2,600
Housing	0.5 miles	1 mile	5 miles
2015 Total Housing Units (Esri)	900	1,835	4,579
2015 Owner Occupied Housing Units (Esri)	376	913	2,363
2015 Vacant Housing Units (Esri)	329	539	1,481
Age	0.5 miles	1 mile	5 miles
2015 Median Age (Esri)	43.5	43.1	45.6
2015 Total Population Age <18 (Esri)	197	477	1,109
2015 Total Population Age 18+ (Esri)	948	2,250	5,733
2015 Total Population Age 65+ (Esri)	240	542	1,417
2015 Total Population Age 0-4 (Esri)	74	174	388
2015 Total Population Age 5-9 (Esri)	81	192	436
2015 Total Population Age 10-14 (Esri)	73	177	450
2015 Total Population Age 15-19 (Esri)	68	175	448
2015 Total Population Age 20-24 (Esri)	58	143	338
2015 Total Population Age 25-29 (Esri)	76	167	360
2015 Total Population Age 30-34 (Esri)	80	179	399
2015 Total Population Age 35-39 (Esri)	60	154	375
2015 Total Population Age 40-44 (Esri)	55	145	391
2015 Total Population Age 45-49 (Esri)	74	178	467
2015 Total Population Age 50-54 (Esri)	77	201	554
2015 Total Population Age 55-59 (Esri)	109	261	684
2015 Total Population Age 60-64 (Esri)	93	215	584
2015 Total Population Age 65-69 (Esri)	75	178	486
2015 Total Population Age 70-74 (Esri)	55	130	367
2015 Total Population Age 75-79 (Esri)	42	91	233
2015 Total Population Age 80-84 (Esri)	32	70	168
2015 Total Population Age 85+ (Esri)	36	73	163
Education Level	0.5 miles	1 mile	5 miles
2015 Population Age 25+: Less than 9th Grade (Esri)	15	28	74
2015 Population Age 25+: 9-12th Grade/No Diploma (Esri)	49	104	294
2015 Population Age 25+: High School Diploma (Esri)	255	635	1,481
2015 Population Age 25+: GED/Alternative Credential (Esri)	10	35	132
2015 Population Age 25+: Some College/No Degree (Esri)	251	590	1,380
2015 Population Age 25+: Associate's Degree (Esri)	87	212	574
2015 Population Age 25+: Bachelor's Degree (Esri)	88	214	696
2015 Population Age 25+: Graduate/Professional Degree (Esri)	109	224	601

Business Summary Data

Data for all businesses in area	0.5 miles	1 mile	5 miles
Total Businesses:	169	227	385
Total Employees:	1,335	1,812	3,080
Total Residential Population:	1,219	2,903	7,293
Employee/Residential Population Ratio:	1.1:1	0.62:1	0.42:1
Total Sales	\$177,712	\$319,241	\$606,847

by NAICS Codes	Busin	Sales	Emp	Busin	Sales	Emp	Busin	Sales	Emp
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* Busin = Businesses, Sales = Sales, Emp = Employees

Agriculture, Forestry, Fishing & Hunting	0	\$0	0	1	\$119	1	3	\$812	4
Mining	0	\$0	0	0	\$241	1	2	\$2,167	11
Utilities	1	\$0	4	1	\$2,853	8	3	\$6,225	76
Construction	7	\$8,820	35	17	\$20,113	78	41	\$45,874	164
Manufacturing	6	\$53,081	182	9	\$72,749	253	17	#####	498
Wholesale Trade	2	\$10,139	7	3	\$81,201	31	6	#####	71
Retail Trade	32	\$50,354	236	38	\$63,433	287	61	#####	430
Motor Vehicle & Parts Dealers	5	\$8,143	26	6	\$11,099	35	12	\$21,273	66
Furniture & Home Furnishings Stores	0	\$75	0	1	\$129	1	2	\$766	4
Electronics & Appliance Stores	1	\$774	4	2	\$1,019	5	4	\$1,402	8
Bldg Material & Garden Equipment & Supplies Dealers	1	\$2,761	14	3	\$4,032	20	7	\$16,274	68
Food & Beverage Stores	5	\$21,232	89	6	\$28,158	118	6	\$30,097	126
Health & Personal Care Stores	3	\$3,420	13	3	\$3,876	15	3	\$4,010	15
Gasoline Stations	1	\$1,517	3	1	\$2,191	4	3	\$9,675	16
Clothing & Clothing Accessories Stores	4	\$1,683	16	5	\$1,683	17	6	\$1,925	22
Sport Goods, Hobby, Book, & Music Stores	2	\$5,430	33	2	\$5,476	33	4	\$6,812	41
General Merchandise Stores	1	\$1,560	10	1	\$1,624	10	2	\$2,110	12
Miscellaneous Store Retailers	7	\$2,345	20	8	\$2,379	21	11	\$3,529	34
Nonstore Retailers	0	\$1,413	7	1	\$1,767	9	2	\$3,666	17
Transportation & Warehousing	1	\$0	10	2	\$1,501	17	5	\$3,559	31
Information	3	\$3,944	18	4	\$5,146	22	5	\$5,526	29
Finance & Insurance	16	\$9,272	34	18	\$20,547	54	23	\$35,108	81
Central Bank/Credit Intermediation & Related Activities	9	\$1,440	15	10	\$2,080	19	14	\$2,902	27
Securities, Commodity Contracts & Other Financial	2	\$5,698	8	3	\$16,265	23	4	\$29,788	42
Insurance Carriers & Related Activities; Funds, Trusts &	4	\$2,134	11	5	\$2,203	12	5	\$2,418	13
Real Estate, Rental & Leasing	11	\$8,902	49	15	\$10,668	58	22	\$14,641	76
Professional, Scientific & Tech Services	14	\$3,201	34	17	\$3,947	41	25	\$6,895	62
Legal Services	3	\$690	8	3	\$690	8	3	\$690	8
Management of Companies & Enterprises	0	\$0	0	0	\$0	0	1	\$3,149	4
Administrative & Support & Waste Management & Remediation	3	\$1,112	12	7	\$1,781	21	16	\$3,621	43
Educational Services	3	\$373	73	4	\$498	94	8	\$678	200
Health Care & Social Assistance	18	\$14,783	134	24	\$18,431	183	31	\$21,568	252
Arts, Entertainment & Recreation	2	\$1,523	14	3	\$1,967	26	12	\$6,810	121
Accommodation & Food Services	12	\$10,116	217	14	\$11,295	243	24	\$19,493	392
Accommodation	2	\$1,290	16	2	\$1,383	17	6	\$6,069	84
Food Services & Drinking Places	10	\$8,825	201	12	\$9,912	226	19	\$13,425	308
Other Services (except Public Administration)	23	\$2,092	67	29	\$2,749	85	47	\$6,484	151
Automotive Repair & Maintenance	2	\$215	2	3	\$294	3	7	\$1,610	15
Public Administration	11	\$0	105	15	\$0	154	20	\$0	205
Unclassified Establishments	5	\$0	107	7	\$0	155	13	\$27	176



Retail Market Potential

Boyne City, MI
 113 S Park St, Boyne City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
 Longitude: -85.01329

Demographic Summary	2015	2020
Population	7,293	7,278
Population 18+	5,733	5,780
Households	3,098	3,110
Median Household Income	\$45,644	\$52,715

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Apparel (Adults)			
Bought any men's clothing in last 12 months	2,940	51.3%	106
Bought any women's clothing in last 12 months	2,635	46.0%	102
Bought clothing for child <13 years in last 6 months	1,444	25.2%	90
Bought any shoes in last 12 months	3,139	54.8%	100
Bought costume jewelry in last 12 months	1,081	18.9%	94
Bought any fine jewelry in last 12 months	1,090	19.0%	98
Bought a watch in last 12 months	599	10.4%	91
Automobiles (Households)			
HH owns/leases any vehicle	2,874	92.8%	109
HH bought/leased new vehicle last 12 mo	298	9.6%	111
Automotive Aftermarket (Adults)			
Bought gasoline in last 6 months	5,256	91.7%	108
Bought/changed motor oil in last 12 months	3,475	60.6%	122
Had tune-up in last 12 months	1,676	29.2%	96
Beverages (Adults)			
Drank bottled water/seltzer in last 6 months	3,358	58.6%	89
Drank regular cola in last 6 months	2,657	46.3%	101
Drank beer/ale in last 6 months	2,308	40.3%	95
Cameras (Adults)			
Own digital point & shoot camera	2,141	37.3%	115
Own digital single-lens reflex (SLR) camera	452	7.9%	92
Bought any camera in last 12 months	453	7.9%	109
Bought memory card for camera in last 12 months	277	4.8%	84
Printed digital photos in last 12 months	236	4.1%	122
Cell Phones (Adults/Households)			
Bought cell phone in last 12 months	1,873	32.7%	89
Have a smartphone	1,896	33.1%	68
Have an iPhone	600	10.5%	56
Number of cell phones in household: 1	1,033	33.3%	104
Number of cell phones in household: 2	1,218	39.3%	106
Number of cell phones in household: 3+	591	19.1%	76
HH has cell phone only (no landline telephone)	1,017	32.8%	87
Computers (Households)			
HH owns a computer	2,291	74.0%	97
HH owns desktop computer	1,533	49.5%	102
HH owns laptop/notebook	1,424	46.0%	90
Spent <\$500 on most recent home computer	476	15.4%	109
Spent \$500-\$999 on most recent home computer	680	21.9%	108
Spent \$1,000-\$1,499 on most recent home computer	286	9.2%	92
Spent \$1,500-\$1,999 on most recent home computer	94	3.0%	66
Spent \$2,000+ on most recent home computer	80	2.6%	67

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Retail Market Potential

Boyne City, MI
 113 S Park St, Boyne City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
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Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Convenience Stores (Adults)			
Shopped at convenience store in last 6 mos	3,690	64.4%	106
Bought brewed coffee at convenience store in last 30 days	993	17.3%	113
Bought cigarettes at convenience store in last 30 days	835	14.6%	111
Bought gas at convenience store in last 30 days	2,609	45.5%	137
Spent at convenience store in last 30 days: <\$20	391	6.8%	83
Spent at convenience store in last 30 days: \$20-\$39	527	9.2%	101
Spent at convenience store in last 30 days: \$40-\$50	442	7.7%	101
Spent at convenience store in last 30 days: \$51-\$99	299	5.2%	115
Spent at convenience store in last 30 days: \$100+	1,734	30.2%	131
Entertainment (Adults)			
Attended a movie in last 6 months	3,018	52.6%	87
Went to live theater in last 12 months	556	9.7%	77
Went to a bar/night club in last 12 months	910	15.9%	93
Dined out in last 12 months	2,671	46.6%	104
Gambled at a casino in last 12 months	730	12.7%	86
Visited a theme park in last 12 months	718	12.5%	70
Viewed movie (video-on-demand) in last 30 days	583	10.2%	65
Viewed TV show (video-on-demand) in last 30 days	333	5.8%	47
Watched any pay-per-view TV in last 12 months	677	11.8%	90
Downloaded a movie over the Internet in last 30 days	212	3.7%	56
Downloaded any individual song in last 6 months	931	16.2%	79
Watched a movie online in the last 30 days	452	7.9%	58
Watched a TV program online in last 30 days	448	7.8%	58
Played a video/electronic game (console) in last 12 months	651	11.4%	100
Played a video/electronic game (portable) in last 12 months	243	4.2%	95
Financial (Adults)			
Have home mortgage (1st)	1,925	33.6%	106
Used ATM/cash machine in last 12 months	2,629	45.9%	94
Own any stock	369	6.4%	82
Own U.S. savings bond	281	4.9%	85
Own shares in mutual fund (stock)	426	7.4%	99
Own shares in mutual fund (bonds)	237	4.1%	84
Have interest checking account	1,999	34.9%	121
Have non-interest checking account	1,858	32.4%	115
Have savings account	3,274	57.1%	107
Have 401K retirement savings plan	915	16.0%	108
Own/used any credit/debit card in last 12 months	4,425	77.2%	104
Avg monthly credit card expenditures: <\$111	790	13.8%	116
Avg monthly credit card expenditures: \$111-\$225	377	6.6%	101
Avg monthly credit card expenditures: \$226-\$450	384	6.7%	106
Avg monthly credit card expenditures: \$451-\$700	258	4.5%	83
Avg monthly credit card expenditures: \$701-\$1,000	219	3.8%	88
Avg monthly credit card expenditures: \$1,001+	530	9.2%	101
Did banking online in last 12 months	1,744	30.4%	87
Did banking on mobile device in last 12 months	392	6.8%	66
Paid bills online in last 12 months	2,077	36.2%	87

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2015 and 2020.



Retail Market Potential

Boyne City, MI
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 Latitude: 45.21275
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Product/Consumer Behavior	Expected Number of Adults/HHS	Percent of Adults/HHS	MPI
Grocery (Adults)			
Used beef (fresh/frozen) in last 6 months	4,480	78.1%	109
Used bread in last 6 months	5,573	97.2%	102
Used chicken (fresh or frozen) in last 6 mos	4,256	74.2%	104
Used turkey (fresh or frozen) in last 6 months	1,179	20.6%	112
Used fish/seafood (fresh or frozen) in last 6 months	3,180	55.5%	99
Used fresh fruit/vegetables in last 6 months	5,161	90.0%	104
Used fresh milk in last 6 months	5,327	92.9%	103
Used organic food in last 6 months	745	13.0%	66
Health (Adults)			
Exercise at home 2+ times per week	1,637	28.6%	100
Exercise at club 2+ times per week	436	7.6%	59
Visited a doctor in last 12 months	4,556	79.5%	105
Used vitamin/dietary supplement in last 6 months	3,268	57.0%	106
Home (Households)			
Any home improvement in last 12 months	1,048	33.8%	123
Used housekeeper/maid/professional HH cleaning service in last 12	329	10.6%	81
Purchased low ticket HH furnishings in last 12 months	448	14.5%	93
Purchased big ticket HH furnishings in last 12 months	606	19.6%	93
Purchased bedding/bath goods in last 12 months	1,715	55.4%	104
Purchased cooking/serving product in last 12 months	716	23.1%	95
Bought any small kitchen appliance in last 12 months	681	22.0%	99
Bought any large kitchen appliance in last 12 months	385	12.4%	97
Insurance (Adults/Households)			
Currently carry life insurance	2,940	51.3%	118
Carry medical/hospital/accident insurance	3,964	69.1%	107
Carry homeowner insurance	3,532	61.6%	129
Carry renter's insurance	358	6.2%	84
Have auto insurance: 1 vehicle in household covered	909	29.3%	94
Have auto insurance: 2 vehicles in household covered	856	27.6%	99
Have auto insurance: 3+ vehicles in household covered	1,013	32.7%	149
Pets (Households)			
Household owns any pet	1,938	62.6%	118
Household owns any cat	882	28.5%	125
Household owns any dog	1,547	49.9%	126
Psychographics (Adults)			
Buying American is important to me	3,065	53.5%	124
Usually buy items on credit rather than wait	532	9.3%	81
Usually buy based on quality - not price	935	16.3%	91
Price is usually more important than brand name	1,584	27.6%	101
Usually use coupons for brands I buy often	1,247	21.8%	115
Am interested in how to help the environment	810	14.1%	85
Usually pay more for environ safe product	527	9.2%	73
Usually value green products over convenience	497	8.7%	85
Likely to buy a brand that supports a charity	1,970	34.4%	100
Reading (Adults)			
Bought digital book in last 12 months	506	8.8%	79
Bought hardcover book in last 12 months	1,191	20.8%	92
Bought paperback book in last 12 month	1,815	31.7%	93
Read any daily newspaper (paper version)	1,735	30.3%	107
Read any digital newspaper in last 30 days	1,366	23.8%	76
Read any magazine (paper/electronic version) in last 6 months	5,208	90.8%	100

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2015 and 2020.



Retail Market Potential

Boyne City, MI
 113 S Park St, Boyne City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
 Longitude: -85.01329

Product/Consumer Behavior	Expected Number of Adults/HHs	Percent of Adults/HHs	MPI
Restaurants (Adults)			
Went to family restaurant/steak house in last 6 months	4,284	74.7%	99
Went to family restaurant/steak house: 4+ times a month	1,644	28.7%	100
Went to fast food/drive-in restaurant in last 6 months	5,246	91.5%	101
Went to fast food/drive-in restaurant 9+ times/mo	2,115	36.9%	91
Fast food/drive-in last 6 months: eat in	2,376	41.4%	114
Fast food/drive-in last 6 months: home delivery	330	5.8%	73
Fast food/drive-in last 6 months: take-out/drive-thru	2,811	49.0%	105
Fast food/drive-in last 6 months: take-out/walk-in	942	16.4%	84
Television & Electronics (Adults/Households)			
Own any e-reader/tablet	886	15.5%	73
Own any portable MP3 player	1,657	28.9%	86
HH owns 1 TV	576	18.6%	92
HH owns 2 TVs	849	27.4%	104
HH owns 3 TVs	698	22.5%	105
HH owns 4+ TVs	668	21.6%	109
HH subscribes to cable TV	1,321	42.6%	84
HH subscribes to fiber optic	39	1.3%	19
HH has satellite dish	1,237	39.9%	157
HH owns DVD/Blu-ray player	1,976	63.8%	103
HH owns camcorder	545	17.6%	113
HH owns portable GPS navigation device	1,020	32.9%	119
HH purchased video game system in last 12 mos	160	5.2%	56
HH owns Internet video device for TV	76	2.5%	56
Travel (Adults)			
Domestic travel in last 12 months	2,920	50.9%	101
Took 3+ domestic non-business trips in last 12 months	685	11.9%	96
Spent on domestic vacations in last 12 months: <\$1,000	730	12.7%	113
Spent on domestic vacations in last 12 months: \$1,000-\$1,499	305	5.3%	88
Spent on domestic vacations in last 12 months: \$1,500-\$1,999	210	3.7%	104
Spent on domestic vacations in last 12 months: \$2,000-\$2,999	229	4.0%	104
Spent on domestic vacations in last 12 months: \$3,000+	319	5.6%	102
Domestic travel in the 12 months: used general travel website	312	5.4%	77
Foreign travel in last 3 years	989	17.3%	73
Took 3+ foreign trips by plane in last 3 years	130	2.3%	52
Spent on foreign vacations in last 12 months: <\$1,000	190	3.3%	79
Spent on foreign vacations in last 12 months: \$1,000-\$2,999	118	2.1%	68
Spent on foreign vacations in last 12 months: \$3,000+	218	3.8%	77
Foreign travel in last 3 years: used general travel website	143	2.5%	46
Nights spent in hotel/motel in last 12 months: any	2,405	42.0%	102
Took cruise of more than one day in last 3 years	441	7.7%	88
Member of any frequent flyer program	581	10.1%	61
Member of any hotel rewards program	680	11.9%	84

Data Note: An MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Source: These data are based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. Esri forecasts for 2015 and 2020.



Retail MarketPlace Profile

Boyer City, MI
 113 S Park St, Boyer City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
 Longitude: -85.01329

Summary Demographics

2015 Population	7,293
2015 Households	3,098
2015 Median Disposable Income	\$37,130
2015 Per Capita Income	\$26,795

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-	\$114,472,874	\$85,014,592	\$29,458,282	14.8	78
Total Retail Trade	44-45	\$105,130,967	\$72,861,509	\$32,269,458	18.1	60
Total Food & Drink	722	\$9,341,906	\$12,153,082	-\$2,811,176	-13.1	19

Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplu Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$24,845,852	\$14,771,402	\$10,074,450	25.4	12
Automobile Dealers	4411	\$19,915,586	\$6,985,265	\$12,930,321	48.1	3
Other Motor Vehicle Dealers	4412	\$3,351,563	\$5,277,359	-\$1,925,796	-22.3	6
Auto Parts, Accessories & Tire Stores	4413	\$1,578,703	\$2,508,778	-\$930,075	-22.8	4
Furniture & Home Furnishings Stores	442	\$2,692,888	\$610,618	\$2,082,270	63.0	2
Furniture Stores	4421	\$1,666,842	\$495,709	\$1,171,133	54.2	1
Home Furnishings Stores	4422	\$1,026,046	\$114,909	\$911,137	79.9	1
Electronics & Appliance Stores	443	\$5,110,367	\$949,672	\$4,160,695	68.7	3
Bldg Materials, Garden Equip. & Supply Stores	444	\$5,442,172	\$6,480,679	-\$1,038,507	-8.7	7
Bldg Material & Supplies Dealers	4441	\$4,305,245	\$5,654,983	-\$1,349,738	-13.6	5
Lawn & Garden Equip & Supply Stores	4442	\$1,136,927	\$825,696	\$311,231	15.9	2
Food & Beverage Stores	445	\$19,172,168	\$25,199,905	-\$6,027,737	-13.6	6
Grocery Stores	4451	\$16,919,201	\$20,103,312	-\$3,184,111	-8.6	2
Specialty Food Stores	4452	\$1,178,083	\$3,723,934	-\$2,545,851	-51.9	3
Beer, Wine & Liquor Stores	4453	\$1,074,884	\$1,372,659	-\$297,775	-12.2	1
Health & Personal Care Stores	446,4461	\$7,588,932	\$3,434,494	\$4,154,438	37.7	3
Gasoline Stations	447,4471	\$7,495,574	\$7,626,010	-\$130,436	-0.9	3
Clothing & Clothing Accessories Stores	448	\$4,574,313	\$1,666,506	\$2,907,807	46.6	5
Clothing Stores	4481	\$3,060,175	\$1,666,506	\$1,393,669	29.5	5
Shoe Stores	4482	\$636,959	\$0	\$636,959	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$877,179	\$0	\$877,179	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$3,054,720	\$5,818,838	-\$2,764,118	-31.2	4
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,527,322	\$5,625,030	-\$3,097,708	-38.0	4
Book, Periodical & Music Stores	4512	\$527,398	\$193,809	\$333,589	46.3	1
General Merchandise Stores	452	\$17,681,205	\$1,694,537	\$15,986,668	82.5	2
Department Stores Excluding Leased Depts.	4521	\$12,450,177	\$0	\$12,450,177	100.0	0
Other General Merchandise Stores	4529	\$5,231,028	\$1,694,537	\$3,536,491	51.1	2
Miscellaneous Store Retailers	453	\$5,404,821	\$2,439,217	\$2,965,604	37.8	11
Florists	4531	\$228,762	\$215,445	\$13,317	3.0	2
Office Supplies, Stationery & Gift Stores	4532	\$902,154	\$620,993	\$281,161	18.5	3
Used Merchandise Stores	4533	\$478,278	\$751,796	-\$273,518	-22.2	3
Other Miscellaneous Store Retailers	4539	\$3,795,627	\$850,982	\$2,944,645	63.4	2
Nonstore Retailers	454	\$2,067,956	\$2,169,631	-\$101,675	-2.4	2
Electronic Shopping & Mail-Order Houses	4541	\$1,506,403	\$0	\$1,506,403	100.0	0
Vending Machine Operators	4542	\$80,205	\$0	\$80,205	100.0	0
Direct Selling Establishments	4543	\$481,348	\$2,169,631	-\$1,688,283	-63.7	2
Food Services & Drinking Places	722	\$9,341,906	\$12,153,082	-\$2,811,176	-13.1	19
Full-Service Restaurants	7221	\$4,755,414	\$7,856,993	-\$3,101,579	-24.6	12
Limited-Service Eating Places	7222	\$3,909,573	\$2,524,940	\$1,384,633	21.5	5
Special Food Services	7223	\$226,987	\$0	\$226,987	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$449,932	\$1,743,820	-\$1,293,888	-59.0	2

Data Note: Supply (Retail Sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (Retail Potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

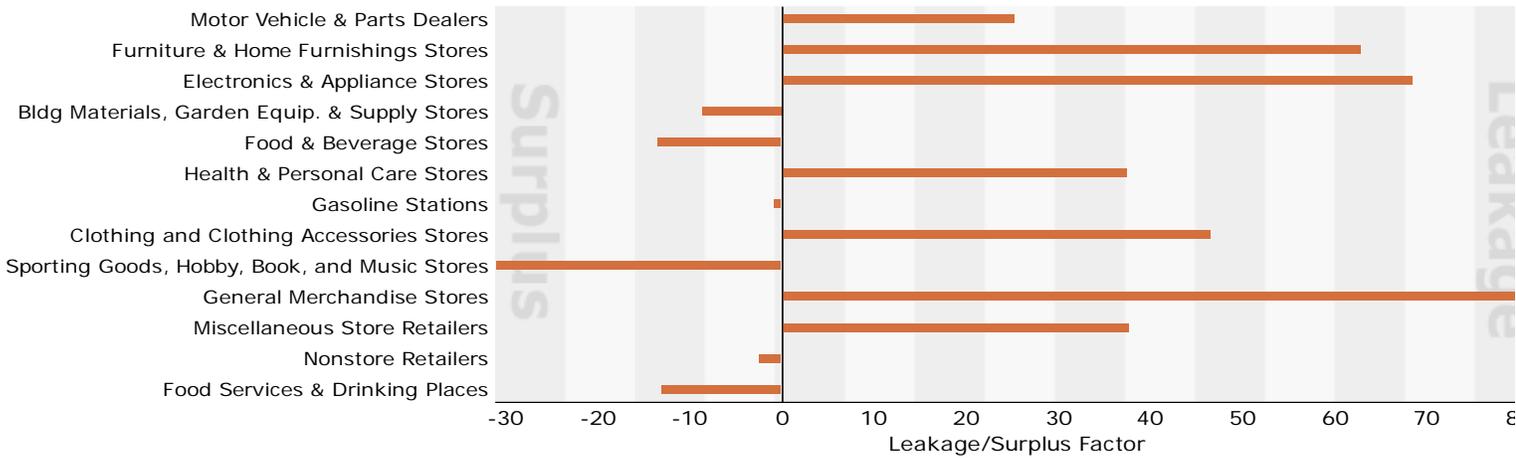
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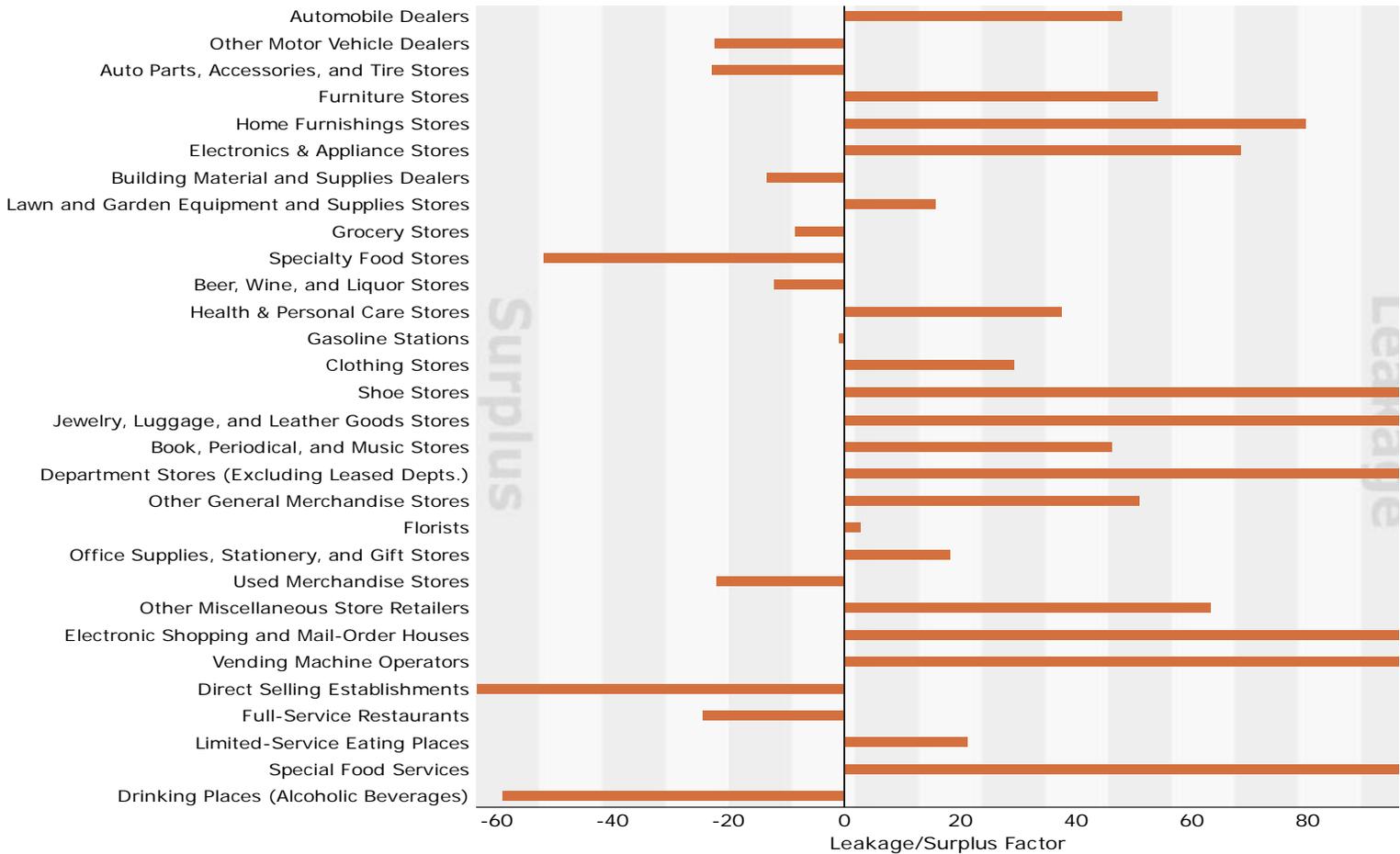
Boyer City, MI
113 S Park St, Boyer City, Michigan, 49712
Ring: 5 mile radius

Prepared by Esri
Latitude: 45.21275
Longitude: -85.01329

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Copyright 2015 Infogroup, Inc. All rights reserved.

Leakage

80

Leakage

100



Tapestry Segmentation Area Profile

Boyne City, MI
 113 S Park St, Boyne City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
 Longitude: -85.01329

Top Twenty Tapestry Segments

Rank	Tapestry Segment	2015 Households		2015 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Salt of the Earth (6B)	35.3%	35.3%	2.9%	2.9%	1206
2	Heartland Communities (6F)	32.5%	67.8%	2.4%	5.3%	1,370
3	Rural Resort Dwellers (6E)	30.9%	98.7%	1.0%	6.3%	3,031
4	Rooted Rural (10B)	0.8%	99.5%	2.0%	8.3%	40
5	Green Acres (6A)	0.4%	99.9%	3.2%	11.5%	13
Subtotal		99.9%		11.5%		

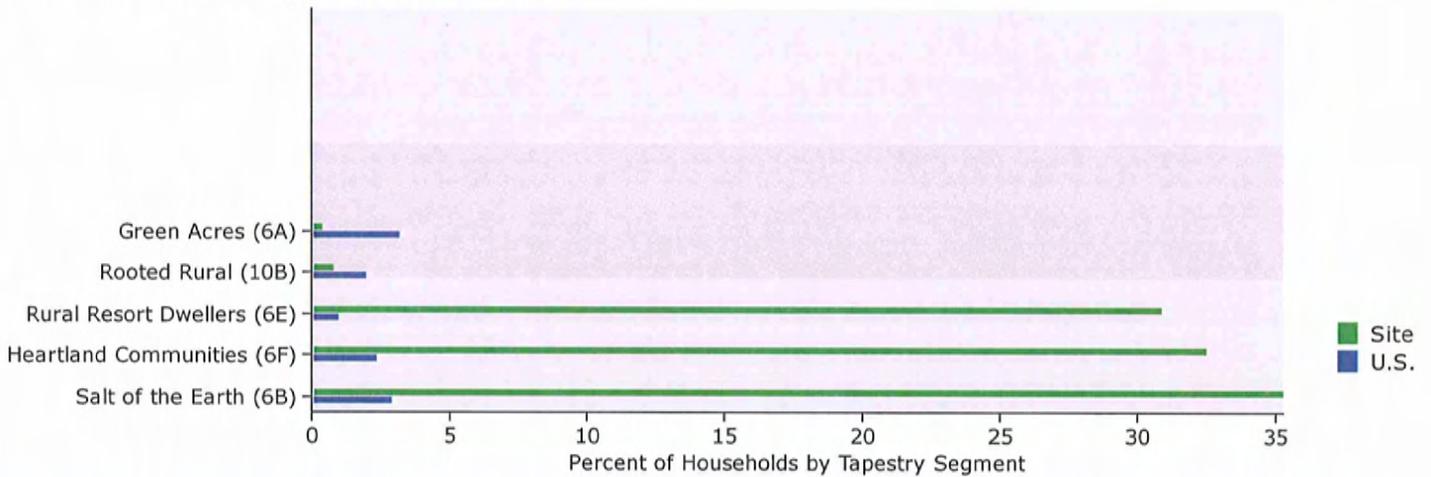
Total

100.0%

11.5%

867

Top Ten Tapestry Segments Site vs. U.S.



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri

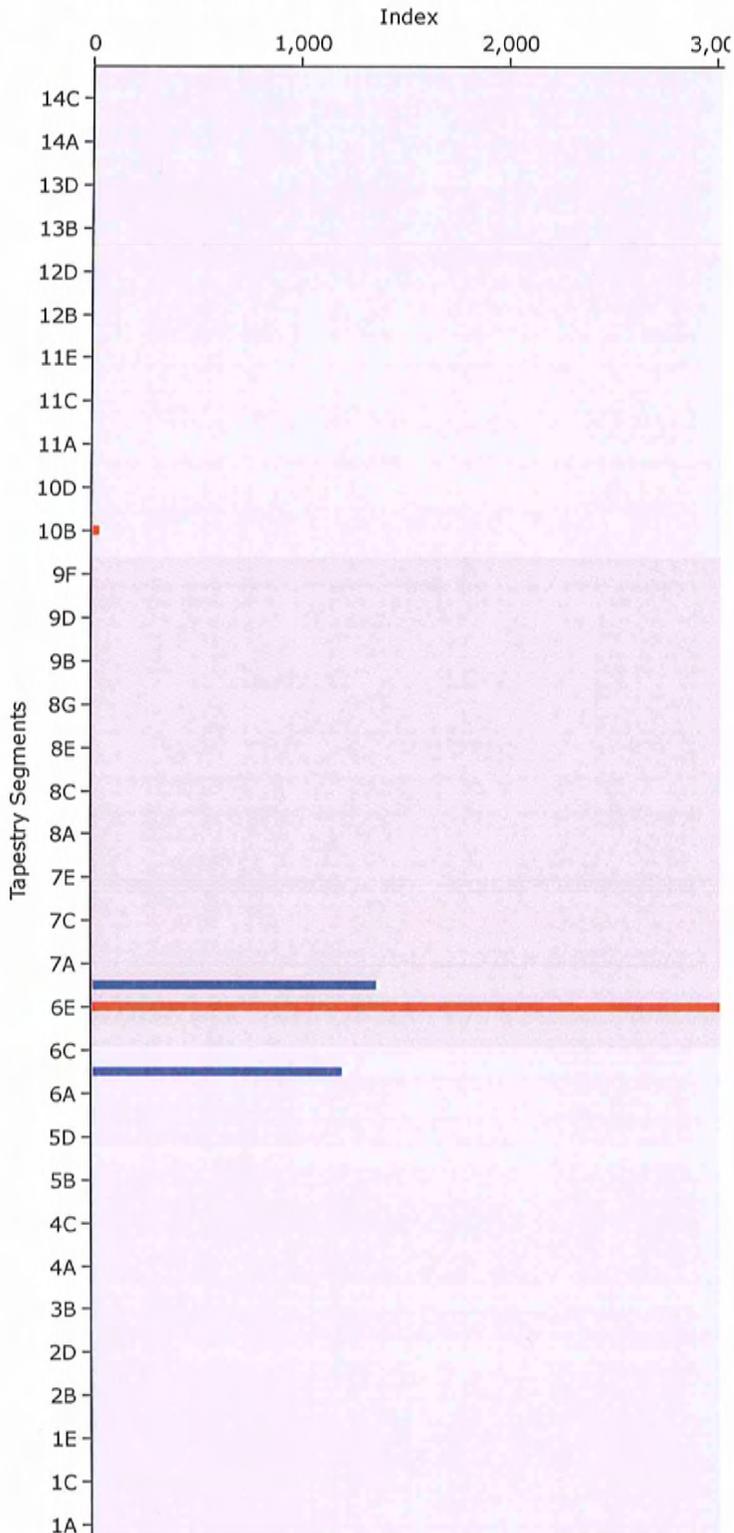


Tapestry Segmentation Area Profile

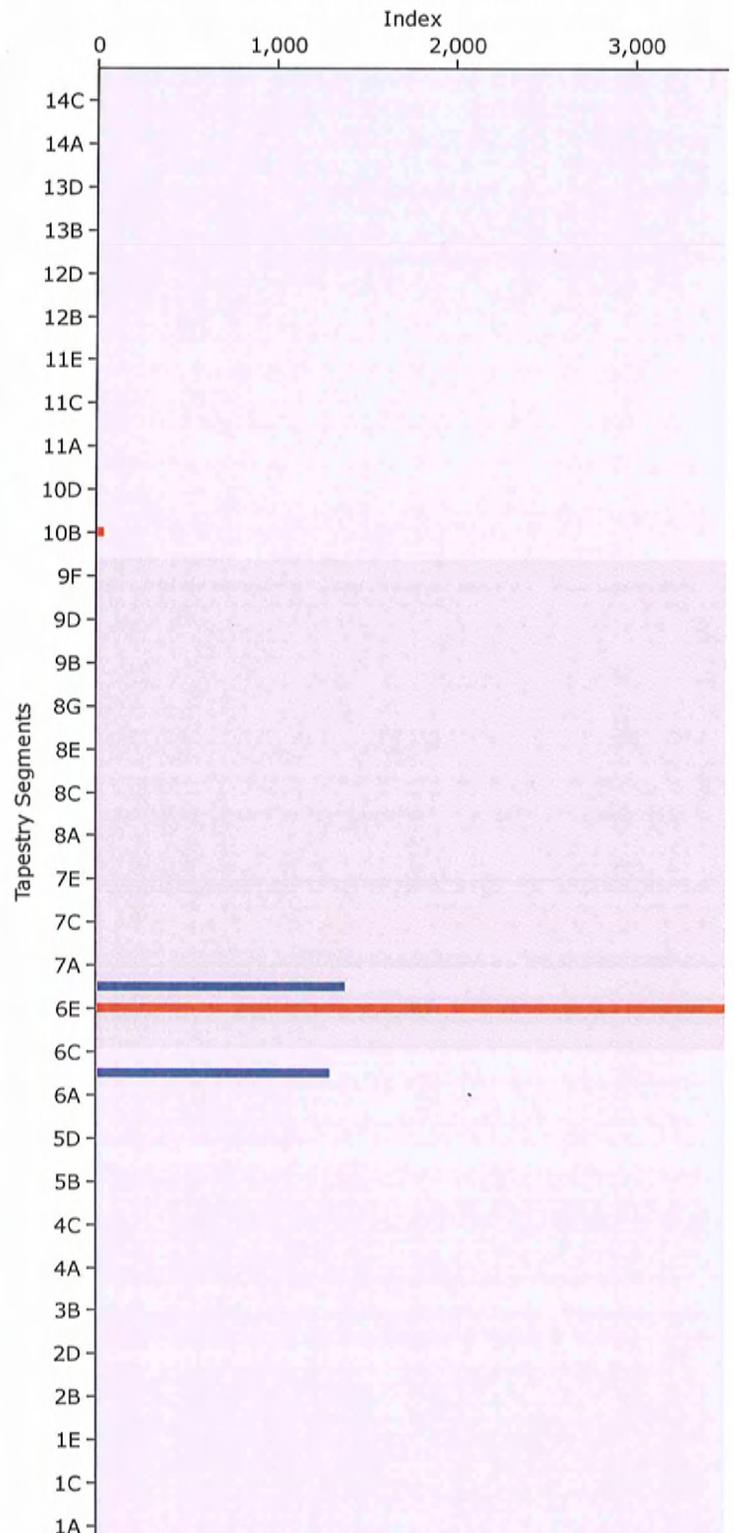
Boyne City, MI
113 S Park St, Boyne City, Michigan, 49712
Ring: 5 mile radius

Prepared by Esri
Latitude: 45.21275
Longitude: -85.01329

2015 Tapestry Indexes by Households



2015 Tapestry Indexes by Population



An index of 100 is the US average.
Source: Esri



Tapestry Segmentation Area Profile

Boyne City, MI
 113 S Park St, Boyne City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
 Longitude: -85.01329

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	3,098	100.0%		7,293	100.0%	
1. Affluent Estates	0	0.0%	0	0	0.0%	0
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
2. Upscale Avenues	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals	0	0.0%	0	0	0.0%	0
3. Uptown Individuals	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
4. Family Landscapes	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Middleburg (4C)	0	0.0%	0	0	0.0%	0
5. GenXurban	0	0.0%	0	0	0.0%	0
Comfortable Empty Nesters	0	0.0%	0	0	0.0%	0
In Style (5B)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
6. Cozy Country Living	3,073	99.2%	815	7,223	99.0%	845
Green Acres (6A)	13	0.4%	13	28	0.4%	12
Salt of the Earth (6B)	1,094	35.3%	1,206	2,750	37.7%	1,307
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	958	30.9%	3,031	2,218	30.4%	3,514
Heartland Communities (6F)	1,008	32.5%	1,370	2,227	30.5%	1,394
7. Ethnic Enclaves	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri



Tapestry Segmentation Area Profile

Boyne City, MI
 113 S Park St, Boyne City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
 Longitude: -85.01329

Tapestry LifeMode Groups	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	3,098	100.0%		7,293	100.0%	
8. Middle Ground	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Bright Young Professionals	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
9. Senior Styles	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
10. Rustic Outposts	25	0.8%	10	70	1.0%	11
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	25	0.8%	40	70	1.0%	50
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
11. Midtown Singles	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
12. Hometown	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
13. Next Wave	0	0.0%	0	0	0.0%	0
International Marketplace	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
14. Scholars and Patriots	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri



Tapestry Segmentation Area Profile

Boyne City, MI
 113 S Park St, Boyne City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
 Longitude: -85.01329

Tapestry Urbanization	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	3,098	100.0%		7,293	100.0%	
1. Principal Urban Center	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
2. Urban Periphery	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
3. Metro Cities	0	0.0%	0	0	0.0%	0
In Style (5B)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	0	0.0%	0	0	0.0%	0
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	0	0.0%	0	0	0.0%	0
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri



Tapestry Segmentation Area Profile

Boyne City, MI
 113 S Park St, Boyne City, Michigan, 49712
 Ring: 5 mile radius

Prepared by Esri
 Latitude: 45.21275
 Longitude: -85.01329

Tapestry Urbanization	2015 Households			2015 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	3,098	100.0%		7,293	100.0%	
4. Suburban Periphery	0	0.0%	0	0	0.0%	0
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	0	0.0%	0	0	0.0%	0
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Comfortable Empty Nesters	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
5. Semirural	1,008	32.5%	346	2,227	30.5%	333
Middleburg (4C)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	1,008	32.5%	1,370	2,227	30.5%	1,394
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
6. Rural	2,090	67.5%	396	5,066	69.5%	415
Green Acres (6A)	13	0.4%	13	28	0.4%	12
Salt of the Earth (6B)	1,094	35.3%	1,206	2,750	37.7%	1,307
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	958	30.9%	3,031	2,218	30.4%	3,514
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	25	0.8%	40	70	1.0%	50
Diners & Miners (10C)	0	0.0%	0	0	0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the US average.

Source: Esri



LifeMode Group: Cozy Country Living

Green Acres

6A

Households: 3,794,000

Average Household Size: 2.69

Median Age: 43.0

Median Household Income: \$72,000

WHO ARE WE?

The *Green Acres* lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of *Green Acres* remain pessimistic about the near future yet are heavily invested in it.

OUR NEIGHBORHOOD

- Rural enclaves in metropolitan areas, primarily (not exclusively) older homes with acreage; new housing growth in the past 10 years.
- Single-family, owner-occupied housing, with a median value of \$197,000.
- An older market, primarily married couples, most with no children.

SOCIOECONOMIC TRAITS

- Education: 60% are college educated.
- Unemployment is low at 6% (Index 70); labor force participation rate is high at 67.4% (Index 108).
- Income is derived not only from wages and salaries but also from self-employment (more than 15% of households), investments (30% of households), and increasingly, from retirement.
- They are cautious consumers with a focus on quality and durability.
- Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the Internet is not viewed as entertainment.
- Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments.



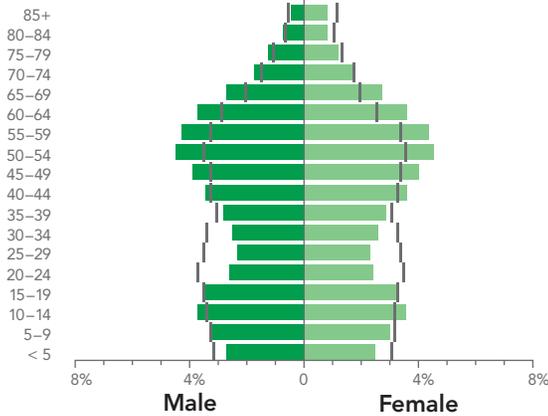
Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.



AGE BY SEX (Esri data)

Median Age: 43.0 US: 37.6

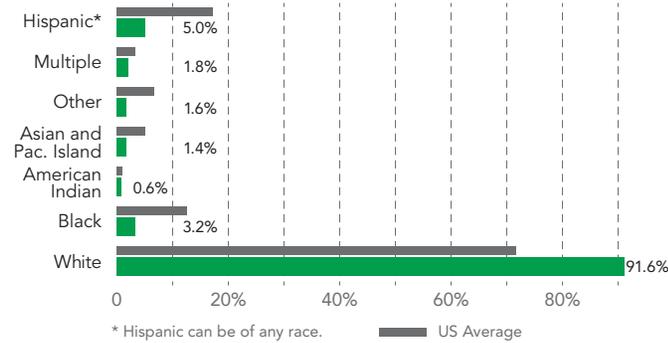
I Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 24.0 US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

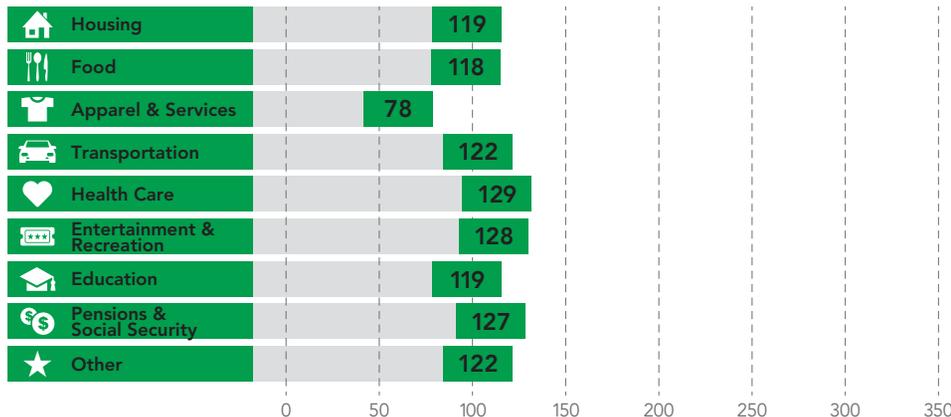


Median Net Worth



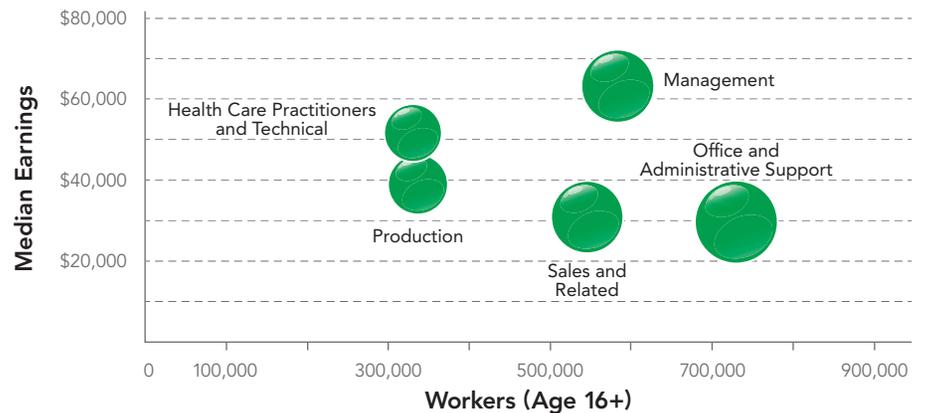
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Purchasing choices reflect *Green Acres*' residents country life, including a variety of vehicles from trucks and SUVs to ATVs and motorcycles, preferably late model.
- Homeowners favor DIY home improvement projects and gardening.
- Media of choice are provided by satellite service, radio, and television, also with an emphasis on country and home and garden.
- *Green Acres* residents pursue physical fitness vigorously, from working out on home exercise equipment to playing a variety of sports.
- Residents are active in their communities and a variety of social organizations, from fraternal orders to veterans' clubs.

HOUSING

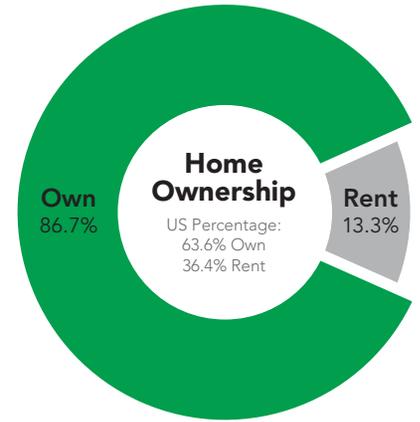
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

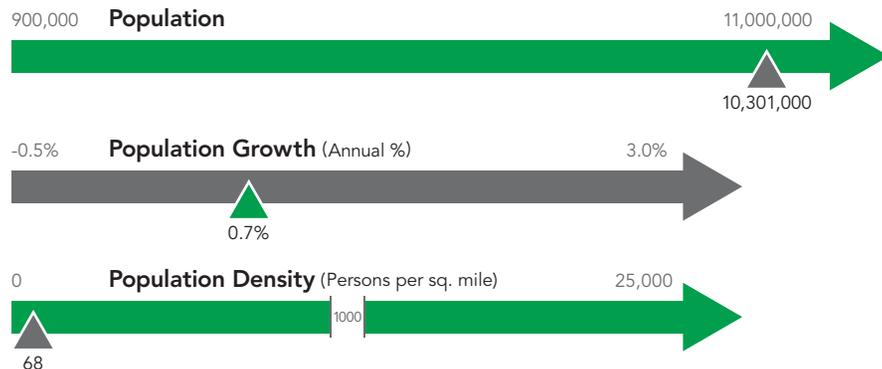
Median Value:
\$197,000

US Median: \$177,000



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

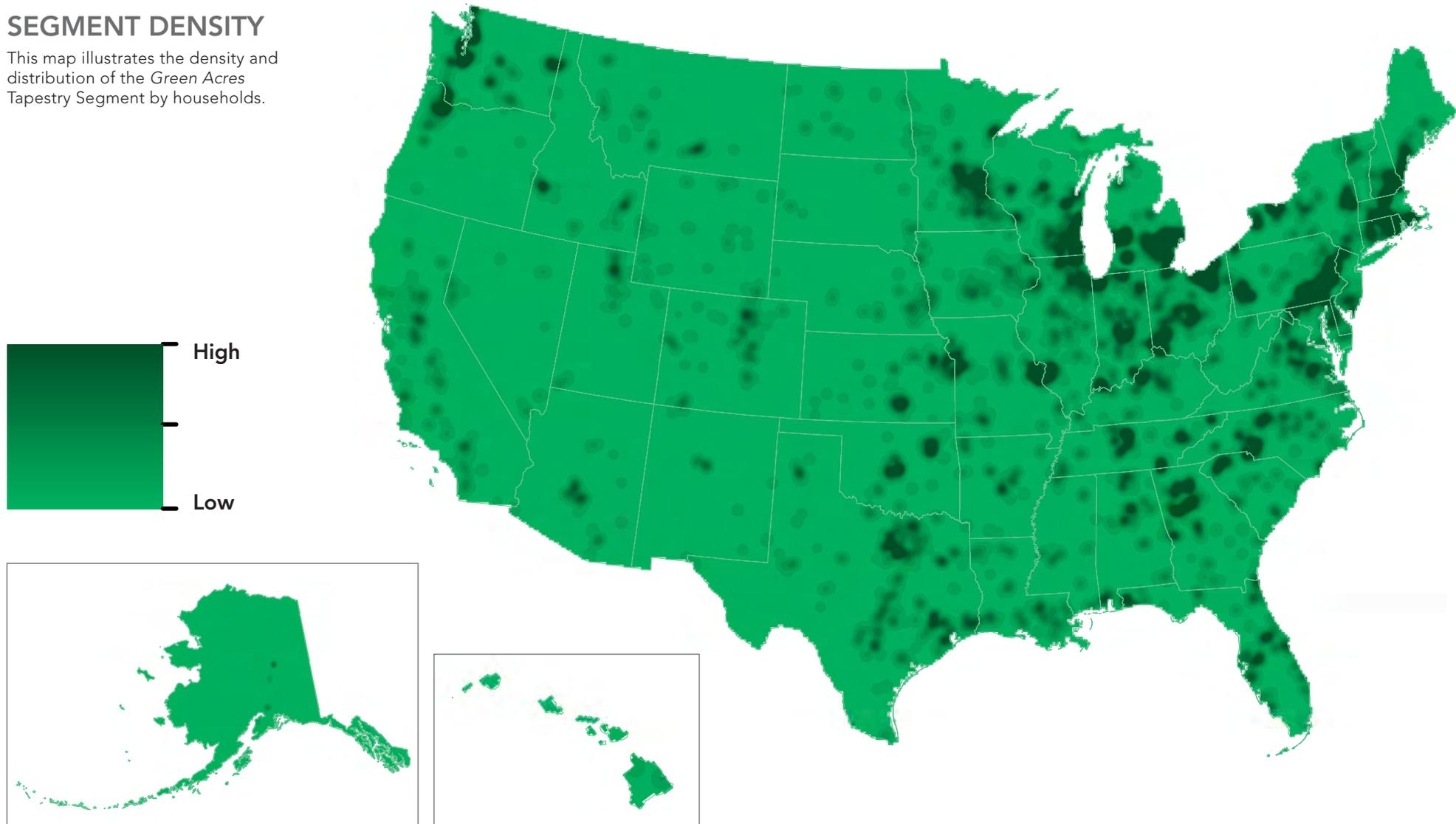
Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





SEGMENT DENSITY

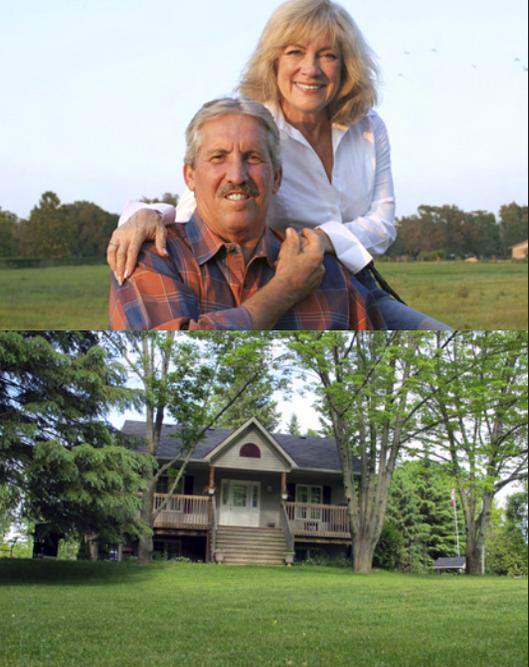
This map illustrates the density and distribution of the *Green Acres* Tapestry Segment by households.



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LifeMode Group: Cozy Country Living

Salt of the Earth

6B

Households: 3,517,000

Average Household Size: 2.58

Median Age: 43.1

Median Household Income: \$53,000

WHO ARE WE?

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

OUR NEIGHBORHOOD

- This large segment is concentrated in the Midwest, particularly in Ohio, Pennsylvania, and Indiana.
- Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.
- Home ownership rates are very high (Index 132). Single-family homes are affordable, valued at 25 percent less than the national market.
- Two in three households are composed of married couples; less than half have children at home.

SOCIOECONOMIC TRAITS

- Steady employment in construction, manufacturing, and related service industries.
- Completed education: 42% with a high school diploma only.
- Household income just over the national median, while net worth is double the national median.
- Spending time with family their top priority.
- Cost-conscious consumers, loyal to brands they like, with a focus on buying American.
- Last to buy the latest and greatest products.
- Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.



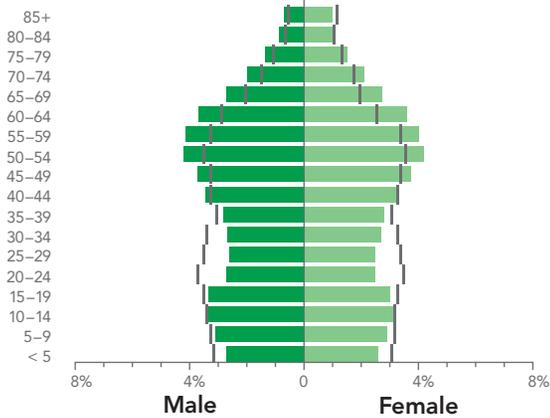
Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.



AGE BY SEX (Esri data)

Median Age: 43.1 US: 37.6

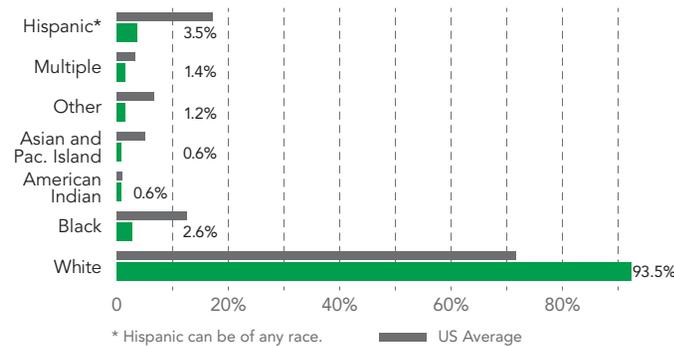
I Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: 18.3 US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

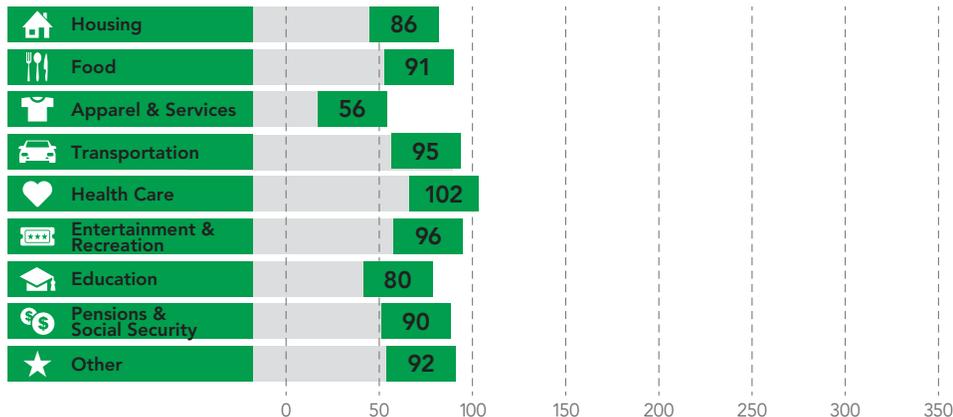


Median Net Worth



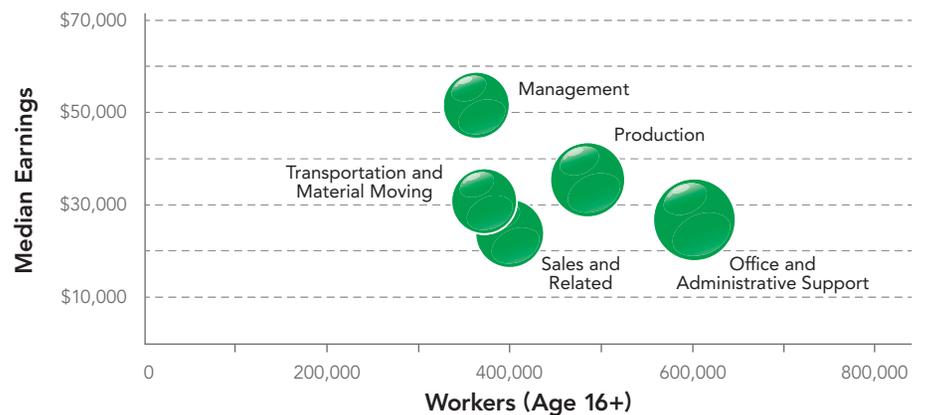
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips are popular.
- To support their pastimes, truck ownership is high; many also own an ATV.
- They own the equipment to maintain their lawns and tend to their vegetable gardens.
- Residents often tackle home remodeling and improvement jobs themselves.
- Due to their locale, they own satellite dishes, and many still require dial-up modems to access the Internet.
- These conservative consumers prefer to conduct their business in person rather than online. They use an agent to purchase insurance.

HOUSING

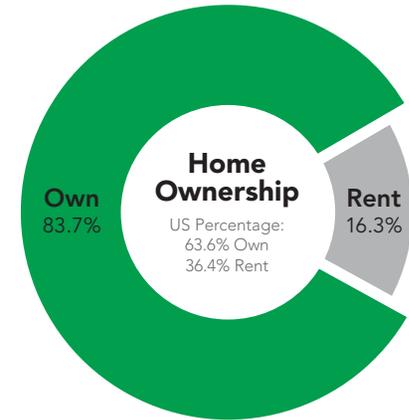
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

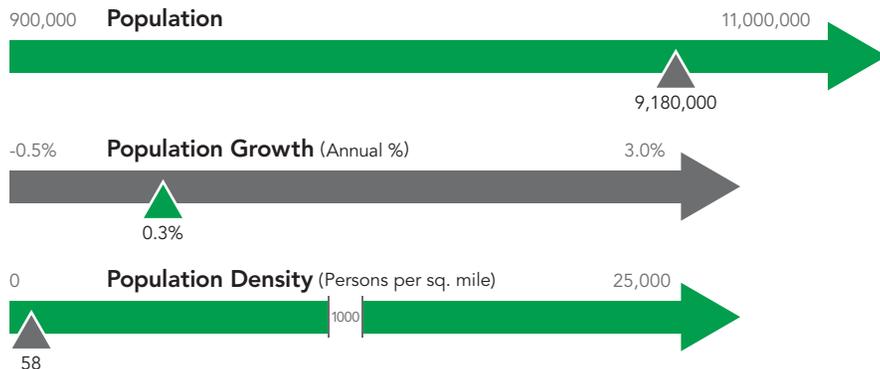
Median Value:
\$134,000

US Median: \$177,000



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



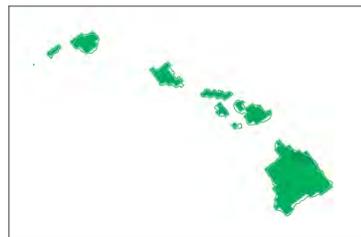
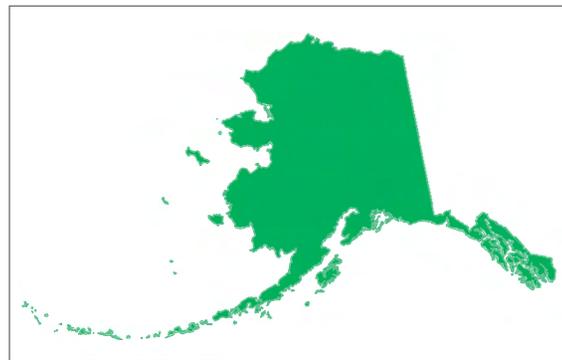
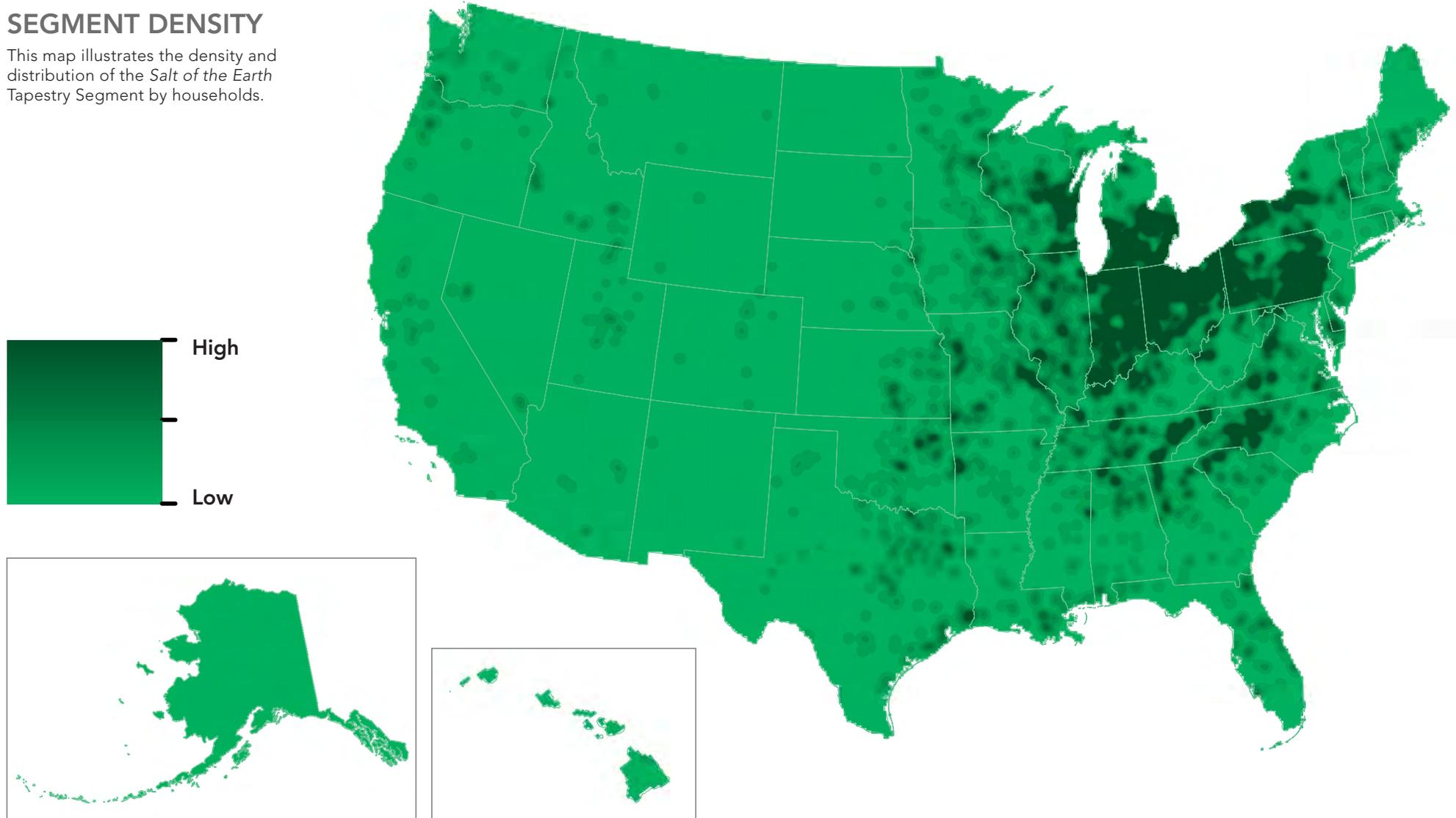


Salt of the Earth



SEGMENT DENSITY

This map illustrates the density and distribution of the *Salt of the Earth* Tapestry Segment by households.



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LifeMode Group: Cozy Country Living

Rural Resort Dwellers

6E

Households: 1,215,000

Average Household Size: 2.21

Median Age: 52.4

Median Household Income: \$46,000

WHO ARE WE?

Although the Great Recession forced many owners of second homes to sell, *Rural Resort Dwellers* residents remain an active market, just a bit smaller. These communities are centered in resort areas, many in the Midwest, where the change in seasons supports a variety of outdoor activities. Retirement looms for many of these blue collar, older householders, but workers are postponing retirement or returning to work to maintain their current lifestyles. Workers are traveling further to maintain employment. They are passionate about their hobbies, like freshwater fishing and hunting, but otherwise have very simple tastes.

OUR NEIGHBORHOOD

- Housing is owner-occupied, single-family homes, with some mobile homes. A strong market for second homes, these rural areas provide affordable homes valued at 8% less than the US median home value. Over half of the housing units are vacant due to a high seasonal vacancy rate.
- In this older market, 42% of households consist of married couples with no children at home, while another 28% are single person. Married couples with children at home have older school-age children.
- Set in scenic rural locations with proximity to outdoor activities, two vehicles are essential to get around.

SOCIOECONOMIC TRAITS

- *Rural Resort Dwellers* residents are close to retirement. They've accumulated wealth and begun to shift their portfolios to low-risk assets. These active residents continue to work in skilled occupations.
- Simple tastes and modesty characterize these blue collar residents. They shop for timeless, comfortable clothing, but only when something must be replaced. They pay little attention to advertising and usually stick to the brands they know.
- They spend time with their spouses and also maintain a social calendar.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.



AGE BY SEX (Esri data)

Median Age: **52.4** US: 37.6

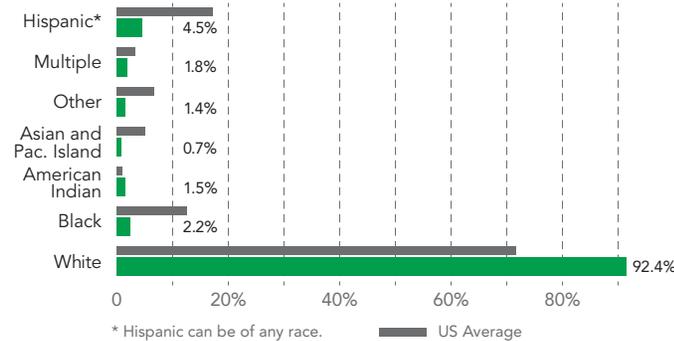
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RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

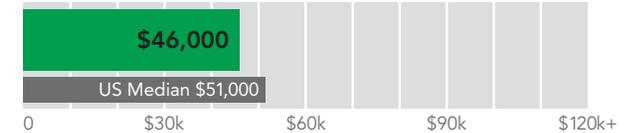
Diversity Index: **21.9** US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

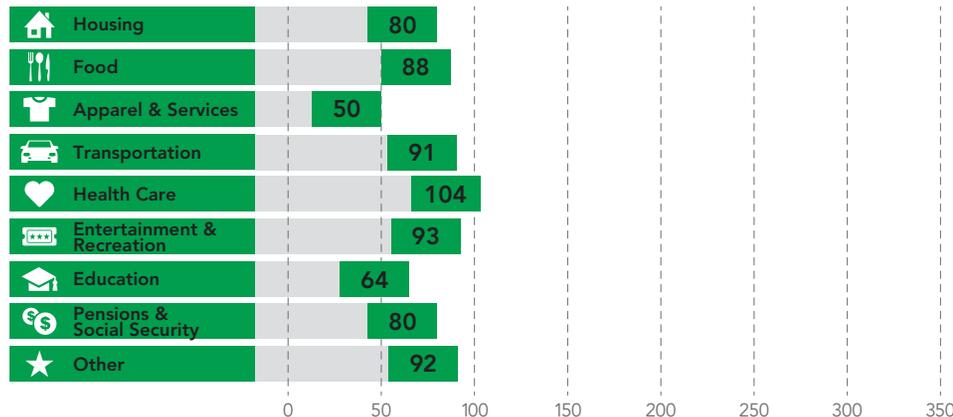


Median Net Worth



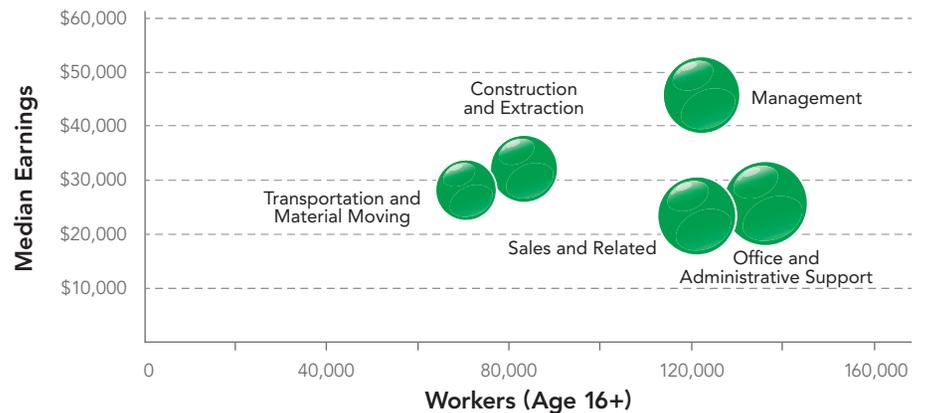
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Residents drive older domestic vehicles and prefer to spend their disposable income on gear to support their hobbies, which include freshwater fishing, hunting with a rifle or shotgun, and motorcycling.
- At home, *Rural Resort Dwellers* residents spend any free time working on their vehicles and maintaining their gear. They make frequent trips to their local hardware store for parts and tools. These hands-on consumers are also passionate about vegetable gardening.
- Due to their remote locations, these neighborhoods have satellite dishes. A few residents still rely on dial-up modems to stay connected. They don't access the Internet often but will make online purchases for items difficult to find in nearby stores.
- Their taste in TV shows reflects their hobbies—Animal Planet, Discovery Channel, and the DIY Network.

HOUSING

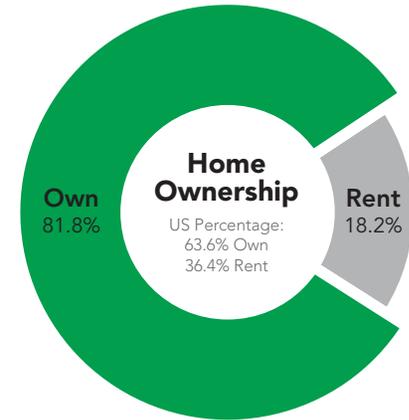
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

Median Value:
\$163,000

US Median: \$177,000



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





LifeMode Group: Cozy Country Living

Rural Resort Dwellers

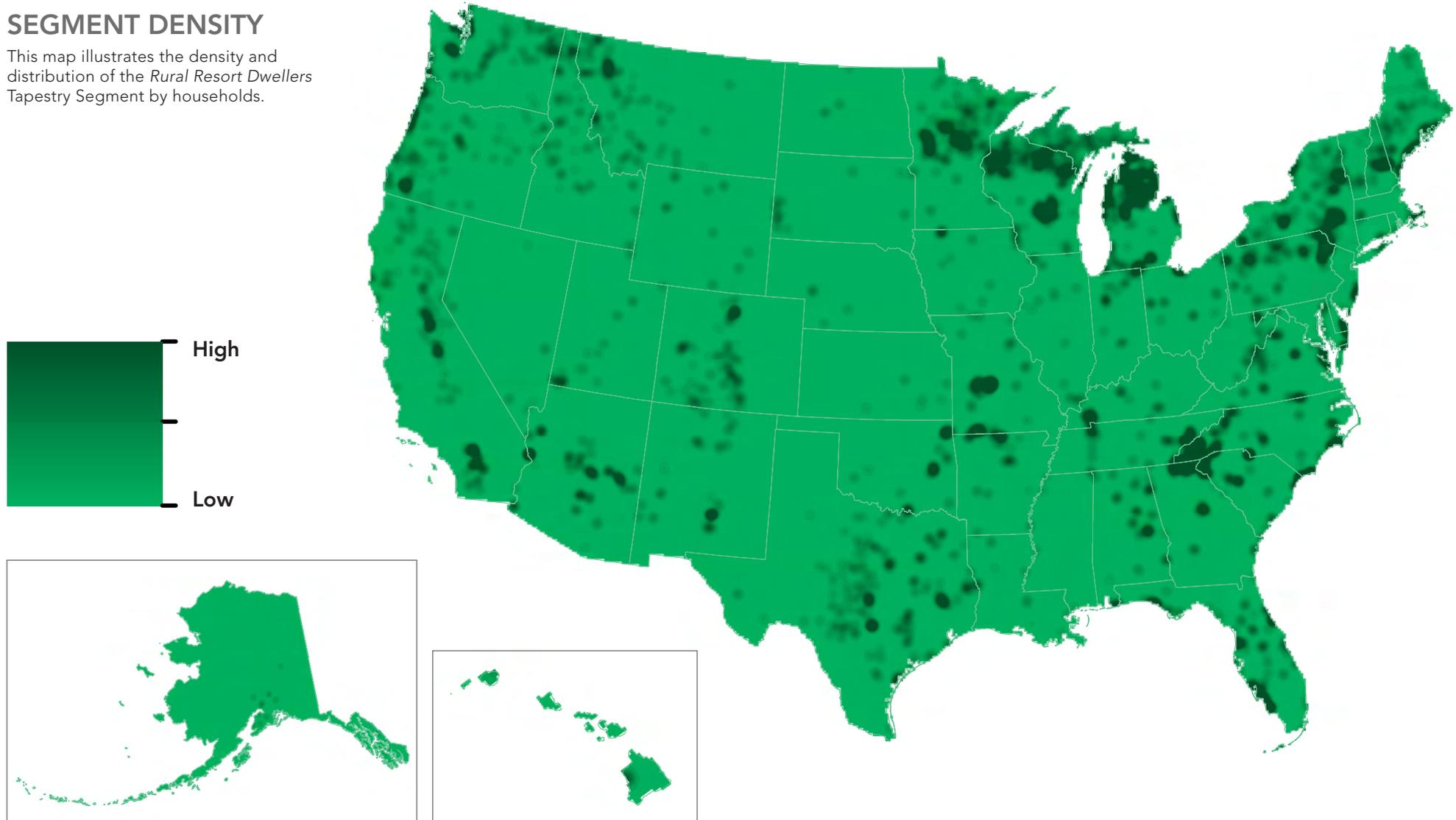


TAPESTRY
SEGMENTATION

esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Rural Resort Dwellers* Tapestry Segment by households.



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LifeMode Group: Cozy Country Living

Heartland Communities



Households: 2,864,000

Average Household Size: 2.38

Median Age: 41.5

Median Household Income: \$39,000

WHO ARE WE?

Well settled and close-knit, *Heartland Communities* are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

OUR NEIGHBORHOOD

- Rural communities or small towns are concentrated in the Midwest, from older Rustbelt cities to the Great Plains.
- Distribution of household types is comparable to the US, primarily (but not the majority) married couples, more with no children, and a slightly higher proportion of singles (Index 112) that reflects the aging of the population.
- Residents own modest, single-family homes built before 1970.
- They own one or two vehicles; commutes are short (Index 95).

SOCIOECONOMIC TRAITS

- Retirees in this market depress the average labor force participation rate to less than 60% (Index 95), but the unemployment rate is comparable to the US.
- More workers are white collar than blue collar; more skilled than unskilled.
- The rural economy of this market provides employment in the manufacturing, construction, and agriculture industries.
- These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important.
- Daily life is busy, but routine. Working on the weekends is not uncommon.
- Residents trust TV and newspapers more than any other media.
- Skeptical about their financial future, they stick to community banks and low-risk investments.



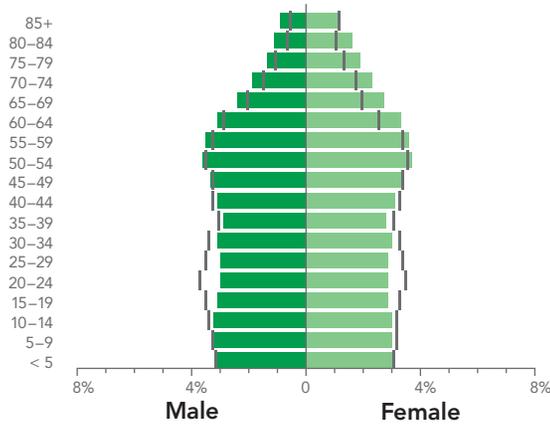
Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.



AGE BY SEX (Esri data)

Median Age: 41.5 US: 37.6

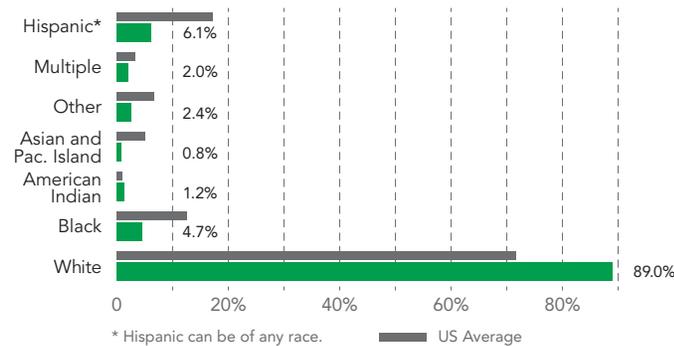
I Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

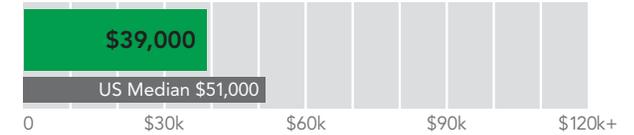
Diversity Index: 29.6 US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

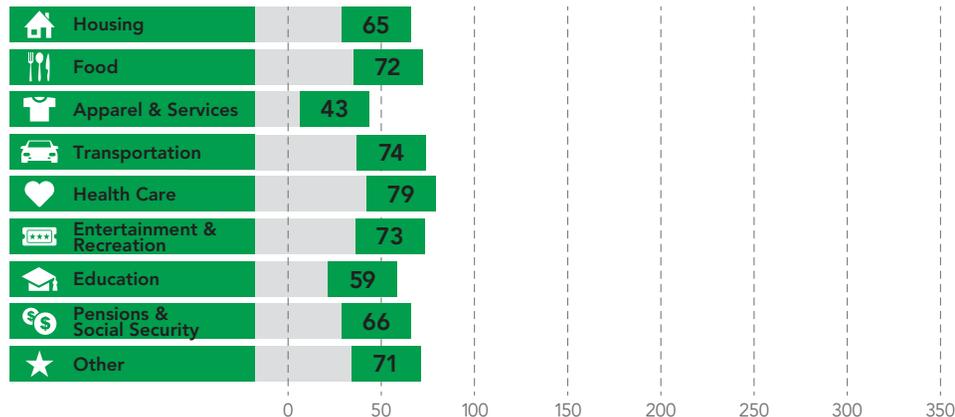


Median Net Worth



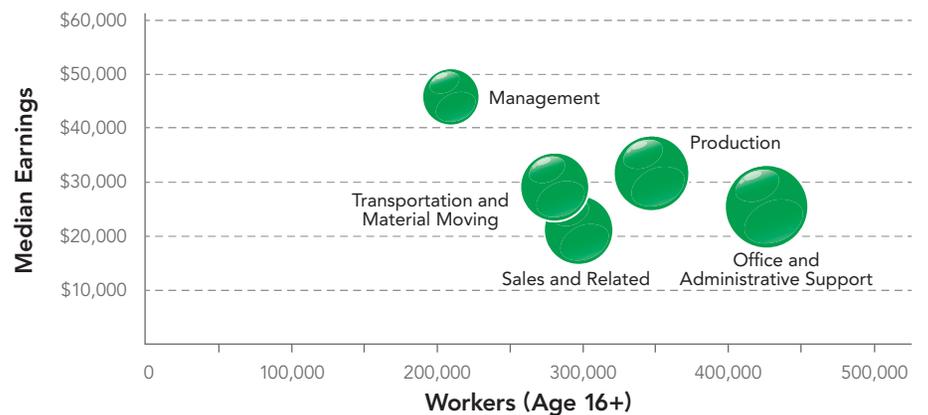
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- Traditional in their ways, residents of *Heartland Communities* choose to bank and pay their bills in person and purchase insurance from an agent.
- Most have high-speed Internet access at home or on their cell phone but aren't ready to go paperless.
- Many residents have paid off their home mortgages but still hold auto loans and student loans. Noninterest checking accounts are common.
- To support their local community, residents participate in public activities.
- Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes. They have invested in riding lawn mowers to maintain their larger yards.
- They enjoy country music and watch CMT.
- Motorcycling, hunting, and fishing are popular; walking is the main form of exercise.
- To get around these semirural communities, residents prefer domestic trucks or SUVs.
- They prefer to travel in the US and favor the convenience of packaged deals.

HOUSING

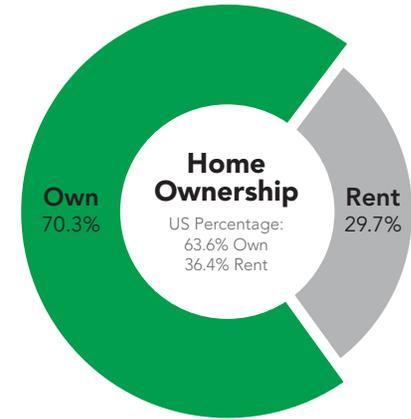
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

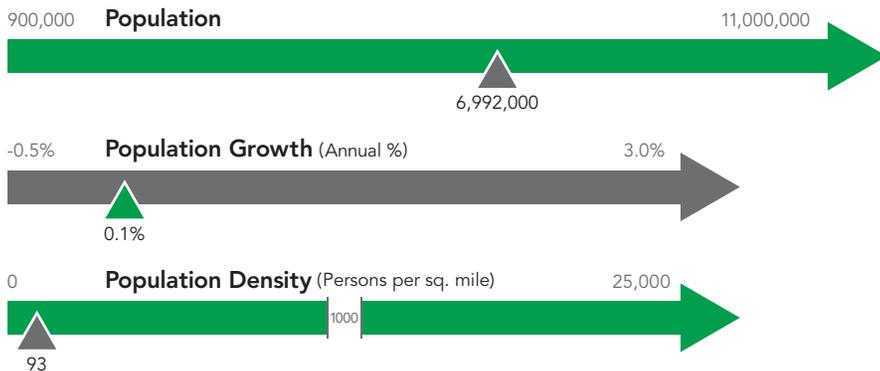
Median Value:
\$89,000

US Median: \$177,000



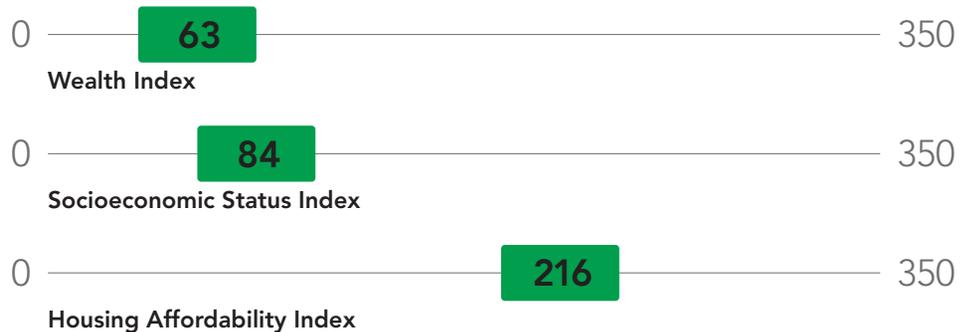
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.





LifeMode Group: Cozy Country Living

Heartland Communities

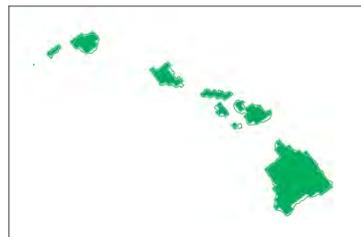
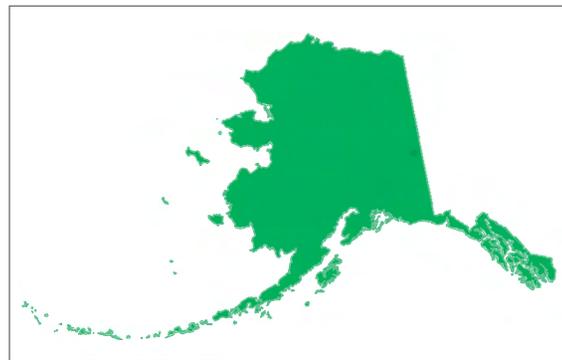
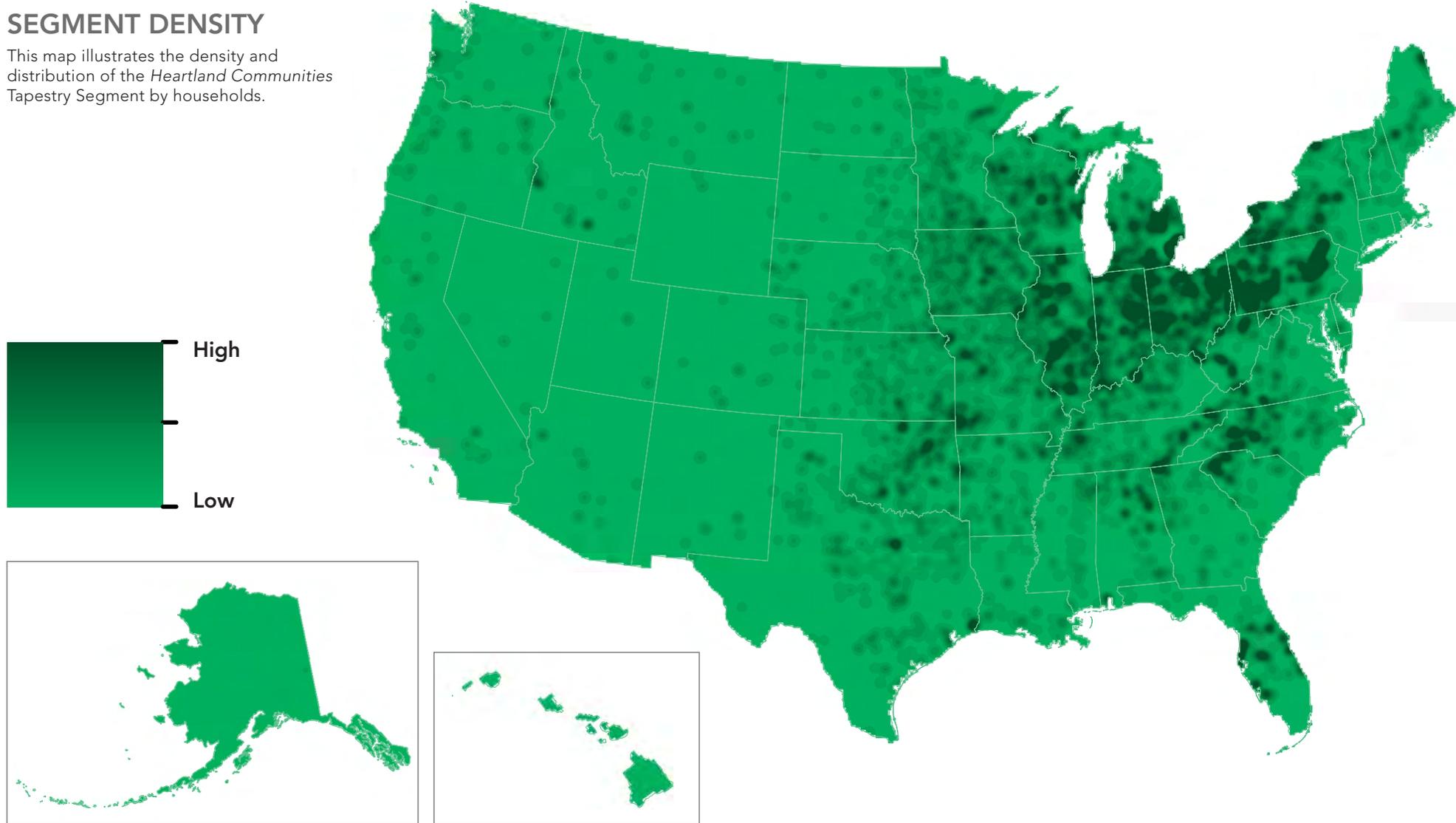


TAPESTRY
SEGMENTATION

esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Heartland Communities* Tapestry Segment by households.



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1-800-447-9778
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LifeMode Group: Rustic Outposts

Rooted Rural

10B

Households: 2,425,000

Average Household Size: 2.47

Median Age: 44.1

Median Household Income: \$38,000

WHO ARE WE?

Rooted Rural is heavily concentrated in the Appalachian mountain range as well as in Texas and Arkansas. Employment in the forestry industry is common, and *Rooted Rural* residents live in many of the heavily forested regions of the country. Nearly 9 of 10 residents are non-Hispanic whites. This group enjoys time spent outdoors, hunting, fishing, or working in their gardens. Indoors, they enjoy watching television with a spouse and spending time with their pets. When shopping, they look for American-made and generic products. These communities are heavily influenced by religious faith, traditional gender roles, and family history.

OUR NEIGHBORHOOD

- This market is dominated by married couples, few with children at home.
- 80% of homes are owner occupied: primarily single family (73%) or mobile homes (23%).
- Nearly one in five housing units are vacant, with a high proportion for seasonal use.
- Home values are very low—almost half of owned homes are valued under \$100,000.

SOCIOECONOMIC TRAITS

- Thrifty shoppers that use coupons frequently and buy generic goods.
- Far-right political values on religion and marriage.
- Do-it-yourself mentality; grow their own produce and work on their cars and ATVs.
- Pay bills in person and avoid using the Internet for financial transactions.
- Often find computers and cell phones too complicated and confusing.
- Clothes a necessity, not a fashion statement; only buy new clothes when old clothes wear out.

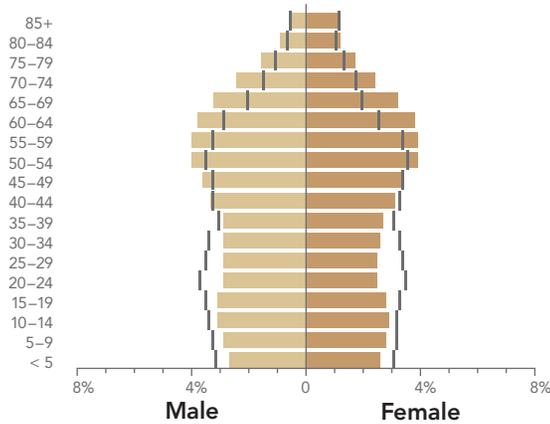
Rooted Rural



AGE BY SEX (Esri data)

Median Age: **44.1** US: 37.6

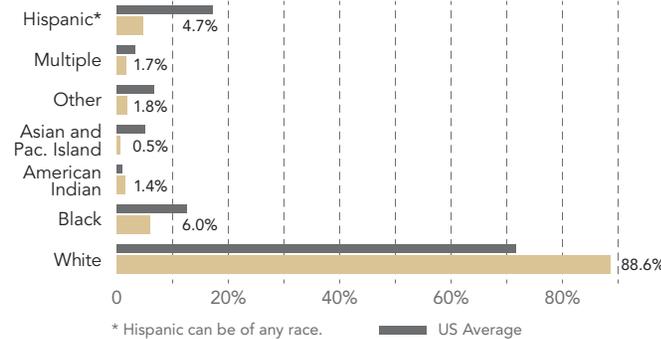
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RACE AND ETHNICITY (Esri data)

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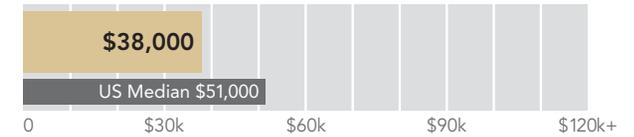
Diversity Index: **28.2** US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

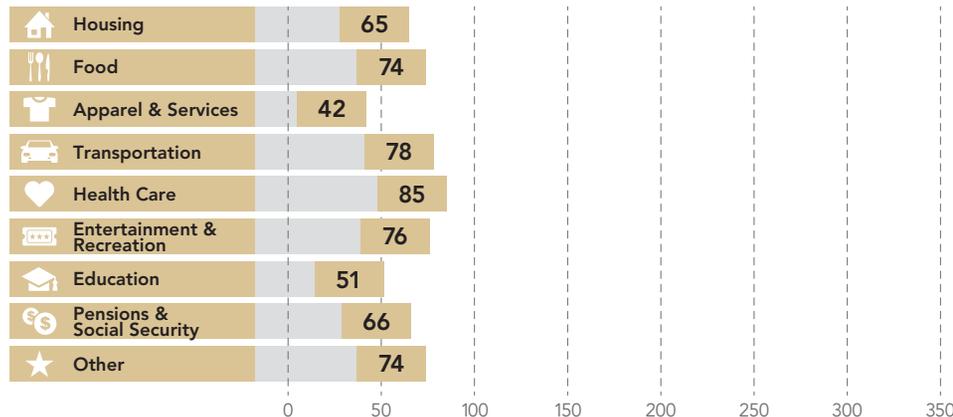


Median Net Worth



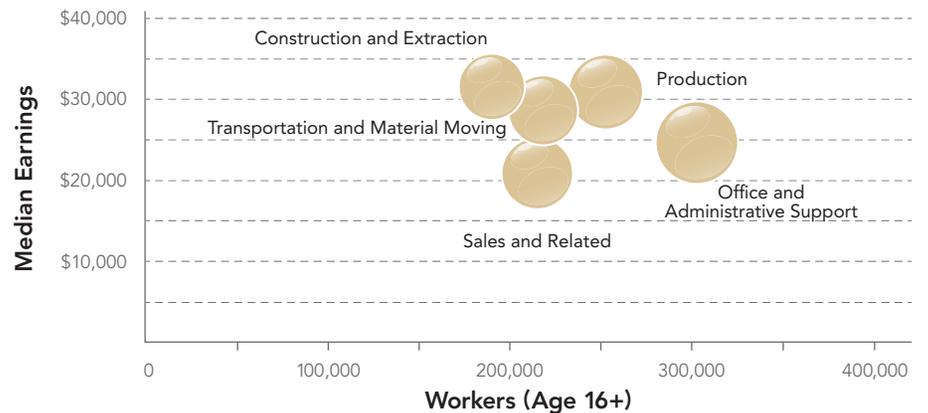
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OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





MARKET PROFILE (Consumer preferences are estimated from data by GfK MRI)

- They own a riding lawn mower, as well as a garden tiller, and have vegetable gardens.
- Only half of the households have a high-speed Internet connection.
- They use a satellite dish to watch CMT, the History Channel, and GSN (Game Show Network).
- Pets are popular—dogs, cats, and birds.
- Leisure activities include hunting and fishing.
- They listen to faith-based radio and gospel music.
- Many are on Medicare and frequent the Walmart pharmacy.

HOUSING

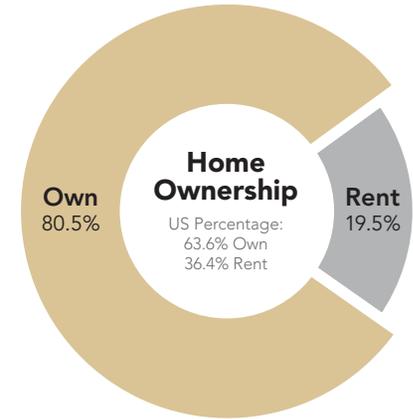
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Typical Housing:
Single Family;
Mobile Homes

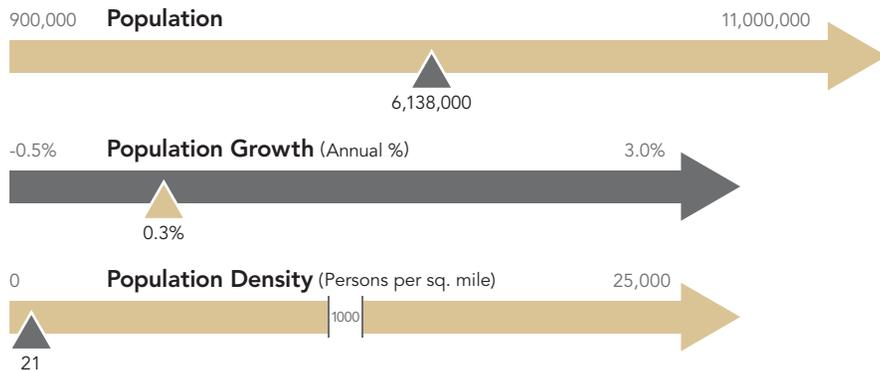
Median Value:
\$104,000

US Median: \$177,000



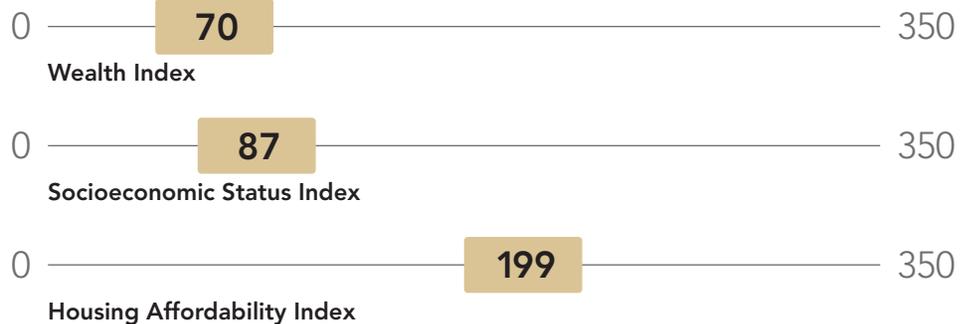
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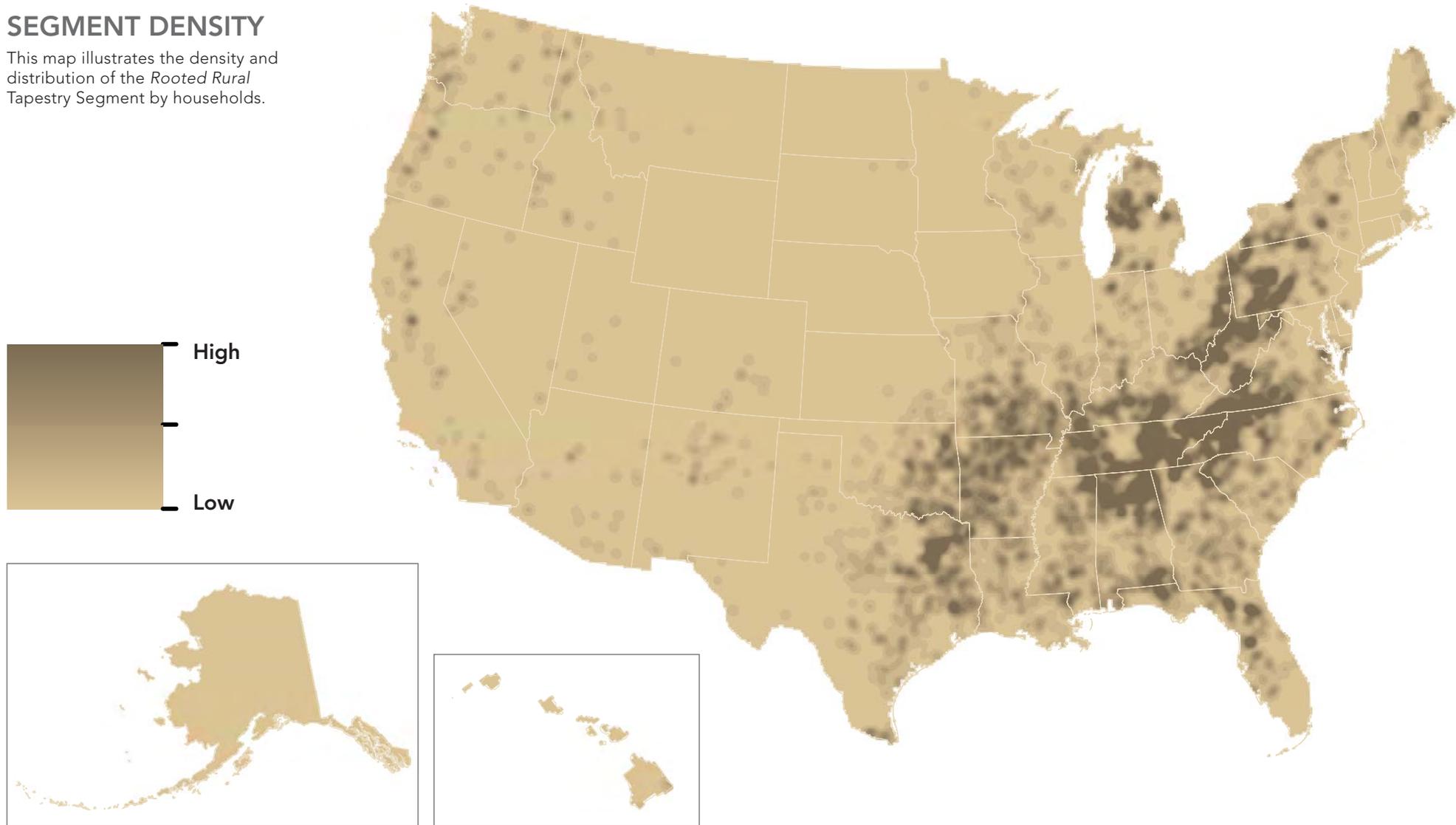


Rooted Rural



SEGMENT DENSITY

This map illustrates the density and distribution of the *Rooted Rural* Tapestry Segment by households.



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Date: July 14, 2016

To: Pat O'Brien and Mainstreet Board

From: Lori Meeder

RE: Local Façade Grant Program

OVERVIEW

The design committee oversees the façade grant improvement program. The Main Street Board approved a budget that earmarked \$22,000 for the façade grant program - \$6,000 of this was brought forward from prior year and set aside for Northern Homes Development Corporation grant approval from FYE 2016. Thus we have \$15,000 in new grant funds to work within this grant cycle.

At the end of April, a call out went out to the downtown building owners informing them of the façade grant opportunity and a press release was included in the weekly newsletters. The deadline to apply was May 27.

We received seven completed applications for façade grants this year totaling \$30,450 in requests, with \$15,000 in new money to award. Full applications were shared with the design committee along with the following summary on each application. With feedback from Debra Johnson, a historical architect with the Michigan main Street Program and good discussion on each of the applications' merits at the June Design Committee meeting, the committee is recommending the following for approval by the board.

RECOMMENDED APPROVALS

Red Mesa Grill -117 Water Street

Repainting front of building. Total cost \$2,740. **Request \$1,370.** Quote outlining the \$2,740 is included in the application.

Commentary: This painting has already been done, so it would be a reimbursement. We would like to help them as it's not a large request and they do so much for our community. Does seem like a low priority project, but it is a popular establishment. Even though this might seem like a maintenance issue, and not façade improvement, maybe

we should encourage them for trying to maintain their building before it looks bad. They have not received grant money from us previously.

With 4 votes for and 3 against, the committee recommends approval of their application for \$1,370.

Paga Family Dentistry -112 S. Lake Street and 113 Front Street

They would like to complete both sides this year but after discussion with MS director, opted to do one side this year and the other next year. Total cost for both facades is \$22,000 – \$13,080 for the Lake Street portion with a revised **request of \$5,500**. They have recently renovated the interior of their building and would like to work on repairing the exterior. Windows have been replaced on the Lake St side. Additional Lake St façade replacing and/or repairing trim and siding, installation of cell foam insulation, and painting. Quote outlining the \$13,080 is included in the application.

Commentary: Concerns were expressed about a potential bad leak on the front side of the building that might need to be resolved prior to façade work.. Front Street might need more help. Is Front St a public or private entrance? It might go down on the priorities if it is a private entrance. It is a contributing building to the historic district, high visibility, proposed work relevant and reasonable. They have not received grant money from us previously.

With 6 votes for and 1 against, the committee recommends approval of their application for \$5,500.

Inspired Living/Leeslie Neilson -119 Water Street

Total project cost is \$5,300 and the **request is \$2650**. The project includes exterior brick and wall surface cleaning, patching and painting wall and trim and replacing and/or repairing cornice. Quote outlining the \$5,300 is included in the application.

Commentary: Cornice is beautiful, but it does need to be repaired. It is a contributing building to the historic district, high visibility, proposed work relevant and reasonable. Should we just give them money for the cornice? They have received grant funding from us in the past.

With 6 votes for and 1 against, the committee recommends approval of their full request of \$2,650.

Northern Homes Community Development Corp -417 Boyne Avenue

Total request for the 2016/2017 round is \$4,000 and total cost associated with this portion of the project is \$9,815. Project is to add architectural details in 5 small and 5 large gables to include 2 styles of cedar shakes, feathers and decorative bargeboard.

These elements would match the historical integrity of the original building. The Design Committee and Main Street Board approved a \$6,000 grant in last fiscal year which has been set aside but not spent yet. This request is for an **additional \$4,000**. Total project cost of the entire renovation is very significant relative to the total \$10,000 being requested. Quote outlining the \$9,815 is included in the application.

Commentary: This is a highly visible project, significant and prominent project that needs to be finished. Helps toward goal of improving the entry corridor. The committee sees this as a landmark. They received grant funding from us last year that still hasn't been used but is earmarked for use this year. This is an additional grant funding request of \$4,000.

With 7 votes for and 0 against, the committee recommends approval of the application.

RECOMMENDED DECLINATIONS

The following applications were declined. The people have been notified and discussions about how we might help with design assistance going forward.

Water Street Atrium/Chris Frasz -109 Water Street

Total project cost is \$13,818 and requested amount is \$6,909. The project involves removing the last 4 remaining double windows and replacing with three new windows and adding new awnings along the river walk side of the building. Quotes outlining the \$13,818 are included in the application.

Commentary: Contributing in historical district but work is for lesser seen façade. Awnings have limited life, with discussion on whether this type of improvement should be included as part of a façade improvement? They have received grant funding from us in the past.

With 0 votes for and 7 against, the committee declined this application

Lynda's Real Estate Services -27 S. Lake Street

Total project cost is \$11,673 (should be \$13,673) and request is for \$5,000. The project includes removing and replacing roof shakes/mansards with vinyl shake (\$6,850), replace door and screen to the back yard (\$873), and replace cement patio area in the back yard for safety reasons (\$4000). Quotes outlining the \$13,673 are included in the application.

Commentary: Much of the improvements were facing the private back yard of the building. Committee was not interested in supporting the rebuilding of mansards. They are replacing wood shakes with vinyl. We would like to entertain improving the façade someday to support the removal of mansards but not to use grant dollars for a façade improvement that is not consistent with the desired appearance of our downtown buildings.

With 0 votes for and 7 against, the committee declined the application.

Ted and Pam Macksey -44 North Lake Street

Their request is \$5,000 with a total project cost of \$17,100. They plan to patch and repaint entire building, replace the bay window with a front four panel door wall and, add a new arbor awning with columns and corbels, reside front and a portion of each side with barn wood siding (bottom half) and with white cedar shake cement board (upper half). Quotes totaling \$17,100 are included in the application.

Commentary: Not a very nice looking building. While it is a prominent building it is not in the historic district, does not appear to be historic and almost seems as though they are creating a false sense of history with their remodeling. There are concerns about the barn wood siding and the door wall as well. Does barn wood fit in to our overall design? How will the door wall work in the snow? We might be interested in giving money if we have some more input in the design. They have not received grant money from us previously.

On a 3 votes yes and 4 votes no, the committee declined the application.

If the above recommendations are approved by the board, the total grants to be issued will total \$13,520, with \$1480 left over. It was discussed whether the additional money should go to the Paga Dentistry based on the extent of improvements to be made over time with the Lake Street and Front Street facades – i.e. Front Street windows and help with the leak repair.

The committee did discuss revisiting the guidelines regarding painting, awnings and window replacement and whether these were maintenance issues that are normal wear and tear and not necessarily façade improvement.

RECOMMENDATION

That the board consider and approve the recommendations from the design committee as presented.