

HyettPalma

Blueprints for Michigan's Downtowns



New
Baltimore
Downtown
Blueprint
2009



Blueprints for Michigan's Downtowns

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

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

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

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

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

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

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

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

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December 2, 2008

The City of New Baltimore,
New Baltimore DDA, and
Members of the Process Committee
c/o City Hall
36535 Green Street
New Baltimore, MI 48047

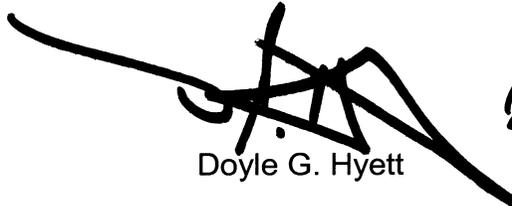
RE: **New Baltimore Downtown Blueprint 2009**

HyettPalma, Inc., is pleased to present the following report: ***New Baltimore Downtown Blueprint 2009***, completed under the program titled ***Blueprints for Michigan's Downtowns***.

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

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

Sincerely,



Doyle G. Hyett



Dolores P. Palma

Process Committee Members

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

Hon. Thomas A. Goldenbogen – Mayor, City of New Baltimore
Hon. Florence Hayman – City Council Member
Hon. Susan Burkhardt – City Council Member, DDA Liaison
Hon. David Duffy – City Council Member
Ms. Sandra McClure – Chairman, New Baltimore Downtown Development Authority
Mr. Andre D’Anna – Board Member, New Baltimore Downtown Development Authority
Mr. Joseph Drompp – Board Member, New Baltimore Downtown Development Authority
Ms. Nancy Gruca – Board Member, New Baltimore Downtown Development Authority
Mr. Mark Lietke – Board Member, New Baltimore Downtown Development Authority
Ms. Shannon Longstaff – Board Member, New Baltimore Downtown Development Authority
Mr. Richard Pierson – Board Member, New Baltimore Downtown Development Authority
Mr. Max Plante – Board Member, New Baltimore Downtown Development Authority
Mr. Karl Rutledge – Board Member, New Baltimore Downtown Development Authority
Ms. Dorothy Stabile – Board Member, New Baltimore Downtown Development Authority
Ms. Bonnie Vanderbossche – Board Member, New Baltimore Downtown Development Authority
Mr. John Dupray – Planning Commissioner
Mr. Michael Wojciechowski – Planning Commissioner
Ms. Judy Sproat – Director, Planning and Economic Development, City of New Baltimore
Mr. Marc Levis – Assistant to the Mayor
Mr. John Paul Rea – Planner, Macomb County Planning & Economic Development Services
Ms. Mary Lou Creamer – Editor, The Voice Newspaper
Ms. Lisa Edwards – President, Greater Anchor Bay Chamber of Commerce
Ms. Amy Gay-Allen – Co-Chair, Ride the Wave
Ms. Cynthia Paparelli – Chairman, Ride the Wave Farmers’ Market
Ms. Christine Nellis – Business Owner, Between Times Quilt Shop
Ms. Barbara Richards – Chairman, New Baltimore Historical Society
Mr. Paul Socia – President, Citizens State Bank
Ms. Tracy Swanger – President, Bay Rama Board of Directors
Mr. Larry Gingas – Board Member, Bay Rama Board of Directors
Ms. Margaret Thomas – Director, MacDonald Public Library
Mr. Robert Weins – Community Leader

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Project Overview

I. PROJECT OVERVIEW

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

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

The methodology used to define the ***New Baltimore Downtown Blueprint 2009*** was developed by HyettPalma, Inc., and has been used extensively by the firm in Downtowns throughout the United States. To date, it forms the basis of the currently operating technical assistance programs titled:

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

CHESTERFIELD TWP
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St. Clair County

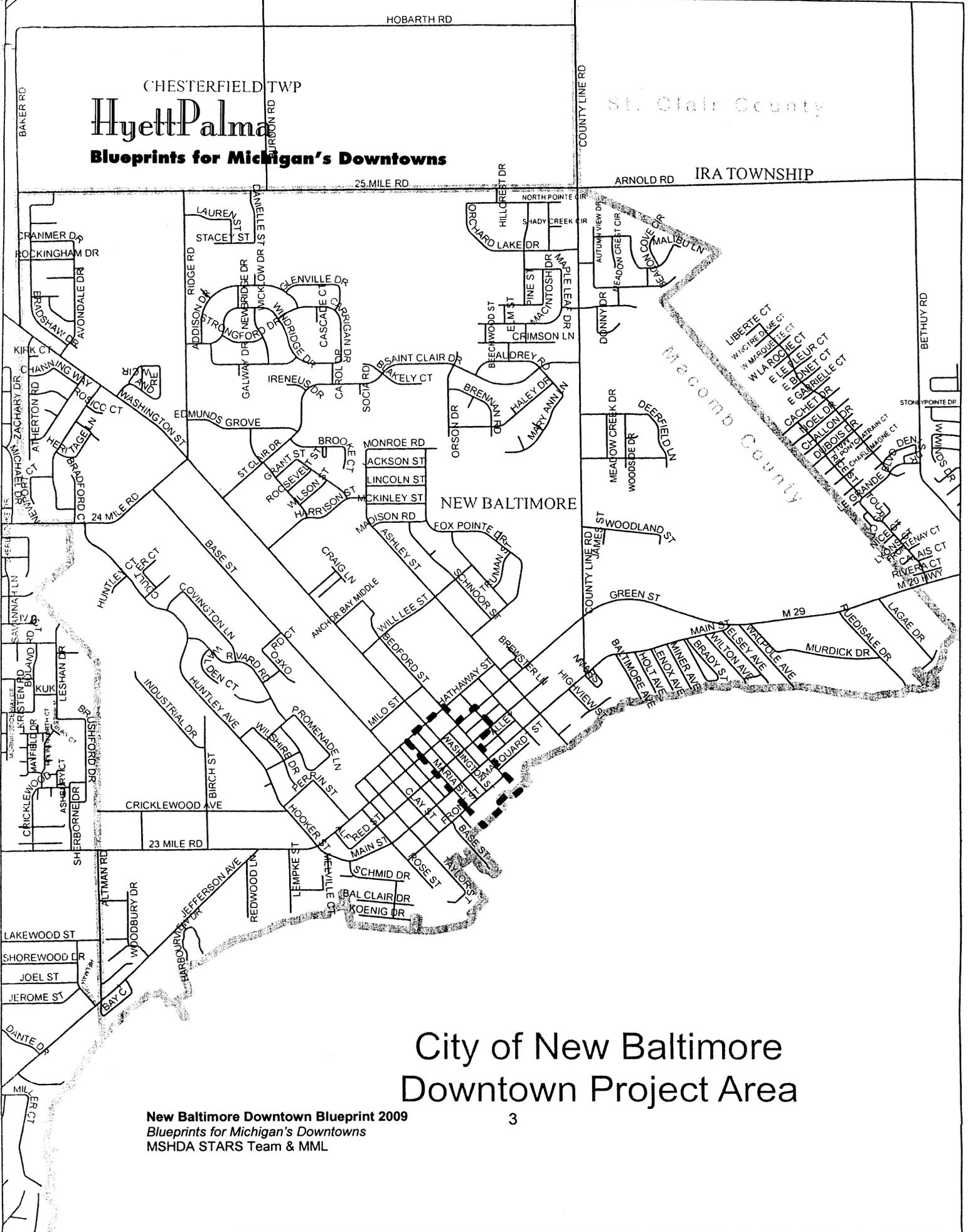
IRA TOWNSHIP

NEW BALTIMORE

Macomb County

City of New Baltimore
 Downtown Project Area

New Baltimore Downtown Blueprint 2009
 Blueprints for Michigan's Downtowns
 MSHDA STARS Team & MML



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Resident & Business Surveys

II. RESIDENT & BUSINESS SURVEYS

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

Frequency of Trips

Just over one-half of residents surveyed (53%) reported coming to Downtown New Baltimore with great frequency – defined as between one and seven times a week.

Almost one-quarter (24%) said they come to Downtown with moderate frequency – defined as from three times a month to once every two months.

And, almost one-quarter (23%) said they seldom or never come to Downtown New Baltimore.

These figures indicate that Downtown has considerable opportunity to further penetrate its trade market.

Purpose of Trips

Trade area residents were asked to cite the main reasons they currently come to Downtown New Baltimore. The top two reasons given were shopping (24%) and recreation (21%). The high percentage of respondents citing "recreation" is likely due to the location of the City's Recreation Center in Downtown. This indicates that this facility is a major draw and, as such, should continue to be located in Downtown.

The next most often cited reason for Downtown trips was patronizing service businesses, mentioned by 11% of those surveyed.

The remaining reasons mentioned were cited with similar frequency. These were:

- Restaurants (8%);

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- Banking (7%);
- Personal business – doctor, lawyer, etc.(5%);
- Library (5%);
- Religious services (5%);
- Work there (4%); and
- Other (3%) – museum, entertainment, live there, visiting friends or family.

In addition, 7% of those surveyed said that they find themselves in Downtown because they are “passing through.”

Shopping Area of Choice

Residents surveyed were asked where they currently do most of their family shopping at this time, other than grocery shopping. The most often given response was Chesterfield Township, cited by 66% of respondents. And, of respondents citing this location, most said they shopped at 23 Mile and Gratiot.

The next most often mentioned area was Sterling Heights, cited by 18% of those surveyed.

The remaining 16% of respondents said they do most of their shopping in the City of New Baltimore (7%), Clinton Township (4%), or at other venues (5%), including M-59, Macomb Mall, Selfridge, and on-line.

When asked why they choose to shop in a particular area, three reasons were most often cited by residents. These were convenience (35%), variety/selection offered (27%), and closeness of the shopping venue to their home (24%). This last reason – closeness to home – bodes well for Downtown New Baltimore, given the influx of new residents to the area.

The remaining 14% of residents surveyed said they choose a particular shopping area based on price (12%) and other considerations (2%) – including parking and its closeness to their workplace.

Downtown Characteristics

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

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Eleven characteristics were rated "good" by a majority or significant percent (defined as up to 47%) of residents and seven characteristics received this rating from a majority or significant percent of business owners. Residents and business owners were in agreement on six of those characteristics, which were:

- Feeling of safety (87% residents, 76% business owners);
- Cleanliness of the area (78% residents, 64% business owners);
- Helpfulness of salespeople (76% residents, 63% business owners);
- Knowledge of salespeople (72% residents, 47% business owners);
- Quality of service businesses (71% residents, 54% business owners); and
- Quality of retail businesses (61% residents, 48% business owners).

The characteristics on which residents and business owners disagreed were:

- Parking convenience (rated "good" by 61% residents, 24% business owners);
- Business hours (58% residents, 29% business owners);
- Attractiveness of the area (56% residents, 40% business owners);
- Parking availability (52% residents, 20% business owners); and
- Traffic circulation (52% residents, 25% business owners).

Downtown Improvements

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

The same nine improvements were rated "very important" by a majority or significant percent of both residents. And, three additional improvements received that rating from business owners.

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

- Increase restaurant variety (78% residents, 96% business owners);
- Increase retail variety (75% residents, 88% business owners);
- Increase the number of retail businesses (68% residents, 96% business owners);

- Increase restaurant quality (66% residents, 81% business owners);
- Increase retail quality (58% residents, 56% business owners);
- Keep stores open longer on Saturdays (55% residents, 56% business owners);
- Increase service business variety (52% residents, 52% business owners);
- Keep stores open later in the evenings (51% residents, 56% business owners); and
- Physically improve buildings (80% residents, 47% business owners).

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

- Improve the availability of parking (45% residents, 76% business owners);
- Improve the convenience of parking (42% residents, 68% business owners); and
- Improve traffic flow (34% residents, 48% business owners).

Other Improvements and Businesses

When asked what else could be done to increase their patronage of Downtown New Baltimore, residents expressed a desire for more activities (concerts, theater, festivals), more shops, and an improved Downtown appearance (buildings, entrances, roads).

When asked what types of businesses or activities they would personally use if offered in Downtown, residents cited restaurants and specialty foods (coffee, bakery, ice cream, meat market, pizzeria), specialty shops (boutiques, apparel, books, toys, crafts), and entertainment and recreation (theater, bowling, pool, concerts, scrapbooking).

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Downtown New Baltimore Tomorrow

III. DOWNTOWN NEW BALTIMORE TOMORROW

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

Ideally, in the year 2014, area residents and visitors alike would come and stroll along Downtown's sidewalks – during the day and at night – and find a variety of businesses open, allowing them to shop, eat, and enjoy entertainment in Downtown New Baltimore. This would have Downtowns sidewalks filled with lots of patrons, both day and night. And, this would make it very important to keep Downtown pedestrian-oriented and walkable.

Downtown would boast a high occupancy rate, with its storefronts all filled with successful businesses. A concentration of boutiques and little shops would be found in Downtown. These would sell "cute things" and be great places to browse and shop.

Downtown's shops would be open later, to accommodate and appeal to residents who live in the area, but work elsewhere.

Downtown would be home to the arts and have an active nightlife. This would include artist studios and galleries, a playhouse (for live entertainment, community theater, dinner theater, etc.), bands, poetry readings, and more – all making Downtown a destination for high quality art and entertainment.

Downtown would have multiple restaurants, as well as specialty food places – offering ice cream, deli items, sandwiches, and other snacks that one can take down to the water.

Downtown would also have "destination restaurants" that cause people to make a special trip to New Baltimore, ethnic restaurants, "a few" child-friendly restaurants, and restaurants that offer outdoor seating and views of "our beautiful waterfront."

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Greater use would be made of the park by adding activities that engage families (shuffleboard, bocce ball, more music in the park, etc.) and winter activities (ice rink – larger, lighted, more permanent, with music, bonfire and skating on the Bay, etc.) In addition, consideration would be given to creating a transient harbor that would attract boaters to shop and eat in Downtown. This would be done, however, keeping in mind and addressing water quality issues.

Downtown would also contain loft apartments above shops and professional service businesses (but not in storefronts along Washington). And, the historic museum would see greater use and activity in its current location.

Downtown would look very attractive – in terms of buildings, façades, trees, flowers, lights, and businesses – which would draw even more people to Downtown. Downtown's historic buildings would be retained and physically improved. Those that are structurally unsound would be removed. Where there are vacant lots, new buildings that blend with and complement the old would be constructed.

Downtown would have a “consistent look” that is created through awnings and business signs. Public art would be in place that depicts the life and history of New Baltimore. The old water tower located in Downtown would be lighted and act as a beacon.

Downtown would be well-lighted, in general – both on-street and via business display windows – making Downtown “look open.” Small lights would be placed in Downtown's street trees. And, lighting of the type that is appropriate for Downtown's architecture would be used, rather than neon.

The entrance to Downtown at Green and Washington would be made more attractive. At this intersection, motorists would feel “invited” into “a quaint Downtown” in a way that would “make them turn right towards the water.”

There would be friendly police presence in Downtown, with officers walking, making conversation with Downtown's patrons, and maintaining its comfortable feeling.

City processes would be streamlined, making it easier to do business and fix up buildings in Downtown. There would be great cooperation between City Hall, the Downtown business community, and related organizations – such as the Chamber of Commerce, Ride the Wave, Bay-Rama, and the DDA.

There would be great communication among the City, the business community, and the related organizations. And, there would also be great communication with the public, regarding Downtown businesses and events.

Downtown's mix of uses, variety of unique businesses, and quaint appearance would enable it to attract a wide range of users, including:

- Residents of neighborhoods adjacent to Downtown – who could walk to Downtown;
- Residents of New Baltimore and Chesterfield Township – “which does not have a Downtown”;
- Residents of newer subdivisions throughout the area – “we need to get them to know about Downtown”;
- Those who are attracted to and use the water – boaters, beach-goers, ice fisherman, kayakers, etc.;
- Library, museum, and recreation center users;
- Those going to Downtown's special events and farmers market;
- Commuters traveling M-59 and I-94; and
- Weekend commuters “going to cottages in Algonac during the summer.”

By the year 2014, Downtown New Baltimore would be well on its way to having the following image:

***A unique, historic, year-round waterfront Downtown
That is filled with great boutiques, great food places, and
Great things to do –
Our Downtown will make you “ooh and ahh” all day long!***

***A walkable, family-oriented, and
Friendly Downtown that is always welcoming and
Welcomes everyone.***

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*A Downtown of great traditions – our
Christmas Tree, Fishfly Festival, Winter Festival,
History Fair, Jingle Bell Run, Car Show,
Triathlon, Farmers Market, and more!*

*Our Downtown is quaint in appearance, but
Offers modern businesses, conveniences, and amenities.*

*The dining and entertainment capital of Anchor Bay that is
Active day and night, making it
A cool place to spend your time.*

*Come to Downtown New Baltimore –
Where you're a part of it all and welcomed –
Whether you've lived here 50 years or one year.*

*Downtown New Baltimore –
Where you'll be sure to meet and make new friends!*

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Downtown Market Analysis

IV. DOWNTOWN MARKET ANALYSIS

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

Downtown Retail Opportunities

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

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

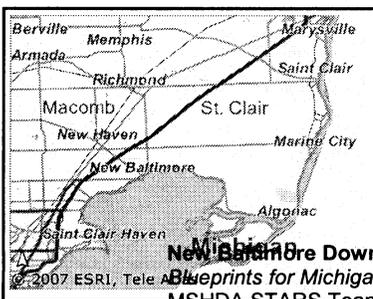
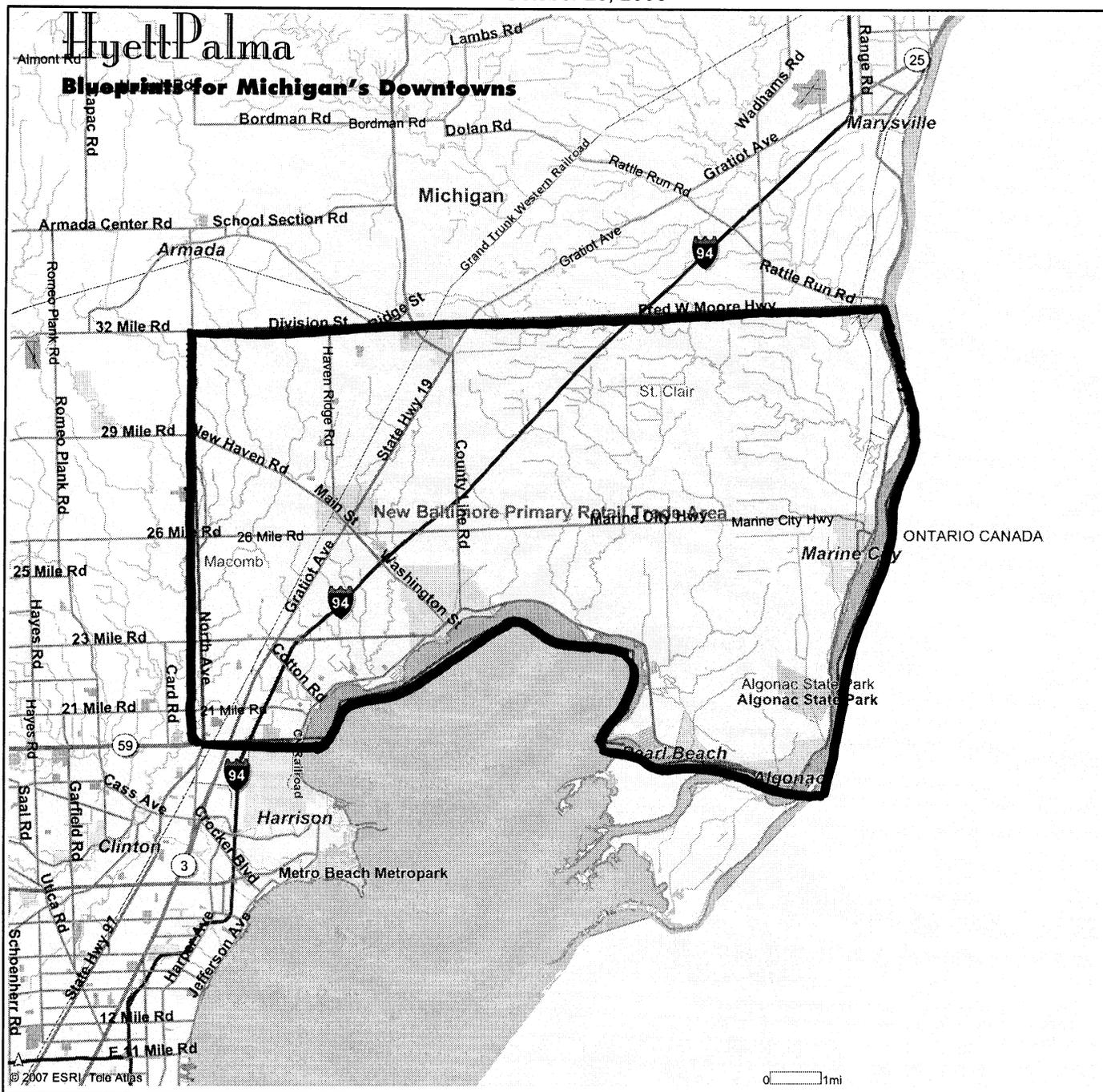
THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 116,688 – WITH AN ESTIMATED 43,454 HOUSEHOLDS (Source: ESRI estimate)

THE PRIMARY TRADE AREA POPULATION IS ESTIMATED TO INCREASE TO APPROXIMATELY 124,554 BY 2013 – WITH AN ESTIMATED 46,764 2013 ESTIMATED HOUSEHOLDS (Source: ESRI estimate)

Site Map

New Baltimore Primary Retail Trade Area

October 28, 2008



New Baltimore Downtown Blueprint 2009
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 MCHDA STARS Team & MML



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© 2007 ESRI, Tele Atlas

THE AVERAGE HOUSEHOLD SIZE IS 2.64 PERSONS, WHICH IS SLIGHTLY HIGHER THAN THE NATIONAL AVERAGE OF 2.59
(Source: ESRI estimate)

THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$3,414,000,000 PER YEAR (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$78,560 AND IS PROJECTED TO INCREASE TO \$88,844 ANNUALLY BY 2013 (Source: ESRI estimate)

Current Retail Businesses – Downtown New Baltimore currently contains 25 retail businesses, which occupy approximately 64,000 square feet of building space. The retail inventory was completed by the Downtown New Baltimore Process Committee and is shown on the following pages.

**Downtown New Baltimore Retail Businesses
by Standard Industrial Classification**

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>52</u>	<u>Building Materials and Garden Supplies</u>		
5211	Lumber and Building Materials	1	1,715
<u>53</u>	<u>General Merchandise</u>		
5399	Misc. General Merchandise	3	3,756
<u>54</u>	<u>Food Store</u>		
5461	Retail Bakery	1	3,800
<u>55</u>	<u>Automotive Dealers and Service Stations</u>		
5541	Gas Service Station	1	4,270
<u>57</u>	<u>Furniture and Home Furnishings</u>		
5714	Drapery/Upholstery	1	738
5719	Misc. Home Furnishings	1	1,566
5731	Radio/TV/Electronics	1	3,358
<u>58</u>	<u>Eating/Drinking</u>		
5812	Eating Places	1	2,400
5813	Drinking Places	1	1,800
<u>59</u>	<u>Miscellaneous Retail</u>		
5912	Drug Store	2	18,582
5921	Liquor Store	1	2,400
5932	Antiques	1	2,100
5942	Books	1	988
5947	Gift/Novelty	2	3,558
5949	Sewing/Piece Goods	1	982
5992	Florist	1	1,715

**Downtown New Baltimore Retail Businesses
by Standard Industrial Classification**

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
	Select Support Services		
7231	Beauty Shops	3	6,110
7241	Barber Shops	1	325

TOTAL NUMBER OF RETAIL BUSINESSES 25

TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE 64,433

TOTAL NUMBER OF VACANT RETAIL SPACES 6

TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE 14,236

Source: New Baltimore Process Committee

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Retail Potential – Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$885,000,000 per year. This demand is shown on the graph presented on the next page. A complete presentation of retail product demand for the primary trade area is shown in **THE RETAIL REPORT®**, contained in the Appendix of this document.

As a conservative estimate, it is assumed that Downtown New Baltimore retail businesses now generate an average (blended figure) of approximately \$225 per year per square foot in retail sales.

Since Downtown currently contains approximately 64,000 square feet of occupied retail space, Downtown New Baltimore should currently be generating approximately \$14,400,000 in retail sales per year.

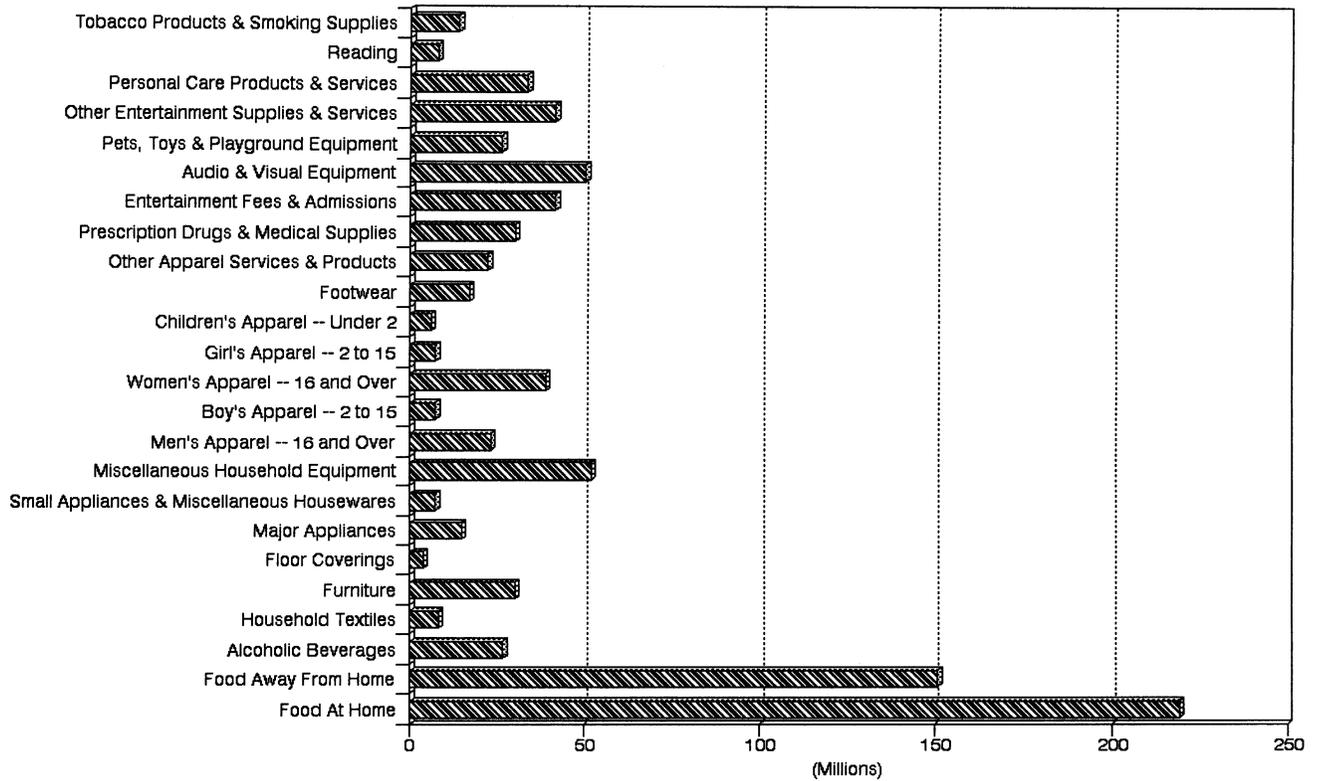
By dividing the project area's estimated annual retail sales – \$14,400,000 – by the total estimated demand for retail products within the primary trade area – \$885,000,000 – it can be concluded that Downtown New Baltimore may currently be capturing approximately 1.6% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

Taking steps to further enhance Downtown New Baltimore, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 1.6% to between 1.85% and 2% by the year 2014. This should be considered a goal of the economic enhancement program.

If Downtown New Baltimore is able to increase its market share to between 1.85% and 2% by the year 2014, it is possible that the project area may be able to increase its total capture of retail sales to between \$16,400,000 and \$18,000,000 by the year 2014 – considered in constant 2009 dollars.

This increase in total retail sales could potentially support the development of between approximately 9,000 and 16,000 net square feet of additional retail space by the year 2014 – which could include expansions or sales increases by existing Downtown New Baltimore retail businesses and/or the construction of some limited amount of new retail space.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented – on an on-going basis – the actual growth in Downtown's market share could potentially be much higher than projected. Conversely, by the year 2014, Downtown New Baltimore's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

NOTE:

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

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

Downtown Office Opportunities

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

- Downtown New Baltimore currently contains a total of 25 various office occupants occupying approximately 60,000 square feet of building space.
- Downtown New Baltimore is the traditional government and services center of the City and continues to occupy that position, although that role has been somewhat diminished during the past few years due to surrounding development.
- Downtown's occupied office space serves, primarily, the personal needs of those who live within the community.

- The Downtown New Baltimore office vacancy rate is currently less than 5%.
- The most significant concentrations of offices in Downtown New Baltimore include publishing, health services, educational services, and government.

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

Office Potential – It is anticipated that most of Downtown's office market growth will continue to consist of office uses which serve the personal needs of those who live in, or in proximity to, Downtown New Baltimore's primary trade area. Communities nationwide have experienced the fact that – as improvements are made in the overall economic and physical conditions of their Downtowns – an associated increase in demand for office space normally follows. In addition, demand for office space is anticipated to increase due to natural household growth in the area, which is projected to increase significantly in the immediate future. Also, if the City government moves to consolidate office space in Downtown, with an associated increase in space due to anticipated future growth needs, the amount of Downtown office space should increase.

Therefore, it is estimated that approximately 7,500 to 12,000 square feet of additional office space could potentially be supported in Downtown New Baltimore between now and the year 2014. This should be considered an economic goal for the enhancement effort.

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

**Downtown New Baltimore
Offices by SIC Code**

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>27</u>	<u>Publishing</u>		
271	Newspapers	1	4,260
<u>60</u>	<u>Depository Institutions</u>		
602	Commercial Banks	1	3,825
<u>62</u>	<u>Security and Commodity Brokers</u>		
628	Security/Commodity Services	2	3,744
<u>63/64</u>	<u>Insurance</u>		
631	Life Insurance		
632	Medical/Health Insurance	1	942
633	Fire/Marine/Casualty Inc.	1	1,056
<u>73</u>	<u>Business Services</u>		
738	Misc. Business Services	2	2,256
<u>80</u>	<u>Health Services</u>		
801	Offices/Clinics of Doctors	1	4,080
802	Offices/Clinics of Dentists	1	1,253
804	Offices of Other Medical	3	3,882
808	Home Health Care	1	2,080
<u>81</u>	<u>Legal Services</u>		
811	Legal Services	2	2,387
<u>82</u>	<u>Educational Services</u>		
823	Library	1	8,220
<u>86</u>	<u>Membership Organizations</u>		
861	Businesss Associations	1	942
<u>89</u>	<u>Services Not Elsewhere Classified</u>		
899	Services	3	8,325

Downtown New Baltimore Offices by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>91</u>	<u>General Government</u>		
919	General Government	2	6,436
<u>92</u>	<u>Courts/Justice/Public Safety</u>		
922	Public Safety	2	6,794

TOTAL NUMBER OF OFFICE BUSINESSES	25
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TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE	60,482
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TOTAL NUMBER OF VACANT OFFICE SPACES	3
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TOTAL SQUARE FEET OF VACANT OFFICE BUSINESS SPACE	3,168
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Source: Downtown New Baltimore Process Committee

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

Downtown Housing Opportunities

The ***New Baltimore Downtown Blueprint*** project area contains approximately 50 dwelling units at this time. These residential units include both single-family homes and a limited number of upper story apartments.

In addition, it appears that some limited number of Downtown building owners are considering the introduction of housing units into currently vacant upper floor building space.

As has been found throughout the nation during the past four plus decades – regardless of community size or location – as a Downtown's physical environment and mix of businesses is improved, the demand for housing in and near Downtown also increases. This has certainly been the case to date throughout Michigan. Therefore, every effort should be made, consistent with the implementation of the ***Downtown Blueprint***, to introduce more quality housing – both market-rate and affordable housing – in and in proximity to Downtown New Baltimore.

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

- More loft apartments in the upper floors of appropriate existing structures throughout Downtown – market rate and affordable;
- Mixed-use projects – market-rate and affordable – if redevelopment takes place on vacant lots in or near Downtown, on sites such as on the waterfront property currently owed by the City; and
- Both owner-occupied and rental units.

As noted in the memo from MSHDA contained in the Appendix of this ***Downtown Blueprint***:

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

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

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

HyettPalma

Blueprints for Michigan's Downtowns

Course of Action

V. COURSE OF ACTION

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

- Attain the community's defined vision for Downtown's future;
- Take advantage of the economic opportunities revealed through the Downtown market analysis; and
- Become more economically successful and self-sustaining.

That **Course of Action** is shown below, following a summation of the community's expectations for their Downtown enhancement effort, as unearthed by HyettPalma as part of the **Downtown Blueprint** process.

Expectations

Those participating in sessions held to define this **New Baltimore Downtown Blueprint 2009** were asked to define their expectations, regarding what the Downtown enhancement effort should strive to achieve. The community expectations most frequently voiced are shown below.

- The **Blueprint** would outline the most effective ways to "do what's needed" for Downtown and would be used to move Downtown forward.
- The community would "get off the dime" and act together.
- The Downtown enhancement effort would be implemented with greater cooperation between the City government and the business community – and with greater cooperation among involved organizations.
- City government would act as a partner in the enhancement effort – "and not be an obstacle" – making it easier "to do business" in Downtown.

Blueprints for Michigan's Downtowns

- Destinations would be created in Downtown, giving people more reasons to come to Downtown. These destinations would include restaurants, boutiques, art, and entertainment that are unique and allow Downtown to have its own “niche.”
- New residents of the area would be more aware of where Downtown New Baltimore is and what it offers.
- Better use would be made of City-owned, waterfront property.
- The Bay and waterfront park would be a highlight of Downtown, would be better used, and would become an integral part of Downtown.
- There would be increased investment in Downtown’s buildings and businesses, making Downtown look more attractive and filling Downtown’s storefronts with successful businesses.
- Downtown would have a strong, clear, and appealing “sense of place” as a walkable, pedestrian-friendly, family-friendly destination with an “Old Town” atmosphere that is welcoming to new and long-time residents alike.
- Downtown’s “great traditions” – such as the Fishfly Festival – would be continued.

Destinations

Downtown New Baltimore should be the location of significant community destinations, to draw more attention and patrons to this valuable center of community commerce and life.

Specific actions which should be taken to further strengthen Downtown’s current destinations and introduce new, exciting attractions are described below.

1. Walter and Mary Burke Park on the Bay

Without question, Anchor Bay is Downtown’s and the community’s greatest natural asset. And, the beautiful and well-patronized Walter and Mary Burke Park, located in Downtown on Anchor Bay, is one of the community’s most endearing built assets.

While both the park and waterfront are and should remain dominant Downtown destinations, as the park is currently configured, both assets are not as visible as needed to ensure that they are viewed – in a more pronounced way – when entering and passing through Downtown New Baltimore. When traveling into Downtown New Baltimore – along the main Washington Street corridor – the vista from Green Street to the Bay is blocked by the current placement of both signage, playground equipment, and mature trees.

Downtown needs maximum exposure to the waterfront – both in terms of physical improvements and view corridors. This will further reinforce the fact that Downtown New Baltimore is a waterfront Downtown, which is an extremely desirable image for any Downtown to project, particularly an image which should be reinforced in association with Downtown revitalization.

Therefore, it is recommended that:

- A clear vista to the Bay – or view corridor – be maintained down Washington Street, from its intersection with Green Street;
- The existing large trees located in the park, which block the view of Anchor Bay from Green Street down the Washington Street corridor, should be removed and replaced with low-growing plant material that does not obstruct the view of the Bay from Green Street, and no plant material should be placed in the park in the future that blocks the view of the Bay from Green Street along the Washington Street view corridor;
- The park entrance sign – that reads “Walter and Mary Burke Park” – should be relocated to one side of the intersection of Washington and Front Streets to open-up the view corridor;
- Play equipment currently in the park that obstructs the view of the Bay from along the Washington Street corridor should be relocated to other parts of the park; and
- No additional obstructions should be placed in the view corridor in the future that obstruct the view of the Bay from the Washington Street corridor.

It is strongly suggested that a qualified landscape architect be retained to assist with enhancement of the view corridor at Washington and Front Streets in order to ensure that all actions are of the highest quality possible and that appropriate plantings and other improvements are made to enhance the view corridor and connection of Downtown with the waterfront.

It is also understood that local discussion has been given to the potential development of a roundabout on Washington at its intersection with Front Street, with the possible development of a water feature or placement of public art in the center of the roundabout. This project, if deemed appropriate, should be designed by a qualified landscape architect in order to ensure completion of the highest quality project and to ensure that the view corridor along Washington to the Bay is protected.

The community is calling for the development of a temporary ice skating rink in or near Downtown. It is recommended that the temporary rink – if deemed feasible – be located in Burke Park in order to enhance winter usage of the park and add an attractive new destination to Downtown – a destination that will draw families to Downtown. A similar rink is currently installed seasonally in Harbor Springs, Michigan.

2. Transient Harbor on Anchor Bay

The community has been discussing the development of a transient harbor facility on Anchor Bay, adjacent to Downtown, for a number years. This project should continue to be pursued, since it will provide a valuable new draw and destination for Downtown's waterfront during the late spring to early fall season.

While the harbor will be a tremendous new attraction, it should be understood that this project, alone, will not satisfy all of Downtown's economic needs. It will not be the "cure-all panacea" that some have hoped. Instead, the project must be completed in association with all other actions recommended in this ***Downtown Blueprint***.

Also, some in the community have concerns that the placement of a transient harbor in proximity to the recently enhanced waterfront beach will potentially harm water quality and limit user desire to swim in waters near the harbor due to anticipated toxic boat discharge. In conjunction with environmental studies being conducted to assess the feasibility of developing the harbor, this issue should be addressed. And, the public should be informed of the outcome of the

environmental analyses in order to either be ensured that toxic discharge will not be an issue or informed of specific steps that will be taken to mitigate the issue.

3. City Owned Property On and Near the Bay

The City of New Baltimore currently owns several valuable parcels of property in the Downtown block bound by Washington, Front, Bedford, and Main Streets. The property currently contains the City's Police Department, Library, and Recreation Center. Since this property is located adjacent to Anchor Bay, most of the property is much too valuable to be in public hands and a sizable amount of the property – particularly the holdings which are located in proximity to the waterfront – should be marketed for private development in order to ensure that it is used for its highest and best purpose, and for a purpose that creates jobs and generates taxes.

It is understood that the Library is near the start of a planned expansion and, therefore, anticipates staying in its present location for the immediate future. This is an appropriate use of this portion of the block, particularly since the Library is not located on the waterfront and every effort should be made to keep this valuable Downtown draw in Downtown New Baltimore.

The Library is an extremely valuable Downtown asset and should always remain in Downtown New Baltimore. The expansion project should receive maximum public support.

The Police Department and the Recreation Center, however, could continue to serve the needs of the public if they were located elsewhere in Downtown, on less valuable property.

Therefore, if another appropriate Downtown location can be found for the Police Department and the Recreation Center, every effort should be made to market the property currently occupied by these two public uses, and all other property owned by the City in this block except property occupied by the Library, to a private owner for the construction of a mixed-use, multi-story complex containing specialty retail and fine dining on the first floor, with housing and, if market conditions allow, lodging on the upper floors. If lodging is constructed on the upper floors, consideration should be given to the development of dining facilities on the roof-top. Any construction on the site should be zero lot line development, compatible with Downtown's historic architecture, and not obstruct views of the Bay down the Washington Street view corridor.

4. Historic Museum

The Grand Pacific House Museum, located on Washington Street, is currently open 2 days per week year-round, which means that the facility is not used most of the time. In order to make this facility more of a Downtown draw and destination, consideration should be given to transforming the museum into more of an activity center, including the provision of activities such as art classes, entertainment, family activities, story telling, etc. – while also continuing to serve as a museum. Activities not associated with history would be appropriate for the building, as long as the museum continues to place emphasis on history.

5. New Municipal Complex

The City is currently examining the feasibility of developing a new municipal complex at the location of the current City Hall. As currently discussed, the complex would house a host of City functions under one roof – potentially administration, police, recreation, etc. – and, thereby, enable the relocation of some City functions from valuable property currently occupied by public uses.

Space and financial analyses are currently underway to determine the feasibility of developing the municipal complex.

If a new municipal complex is developed, it should be developed Downtown. No other location should be considered for the development of such a valuable Downtown destination. If any of the current municipal functions were relocated to other parts of the community, Downtown would stand to lose its much needed position as the center of governmental services for New Baltimore and the associated drawing power of such critical public services.

6. Art

The Anchor Bay Artists Association should be approached and enticed to locate an art facility in Downtown New Baltimore. Downtown would be an ideal location for an art co-op, art classes, art demonstrations, etc. Bringing more art-related functions and facilities Downtown would position Downtown as a significant cultural draw.

7. Information Center

The Front Street Police Station now serves as the “unofficial” information center for Downtown New Baltimore, and likely for the entire community. A more appropriate location for an information center would be the Chamber of Commerce or the historic museum. However, since these two entities are not open or staffed at times, it is not likely that they will be able to accommodate the

needs of many visitors seeking information. Therefore, consideration should be given to designating both the Library and City Hall as Downtown information centers – the former would likely see more use by pedestrians and the latter from motorists. Information racks should be placed in both facilities and signs should be placed on roadways directing visitors seeking information to these locations.

Public Improvements

The following public improvements should be undertaken in order to make Downtown more attractive, safe, pedestrian-friendly, walkable, and convenient for patrons.

1. Wayfinding

An attractive and unique wayfinding signage system should be designed for the entire community, with specific emphasis placed on directing the motorist to Downtown and all other important attractions in the community.

As the wayfinding system relates to Downtown, specific attention should be given to directing travelers to:

- The core of Downtown;
- Anchor Bay and Burke Park, particularly from Green;
- “Historic Downtown New Baltimore”;
- The Chamber of Commerce;
- The Historic Museum;
- City Hall;
- The Library, etc.

2. Beautification

The City has done a very good job of enhancing Downtown New Baltimore through the installation of benches, trash receptacles, street lights, plantings, sidewalk pavers, etc.

In order to further enhance the look and feel of Downtown – and further reinforce the sense of place and identity of Downtown – the following additional improvements should be undertaken:

- Placement of lush, colorful, distinct hanging flower baskets on street light poles during the summer season;

- Design and placement of custom banners on street light poles – just for Downtown;
- Work with Anchor Bay Artists Association to place public art in appropriate locations throughout Downtown;
- Replace “overgrown” trees – those that are cracking sidewalks and blocking signs and storefronts – with more appropriate urban trees; and
- Plant the maximum number of dahlias throughout Downtown, since the community is known for this flower.

3. Entrance

A qualified landscape architect should be commissioned to design a more attractive entrance to Downtown at the intersection of Green Street and Washington Street. The entrance should entice people to take notice of and enter Washington Street from all directions. The entrance should also emphasize the fact the Downtown is historic and that it is a waterfront Downtown. The entrance improvements should be coordinated with the design and placement of an entrance sign, as noted in the suggested wayfinding system described above.

4. Pedestrian Safety

The City should work with MDOT to re-examine light timing and pedestrian crosswalks at the intersection of Green Street and Washington Street to make this intersection as pedestrian-friendly and safe as possible. Research conducted during the completion of this ***Downtown Blueprint*** indicated that the public does not currently feel safe walking through this intersection. Particular attention should be given to the ability of pedestrians to activate pedestrian crossings via the control of traffic lights. Many – including local public officials – feel that the current pedestrian activated traffic light interface does not work at this time.

5. Water Tower

The old water tower located on the waterfront in Downtown should be kept and enhanced as a beacon for boaters, a symbol of New Baltimore's small town charm, a historic Downtown landmark, and a piece of public art.

The water tower should be:

- Painted to make it more attractive and distinctive; and
- Attractively lighted to make it visible during the evening.

6. Parking

All Downtown streets should be re-examined to determine if more on-street angled parking can be added. Particular consideration should be given to adding the maximum amount of angled parking on Washington Street – which would actually result in the re-introduction of angled parking, since Washington once provided this convenient form of parking.

When demand dictates the need for more Downtown parking spaces – other than on-street spaces – consideration should be given to the development of off-street parking lots. The lots should not be located on Washington Street since it is important to maintain Washington's streetwall. Off-street lots should be convenient for those patronizing Washington Street businesses, however, which means lots should be in proximity to Washington and easily accessible from Washington Street businesses, but not located on or directly accessible from Washington Street.

7. One-Way Alleys

Consideration should be given to returning one-way alleys to two-way traffic since they unreasonably hinder Downtown traffic flow. In addition, local "talk" and observation indicates that the one-way signs are ignored.

8. Handicap Ramps

The City intends to install handicap ramps in the near future. These should be installed as soon as possible since they will make Downtown more accessible, walkable, and pedestrian-friendly, for young and old alike.

9. Main Street Walk/Bike Path

It is understood that a walk/bike path is planned for Main Street, connecting Downtown to a broader regional trail system. This improvement should be supported and completed as soon as possible. The following additional improvements should be considered in association with the trail system:

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- Signs should be erected along the trail guiding walkers and bikers to Downtown New Baltimore;
- Information boxes with Downtown literature should be placed along the trail in and in proximity to Downtown; and
- Art racks – bike racks which also serve as public art – should be placed near Downtown trail connectors.

Building Improvements

The following actions should be taken to guide and assist building owners, developers, and the City in their efforts to further enhance Downtown's valuable historic buildings and construct new buildings which underscore Downtown's historic, waterfront setting.

1. Historic District Commission

To aid the Historic District Commission in their review of Downtown building improvements and offer valuable guidance and assistance to those undertaking Downtown building improvements, the following additional tools should be created.

- Design Guidelines – Currently, the Historic District Commission uses the U.S. Department of Interior's Secretary's Standards for Rehabilitation as a guide for reviewing proposed improvements to Downtown's existing buildings. While these standards are helpful, they are not specific enough to give detailed guidance to applicants or Commission members. Therefore, a qualified preservation architect or architectural historian should be commissioned to prepare detailed design guidelines for both preservation projects and new construction projects in Downtown New Baltimore. Once these guidelines are prepared, they should become the standard by which all proposed Downtown rehab and new construction projects are judged.

Once the design guidelines are completed, proposed projects that meet the guidelines should be granted administrative approval by the appropriate City building official and, thereby, not require further action by either the Historic District Commission or the City Council. The Commission and City Council should only review those projects which, in

the opinion of the appropriate City building official, do not comply with the adopted design guidelines.

- Design Assistance – Free preliminary design assistance should be offered by a qualified preservation architect or architectural historian to anyone interested in rehabilitating an existing building or constructing a new building in Downtown New Baltimore.
- Façade Grants – The City of New Baltimore should re-activate the façade grant program to offer 50/50 matching grants up to \$7,500 per façade for building owners desiring to enhance the façades of Downtown's historic buildings consistent with the above noted design guidelines. Compliance with the design guidelines should be required in order to receive a façade grant. Façade grants should be given for each façade facing a public street – meaning a corner building with public streets on two sides should be eligible for two grants, or a grant totaling \$15,000. The grants should initially be targeted to buildings facing Washington Street.
- Historic Tax Credits – Information concerning the use of historic tax credits – state and national – should be distributed to all Downtown building and business owners, explaining the use and benefits of such credits.

2. Infill Construction

As Downtown's existing buildings are further enhanced and filled with businesses, it is most likely that demand will surface to develop Downtown's currently vacant lots. New development throughout Downtown should be zero lot line development – meaning the construction of buildings at the sidewalk line, with no suburban-type/auto-oriented setbacks. This type of development should be fully explained and illustrated in the above noted design guidelines. If any form of incentives are created to induce property owners to build on vacant lots, incentives should be targeted on Washington to create a solid streetwall in this area of Downtown first.

3. Absentee Owners

The owners of all buildings throughout Downtown should be identified. Owners of neglected buildings should be contacted by a City or DDA official, encouraged to improve buildings, offered all available incentives to induce their participation in the enhancement of their building – such as design assistance and façade grants – and given assistance in finding tenants if needed. If owners do not

desire to participate, their cooperation should be sought to allow the City or DDA to find an appropriate buyer for their properties and, thereby, enable the transfer of the properties to other owners who will be more cooperative in New Baltimore's efforts to further enhance Downtown.

4. Code Inspections

The City should be supported and encouraged in its current efforts to institute an annual inspection of all Downtown buildings. This is an important first step in not only improving the condition of Downtown buildings, but ensuring that Downtown buildings are safe.

5. Upper Story Housing

Downtown is fortunate to have a degree of upper story housing at this time. The maximum amount of Downtown housing should be developed in the upper floors of Downtown's existing buildings. And, if deemed appropriate, all possible assistance from MSHDA should be sought to develop both market-rate and affordable units in Downtown.

When new infill buildings are developed on vacant lots in Downtown, structures should be mixed-use and multi-story, with housing developed on the upper floors of buildings.

6. City Building Review Process

The City of New Baltimore is currently receiving a considerable amount of criticism concerning the time it takes and the process that must be followed in order to obtain approval to build in the City. This criticism is likely resulting in developers, investors, and business prospects thinking twice about investing or opening shop in not only Downtown New Baltimore, but all of New Baltimore.

Research conducted in association with the completion of this ***Downtown Blueprint***, including input from the City Council, lending community, property owners, business owners, city administrative staff, and the general public, underscored the desire to address this dilemma and create a building review and approval system that is more timely, less stressful, easier to navigate, and more pro-business.

Therefore, it is strongly suggested that a comprehensive review be undertaken of the City's entire building code, submittal, review, and approval systems to ensure that they do not overly delay economic development progress in Downtown and the entire community.

Macomb County Planning & Economic Development has recently introduced to its member communities a new initiative titled "Site Plan Assistance Review Collaborative (SPARC.) SPARC is intended to foster economic growth for communities in Macomb County. This is achieved by ensuring that every community has the tools and techniques to efficiently process development applications for new businesses and major employers.

New Baltimore should become a participant in the SARC program immediately.

As a minimum, the goal of the overall effort should be to:

- Streamline the building review and approval system to make it easy to understand and navigate;
- Reduce the amount of time it takes to go through the review and approval process;
- Structure the process so that the maximum number of cases are handled administratively by staff, with the minimum amount of public scrutiny for those proposals that meet City rules and regulations;
- Ensure the consistent application of all rules and regulations; and
- Get the word out to the development, lending, and overall business communities that New Baltimore is pulling out all the stops to make it easier and faster to get projects of quality going in a fast growing community.

7. One-Stop Shop

The City should consider the creation of a one-stop shop for those desiring to develop property or open a business in New Baltimore.

The one-stop shop should work as follows:

- All applications for a building permit or permission to open a new business should – once appropriate fees are paid – be submitted to the City's Director of Planning & Economic Development;

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- The Director of Planning & Economic Development should always be available before or after application submittal to answer any questions or concerns of applicants;
- The Director of Planning & Economic Development should immediately, following the submission of applications, forward any and all relevant building information to all appropriate City personnel who are responsible for the review and enforcement of the City's building, planning, and zoning codes;
- Within a week of receiving an application, the Director of Planning & Economic Development should convene a meeting of all appropriate City staff to review requests, make appropriate comments or raise relevant concerns, and either approve the request administratively, or move the project to the next level in the review process, including the submission of the request to the Planning Commission, Historic District Commission, etc., or returning the filing with explanation to the applicant for modifications before further processing;
- Immediately following the staff review, the Director of Planning & Economic Development should call for a meeting with the applicant to inform them in writing of either the application's approval, need for further action, or need for revisions and re-submission, with needed revisions explained in detail and in writing;
- For those applications requiring further review by the Historic District Commission, Planning Commission, City Council, or others, the Director of Planning & Economic Development should – at the earliest possible date – walk applications through the appropriate processes until applications are approved or rejected;
- Denied applicants should be informed by the Director of Planning & Economic Development via a personal meeting and in writing immediately following reviews; and
- All approved applicants should be issued appropriate permits or other notification to proceed with projects by the Director of Planning & Economic Development immediately following approval via a personal

meeting with applicants, at which time permits or other approvals should be granted.

The goal of this revised review and approval system should be to cut processing time to a minimum and grant the maximum number of approvals administratively.

Business Development

The overall goals of Downtown New Baltimore's business development efforts should be to further strengthen Downtown's existing businesses and attract a quality range of appropriate new businesses to complement existing businesses and better serve the identified needs of the marketplace.

1. Business Assistance

The City's Director of Planning & Economic Development should periodically visit all Downtown business owners – one-on-one – to discuss the overall Downtown enhancement effort and determine if they are in need of any particular, special assistance to make their businesses more profitable and successful. As and when needed, any special assistance provided by the SBTDC, Chamber of Commerce, or other business service providers should be explained and sought for interested business owners.

2. Quality Business Operations

All businesses in Downtown New Baltimore must strive to make their businesses and offerings exceptional in the minds of customers. With all the new commercial growth and development throughout the entire region, particularly with the rapid growth of chain and big box stores, Downtown New Baltimore's customer base expects the very best, freshest, friendliest, timely, and convenient business offerings possible.

To not just compete, but to simply survive and co-exist in the rapidly changing New Baltimore marketplace, Downtown businesses of all types must strive to:

- Offer the highest levels of customer service – service which differentiates Downtown's small, independent businesses from the giants and chains;
- Operate during convenient business hours – being open when old and new customers have the time to shop, including evenings and weekends;

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- Display a positive and friendly attitude – welcoming customers with a positive message and leaving them with a positive experience; and
- Present specialized products and services – not the sameness found in many of the national chain and big box stores throughout the region.

While these philosophical concepts are basic, the most successful Downtowns throughout the state and nation consider these the mantras of success for small business profitability.

3. Niche

Downtown New Baltimore should be positioned as:

A historic, small town, home town, waterfront, year-round Downtown, offering art, food, entertainment, and specialty retail on Washington from Green to the Bay and facing the waterfront on Front Street, with housing and professional services in upper floors and throughout the rest of Downtown .

4. Clustering

Downtown, or any commercial center, has only two ways of gaining increased sales: the number of customers it serves can be increased or the dollar amount purchased by customers it serves can be increased. Clustering of businesses in Downtown is important because, if done correctly, it can increase both the amount spent by current customers and the number of customers who patronize Downtown. This increase, or leveraging of sales, occurs for a number of reasons.

Clustering creates a critical mass of businesses which have the potential to share customers, attract a larger number of customers, encourage customers to stay longer, or encourage purchases to be made by customers. This critical mass of businesses offered by clusters provides the potential for Downtown and each business in Downtown to realize greater sales than could be realized by an equal number of individual destination businesses – or businesses which are not located in proximity to other clustered businesses. By clustering businesses, Downtown is able to leverage additional dollars by offering variety, convenience, and an attractive business mix in a single location.

Clustering of appropriate businesses enables Downtown to function as a single economic unit rather than as a series of unrelated destination businesses. Successful Downtowns and malls have proven, without a doubt, that business clustering is the way to make money in the business of retail and service. Even Wal-Mart clusters retail products.

The clustering of businesses of a similar or the same type – such as food and art and antiques and clothing and entertainment – does not divide Downtown's market; clustering grows the market.

Therefore, Downtown New Baltimore's existing business owners must understand that if another new restaurant is opened, or if another gift shop is opened, Downtown New Baltimore will become known for offering variety, selection, choice, and convenience in a single location. Royal Oak has proven this fact.

Every effort should be made to cluster appropriate businesses in Downtown New Baltimore – businesses identified as appropriate in this ***Downtown Blueprint***. Initially, appropriate specialty retail, food, art, and entertainment businesses should be clustered along the Washington Street corridor and along Front Street, facing the waterfront.

5. Outdoor Seating

Outdoor seating is extremely popular throughout the world, particularly in waterfront communities and those with exceptional natural amenities and views of natural amenities. New Baltimore is an exceptional "outdoor" place and should take advantage of the extremely significant economic opportunity offered by being such a place.

The maximum amount of outdoor seating should be provided by all Downtown New Baltimore food establishments during clement weather. This should include outdoor seating placed on both public spaces – sidewalks – and private property, including rooftops when possible. When placing tables and chairs on public sidewalks or any other public spaces, care should be given to ensuring that appropriate and safe pedestrian access and movement is maintained.

6. Public Safety

Downtown New Baltimore is a safe place and should be kept that way. According to New Baltimore's Police Department, Downtown is virtually crime-free.

The City should continue to provide the maximum amount of vehicle, bike and foot patrols in Downtown on a year-round basis, and should be supported and encouraged to continue the use of Police Cadets during the summer season.

Every effort should also continue to be made to keep Downtown graffiti-free. In accordance with national police standards, graffiti should be removed within 24-hours of its placement. Anyone caught tagging Downtown properties or public places should be sentenced to the maximum amount of community service time possible.

7. Top List

The following listing of additional business types should be sought for Downtown New Baltimore, first, within the immediate future:

- Restaurants – fine and casual dining – with a range of ethnic offerings, outdoor seating, and views of the Bay when possible – either from street level or from rooftops – and restaurants offering entertainment, such as piano playing, jazz, dancing, etc.;
- Art of all types and shops/studios offering classes;
- Home furnishings, accessories, and antiques;
- Day spa;
- Green grocer or organic market;
- Custom and costume jewelry; and
- Casual and outdoor apparel.

8. Full List

Following is the full listing of businesses and uses appropriate for Downtown New Baltimore.

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;

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

Food for Home

- Green/Organic Grocer;
- Gourmet Grocer; and
- Health Foods.

Entertainment

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

Specialty Retail

- Antiques;
- Art Galleries, Framing, Crafts, and Supplies;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Computers and Software;
- Florist;
- Gifts;
- Home Decorating Products and Design Services;
- Optical Products;
- Small Variety Store;
- Sporting Goods;
- Stationery and Cards;
- Toys, Games and Crafts; and
- Traditional and Costume Jewelry.

Convenience Retail/Select Support Services

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

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Commercial Banks;
- Computer and Data Processing;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- General Government;
- Health and Allied Services;
- Legal Services;
- Library;
- Life Insurance;
- Management and Public Relations;
- Newspapers and Other Media Outlets;
- Passenger Transportation Arrangement;
- Photographic Studios;
- Post Office;
- Real Estate Agents and Managers;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing and Other Uses

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

9. Business Recruitment

Additional businesses for Downtown New Baltimore should be sought both internally and externally.

- Internally – Existing Downtown New Baltimore business owners should be encouraged to open additional businesses in Downtown or expand current operations. Every level of assistance provided through the Downtown enhancement effort – such as design assistance, façade grants, or other incentives which might be created in the future – should be offered to interested Downtown business owners who desire

to expand current operations or open new doors. Internal business recruitment is a very cost-effective and proven successful method of bringing new businesses to Downtown.

- External – When business prospects are sought from outside the community, those targeted for recruitment should be well-established businesses. Once prospects are identified, every effort should be made to induce them to either open an additional operation in Downtown New Baltimore or relocate to Downtown New Baltimore. Prospects should be invited to New Baltimore to examine existing building space and every level of assistance provided through the Downtown enhancement program should be offered to appropriate business prospects willing to open an appropriate new business in Downtown New Baltimore.

The Downtown New Baltimore business recruitment effort should be undertaken by the City's Director of Planning & Economic Development, working cooperatively with Downtown's property owners, as well as with the Chamber of Commerce and the County Planning Department.

Marketing

A multi-faceted marketing campaign must be created with the goal of attracting additional customers to Downtown New Baltimore. That campaign should include the following elements.

1. Communication

Greater outreach to and communication with the buying public is needed in order to:

- Raise the awareness of area residents – both new and long-time – and area visitors regarding where Downtown New Baltimore is and what it offers;
- Get the word out to the public that a focused and energetic enhancement effort is underway in Downtown;
- Establish a new image of Downtown as a positive investment opportunity; and

- Pique the interest of the investment community to encourage their confidence in opening businesses and buying buildings in Downtown New Baltimore.

The following steps should be taken to do so.

Media Relations – Positive stories about Downtown and its enhancement effort must appear in the media on a regular basis. This is essential to raise the awareness about Downtown and to attract the attention of the investment community. To obtain such stories, contacts should be established with all major print and electronic media throughout Downtown's trade area. The media relations effort should be started, of course, by working closely with local media and branching out from there. Reaching out to the media should include providing information, story ideas, and possibly actual stories to contacts on a regular and on-going basis.

Downtown Web Site – To attract area residents and visitors, Downtown New Baltimore must be easily found on the Internet. To make this possible, serious consideration should be given to creating a Downtown web site as early as possible. And, this site should be linked to pertinent existing web sites, such as that of City government, the Anchor Bay Chamber of Commerce, Ride the Wave, and Bay-Rama.

Electronic Sign – It is understood that consideration is being given to erecting an electronic sign that could be used to make the community aware of activities and events held in Downtown and in New Baltimore in general. If such a sign is erected, consideration should be given to placing it in a high-traffic area, so that it is seen by the largest number of people possible. One such location to consider would be at 23 Mile and Jefferson.

Public Access Channel – The City's public access television channel should be used regularly to get the latest information about Downtown out to the community.

City Newsletter – Likewise, the City's newsletter, *The Channel*, should contain an article relating to Downtown in each issue.

Anchor Bay Chamber of Commerce – This Chamber, which serves and represents New Baltimore, should be asked to regularly include relevant information about Downtown and its enhancement in its newsletter and e-mail blasts. This information should be provided to the Chamber by the City's Planning & Economic Development Director.

2. Events

It is very fortunate that Downtown New Baltimore is currently home to a number of very popular special events. Among these are:

- Bay-Rama's Fishfly Festival, which has become Downtown's signature event, drawing tens of thousands of event-goers each year;
- The New Baltimore Lions Club's Winter Festival, which – due to its popularity – has the potential to be grown into an additional signature event for Downtown;
- Events sponsored by the City's Parks & Recreation Department, such as the Memorial Day Parade, Jingle Bell Run, Halloween Party, and Anchor Bay Triathlon;
- The Anchor Bay TasteFest, which precedes the Fishfly Festival and is sponsored by the Chamber and the Anchor Bay Community Foundation;
- The New Baltimore Historical Society's History Fair; and
- The recently created and very popular events sponsored by Ride the Wave, such as Movies in the Park, Park Bonfire, Scarecrow Contest, Stocking Decoration Contest, and Farmers Market (which Ride the Wave intends to open even earlier next year).

When looking at the full schedule of events held in Downtown on a regular basis – which include more activities than are shown above – it is clear that Downtown's events are strongly family-oriented, offer family fun and entertainment, allow the community to celebrate all major holidays in Downtown, and are spread throughout the year so that an event is held in Downtown during almost every single month of the year. All of this is very commendable and should be applauded.

Blueprints for Michigan's Downtowns

The following minor suggestions are offered to further strengthen Downtown's position as THE center of community life within New Baltimore and THE place to be for community celebrations.

- All events now held in Downtown should continue to be held in Downtown, as opposed to being moved to locations out of Downtown.
- The Lions Club should consider to taking whatever steps necessary to turn their Winter Festival into as strong a signature event for Downtown as the Fishfly Festival has become.
- Ride the Wave should consider holding their Movies in the Park series once a month during season.
- The Music in the Park series, which was started by Ride the Wave on a monthly basis, should become a weekly event during season. To accomplish this, the City's Parks & Recreation Department should become involved in producing this event. Currently, the events sponsored by that Department are primarily sports-oriented – such as the Jingle Bell Run, Triathlon, and Kayak Races. While this is admirable and appropriate, it is hoped that the Parks & Recreation Department would also place a focus on bringing art and entertainment-related events to Downtown. Doing so is important, since the community has expressed a very strong desire to see an increased presence of these two uses among Downtown's mix of attractions.
- The City should allow and assist with both the placement and removal of above-the-street banners that make the community aware of up-coming Downtown events, such as the movie series, the music series, and the farmers market. These banners do not necessarily need to be located in Downtown, but might be more effective if placed in high-traffic areas throughout.

3. Brochure

The City currently has a very attractive and informative publication, titled *The City of New Baltimore*, produced by District Publishing LLC. This is an excellent publication that should continue to be produced and distributed.

Blueprints for Michigan's Downtowns

In addition, consideration should be given to publishing a "lure brochure" for the City as a whole that would:

- Tout – in text and graphics – the outstanding quality-of-life enjoyed by New Baltimore residents;
- Feature historic Downtown New Baltimore as a quaint, unique, and enticing family-oriented destination that is the center of community life in New Baltimore; and
- Allow New Baltimore and its Downtown to be more fully marketed.

Once produced, the New Baltimore brochure should be disseminated widely by placing/distributing it:

- In all Downtown businesses and anchors, including City Hall, the Library, the Chamber, the museum, the Recreation Center, etc.;
- In Downtown's waterfront park;
- Along the City's bike/hike trails;
- At Selfridge;
- At area-wide big box and national chain stores;
- At Michigan visitor centers;
- At the Detroit Airport;
- In all area-wide lodging facilities;
- At special events held in Downtown and throughout the region; and
- At all locations where area-wide residents and visitors tend to gather in large numbers.

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Blueprints for Michigan's Downtowns

Partnership for Success

VI. PARTNERSHIP FOR SUCCESS

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

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

This is essential for Downtown success. The following actions are recommended to allow this to occur for Downtown New Baltimore.

New Baltimore DDA

The New Baltimore Downtown Development Authority (DDA) should be the lead group in spearheading and implementing the **Downtown Blueprint**. This should be done by working in conjunction with the City of New Baltimore and affiliated Downtown organizations, such as Ride the Wave.

To fulfill this role, every member of the DDA Board must devote the time and energy needed to make the Downtown effort a success. It must be noted that, with the completion of the **Downtown Blueprint** comes an increased workload for all involved, including the DDA's Board members. Given this change, it is hoped that the DDA's current Board Members will have the time necessary to devote to this more aggressive agenda. And, if some members find they cannot devote the increased amount of time, it is hoped that they will yield their seats to those who can.

The New Baltimore DDA should continue to receive staff assistance from the City's Planning & Economic Development Director. In addition, there has been discussion locally of the DDA hiring a full-time Market Master to ensure the continued quality, success, and growth of the Downtown farmers market. If such a person is hired, consideration should be given to having that individual also serve as the DDA's Downtown Marketing Coordinator, working closely with City staff and with Ride the Wave.

Roles & Responsibilities

The City's Planning & Economic Development Director should be responsible for implementing the ***Business Development*** recommendations found in this document. That should be done by working closely with – and receiving assistance from – the Anchor Bay Chamber of Commerce and the Macomb County Department of Planning and Economic Development.

Ride the Wave should function as the marketing group for Downtown and should receive assistance from the Downtown Market Master/Marketing Coordinator (if hired) and the City's Parks & Recreation Department (sponsoring the Music in the Park series, setting up for and tearing down other Ride the Wave events, etc.).

Community Forums

There appears to be a great desire locally for increased opportunities that allow all interested parties to engage in the "Downtown dialogue" – regarding implementation of the ***Downtown Blueprint*** and discussion of Downtown-related issues. To allow this to occur, it is suggested that Community Forums, held twice a year, become a regular part of the Downtown landscape. These forums should be open to all, highlight what has been implemented and what is up-coming in terms of ***Downtown Blueprint*** implementation, and allow questions, comments, and suggestions to be made by those attending. Care should be taken to ensure that the forums are moderated by someone who can keep the discussions on-track and productive.

Downtown Organization Roundtables

The heads of organizations whose work takes place in or affects Downtown should meet on a quarterly basis to ensure coordination of those efforts and a leveraging of resources wherever possible.

Blueprints for Michigan's Downtowns

Funding

If it is found that funds above and beyond those generated by the DDA are needed to implement the ***Downtown Blueprint***, consideration should be given to seeking funds from the following sources:

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

Benchmarks

The DDA should collect the following benchmarks annually, as is required by MSHDA of communities participating in the ***Downtown Blueprints*** program:

- Total taxable value of property in Downtown;
- Number of new jobs created;
- Dollar amount of new private investment;
- Public improvements and their costs;

- Economic development tools utilized;
- List of business openings;
- List of business closings;
- Total number of businesses in Downtown;
- Total number of housing units;
- Occupied retail space (sq. ft.);
- Vacant retail space (sq. ft.);
- Occupied office space (sq. ft.);
- Vacant office space (sq. ft.);
- Occupied residential space (sq. ft.); and
- Vacant residential space (sq. ft.).

Adopt

With the expiration dates of New Baltimore's DDA and TIFA plans both nearing, the timing is perfect to update those plans by adopting this ***Downtown Blueprint*** and making it the first five-year segment of those plans. This would ensure that the ***Downtown Blueprint*** guides the actions and spending of the DDA and TIFA from 2009 through 2014. In addition, it is hoped that the New Baltimore City Council will adopt the ***New Baltimore Downtown Blueprint 2009*** as the Downtown element of the City's comprehensive plan.

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Blueprints for Michigan's Downtowns

Implementation Sequence

VII. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown New Baltimore over the next five years. This chapter shows the recommended actions that should be carried out during the **first year** of the enhancement effort.

Toward the end of each year, the implementation sequence should be updated. And, within four to five years, consideration should be given to updating the entire ***New Baltimore Downtown Blueprint 2009***, depending on the level of program accomplishments realized.

Year-1 Implementation Sequence New Baltimore Downtown Blueprint 2009

Partnership and Management Actions

1. Formal adoption of the ***Downtown Blueprint*** by the City of New Baltimore as the Downtown element of the City's comprehensive plan.
2. Adoption of the ***Downtown Blueprint*** as the foundation for the update of the DDA and TIFA plans.
3. DDA oversees implementation of the ***Downtown Blueprint***.
4. City's Director of Planning & Economic Development provides staff assistance for DDA.
5. Hold forums twice per year.
6. Participate quarterly roundtables.

Destinations Actions

1. Remove barriers in Burke Park to enable clear view of Bay from Washington.
2. Continue effort to develop transient harbor.
3. Expand use of historic museum.
4. Continue exploring feasibility of building new municipal complex.
5. Work with Anchor Bay Artists Association to locate facility and art venues in Downtown.
6. Establish information center in Library and City Hall.

Public Improvements Actions

1. Design and install wayfinding system.
2. Continue beautification of Downtown, as per ***Downtown Blueprint***.
3. Enhance entrance to Downtown, as per ***Downtown Blueprint***.
4. Improve pedestrian crosswalks at Green and Washington.
5. Paint and light old water tower.
6. Maximize on-street angled parking, as per ***Downtown Blueprint***.
7. Convert one-way alleys to two-way traffic.

Year-1 Implementation Sequence New Baltimore Downtown Blueprint 2009 (contd.)

Building Improvements Actions

1. Prepare design guidelines, offer design assistance, re-activate façade grant program.
2. Review and revise, as appropriate, City building review processes.
3. Encourage development of upper story housing.
4. Create and operate one-stop shop.

Business Development Actions

1. Provide business assistance, as per *Downtown Blueprint*.
2. Work with Downtown businesses to ensure quality business operations, as per *Downtown Blueprint*.
3. Through internal and external recruitment, cluster businesses on Washington.
4. Provide maximum amount of outdoor seating.
5. Ensure continued public safety, as per *Downtown Blueprint*.

Marketing Actions

1. Enhance communication, as per *Downtown Blueprint*.
2. Enhance Downtown's events, as per *Downtown Blueprint*.
3. Prepare and distribute lure brochure for City, as per *Downtown Blueprint*.

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Blueprints for Michigan's Downtowns

Appendix

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Blueprints for Michigan's Downtowns

MSHDA Memo



STATE OF MICHIGAN

JENNIFER M. GRANHOLM
GOVERNOR

MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY

LANSING

KEITH MOLIN
EXECUTIVE DIRECTOR

MEMORANDUM

DATE: November 7, 2008

TO: City of New Baltimore

FROM: Duane F. Thelen
Community Initiated Development Specialist, Michigan Main Street
Michigan State Housing Development Authority

SUBJECT: City of New Baltimore - Blueprint for Michigan's Downtowns
Implementation Strategy
HyettPalma Site Visit, October 27-31, 2008

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

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

MSHDA Resources

The City of New Baltimore has made commendable strides with owner/investors utilizing first-floor retail space in the downtown storefronts. Continued use of solid zoning practices, with firm code enforcement and continued/expanded marketing of the community and downtown will keep growth manageable and positive. MSHDA resources could be used to help accelerate the pace of second-story development in the downtown and ensure that a high quality, solid mix of affordable and market rate housing exists as an integral piece of the community.

Rental Rehabilitation in a Downtown Area –

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

Funds utilized in each project are held as a lien against the property during the 5-year



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compliance period. While the local unit of government would have some flexibility on how the lien is structured, generally the MSHDA lien is forgiven at the end of the compliance period.

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

Other MSHDA programs the City of New Baltimore could eventually utilize to support the neighborhoods surrounding the downtown include:

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

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

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

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

MEDC Resources

Community Development Block Grants (CDBG)-

Because the City of New Baltimore is an entitlement community, CDBG funding may be available and administered through the County of Macomb's Economic Development Department. Please contact the Macomb County Economic Development Office for available CDBG funded programs.

Tax Increment Finance (TIF) Authority Financing-

A CATeam Specialist is available to answer specific questions on the uses of Downtown Development Authority (DDA) revenues. Projects and programs funded by TIF revenues can

be developed to support the downtown development efforts within the downtown business development district. Specifically, the TIF revenues could be used for projects and programs such as street lighting, streetscape, infrastructure improvements as well as other public capital projects included in the DDA TIF work plan.

Brownfield Redevelopment-

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

Other Agency Programs and Funding

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

Additional Agency Programs- Other grant funding sources are also available through other state agencies including the History, Arts and Libraries (HAL), and the Michigan Department of Transportation (MDOT). In the event New Baltimore wishes to obtain more information or pursue one of these agency's programs, the MSHDA team is available to assist in locating any of these resources to support efforts related to the enhancement of the downtown area.

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

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THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown New Baltimore, Michigan. This document presents information concerning the characteristics of the Downtown New Baltimore primary retail trade. The report was prepared in 2008 by HyettPalma, Inc.

THE RETAIL REPORT presents:

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

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Making Downtown Renaissance a Reality

DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS



New Baltimore Primary Retail Trade Area

Study Area: Custom Shapes

Shape: 1

Summary	2000	2008	2013
Population	100,912	116,688	124,554
Households	36,980	43,454	46,764
Families	27,107	31,161	33,040
Average Household Size	2.68	2.64	2.62
Owner Occupied HUs	30,678	35,975	38,275
Renter Occupied HUs	6,302	7,479	8,489
Median Age	35.0	36.9	37.5

Trends: 2008-2013 Annual Rate	Area	State	National
Population	1.31%	0%	1.23%
Households	1.48%	0%	1.26%
Families	1.18%	0%	1.05%
Owner HHs	1.25%	0%	1.07%
Median Household Income	2.52%	0%	3.19%

Households by Income	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	3,477	9.4%	3,034	7.0%	2,755	5.9%
\$15,000 - \$24,999	3,334	9.0%	2,873	6.6%	2,402	5.1%
\$25,000 - \$34,999	3,925	10.6%	3,285	7.6%	2,829	6.0%
\$35,000 - \$49,999	5,791	15.6%	5,472	12.6%	5,038	10.8%
\$50,000 - \$74,999	8,748	23.6%	9,644	22.2%	9,759	20.9%
\$75,000 - \$99,999	5,995	16.2%	8,324	19.2%	8,954	19.1%
\$100,000 - \$149,999	4,320	11.6%	7,514	17.3%	10,953	23.4%
\$150,000 - \$199,000	912	2.5%	2,001	4.6%	1,740	3.7%
\$200,000+	590	1.6%	1,308	3.0%	2,332	5.0%
Median Household Income	\$55,190		\$67,257		\$76,175	
Average Household Income	\$64,325		\$78,560		\$88,844	
Per Capita Income	\$23,781		\$29,464		\$33,569	

Population by Age	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	7,343	7.3%	8,637	7.4%	9,221	7.4%
5 - 9	7,968	7.9%	8,192	7.0%	8,577	6.9%
10 - 14	7,913	7.8%	8,272	7.1%	8,591	6.9%
15 - 19	6,684	6.6%	7,779	6.7%	7,938	6.4%
20 - 24	5,297	5.2%	6,821	5.8%	7,107	5.7%
25 - 34	15,215	15.1%	15,299	13.1%	16,638	13.4%
35 - 44	18,655	18.5%	18,724	16.0%	17,430	14.0%
45 - 54	13,858	13.7%	18,513	15.9%	20,225	16.2%
55 - 64	8,402	8.3%	12,733	10.9%	15,319	12.3%
65 - 74	5,164	5.1%	6,492	5.6%	7,891	6.3%
75 - 84	3,279	3.2%	3,647	3.1%	3,828	3.1%
85+	1,133	1.1%	1,577	1.4%	1,786	1.4%

Race and Ethnicity	2000		2008		2013	
	Number	Percent	Number	Percent	Number	Percent
White Alone	95,254	94.4%	108,545	93.0%	114,823	92.2%
Black Alone	2,715	2.7%	3,857	3.3%	4,503	3.6%
American Indian Alone	468	0.5%	567	0.5%	613	0.5%
Asian Alone	479	0.5%	869	0.7%	1,204	1.0%
Pacific Islander Alone	22	0.0%	34	0.0%	47	0.0%
Some Other Race Alone	544	0.5%	797	0.7%	965	0.8%
Two or More Races	1,430	1.4%	2,019	1.7%	2,397	1.9%
Hispanic Origin (Any Race)	1,794	1.8%	2,684	2.3%	3,306	2.7%

Data Note: Income is expressed in current dollars.

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

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Making Downtown Renaissance a Reality

PRODUCT DEMAND BY INCOME GROUP



Making Downtown Renaissance a Reality

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

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	8,205	24,893,970
\$15000-24999	2,873	10,028	28,810,444
\$25000-34999	3,285	12,168	39,971,880
\$35000-49999	5,472	14,042	76,837,824
> \$50000	28,791	24,818	714,535,038
TOTAL DEMAND FOR PRODUCT =			\$885,049,156

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

DEFINITION OF PRODUCT:

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

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Making Downtown Renaissance a Reality

PRODUCT DEMAND BY PRODUCT TYPE

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

PRODUCT	DEMAND
Food At Home	219,191,560
Food Away From Home	150,632,888
Alcoholic Beverages	26,883,145
Household Textiles	8,618,627
Furniture	30,523,678
Floor Coverings	4,065,120
Major Appliances	14,842,033
Small Appliances & Miscellaneous Housewares	7,819,575
Miscellaneous Household Equipment	51,922,005
Men's Apparel -- 16 and Over	23,519,970
Boy's Apparel -- 2 to 15	7,577,735
Women's Apparel -- 16 and Over	39,194,575
Girl's Apparel -- 2 to 15	7,802,125
Children's Apparel -- Under 2	6,304,895
Footwear	17,228,820
Other Apparel Services & Products	22,609,515
Prescription Drugs & Medical Supplies	30,230,790
Entertainment Fees & Admissions	41,790,895
Audio & Visual Equipment	50,450,500
Pets, Toys & Playground Equipment	26,203,630
Other Entertainment Supplies & Services	41,687,985
Personal Care Products & Services	33,679,275
Reading	7,915,465
Tobacco Products & Smoking Supplies	14,354,350
TOTAL DEMAND BY PRODUCT TYPE	= \$885,049,156

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

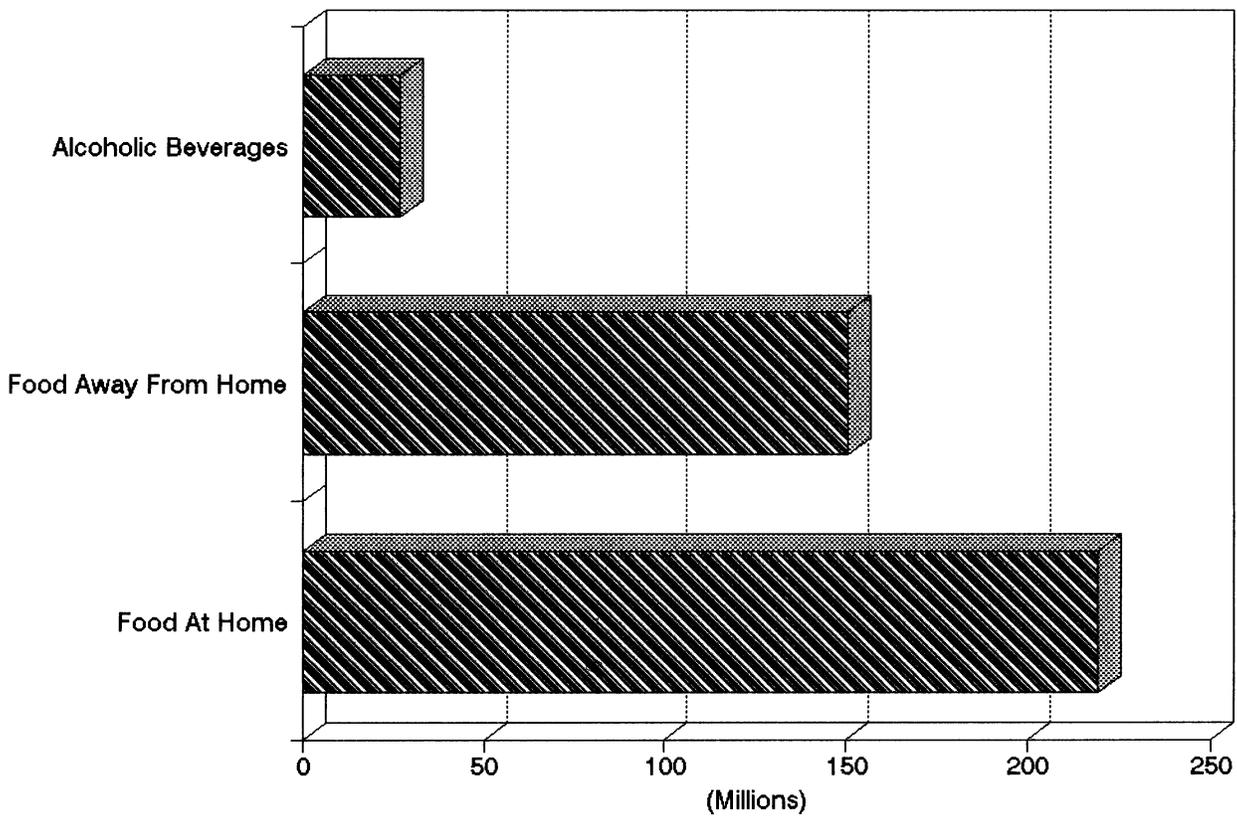
HyettPalma

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DEMAND FOR FOOD PRODUCTS

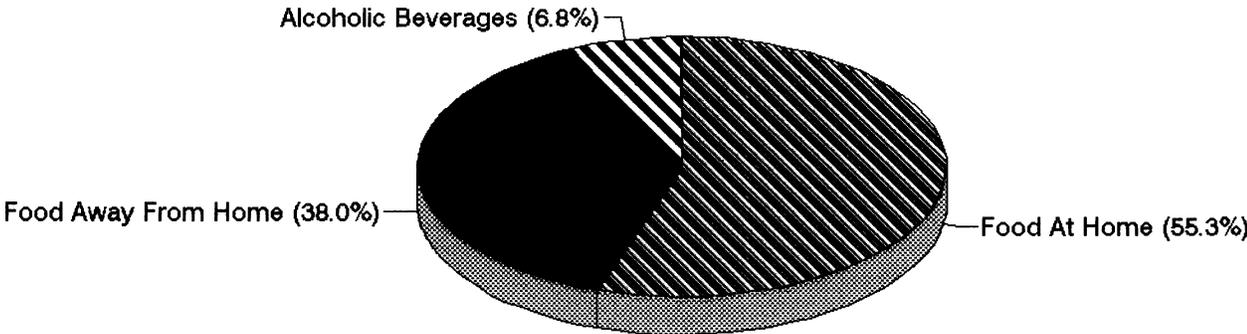
FOOD PRODUCTS

\$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR



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

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	2,760	8,373,840
\$15000-24999	2,873	3,155	9,064,315
\$25000-34999	3,285	3,312	10,879,920
\$35000-49999	5,472	3,760	20,574,720
> \$50000	28,791	5,915	170,298,765
TOTAL DEMAND FOR PRODUCT =			\$219,191,560

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

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.



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

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	1,284	3,895,656
\$15000-24999	2,873	1,498	4,303,754
\$25000-34999	3,285	1,926	6,326,910
\$35000-49999	5,472	2,354	12,881,088
> \$50000	28,791	4,280	123,225,480
TOTAL DEMAND FOR PRODUCT =			\$150,632,888

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

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.



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

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	192	582,528
\$15000-24999	2,873	224	643,552
\$25000-34999	3,285	360	1,182,600
\$35000-49999	5,472	395	2,161,440
> \$50000	28,791	775	22,313,025
TOTAL DEMAND FOR PRODUCT =			\$26,883,145

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

DEFINITION OF PRODUCT:

All alcoholic beverages.

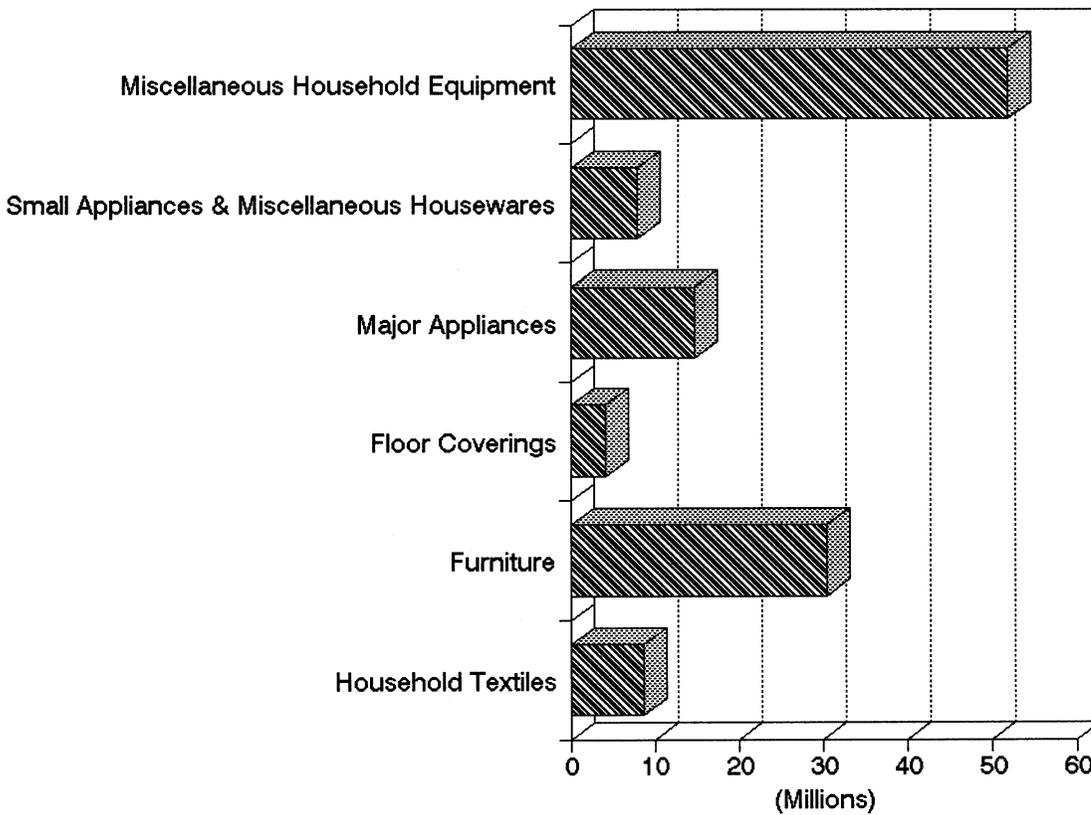
HyettPalma

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DEMAND FOR HOME PRODUCTS

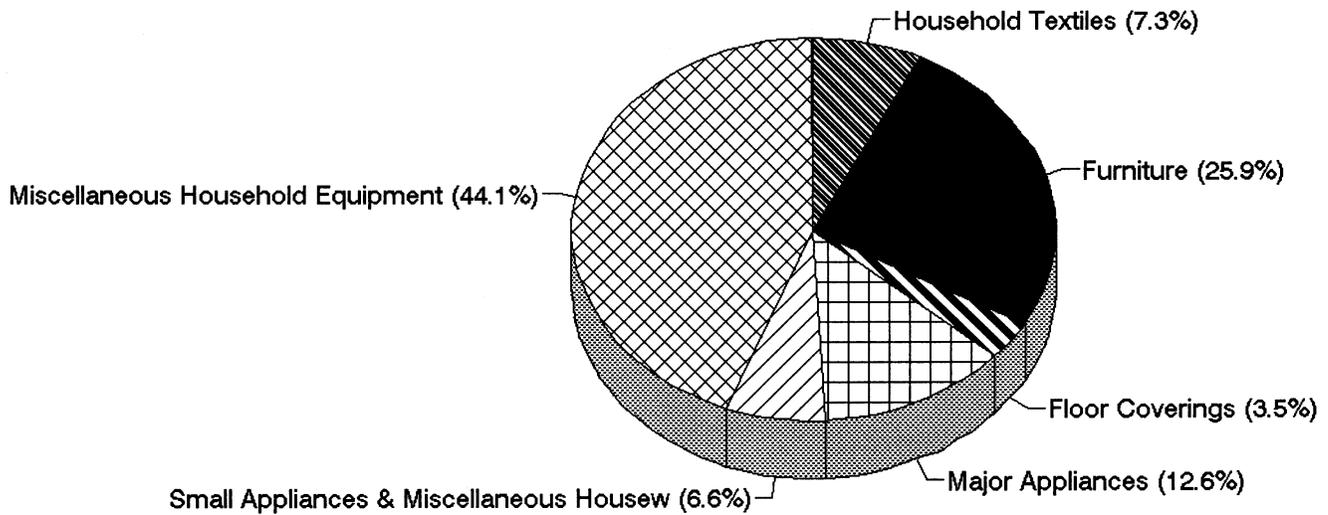
HOME PRODUCTS

\$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS

% DEMAND FOR EACH DOLLAR



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

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	50	151,700
\$15000-24999	2,873	111	318,903
\$25000-34999	3,285	138	453,330
\$35000-49999	5,472	175	957,600
> \$50000	28,791	234	6,737,094
TOTAL DEMAND FOR PRODUCT =			\$8,618,627

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

DEFINITION OF PRODUCT:

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



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

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	155	470,270
\$15000-24999	2,873	241	692,393
\$25000-34999	3,285	321	1,054,485
\$35000-49999	5,472	385	2,106,720
> \$50000	28,791	910	26,199,810

TOTAL DEMAND FOR PRODUCT = \$30,523,678

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

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

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

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	21	63,714
\$15000-24999	2,873	30	86,190
\$25000-34999	3,285	33	108,405
\$35000-49999	5,472	38	207,936
> \$50000	28,791	125	3,598,875
TOTAL DEMAND FOR PRODUCT =			\$4,065,120

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

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

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

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	99	300,366
\$15000-24999	2,873	134	384,982
\$25000-34999	3,285	145	476,325
\$35000-49999	5,472	185	1,012,320
> \$50000	28,791	440	12,668,040
TOTAL DEMAND FOR PRODUCT =			\$14,842,033

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

DEFINITION OF PRODUCT:

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



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

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	65	197,210
\$15000-24999	2,873	92	264,316
\$25000-34999	3,285	98	321,930
\$35000-49999	5,472	102	558,144
> \$50000	28,791	225	6,477,975
TOTAL DEMAND FOR PRODUCT =			\$7,819,575

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

DEFINITION OF PRODUCT:

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

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

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	370	1,122,580
\$15000-24999	2,873	394	1,131,962
\$25000-34999	3,285	845	2,775,825
\$35000-49999	5,472	856	4,684,032
> \$50000	28,791	1,466	42,207,606
TOTAL DEMAND FOR PRODUCT =			\$51,922,005

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

DEFINITION OF PRODUCT:

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

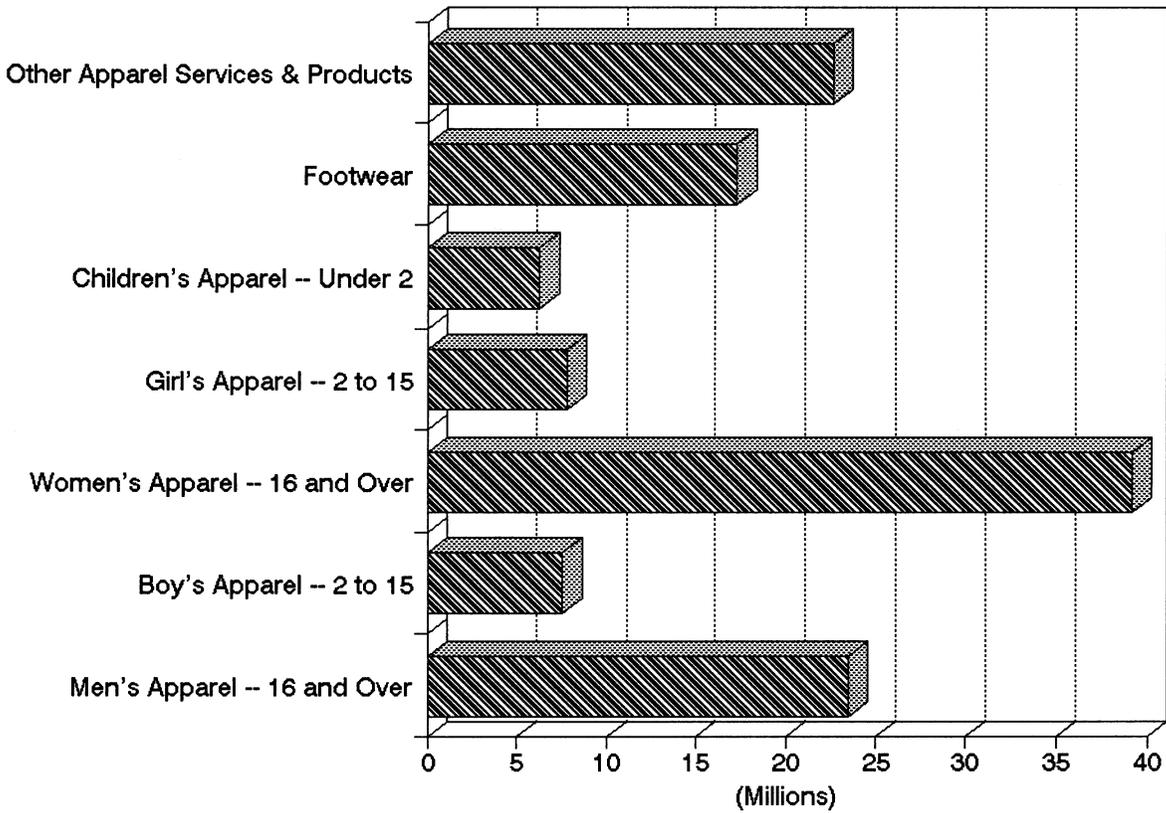
HyettPalma

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DEMAND FOR APPAREL PRODUCTS

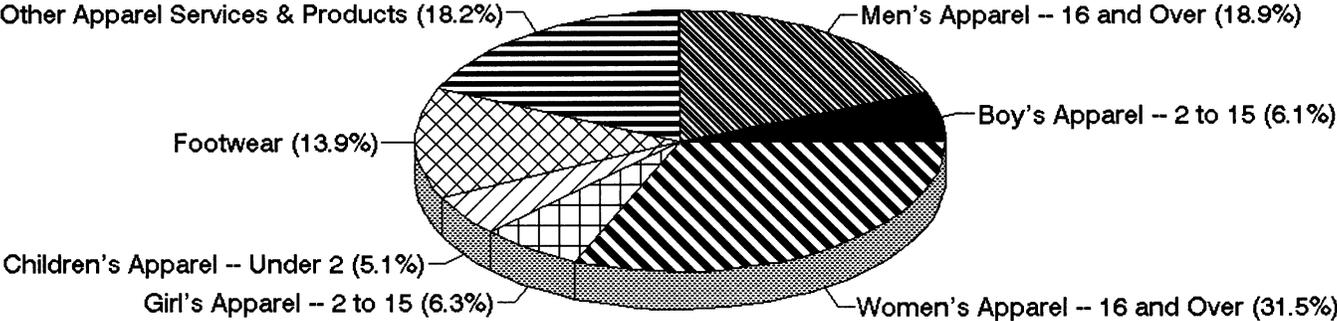
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR





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

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	214	649,276
\$15000-24999	2,873	244	701,012
\$25000-34999	3,285	285	936,225
\$35000-49999	5,472	392	2,145,024
> \$50000	28,791	663	19,088,433
TOTAL DEMAND FOR PRODUCT =			\$23,519,970

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	65	197,210
\$15000-24999	2,873	105	301,665
\$25000-34999	3,285	125	410,625
\$35000-49999	5,472	140	766,080
> \$50000	28,791	205	5,902,155
TOTAL DEMAND FOR PRODUCT =			\$7,577,735

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	370	1,122,580
\$15000-24999	2,873	390	1,120,470
\$25000-34999	3,285	525	1,724,625
\$35000-49999	5,472	650	3,556,800
> \$50000	28,791	1,100	31,670,100

TOTAL DEMAND FOR PRODUCT = \$39,194,575

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	45	136,530
\$15000-24999	2,873	80	229,840
\$25000-34999	3,285	100	328,500
\$35000-49999	5,472	115	629,280
> \$50000	28,791	225	6,477,975
TOTAL DEMAND FOR PRODUCT =			\$7,802,125

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	65	197,210
\$15000-24999	2,873	75	215,475
\$25000-34999	3,285	85	279,225
\$35000-49999	5,472	105	574,560
> \$50000	28,791	175	5,038,425
TOTAL DEMAND FOR PRODUCT =			\$6,304,895

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

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.



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

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	225	682,650
\$15000-24999	2,873	240	689,520
\$25000-34999	3,285	300	985,500
\$35000-49999	5,472	350	1,915,200
> \$50000	28,791	450	12,955,950

TOTAL DEMAND FOR PRODUCT = \$17,228,820

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

DEFINITION OF PRODUCT:

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

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

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	170	515,780
\$15000-24999	2,873	200	574,600
\$25000-34999	3,285	210	689,850
\$35000-49999	5,472	255	1,395,360
> \$50000	28,791	675	19,433,925
TOTAL DEMAND FOR PRODUCT =			\$22,609,515

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

DEFINITION OF PRODUCT:

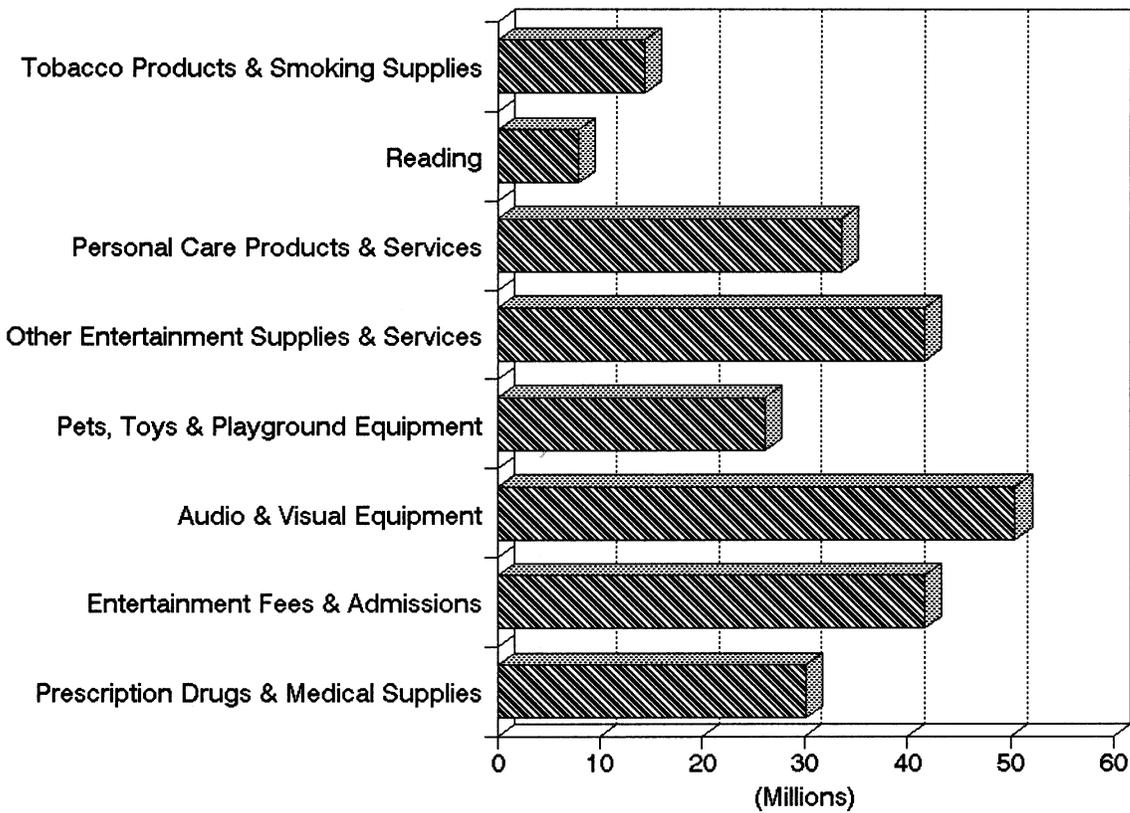
Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

HyettPalma

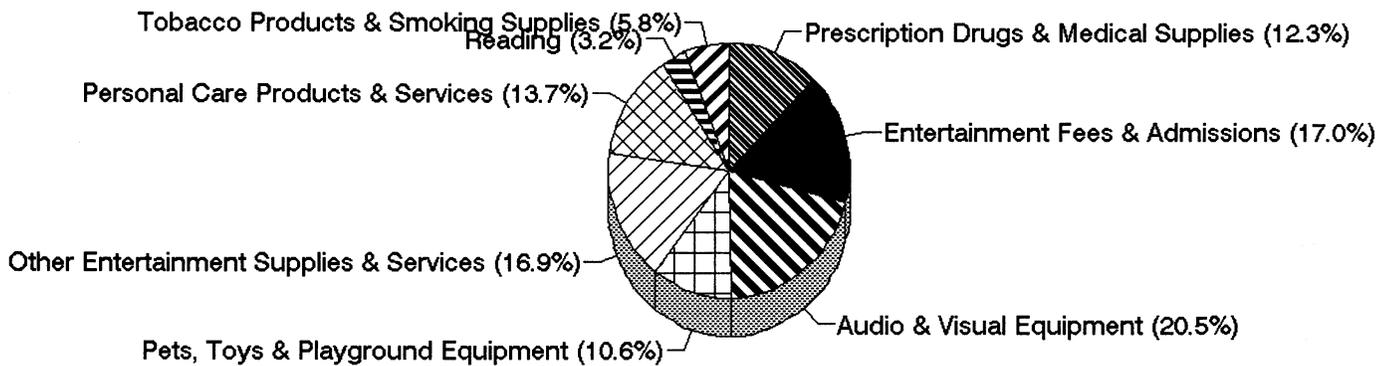
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DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR





Making Downtown Renaissance a Reality

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

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	425	1,289,450
\$15000-24999	2,873	605	1,738,165
\$25000-34999	3,285	625	2,053,125
\$35000-49999	5,472	650	3,556,800
> \$50000	28,791	750	21,593,250
TOTAL DEMAND FOR PRODUCT =			\$30,230,790

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

DEFINITION OF PRODUCT:

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



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

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	200	606,800
\$15000-24999	2,873	250	718,250
\$25000-34999	3,285	325	1,067,625
\$35000-49999	5,472	360	1,969,920
> \$50000	28,791	1,300	37,428,300
TOTAL DEMAND FOR PRODUCT =			\$41,790,895

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

DEFINITION OF PRODUCT:

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

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

PRODUCT: AUDIO & VISUAL EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	475	1,441,150
\$15000-24999	2,873	600	1,723,800
\$25000-34999	3,285	750	2,463,750
\$35000-49999	5,472	825	4,514,400
> \$50000	28,791	1,400	40,307,400
TOTAL DEMAND FOR PRODUCT =			\$50,450,500

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

DEFINITION OF PRODUCT:

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



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

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	180	546,120
\$15000-24999	2,873	245	703,885
\$25000-34999	3,285	315	1,034,775
\$35000-49999	5,472	425	2,325,600
> \$50000	28,791	750	21,593,250
TOTAL DEMAND FOR PRODUCT =			\$26,203,630

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

DEFINITION OF PRODUCT:

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



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

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	140	424,760
\$15000-24999	2,873	350	1,005,550
\$25000-34999	3,285	425	1,396,125
\$35000-49999	5,472	525	2,872,800
> \$50000	28,791	1,250	35,988,750

TOTAL DEMAND FOR PRODUCT = \$41,687,985

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

DEFINITION OF PRODUCT:

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



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

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	295	895,030
\$15000-24999	2,873	355	1,019,915
\$25000-34999	3,285	425	1,396,125
\$35000-49999	5,472	525	2,872,800
> \$50000	28,791	955	27,495,405

TOTAL DEMAND FOR PRODUCT = \$33,679,275

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

DEFINITION OF PRODUCT:

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



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

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	65	197,210
\$15000-24999	2,873	85	244,205
\$25000-34999	3,285	95	312,075
\$35000-49999	5,472	125	684,000
> \$50000	28,791	225	6,477,975
TOTAL DEMAND FOR PRODUCT =			\$7,915,465

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

DEFINITION OF PRODUCT:

Books, newspapers and magazines.



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

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	3,034	275	834,350
\$15000-24999	2,873	325	933,725
\$25000-34999	3,285	400	1,314,000
\$35000-49999	5,472	350	1,915,200
> \$50000	28,791	325	9,357,075

TOTAL DEMAND FOR PRODUCT = \$14,354,350

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

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report®

USER GUIDE

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

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

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

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

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

What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2008.

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

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

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

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

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

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

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

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

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

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

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

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

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

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

To strengthen existing businesses and lessen business closings by:

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

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

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

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

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

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

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

To attract additional businesses to the business district by:

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

How Can Business Owners Use The Retail Report ?

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

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

what the market is for particular retail products;

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

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

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

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

set an annual budget based on their gross receipts benchmarks;

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

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

How Can Entrepreneurs Use The Retail Report ?

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

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