

# DOWNTOWN MIDLAND

Where Community, Business, & History Meet



MBA PROJECT

Lisa T. Vincent  
Faculty Advisor: Dr. J. Holton Wilson

## Table of Contents

<u>Section</u>	<u>Description</u>	<u>Beginning on Page</u>
I	INTRODUCTION	
	A. History	2
	B. Description of Issue	3
	C. Project Objective	4
II	METHODOLOGY	
	A. Opinions and Preferences Survey	5
	B. SPSS Software	7
	C. Other Research	7
III	INITIAL FINDINGS FROM SURVEY	11
IV	FURTHER SURVEY ANALYSIS – Statistical Relevance	36
V	CONCLUSIONS & SUGGESTED ACTIONS	61
VI	BIBLIOGRAPHY	80
VII	APPENDICES:	
	<u>APPENDIX I:</u> SURVEY	
	<u>APPENDIX II:</u> BASIC FREQUENCIES	
	<u>APPENDIX III:</u> STATISTICAL ANALYSIS	
	<u>APPENDIX IV:</u> SURVEY COMMENTS	
	<u>APPENDIX V:</u> OTHER DATA	
	<u>APPENDIX VI:</u> BROCHURES	

## **I. INTRODUCTION**

### A. History

Midland, Michigan is a unique and beautiful town. The city is the hub of the county, and is located in what is known as the “tri-city” area in Mid-Michigan. Home to a multitude of historical success stories, we can trace its roots back to 1850 when it was organized.

What undoubtedly enticed Midland’s founding fathers to settle in the area were the miles of river beds that converged to a meeting point now marked by “The Tridge”. The rivers provided an important source of transportation for the fur trade and lumber industries of the time (Midland County, 2009). The Tridge area represents just one of the numerous strengths of the Downtown area, which is enjoyed by residents and visitors throughout the year.

Main Street, located in the heart of Downtown Midland, “began as a series of businesses located along a dirt road.” (3M, 2009). Like many communities throughout the U.S., the downtown area was the focal point where people would come to shop and socialize. Downtown Midland continues to provide those amenities today with an array of businesses, including unique shops and casual dining, as well as the recently added chic dining options located within The H Hotel. Additionally, the downtown district acts as a host to a variety of special events, such as the weekly Farmer’s Market in the summer and the Pumpkin Festival held every fall. Adding to the interest of the area is the architecture and character of historical buildings such as the Court House and neighboring Santa House, as well as the well manicured flowers and plantings.

Today, Midland remains a vibrant source of commercial trade. The Dow Chemical Company and Dow Corning Corporation both call Midland home for their world headquarters operations. In addition to adding great economic strength to the local community, these companies along with other key businesses throughout the area, look to attract and retain the “best and the brightest” young professionals to join their teams. Included in the list of area life-style attractions are Dow Gardens, sports facilities such as the Midland Tennis Center and cultural opportunities such as those provided by the Midland Center for the Arts. Additionally, the Great Lakes Loon’s minor league baseball team is now in their third season and play at the newly constructed Dow Diamond.

#### B. Description of Issue

Although the downtown area has also progressed and has made significant changes since it was first developed over a century ago, further enhancements must be considered to carry it forward through the tests of time. The development of moderate to up-scale residences, for instance, has been studied with a favorable response. To compliment that plan, the retail and dining environment must also be considered for continued revitalization along with other key characteristics to help make downtown as attractive and sustainable as ever. “It has been their (retailers) investment, work and creativity that has helped spur a renewed interest in living and shopping downtown.” (Alexander Communications Group, 2007) It would only stand to reason then that efforts are made to ensure further development and strength in the downtown environment.

One of the issues of most importance to businesses downtown is of course, the economic climate of the times. Although Midland had been able to withstand some of these pressures better than the State of Michigan overall, the city and its residents have not been immune to the continuing challenges (See fig.1 – Appendix V). Consumers have less disposable income available for luxuries or entertainment. As a result, businesses across the community have suffered. What makes the challenge to the downtown business unique, however, is that for many years they have had to compete against the convenience, as well as perceived price-value of the stores located within the “shopping mall”. Furthermore, there are economies of scale that the franchised or name brand store is able to take advantage of which are not accessible to the smaller businesses that dominate Downtown Midland. The challenge then becomes a matter of market distinction or differentiation. This applies not only to the downtown as an entity, which must attract the consumer with a variety of attributes that will enhance their “overall experience”, but to the small business owner as well. They must distinguish themselves with unique goods and personal service in order to keep the consumer coming back. This is especially true for the “destination shopper” who is looking for a fun, one day trip (Clements, 2008).

### C. Project Objectives

The purpose of this project is to assist the Midland Downtown Development Authority (DDA) to further strengthen the downtown business environment, such that it will be complimentary to the great number of existing amenities, as well as the continued

residential plans in Downtown Midland. This report is the summary then of the steps that were taken to:

- Understand the “voice of the customer” through the use of an on-line survey;
- Perform statistical analysis of those results to determine the attributes and preferences that are most important to the consumer; the ultimate judge of the business success;
- Compare survey results with other recent studies;
- Research and analyze the applicability of recently approved legislature pertaining to DDA’s, as well as determine the potential benefits to new business endeavors in Downtown Midland;
- Determine and present conclusions and potential next steps to strengthen existing downtown attributes and attract entrepreneurs to new business opportunities in Downtown Midland.

## **II. METHODOLOGY:**

### **A. Downtown Midland – Opinions and Preferences Survey (see Appendix I)**

In the spirit of customer orientation, an opinions and preferences survey was created on-line and administered by surveymonkey.com. In order to do so, several steps were necessary:

- First, a half day workshop was attended at Central Michigan University (CMU) in January in order to learn how to use the on-line software.

- This was followed by several meetings with Tony Kulick, Executive Director of the Midland DDA. These meetings were instrumental in developing the set of twenty-five questions which would be most useful to the DDA. Care was taken to ensure that the questions were structured in such a way that they would not be leading, but would solicit an un-biased response from the survey population. The questions were geared around determining “when” people like to shop / dine, “where” people like to shop / dine, “what” characteristics of a “downtown experience” are most important, and “how” the downtown area is currently doing in terms of succeeding with regard to specific attributes. Additionally, demographic information was requested for statistical analysis purposes.
- Next, Institutional Review Board (IRB) approval was obtained from Central Michigan University in order to proceed with the survey “study of human subjects”. In order to gain approval, the first page of the survey included a statement of consent and also assured the future participant, that their answers would remain anonymous and confidential as e-mail and ISP addresses would be removed by SurveyMonkey upon collection.
- The invitation to participate was e-mailed by the DDA office to over 1,500 addresses representing the recipients of the Downtown Happenings Newsletter, the Midland Chamber of Commerce addressees, and Midland’s Young Professionals addressees.
- The survey began on March 4<sup>th</sup> and remained open to participants on the SurveyMonkey website until March 31<sup>st</sup>, at which point it was closed and the

data was converted to an excel file for use in the SPSS statistical software package.

- In total, 357 surveys were initiated, and 313 were completed for a 24% overall response and an 88% completion rate.

## B. SPSS Statistical Software

- SPSS was used in order to tabulate and analyze the survey data. Basic frequency, distribution analysis, and descriptive analysis were first calculated for each of the variables. This enabled a further critical review to determine where statistical analysis would be most applicable. Various tools were used to analyze the data such as cross-tabulations to characterize the relationship between different variables, and regression analysis to determine linearity between variables. Statistical tests such as the Pearson Chi Square and t-tests were then used to determine if the difference between the mean responses were significant. The results of these tests can be found in subsequent sections, as well as in Appendices II and III.

## C. Other Research

A variety of other research was performed via internet, and interviews. These will continue to be referenced throughout the remainder of this paper. Additionally, a review was done of several studies which were commissioned by the DDA in recent years.

- A residential study was performed by COMMUNITY RESEARCH SERVICES and was presented to the DDA at their October 14<sup>th</sup> board meeting. This study found that there is “pent-up demand for condominiums and other rental housing” in the downtown district. They deemed that this was in part due to the fact that the downtown area is appealing, with a variety of existing shops and events as well as parks and the close proximity to The Dow Chemical Company. This demand was found to be predominantly relevant within in the empty nest population as well as young professionals in the 30 – 40 year old range. These findings are very relevant to the study of retail / business expansion in the downtown area since the availability of unique shops, restaurants and vibrant entertainment are some of the things that attract potential residents to downtown areas to begin with. In fact, aside from the current credit market crisis and buyers being reluctant to take purchase risk, Community Research feels that “extensive social and entertainment additions to the downtown district would be needed to support expanded owner occupied housing”, but that rental housing would still be desirable. In the meantime, this further supports the need for the retail/ business study and analysis contained within this report. (Community Research Services, 2008)
- Another study examined was that performed by BUXTON COMPANY, a market research group out of Fort Worth, Texas. This study was aimed at assessing Midland as a retail site for the purpose of determining which nationwide retailers might be interested in expanding into our area. This “best-fit” analysis was also

presented at the October 14<sup>th</sup> DDA board meeting. Using their proprietary tools which match retailers to a community based on the “life-styles, media habits and buying habits of customers in the area”, Buxton suggested a large list of name brand retailers and franchises that would best fit Midland’s market base. Most important to my study were the “types” of businesses as I believe the actual presence of the specifically named stores in “downtown”, should they choose to expand here, would conflict with the communities desire for locally owned businesses.

That being said, their top twenty “best fits”, which have been re-categorized into business types include:

- Men’s, Women’s and Children’s Apparel
- Coffee and Juice bar
- Casual Restaurants – steak, seafood, Italian
- Shoe Stores
- Drinking Establishments
- Maternity Apparel

Another part of the Buxton study which I will refer to later in this paper is with regard to surplus and leakage. Leakage represents the consumer dollars that are lost to companies outside of their local area (Wikipedia, 2009). In other words, leakage is synonymous with unmet demand. The business types identified by Buxton with the most leakage in the downtown area include:

- Shoes
- Furniture and Household Décor
- Specialty Food (Restaurants)
- Specialty Groceries
- Drinking Establishments

Conversely, the business types identified by Buxton with the largest surplus in the downtown area include:

- Hardware Stores
- Flower Shops
- Convenience Stores
- Sport / Hobby / Music Stores
- Health & Personal Care Stores

Again, these findings will be addressed later in this study along with a comparison to the statistical conclusions from the survey data.

### III. INITIAL SURVEY FINDINGS:

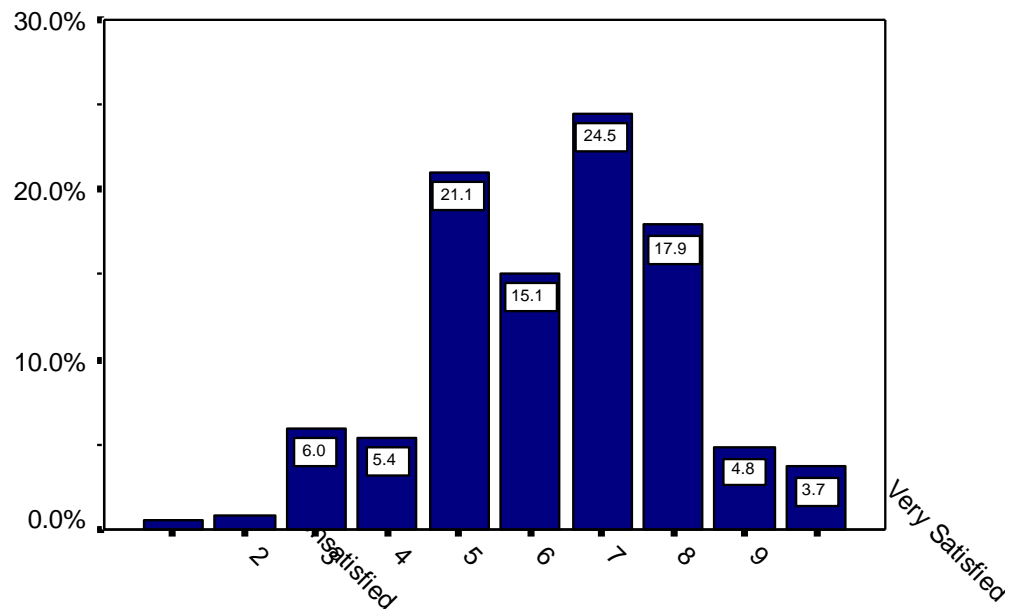
*Survey questions can be found in Appendix I*

*All survey data references in this section can be found in Appendix II*

#### A. GENERAL SATISFACTION OVERALL

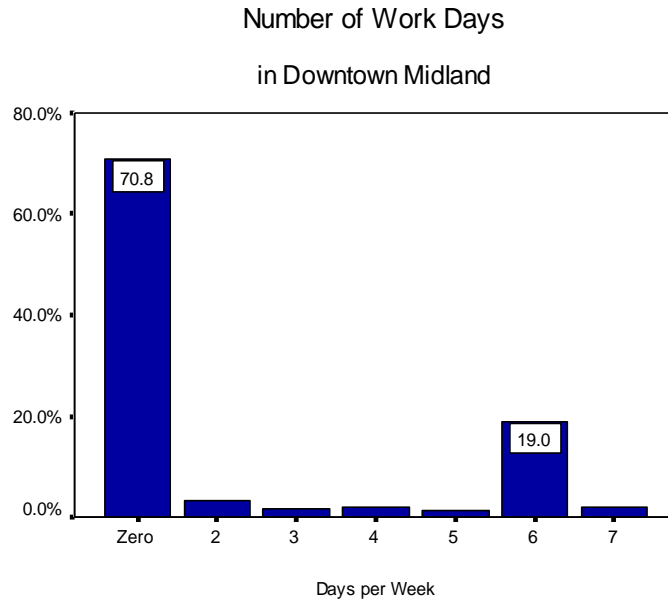
Question #1. As a baseline starting point, all respondents were asked to rate their overall satisfaction on a scale of 1 – 10, where 1 represented “Extremely Dissatisfied” and 10 represented “Extremely Satisfied”. The mean response for the question was 6.3, indicating that on average, respondents are moderately satisfied. As depicted in the graph below, the distribution is fairly “normal” and shows that approximately 66% of the responses fell in the middle of the range with a satisfaction rating of 4 through 7.

Overall Satisfaction  
with Downtown Midland

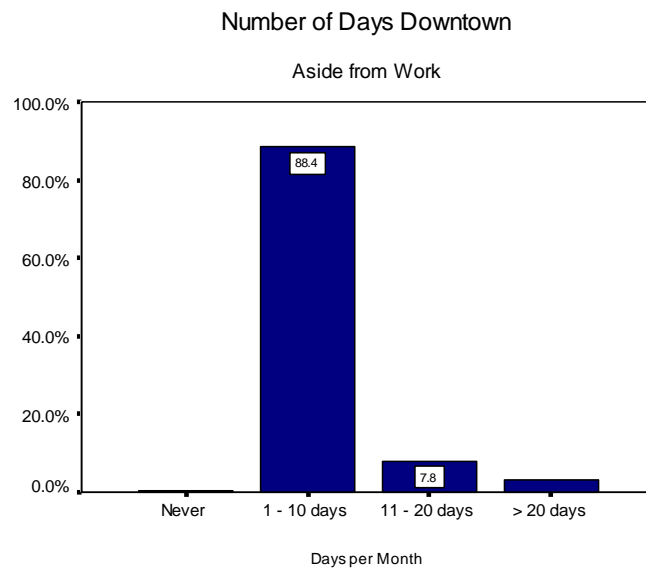


## B. WORK vs. NON WORK

Question #2. When asked to indicate how many days a week participants spend working downtown, approximately 70.8% responded that they do not work downtown, while 29.2% worked one or more days. Of those individuals who do work downtown, approximately one third work more than 5 days.

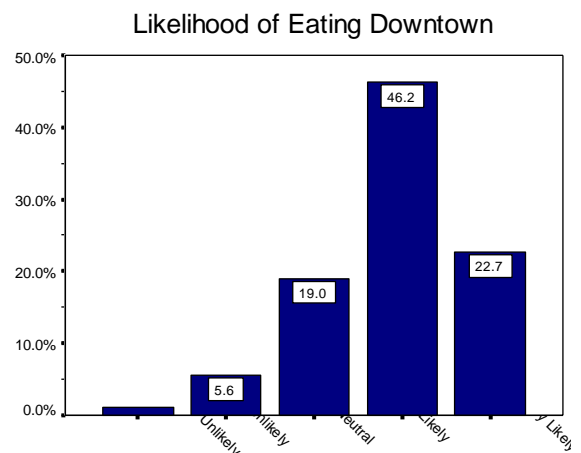
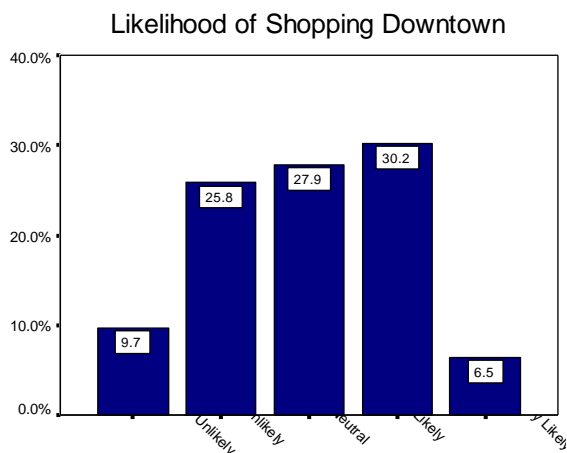


Question # 3. Conversely, when asked to estimate how many days aside from work they visited Downtown Midland, the majority or 88.4% of the respondents indicated 1 – 10 days per month.

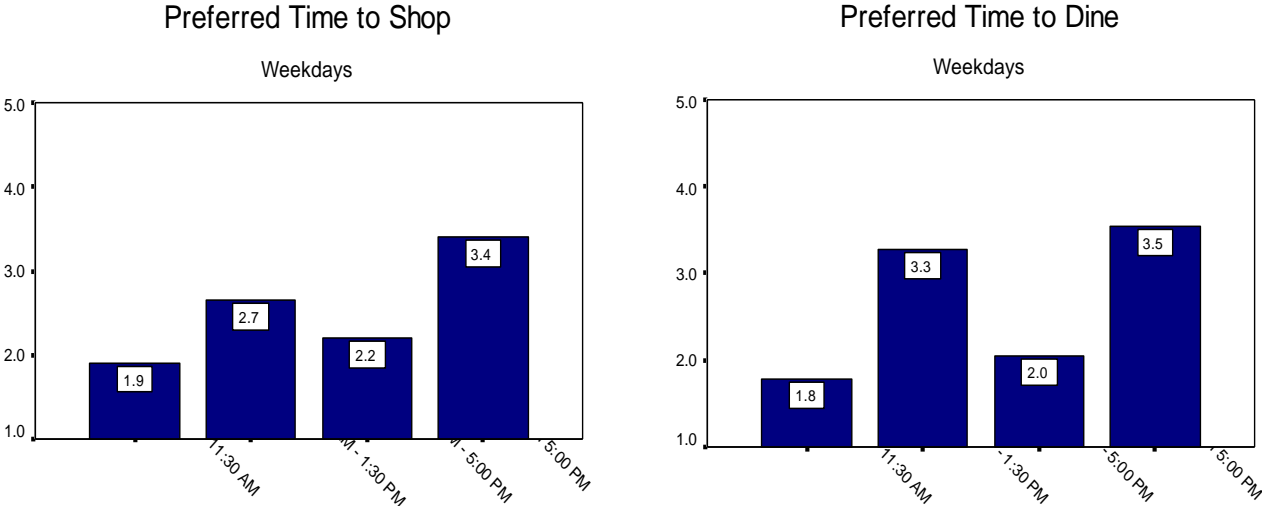


### C. SHOPPING AND DINING – OVERALL PREFERENCE TIMES OF DAY

Question #4 and #6: The next questions were used to determine what participant's are most likely to do when they visit downtown. To determine if people are inclined to [shop](#) or [eat](#), two separate questions were asked pertaining to likelihood. The importance of this information is two-fold. First of all, lower frequencies could indicate an opportunity to either improve existing business attributes, or the potential to fill unmet demand with future businesses opportunities. Conversely, higher frequencies might indicate that existing businesses are doing well to meet customer expectations. On a scale of 1 to 5, where 1 represented "very unlikely" and 5 represented "very likely", 36.7% of respondents indicated that they were either "likely" or "very likely" to shop, while 68.9% indicated that they were "likely" or "very likely" to dine in Downtown Midland.



Questions #5 and #7: To further help identify participant’s shopping and dining preferences, separate questions were asked pertaining to the times of day they were likely shop or dine. Information was collected for both weekdays and weekends. Again, this questioning could be useful to both current owners and future owners of businesses in Downtown Midland.

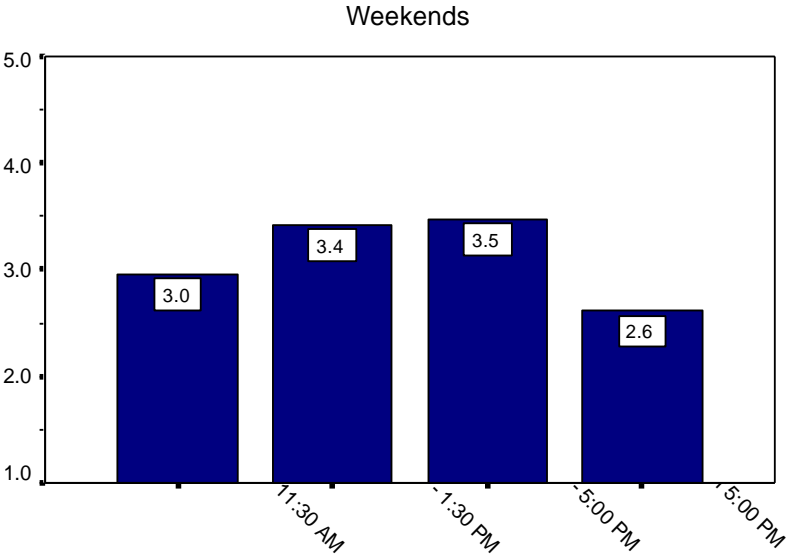


As one would expect, the preference to shop after 5:00 P.M. is quite high during the week. Additionally, several respondents included comments that “they wished businesses would stay open later.” More than likely this is due to the fact that a large portion of the population works full time, and is at work or commuting during traditional business hours. Knowing that this is the preference however, will help businesses understand where their potential for “peak” sales might be on a day-to-day basis. Not only is this knowledge useful for setting optimal business hours, it is also key to determining staffing requirements, which would in turn lead to cost efficiency.

Interestingly enough, when local businesses were polled to determine their current business hours of operation, many responses indicated that extended hours were already in place for at least a portion of the week (fig. 2 – Appendix V). This inconsistency could indicate that more needs to be done to ensure customer awareness. The same question when asked, regarding preferred times to dine in Downtown Midland indicated a strong preference for the lunchtime bracket, and then again after the traditional work day has ended.

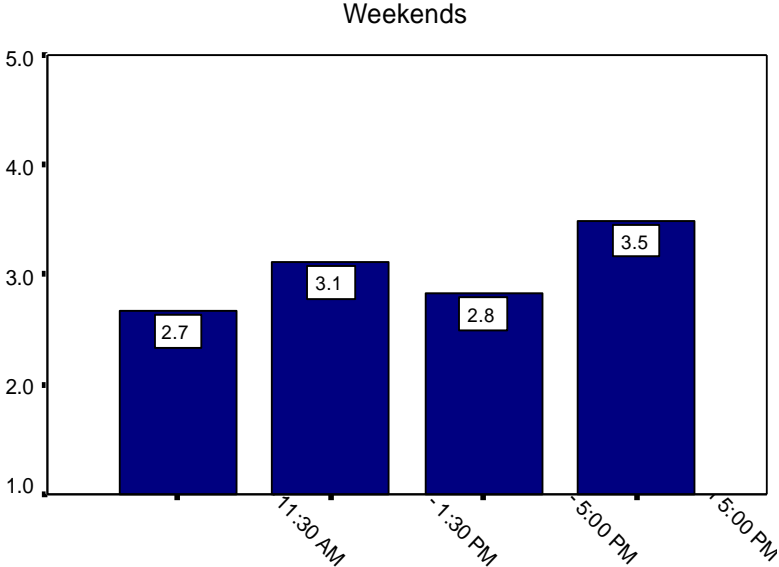
Similar questions were asked pertaining to time-of-day preferences for shopping and dining in Downtown Midland on the weekends. This is particularly important for businesses to understand, especially in modern days when consumer’s lead busier lives and leisure time has become more difficult to come by. As indicated below, the timeframe that is most preferable to shop in Downtown Midland on the weekend is between 11:30 AM and 5:00 PM.

### Preferred Time to Shop



However, regarding dining on the weekends, participants indicated that they would most prefer to eat downtown after 5:00 P.M. Included within the collected survey responses were comments such as “I wish (restaurants) were open later, especially on nights when there is something going on at the Center for the Arts. The shows never get out until 10:00 and then there’s no where to go eat (downtown).”

### Preferred Time to Dine

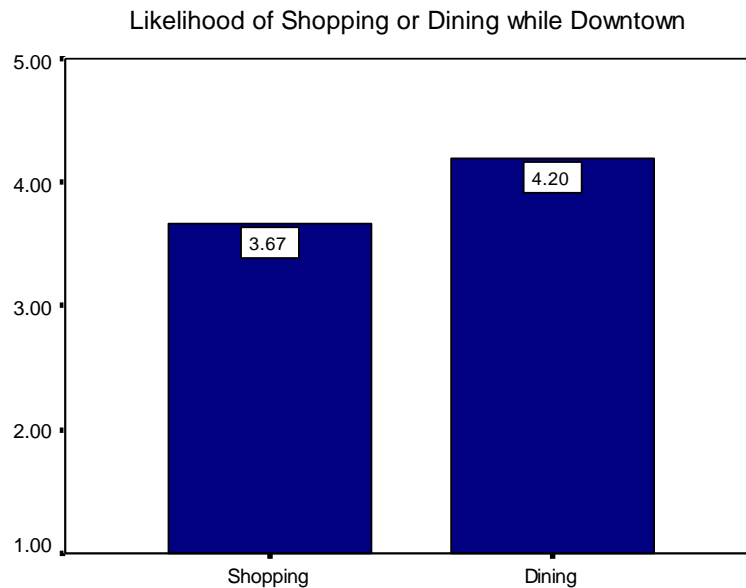


## D. SPECIAL EVENTS

Special events play an important role to the success of a downtown area for a variety of reasons. One of the most important goals of hosting various successful special events is to enhance the quality of life of the community. As mentioned earlier, downtowns were historically a meeting place for business and social gatherings. Today, “downtowns” across the nation attempt to preserve that heritage. Even more important to the business owners located downtown however, is that a successful special event will increase the pedestrian foot traffic through the district, beyond that which would normally occur on a day-to-day basis. Although festival goers may not necessarily be shopping while participating in an event, particularly during events geared toward children, they will often times window shop or browse through shops that are open. Often times, customers will return on a non-special event day which in turn, can result in increased sales.

Question #10 and #11 - To gain a sense of whether or not people do in fact shop or dine downtown while attending special events, participants were asked to indicate their likelihood on a scale of 1 – 5 where 1 represents “very unlikely” and 5 represents “very likely”.

## Special Events



Questions #8 – Next, to help determine the amount of foot traffic being generated as a result of the events, respondents were asked to indicate their likelihood of attending various events during the next twelve months. The importance of this information is two-fold. First, based on the popularity of various events, this information can be used by the DDA to ensure that scarce resources, including time and talent, are being efficiently utilized. But more importantly, businesses can use this information to perhaps increase promotional strategies geared toward luring attendees back to shop or dine with them at a later time.

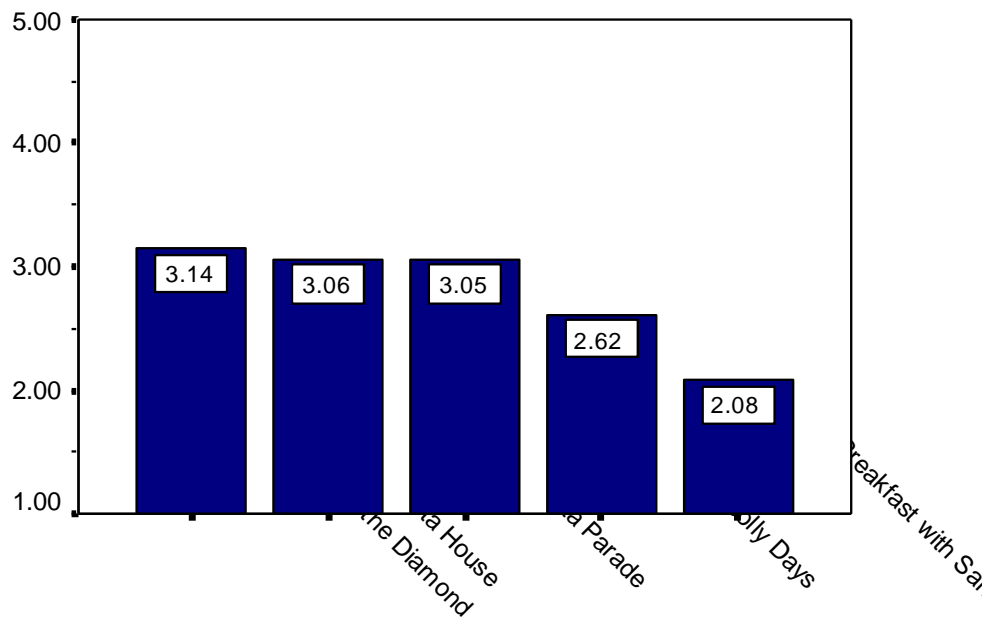
On a scale of 1 – 5, where 1 represented “very unlikely” and 5 represented “very likely”, participants typically indicated a “moderate” response to the likelihood of attendance question. It should be noted that several participants indicated in the comment section that they were very interested in being offered more adult special event choices, such

as Summer Solstice. Additionally, there were several comments related to high attendance ratings to Tunes by the Tridge and Northwood University's Mannequin Night.

During the winter months, the events most associated with high likelihood include Deals at the Diamond and the Santa House. Conversely, the lowest likelihood of attendance was found regarding the Breakfast with Santa event.

### Winter Special Events

Likelihood of Attending During Next 12 Months

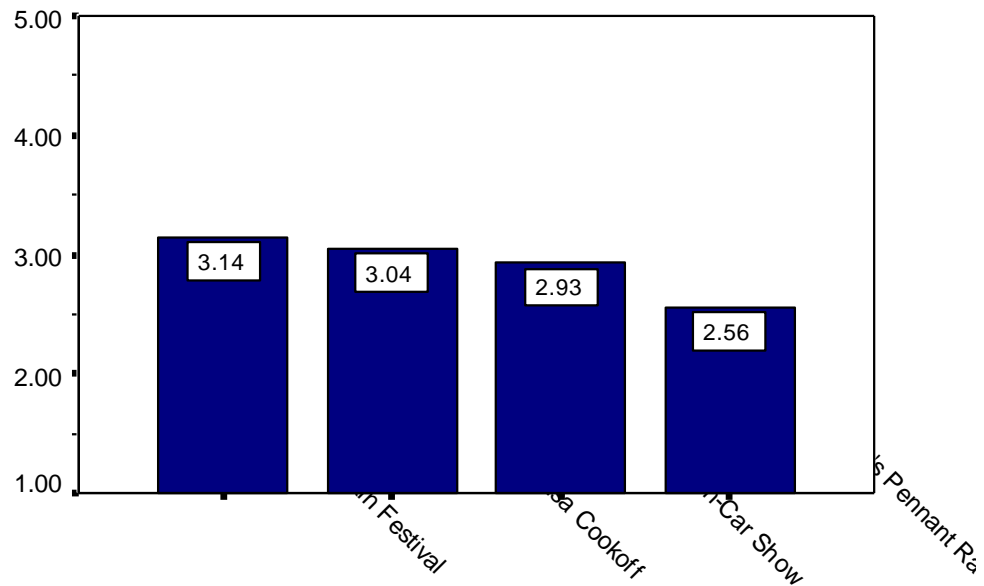


Within the spring and fall seasons, the Pumpkin Festival and the Chili-Salsa cook off received the highest average attendance rating. On the lower end is the Loon's

Pennant Race which is fairly new since the birth of the Great Lake's Loons Baseball team.

## SPRING - FALL SPECIAL EVENTS

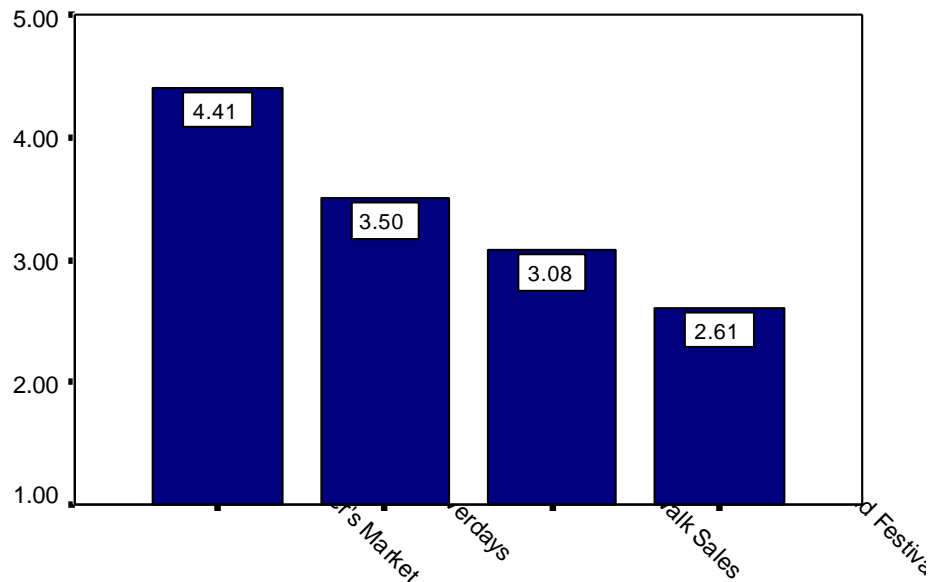
Likelihood of Attendance in Next 12 Months



Finally, the summer events received some of the highest attendance likelihood rankings. This is particularly true of the Farmer's Market which is held on Wednesday and Saturday mornings between the months of May and October.

## Summer Special Events

Likelihood of Attendance in Next 12 Months



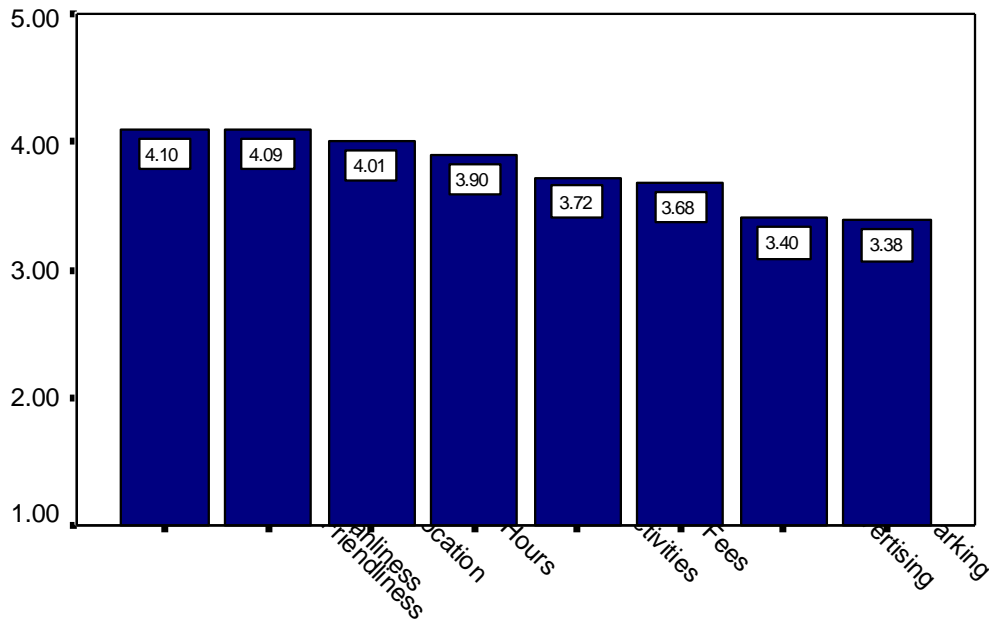
Question #9 - Just as it is important to evaluate the likelihood of attendance at special events; it is beneficial to evaluate the satisfaction levels of various attributes common to downtown special events in general.

When asked to indicate their satisfaction on a scale of 1-5, where 1 represents “very unsatisfactory” and 5 represents “very satisfactory”, participants responded most favorably to the friendliness of event staff, and the cleanliness and location of the events. Conversely, they responded least favorably to parking and advertising.

However, overall it appears that people are generally satisfied.

# Special Events

Satisfaction with Attributes



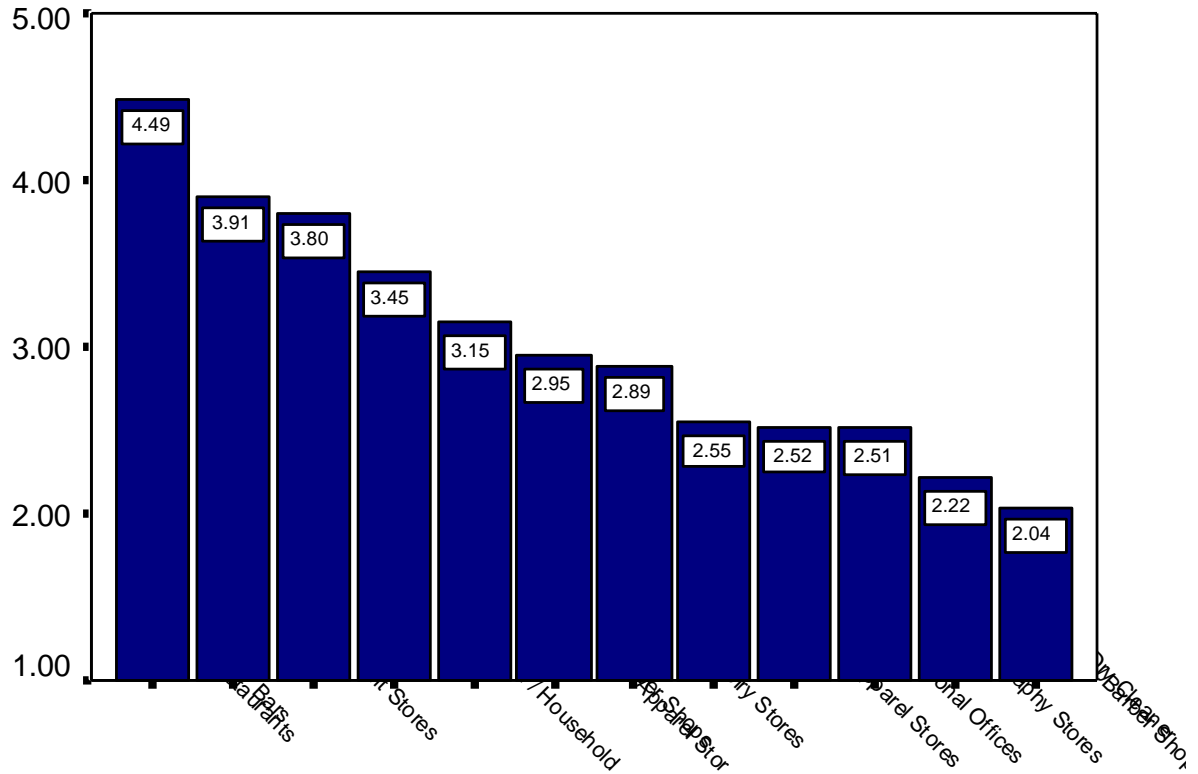
Pertaining to advertising, several comments were noted that participants “do not know of up-coming events”, unless they happen to come across the information because they either work downtown or by word of mouth. This would seemingly indicate an opportunity which will be discussed in the conclusions and recommendations section.

## E. TYPES OF BUSINESSES DOWNTOWN

Question #12 – To gain an understanding of the “types” of current businesses that people are most likely to visit in downtown Midland, participants were asked to scale their responses from 1 – 5 where 1 represents “least likely” and 5 represents “most likely”.

### Current Businesses in Downtown Midland

Likelihood of Visiting

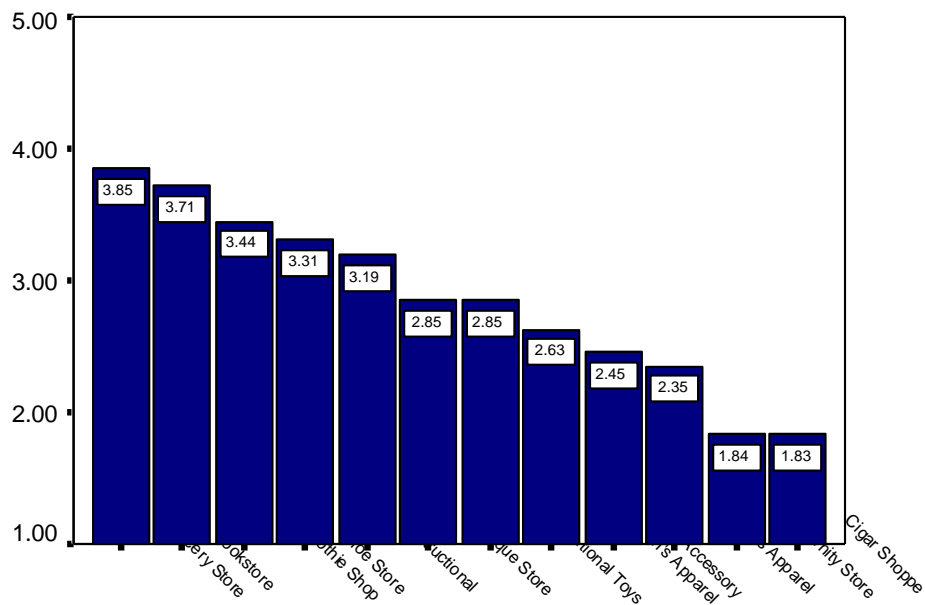


As depicted in the above graph, the participant population is most likely to visit restaurants and least likely to use the laundry and dry cleaning services downtown.

Question #13 In order to compliment the information derived from question #14 above, participants were asked to indicate likelihood of visiting potential new business types in downtown Midland on a scale of 1 – 5 where 1 represents “least likely” and 5 represents “most likely”. Again, in the spirit of customer orientation this information is important in understanding where the most demand lies. In combination with the results from the Buxton study of “leakage” and “surplus”, this information can be very useful to potential entrepreneurs who might be considering starting a business downtown. The greatest potential would be the combination of businesses types with the highest degree of leakage as described by Buxton, along with the types of businesses that the actual consumer is most willing to support. For instance, although the Buxton study found that there is a large degree of leakage, as well as a “best-fit” for a maternity store downtown, greater than 50% of participants indicated that this business type was either very unlikely or unlikely to attract them to the downtown district.

### Business Types to Attract Consumers

to Downtown Midland

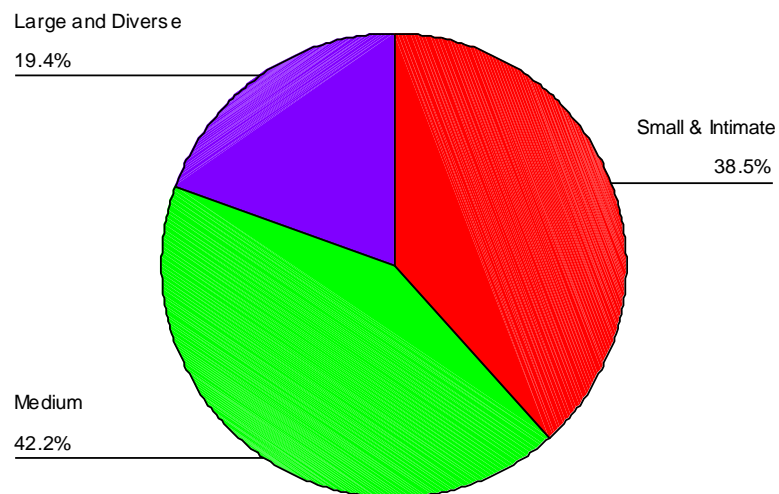


As depicted above, the business types most likely to attract downtown customers are grocery stores (74% combined very likely and likely rankings), bookstores (70% combined very likely and likely ratings) and smoothie shops (56% combined very likely and likely rankings). This list is by no means all inclusive. Several participants also indicated in verbatim comments, a strong desire to see additional diverse eateries such as ethnic, or delicatessen, as well as additional drinking establishments, along with men's apparel, and other "boutique" type stores.

## F. THE “DOWNTOWN EXPERIENCE”

Question #14 - In an attempt to gain and sense for the overall perception of “downtown experience” that is most attractive to area residents, participants were asked to classify various downtown cities in Michigan into one of three categories: small and intimate, large & diverse or, medium; somewhere in between. The intent was not so much to gain an understanding of people’s perception of physical size, but rather to gain an insight as to the “experience” that is evoked by the different examples. For instance, when asked about Northville, Michigan, 70% of the respondents indicated “small and intimate”. Conversely, 54% responded “large and diverse” when asked about Ann Arbor, Michigan.

Question #15 – When asked the same question regarding what is most attractive from their viewpoint, the answer was essentially tied between small and intimate and medium.



This information when combined with the perception question from above could drive further analysis as to the types of attributes that downtown Midland might already have or is planning to pursue. Not necessarily to compare and copy, but rather to understand what has worked in other communities where participants classified their response to other cities in the same way that they classified Midland. For instance, some of the comments pertaining to this question included:

- “Royal Oak (46% of respondents classified as “medium”) is AWESOME because they have such a great mix of stores, restaurants and bars that attract young professionals and middle aged professionals.”
- “Petoskey (70% of respondents classified as “small and intimate”) offers a great mixture of stores, restaurants and things to do. Quaint and a fun place to hang out with friends.”

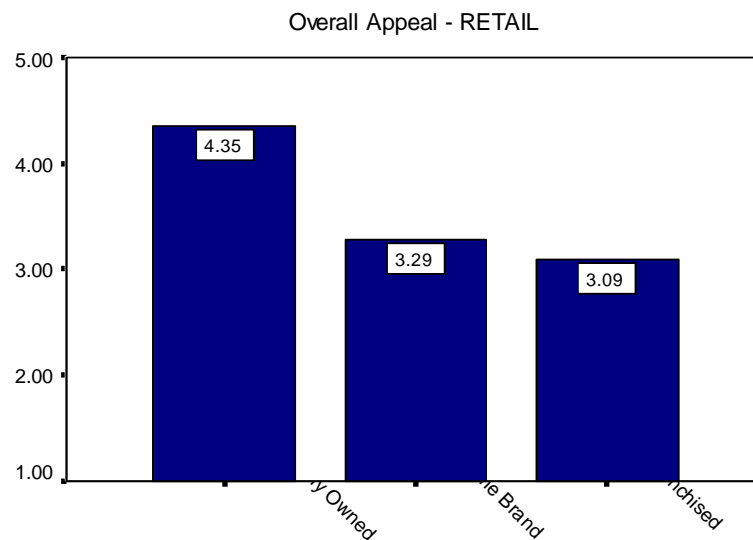
Knowing what specific attributes of the “downtown experience” are most attractive or appealing is of course one of the most important complimentary steps to providing the best fit with the above information. Question #16 addressed this and is described next.

Question #16 – Participants were asked to rate general downtown (not specific to Midland) characteristics as to their appeal. On a scale of 1-5, where 1 represents “least appealing” and 5 represents “most appealing”, participants generally responded most favorable to locally owned businesses (91% total 4 & 5 ratings), having major special events (88% total 4 & 5 ratings), and being offered ethnic or specialty foods options

(78% total 4 & 5 ratings). In contrast, participants responded least favorably to having a limited nightlife (44% total 4 & 5 ratings). These responses, when combined with other questions from the survey, have the potential to guide entrepreneurs and community leaders into making decisions that are the best fit with what would likely draw the most customers to the downtown area. Additional comments pertaining to this question included:

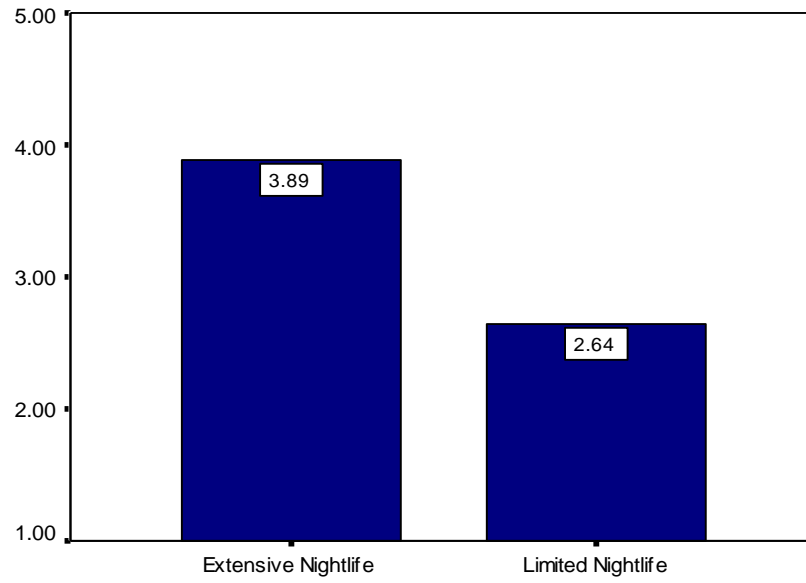
- “Local, local, local! Love it!”
- “Home cooking....like in a Ferndale’s Fly Tap kind of way.”
- “I think it creates a fun atmosphere when the streets are closed down so there is entertainment...such as the car show, bands, and such.”
- “...what attracts me to a downtown is not a specific store or restaurant, but the fact that the whole area offers safety, affordability, and friendliness with a wide choice of recreation, shopping and dining. In other words going downtown is an outing in itself.”

### Characteristics of "Downtown Experience"



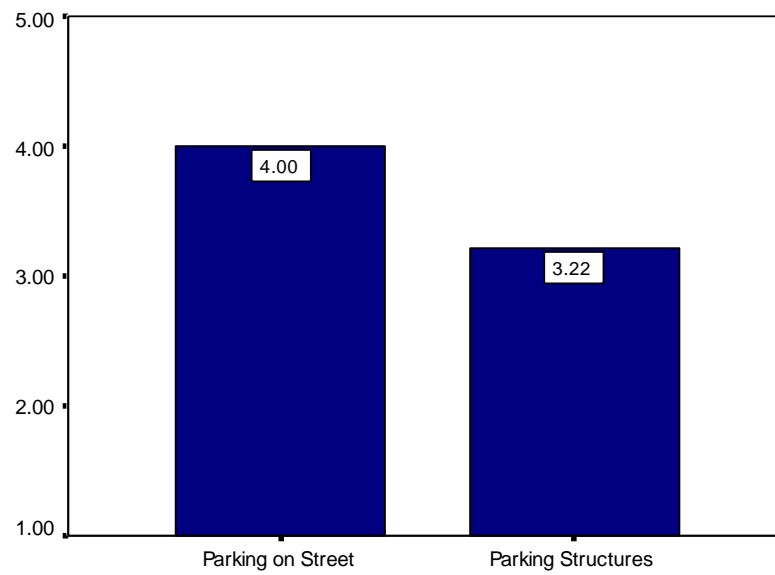
## Characteristics of "Downtown Experience"

Overall Appeal - NIGHTLIFE



## Characteristics of "Downtown Experience"

Overall Appeal - PARKING



Question # 17 - Specific characteristics of Midland's Downtown were also addressed as to the level of satisfaction of the participants in order to help further define the strengths and weaknesses.

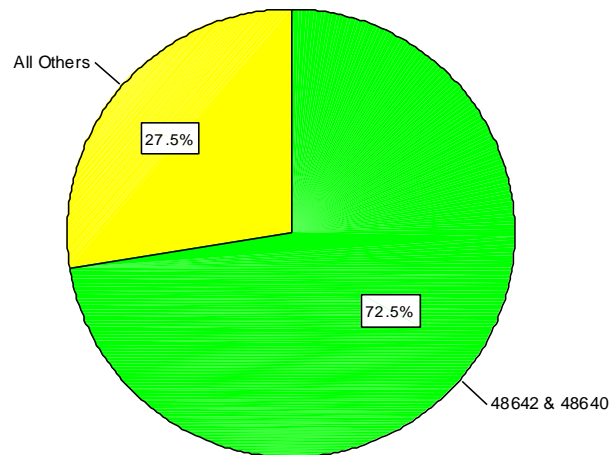
	VERY SATISFACTORY OR SATISFACTORY		NEUTRAL		UNSATISFACTORY OR VERY UNSATISFACTORY		Mean Rating
	Frequency	%	Frequency	%	Frequency	%	
<u>General Downtown Attributes</u>							
Safety	290	90%	25	8%	6	2%	4.39
Cleanliness	297	92%	23	7%	2	1%	4.25
Lighting	271	84%	42	13%	8	2%	4.02
General Ambience	228	71%	72	23%	20	6%	3.80
Snow Removal	213	67%	78	25%	26	8%	3.72
Parking	172	54%	81	25%	65	20%	3.42
<u>Retail Attributes</u>							
Friendliness - Retail	250	78%	63	20%	9	3%	3.93
Hours of Operation	219	68%	55	17%	47	15%	3.62
Merchandise Price-Value	131	41%	144	45%	43	14%	3.29
Retail Choices	40	12%	98	31%	183	57%	2.44
<u>Dining Attributes</u>							
Friendliness - Restaurants	262	82%	51	16%	8	2%	4.02
Hours of Operation	107	33%	100	31%	116	36%	2.91
Dining Choices	81	25%	72	23%	167	52%	2.66
<u>Other</u> Services Price-Value	172	54%	118	37%	29	9%	3.49

Most critical to the success of Downtown Midland are without a doubt the satisfaction responses pertaining to retail and dining choices. That is not to say that people are necessarily unhappy with what is currently offered, but rather that they are in favor of more diverse choices.

G. DEMOGRAPHICS – General demographic questions were asked so that the sample size could be evaluated for applicability to the Primary Trade Area (PTA) as described below. Additionally, this information was evaluated for statistical significance when combined with various other questions from the survey. These results are addressed in the next section of this report.

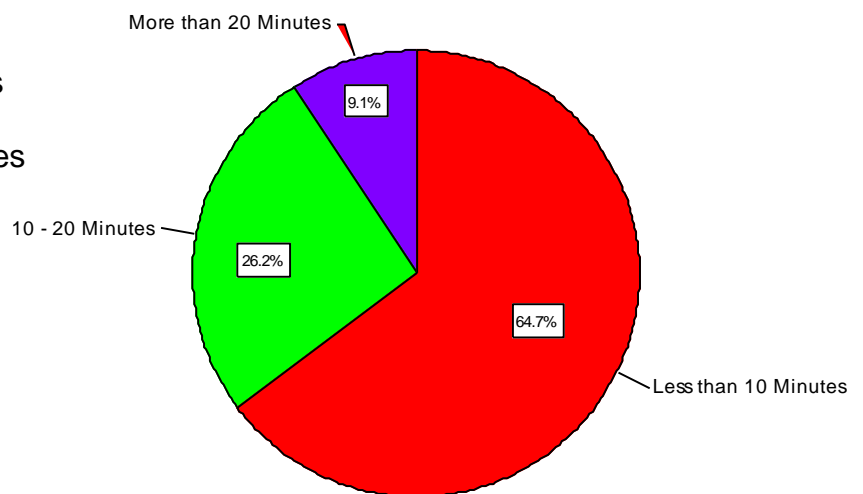
Question #20 – The majority (72.5%) of the survey respondents live in the city of Midland.

Zip Code of Household Address



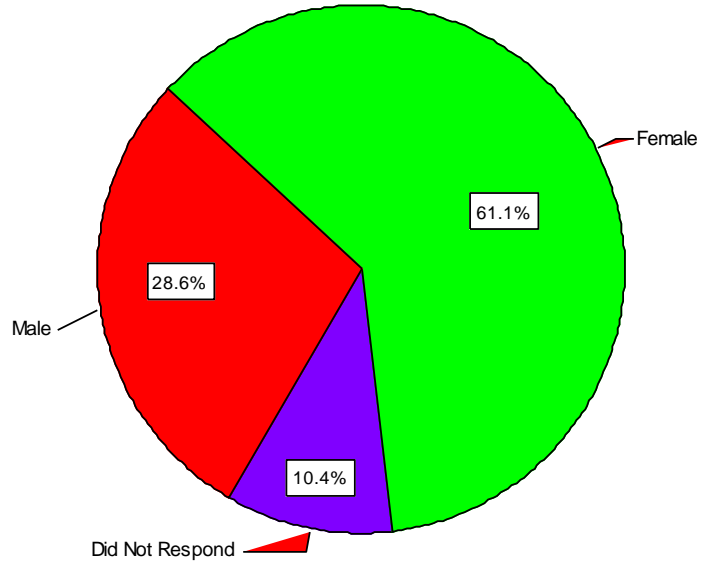
Question #21 – The majority (64.7%) of the survey respondents drive less than 10 minutes to get to downtown from their homes. The result of this particular question is relevant because it correlates with the PTA classifications as defined by some of the other studies evaluated (Buxton & Community Research Services). Therefore it is reasonable to compare the recommendations of those studies to the market study portion of this paper.

Drivetime in Minutes  
from House to Downtown Midland



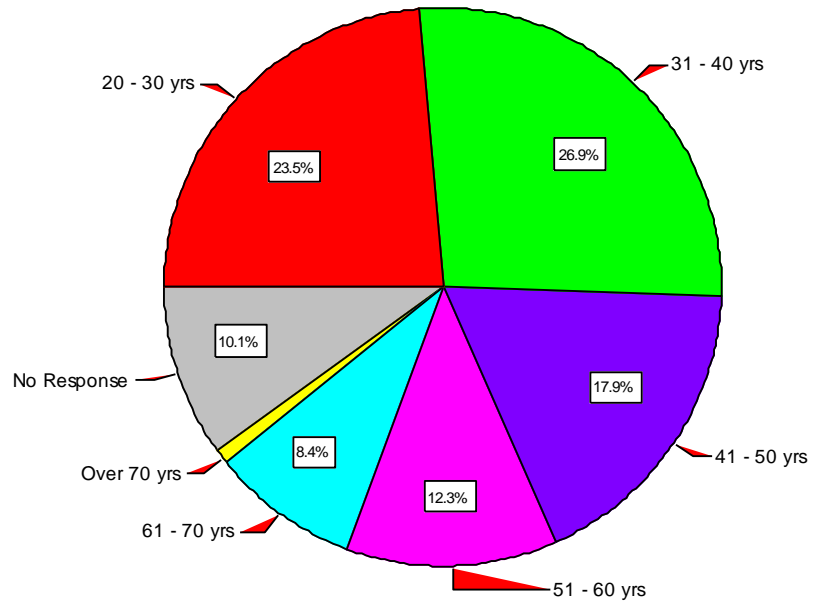
### Gender of Respondents

Question #22 – The majority (61.1%) of the survey respondents are female.



Question #23 – The majority of the respondents (56.1%) are in the 20 – 40 year age range. This information is particularly useful as well, as it approximates the ages found in the 2000 consensus (figure 3 – Appendix V) reasonably well. Therefore, one can assume (not with statistical significance since the age range breakdowns are

### Age Range of Respondents

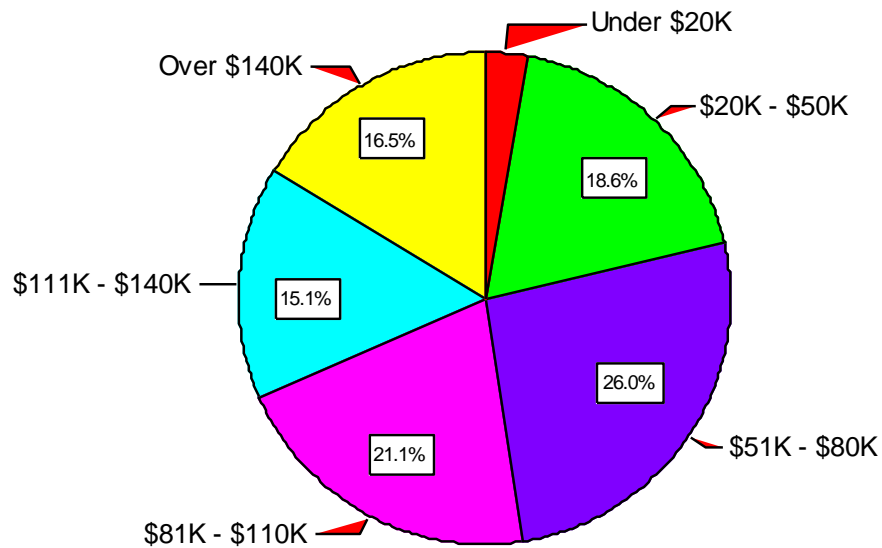


somewhat different as well as the fact that nearly 10 years have passed since the data was collected) that the responses could generally be applied to the overall population of the city of Midland.

Question # 24 – The majority (66.2%) of respondent's indicate that their annual, pre-tax household income is between \$50,000 and \$140,000 with the largest % shown in the \$51K to \$80K bracket.

## Annual Household Income

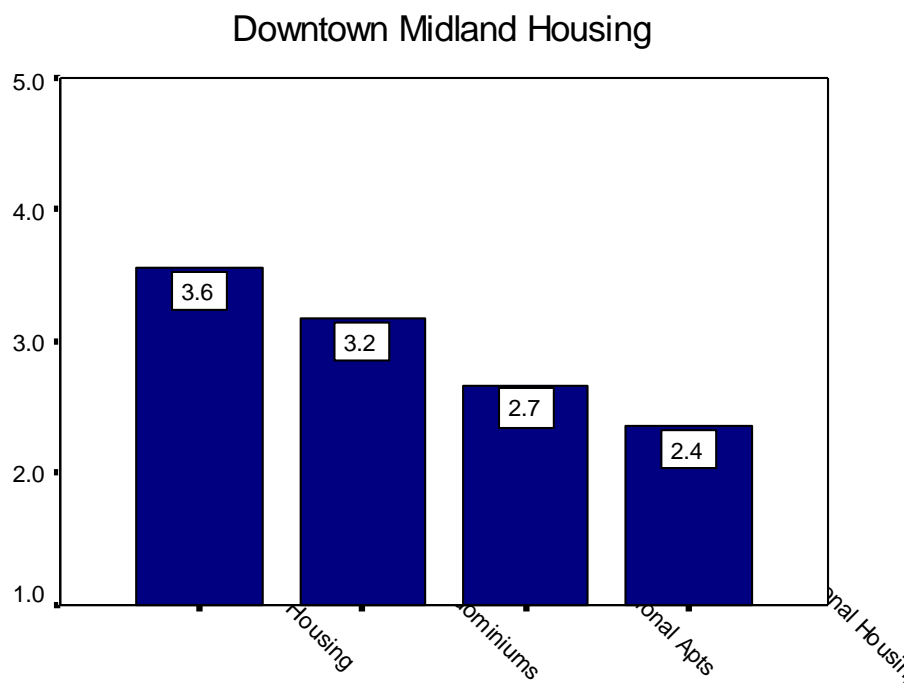
Pre-tax dollars



## H. OTHER

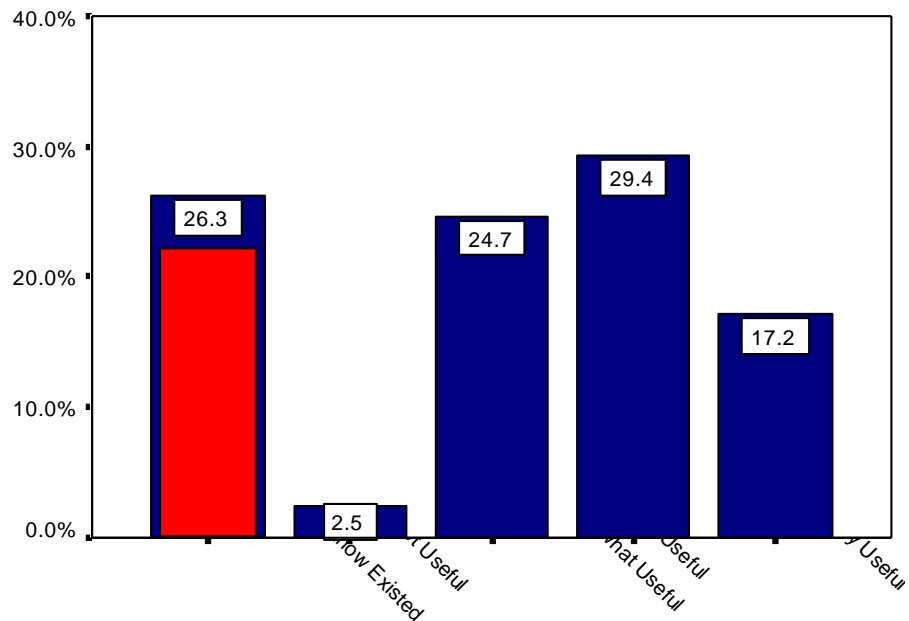
Two additional questions were included in the survey at the request of the Midland DDA.

Question #18 – To address the preference for new housing developments in Downtown Midland, participants were asked to indicate on a scale of 1-5, their level of agreement based on four types of housing options. In this question, a 1 represents “strong disagreement”, where a 5 represents “strong agreement”. The largest (46.2% indicated a combined 4 & 5 rating) response in terms of agreement was for a loft style residence, while the smallest (55.6% indicated a combined 1 & 2 rating) response was for traditional housing. Combined with the demographic information in the housing study referenced earlier in this report, this is very relevant information since people who live downtown will also be looking for an ideal set of support amenities, such as shopping and dining choices, as well as the ambient nature of a “downtown experience” overall.



Question #19 – Additionally, the DDA requested a question pertaining to the usefulness of their website. This is inherently important to the success of communications regarding Downtown Midland in the highly technical world we live in today. Although 46.6% (combined 4th & 5th ratings on graph below) agreed that the website is useful, 28.2% (combined 2<sup>nd</sup> & 3rd) disagreed. More importantly, 26.3% responded that they did not know it existed. This is definitely a concern since customer knowledge of any market is important, but even that much more important to a downtown district which must entice its customer base away from larger competitive forces such as shopping-malls, and franchised restaurants. This concept will be addressed in later sections of this paper.

Usefulness of DDA website



#### **IV. STATISTICAL ANALYSIS**

*All references in this section can be found in Appendix III*

One of the primary objectives in doing any research is to collect data which will provide meaningful information from which future decisions can be made. As presented and discussed in the previous section significant amounts of data were collected from the survey respondents. As a result, using SPSS (Social Package for Statistical Science) software, numerous sets of what are referred to as descriptive statistics were able to be described. These statistics included graphs of “average responses” and frequency information which described the number of responses that were collected for each category within a question. Additionally, the initial frequencies and descriptive analysis led to preliminary conclusions pertaining to what aspects of a downtown environment are most important to the community. However what is lacking up to this point is the statistical analysis and hypothesis testing needed to determine causality in some instances, and potential relationships between variables in others. The main purpose of this section of the report is to identify those questions that are likely to have the most relevance to the success of the downtown district, and to provide statistical justification to validate the relationships.

##### **A. OVERALL SATISFACTION**


To help determine which basic demographic information is most relevant to the overall satisfaction level of the survey population, several cross-tabulation analyses were

performed. Cross-tabs as they are often referred to, allow us to “characterize the relationship between two variables simultaneously.” (Arkkelin, 2009)

Satisfaction vs. Income

The analysis began with a comparison of the income vs. overall satisfaction levels reported in the survey. The nature of downtown retail in general tends to lean more toward unique offerings which sometimes carry a higher price tag. One might assume that as income levels increase, and people have greater amounts of disposable income to spend on the more chic items found downtown, that satisfaction might increase. Using cross-tab analysis, the summary below might indicate the reverse of that assumption. As income levels increase, the overall satisfaction level of the survey participants seems to decrease. This could be indicative of the fact that as discussed in the previous section, 57% of the respondent’s indicated that they were “unsatisfied” or “very unsatisfied” with the retail choices offered downtown. However, before proceeding it is useful to know if there is any statistically significant relationship between the income and satisfaction variables. Although the relationship between household income and overall satisfaction appears to be negative, statistical tests would indicate that this relationship by itself, is not significant. Therefore, gearing goods and services toward one income range vs. another would be unlikely to have a significant impact on satisfaction levels.

		Overall Satisfaction	
		Low / Moderate	High
<b>Household Income</b>	Under \$50K	18.8%	28.4%
	\$51K - \$80K	28.0%	20.3%
	\$81K - \$110K	22.2%	17.6%
	\$110K to \$140K	14.5%	17.6%
	Over \$140K	16.4%	16.2%



## Satisfaction and Gender

Due to the fact that a disproportionate (68%) number of the respondents were female, one might be inclined to assume that attributes or retail offerings downtown should be geared toward females rather than males. Another cross-tab calculation was performed to test the relationship between gender and overall satisfaction. The resulting significance level derived from a Chi square test however, would indicate that there is not a statistical evidence of a relationship between gender and overall satisfaction. Therefore, it would not necessarily be useful to focus more efforts toward the female consumer.

**Gender vs. Overall Satisfaction**

			SATISFACTION (LMH)			Total
			Low	Moderate	High	
Gender	Male	# of Participant Responses	7	71	23	101
		% within SATISFACTION LEVEL	29.2%	34.6%	26.4%	32.0%
	Female	# of Participant Responses	17	134	64	215
		% within SATISFACTION LEVEL	70.8%	65.4%	73.6%	68.0%
Total		# of Participant Responses	24	205	87	316
		% within SATISFACTION LEVEL	100.0%	100.0%	100.0%	100.0%

Significance = .371

## Satisfaction and Age

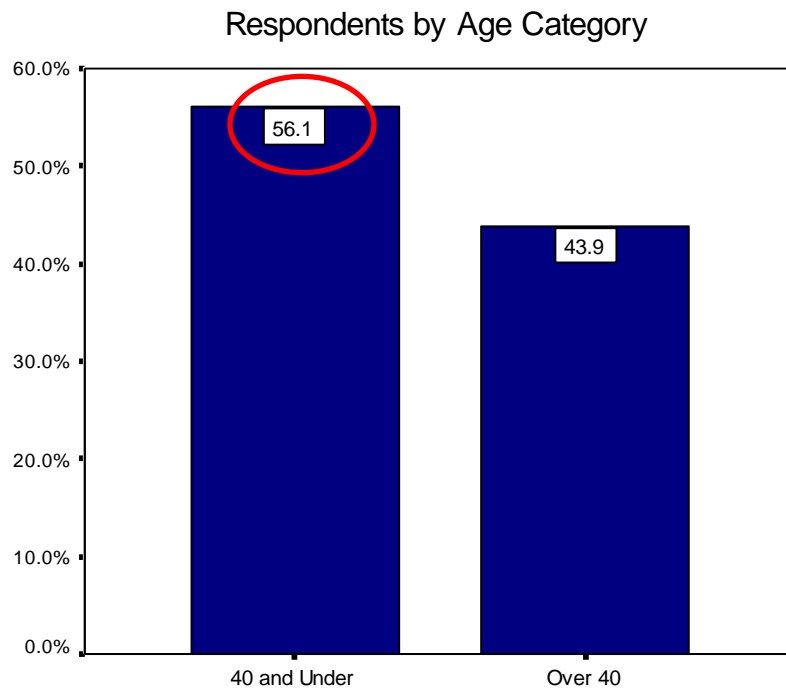
The analysis continued with a comparison of the age range of the respondents vs. overall satisfaction levels reported in the survey. Knowing this information is particularly useful to this study since it could help business owners make decisions about the types of product to carry, or assist the DDA make decisions about the types of special events to plan and host.

This information could also be useful as a litmus test to determine how appealing the downtown area is to the young professionals the Fortune 500 companies in Midland are attempting to attract.

		<b>Overall Satisfaction</b>		
		<b>Low</b>	<b>Moderate</b>	<b>High</b>
<b>Age of Respondants</b>	<b>Under 30</b>	41.6%	27.7%	19.5%
	<b>31 - 40</b>	45.8%	30.6%	24.1%
	41 - 50	4.2%	18.9%	25.4%
	51 - 60	4.2%	12.6%	19.5%
	Over 60	4.2%	10.2%	11.5%
			100.0%	100.0%

Significance = .041

Using cross-tab analysis, the above summary illustrates that the highest percentage of individuals in the “Low” and “Moderate” satisfaction categories are in the “under 30” and “31-40” demographics, while the “High” satisfaction category appears to be more evenly distributed amongst participant age ranges. Even more revealing is that nearly 90% of participants who indicated a low level of overall satisfaction are in the “under 40” age group. Furthermore, statistical testing resulted in evidence of the validity of this relationship. As such, it would make sense that future planning efforts should be more heavily focused toward the improving the satisfaction level of the “young professional” age categories, especially when you consider that that the majority (56.1%) of the respondents are categorized as “40 and under”. Not only would this strategy help even out the overall satisfaction amongst the population, but it would also help to make the downtown area even more appealing to those who might be interested in future residential or business investments downtown.



## B. DIFFERENCES OF OPINION – “40 AND UNDER” COMPARED TO “OVER 40”

To delve further and understand the nature of the differences in preferences between the two age groups, several statistical analyses were applied. The nature of the following questions pertains to the 40 and under age grouping since it contains the biggest opportunity for improvement as discussed above. Before describing some of those findings, however, it would be useful to describe some of the generational differences between the various age categories.

- BABY BOOMERS

The “baby boomers”, or individuals born between 1946 & 1964, are typically known as “the spending generation”. Predominantly in their 40’s and 50’s, this generation is typically well established in their careers and continues to lead busy lives. Even in mid-

life, many baby boomers seek convenience to ease the burdens of everyday life (Strategic Edge). They typically enjoy dining out and shopping for specialty foods. This generation also demonstrates a strong desire to counter the aging process. As such, they are typically interested in various sports. It is expected that this generation will travel more as they enter into the phase of empty nests. Of particular interest to retail downtown is that baby-boomers typically enjoy reading books and DIY (do-it-yourself) projects. According to the Community Development Research project referenced earlier in this project, the baby boomers living within the downtown primary trade area (typically within a 10 minute drive from their home) also enjoy wine and banking clubs and often read two or more newspapers per day.

- GEN X and GEN Y

On the other hand, the under 40 population is made up of Gen X (born between 1965 & 1975) and Gen Y (born between 1976 and 1994). Research shows that these generations are culturally more diverse than previous generations due to the fact that they have often had more travel opportunities than their parents or grandparents did (Schroer). This is especially true in Midland where it is not uncommon to encounter a high school student who has lived overseas for a period of time when their parents were moved for work related purposes. With that diverse background comes a strong desire for product differentiation, ethnic foods and diverse cultural events

*“No matter what they are buying, generation Y members prefer brands with a core identity based on core values. It's more important to them that a product is credible than that it's in the mall” (Morton, 2007).*

Additionally, these generations tend to be more health and environment conscious than generations of the past. Unlike their parent(s) who may have worked for the same company their entire career, the younger generations are not opposed to moving out of state to pursue career advancements.

One of the larger generational differences is the fact that Gen X and Gen Y have been exposed to more technology advancements than ever before. As a result, they not only depend on technology for entertainment purposes, but to serve as a major communication tool and a method of maintaining relationships (Schroer). These age groups are especially attracted to vibrant cities and towns with recreational opportunities, college and professional sports teams, and cultural venues. Like the PTA tapestry dimensions referenced above, Community Research Services also described traits specific to these age categories for people living within the downtown primary trade area (typically within a 10 minute drive from their home). In general, these generations are very interested in a downtown experience that includes a vibrant nightlife. They also enjoy yoga, movies and sports and physical fitness.

Having that information, we can now look at some of the specific opinions and preferences that differ between the “40 and above” and “under 40” age categories. The first variable considered was whether or not there is a statistically significant difference

in the likelihood to shop in Downtown Midland. This question is important to help existing and potential entrepreneurs determine a) if there is unmet retail need, and b) whether there might be conditions or issues that could be improved by the current business owners. To analyze this question, a cross-tab was prepared and an independent samples t-test was performed.

**Likelihood of Shopping Downtown vs. Age Category**

			AGE CATEGORY		Total
			40 and Under	Over 40	
Likelihood of Shopping Downtown	Very Unlikely	# of Responses	24	4	28
		% within Likelihood of Shopping Downtown	85.7%	14.3%	100.0%
	Unlikely	# of Responses	49	33	82
		% within Likelihood of Shopping Downtown	59.8%	40.2%	100.0%
	Neutral	# of Responses	55	36	91
		% within Likelihood of Shopping Downtown	60.4%	39.6%	100.0%
	Likely	# of Responses	45	54	99
		% within Likelihood of Shopping Downtown	45.5%	54.5%	100.0%
	Very Likely	# of Responses	5	14	19
		% within Likelihood of Shopping Downtown	26.3%	73.7%	100.0%
Total		# of Responses	178	141	319
		% within Likelihood of Shopping Downtown	55.8%	44.2%	100.0%

Group Statistics

		N	Mean	Std. Deviation	Std. Error Mean
Likelihood of Shopping Downtown	40 and Under	178	2.76	1.063	.080
	Over 40	141	3.29	1.025	.086

Looking at the cross-tab table and mean “likelihood” response from above, one would expect that people “over 40” are more inclined to shop downtown. Additionally, based on the results of the t-test as noted below, we can statistically conclude with 95% confidence that the “over 40” age group is in fact, more likely than the “40 and under”

age group to shop downtown. This could be due to a variety of reasons which will be explored in later.

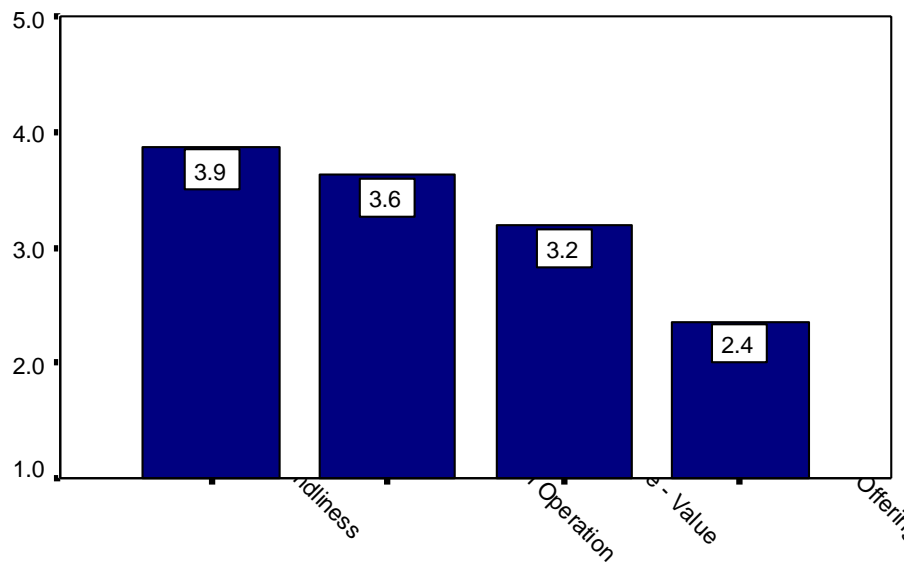
Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Likelihood of Shopping Downtown	Equal variances assumed	.050	.824	-4.465	317	.000

To further drill-down the reasons the 40 and under group might be less likely to shop downtown, several retail related attributes were analyzed. This was done to determine if there is statistical evidence to suggest that particular attributes would influence consumers to be more or less satisfied with retail in the downtown district. For example, is it because the downtown retail district does not offer the right mix of merchandise to appeal to a wide range of customer ages? Or, could it be due to the hours of operation? Regardless we know already that people under 40 are less likely to shop downtown – now we are attempting to determine why.

### Satisfaction with Retail

40 and under Age Category



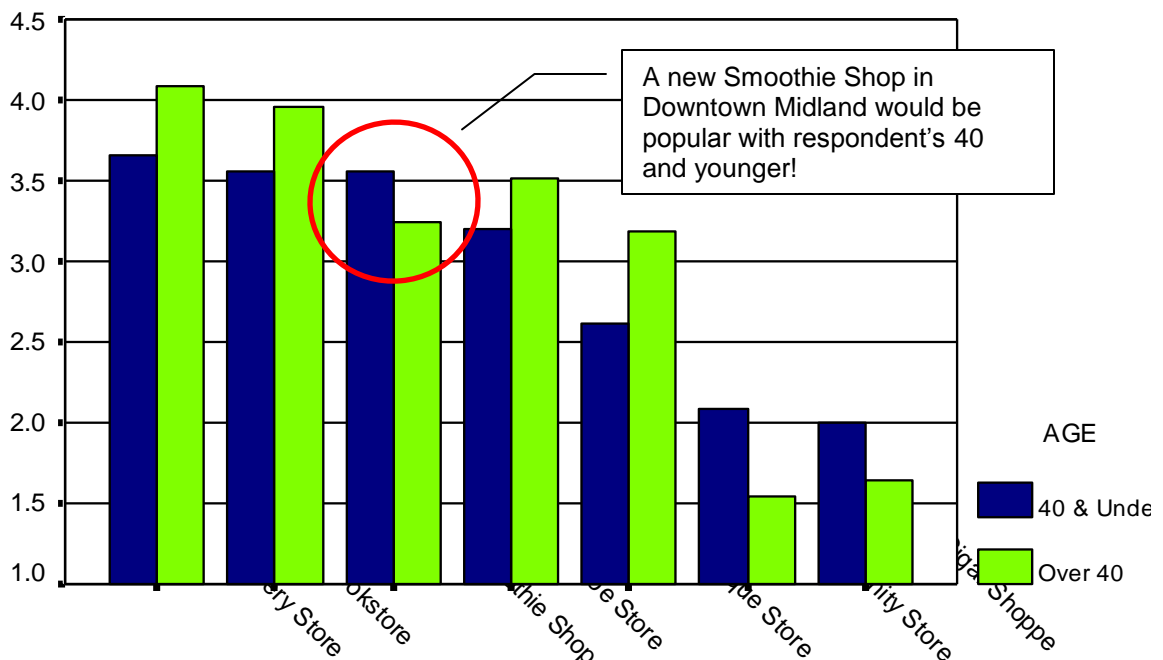
As demonstrated in the above graph, consumers 40 years and younger are most satisfied with the friendliness of store owners and employees, but the least happy with the current mix of retail offerings.

To help determine which potential business opportunities included in the survey would most likely be affected by age differences, statistical tests were applied. Business opportunities such as a potential Pet Accessory or Educational Toy store were not found to be significantly related to age and were therefore excluded from further age related analysis. Several business types did yield a statistically significant relationship to age and are presented in the graph below. This information could be useful to the entrepreneur who is looking to develop a niche business that would appeal to the growing “40 and under” population.

## Potential New Businesses vs. Age Range

### Likelihood to Visit - Avg. Response

-- reflects only those with stat. sig. diff. between age ranges --



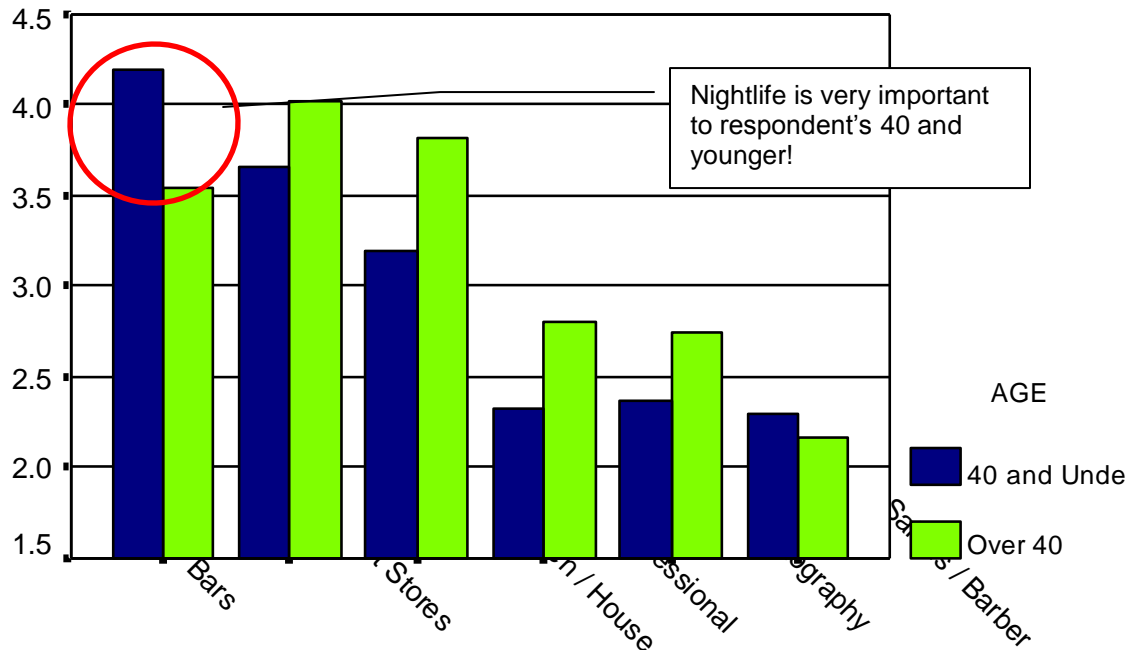
In the graph, from an age perspective only, there would likely be a better response from individuals “40 and under” with regard to a new Smoothie Shop, Children’s Apparel Store, Maternity Shop, or a Cigar Shop. Conversely, a new Grocery Store or Bookstore would be looked upon with higher visitation likelihood by the “over 40” age group. That being said, a Grocery Store or Bookstore holds a much higher preference value by any age group when compared to a Cigar Shoppe or Maternity Store.

Similar tests were applied to the list of current businesses addressed in the survey to help determine which would most likely be affected by age differences. Businesses types such as Women’s Apparel and Jewelry stores were not found to be significantly related to age and were therefore excluded from further age related analysis. As depicted in the graph below, people in the “40 and under” age category are more likely to visit bars or salons when they visit downtown. However, Bars, Gift Shops and Kitchen / Houseware stores would have a higher likelihood vs. Photography Stores or Salons, regardless of age.

# Current Businesses vs. Age Range

## Likelihood to Visit - Avg. Response

-- reflects only those with stat. sig. diff. between age ranges --



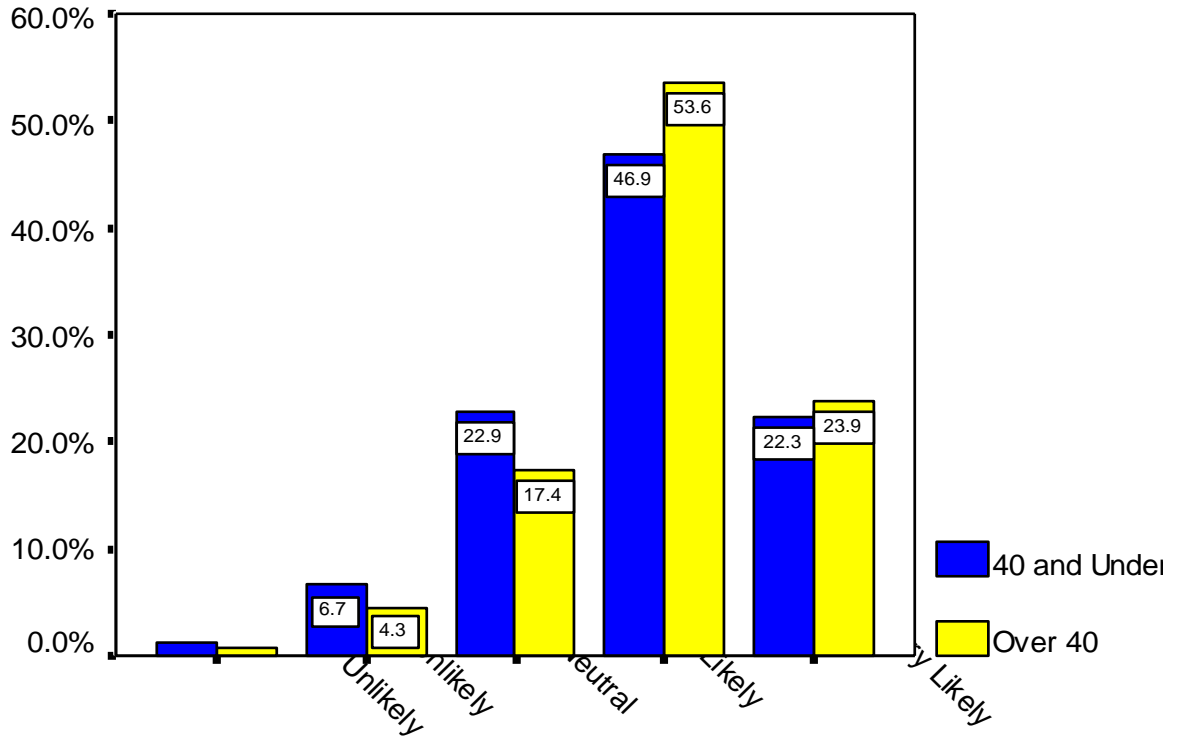
This statistical analysis bodes well since it adds validity to the importance of some of the comments left pertaining what people like to see more of in the downtown business structure.

- “(We like to visit) galleries or places with unusual gifts”
- “(We would like to visit) I feel as a younger member of this community ...It would be great to get some different types of restaurants not chains in downtown as well as some different types of bars and social places.”

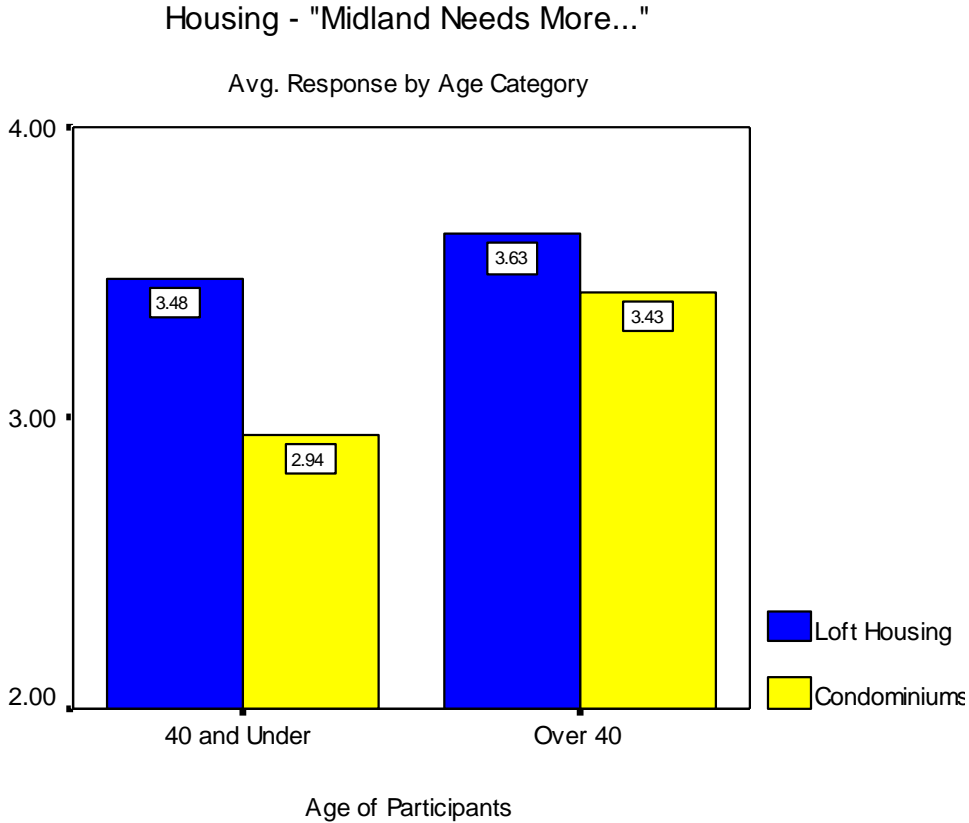
Although the testing above reveals that there are some statistical relationships between age and the likelihood to shop downtown, similar tests applied to the likelihood of dining

downtown do not. In other words, although differences are apparent graphically, they are not necessarily due to the age of the survey respondents, per se.

## Likelihood of Dining by Age Category



Once again, similar statistical tests were used to determine any significance between age categories and the types of housing people would like to see more of in the downtown area. Although the graph below would seem to illustrate a slight difference between the age groups for loft housing and a larger difference pertaining to condominiums, statistical evidence of that difference only exists for the condo's.



Stated another way, using an independent samples t-test, and assuming a 95% confidence rate, we can conclude that there is a larger preference for condominiums in downtown Midland by the “over 40” age category than there is by the “40 and under” sample.

### C. OPPORTUNITIES OF IMPROVEMENT – MODERATE OVERALL SATISFACTION

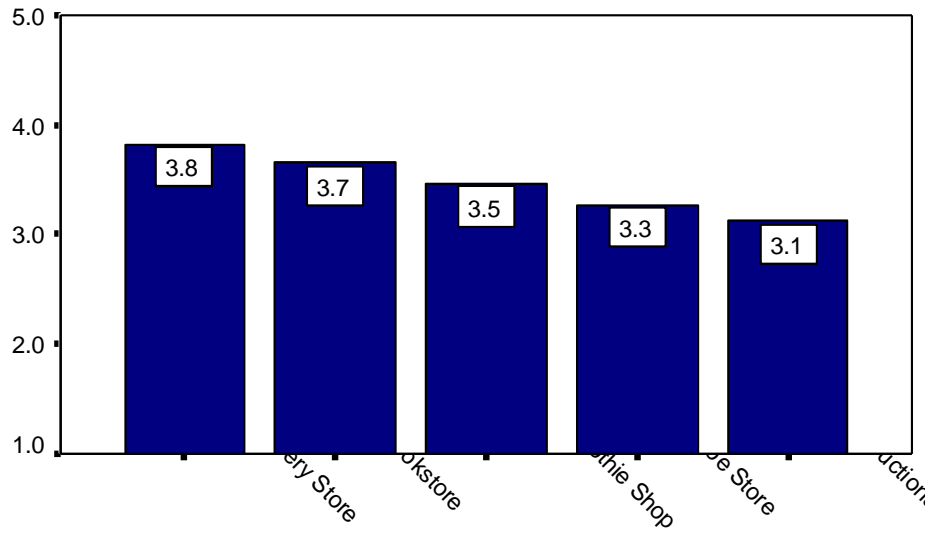
As important as it was to determine the variables that were statistically related to age, it is just as important to evaluate if there are statistical differences in the variables regarding overall satisfaction. Recall that the majority of the sample population felt only moderately satisfied overall. This could be considered a “nice to know” type of information. However, we can also look at this as an opportunity to reach the people that are “on the fence”, so to speak, relative their “downtown experience”. To determine what is statistically significant to this category of respondents, several analyses were performed and are summarized in this section.

The first test was performed to determine statistical evidence regarding business type opportunities and their potential of increasing the likelihood that respondents with a moderate level of overall satisfaction would desire to shop downtown. Using the graph depicted above as a guideline, the top five potential businesses that the “moderately satisfied” respondents are most likely to visit were regressed against the overall likelihood to shop in Downtown Midland. The resulting statistics shows that there is evidence of significance based on a 95% confidence level, that the addition of a Shoe Store or a Bookstore could have an impact on the likelihood to shop within the moderate responses.

# Likelihood of Visiting Potential Businesses

from Moderate Overall Satisfaction Category

Represents Top Five Business Types



Coefficients - Dependent Variable: Likelihood of Shopping Downtown

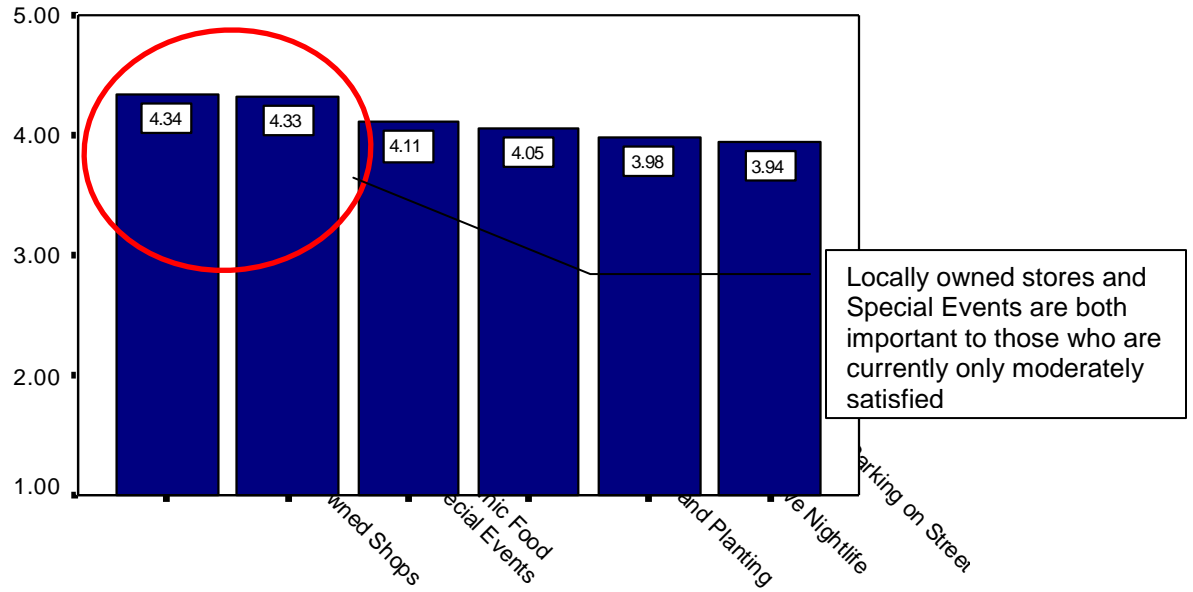
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.689	.254		6.641	.000
<b>Shoe Store</b>	.197	.062	.237	3.181	<b>.002</b>
<b>Bookstore</b>	.144	.061	.175	2.348	<b>.020</b>

A new Bookstore or Shoe Store would statistically have the most impact on those moderately satisfied

Similarly specific attributes downtown Midland were regressed against the likelihood to shop downtown and led to the conclusion that merchandise price-value, retail offerings and the general ambience of the downtown area all could be statistically expected to have an impact on the overall satisfaction level of the respondents who initially indicated a moderate response.

## "Downtown Experience" Characteristics

from Moderate "Overall Satisfaction" Category



Coefficients - Dependent Variable: Likelihood of Shopping Downtown

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.743	.443		1.677	.095
<b>Merchandise Price Value</b>	.213	.093	.167	2.302	<b>.022</b>
<b>Retail Offerings</b>	.247	.093	.185	2.649	<b>.009</b>
<b>General Ambience</b>	.245	.100	.175	2.460	<b>.015</b>

D. THE DESIRE TO SHOP AFTER 5:00 PM DURING THE WEEK:

As mentioned earlier in the study, several respondents indicated a strong desire to shop after 5:00 PM. In addition, many noted in the comments section that they wished downtown businesses would stay open later. To assess if there is statistical evidence that, all other things held equal, people would be more willing to shop downtown if stores were open later, cross-tab analysis was performed.

**Shopping Preference - Wk Days - After 5:00 PM**

Preference to shop after 5:00 PM (wk days)		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
Very Unlikely	# of Responses	20	4	24
	Likelihood to Shop	10.0%	3.6%	7.7%
Unlikely	# of Responses	31	8	39
	Likelihood to Shop	15.5%	7.3%	12.6%
Neutral	# of Responses	36	18	54
	Likelihood to Shop	18.0%	16.4%	17.4%
Likely	# of Responses	90	48	138
	Likelihood to Shop	45.0%	43.6%	44.5%
Very Likely	# of Responses	23	32	55
	Likelihood to Shop	11.5%	29.1%	17.7%
Total	# of Responses	200	110	310
	Likelihood to Shop	100.0%	100.0%	100.0%

Significance = .000

Given the above information, we can conclude that there is a relationship between the two variables and that respondents would be more likely to shop downtown if there were extended business hours during the week.

The interesting point to make here as mentioned earlier is that many businesses already have extended hours, however it seems that people are simply not aware. As one of the DDA board members pointed out, "Midland residents have been 'trained'

over the years that businesses downtown stay open until 5:00 P.M.” This seems to be a perception issue that will be addressed later in this paper.

### E. Business Opportunities

Aside from determining the relationship of new business opportunities with age or overall satisfaction as we did above, multiple cross-tabs and related statistical tests were applied to determine if there is a relationship between various potential businesses types and a respondent’s overall likelihood of shopping downtown. Of specific interest are the respondent’s who indicated a low or moderate likelihood:

**Current Low-Moderate Likelihood to Shop Downtown vs. Likelihood of Visiting a Particular Store Opportunity**

<b>Likelihood to visit a new...</b>	<u>Grocery Store</u>	<u>Book Store</u>	<u>Shoe Store</u>	<u>Instructional Facility</u>	<u>Antique Shop</u>	<u>Educational Toys</u>	<u>Children's Apparel</u>	<u>Pet Accessory</u>	<u>Cigar Shoppe</u>	<u>Maternity Store</u>	<u>Smoothie Shop</u>
High	68%	63%	50%	41%	36%	35%	31%	24%	-- no statistical relationship --		
Moderate	17%	16%	20%	30%	17%	17%	13%	17%			
Low	15%	21%	30%	29%	47%	48%	56%	59%			
	100%	100%	100%	100%	100%	100%	100%	100%			
Stat. Sig.	0.001	0.001	0.001	0.021	0.062	0.022	0.056	0.057	0.798	0.667	0.311

Of the specific business types addressed in the survey, those that have a statistically significant relationship with likeliness to shop downtown are reflected above. It should be noted that just because a “business type” is statistically related to the “likelihood to shop”, should not necessarily indicate that the store type should be pursued. It only suggests that they are related and should be considered further to determine if there is actual consumer demand.

For instance in the cross-tab table below, 36.7% of the survey respondents indicated that they had a low-moderate likelihood to shop in downtown Midland and that they were very unlikely to shop at a Children's Apparel store. In other words, a Children's Apparel store would not necessarily influence people to shop downtown if they aren't likely to already do so.

### Children's Apparel Store

		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
<b>Very Unlikely</b>	# of Responses	73	24	97
	Likelihood to Shop	<b>36.7%</b>	21.1%	31.0%
Unlikely	# of Responses	39	24	63
	Likelihood to Shop	19.6%	21.1%	20.1%
Neutral	# of Responses	26	19	45
	Likelihood to Shop	13.1%	16.7%	14.4%
<b>Likely</b>	# of Responses	38	32	70
	Likelihood to Shop	19.1%	<b>28.1%</b>	22.4%
Very Likely	# of Responses	23	15	38
	Likelihood to Shop	11.6%	13.2%	12.1%
Total	# of Responses	199	114	313
	Likelihood to Shop	100.0%	100.0%	100.0%

A Grocery Store, on the other hand, is also statistically related to the desire to shop downtown. This potential business type is shown below and would seem to indicate that even people who are currently unlikely to shop in Downtown Midland would be inclined to do so if a Grocery or Specialty Food Store were available.

**GROCERY or other SPECIALTY FOOD**

		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
Very Unlikely	# of Responses	23	3	26
	Likelihood to Shop	11.1%	2.5%	7.9%
Unlikely	# of Responses	9	7	16
	Likelihood to Shop	4.3%	5.7%	4.9%
Neutral	# of Responses	35	6	41
	Likelihood to Shop	16.9%	4.9%	12.5%
<b>Likely</b>	# of Responses	74	43	117
	Likelihood to Shop	<b>35.7%</b>	<b>35.2%</b>	35.6%
<b>Very Likely</b>	# of Responses	66	63	129
	Likelihood to Shop	<b>31.9%</b>	<b>51.6%</b>	39.2%
Total	# of Responses	207	122	329
	Likelihood to Shop	100.0%	100.0%	100.0%

Several comments were included in the survey which further indicates a strong desire for a specialty grocery store, or a deli. Additionally people who are considering making downtown there residence also desire to have a grocery store nearby.

G. SPECIAL EVENTS:

Because special events have the tendency to draw large amounts of foot traffic to the downtown area - often times from beyond the local community, it would be important to the retail shop or restaurant owner to understand a patron’s degree of likelihood to shop or dine while attending various events. To determine that relationship, cross-tabulation analysis was performed by looking at the respondents who indicated a “high” likelihood to shop while attending a special event, in comparison to the overall likelihood of attending various events. Narrowing the data down in this fashion will allow the business owner to see which events could provide the largest opportunity to not only provide satisfaction to existing customers, but potentially attract new customers as well.

Using cross-tab analysis, we can see businesses would have the most opportunity to reach those who attend the Farmer’s Market or Pumpkin Festival based on their indicated likelihood to attend. This could be achieved through the use of special coupons or store events valid on special event days.

		65% of Respondent's Indicated a High Likelihood to Shop While Attending a Special Event		
Likelihood of Attending :		Low	Medium	High
	<b>Farmers Market</b>	4%	4%	92%
	Santa Parade	38%	18%	44%
	Holly Jolly Days	38%	27%	35%
	<b>Pumpkin Festival</b>	25%	24%	51%
	<b>Pennant Race</b>	47%	28%	25%
	Highland Festival	37%	35%	28%
	Cruise n Car Show	37%	17%	46%
	Chili Salsa Cookoff	30%	21%	49%
	<b>Deals at the Diamond</b>	24%	17%	59%
	<b>Sidewalk Sales</b>	24%	19%	58%
	Breakfast with Santa			
	Santa House			
	Riverdays			

---- No Statistical Relationship ----

Conversely, businesses would have the least opportunity to reach those who participate in the Loon's Pennant Race.

A similar analysis was performed pertaining to the likelihood to dine while attending special events.

88% of Respondent's Indicated a High Likelihood to Dine While Attending a Special Event			
Likelihood of Attending :	Low	Medium	High
<b>Farmers Market</b>	5%	6%	89%
Santa Parade	39%	16%	45%
Holly Jolly Days	45%	26%	29%
<b>Pumpkin Festival</b>	29%	21%	49%
<b>Pennant Race</b>	50%	26%	24%
Highland Festival	43%	33%	25%
Santa House	41%	15%	45%
<b>Riverdays</b>	18%	22%	59%
Cruise n Car Show	41%	16%	43%
Chili Salsa Cookoff	33%	21%	46%
<b>Deals at the Diamond</b>	32%	18%	50%
<b>Sidewalk Sales</b>	33%	18%	49%

Breakfast with Santa

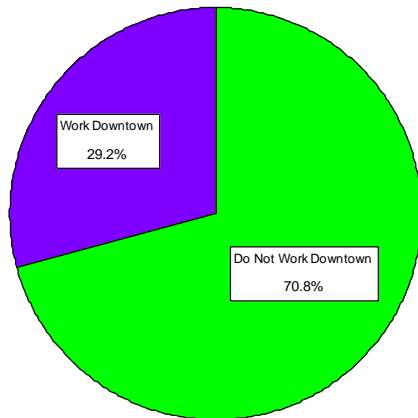
---- No Statistical Relationship ----

As such, we can see that people with the highest likelihood of dining downtown during a special event would be most likely to attend the Farmer's Market or Riverdays.

Conversely, they are least likely to attend or participate in the Loon's Pennant Race.

Similar to the shopping question above, restaurant owners have the potential of reaching participants and enticing them to dine at their restaurants by offering dining specials or coupons valid on special event days.

## H. WORK vs. DO NOT WORK DOWNTOWN



As briefly discussed in one the earlier sections of this report, several respondents provided comments which indicated they didn't feel businesses were open long enough, particularly during the week. However the majority of businesses who answered the email request to provide their operating hours

indicated that they did offer extended hours, typically at least one day a week. As such, additional analysis was performed to determine if different perceptions regarding Downtown Midland attributes exist, specifically between people who work downtown vs. people who do not work downtown.

--- degree of satisfaction ---

	LOW		MODERATE		HIGH	
	WORK DOWNTOWN	DO NOT WORK DOWNTOWN	WORK DOWNTOWN	DO NOT WORK DOWNTOWN	WORK DOWNTOWN	DO NOT WORK DOWNTOWN
<b><u>Downtown Midland</u></b>						
General Ambience	6.5%	6.2%	20.7%	22.9%	72.8%	70.9%
Parking	22.0%	19.9%	26.4%	24.8%	52.6%	55.3%
Lighting	2.2%	2.2%	13.0%	13.2%	84.8%	84.6%
Cleanliness	2.2%	1.8%	8.8%	7.0%	89.0%	91.2%
Safety	1.1%	0.4%	4.3%	8.3%	94.6%	91.3%
Snow Removal	14.3%	5.8%	23.1%	25.3%	62.6%	68.9%
Service Price Value	6.6%	10.1%	40.1%	28.6%	64.8%	49.8%
<b><u>Shopping</u></b>						
Retail Choices	56.5%	57.0%	28.3%	31.6%	15.2%	11.4%
Merchandise - Price Value	12.1%	14.2%	39.6%	47.3%	48.4%	38.5%
Retail Hours	13.0%	14.9%	12.0%	19.3%	75.0%	65.8%
Retail Friendliness	2.2%	3.1%	18.5%	20.1%	79.3%	76.9%
<b><u>Dining</u></b>						
Restaurant Choices	14.1%	20.5%	85.9%	79.5%	0.0%	0.0%
Restaurant Hours	40.2%	34.6%	20.7%	34.2%	39.1%	31.1%
Restaurant Friendliness	3.3%	2.2%	9.9%	18.3%	86.8%	79.5%

As depicted in the table above, only three downtown attributes are shown to have a statistically significant relationship with whether or not people work downtown.

Interestingly enough, retail hours of operation were not deemed to be significant. This would indicate that any difference in satisfaction with retail hours (between people who work and people who do not work downtown) is simply due to chance.

As shown above, valid differences are indicated for snow removal, service price-value and restaurant hours. With regard to snow removal, for instance, it would seem that people who work downtown are less satisfied than people who do not work downtown. Conversely, people who work downtown tend to be more satisfied with restaurant hours of operation.

## **PART V – FINDINGS AND SUGGESTIONS**

*In order to differentiate itself, a downtown business must distinguish itself from its competitors through the use of exceptional retail offerings, friendly customer service and successful promotion. (Brown)*

Downtown Midland has all of the charm and beauty needed to attract community visitors and destination tourists alike. As shown in the downtown attributes graph, some of the most important characteristics like safety, or lighting are already in place. In fact, respondents indicated high satisfaction levels regarding most of the general attributes of downtown. While these attributes are important, they cannot stand alone in terms of being the key drivers of a consumer's overall satisfaction with a downtown environment. Through the use of the survey tool, and the analysis described in the previous sections of this report, three main areas of opportunity are evident pertaining to Downtown Midland.

### **FOOT TRAFFIC**

When walking through the downtown area, it seems that "Main Street" ends far sooner than the actual street by the same name does. Even though there are many successful businesses that continue east past Oscar's on Main Street for instance, there are also reasons why one might stop and turn around. First, many of the farther businesses attract customer's who have a specific need to visit their particular store. For instance the Mid-Michigan Music Shop is geared toward a musician for obvious reasons.

Similarly, the appliance store will attract the consumer who is looking for goods or services particular to their store. Unless a consumer had a specific need to patronize those stores, they would not necessarily continue to walk beyond the main area of commerce, or onto some of the peripheral side streets which also hold great opportunities for shopping or dining.

Ideally, a diverse mix of businesses would be spread throughout the downtown district which would entice consumers to expand their walking journey between locations. Spreading the summer statue series along the entire expanse of Main Street has helped to mitigate this disadvantage. Similarly, there is now an attractive, walkable path between Downtown and Dow Diamond which includes a beautiful mural underneath the Poseyville Bridge. However, more can be done to improve the foot traffic in these otherwise less frequented areas. The benefits of doing so would at a minimum be two-fold. Current businesses in these less traveled areas, for example, would get exposure they might not otherwise have. Additionally, potential entrepreneurs would be encouraged by the increasing exposure in areas they might be looking at to start a business. The following three categories of suggested improvements could help to increase foot traffic:

- A. Store-Front Windows which are either currently empty, or do not have “window shopping” appeal should be targeted for consideration. A recommendation would be to create intriguing window-scapes in those particular spaces.

- Work with Marketing or Merchandising students at nearby Central Michigan or Northwood Universities once a quarter to change out the displays in the empty window spaces. These displays could include artwork from local artisans who might then show their wares live during Art Walk evenings in the summer. Similarly, the displays could include projects (DDA approved) that the students have been working on during the semester;
- Work with the Historical Society to coordinate a display containing various historical items from the area – this is especially relevant to downtown which is rich in history itself;
- Coordinate a monthly “*Where’s Waldo*” type contest with local merchants, whereby customers would be encouraged to locate an Official Midland Mascot (example: troll, frog, dragon, etc.) to be found somewhere in the broader downtown blocks. They would then enter a drawing for a monthly rotating good or service donated by area merchants....for example, ”Ice Cream for 4”, “Small bouquet of flowers”, “Dessert and coffee”, etc;
- Coordinate a “window display unveiling” with various special events such as Summer Solstice or Mannequin Night.

#### B. Special Events

*It was found that 89.3% found Special Events to be an appealing or very appealing attribute of a “downtown experience”.*

- Coordinate with the Great Lakes Loons, a “Start-of-the-Season Player Parade” with parade route to end at Dow Diamond. This would likely attract a

- large contingency of people to visit downtown, window shop throughout the parade route and enjoy the overall pre-baseball season atmosphere;
- Co-sponsor a 50's party with the new owner of Daddy-O's; complete with a hula hoop contest, 50's fashion contest, and Elvis impersonator contest;
  - Focus efforts to offer more special events geared toward adults. This idea could potentially carry with it a high potential for increasing foot traffic by consumers who might otherwise not spend time downtown. This would be especially true with the "40 and Under" age category as shown in the previous sections of this report;
  - Re-locate some special events or activities to utilize more of the overall space downtown. As an example, the Artist's Market is currently held at the Farmer's Market location on the same night as "Tunes by the Tridge". Moving the Artist's Market to Main Street would increase the amount of foot traffic beyond what is currently experienced.

C. Encourage Co-Op Advertising - Through the use of coupon sharing, complimentary businesses would encourage customers to shop or dine at each others' businesses with the effect of increasing foot traffic between their respective stores or restaurants.

### AVAILABILITY OF INFORMATION

A number of survey responses and individual comments are the basis for this recommendation. Although Downtown Midland has a great number of very positive

characteristics, it seems that the community is not fully aware of all the area has to offer. Whether the information is pertaining to an event or a new business, more needs to be done to ensure that the broader community is aware of all of the fantastic amenities and distinguishable assets that are available in Downtown Midland. This will especially be important as Midland continues to try to distinguish itself as a destination city. An opportunity to reach visitors will soon become available with the new Holiday Inn grand opening, not to mention the many hotels that exist today. As people increasingly come into town for soccer tournaments and other events, Midland has a large opportunity to entice them to “experience” downtown not only for the first time, but to stimulate their desire to come back as repeat visitors in the future.

One example of the need for improved communication would be with regard to special events. One respondent commented, “Often I have missed events that I would have gone to but didn’t find out about them until after they occurred.” Another stated, “The only way I learn about most of the events in downtown Midland was because I work downtown”. Similarly, pertaining to the question regarding the usefulness of the website, almost a third of the respondents stated they did not know it existed.

A final example is the perception difference that seemingly exists regarding business hours downtown. Although many businesses do in fact offer extended hours at least once per week, several respondents commented that they wished downtown business would remain open in the evening. This inconsistency would suggest that the community effectively been informed of the changes local businesses have made. However, perception equals reality in the mind of the consumer and efforts need to be made to change that perception regarding business hours.

To reach the broader community, the following suggestions might be considered:

- Advertising Wraps – full page advertisement in the Midland Daily News (MDN) Sunday newspaper edition. These ads are “wrapped” around the weekly circular advertisements and can include color as well as pictures. Per Cathy Bott at MDN, these ads cost \$750 per run. For an annual cost of \$3000 (once per quarter), this type of media would be perfect for reaching over 12,000 Sunday newspaper subscribers ([www.ourmidland.com](http://www.ourmidland.com)), and could include dates for up-coming events, introduce new businesses that have opened downtown, or present retail / dining coupons or business hours;
- “Sticky-note” ads, which are attached to the outside of the newspaper, could be utilized. At a cost of approximately \$1400, this type of advertising would reach a large population of area residents and could include small messages like, “Did you know that you can find information about Downtown Midland businesses at our website?”, or “Did you know that many retailers Downtown have extended business hours for the summer season?”
- Coordinate with local realtors and lending institutions to include Downtown Midland information in new home owner welcome packages;
- Continue to encourage downtown businesses to utilize social networking and website development tools.

## ATTRACTING NEW BUSINESSES

Without a doubt, one of the most critical steps to ensure the continued success of commerce in Downtown Midland is having the ability to successfully attract new businesses. This area in particular clearly relates to one of the most important findings of the Opinions and Preferences Survey. When asked about their level of satisfaction with retail and dining options, 57.0% of respondents found retail choices, and 52.0% found dining choices to be a combination of “unsatisfactory” or “very unsatisfactory”. Given the current economic conditions, attracting entrepreneurs to take a risk can be challenging, for sure. However given the right tools and support, a new business can thrive.

As mentioned earlier in this report, a Downtown is a unique market which hosts its own set of demands in order to compete against larger, and often times more cost efficient (due to economies of scale) retailers. Downtown entrepreneurs must be willing and able to differentiate themselves through the products they offer and the personal services they provide.

To attract a new business owner, the downtown district must additionally take extra steps to create appeal by providing an aesthetically pleasing commercial environment, along with a safe and secure environment with adequate parking. Downtown Midland has accomplished these attributes as well as many more; however efforts which would demonstrate active Downtown enhancement efforts and promotional programs, like those described, above should continue to be made. Additionally, this study along with the knowledge gained from the Buxton study, provide a wealth of market research data to demonstrate unmet demand and community

support for variety of potential business types. Although the Buxton study recommended specific name brand stores such as Naturalizer shoes, or American Eagle as “best fits”, the economy today is such that many name brand or franchised companies are delaying expansion efforts. However, the market research provided through the Opinions and Preferences survey would defiantly support the development of a “shoe store” or “youthful clothing apparel store”

### BUSINESS OPPORTUNITY EXAMPLE – APPLICATION OF SURVEY RESULTS

To demonstrate the potential power of the information available from the Opinions and Preferences Survey, an example is provided specifically for “specialty foods” in Downtown Midland. Supposing an entrepreneur is interested in exploring the possibility of opening a sandwich shop, or delicatessen the following information might be useful.

In their final report to the community, Buxton defined a leakage factor of (0.52) with regard to the availability of specialty food establishments located downtown. As a reference point, 1.0 equals a well balanced market supply, and numbers above or below 1.0 would represent surplus and leakage, respectively. Based on those findings and the resulting location preferences of various franchised businesses, a Quizno’s or Schlotzsky’s Deli was deemed to have the “best-fit” with the downtown primary trade area or 10 minute drive time (Buxton Company). Combining that knowledge with the community preference results from this study, there is positive evidence to support an entrepreneur considering a locally owned sandwich shop or delicatessen. For example, from the survey:

- 56.1% of survey participants are in the 20 – 40 age category;
- Of those participants, the predominant household income distribution is: \$51,000 to \$140,000;

<u>Age 20 - 40</u>	<u>% of Total</u>	<u>Income Range</u>
	<b>26.1%</b>	<b>\$51K - \$80K</b>
	21.1%	\$81K - \$110K
	15.1%	\$111K - \$140K
<b>Total</b>	<b>62.1%</b>	<b>\$51K - \$140K</b>

- Of this sub-set of participants (20-40 years old, with an income of \$51K-\$140K), the following results would be useful in helping to define the potential market:
  - Overall, 67.8% of participants are moderately satisfied, while 20.5% are highly satisfied with Downtown Midland;
  - 72.9% indicated a strong likelihood to dine downtown;
  - 74.1% work downtown indicating that there would be good potential for a lunchtime market especially if delivery options were available.
  - 91.4% indicated a strong likelihood of dining downtown while attending a special event, signaling the likelihood of a potential market during non-work times as well;
  - Although there is a strong indication that people like to eat downtown, 57.7% and 22.5% of this survey sub-set indicate low or moderate satisfaction with the current dining choices, respectively. Unmet

demand = potential! Respondent's are interested in additional dining choices – "I would love to have a few more restaurant options, especially ones with outdoor seating";

- 72.1% find ethnic offerings, and 65% find specialty grocery stores to be appealing or very appealing. A deli could potentially offer a European style lunch with homemade breads to compliment a plate of meats and cheeses, or homemade hummus and pita chips served along with a Mediterranean chopped salad or Tabouli to appeal to these potential customers;
- Additionally, 91% indicated that locally owned businesses have a high amount of appeal;
- In addition to the tabulated data, several survey respondent's also provided comments specific to their desire for a deli or sandwich shop in Downtown Midland:

*"especially need a deli/specialty grocery store downtown"*

*"a sandwich place (panera/cosi)"*

*"especially would appreciate a deli, juicebar and bookstore"*

*"I think a deli would be a great addition....especially when Farmer's Market is running"*

*"...nice restaurants, with healthy, affordable food"*

- Finally, adding in some of the findings from other research, such as details of what is appealing to this particular age group, would provide another dimension of customer preference knowledge thereby strengthening the potential for success.

## AVAILABLE SPACE

In addition to having current market research available such as that provided in the survey results, potential entrepreneurs will also require information regarding available space for their new business. Midland contains approximately 550,000 square feet of ground level space. This total includes offices in the downtown district, but excludes government buildings and the H Hotel. Included within that total space several location options are available for lease for new business endeavors with square footage ranging from 1,000 to 2,200 sq ft. Additionally, a large piece of property is for sale on Townsend (Kulick, 2009).

## DDA & DOWNTOWN OPPORTUNITIES

Especially given today's economic climate, potential new business owners will be interested to learn about the types of support that might be afforded them if they were to locate downtown. For instance, strong support from the Chamber of Commerce, like that found in Midland, would be of importance. Additionally, they will be interested in knowing about the different special events offered throughout the year including attendance expectations, as well as the number and types of existing complimentary businesses who would be their potential neighbors. Both of these factors could help entice a business in their location decision as the information would help to establish the amount of exposure they would have if located downtown. Possibly one of the most valuable selling points however, would be the ability to offer monetary incentives that might be available to the entrepreneur as they embark on their "new dream".

Several bills recently passed in the State of Michigan deal specifically with economic development in downtown districts. One of the most intriguing to the Midland DDA is Senate Bill 970 which would “allow the DDA to create, operate and fund via collected Tax Increment Finance (TIF) revenues, a retail business incubator provided that it were set-up to give preference to goods and services not available downtown, and that lease incentives would be limited to 18 months duration” (Michigan Legislature, 2009).

The concept of incubating businesses is not new. Many technology and manufacturing incubation options, like the MidMichigan Innovative Center (MMIC) in Midland have been available for some time. These traditional incubators house a business in a shared environment with other businesses. Administrative support services which help to reduce some of the overhead costs, along with training and mentoring programs are some of the key components. These advantages all translate to reduced personal risk for the entrepreneur, at least for a period of time.

Some forms of retail incubation already exist whereby venture capitalists have purchased buildings which are then rented out in sub-sections to various entrepreneurs, thereby creating a “neighborhood collection”; or “mall” of sorts. However, in response to the requirements of the recent legislative act which limit the lease incentives to 18 months, modifications to the structure of such a program have been made to address the notion that an established retail business would not want to have to relocate, perhaps being forced out of downtown if vacant property were not available. In their retail incubation proposal, the DDA in Kalamazoo would offer a “collection of services”

in their incubation program such as subsidized rent and cross functional training, rather than the attributes associated of a shared “physical place” (Nixon, 2009). Regardless, the benefit once again, is reduced risk to the entrepreneur – which is a valuable attribute to today’s business owners.

*“we had considered opening (a) toy store downtown – think it would be great – just so scary & such a huge investment...” (Comment from Downtown Midland Opinions and Preferences Survey)*

Although some established business owners feel that the incubation program allowed by law would “subsidize competition” in a downtown area, the opposing thought should be considered in that a more attractive the downtown area in terms of retail and dining options, the more foot traffic will be generated thereby creating additional exposure for the existing businesses. Regardless, several components are critical to the success of any retail incubation program.

- Address Leakage in Retail Mix
  - To fulfill the definition of “retail “ as described in law, the proposed business must be structured such that a majority of the floor space is dedicated to the display of products available for sale on the premises
  - The proposed business must also be structured to fill retail areas with unmet demand. This could be accomplished by either providing a product that is new or underserved to Downtown Midland, For example, this might be a shoe store, or a bookstore, amongst others.

- To ensure that customers needs are being met as best as possible, hours of operation should be required to include extended hours, at least one day a week
- The entrepreneur should also be required to maintain a fully functional website to ensure that store information is available through a variety of media types. This is especially critical to the 20-40 year old population who utilize technology as a “way-of-life” as opposed to for entertainment or convenience.
- Develop & Maintain Entrepreneur Talent
  - Entrepreneurs should be required to take part in cross-functional training aimed at ensuring that basic competencies in the areas of Marketing, Accounting and Financial Management, Merchandising and Inventory Management, Human Resources, and Customer Service have been successfully met. This will help decrease the new business failure rate which can be quite high without appropriate knowledge of critical business processes;
  - As a result of the training, prospective entrepreneurs should be required to develop a comprehensive business plan which will serve as the basis for project approval, as well as lay out specific goals for the period of the incubation project;
  - Entrepreneurs should be required to have a pre-determined number of continuing education hours, perhaps 2 hours per business quarter, to

ensure that they remain knowledgeable with regard to “best-in-practice” business techniques during the period of time they are being subsidized through the incubation program. An example might be a social networking seminar, or a “marketing strategies lecture” before the start of the holiday season;

- To ensure access to continued support throughout the course of the program, entrepreneurs should also be required to be paired an established downtown entrepreneur who will serve as a mentor;
- The business should be required to hire a professional bookkeeper, and CPA

- Additional suggestions

Additionally, Brent Case, Executive Director of MMIC in Midland (technology incubator) suggested the need to market the incubator program well through a variety of media options; meet regularly with program participants to provide educational and networking opportunities and to not forget to celebrate the entrepreneurs successes, such as grand opening and graduation (from the program) events.

- Visible Benefits to the Entrepreneur

In exchange for these requirements, the entrepreneur should be afforded the following benefits which would in turn, help to attract new business to the downtown district. These benefits might include:

- The aforementioned required training at a subsidized rate. The Small Business Technology Development Center (MI-SBTDC) at Delta College offers a comprehensive 8 week program called FastTrak which carries a cost of \$700. Per discussion with Deb Wieland, one of the certified trainers at MI-SBTDC, this cost could potentially be subsidized through a \$350 scholarship award made available by the Kaufman Foundation. (Wieland, 2009)
- For entrepreneurs who are willing to take 15 weeks to develop a business plan, opportunities could be made available through coordination with local colleges. Central Michigan University for instance, has an entrepreneurship program which could match students with potential business owners for guided work on a business plan (Fitzpatrick, 2009).
- Access to continuing support services which could include management consulting services, advertising, or legal consulting made available through coordinated seminars with SBTDC. (See Appendix VI for brochures).
  
- Financial Benefits:  
Most important and potentially luring to entrepreneurs would be a rent subsidy which could be made available for a period of 18 months under the guidelines of the approved Public Act. Several options have been discussed with the DDA in Midland.
  - One option would include the purchase and sub-lease of a building. Although this option would give the DDA an opportunity to earn a return on their

investment when they sold the building after the 18 month lease period, the disadvantages could include some of the following points:

- A large initial cash outlay of approximately \$200K for the building and \$150K for the building improvements would be required by the DDA to purchase and improve the property; (Kulick, 2009)
- The new business could fail and the DDA would be left with a store front to fill without offsetting rental income;
- The DDA would also have to act, or hire someone else to act as a landlord for the building;
- These disadvantages could be potentially offset by the ability to earn a return upon sales of the property, but that assumption is very much tied to the economy at the time. Additionally, it is possible that the rehabilitation could fall under the constraints of the Commercial Rehabilitation Act for potential tax abatements; however this would have to be explored fully to understand the implications. Regardless, there appears to be a significant amount of risk associated with this option, especially considering that the concept of retail incubation would be new to the downtown area all together.
- **Benefit = Medium / Risk = High**
- A second and less risky approach would be similar to that being proposed by the DDA in Kalamazoo, whereby the DDA would help to coordinate the matching of a potential entrepreneur with a current building owner and would

then co-sign and subsidize the lease in a step down fashion for a period of 18 months.

Kalamazoo's approach using this method would subsidize the rent using the following schedule:

- Months 1-6      50% Subsidy
- Months 7-12    33% subsidy
- Months 13-18   17 % subsidy

The benefits to this type of approach are numerous:

- There would be less inherent financial and legal risk to the DDA in terms of business failure if they did not own the building;
- There would be a significantly lower cash outlay requirement which would enable the DDA to use funds to support the incubated project in other ways; additionally, more businesses could be incubated during any given 18 month period, thereby creating a larger opportunity to impact the downtown area with retail diversification – one of the strongest requests from the community as demonstrated in the survey results;
- **Benefits = High / Risk = Medium**

Clearly, the attraction of an incubator program lies with the fact that young businesses would be able to receive various aspects of support services and be able to take advantage of financial benefits such as reduced rents while they are growing into viable businesses that will eventually graduate and stand on their own.

Although Downtown Midland does have obstacles, the area has many attributes already in place that make it a very attractive and intriguing area to spend time. However, in order to remain competitive with the traditional big-box or mall retailers, to increase its attractiveness to potential new businesses and to entice young professionals to choose to make downtown their home, several relatively easy steps should be considered by the DDA to improve the overall satisfaction of all stakeholders. As previously mentioned, improving the foot traffic and communications are key. Similarly, further consideration and development of the retail incubation program should be evaluated. But prior to considering any of these, the voice of the customer must continue to be heard. Using tools like the Opinions and Preferences Survey, much can be learned about the attributes that are most likely to contribute to the success of Downtown Midland. Like “The Tridge” which stands above three converging rivers in the heart of the Mid Michigan, Downtown Midland can be viewed as a culmination of three key components which lend themselves to a successful downtown environment;

### ***COMMUNITY, BUSINESS, & HISTORY***

***ALL CONVERGE TO CREATE A FABULOUS DOWNTOWN!***



PART VI – BIBLIOGRAPHY –

Alexander Communications Group. (2007, April 15). "Don't Fall Prey to the Big-Box Swindle." *Downtown Idea Exchange*. Retrieved April 21, 2009 from <http://www.downtowndevelopment.com/perspectives/dixperspectives041507.pdf>

Arkklein, Daniel. Valparaiso University *Using SPSS to Understand Research and Data Analysis*. Retrieved April 18, 2009 from: <http://wwwstage.valpo.edu/other/dabook/toc.htm>

AEG Residential Study for Midland Michigan (2004).

Brown PhD, Warren A. (Date Unknown). Successful Downtown Retail Districts. Retrieved: January 5, 2009 from: <http://paa2005.princeton.edu/download.aspx?submissionId=51802>

Buxton Company – report to the Midland DDA. October 14, 2008

Case, Brent, Executive Director, MidMichigan Innovation Center, [case@mmic.us](mailto:case@mmic.us). April 24, 2009.

Census Data (2000). Retrieved April 1, 2009 from: [http://factfinder.census.gov/servlet/DTable?\\_lang=en&-ds\\_name=DEC\\_2000\\_SF1\\_U&-mt\\_name=DEC\\_2000\\_SF1\\_U\\_PCT012&-CONTEXT=dt&-tree\\_id=4001&-all\\_geo\\_types=N&-geo\\_id=86000US48640&-geo\\_id=86000US48642&-search\\_results=01000US&-format=&-](http://factfinder.census.gov/servlet/DTable?_lang=en&-ds_name=DEC_2000_SF1_U&-mt_name=DEC_2000_SF1_U_PCT012&-CONTEXT=dt&-tree_id=4001&-all_geo_types=N&-geo_id=86000US48640&-geo_id=86000US48642&-search_results=01000US&-format=&-)

Clements, Joshua. (September 2008). "Key Businesses in Vibrant Tourism Towns". *Downtown Economics – Issue 145*. Retrieved April 21, 2009 from <http://www.uwex.edu/ces/CCED/downtowns/lrb/documents/DE0908.pdf>

Community Research Services – report to the Midland DDA. October 14, 2008

Fitzpatrick, Charles, LaBelle Entrepreneurial Center, Central Michigan University, [fitzp1c@cmich.edu](mailto:fitzp1c@cmich.edu). April 22, 2009; April 23, 2009.

Greve, Christine, Regional Director, Michigan Small Business & Technology Development Center, [christinegreve@delta.edu](mailto:christinegreve@delta.edu). April 22, 2009.

Kulick, Tony, Executive Director, Midland Downtown Development Authority, [tkulick@midland-mi.org](mailto:tkulick@midland-mi.org). January – May 2009.

Midland County Michigan. (2009, April 20). *About Midland County*. Retrieved April 20, 2009, from <http://www.co.midland.mi.us/about.php>

Midland Daily News (2009). *Circulation Data*. Retrieved April 14, 2009 from: <http://www.mdnmarketing.info/distribution.php>

Michigan Legislature (2009). Downtown Development Authority (Excerpt) – Act 197 of 1975; 125.1657 – Section 7. Retrieved March 19, 2009 from: [http://www.legislature.mi.gov/\(S\(g3vyer45l4tekf55uc5livnf\)\)/mileg.aspx?page=getObject&objectName=mcl-125-1657](http://www.legislature.mi.gov/(S(g3vyer45l4tekf55uc5livnf))/mileg.aspx?page=getObject&objectName=mcl-125-1657)

Morton, Linda (2007, July). “Business Owners Must Understand Generation Y Psychographics”. *Expert Click*. Retrieved April 14, 2009 from <http://www.expertclick.com/NewsReleaseWire/ReleaseDetails.aspx?ID=17095&CFID=26137317&CFTOKEN=47735854>

Nixon, Alex. (2009, January 27). “Downtown Kalamazoo Plans Virtual Retail Incubator”. Kalamazoo Gazette online. Retrieved March 29, 2009 from: [http://blog.mlive.com/followthemoney/2009/01/downtown\\_kalamazoo\\_plans\\_virtu.html](http://blog.mlive.com/followthemoney/2009/01/downtown_kalamazoo_plans_virtu.html)

Schroer, William (date unknown). “Generations X, Y, Z and Others”. *The Social Librarian*. Retrieved April 14, 2009 from <http://www.socialmarketing.org/newsletter/features/generation3.htm>

Strategic Edge. "Baby Boomers Grow Up". *The Strategic Solution* (Fall 1996 edition).

Retrieved April 14, 2009 from:

<http://www.thestrategicedge.com/Articles/babyboom.htm>

3M. (2009). *Midland Life*. Retrieved April 20, 2009 from

[http://solutions.3m.com/wps/portal/3M/en\\_US/Midland/Plant/Community/Life/](http://solutions.3m.com/wps/portal/3M/en_US/Midland/Plant/Community/Life/)

Unemployment Rates: Michigan vs. Midland County. Retrieved May 2, 2009, from

<http://www.economagic.com>

Wieland, Deb, Certified Business Consultant, Michigan Small Business & Technology Development Center, [debawieland@delta.edu](mailto:debawieland@delta.edu). April 23, 2009.

Wikipedia. (2009, March 3). *Leakage*. Retrieved April 13, 2009, from

<http://en.wikipedia.org/w/index.php?title=Leakage&oldid=274794105>

## Table of Contents

<u>Section</u>	<u>Description</u>	<u>Beginning on Page</u>
I	INTRODUCTION	
	D. History	2
	E. Description of Issue	3
	F. Project Objective	4
II	METHODOLOGY	
	D. Opinions and Preferences Survey	5
	E. SPSS Software	7
	F. Other Research	7
III	INITIAL FINDINGS FROM SURVEY	11
IV	FURTHER SURVEY ANALYSIS – Statistical Relevance	36
V	CONCLUSIONS & SUGGESTED ACTIONS	61
VI	BIBLIOGRAPHY	80
VII	APPENDICES:	
	<u>APPENDIX I:</u> SURVEY	
	<u>APPENDIX II:</u> BASIC FREQUENCIES	
	<u>APPENDIX III:</u> STATISTICAL ANALYSIS	
	<u>APPENDIX IV:</u> SURVEY COMMENTS	
	<u>APPENDIX V:</u> OTHER DATA	
	<u>APPENDIX VI:</u> BROCHURES	

## **I. INTRODUCTION**

### A. History

Midland, Michigan is a unique and beautiful town. The city is the hub of the county, and is located in what is known as the “tri-city” area in Mid-Michigan. Home to a multitude of historical success stories, we can trace its roots back to 1850 when it was organized.

What undoubtedly enticed Midland’s founding fathers to settle in the area were the miles of river beds that converged to a meeting point now marked by “The Tridge”. The rivers provided an important source of transportation for the fur trade and lumber industries of the time (Midland County, 2009). The Tridge area represents just one of the numerous strengths of the Downtown area, which is enjoyed by residents and visitors throughout the year.

Main Street, located in the heart of Downtown Midland, “began as a series of businesses located along a dirt road.” (3M, 2009). Like many communities throughout the U.S., the downtown area was the focal point where people would come to shop and socialize. Downtown Midland continues to provide those amenities today with an array of businesses, including unique shops and casual dining, as well as the recently added chic dining options located within The H Hotel. Additionally, the downtown district acts as a host to a variety of special events, such as the weekly Farmer’s Market in the summer and the Pumpkin Festival held every fall. Adding to the interest of the area is the architecture and character of historical buildings such as the Court House and neighboring Santa House, as well as the well manicured flowers and plantings.

Today, Midland remains a vibrant source of commercial trade. The Dow Chemical Company and Dow Corning Corporation both call Midland home for their world headquarters operations. In addition to adding great economic strength to the local community, these companies along with other key businesses throughout the area, look to attract and retain the “best and the brightest” young professionals to join their teams. Included in the list of area life-style attractions are Dow Gardens, sports facilities such as the Midland Tennis Center and cultural opportunities such as those provided by the Midland Center for the Arts. Additionally, the Great Lakes Loon’s minor league baseball team is now in their third season and play at the newly constructed Dow Diamond.

#### B. Description of Issue

Although the downtown area has also progressed and has made significant changes since it was first developed over a century ago, further enhancements must be considered to carry it forward through the tests of time. The development of moderate to up-scale residences, for instance, has been studied with a favorable response. To compliment that plan, the retail and dining environment must also be considered for continued revitalization along with other key characteristics to help make downtown as attractive and sustainable as ever. “It has been their (retailers) investment, work and creativity that has helped spur a renewed interest in living and shopping downtown.” (Alexander Communications Group, 2007) It would only stand to reason then that efforts are made to ensure further development and strength in the downtown environment.

One of the issues of most importance to businesses downtown is of course, the economic climate of the times. Although Midland had been able to withstand some of these pressures better than the State of Michigan overall, the city and its residents have not been immune to the continuing challenges (See fig.1 – Appendix V). Consumers have less disposable income available for luxuries or entertainment. As a result, businesses across the community have suffered. What makes the challenge to the downtown business unique, however, is that for many years they have had to compete against the convenience, as well as perceived price-value of the stores located within the “shopping mall”. Furthermore, there are economies of scale that the franchised or name brand store is able to take advantage of which are not accessible to the smaller businesses that dominate Downtown Midland. The challenge then becomes a matter of market distinction or differentiation. This applies not only to the downtown as an entity, which must attract the consumer with a variety of attributes that will enhance their “overall experience”, but to the small business owner as well. They must distinguish themselves with unique goods and personal service in order to keep the consumer coming back. This is especially true for the “destination shopper” who is looking for a fun, one day trip (Clements, 2008).

### C. Project Objectives

The purpose of this project is to assist the Midland Downtown Development Authority (DDA) to further strengthen the downtown business environment, such that it will be complimentary to the great number of existing amenities, as well as the continued

residential plans in Downtown Midland. This report is the summary then of the steps that were taken to:

- Understand the “voice of the customer” through the use of an on-line survey;
- Perform statistical analysis of those results to determine the attributes and preferences that are most important to the consumer; the ultimate judge of the business success;
- Compare survey results with other recent studies;
- Research and analyze the applicability of recently approved legislature pertaining to DDA’s, as well as determine the potential benefits to new business endeavors in Downtown Midland;
- Determine and present conclusions and potential next steps to strengthen existing downtown attributes and attract entrepreneurs to new business opportunities in Downtown Midland.

## **II. METHODOLOGY:**

### **A. Downtown Midland – Opinions and Preferences Survey (see Appendix I)**

In the spirit of customer orientation, an opinions and preferences survey was created on-line and administered by surveymonkey.com. In order to do so, several steps were necessary:

- First, a half day workshop was attended at Central Michigan University (CMU) in January in order to learn how to use the on-line software.

- This was followed by several meetings with Tony Kulick, Executive Director of the Midland DDA. These meetings were instrumental in developing the set of twenty-five questions which would be most useful to the DDA. Care was taken to ensure that the questions were structured in such a way that they would not be leading, but would solicit an un-biased response from the survey population. The questions were geared around determining “when” people like to shop / dine, “where” people like to shop / dine, “what” characteristics of a “downtown experience” are most important, and “how” the downtown area is currently doing in terms of succeeding with regard to specific attributes. Additionally, demographic information was requested for statistical analysis purposes.
- Next, Institutional Review Board (IRB) approval was obtained from Central Michigan University in order to proceed with the survey “study of human subjects”. In order to gain approval, the first page of the survey included a statement of consent and also assured the future participant, that their answers would remain anonymous and confidential as e-mail and ISP addresses would be removed by SurveyMonkey upon collection.
- The invitation to participate was e-mailed by the DDA office to over 1,500 addresses representing the recipients of the Downtown Happenings Newsletter, the Midland Chamber of Commerce addressees, and Midland’s Young Professionals addressees.
- The survey began on March 4<sup>th</sup> and remained open to participants on the SurveyMonkey website until March 31<sup>st</sup>, at which point it was closed and the

data was converted to an excel file for use in the SPSS statistical software package.

- In total, 357 surveys were initiated, and 313 were completed for a 24% overall response and an 88% completion rate.

#### B. SPSS Statistical Software

- SPSS was used in order to tabulate and analyze the survey data. Basic frequency, distribution analysis, and descriptive analysis were first calculated for each of the variables. This enabled a further critical review to determine where statistical analysis would be most applicable. Various tools were used to analyze the data such as cross-tabulations to characterize the relationship between different variables, and regression analysis to determine linearity between variables. Statistical tests such as the Pearson Chi Square and t-tests were then used to determine if the difference between the mean responses were significant. The results of these tests can be found in subsequent sections, as well as in Appendices II and III.

#### C. Other Research

A variety of other research was performed via internet, and interviews. These will continue to be referenced throughout the remainder of this paper. Additionally, a review was done of several studies which were commissioned by the DDA in recent years.

- A residential study was performed by COMMUNITY RESEARCH SERVICES and was presented to the DDA at their October 14<sup>th</sup> board meeting. This study found that there is “pent-up demand for condominiums and other rental housing” in the downtown district. They deemed that this was in part due to the fact that the downtown area is appealing, with a variety of existing shops and events as well as parks and the close proximity to The Dow Chemical Company. This demand was found to be predominantly relevant within in the empty nest population as well as young professionals in the 30 – 40 year old range. These findings are very relevant to the study of retail / business expansion in the downtown area since the availability of unique shops, restaurants and vibrant entertainment are some of the things that attract potential residents to downtown areas to begin with. In fact, aside from the current credit market crisis and buyers being reluctant to take purchase risk, Community Research feels that “extensive social and entertainment additions to the downtown district would be needed to support expanded owner occupied housing”, but that rental housing would still be desirable. In the meantime, this further supports the need for the retail/ business study and analysis contained within this report. (Community Research Services, 2008)
- Another study examined was that performed by BUXTON COMPANY, a market research group out of Fort Worth, Texas. This study was aimed at assessing Midland as a retail site for the purpose of determining which nationwide retailers might be interested in expanding into our area. This “best-fit” analysis was also

presented at the October 14<sup>th</sup> DDA board meeting. Using their proprietary tools which match retailers to a community based on the “life-styles, media habits and buying habits of customers in the area”, Buxton suggested a large list of name brand retailers and franchises that would best fit Midland’s market base. Most important to my study were the “types” of businesses as I believe the actual presence of the specifically named stores in “downtown”, should they choose to expand here, would conflict with the communities desire for locally owned businesses.

That being said, their top twenty “best fits”, which have been re-categorized into business types include:

- Men’s, Women’s and Children’s Apparel
- Coffee and Juice bar
- Casual Restaurants – steak, seafood, Italian
- Shoe Stores
- Drinking Establishments
- Maternity Apparel

Another part of the Buxton study which I will refer to later in this paper is with regard to surplus and leakage. Leakage represents the consumer dollars that are lost to companies outside of their local area (Wikipedia, 2009). In other words, leakage is synonymous with unmet demand. The business types identified by Buxton with the most leakage in the downtown area include:

- Shoes
- Furniture and Household Décor
- Specialty Food (Restaurants)
- Specialty Groceries
- Drinking Establishments

Conversely, the business types identified by Buxton with the largest surplus in the downtown area include:

- Hardware Stores
- Flower Shops
- Convenience Stores
- Sport / Hobby / Music Stores
- Health & Personal Care Stores

Again, these findings will be addressed later in this study along with a comparison to the statistical conclusions from the survey data.

### III. INITIAL SURVEY FINDINGS:

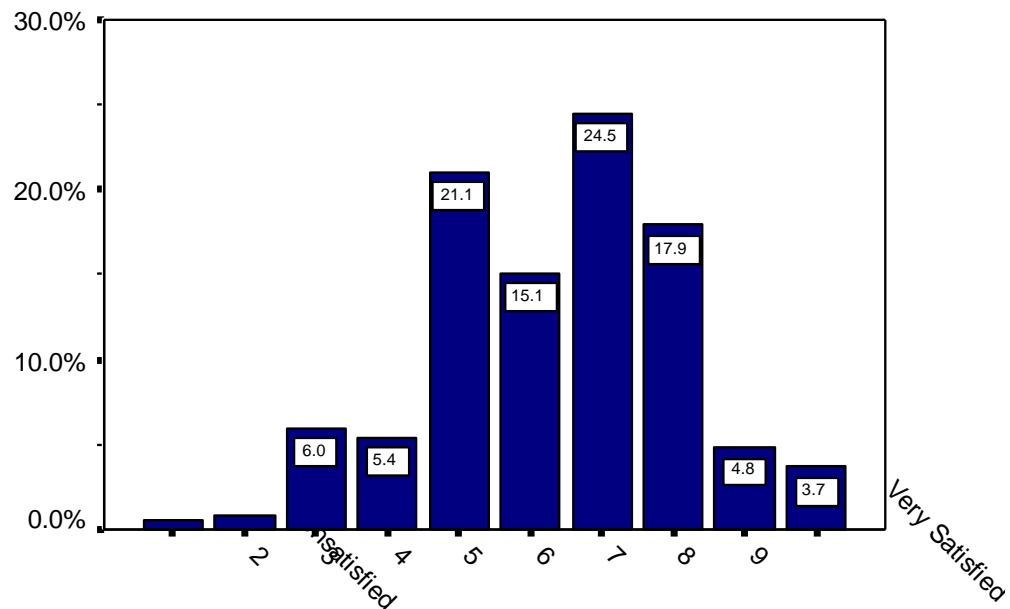
*Survey questions can be found in Appendix I*

*All survey data references in this section can be found in Appendix II*

#### A. GENERAL SATISFACTION OVERALL

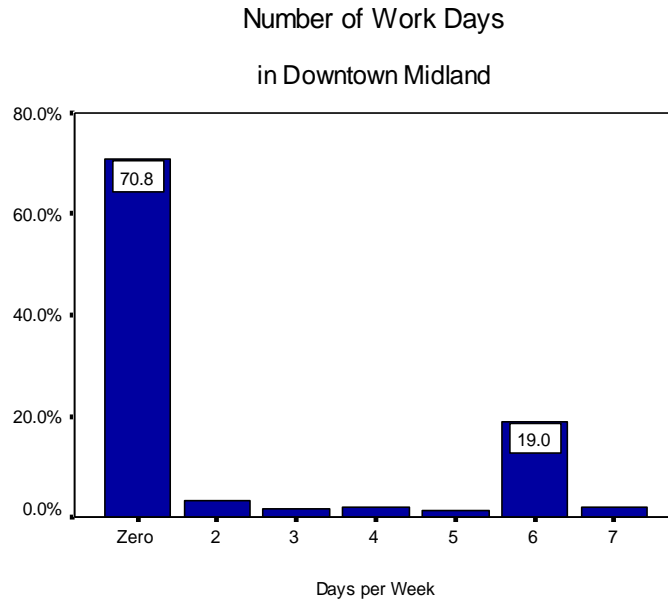
Question #1. As a baseline starting point, all respondents were asked to rate their overall satisfaction on a scale of 1 – 10, where 1 represented “Extremely Dissatisfied” and 10 represented “Extremely Satisfied”. The mean response for the question was 6.3, indicating that on average, respondents are moderately satisfied. As depicted in the graph below, the distribution is fairly “normal” and shows that approximately 66% of the responses fell in the middle of the range with a satisfaction rating of 4 through 7.

Overall Satisfaction  
with Downtown Midland

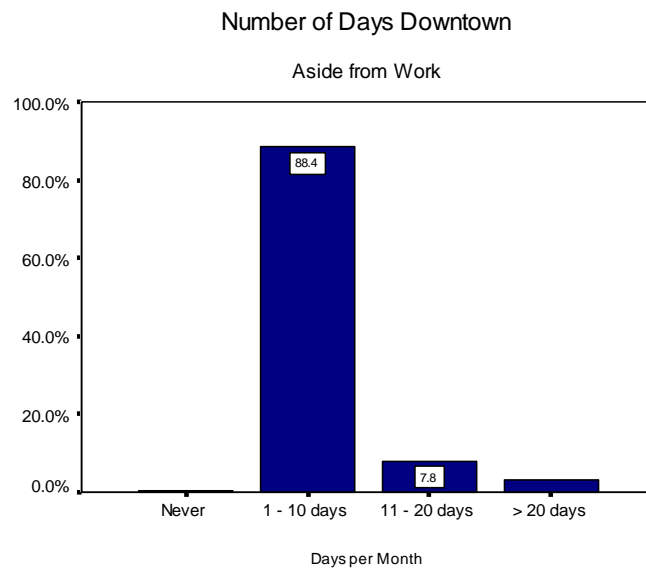


## B. WORK vs. NON WORK

Question #2. When asked to indicate how many days a week participants spend working downtown, approximately 70.8% responded that they do not work downtown, while 29.2% worked one or more days. Of those individuals who do work downtown, approximately one third work more than 5 days.

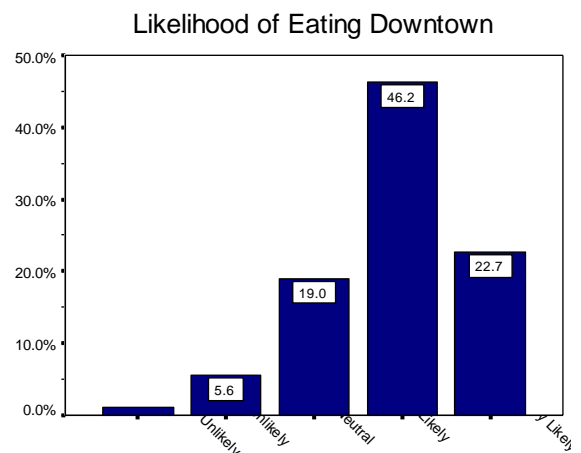
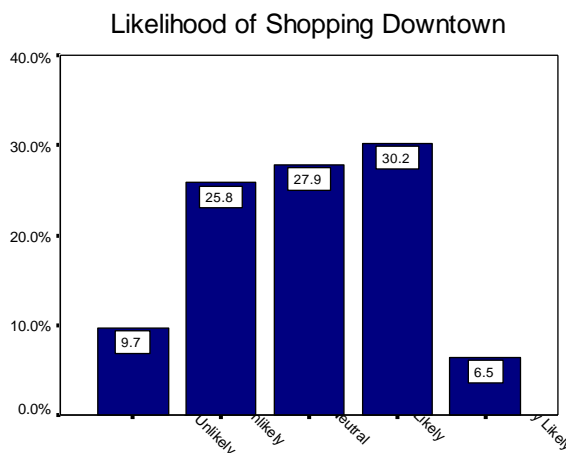


Question # 3. Conversely, when asked to estimate how many days aside from work they visited Downtown Midland, the majority or 88.4% of the respondents indicated 1 – 10 days per month.

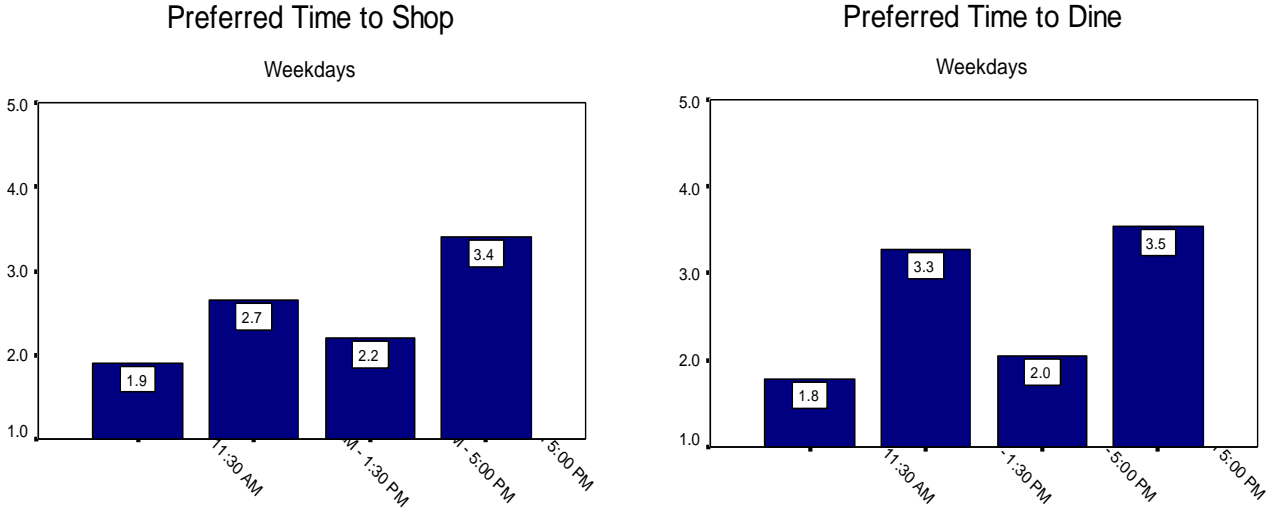


### C. SHOPPING AND DINING – OVERALL PREFERENCE TIMES OF DAY

Question #4 and #6: The next questions were used to determine what participant's are most likely to do when they visit downtown. To determine if people are inclined to [shop](#) or [eat](#), two separate questions were asked pertaining to likelihood. The importance of this information is two-fold. First of all, lower frequencies could indicate an opportunity to either improve existing business attributes, or the potential to fill unmet demand with future businesses opportunities. Conversely, higher frequencies might indicate that existing businesses are doing well to meet customer expectations. On a scale of 1 to 5, where 1 represented "very unlikely" and 5 represented "very likely", 36.7% of respondents indicated that they were either "likely" or "very likely" to shop, while 68.9% indicated that they were "likely" or "very likely" to dine in Downtown Midland.



Questions #5 and #7: To further help identify participant’s shopping and dining preferences, separate questions were asked pertaining to the times of day they were likely shop or dine. Information was collected for both weekdays and weekends. Again, this questioning could be useful to both current owners and future owners of businesses in Downtown Midland.

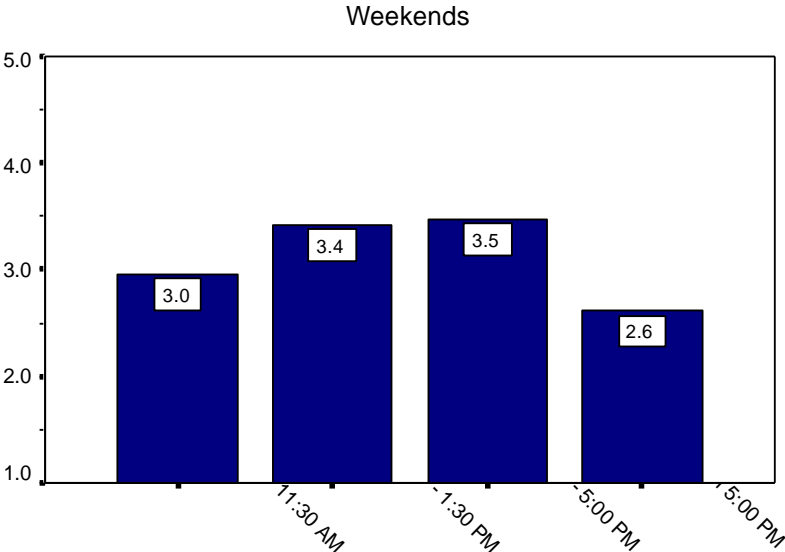


As one would expect, the preference to shop after 5:00 P.M. is quite high during the week. Additionally, several respondents included comments that “they wished businesses would stay open later.” More than likely this is due to the fact that a large portion of the population works full time, and is at work or commuting during traditional business hours. Knowing that this is the preference however, will help businesses understand where their potential for “peak” sales might be on a day-to-day basis. Not only is this knowledge useful for setting optimal business hours, it is also key to determining staffing requirements, which would in turn lead to cost efficiency.

Interestingly enough, when local businesses were polled to determine their current business hours of operation, many responses indicated that extended hours were already in place for at least a portion of the week (fig. 2 – Appendix V). This inconsistency could indicate that more needs to be done to ensure customer awareness. The same question when asked, regarding preferred times to dine in Downtown Midland indicated a strong preference for the lunchtime bracket, and then again after the traditional work day has ended.

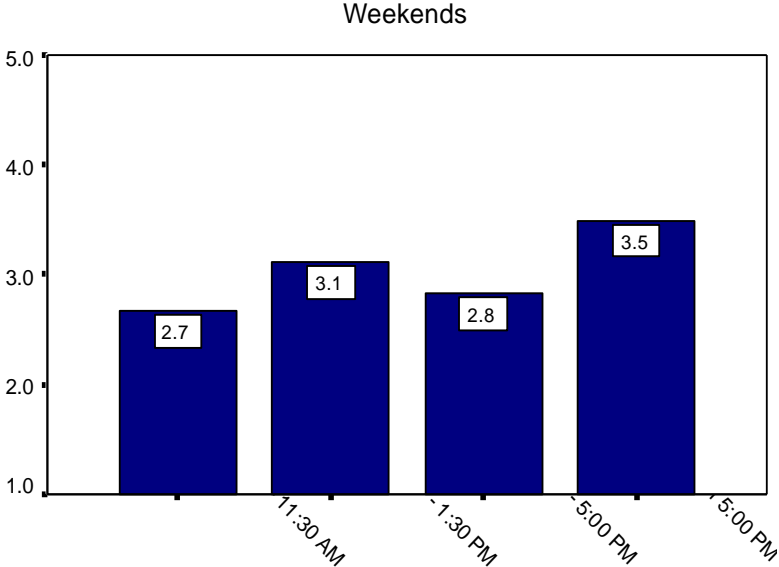
Similar questions were asked pertaining to time-of-day preferences for shopping and dining in Downtown Midland on the weekends. This is particularly important for businesses to understand, especially in modern days when consumer’s lead busier lives and leisure time has become more difficult to come by. As indicated below, the timeframe that is most preferable to shop in Downtown Midland on the weekend is between 11:30 AM and 5:00 PM.

### Preferred Time to Shop



However, regarding dining on the weekends, participants indicated that they would most prefer to eat downtown after 5:00 P.M. Included within the collected survey responses were comments such as “I wish (restaurants) were open later, especially on nights when there is something going on at the Center for the Arts. The shows never get out until 10:00 and then there’s no where to go eat (downtown).”

### Preferred Time to Dine

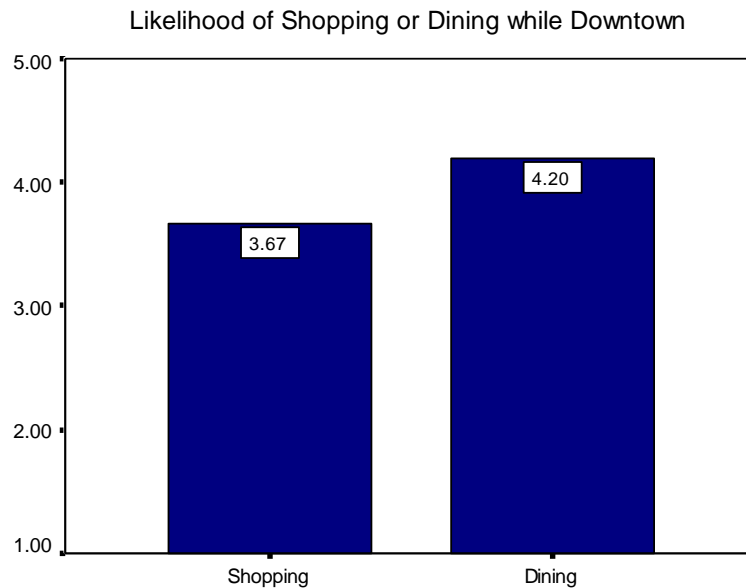


## D. SPECIAL EVENTS

Special events play an important role to the success of a downtown area for a variety of reasons. One of the most important goals of hosting various successful special events is to enhance the quality of life of the community. As mentioned earlier, downtowns were historically a meeting place for business and social gatherings. Today, “downtowns” across the nation attempt to preserve that heritage. Even more important to the business owners located downtown however, is that a successful special event will increase the pedestrian foot traffic through the district, beyond that which would normally occur on a day-to-day basis. Although festival goers may not necessarily be shopping while participating in an event, particularly during events geared toward children, they will often times window shop or browse through shops that are open. Often times, customers will return on a non-special event day which in turn, can result in increased sales.

Question #10 and #11 - To gain a sense of whether or not people do in fact shop or dine downtown while attending special events, participants were asked to indicate their likelihood on a scale of 1 – 5 where 1 represents “very unlikely” and 5 represents “very likely”.

## Special Events



Questions #8 – Next, to help determine the amount of foot traffic being generated as a result of the events, respondents were asked to indicate their likelihood of attending various events during the next twelve months. The importance of this information is two-fold. First, based on the popularity of various events, this information can be used by the DDA to ensure that scarce resources, including time and talent, are being efficiently utilized. But more importantly, businesses can use this information to perhaps increase promotional strategies geared toward luring attendees back to shop or dine with them at a later time.

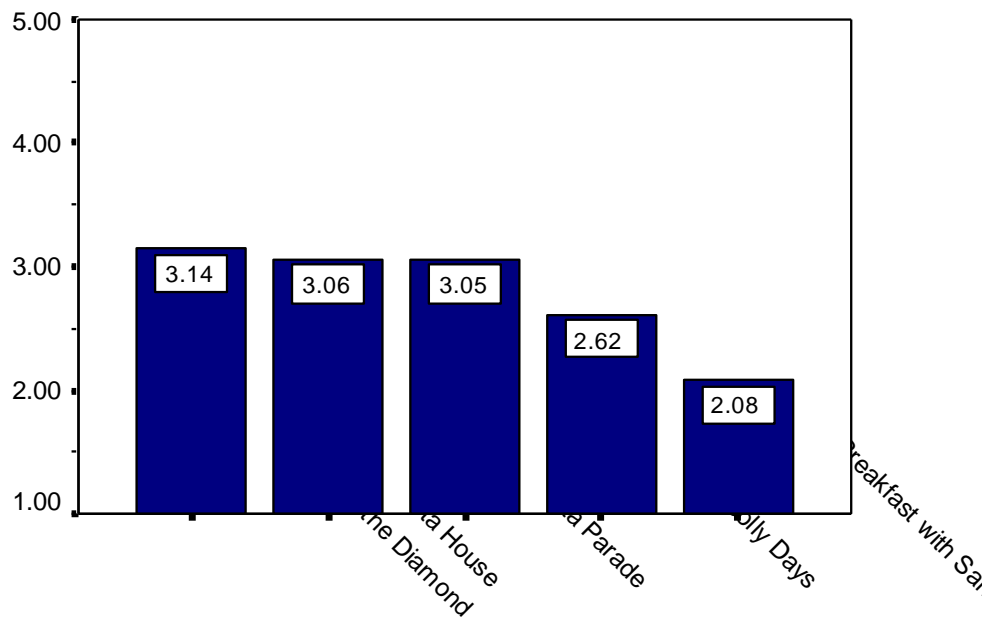
On a scale of 1 – 5, where 1 represented “very unlikely” and 5 represented “very likely”, participants typically indicated a “moderate” response to the likelihood of attendance question. It should be noted that several participants indicated in the comment section that they were very interested in being offered more adult special event choices, such

as Summer Solstice. Additionally, there were several comments related to high attendance ratings to Tunes by the Tridge and Northwood University's Mannequin Night.

During the winter months, the events most associated with high likelihood include Deals at the Diamond and the Santa House. Conversely, the lowest likelihood of attendance was found regarding the Breakfast with Santa event.

### Winter Special Events

Likelihood of Attending During Next 12 Months

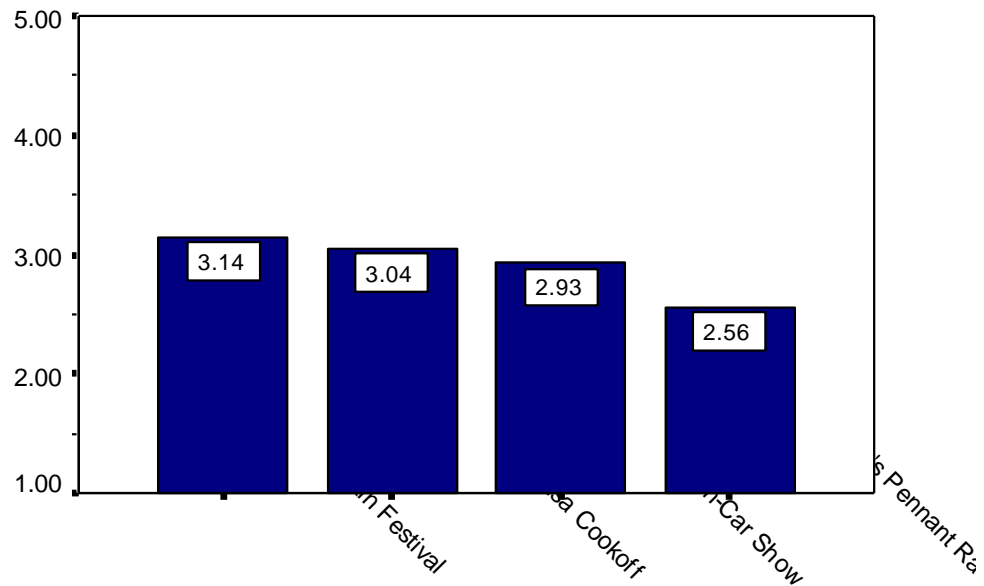


Within the spring and fall seasons, the Pumpkin Festival and the Chili-Salsa cook off received the highest average attendance rating. On the lower end is the Loon's

Pennant Race which is fairly new since the birth of the Great Lake's Loons Baseball team.

## SPRING - FALL SPECIAL EVENTS

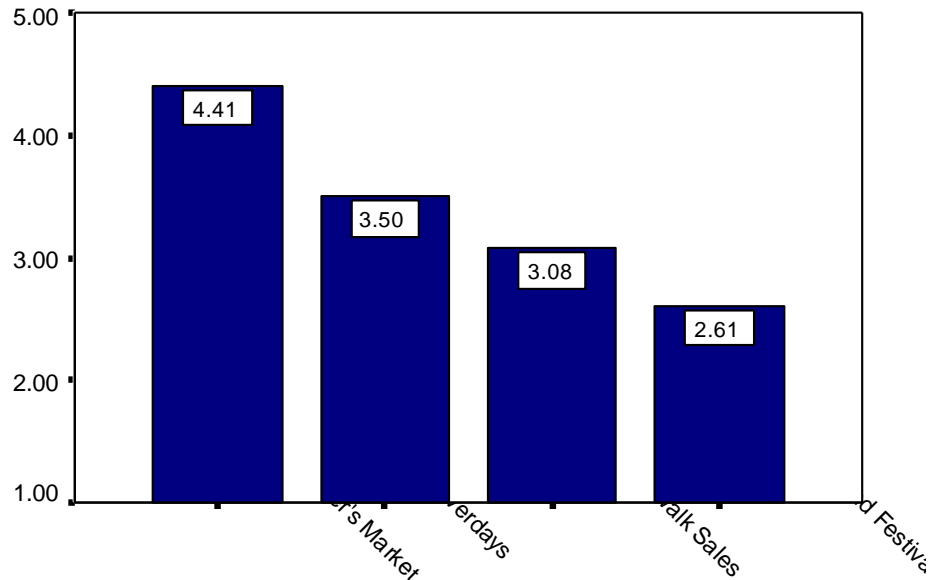
Likelihood of Attendance in Next 12 Months



Finally, the summer events received some of the highest attendance likelihood rankings. This is particularly true of the Farmer's Market which is held on Wednesday and Saturday mornings between the months of May and October.

## Summer Special Events

Likelihood of Attendance in Next 12 Months



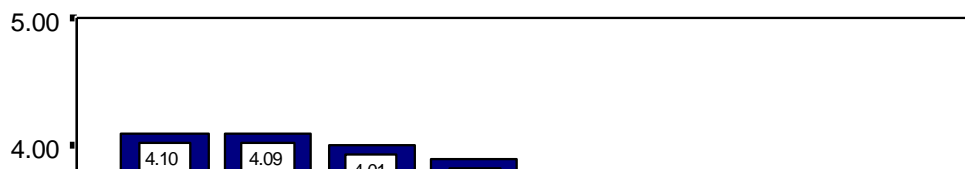
Question #9 - Just as it is important to evaluate the likelihood of attendance at special events; it is beneficial to evaluate the satisfaction levels of various attributes common to downtown special events in general.

When asked to indicate their satisfaction on a scale of 1-5, where 1 represents “very unsatisfactory” and 5 represents “very satisfactory”, participants responded most favorably to the friendliness of event staff, and the cleanliness and location of the events. Conversely, they responded least favorably to parking and advertising.

However, overall it appears that people are generally satisfied.

## Special Events

Satisfaction with Attributes



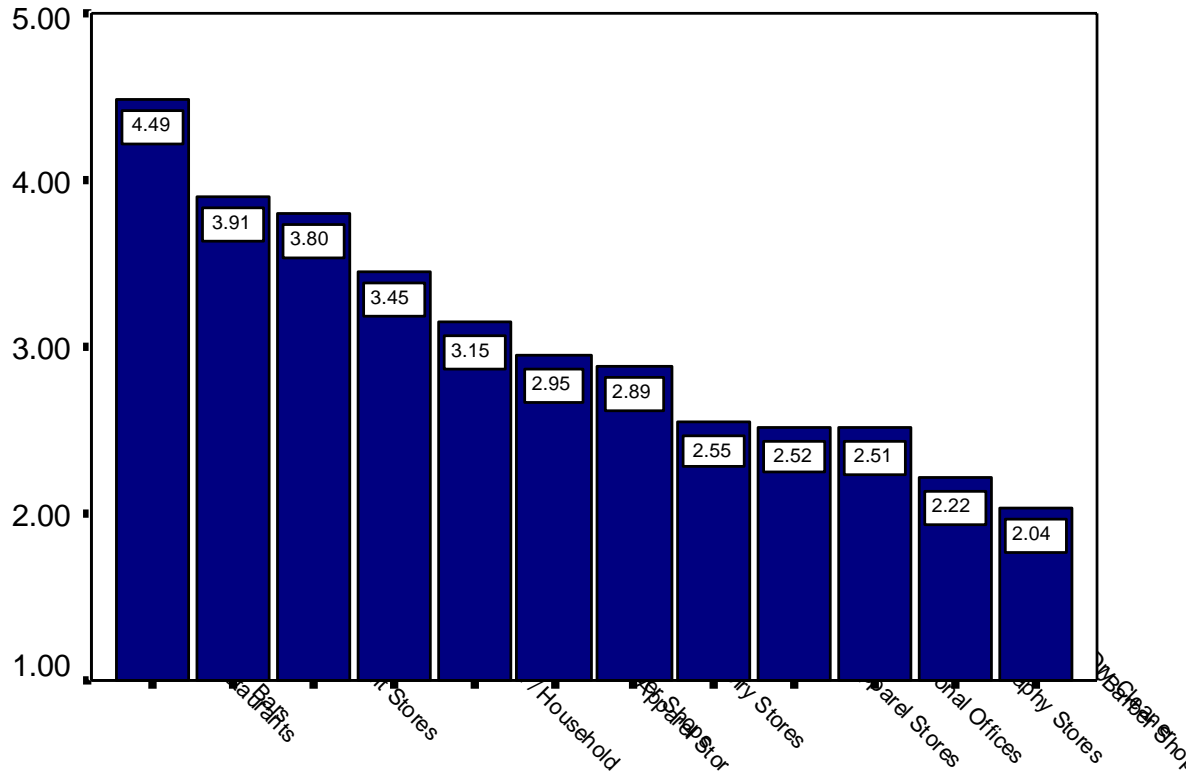
Pertaining to advertising, several comments were noted that participants “do not know of up-coming events”, unless they happen to come across the information because they either work downtown or by word of mouth. This would seemingly indicate an opportunity which will be discussed in the conclusions and recommendations section.

## E. TYPES OF BUSINESSES DOWNTOWN

Question #12 – To gain an understanding of the “types” of current businesses that people are most likely to visit in downtown Midland, participants were asked to scale their responses from 1 – 5 where 1 represents “least likely” and 5 represents “most likely”.

### Current Businesses in Downtown Midland

Likelihood of Visiting

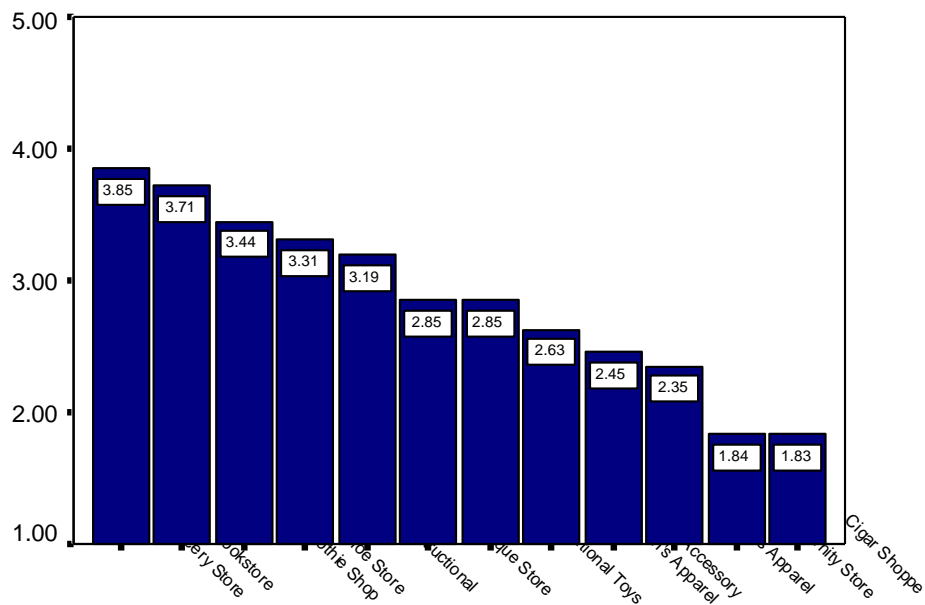


As depicted in the above graph, the participant population is most likely to visit restaurants and least likely to use the laundry and dry cleaning services downtown.

Question #13 In order to compliment the information derived from question #14 above, participants were asked to indicate likelihood of visiting potential new business types in downtown Midland on a scale of 1 – 5 where 1 represents “least likely” and 5 represents “most likely”. Again, in the spirit of customer orientation this information is important in understanding where the most demand lies. In combination with the results from the Buxton study of “leakage” and “surplus”, this information can be very useful to potential entrepreneurs who might be considering starting a business downtown. The greatest potential would be the combination of businesses types with the highest degree of leakage as described by Buxton, along with the types of businesses that the actual consumer is most willing to support. For instance, although the Buxton study found that there is a large degree of leakage, as well as a “best-fit” for a maternity store downtown, greater than 50% of participants indicated that this business type was either very unlikely or unlikely to attract them to the downtown district.

### Business Types to Attract Consumers

to Downtown Midland

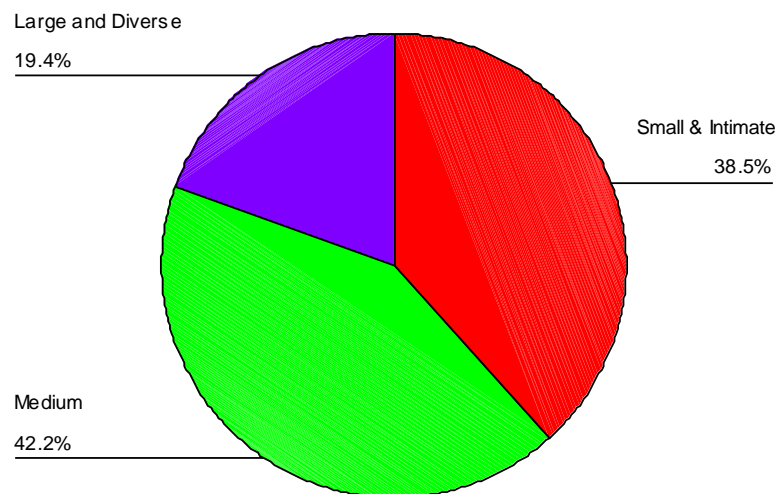


As depicted above, the business types most likely to attract downtown customers are grocery stores (74% combined very likely and likely rankings), bookstores (70% combined very likely and likely ratings) and smoothie shops (56% combined very likely and likely rankings). This list is by no means all inclusive. Several participants also indicated in verbatim comments, a strong desire to see additional diverse eateries such as ethnic, or delicatessen, as well as additional drinking establishments, along with men's apparel, and other "boutique" type stores.

## F. THE “DOWNTOWN EXPERIENCE”

Question #14 - In an attempt to gain and sense for the overall perception of “downtown experience” that is most attractive to area residents, participants were asked to classify various downtown cities in Michigan into one of three categories: small and intimate, large & diverse or, medium; somewhere in between. The intent was not so much to gain an understanding of people’s perception of physical size, but rather to gain an insight as to the “experience” that is evoked by the different examples. For instance, when asked about Northville, Michigan, 70% of the respondents indicated “small and intimate”. Conversely, 54% responded “large and diverse” when asked about Ann Arbor, Michigan.

Question #15 – When asked the same question regarding what is most attractive from their viewpoint, the answer was essentially tied between small and intimate and medium.



This information when combined with the perception question from above could drive further analysis as to the types of attributes that downtown Midland might already have or is planning to pursue. Not necessarily to compare and copy, but rather to understand what has worked in other communities where participants classified their response to other cities in the same way that they classified Midland. For instance, some of the comments pertaining to this question included:

- “Royal Oak (46% of respondents classified as “medium”) is AWESOME because they have such a great mix of stores, restaurants and bars that attract young professionals and middle aged professionals.”
- “Petoskey (70% of respondents classified as “small and intimate”) offers a great mixture of stores, restaurants and things to do. Quaint and a fun place to hang out with friends.”

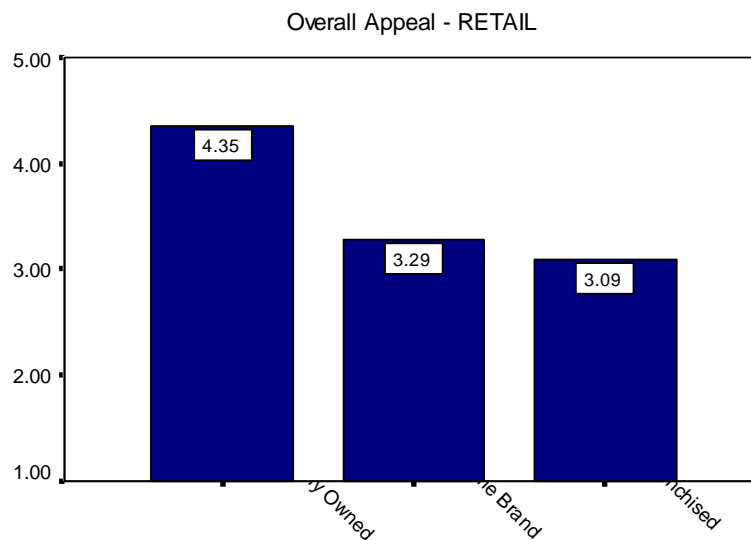
Knowing what specific attributes of the “downtown experience” are most attractive or appealing is of course one of the most important complimentary steps to providing the best fit with the above information. Question #16 addressed this and is described next.

Question #16 – Participants were asked to rate general downtown (not specific to Midland) characteristics as to their appeal. On a scale of 1-5, where 1 represents “least appealing” and 5 represents “most appealing”, participants generally responded most favorable to locally owned businesses (91% total 4 & 5 ratings), having major special events (88% total 4 & 5 ratings), and being offered ethnic or specialty foods options

(78% total 4 & 5 ratings). In contrast, participants responded least favorably to having a limited nightlife (44% total 4 & 5 ratings). These responses, when combined with other questions from the survey, have the potential to guide entrepreneurs and community leaders into making decisions that are the best fit with what would likely draw the most customers to the downtown area. Additional comments pertaining to this question included:

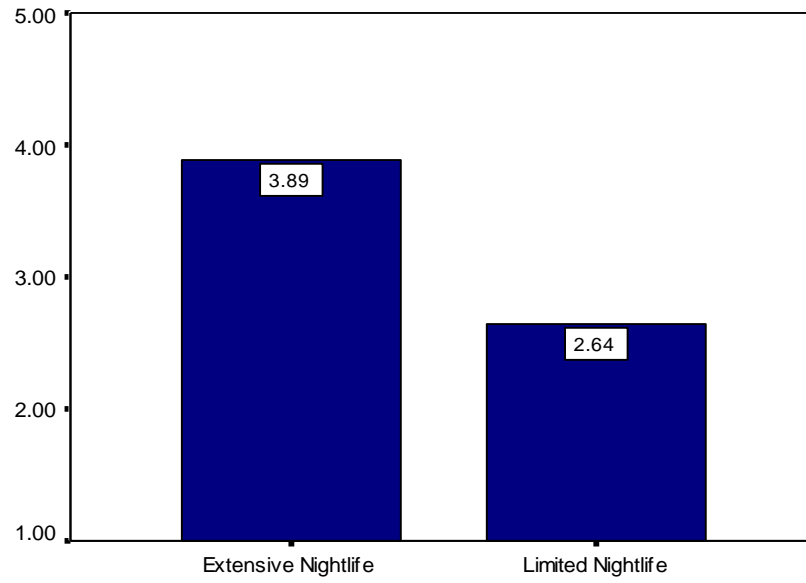
- “Local, local, local! Love it!”
- “Home cooking....like in a Ferndale’s Fly Tap kind of way.”
- “I think it creates a fun atmosphere when the streets are closed down so there is entertainment...such as the car show, bands, and such.”
- “...what attracts me to a downtown is not a specific store or restaurant, but the fact that the whole area offers safety, affordability, and friendliness with a wide choice of recreation, shopping and dining. In other words going downtown is an outing in itself.”

### Characteristics of "Downtown Experience"



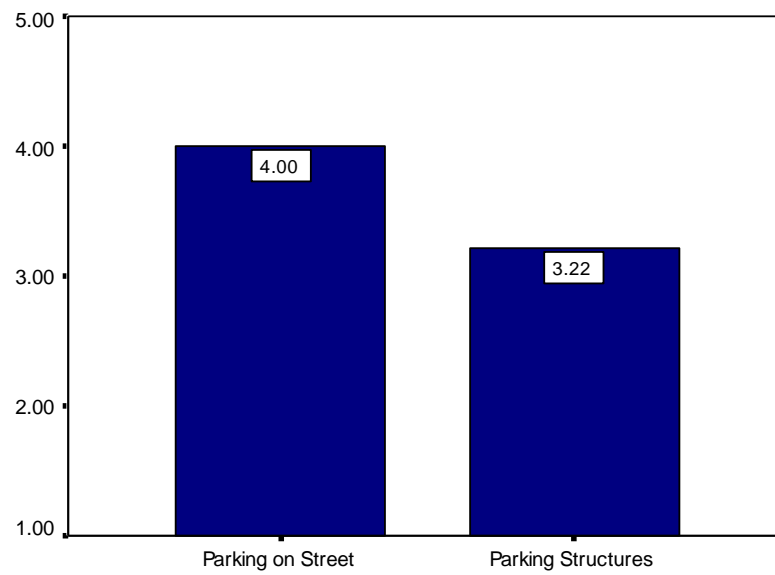
## Characteristics of "Downtown Experience"

Overall Appeal - NIGHTLIFE



## Characteristics of "Downtown Experience"

Overall Appeal - PARKING



Question # 17 - Specific characteristics of Midland's Downtown were also addressed as to the level of satisfaction of the participants in order to help further define the strengths and weaknesses.

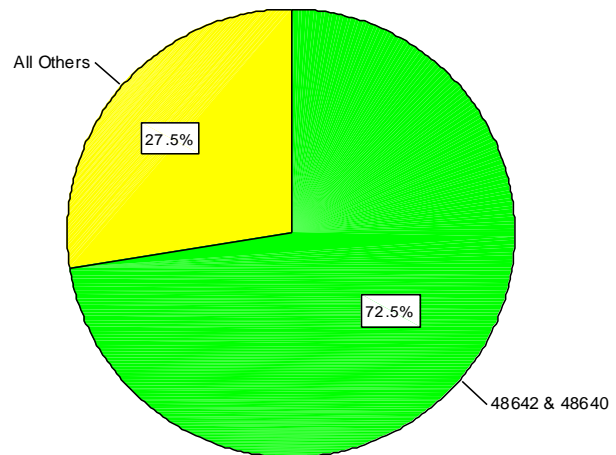
	VERY SATISFACTORY OR SATISFACTORY		NEUTRAL		UNSATISFACTORY OR VERY UNSATISFACTORY		Mean Rating
	Frequency	%	Frequency	%	Frequency	%	
<u>General Downtown Attributes</u>							
Safety	290	90%	25	8%	6	2%	4.39
Cleanliness	297	92%	23	7%	2	1%	4.25
Lighting	271	84%	42	13%	8	2%	4.02
General Ambience	228	71%	72	23%	20	6%	3.80
Snow Removal	213	67%	78	25%	26	8%	3.72
Parking	172	54%	81	25%	65	20%	3.42
<u>Retail Attributes</u>							
Friendliness - Retail	250	78%	63	20%	9	3%	3.93
Hours of Operation	219	68%	55	17%	47	15%	3.62
Merchandise Price-Value	131	41%	144	45%	43	14%	3.29
Retail Choices	40	12%	98	31%	183	57%	2.44
<u>Dining Attributes</u>							
Friendliness - Restaurants	262	82%	51	16%	8	2%	4.02
Hours of Operation	107	33%	100	31%	116	36%	2.91
Dining Choices	81	25%	72	23%	167	52%	2.66
<u>Other</u>							
Services Price-Value	172	54%	118	37%	29	9%	3.49

Most critical to the success of Downtown Midland are without a doubt the satisfaction responses pertaining to retail and dining choices. That is not to say that people are necessarily unhappy with what is currently offered, but rather that they are in favor of more diverse choices.

G. DEMOGRAPHICS – General demographic questions were asked so that the sample size could be evaluated for applicability to the Primary Trade Area (PTA) as described below. Additionally, this information was evaluated for statistical significance when combined with various other questions from the survey. These results are addressed in the next section of this report.

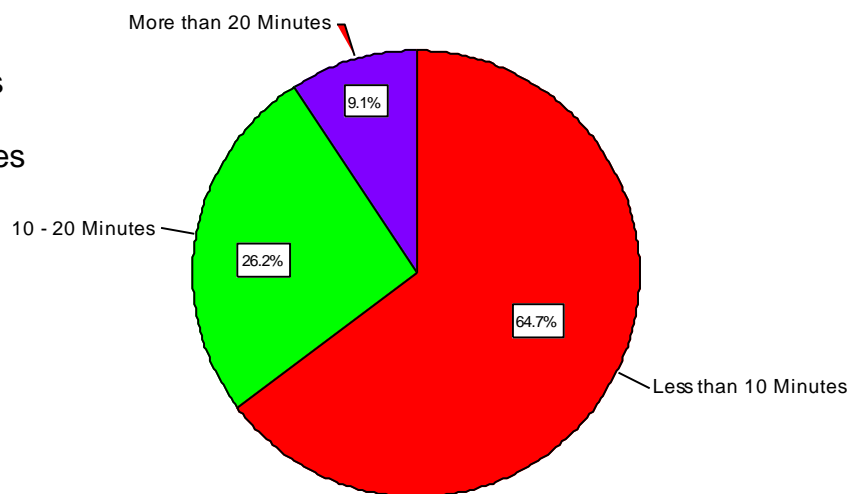
Question #20 – The majority (72.5%) of the survey respondents live in the city of Midland.

Zip Code of Household Address



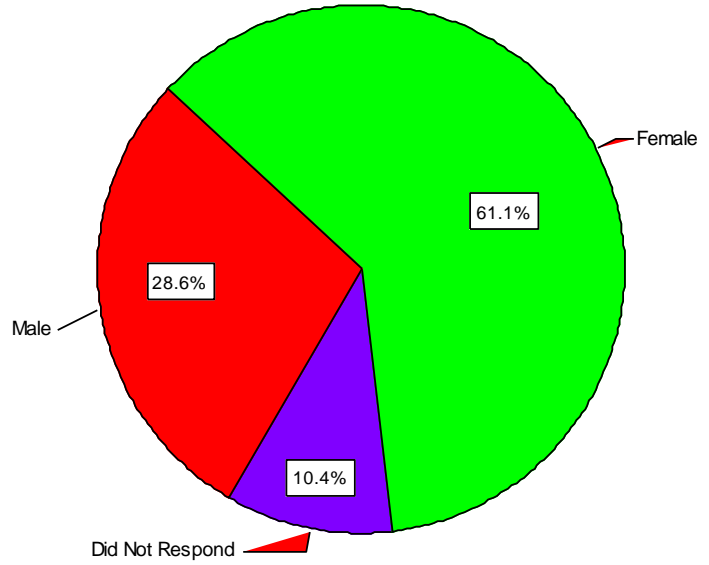
Question #21 – The majority (64.7%) of the survey respondents drive less than 10 minutes to get to downtown from their homes. The result of this particular question is relevant because it correlates with the PTA classifications as defined by some of the other studies evaluated (Buxton & Community Research Services). Therefore it is reasonable to compare the recommendations of those studies to the market study portion of this paper.

Drivetime in Minutes  
from House to Downtown Midland



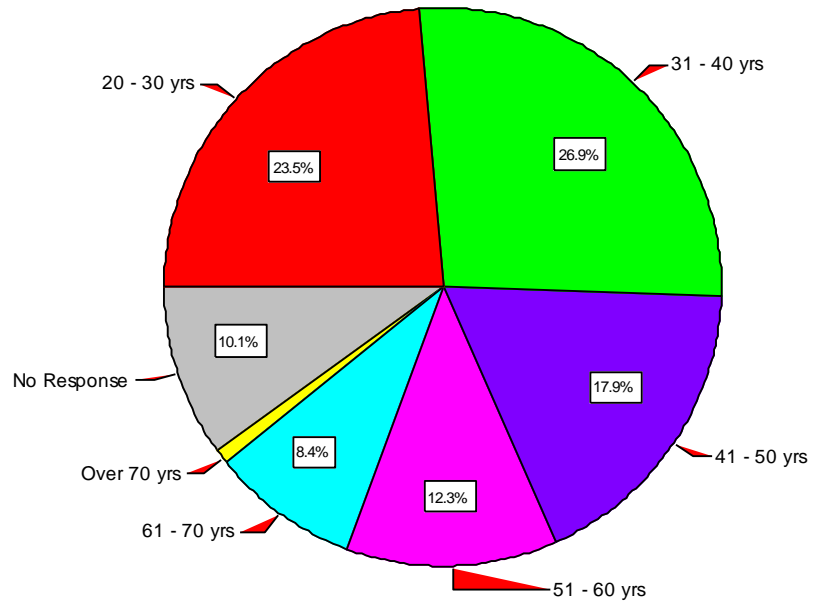
### Gender of Respondents

Question #22 – The majority (61.1%) of the survey respondents are female.



Question #23 – The majority of the respondents (56.1%) are in the 20 – 40 year age range. This information is particularly useful as well, as it approximates the ages found in the 2000 consensus (figure 3 – Appendix V) reasonably well. Therefore, one can assume (not with statistical significance since the age range breakdowns are

### Age Range of Respondents

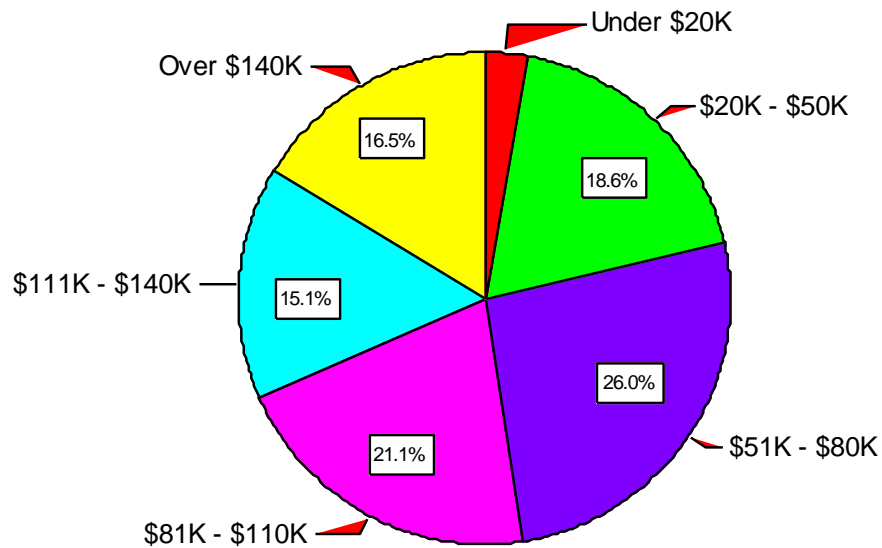


somewhat different as well as the fact that nearly 10 years have passed since the data was collected) that the responses could generally be applied to the overall population of the city of Midland.

Question # 24 – The majority (66.2%) of respondent's indicate that their annual, pre-tax household income is between \$50,000 and \$140,000 with the largest % shown in the \$51K to \$80K bracket.

### Annual Household Income

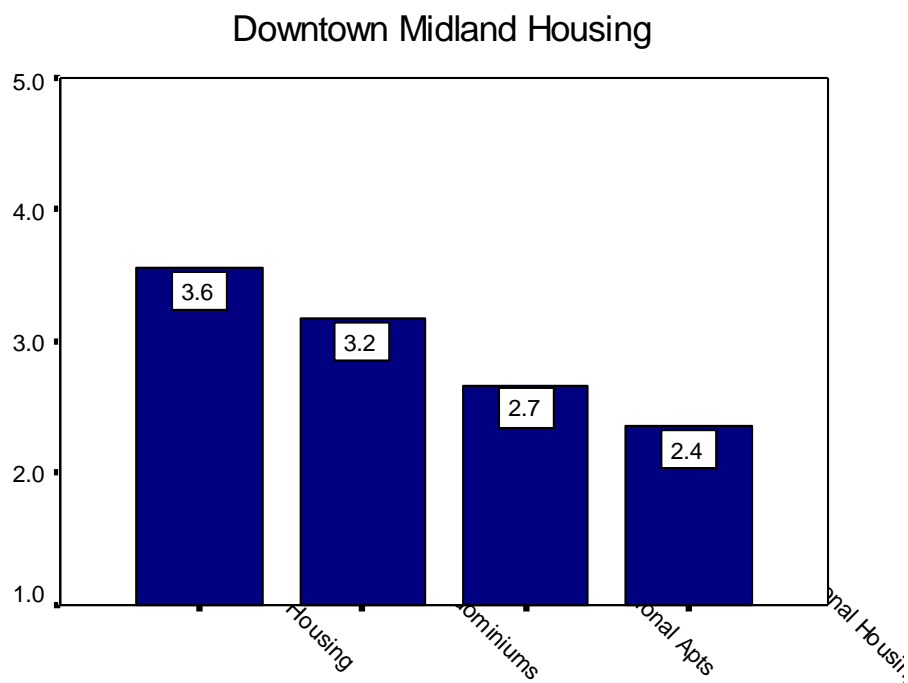
Pre-tax dollars



## H. OTHER

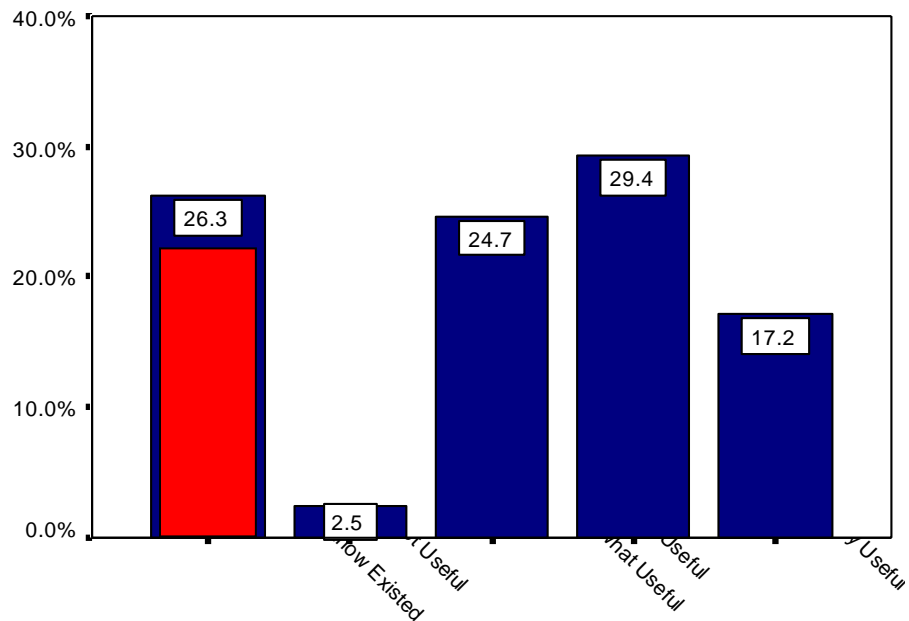
Two additional questions were included in the survey at the request of the Midland DDA.

Question #18 – To address the preference for new housing developments in Downtown Midland, participants were asked to indicate on a scale of 1-5, their level of agreement based on four types of housing options. In this question, a 1 represents “strong disagreement”, where a 5 represents “strong agreement”. The largest (46.2% indicated a combined 4 & 5 rating) response in terms of agreement was for a loft style residence, while the smallest (55.6% indicated a combined 1 & 2 rating) response was for traditional housing. Combined with the demographic information in the housing study referenced earlier in this report, this is very relevant information since people who live downtown will also be looking for an ideal set of support amenities, such as shopping and dining choices, as well as the ambient nature of a “downtown experience” overall.



Question #19 – Additionally, the DDA requested a question pertaining to the usefulness of their website. This is inherently important to the success of communications regarding Downtown Midland in the highly technical world we live in today. Although 46.6% (combined 4th & 5th ratings on graph below) agreed that the website is useful, 28.2% (combined 2<sup>nd</sup> & 3rd) disagreed. More importantly, 26.3% responded that they did not know it existed. This is definitely a concern since customer knowledge of any market is important, but even that much more important to a downtown district which must entice its customer base away from larger competitive forces such as shopping-malls, and franchised restaurants. This concept will be addressed in later sections of this paper.

Usefulness of DDA website



#### **IV. STATISTICAL ANALYSIS**

*All references in this section can be found in Appendix III*

One of the primary objectives in doing any research is to collect data which will provide meaningful information from which future decisions can be made. As presented and discussed in the previous section significant amounts of data were collected from the survey respondents. As a result, using SPSS (Social Package for Statistical Science) software, numerous sets of what are referred to as descriptive statistics were able to be described. These statistics included graphs of “average responses” and frequency information which described the number of responses that were collected for each category within a question. Additionally, the initial frequencies and descriptive analysis led to preliminary conclusions pertaining to what aspects of a downtown environment are most important to the community. However what is lacking up to this point is the statistical analysis and hypothesis testing needed to determine causality in some instances, and potential relationships between variables in others. The main purpose of this section of the report is to identify those questions that are likely to have the most relevance to the success of the downtown district, and to provide statistical justification to validate the relationships.

##### **A. OVERALL SATISFACTION**


To help determine which basic demographic information is most relevant to the overall satisfaction level of the survey population, several cross-tabulation analyses were

performed. Cross-tabs as they are often referred to, allow us to “characterize the relationship between two variables simultaneously.” (Arkkelin, 2009)

Satisfaction vs. Income

The analysis began with a comparison of the income vs. overall satisfaction levels reported in the survey. The nature of downtown retail in general tends to lean more toward unique offerings which sometimes carry a higher price tag. One might assume that as income levels increase, and people have greater amounts of disposable income to spend on the more chic items found downtown, that satisfaction might increase. Using cross-tab analysis, the summary below might indicate the reverse of that assumption. As income levels increase, the overall satisfaction level of the survey participants seems to decrease. This could be indicative of the fact that as discussed in the previous section, 57% of the respondent’s indicated that they were “unsatisfied” or “very unsatisfied” with the retail choices offered downtown. However, before proceeding it is useful to know if there is any statistically significant relationship between the income and satisfaction variables. Although the relationship between household income and overall satisfaction appears to be negative, statistical tests would indicate that this relationship by itself, is not significant. Therefore, gearing goods and services toward one income range vs. another would be unlikely to have a significant impact on satisfaction levels.

		Overall Satisfaction	
		Low / Moderate	High
<b>Household Income</b>	Under \$50K	18.8%	28.4%
	\$51K - \$80K	28.0%	20.3%
	\$81K - \$110K	22.2%	17.6%
	\$110K to \$140K	14.5%	17.6%
	Over \$140K	16.4%	16.2%



## Satisfaction and Gender

Due to the fact that a disproportionate (68%) number of the respondents were female, one might be inclined to assume that attributes or retail offerings downtown should be geared toward females rather than males. Another cross-tab calculation was performed to test the relationship between gender and overall satisfaction. The resulting significance level derived from a Chi square test however, would indicate that there is not a statistical evidence of a relationship between gender and overall satisfaction. Therefore, it would not necessarily be useful to focus more efforts toward the female consumer.

**Gender vs. Overall Satisfaction**

			SATISFACTION (LMH)			Total
			Low	Moderate	High	
Gender	Male	# of Participant Responses	7	71	23	101
		% within SATISFACTION LEVEL	29.2%	34.6%	26.4%	32.0%
	Female	# of Participant Responses	17	134	64	215
		% within SATISFACTION LEVEL	70.8%	65.4%	73.6%	68.0%
Total		# of Participant Responses	24	205	87	316
		% within SATISFACTION LEVEL	100.0%	100.0%	100.0%	100.0%

Significance = .371

## Satisfaction and Age

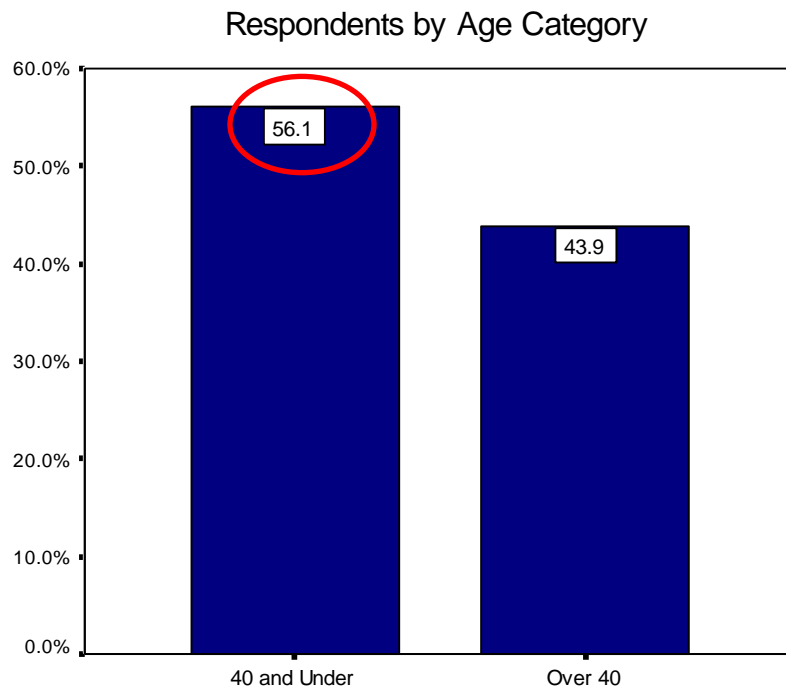
The analysis continued with a comparison of the age range of the respondents vs. overall satisfaction levels reported in the survey. Knowing this information is particularly useful to this study since it could help business owners make decisions about the types of product to carry, or assist the DDA make decisions about the types of special events to plan and host.

This information could also be useful as a litmus test to determine how appealing the downtown area is to the young professionals the Fortune 500 companies in Midland are attempting to attract.

		<b>Overall Satisfaction</b>		
		<b>Low</b>	<b>Moderate</b>	<b>High</b>
<b>Age of Respondants</b>	<b>Under 30</b>	41.6%	27.7%	19.5%
	<b>31 - 40</b>	45.8%	30.6%	24.1%
	41 - 50	4.2%	18.9%	25.4%
	51 - 60	4.2%	12.6%	19.5%
	Over 60	4.2%	10.2%	11.5%
			100.0%	100.0%

Significance = .041

Using cross-tab analysis, the above summary illustrates that the highest percentage of individuals in the “Low” and “Moderate” satisfaction categories are in the “under 30” and “31-40” demographics, while the “High” satisfaction category appears to be more evenly distributed amongst participant age ranges. Even more revealing is that nearly 90% of participants who indicated a low level of overall satisfaction are in the “under 40” age group. Furthermore, statistical testing resulted in evidence of the validity of this relationship. As such, it would make sense that future planning efforts should be more heavily focused toward the improving the satisfaction level of the “young professional” age categories, especially when you consider that that the majority (56.1%) of the respondents are categorized as “40 and under”. Not only would this strategy help even out the overall satisfaction amongst the population, but it would also help to make the downtown area even more appealing to those who might be interested in future residential or business investments downtown.



## B. DIFFERENCES OF OPINION – “40 AND UNDER” COMPARED TO “OVER 40”

To delve further and understand the nature of the differences in preferences between the two age groups, several statistical analyses were applied. The nature of the following questions pertains to the 40 and under age grouping since it contains the biggest opportunity for improvement as discussed above. Before describing some of those findings, however, it would be useful to describe some of the generational differences between the various age categories.

- BABY BOOMERS

The “baby boomers”, or individuals born between 1946 & 1964, are typically known as “the spending generation”. Predominantly in their 40’s and 50’s, this generation is typically well established in their careers and continues to lead busy lives. Even in mid-

life, many baby boomers seek convenience to ease the burdens of everyday life (Strategic Edge). They typically enjoy dining out and shopping for specialty foods. This generation also demonstrates a strong desire to counter the aging process. As such, they are typically interested in various sports. It is expected that this generation will travel more as they enter into the phase of empty nests. Of particular interest to retail downtown is that baby-boomers typically enjoy reading books and DIY (do-it-yourself) projects. According to the Community Development Research project referenced earlier in this project, the baby boomers living within the downtown primary trade area (typically within a 10 minute drive from their home) also enjoy wine and banking clubs and often read two or more newspapers per day.

- GEN X and GEN Y

On the other hand, the under 40 population is made up of Gen X (born between 1965 & 1975) and Gen Y (born between 1976 and 1994). Research shows that these generations are culturally more diverse than previous generations due to the fact that they have often had more travel opportunities than their parents or grandparents did (Schroer). This is especially true in Midland where it is not uncommon to encounter a high school student who has lived overseas for a period of time when their parents were moved for work related purposes. With that diverse background comes a strong desire for product differentiation, ethnic foods and diverse cultural events

*“No matter what they are buying, generation Y members prefer brands with a core identity based on core values. It's more important to them that a product is credible than that it's in the mall” (Morton, 2007).*

Additionally, these generations tend to be more health and environment conscious than generations of the past. Unlike their parent(s) who may have worked for the same company their entire career, the younger generations are not opposed to moving out of state to pursue career advancements.

One of the larger generational differences is the fact that Gen X and Gen Y have been exposed to more technology advancements than ever before. As a result, they not only depend on technology for entertainment purposes, but to serve as a major communication tool and a method of maintaining relationships (Schroer). These age groups are especially attracted to vibrant cities and towns with recreational opportunities, college and professional sports teams, and cultural venues. Like the PTA tapestry dimensions referenced above, Community Research Services also described traits specific to these age categories for people living within the downtown primary trade area (typically within a 10 minute drive from their home). In general, these generations are very interested in a downtown experience that includes a vibrant nightlife. They also enjoy yoga, movies and sports and physical fitness.

Having that information, we can now look at some of the specific opinions and preferences that differ between the “40 and above” and “under 40” age categories. The first variable considered was whether or not there is a statistically significant difference

in the likelihood to shop in Downtown Midland. This question is important to help existing and potential entrepreneurs determine a) if there is unmet retail need, and b) whether there might be conditions or issues that could be improved by the current business owners. To analyze this question, a cross-tab was prepared and an independent samples t-test was performed.

**Likelihood of Shopping Downtown vs. Age Category**

			AGE CATEGORY		Total
			40 and Under	Over 40	
Likelihood of Shopping Downtown	Very Unlikely	# of Responses	24	4	28
		% within Likelihood of Shopping Downtown	85.7%	14.3%	100.0%
	Unlikely	# of Responses	49	33	82
		% within Likelihood of Shopping Downtown	59.8%	40.2%	100.0%
	Neutral	# of Responses	55	36	91
		% within Likelihood of Shopping Downtown	60.4%	39.6%	100.0%
	Likely	# of Responses	45	54	99
		% within Likelihood of Shopping Downtown	45.5%	54.5%	100.0%
	Very Likely	# of Responses	5	14	19
		% within Likelihood of Shopping Downtown	26.3%	73.7%	100.0%
Total		# of Responses	178	141	319
		% within Likelihood of Shopping Downtown	55.8%	44.2%	100.0%

Group Statistics

		N	Mean	Std. Deviation	Std. Error Mean
Likelihood of Shopping Downtown	40 and Under	178	2.76	1.063	.080
	Over 40	141	3.29	1.025	.086

Looking at the cross-tab table and mean “likelihood” response from above, one would expect that people “over 40” are more inclined to shop downtown. Additionally, based on the results of the t-test as noted below, we can statistically conclude with 95% confidence that the “over 40” age group is in fact, more likely than the “40 and under”

age group to shop downtown. This could be due to a variety of reasons which will be explored in later.

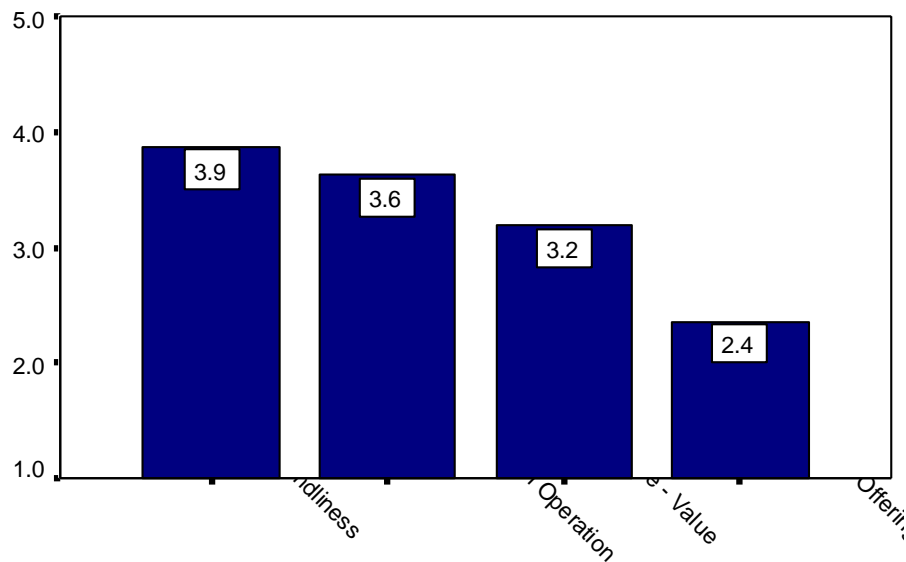
Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Likelihood of Shopping Downtown	Equal variances assumed	.050	.824	-4.465	317	.000

To further drill-down the reasons the 40 and under group might be less likely to shop downtown, several retail related attributes were analyzed. This was done to determine if there is statistical evidence to suggest that particular attributes would influence consumers to be more or less satisfied with retail in the downtown district. For example, is it because the downtown retail district does not offer the right mix of merchandise to appeal to a wide range of customer ages? Or, could it be due to the hours of operation? Regardless we know already that people under 40 are less likely to shop downtown – now we are attempting to determine why.

### Satisfaction with Retail

40 and under Age Category



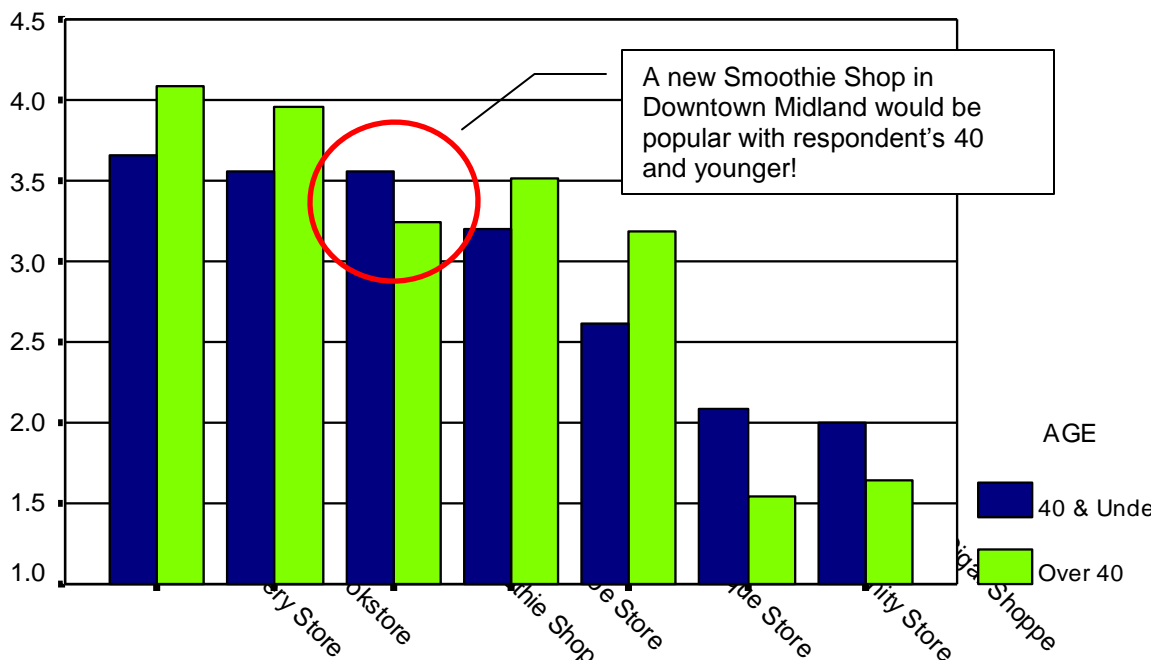
As demonstrated in the above graph, consumers 40 years and younger are most satisfied with the friendliness of store owners and employees, but the least happy with the current mix of retail offerings.

To help determine which potential business opportunities included in the survey would most likely be affected by age differences, statistical tests were applied. Business opportunities such as a potential Pet Accessory or Educational Toy store were not found to be significantly related to age and were therefore excluded from further age related analysis. Several business types did yield a statistically significant relationship to age and are presented in the graph below. This information could be useful to the entrepreneur who is looking to develop a niche business that would appeal to the growing “40 and under” population.

## Potential New Businesses vs. Age Range

### Likelihood to Visit - Avg. Response

-- reflects only those with stat. sig. diff. between age ranges --



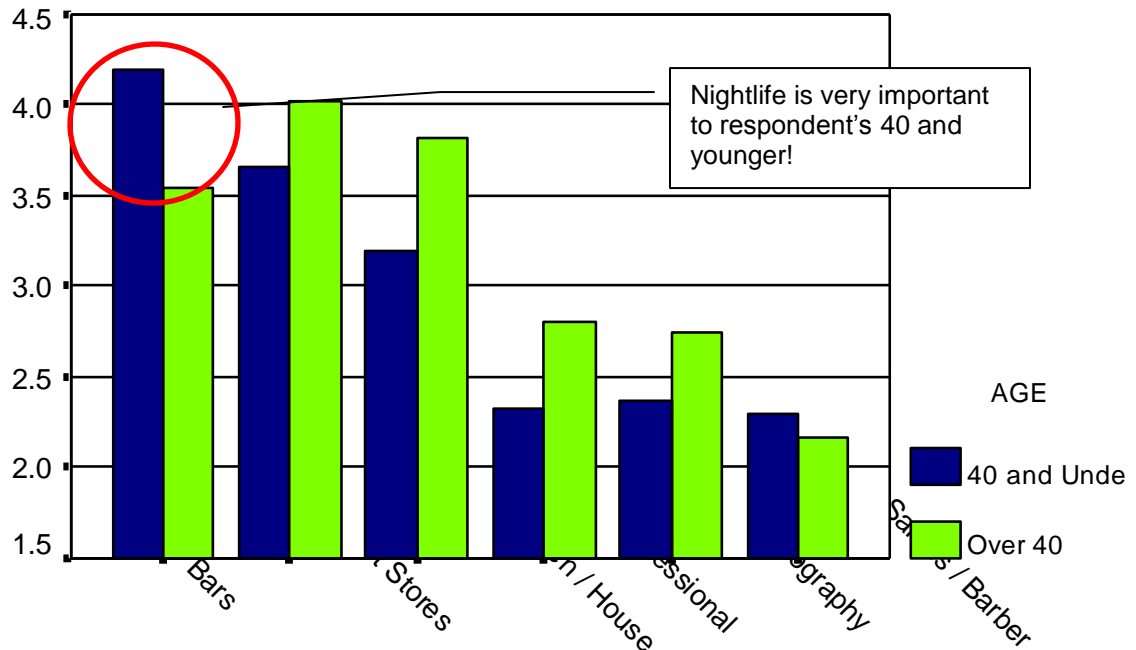
In the graph, from an age perspective only, there would likely be a better response from individuals “40 and under” with regard to a new Smoothie Shop, Children’s Apparel Store, Maternity Shop, or a Cigar Shop. Conversely, a new Grocery Store or Bookstore would be looked upon with higher visitation likelihood by the “over 40” age group. That being said, a Grocery Store or Bookstore holds a much higher preference value by any age group when compared to a Cigar Shoppe or Maternity Store.

Similar tests were applied to the list of current businesses addressed in the survey to help determine which would most likely be affected by age differences. Businesses types such as Women’s Apparel and Jewelry stores were not found to be significantly related to age and were therefore excluded from further age related analysis. As depicted in the graph below, people in the “40 and under” age category are more likely to visit bars or salons when they visit downtown. However, Bars, Gift Shops and Kitchen / Houseware stores would have a higher likelihood vs. Photography Stores or Salons, regardless of age.

# Current Businesses vs. Age Range

## Likelihood to Visit - Avg. Response

-- reflects only those with stat. sig. diff. between age ranges --



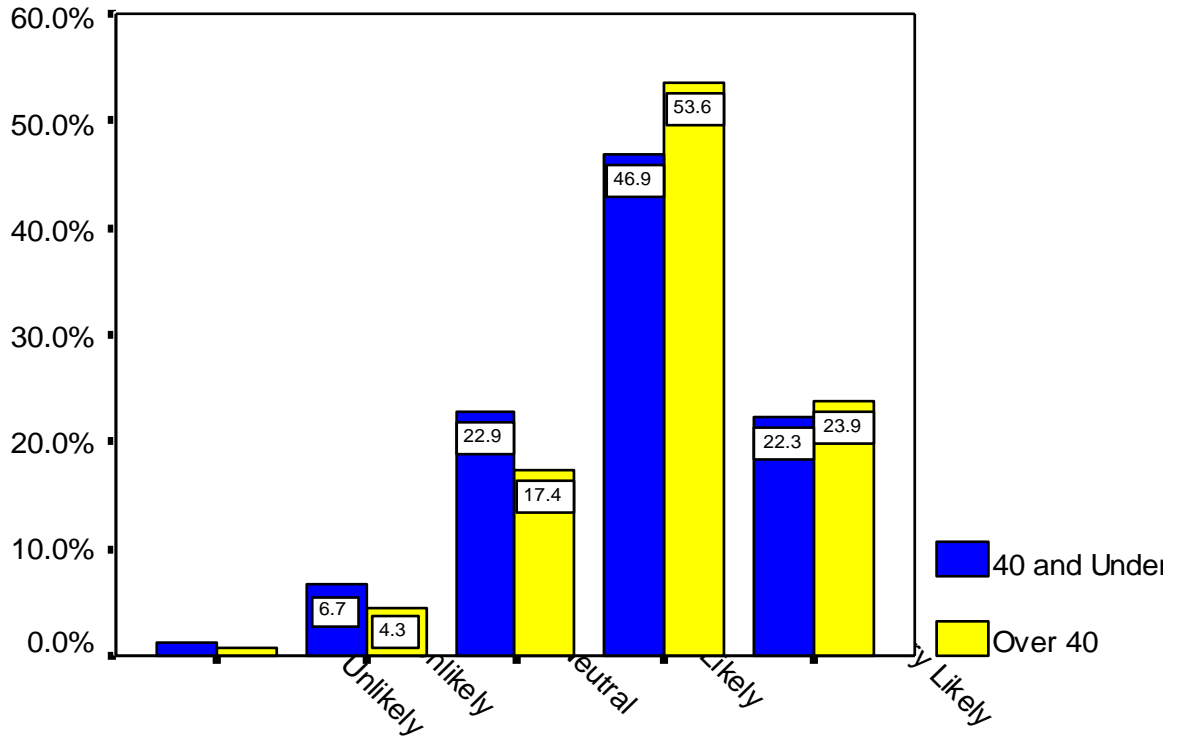
This statistical analysis bodes well since it adds validity to the importance of some of the comments left pertaining what people like to see more of in the downtown business structure.

- “(We like to visit) galleries or places with unusual gifts”
- “(We would like to visit) I feel as a younger member of this community ...It would be great to get some different types of restaurants not chains in downtown as well as some different types of bars and social places.”

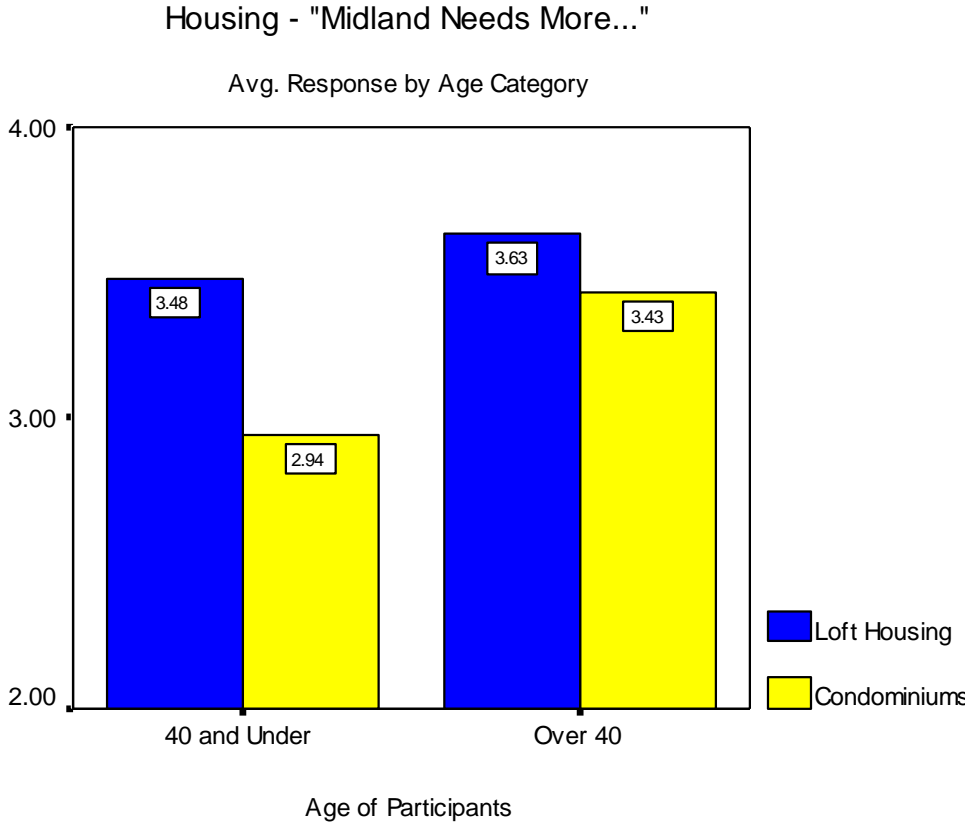
Although the testing above reveals that there are some statistical relationships between age and the likelihood to shop downtown, similar tests applied to the likelihood of dining

downtown do not. In other words, although differences are apparent graphically, they are not necessarily due to the age of the survey respondents, per se.

## Likelihood of Dining by Age Category



Once again, similar statistical tests were used to determine any significance between age categories and the types of housing people would like to see more of in the downtown area. Although the graph below would seem to illustrate a slight difference between the age groups for loft housing and a larger difference pertaining to condominiums, statistical evidence of that difference only exists for the condo's.



Stated another way, using an independent samples t-test, and assuming a 95% confidence rate, we can conclude that there is a larger preference for condominiums in downtown Midland by the “over 40” age category than there is by the “40 and under” sample.

### C. OPPORTUNITIES OF IMPROVEMENT – MODERATE OVERALL SATISFACTION

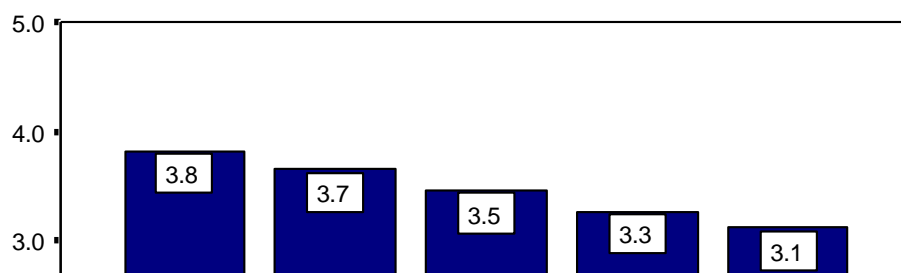
As important as it was to determine the variables that were statistically related to age, it is just as important to evaluate if there are statistical differences in the variables regarding overall satisfaction. Recall that the majority of the sample population felt only moderately satisfied overall. This could be considered a “nice to know” type of information. However, we can also look at this as an opportunity to reach the people that are “on the fence”, so to speak, relative their “downtown experience”. To determine what is statistically significant to this category of respondents, several analyses were performed and are summarized in this section.

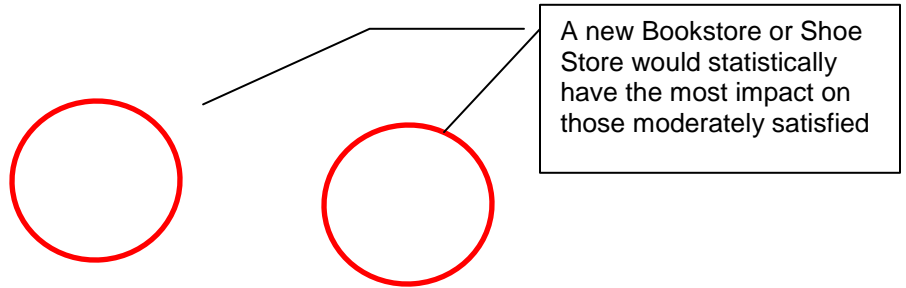
The first test was performed to determine statistical evidence regarding business type opportunities and their potential of increasing the likelihood that respondents with a moderate level of overall satisfaction would desire to shop downtown. Using the graph depicted above as a guideline, the top five potential businesses that the “moderately satisfied” respondents are most likely to visit were regressed against the overall likelihood to shop in Downtown Midland. The resulting statistics shows that there is evidence of significance based on a 95% confidence level, that the addition of a Shoe Store or a Bookstore could have an impact on the likelihood to shop within the moderate responses.

#### Likelihood of Visiting Potential Businesses

from Moderate Overall Satisfaction Category

Represents Top Five Business Types



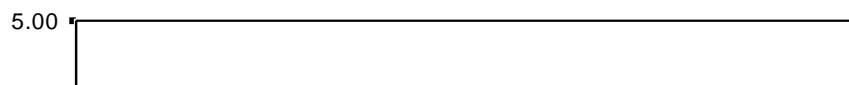


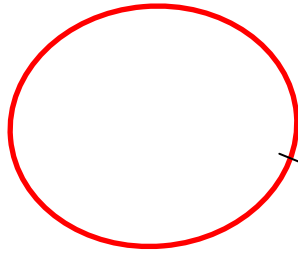
Coefficients - Dependent Variable: Likelihood of Shopping Downtown

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.689	.254		6.641	.000
Shoe Store	.197	.062	.237	3.181	.002
Bookstore	.144	.061	.175	2.348	.020

Similarly specific attributes downtown Midland were regressed against the likelihood to shop downtown and led to the conclusion that merchandise price-value, retail offerings and the general ambience of the downtown area all could be statistically expected to have an impact on the overall satisfaction level of the respondents who initially indicated a moderate response.

"Downtown Experience" Characteristics  
from Moderate "Overall Satisfaction" Category





Locally owned stores and Special Events are both important to those who are currently only moderately satisfied

Coefficients - Dependent Variable: Likelihood of Shopping Downtown

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.743	.443		1.677	.095
<b>Merchandise Price Value</b>	.213	.093	.167	2.302	<b>.022</b>
<b>Retail Offerings</b>	.247	.093	.185	2.649	<b>.009</b>
<b>General Ambience</b>	.245	.100	.175	2.460	<b>.015</b>

D. THE DESIRE TO SHOP AFTER 5:00 PM DURING THE WEEK:

As mentioned earlier in the study, several respondents indicated a strong desire to shop after 5:00 PM. In addition, many noted in the comments section that they wished downtown businesses would stay open later. To assess if there is statistical evidence that, all other things held equal, people would be more willing to shop downtown if stores were open later, cross-tab analysis was performed.

**Shopping Preference - Wk Days - After 5:00 PM**

Preference to shop after 5:00 PM (wk days)		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
Very Unlikely	# of Responses	20	4	24
Very Unlikely	Likelihood to Shop	10.0%	3.6%	7.7%
Unlikely	# of Responses	31	8	39
Unlikely	Likelihood to Shop	15.5%	7.3%	12.6%
Neutral	# of Responses	36	18	54
Neutral	Likelihood to Shop	18.0%	16.4%	17.4%
Likely	# of Responses	90	48	138
Likely	Likelihood to Shop	45.0%	43.6%	44.5%
Very Likely	# of Responses	23	32	55
Very Likely	Likelihood to Shop	11.5%	29.1%	17.7%
Total	# of Responses	200	110	310
Total	Likelihood to Shop	100.0%	100.0%	100.0%

Significance = .000

Given the above information, we can conclude that there is a relationship between the two variables and that respondents would be more likely to shop downtown if there were extended business hours during the week.

The interesting point to make here as mentioned earlier is that many businesses already have extended hours, however it seems that people are simply not aware. As one of the DDA board members pointed out, "Midland residents have been 'trained' over the years that businesses downtown stay open until 5:00 P.M." This seems to be a perception issue that will be addressed later in this paper.

## E. Business Opportunities

Aside from determining the relationship of new business opportunities with age or overall satisfaction as we did above, multiple cross-tabs and related statistical tests were applied to determine if there is a relationship between various potential businesses types and a respondent's overall likelihood of shopping downtown. Of specific interest are the respondent's who indicated a low or moderate likelihood:

**Current Low-Moderate Likelihood to Shop Downtown vs. Likelihood of Visiting a Particular Store Opportunity**

<b>Likelihood to visit a new...</b>	<u>Grocery Store</u>	<u>Book Store</u>	<u>Shoe Store</u>	<u>Instructional Facility</u>	<u>Antique Shop</u>	<u>Educational Toys</u>	<u>Children's Apparel</u>	<u>Pet Accessory</u>	<u>Cigar Shoppe</u>	<u>Maternity Store</u>	<u>Smoothie Shop</u>
High	68%	63%	50%	41%	36%	35%	31%	24%	-- no statistical relationship --		
Moderate	17%	16%	20%	30%	17%	17%	13%	17%			
Low	15%	21%	30%	29%	47%	48%	56%	59%			
	100%	100%	100%	100%	100%	100%	100%	100%			
Stat. Sig.	0.001	0.001	0.001	0.021	0.062	0.022	0.056	0.057	0.798	0.667	0.311

Of the specific business types addressed in the survey, those that have a statistically significant relationship with likeliness to shop downtown are reflected above. It should be noted that just because a “business type” is statistically related to the “likelihood to shop”, should not necessarily indicate that the store type should be pursued. It only suggests that they are related and should be considered further to determine if there is actual consumer demand.

For instance in the cross-tab table below, 36.7% of the survey respondents indicated that they had a low-moderate likelihood to shop in downtown Midland and that they

were very unlikely to shop at a Children's Apparel store. In other words, a Children's Apparel store would not necessarily influence people to shop downtown if they aren't likely to already do so.

A Grocery Store, on the other hand, is also statistically related to the desire to shop downtown. This potential business type is shown below and would seem to indicate that even people who are currently unlikely to shop in Downtown Midland would be inclined to do so if a Grocery or Specialty Food Store were available.

**GROCERY or other SPECIALTY FOOD**

		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
Very Unlikely	# of Responses	23	3	26
	Likelihood to Shop	11.1%	2.5%	7.9%
Unlikely	# of Responses	9	7	16
	Likelihood to Shop	4.3%	5.7%	4.9%
Neutral	# of Responses	35	6	41
	Likelihood to Shop	16.9%	4.9%	12.5%

Several comments were included in the survey which further indicates a strong desire for a specialty grocery store, or a deli. Additionally people who are considering making downtown there residence also desire to have a grocery store nearby.

G. SPECIAL EVENTS:

Because special events have the tendency to draw large amounts of foot traffic to the downtown area - often times from beyond the local community, it would be important to the retail shop or restaurant owner to understand a patron’s degree of likelihood to shop or dine while attending various events. To determine that relationship, cross-tabulation analysis was performed by looking at the respondents who indicated a “high” likelihood to shop while attending a special event, in comparison to the overall likelihood of attending various events. Narrowing the data down in this fashion will allow the business owner to see which events could provide the largest opportunity to not only provide satisfaction to existing customers, but potentially attract new customers as well.

Using cross-tab analysis, we can see businesses would have the most opportunity to reach those who attend the Farmer’s Market or Pumpkin Festival based on their indicated likelihood to attend. This could be achieved through the use of special coupons or store events valid on special event days.

		65% of Respondent's Indicated a High Likelihood to Shop While Attending a Special Event		
Likelihood of Attending :		Low	Medium	High
	<b>Farmers Market</b>	4%	4%	92%
	Santa Parade	38%	18%	44%
	Holly Jolly Days	38%	27%	35%
	<b>Pumpkin Festival</b>	25%	24%	51%
	<b>Pennant Race</b>	47%	28%	25%
	Highland Festival	37%	35%	28%
	Cruise n Car Show	37%	17%	46%
	Chili Salsa Cookoff	30%	21%	49%
	<b>Deals at the Diamond</b>	24%	17%	59%
	<b>Sidewalk Sales</b>	24%	19%	58%
	Breakfast with Santa			
	Santa House			
	Riverdays			

---- No Statistical Relationship ----

Conversely, businesses would have the least opportunity to reach those who participate in the Loon's Pennant Race.

A similar analysis was performed pertaining to the likelihood to dine while attending special events.

88% of Respondent's Indicated a High Likelihood to Dine While Attending a Special Event			
Likelihood of Attending :	Low	Medium	High
<b>Farmers Market</b>	5%	6%	89%
Santa Parade	39%	16%	45%
Holly Jolly Days	45%	26%	29%
<b>Pumpkin Festival</b>	29%	21%	49%
<b>Pennant Race</b>	50%	26%	24%
Highland Festival	43%	33%	25%
Santa House	41%	15%	45%
<b>Riverdays</b>	18%	22%	59%
Cruise n Car Show	41%	16%	43%
Chili Salsa Cookoff	33%	21%	46%
<b>Deals at the Diamond</b>	32%	18%	50%
<b>Sidewalk Sales</b>	33%	18%	49%

Breakfast with Santa

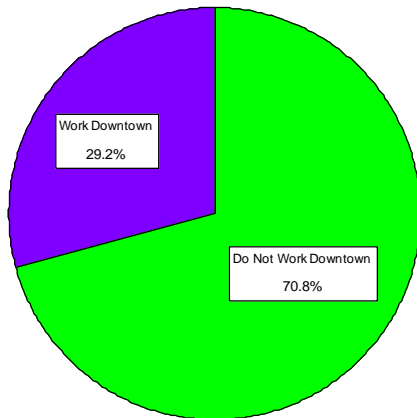
---- No Statistical Relationship ----

As such, we can see that people with the highest likelihood of dining downtown during a special event would be most likely to attend the Farmer's Market or Riverdays.

Conversely, they are least likely to attend or participate in the Loon's Pennant Race.

Similar to the shopping question above, restaurant owners have the potential of reaching participants and enticing them to dine at their restaurants by offering dining specials or coupons valid on special event days.

## H. WORK vs. DO NOT WORK DOWNTOWN



As briefly discussed in one the earlier sections of this report, several respondents provided comments which indicated they didn't feel businesses were open long enough, particularly during the week. However the majority of businesses who answered the email request to provide their operating hours

indicated that they did offer extended hours, typically at least one day a week. As such, additional analysis was performed to determine if different perceptions regarding Downtown Midland attributes exist, specifically between people who work downtown vs. people who do not work downtown.

--- degree of satisfaction ---

	LOW		MODERATE		HIGH	
	WORK DOWNTOWN	DO NOT WORK DOWNTOWN	WORK DOWNTOWN	DO NOT WORK DOWNTOWN	WORK DOWNTOWN	DO NOT WORK DOWNTOWN
<b><u>Downtown Midland</u></b>						
General Ambience	6.5%	6.2%	20.7%	22.9%	72.8%	70.9%
Parking	22.0%	19.9%	26.4%	24.8%	52.6%	55.3%
Lighting	2.2%	2.2%	13.0%	13.2%	84.8%	84.6%
Cleanliness	2.2%	1.8%	8.8%	7.0%	89.0%	91.2%
Safety	1.1%	0.4%	4.3%	8.3%	94.6%	91.3%
Snow Removal	14.3%	5.8%	23.1%	25.3%	62.6%	68.9%
Service Price Value	6.6%	10.1%	40.1%	28.6%	64.8%	49.8%
<b><u>Shopping</u></b>						
Retail Choices	56.5%	57.0%	28.3%	31.6%	15.2%	11.4%
Merchandise - Price Value	12.1%	14.2%	39.6%	47.3%	48.4%	38.5%
Retail Hours	13.0%	14.9%	12.0%	19.3%	75.0%	65.8%
Retail Friendliness	2.2%	3.1%	18.5%	20.1%	79.3%	76.9%
<b><u>Dining</u></b>						
Restaurant Choices	14.1%	20.5%	85.9%	79.5%	0.0%	0.0%
Restaurant Hours	40.2%	34.6%	20.7%	34.2%	39.1%	31.1%
Restaurant Friendliness	3.3%	2.2%	9.9%	18.3%	86.8%	79.5%

As depicted in the table above, only three downtown attributes are shown to have a statistically significant relationship with whether or not people work downtown.

Interestingly enough, retail hours of operation were not deemed to be significant. This would indicate that any difference in satisfaction with retail hours (between people who work and people who do not work downtown) is simply due to chance.

As shown above, valid differences are indicated for snow removal, service price-value and restaurant hours. With regard to snow removal, for instance, it would seem that people who work downtown are less satisfied than people who do not work downtown. Conversely, people who work downtown tend to be more satisfied with restaurant hours of operation.

## **PART V – FINDINGS AND SUGGESTIONS**

*In order to differentiate itself, a downtown business must distinguish itself from its competitors through the use of exceptional retail offerings, friendly customer service and successful promotion. (Brown)*

Downtown Midland has all of the charm and beauty needed to attract community visitors and destination tourists alike. As shown in the downtown attributes graph, some of the most important characteristics like safety, or lighting are already in place. In fact, respondents indicated high satisfaction levels regarding most of the general attributes of downtown. While these attributes are important, they cannot stand alone in terms of being the key drivers of a consumer's overall satisfaction with a downtown environment. Through the use of the survey tool, and the analysis described in the previous sections of this report, three main areas of opportunity are evident pertaining to Downtown Midland.

### **FOOT TRAFFIC**

When walking through the downtown area, it seems that "Main Street" ends far sooner than the actual street by the same name does. Even though there are many successful businesses that continue east past Oscar's on Main Street for instance, there are also reasons why one might stop and turn around. First, many of the farther businesses attract customer's who have a specific need to visit their particular store. For instance the Mid-Michigan Music Shop is geared toward a musician for obvious reasons.

Similarly, the appliance store will attract the consumer who is looking for goods or services particular to their store. Unless a consumer had a specific need to patronize those stores, they would not necessarily continue to walk beyond the main area of commerce, or onto some of the peripheral side streets which also hold great opportunities for shopping or dining.

Ideally, a diverse mix of businesses would be spread throughout the downtown district which would entice consumers to expand their walking journey between locations. Spreading the summer statue series along the entire expanse of Main Street has helped to mitigate this disadvantage. Similarly, there is now an attractive, walkable path between Downtown and Dow Diamond which includes a beautiful mural underneath the Poseyville Bridge. However, more can be done to improve the foot traffic in these otherwise less frequented areas. The benefits of doing so would at a minimum be two-fold. Current businesses in these less traveled areas, for example, would get exposure they might not otherwise have. Additionally, potential entrepreneurs would be encouraged by the increasing exposure in areas they might be looking at to start a business. The following three categories of suggested improvements could help to increase foot traffic:

- B. Store-Front Windows which are either currently empty, or do not have “window shopping” appeal should be targeted for consideration. A recommendation would be to create intriguing window-scapes in those particular spaces.

- Work with Marketing or Merchandising students at nearby Central Michigan or Northwood Universities once a quarter to change out the displays in the empty window spaces. These displays could include artwork from local artisans who might then show their wares live during Art Walk evenings in the summer. Similarly, the displays could include projects (DDA approved) that the students have been working on during the semester;
- Work with the Historical Society to coordinate a display containing various historical items from the area – this is especially relevant to downtown which is rich in history itself;
- Coordinate a monthly “*Where’s Waldo*” type contest with local merchants, whereby customers would be encouraged to locate an Official Midland Mascot (example: troll, frog, dragon, etc.) to be found somewhere in the broader downtown blocks. They would then enter a drawing for a monthly rotating good or service donated by area merchants....for example, “Ice Cream for 4”, “Small bouquet of flowers”, “Dessert and coffee”, etc;
- Coordinate a “window display unveiling” with various special events such as Summer Solstice or Mannequin Night.

#### D. Special Events

*It was found that 89.3% found Special Events to be an appealing or very appealing attribute of a “downtown experience”.*

- Coordinate with the Great Lakes Loons, a “Start-of-the-Season Player Parade” with parade route to end at Dow Diamond. This would likely attract a

- large contingency of people to visit downtown, window shop throughout the parade route and enjoy the overall pre-baseball season atmosphere;
- Co-sponsor a 50's party with the new owner of Daddy-O's; complete with a hula hoop contest, 50's fashion contest, and Elvis impersonator contest;
  - Focus efforts to offer more special events geared toward adults. This idea could potentially carry with it a high potential for increasing foot traffic by consumers who might otherwise not spend time downtown. This would be especially true with the "40 and Under" age category as shown in the previous sections of this report;
  - Re-locate some special events or activities to utilize more of the overall space downtown. As an example, the Artist's Market is currently held at the Farmer's Market location on the same night as "Tunes by the Tridge". Moving the Artist's Market to Main Street would increase the amount of foot traffic beyond what is currently experienced.

E. Encourage Co-Op Advertising - Through the use of coupon sharing, complimentary businesses would encourage customers to shop or dine at each others' businesses with the effect of increasing foot traffic between their respective stores or restaurants.

### AVAILABILITY OF INFORMATION

A number of survey responses and individual comments are the basis for this recommendation. Although Downtown Midland has a great number of very positive

characteristics, it seems that the community is not fully aware of all the area has to offer. Whether the information is pertaining to an event or a new business, more needs to be done to ensure that the broader community is aware of all of the fantastic amenities and distinguishable assets that are available in Downtown Midland. This will especially be important as Midland continues to try to distinguish itself as a destination city. An opportunity to reach visitors will soon become available with the new Holiday Inn grand opening, not to mention the many hotels that exist today. As people increasingly come into town for soccer tournaments and other events, Midland has a large opportunity to entice them to “experience” downtown not only for the first time, but to stimulate their desire to come back as repeat visitors in the future.

One example of the need for improved communication would be with regard to special events. One respondent commented, “Often I have missed events that I would have gone to but didn’t find out about them until after they occurred.” Another stated, “The only way I learn about most of the events in downtown Midland was because I work downtown”. Similarly, pertaining to the question regarding the usefulness of the website, almost a third of the respondents stated they did not know it existed.

A final example is the perception difference that seemingly exists regarding business hours downtown. Although many businesses do in fact offer extended hours at least once per week, several respondents commented that they wished downtown business would remain open in the evening. This inconsistency would suggest that the community effectively been informed of the changes local businesses have made. However, perception equals reality in the mind of the consumer and efforts need to be made to change that perception regarding business hours.

To reach the broader community, the following suggestions might be considered:

- Advertising Wraps – full page advertisement in the Midland Daily News (MDN) Sunday newspaper edition. These ads are “wrapped” around the weekly circular advertisements and can include color as well as pictures. Per Cathy Bott at MDN, these ads cost \$750 per run. For an annual cost of \$3000 (once per quarter), this type of media would be perfect for reaching over 12,000 Sunday newspaper subscribers ([www.ourmidland.com](http://www.ourmidland.com)), and could include dates for up-coming events, introduce new businesses that have opened downtown, or present retail / dining coupons or business hours;
- “Sticky-note” ads, which are attached to the outside of the newspaper, could be utilized. At a cost of approximately \$1400, this type of advertising would reach a large population of area residents and could include small messages like, “Did you know that you can find information about Downtown Midland businesses at our website?”, or “Did you know that many retailers Downtown have extended business hours for the summer season?”
- Coordinate with local realtors and lending institutions to include Downtown Midland information in new home owner welcome packages;
- Continue to encourage downtown businesses to utilize social networking and website development tools.

## ATTRACTING NEW BUSINESSES

Without a doubt, one of the most critical steps to ensure the continued success of commerce in Downtown Midland is having the ability to successfully attract new businesses. This area in particular clearly relates to one of the most important findings of the Opinions and Preferences Survey. When asked about their level of satisfaction with retail and dining options, 57.0% of respondents found retail choices, and 52.0% found dining choices to be a combination of “unsatisfactory” or “very unsatisfactory”. Given the current economic conditions, attracting entrepreneurs to take a risk can be challenging, for sure. However given the right tools and support, a new business can thrive.

As mentioned earlier in this report, a Downtown is a unique market which hosts its own set of demands in order to compete against larger, and often times more cost efficient (due to economies of scale) retailers. Downtown entrepreneurs must be willing and able to differentiate themselves through the products they offer and the personal services they provide.

To attract a new business owner, the downtown district must additionally take extra steps to create appeal by providing an aesthetically pleasing commercial environment, along with a safe and secure environment with adequate parking. Downtown Midland has accomplished these attributes as well as many more; however efforts which would demonstrate active Downtown enhancement efforts and promotional programs, like those described, above should continue to be made. Additionally, this study along with the knowledge gained from the Buxton study, provide a wealth of market research data to demonstrate unmet demand and community

support for variety of potential business types. Although the Buxton study recommended specific name brand stores such as Naturalizer shoes, or American Eagle as “best fits”, the economy today is such that many name brand or franchised companies are delaying expansion efforts. However, the market research provided through the Opinions and Preferences survey would defiantly support the development of a “shoe store” or “youthful clothing apparel store”

### BUSINESS OPPORTUNITY EXAMPLE – APPLICATION OF SURVEY RESULTS

To demonstrate the potential power of the information available from the Opinions and Preferences Survey, an example is provided specifically for “specialty foods” in Downtown Midland. Supposing an entrepreneur is interested in exploring the possibility of opening a sandwich shop, or delicatessen the following information might be useful.

In their final report to the community, Buxton defined a leakage factor of (0.52) with regard to the availability of specialty food establishments located downtown. As a reference point, 1.0 equals a well balanced market supply, and numbers above or below 1.0 would represent surplus and leakage, respectively. Based on those findings and the resulting location preferences of various franchised businesses, a Quizno’s or Schlotzsky’s Deli was deemed to have the “best-fit” with the downtown primary trade area or 10 minute drive time (Buxton Company). Combining that knowledge with the community preference results from this study, there is positive evidence to support an entrepreneur considering a locally owned sandwich shop or delicatessen. For example, from the survey:

- 56.1% of survey participants are in the 20 – 40 age category;
- Of those participants, the predominant household income distribution is: \$51,000 to \$140,000;

<u>Age 20 - 40</u>	<u>% of Total</u>	<u>Income Range</u>
	<b>26.1%</b>	<b>\$51K - \$80K</b>
	21.1%	\$81K - \$110K
	15.1%	\$111K - \$140K
<b>Total</b>	<b>62.1%</b>	<b>\$51K - \$140K</b>

- Of this sub-set of participants (20-40 years old, with an income of \$51K-\$140K), the following results would be useful in helping to define the potential market:
  - Overall, 67.8% of participants are moderately satisfied, while 20.5% are highly satisfied with Downtown Midland;
  - 72.9% indicated a strong likelihood to dine downtown;
  - 74.1% work downtown indicating that there would be good potential for a lunchtime market especially if delivery options were available.
  - 91.4% indicated a strong likelihood of dining downtown while attending a special event, signaling the likelihood of a potential market during non-work times as well;
  - Although there is a strong indication that people like to eat downtown, 57.7% and 22.5% of this survey sub-set indicate low or moderate satisfaction with the current dining choices, respectively. Unmet

demand = potential! Respondent's are interested in additional dining choices – "I would love to have a few more restaurant options, especially ones with outdoor seating";

- 72.1% find ethnic offerings, and 65% find specialty grocery stores to be appealing or very appealing. A deli could potentially offer a European style lunch with homemade breads to compliment a plate of meats and cheeses, or homemade hummus and pita chips served along with a Mediterranean chopped salad or Tabouli to appeal to these potential customers;
- Additionally, 91% indicated that locally owned businesses have a high amount of appeal;
- In addition to the tabulated data, several survey respondent's also provided comments specific to their desire for a deli or sandwich shop in Downtown Midland:

*"especially need a deli/specialty grocery store downtown"*

*"a sandwich place (panera/cosi)"*

*"especially would appreciate a deli, juicebar and bookstore"*

*"I think a deli would be a great addition....especially when Farmer's Market is running"*

*"...nice restaurants, with healthy, affordable food"*

- Finally, adding in some of the findings from other research, such as details of what is appealing to this particular age group, would provide another dimension of customer preference knowledge thereby strengthening the potential for success.

## AVAILABLE SPACE

In addition to having current market research available such as that provided in the survey results, potential entrepreneurs will also require information regarding available space for their new business. Midland contains approximately 550,000 square feet of ground level space. This total includes offices in the downtown district, but excludes government buildings and the H Hotel. Included within that total space several location options are available for lease for new business endeavors with square footage ranging from 1,000 to 2,200 sq ft. Additionally, a large piece of property is for sale on Townsend (Kulick, 2009).

## DDA & DOWNTOWN OPPORTUNITIES

Especially given today's economic climate, potential new business owners will be interested to learn about the types of support that might be afforded them if they were to locate downtown. For instance, strong support from the Chamber of Commerce, like that found in Midland, would be of importance. Additionally, they will be interested in knowing about the different special events offered throughout the year including attendance expectations, as well as the number and types of existing complimentary businesses who would be their potential neighbors. Both of these factors could help entice a business in their location decision as the information would help to establish the amount of exposure they would have if located downtown. Possibly one of the most valuable selling points however, would be the ability to offer monetary incentives that might be available to the entrepreneur as they embark on their "new dream".

Several bills recently passed in the State of Michigan deal specifically with economic development in downtown districts. One of the most intriguing to the Midland DDA is Senate Bill 970 which would “allow the DDA to create, operate and fund via collected Tax Increment Finance (TIF) revenues, a retail business incubator provided that it were set-up to give preference to goods and services not available downtown, and that lease incentives would be limited to 18 months duration” (Michigan Legislature, 2009).

The concept of incubating businesses is not new. Many technology and manufacturing incubation options, like the MidMichigan Innovative Center (MMIC) in Midland have been available for some time. These traditional incubators house a business in a shared environment with other businesses. Administrative support services which help to reduce some of the overhead costs, along with training and mentoring programs are some of the key components. These advantages all translate to reduced personal risk for the entrepreneur, at least for a period of time.

Some forms of retail incubation already exist whereby venture capitalists have purchased buildings which are then rented out in sub-sections to various entrepreneurs, thereby creating a “neighborhood collection”; or “mall” of sorts. However, in response to the requirements of the recent legislative act which limit the lease incentives to 18 months, modifications to the structure of such a program have been made to address the notion that an established retail business would not want to have to relocate, perhaps being forced out of downtown if vacant property were not available. In their retail incubation proposal, the DDA in Kalamazoo would offer a “collection of services”

in their incubation program such as subsidized rent and cross functional training, rather than the attributes associated of a shared “physical place” (Nixon, 2009). Regardless, the benefit once again, is reduced risk to the entrepreneur – which is a valuable attribute to today’s business owners.

*“we had considered opening (a) toy store downtown – think it would be great – just so scary & such a huge investment...” (Comment from Downtown Midland Opinions and Preferences Survey)*

Although some established business owners feel that the incubation program allowed by law would “subsidize competition” in a downtown area, the opposing thought should be considered in that a more attractive the downtown area in terms of retail and dining options, the more foot traffic will be generated thereby creating additional exposure for the existing businesses. Regardless, several components are critical to the success of any retail incubation program.

- Address Leakage in Retail Mix
  - To fulfill the definition of “retail “ as described in law, the proposed business must be structured such that a majority of the floor space is dedicated to the display of products available for sale on the premises
  - The proposed business must also be structured to fill retail areas with unmet demand. This could be accomplished by either providing a product that is new or underserved to Downtown Midland, For example, this might be a shoe store, or a bookstore, amongst others.

- To ensure that customers needs are being met as best as possible, hours of operation should be required to include extended hours, at least one day a week
- The entrepreneur should also be required to maintain a fully functional website to ensure that store information is available through a variety of media types. This is especially critical to the 20-40 year old population who utilize technology as a “way-of-life” as opposed to for entertainment or convenience.
- Develop & Maintain Entrepreneur Talent
  - Entrepreneurs should be required to take part in cross-functional training aimed at ensuring that basic competencies in the areas of Marketing, Accounting and Financial Management, Merchandising and Inventory Management, Human Resources, and Customer Service have been successfully met. This will help decrease the new business failure rate which can be quite high without appropriate knowledge of critical business processes;
  - As a result of the training, prospective entrepreneurs should be required to develop a comprehensive business plan which will serve as the basis for project approval, as well as lay out specific goals for the period of the incubation project;
  - Entrepreneurs should be required to have a pre-determined number of continuing education hours, perhaps 2 hours per business quarter, to

ensure that they remain knowledgeable with regard to “best-in-practice” business techniques during the period of time they are being subsidized through the incubation program. An example might be a social networking seminar, or a “marketing strategies lecture” before the start of the holiday season;

- To ensure access to continued support throughout the course of the program, entrepreneurs should also be required to be paired an established downtown entrepreneur who will serve as a mentor;
- The business should be required to hire a professional bookkeeper, and CPA

- Additional suggestions

Additionally, Brent Case, Executive Director of MMIC in Midland (technology incubator) suggested the need to market the incubator program well through a variety of media options; meet regularly with program participants to provide educational and networking opportunities and to not forget to celebrate the entrepreneurs successes, such as grand opening and graduation (from the program) events.

- Visible Benefits to the Entrepreneur

In exchange for these requirements, the entrepreneur should be afforded the following benefits which would in turn, help to attract new business to the downtown district. These benefits might include:

- The aforementioned required training at a subsidized rate. The Small Business Technology Development Center (MI-SBTDC) at Delta College offers a comprehensive 8 week program called FastTrak which carries a cost of \$700. Per discussion with Deb Wieland, one of the certified trainers at MI-SBDTC, this cost could potentially be subsidized through a \$350 scholarship award made available by the Kaufman Foundation. (Wieland, 2009)
- For entrepreneurs who are willing to take 15 weeks to develop a business plan, opportunities could be made available through coordination with local colleges. Central Michigan University for instance, has an entrepreneurship program which could match students with potential business owners for guided work on a business plan (Fitzpatrick, 2009).
- Access to continuing support services which could include management consulting services, advertising, or legal consulting made available through coordinated seminars with SBTDC. (See Appendix VI for brochures).
  
- Financial Benefits:  
Most important and potentially luring to entrepreneurs would be a rent subsidy which could be made available for a period of 18 months under the guidelines of the approved Public Act. Several options have been discussed with the DDA in Midland.
  - One option would include the purchase and sub-lease of a building. Although this option would give the DDA an opportunity to earn a return on their

investment when they sold the building after the 18 month lease period, the disadvantages could include some of the following points:

- A large initial cash outlay of approximately \$200K for the building and \$150K for the building improvements would be required by the DDA to purchase and improve the property; (Kulick, 2009)
- The new business could fail and the DDA would be left with a store front to fill without offsetting rental income;
- The DDA would also have to act, or hire someone else to act as a landlord for the building;
- These disadvantages could be potentially offset by the ability to earn a return upon sales of the property, but that assumption is very much tied to the economy at the time. Additionally, it is possible that the rehabilitation could fall under the constraints of the Commercial Rehabilitation Act for potential tax abatements; however this would have to be explored fully to understand the implications. Regardless, there appears to be a significant amount of risk associated with this option, especially considering that the concept of retail incubation would be new to the downtown area all together.
- **Benefit = Medium / Risk = High**
- A second and less risky approach would be similar to that being proposed by the DDA in Kalamazoo, whereby the DDA would help to coordinate the matching of a potential entrepreneur with a current building owner and would

then co-sign and subsidize the lease in a step down fashion for a period of 18 months.

Kalamazoo's approach using this method would subsidize the rent using the following schedule:

- Months 1-6      50% Subsidy
- Months 7-12    33% subsidy
- Months 13-18   17 % subsidy

The benefits to this type of approach are numerous:

- There would be less inherent financial and legal risk to the DDA in terms of business failure if they did not own the building;
- There would be a significantly lower cash outlay requirement which would enable the DDA to use funds to support the incubated project in other ways; additionally, more businesses could be incubated during any given 18 month period, thereby creating a larger opportunity to impact the downtown area with retail diversification – one of the strongest requests from the community as demonstrated in the survey results;
- **Benefits = High / Risk = Medium**

Clearly, the attraction of an incubator program lies with the fact that young businesses would be able to receive various aspects of support services and be able to take advantage of financial benefits such as reduced rents while they are growing into viable businesses that will eventually graduate and stand on their own.

Although Downtown Midland does have obstacles, the area has many attributes already in place that make it a very attractive and intriguing area to spend time. However, in order to remain competitive with the traditional big-box or mall retailers, to increase its attractiveness to potential new businesses and to entice young professionals to choose to make downtown their home, several relatively easy steps should be considered by the DDA to improve the overall satisfaction of all stakeholders. As previously mentioned, improving the foot traffic and communications are key. Similarly, further consideration and development of the retail incubation program should be evaluated. But prior to considering any of these, the voice of the customer must continue to be heard. Using tools like the Opinions and Preferences Survey, much can be learned about the attributes that are most likely to contribute to the success of Downtown Midland. Like “The Tridge” which stands above three converging rivers in the heart of the Mid Michigan, Downtown Midland can be viewed as a culmination of three key components which lend themselves to a successful downtown environment;

### ***COMMUNITY, BUSINESS, & HISTORY***

***ALL CONVERGE TO CREATE A FABULOUS DOWNTOWN!***



PART VI – BIBLIOGRAPHY –

Alexander Communications Group. (2007, April 15). "Don't Fall Prey to the Big-Box Swindle." *Downtown Idea Exchange*. Retrieved April 21, 2009 from <http://www.downtowndevelopment.com/perspectives/dixperspectives041507.pdf>

Arkklein, Daniel. Valparaiso University *Using SPSS to Understand Research and Data Analysis*. Retrieved April 18, 2009 from: <http://wwwstage.valpo.edu/other/dabook/toc.htm>

AEG Residential Study for Midland Michigan (2004).

Brown PhD, Warren A. (Date Unknown). Successful Downtown Retail Districts. Retrieved: January 5, 2009 from: <http://paa2005.princeton.edu/download.aspx?submissionId=51802>

Buxton Company – report to the Midland DDA. October 14, 2008

Case, Brent, Executive Director, MidMichigan Innovation Center, [case@mmic.us](mailto:case@mmic.us). April 24, 2009.

Census Data (2000). Retrieved April 1, 2009 from: [http://factfinder.census.gov/servlet/DTable?\\_bm=y&-context=dt&-ds\\_name=DEC\\_2000\\_SF1\\_U&-mt\\_name=DEC\\_2000\\_SF1\\_U\\_PCT012&-CONTEXT=dt&-tree\\_id=4001&-all\\_geo\\_types=N&-geo\\_id=86000US48640&-geo\\_id=86000US48642&-search\\_results=01000US&-format=&-lang=en](http://factfinder.census.gov/servlet/DTable?_bm=y&-context=dt&-ds_name=DEC_2000_SF1_U&-mt_name=DEC_2000_SF1_U_PCT012&-CONTEXT=dt&-tree_id=4001&-all_geo_types=N&-geo_id=86000US48640&-geo_id=86000US48642&-search_results=01000US&-format=&-lang=en)

Clements, Joshua. (September 2008). "Key Businesses in Vibrant Tourism Towns". *Downtown Economics – Issue 145*. Retrieved April 21, 2009 from <http://www.uwex.edu/ces/CCED/downtowns/lrb/documents/DE0908.pdf>

Community Research Services – report to the Midland DDA. October 14, 2008

Fitzpatrick, Charles, LaBelle Entrepreneurial Center, Central Michigan University, [fitzp1c@cmich.edu](mailto:fitzp1c@cmich.edu). April 22, 2009; April 23, 2009.

Greve, Christine, Regional Director, Michigan Small Business & Technology Development Center, [christinegreve@delta.edu](mailto:christinegreve@delta.edu). April 22, 2009.

Kulick, Tony, Executive Director, Midland Downtown Development Authority, [tkulick@midland-mi.org](mailto:tkulick@midland-mi.org). January – May 2009.

Midland County Michigan. (2009, April 20). *About Midland County*. Retrieved April 20, 2009, from <http://www.co.midland.mi.us/about.php>

Midland Daily News (2009). *Circulation Data*. Retrieved April 14, 2009 from: <http://www.mdnmarketing.info/distribution.php>

Michigan Legislature (2009). Downtown Development Authority (Excerpt) – Act 197 of 1975; 125.1657 – Section 7. Retrieved March 19, 2009 from: [http://www.legislature.mi.gov/\(S\(g3vyer45l4tekf55uc5livnf\)\)/mileg.aspx?page=getObject&objectName=mcl-125-1657](http://www.legislature.mi.gov/(S(g3vyer45l4tekf55uc5livnf))/mileg.aspx?page=getObject&objectName=mcl-125-1657)

Morton, Linda (2007, July). “Business Owners Must Understand Generation Y Psychographics”. *Expert Click*. Retrieved April 14, 2009 from <http://www.expertclick.com/NewsReleaseWire/ReleaseDetails.aspx?ID=17095&CFID=26137317&CFTOKEN=47735854>

Nixon, Alex. (2009, January 27). “Downtown Kalamazoo Plans Virtual Retail Incubator”. Kalamazoo Gazette online. Retrieved March 29, 2009 from: [http://blog.mlive.com/followthemoney/2009/01/downtown\\_kalamazoo\\_plans\\_virtu.html](http://blog.mlive.com/followthemoney/2009/01/downtown_kalamazoo_plans_virtu.html)

Schroer, William (date unknown). “Generations X, Y, Z and Others”. *The Social Librarian*. Retrieved April 14, 2009 from <http://www.socialmarketing.org/newsletter/features/generation3.htm>

Strategic Edge. "Baby Boomers Grow Up". *The Strategic Solution* (Fall 1996 edition). Retrieved April 14, 2009 from:  
<http://www.thestrategicedge.com/Articles/babyboom.htm>

3M. (2009). *Midland Life*. Retrieved April 20, 2009 from  
[http://solutions.3m.com/wps/portal/3M/en\\_US/Midland/Plant/Community/Life/](http://solutions.3m.com/wps/portal/3M/en_US/Midland/Plant/Community/Life/)

Unemployment Rates: Michigan vs. Midland County. Retrieved May 2, 2009, from  
<http://www.economagic.com>

Wieland, Deb, Certified Business Consultant, Michigan Small Business & Technology Development Center, [debawieland@delta.edu](mailto:debawieland@delta.edu). April 23, 2009.

Wikipedia. (2009, March 3). *Leakage*. Retrieved April 13, 2009, from  
<http://en.wikipedia.org/w/index.php?title=Leakage&oldid=274794105>

## APPENDIX VI - BROCHURES

APPENDIX I – OPINIONS AND PREFERENCES SURVEY

**Appendix II – Frequency Results from Survey Questions:**

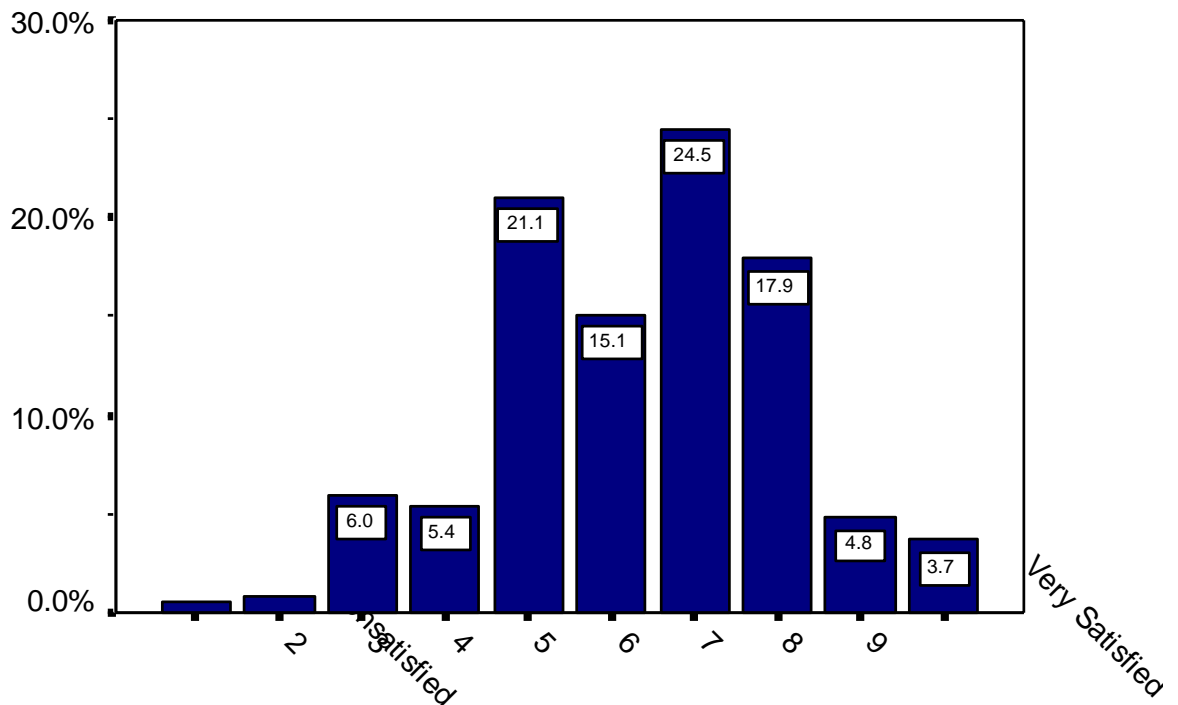
Question 1: “Overall, how satisfied are you with Downtown Midland?”

**Overall Satisfaction with Downtown Midland**

	Frequency	Percent
Very Unsatisfied	2	.6%
2	3	.9%
3	21	6.0%
<b>4</b>	<b>19</b>	<b>5.4%</b>
<b>5</b>	<b>74</b>	<b>21.1%</b>
<b>6</b>	<b>53</b>	<b>15.1%</b>
<b>7</b>	<b>86</b>	<b>24.5%</b>
8	63	17.9%
9	17	4.8%
Very Satisfied	13	3.7%
Total	351	100.0%

Mean = 6.3  
 Median = 7.0  
 Std. Dev. = 1.78

**Overall Satisfaction  
with Downtown Midland**





Question 2 – “How many days a week do you work in Downtown Midland?”

Question 3 – “Aside from work, how often do you visit Downtown Midland?”

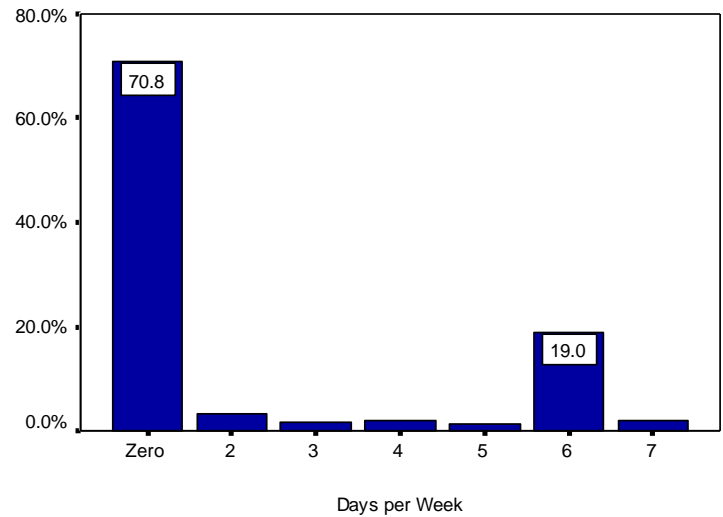
**Statistics**

	Number of Days Downtown - Work	Number of Days Downtown - Not Work
Mean	2.24	2.14
Median	1.00	2.00
Std. Deviation	2.099	.441

**Number of Days Downtown - Work**

	Frequency	Percent
Zero	243	70.8%
2	11	3.2%
3	6	1.7%
4	7	2.0%
5	4	1.2%
6	65	19.0%
7	7	2.0%
Total	343	100.0%

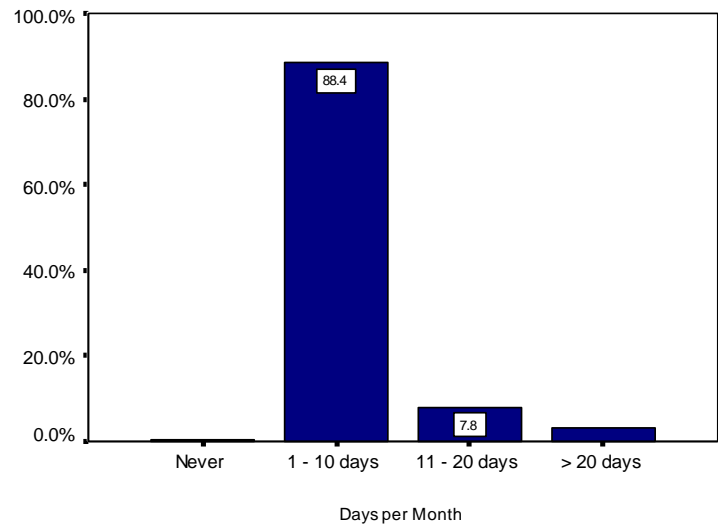
**Number of Work Days  
in Downtown Midland**



**Number of Days Downtown  
Aside from Work**

**Number of Days Downtown - Not Work**

	Frequency	Percent
Never	2	.6%
1 - 10 days	304	88.4%
11 - 20 days	27	7.8%
> 20 days	11	3.2%
Total	344	100.0%





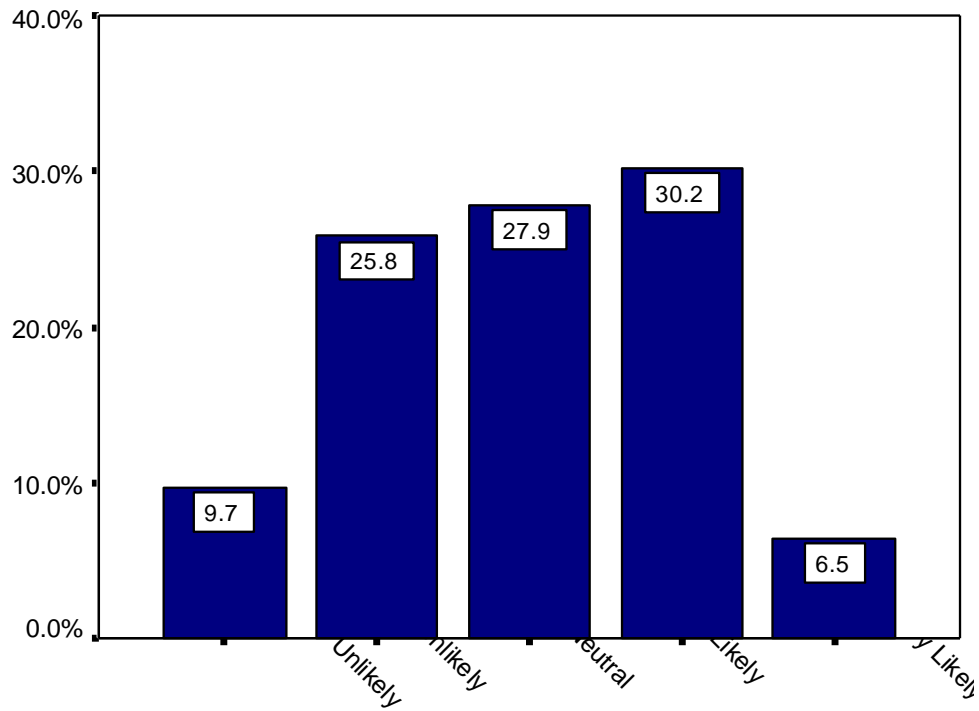
QUESTION 4 – “How likely are you to shop at Downtown Midland venues?”

Likelihood of Shopping Downtown

	Frequency	Percent
Very Unlikely	33	9.7%
Unlikely	88	25.8%
Neutral	95	27.9%
Likely	103	30.2%
Very Likely	22	6.5%
Total	341	100.0%

Mean = 2.9  
Median = 3.0  
Std. Dev. = 1.1

Likelihood of Shopping Downtown





QUESTION 5 – “During what timeframe would you prefer to **SHOP** in Downtown Midland?”

**Week Days - 9:00 AM - 11:30 AM**

		Frequency	Percent
SHOP	<b>Very Unlikely</b>	<b>160</b>	<b>55.2%</b>
	Unlikely	42	14.5%
	Neutral	35	12.1%
	Likely	44	15.2%
	Very Likely	9	3.1%
	Total	290	100.0%

**Week Days - 11:31 AM - 1:30 PM**

		Frequency	Percent
SHOP	<b>Very Unlikely</b>	<b>94</b>	<b>32.2%</b>
	Unlikely	28	9.6%
	Neutral	60	20.5%
	<b>Likely</b>	<b>87</b>	<b>29.8%</b>
	Very Likely	23	7.9%
	Total	292	100.0%

**Week Days - 1:31 PM - 5:00 PM**

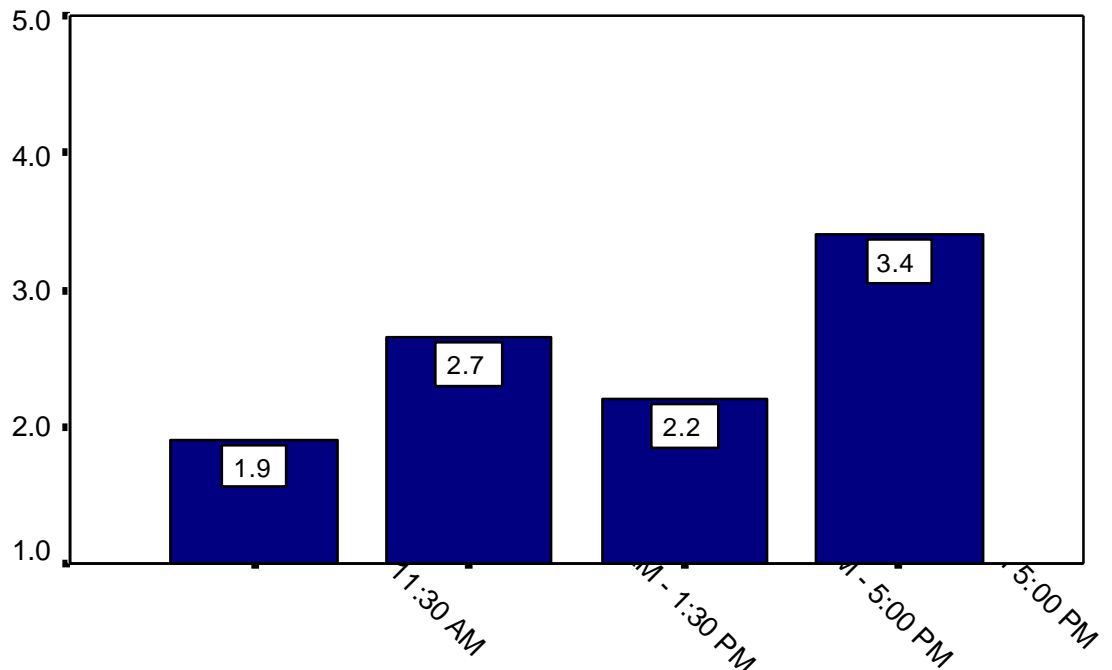
		Frequency	Percent
SHOP	<b>Very Unlikely</b>	<b>126</b>	<b>43.4%</b>
	Unlikely	39	13.4%
	Neutral	52	17.9%
	Likely	60	20.7%
	Very Likely	13	4.5%
	Total	290	100.0%

**Week Days - After 5:00 PM**

		Frequency	Percent
SHOP	Very Unlikely	25	8.0%
	Unlikely	40	12.8%
	Neutral	54	17.3%
	<b>Likely</b>	<b>138</b>	<b>44.2%</b>
	Very Likely	55	17.6%
	Total	312	100.0%

## Preferred Time to Shop

Weekdays





QUESTION 5 - continued

**Week Ends - 9:00 AM - 11:30 AM**

		Frequency	Percent
SHOP	Very Unlikely	47	16.0%
	Unlikely	44	15.0%
	Neutral	70	23.8%
	<b>Likely</b>	<b>107</b>	<b>36.4%</b>
	Very Likely	26	8.8%
	Total	294	100.0%

**Week Ends - 11:31 AM - 1:30 PM**

		Frequency	Percent
SHOP	Very Unlikely	27	9.0%
	Unlikely	20	6.7%
	Neutral	65	21.7%
	<b>Likely</b>	<b>153</b>	<b>51.2%</b>
	Very Likely	34	11.4%
	Total	299	100.0%

**Week Ends - 1:31 PM - 5:00 PM**

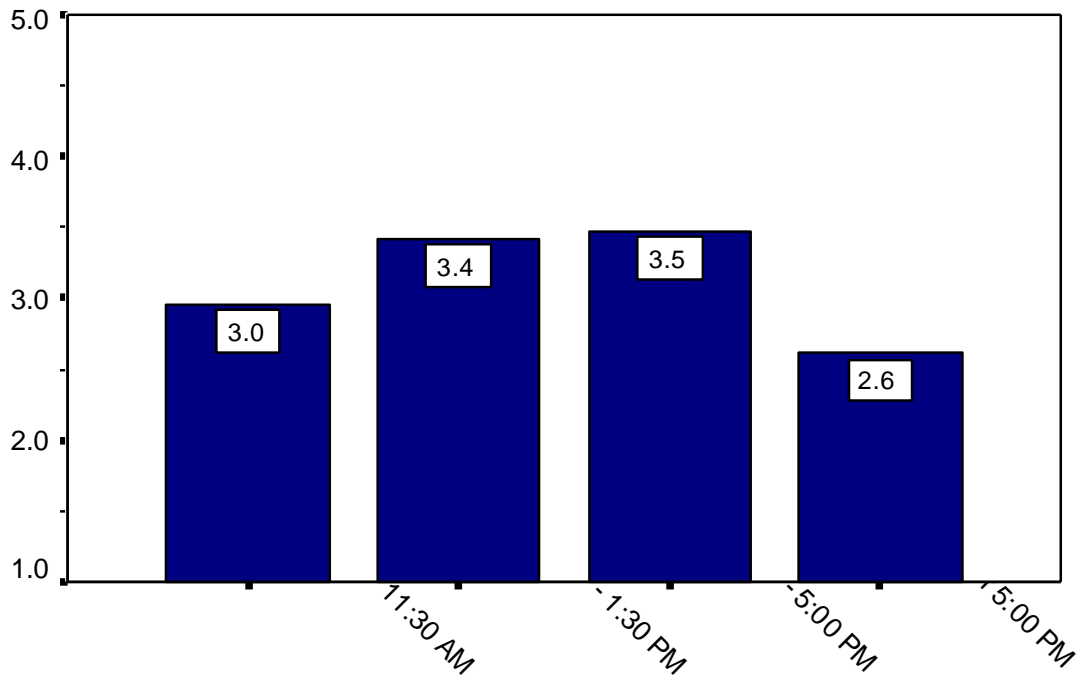
		Frequency	Percent
SHOP	Very Unlikely	28	9.0%
	Unlikely	23	7.4%
	Neutral	59	19.0%
	<b>Likely</b>	<b>152</b>	<b>49.0%</b>
	Very Likely	48	15.5%
	Total	310	100.0%

**Week Ends - After 5:00 PM**

		Frequency	Percent
SHOP	Very Unlikely	68	24.5%
	Unlikely	69	24.8%
	Neutral	57	20.5%
	<b>Likely</b>	<b>73</b>	<b>26.3%</b>
	Very Likely	11	4.0%
	Total	278	100.0%

## Preferred Time to Shop

Weekends



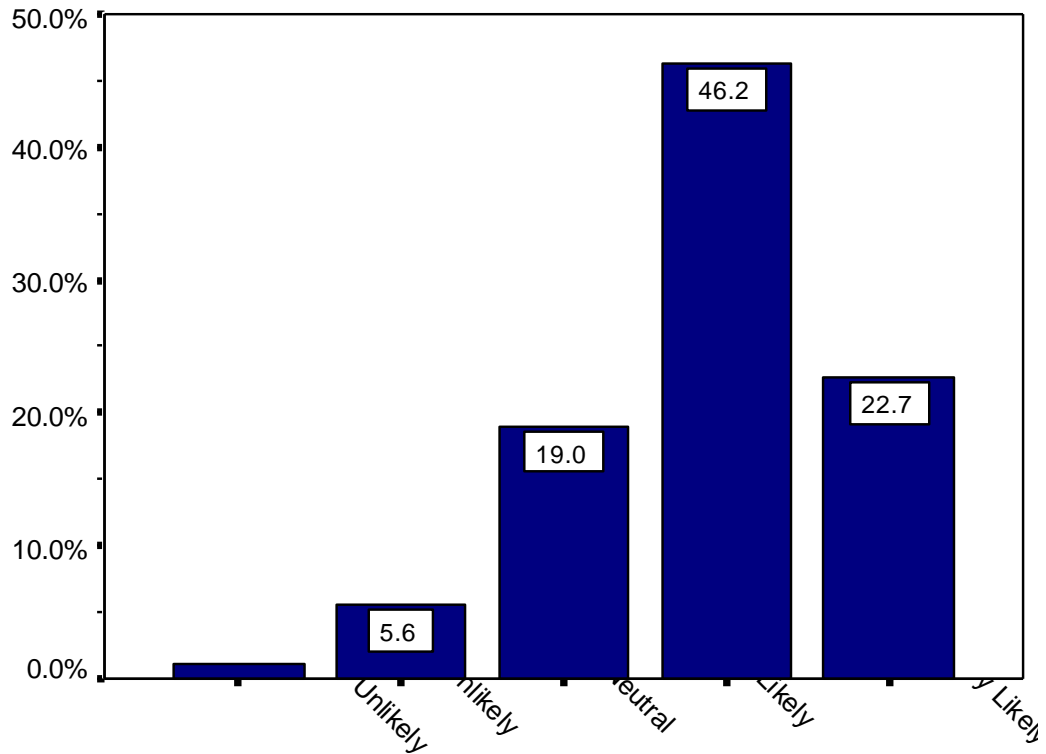
QUESTION 6 – “How likely are you to **EAT** at Downtown Midland venues?”

### Likelihood of Eating Downtown

	Frequency	Percent
Very Unlikely	4	1.2%
Unlikely	20	5.9%
Neutral	68	20.1%
Likely	165	48.8%
Very Likely	81	24.0%
Total	338	100.0%

Mean = 3.9  
Median = 4.0  
Std. Dev. = 0.9

### Likelihood of Eating Downtown





QUESTION 7 – “During what timeframe would you prefer to **EAT** in Downtown Midland?”

**Week Days - 9:00 AM - 11:30 AM**

		Frequency	Percent
DINE	<b>Very Unlikely</b>	<b>151</b>	<b>55.1%</b>
	Unlikely	55	20.1%
	Neutral	35	12.8%
	Likely	27	9.9%
	Very Likely	6	2.2%
	Total	274	100.0%

**Week Days - 11:31 AM - 1:30 PM**

		Frequency	Percent
DINE	Very Unlikely	57	18.4%
	Unlikely	19	6.1%
	Neutral	47	15.2%
	<b>Likely</b>	<b>117</b>	<b>37.7%</b>
	Very Likely	70	22.6%
	Total	310	100.0%

**Week Days - 1:31 PM - 5:00 PM**

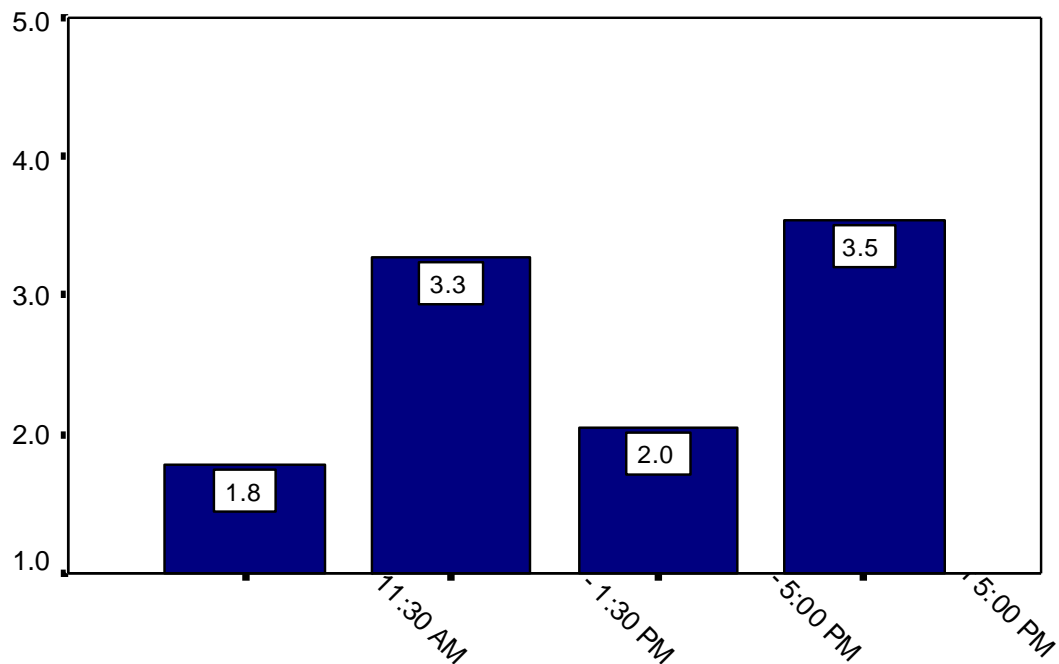
		Frequency	Percent
DINE	<b>Very Unlikely</b>	<b>117</b>	<b>42.9%</b>
	Unlikely	70	25.6%
	Neutral	41	15.0%
	Likely	36	13.2%
	Very Likely	9	3.3%
	Total	273	100.0%

**Week Days - After 5:00 PM**

		Frequency	Percent
DINE	Very Unlikely	21	6.9%
	Unlikely	27	8.9%
	Neutral	51	16.7%
	<b>Likely</b>	<b>152</b>	<b>49.8%</b>
	Very Likely	54	17.7%
	Total	305	100.0%

## Preferred Time to Dine

Weekdays



QUESTION 7 - continued

**Week Ends - 9:00 AM - 11:30 AM**

		Frequency	Percent
DINE	Very Unlikely	65	23.4%
	Unlikely	51	18.3%
	Neutral	66	23.7%
	<b>Likely</b>	<b>77</b>	<b>27.7%</b>
	Very Likely	19	6.8%
Total		278	100.0%

**Week Ends - 11:31 AM - 1:30 PM**

		Frequency	Percent
DINE	Very Unlikely	41	14.5%
	Unlikely	37	13.1%
	Neutral	61	21.6%
	<b>Likely</b>	<b>116</b>	<b>41.0%</b>
	Very Likely	28	9.9%
Total		283	100.0%

**Week Ends - 1:31 PM - 5:00 PM**

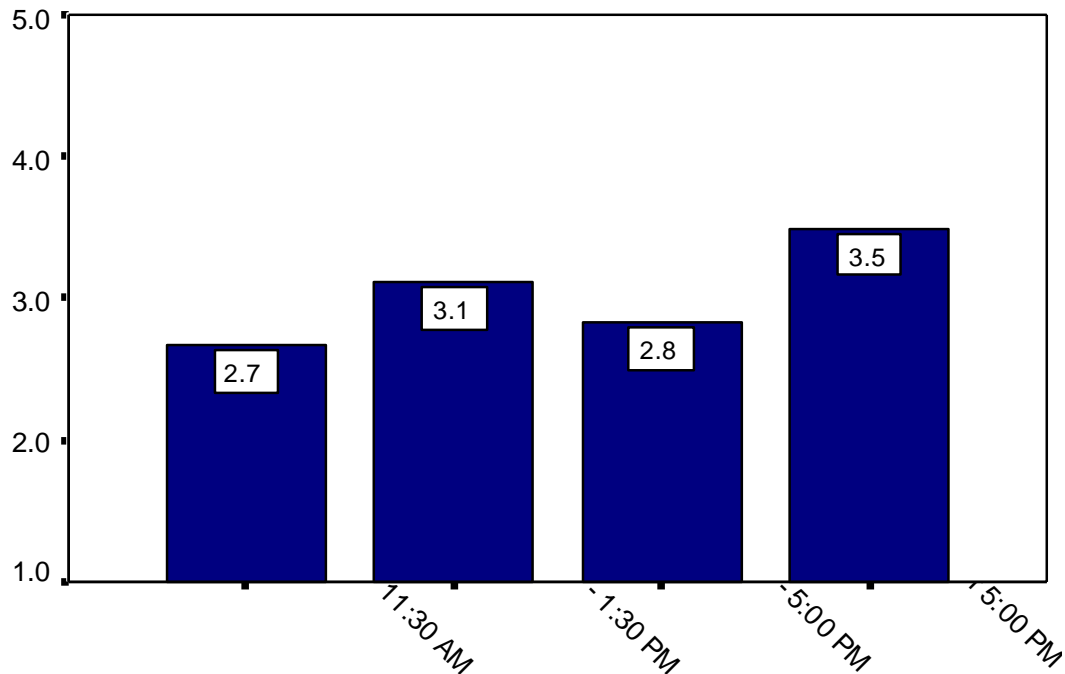
		Frequency	Percent
DINE	Very Unlikely	55	19.0%
	Unlikely	50	17.2%
	Neutral	64	22.1%
	<b>Likely</b>	<b>93</b>	<b>32.1%</b>
	Very Likely	28	9.7%
Total		290	100.0%

**Week Ends - After 5:00 PM**

		Frequency	Percent
DINE	Very Unlikely	31	10.3%
	Unlikely	30	10.0%
	Neutral	44	14.6%
	<b>Likely</b>	<b>126</b>	<b>41.9%</b>
	Very Likely	70	23.3%
Total		301	100.0%

## Preferred Time to Dine

Weekends





QUESTION 8 – “How likely are you to attend the following special events during the next twelve months?”

**Santa House**

		Frequency	Percent
Valid	Very Unlikely	76	23.2%
	Unlikely	59	18.0%
	Neutral	51	15.5%
	Likely	53	16.2%
	<b>Very Likely</b>	<b>89</b>	<b>27.1%</b>
	Total	328	100.0%

**Holly Jolly Days**

		Frequency	Percent
Valid	Very Unlikely	74	22.3%
	<b>Unlikely</b>	<b>83</b>	<b>25.0%</b>
	<b>Neutral</b>	<b>85</b>	<b>25.6%</b>
	Likely	70	21.1%
	Very Likely	20	6.0%
	Total	332	100.0%

**Breakfast with Santa**

		Frequency	Percent
Valid	<b>Very Unlikely</b>	<b>143</b>	<b>42.8%</b>
	Unlikely	97	29.0%
	Neutral	40	12.0%
	Likely	42	12.6%
	Very Likely	12	3.6%
	Total	334	100.0%

**Santa Parade**

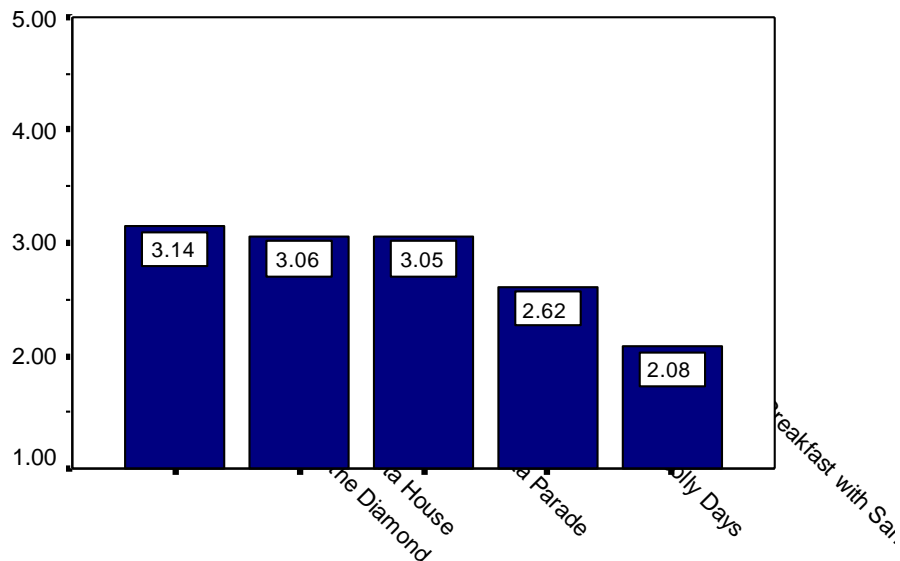
		Frequency	Percent
Valid	Very Unlikely	57	16.9
	Unlikely	74	21.9
	Neutral	58	17.2
	<b>Likely</b>	<b>92</b>	<b>27.2</b>
	Very Likely	57	16.9
	Total	338	100.0

**Deals at the Diamond**

		Frequency	Percent
Valid	Very Unlikely	42	12.6%
	Unlikely	66	19.8%
	Neutral	68	20.4%
	<b>Likely</b>	<b>108</b>	<b>32.3%</b>
	Very Likely	50	15.0%
	Total	334	100.0%

**Winter Special Events**

Likelihood of Attending During Next 12 Months



QUESTION 8 – Continued

**Loon's Pennant Race**

		Frequency	Percent
Valid	Very Unlikely	74	22.3%
	<b>Unlikely</b>	<b>102</b>	<b>30.7%</b>
	Neutral	80	24.1%
	Likely	46	13.9%
	Very Likely	30	9.0%
	Total		332

**Chili & Salsa Cookoff**

		Frequency	Percent
Valid	Very Unlikely	53	15.8%
	Unlikely	66	19.6%
	Neutral	67	19.9%
	<b>Likely</b>	<b>110</b>	<b>32.7%</b>
	Very Likely	40	11.9%
	Total		336

**Pumpkin Festival**

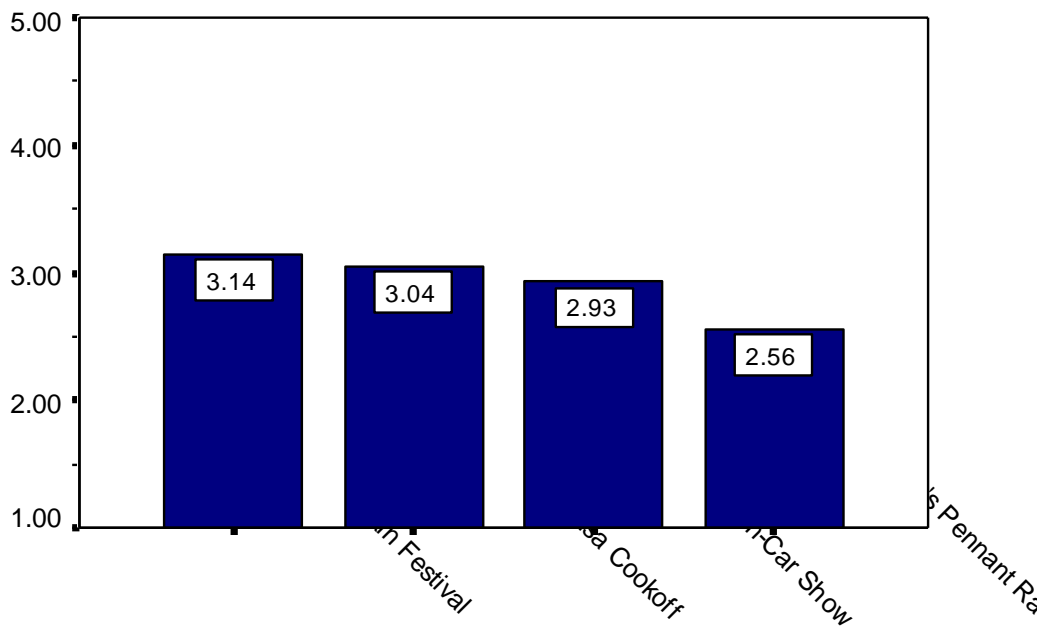
		Frequency	Percent
Valid	Very Unlikely	52	15.5%
	Unlikely	47	14.0%
	Neutral	80	23.9%
	<b>Likely</b>	<b>108</b>	<b>32.2%</b>
	Very Likely	48	14.3%
	Total		335

**Car Show**

		Frequency	Percent
Valid	Very Unlikely	58	17.4%
	<b>Unlikely</b>	<b>82</b>	<b>24.6%</b>
	Neutral	57	17.1%
	Likely	98	17.4%
	<b>Very Likely</b>	<b>38</b>	<b>24.6%</b>
	Total		333

**SPRING - FALL SPECIAL EVENTS**

Likelihood of Attendance in Next 12 Months





QUESTION 8 – Continued

**Farmer's Market**

	Frequency	Percent
Very Unlikely	8	2.4%
Unlikely	10	2.9%
Neutral	22	6.5%
Likely	95	28.0%
<b>Very Likely</b>	<b>204</b>	<b>60.2%</b>
Total	339	100.0%

**Riverdays**

	Frequency	Percent
Very Unlikely	28	8.4%
Unlikely	37	11.1%
Neutral	77	23.1%
<b>Likely</b>	<b>120</b>	<b>36.0%</b>
Very Likely	71	21.3%
Total	333	100.0%

**Sidewalk Sales**

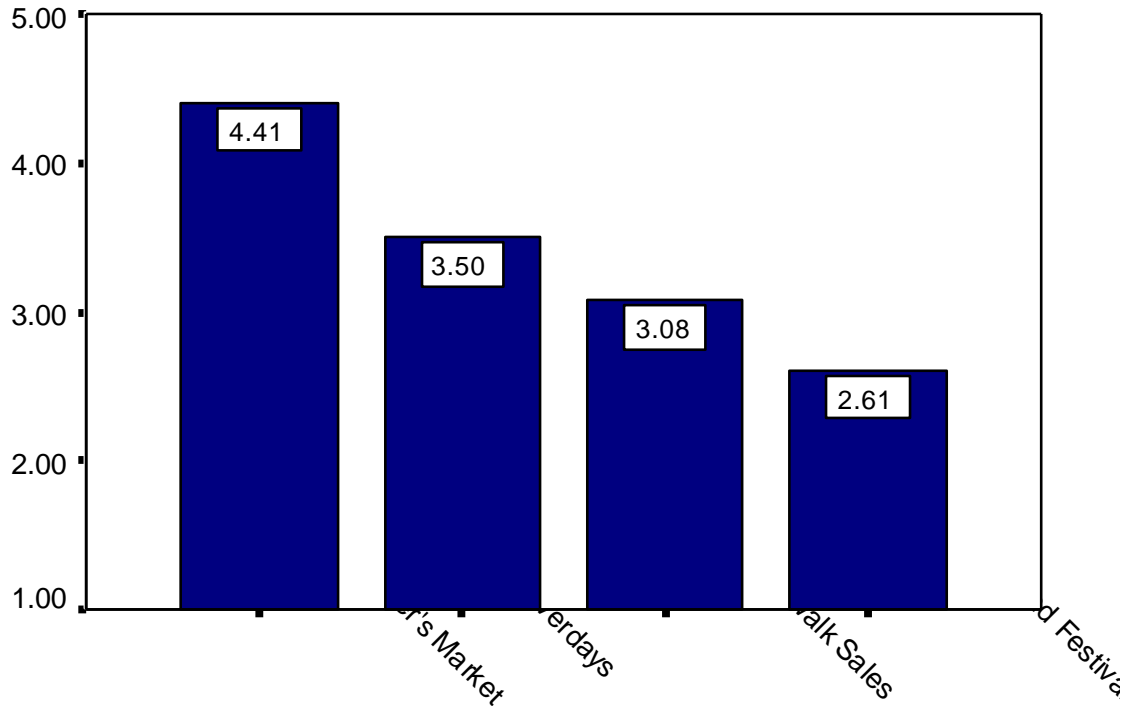
	Frequency	Percent
Very Unlikely	50	14.8%
Unlikely	64	19.0%
Neutral	65	19.3%
<b>Likely</b>	<b>120</b>	<b>35.6%</b>
Very Likely	38	11.3%
Total	337	100.0%

**Highland Festival**

	Frequency	Percent
Very Unlikely	69	20.6%
Unlikely	82	24.5%
<b>Neutral</b>	<b>106</b>	<b>31.6%</b>
Likely	65	19.4%
Very Likely	13	3.9%
Total	335	100.0%

**Summer Special Events**

Likelihood of Attendance in Next 12 Months





QUESTION 9: "In general, when you attend special events in Downtown Midland, how would you rate the following attributes?"

**Special Events - Advertising**

	Frequency	Percent
Very Unsatisfactory	5	1.5%
Unsatisfactory	55	16.5%
Neutral	94	28.1%
<b>Satisfactory</b>	<b>160</b>	<b>47.9%</b>
Very Satisfactory	20	6.0%
Total	334	100.0%

**Special Events - Location**

	Frequency	Percent
Very Unsatisfactory	1	.3%
Unsatisfactory	5	1.5%
Neutral	53	15.9%
<b>Satisfactory</b>	<b>209</b>	<b>62.8%</b>
Very Satisfactory	65	19.5%
Total	333	100.0%

**Special Events - Activities**

	Frequency	Percent
Very Unsatisfactory	6	1.8%
Unsatisfactory	15	4.5%
Neutral	84	25.5%
<b>Satisfactory</b>	<b>186</b>	<b>56.4%</b>
Very Satisfactory	39	11.8%
Total	330	100.0%

**Special Events - Parking**

	Frequency	Valid Percent
Very Unsatisfactory	15	4.5%
Unsatisfactory	54	16.3%
Neutral	84	25.4%
<b>Satisfactory</b>	<b>148</b>	<b>44.7%</b>
Very Satisfactory	30	9.1%
Total	331	100.0%

**Special Events - Fees (if applicable)**

	Frequency	Percent
Very Unsatisfactory	2	.6%
Unsatisfactory	2	.6%
Neutral	136	42.6%
<b>Satisfactory</b>	<b>138</b>	<b>43.3%</b>
Very Satisfactory	41	12.9%
Total	319	100.0%

**Special Events - Hours**

	Frequency	Percent
Very Unsatisfactory	1	.3%
Unsatisfactory	9	2.7%
Neutral	67	20.1%
<b>Satisfactory</b>	<b>205</b>	<b>61.6%</b>
Very Satisfactory	51	15.3%
Total	333	100.0%

**Special Events - Friendliness of Event Workers**

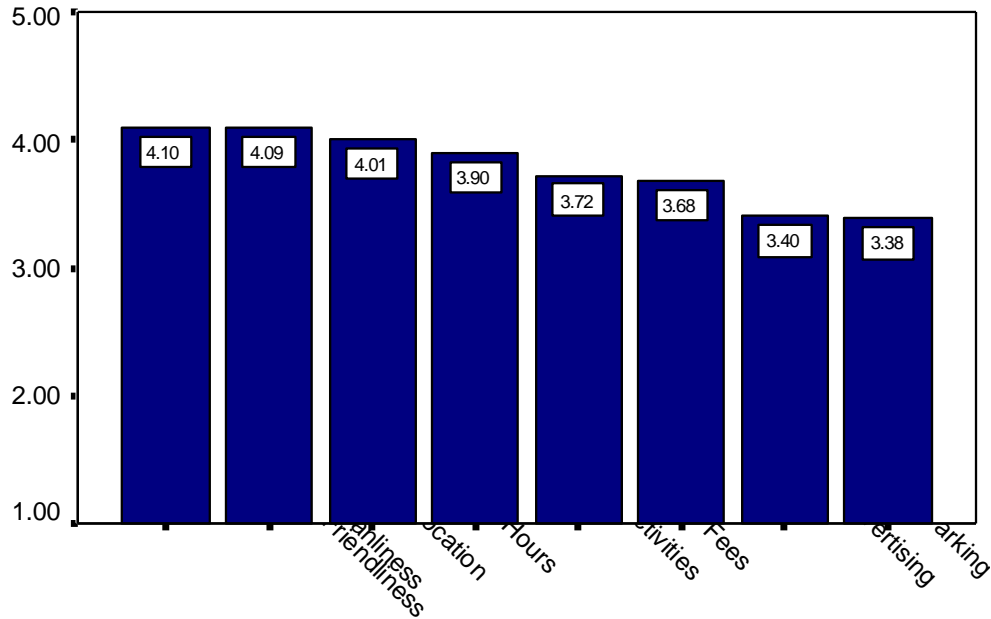
	Frequency	Percent
Unsatisfactory	4	1.2%
Neutral	52	15.8%
<b>Satisfactory</b>	<b>185</b>	<b>56.1%</b>
Very Satisfactory	89	27.0%
Total	330	100.0%

**Special Events - Cleanliness**

	Frequency	Percent
Unsatisfactory	10	3.0%
Neutral	42	12.7%
<b>Satisfactory</b>	<b>190</b>	<b>57.2%</b>
Very Satisfactory	90	27.1%
Total	332	100.0%

# Special Events

## Satisfaction with Attributes



QUESTION 10: “How likely are you to shop downtown when you attend Special Events?”

QUESTION 11: “How likely are you to dine downtown when you attend Special Events?”

### Shopping While Downtown for Special Events

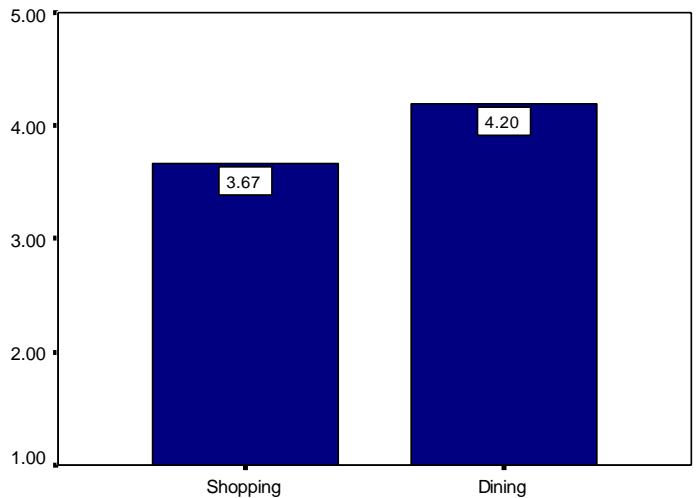
	Frequency	Percent
Very Unlikely	6	1.8%
Unlikely	41	12.1%
Neutral	69	20.4%
<b>Likely</b>	<b>166</b>	<b>49.0%</b>
<b>Very Likely</b>	<b>57</b>	<b>16.8%</b>
Total	339	100.0%

### Dining While Downtown for Special Events

	Frequency	Percent
Very Unlikely	2	.6%
Unlikely	14	4.2%
Neutral	24	7.1%
<b>Likely</b>	<b>172</b>	<b>51.0%</b>
<b>Very Likely</b>	<b>125</b>	<b>37.1%</b>
Total	337	100.0%

## Special Events

### Likelihood of Shopping or Dining while Downtown



Mean = 3.4  
Std. Dev. = 1.2

QUESTION #12: "What types of businesses are you likely to visit when you are in Downtown Midland?"

Likelihood of Visiting Existing Downtown Restaurants

	Frequency	Percent
Very Unlikely	2	.6%
Neutral	15	4.5%
Likely	123	36.8%
<b>Very Likely</b>	<b>194</b>	<b>58.1%</b>
Total	334	100.0%

Likelihood of Visiting Existing Downtown Bars

	Frequency	Percent
Very Unlikely	26	7.9%
Unlikely	25	7.6%
Neutral	32	9.7%
<b>Likely</b>	<b>116</b>	<b>35.0%</b>
<b>Very Likely</b>	<b>132</b>	<b>39.9%</b>
Total	331	100.0%

Likelihood of Visiting Existing Downtown Gift Stores

	Frequency	Valid Percent
Very Unlikely	20	6.1%
Unlikely	20	6.1%
Neutral	41	12.5%
<b>Likely</b>	<b>157</b>	<b>47.9%</b>
Very Likely	90	27.4%
Total	328	100.0%

Likelihood of Visiting Existing Downtown Women's Apparel Stores

	Frequency	Percent
Very Unlikely	51	15.8%
Unlikely	41	12.7%
Neutral	77	23.8%
<b>Likely</b>	<b>109</b>	<b>33.7%</b>
Very Likely	45	13.9%
Total	323	100.0%

Likelihood of Visiting Existing Downtown Kitchen / Household Items Stores

	Frequency	Percent
Very Unlikely	36	11.0%
Unlikely	29	8.9%
Neutral	60	18.4%
<b>Likely</b>	<b>138</b>	<b>42.3%</b>
Very Likely	63	19.3%
Total	326	100.0%

Likelihood of Visiting Downtown Photography Stores

	Frequency	Percent
Very Unlikely	69	21.9%
<b>Unlikely</b>	<b>92</b>	<b>29.2%</b>
Neutral	79	25.1%
Likely	58	18.4%
Very Likely	17	5.4%
Total	315	100.0%

Likelihood of Visiting Existing Downtown Jewelry Stores

	Frequency	Percent
Very Unlikely	54	16.9%
Unlikely	70	21.9%
Neutral	69	21.6%
<b>Likely</b>	<b>102</b>	<b>32.0%</b>
Very Likely	24	7.5%
Total	319	100.0%

Likelihood of Visiting Downtown Professional Offices

	Frequency	Percent
<b>Very Unlikely</b>	<b>96</b>	<b>30.3%</b>
Unlikely	76	24.0%
Neutral	55	17.4%
Likely	60	18.9%
Very Likely	30	9.5%
Total	317	100.0%

Likelihood of Visiting Downtown Salons / Barber Shops

	Frequency	Percent
<b>Very Unlikely</b>	<b>105</b>	<b>33.5%</b>
Unlikely	99	31.6%
Neutral	50	16.0%
Likely	47	15.0%
Very Likely	12	3.8%
Total	313	100.0%

Likelihood of Visiting Existing Downtown Dry Cleaner

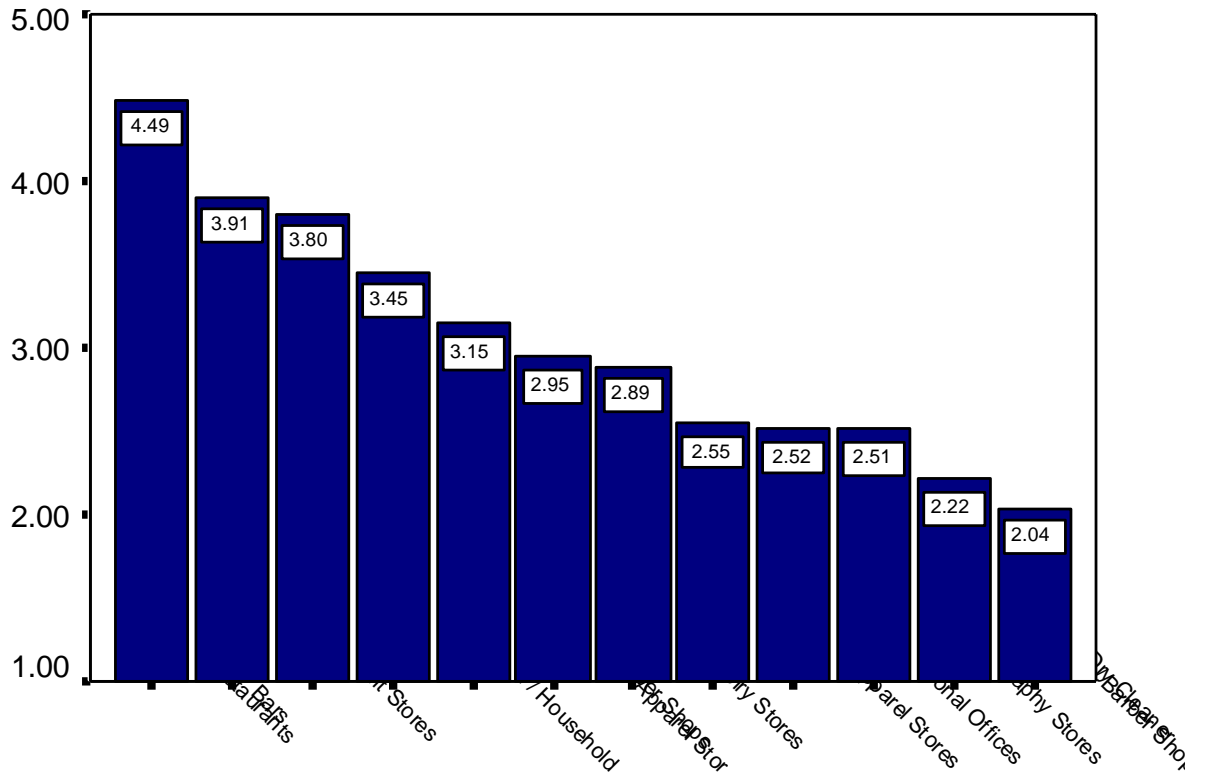
	Frequency	Percent
<b>Very Unlikely</b>	<b>121</b>	<b>38.4%</b>
Unlikely	102	32.4%
Neutral	48	15.2%
Likely	33	10.5%
Very Likely	11	3.5%
Total	315	100.0%



QUESTION #12: - continued

## Current Businesses in Downtown Midland

### Likelihood of Visiting



QUESTION #13: "What types of businesses would likely attract you to Downtown Midland?"

Pet Accessory Store

Likelihood	Frequency	Percent
<b>Very Unlikely</b>	<b>105</b>	<b>32.9%</b>
Unlikely	69	21.6%
Neutral	54	16.9%
Likely	64	20.1%
Very Likely	27	8.5%
Total	319	100.0%

Children's Apparel Store

Likelihood	Frequency	Percent
<b>Very Unlikely</b>	<b>98</b>	<b>31.1%</b>
Unlikely	63	20.0%
Neutral	45	14.3%
Likely	71	22.5%
Very Likely	38	12.1%
Total	315	100.0%

Educational Toy Store

Likelihood	Frequency	Percent
Very Unlikely	63	20.0%
Unlikely	70	22.2%
Neutral	65	20.6%
<b>Likely</b>	<b>72</b>	<b>22.9%</b>
Very Likely	45	14.3%
Total	315	100.0%

Instructional Facility

Likelihood	Frequency	Percent
Very Unlikely	42	13.0%
Unlikely	41	12.7%
Neutral	91	28.3%
<b>Likely</b>	<b>98</b>	<b>30.4%</b>
Very Likely	50	15.5%
Total	322	100.0%

Bookstore

Likelihood	Frequency	Percent
Very Unlikely	29	8.9%
Unlikely	20	6.1%
Neutral	48	14.7%
<b>Likely</b>	<b>129</b>	<b>39.6%</b>
Very Likely	100	30.7%
Total	326	100.0%

Cigar Shoppe

Likelihood	Frequency	Percent
<b>Very Unlikely</b>	<b>188</b>	<b>59.3%</b>
Unlikely	45	14.2%
Neutral	36	11.4%
Likely	33	10.4%
Very Likely	15	4.7%
Total	317	100.0%

Shoe Store

Likelihood	Frequency	Percent
Very Unlikely	40	12.5%
Unlikely	38	11.9%
Neutral	65	20.4%
<b>Likely</b>	<b>128</b>	<b>40.1%</b>
Very Likely	48	15.0%
Total	319	100.0%

Smoothie Shop

Likelihood	Frequency	Percent
Very Unlikely	36	11.2%
Unlikely	37	11.5%
Neutral	67	20.9%
<b>Likely</b>	<b>112</b>	<b>34.9%</b>
Very Likely	69	21.5%
Total	321	100.0%

Grocery Store

Likelihood	Frequency	Percent
Very Unlikely	27	8.2%
Unlikely	16	4.8%
Neutral	42	12.7%
Likely	117	35.3%
<b>Very Likely</b>	<b>129</b>	<b>39.0%</b>
Total	331	100.0%

Antique Store

Likelihood	Frequency	Percent
Very Unlikely	72	22.6%
Unlikely	59	18.6%
Neutral	60	18.9%
<b>Likely</b>	<b>87</b>	<b>27.4%</b>
Very Likely	40	12.6%
Total	318	100.0%

Maternity Store

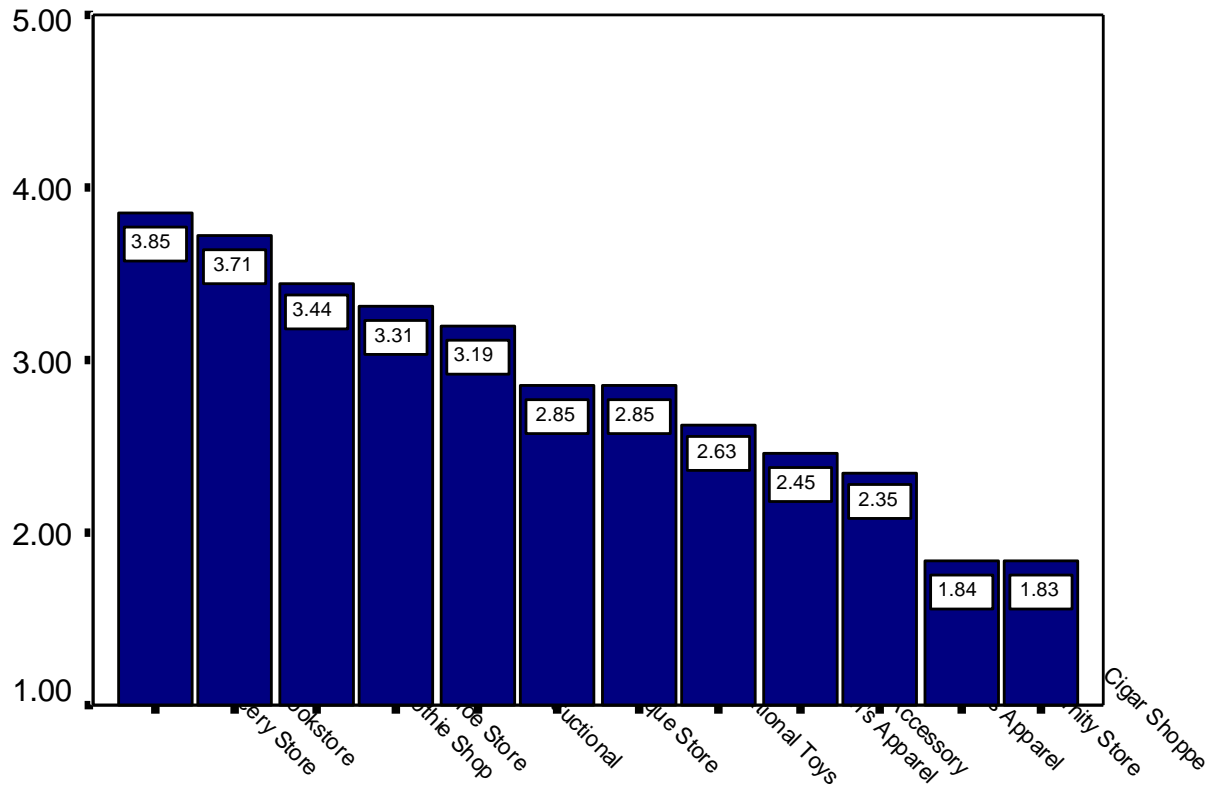
Likelihood	Frequency	Percent
<b>Very Unlikely</b>	<b>166</b>	<b>53.2%</b>
Unlikely	72	23.1%
Neutral	45	14.4%
Likely	17	5.4%
Very Likely	12	3.8%
Total	312	100.0%

Sports Apparel / Accessory Store

Likelihood	Frequency	Percent
<b>Very Unlikely</b>	<b>110</b>	<b>34.9%</b>
Unlikely	74	23.5%
Neutral	50	15.9%
Likely	63	20.0%
Very Likely	18	5.7%
Total	315	100.0%

QUESTION #13 – continued:

## Business Types to Attract Consumers to Downtown Midland



QUESTION #14: "Please select the category that you feel best describes the following Downtown areas"

Predominantly "Small & Intimate" Downtown Experience

	Midland	Petoskey	Northville	Frankenmuth	Holland	Bay City
Small & Intimate	87%	70%	68%	58%	53%	49%
Medium	13%	26%	24%	37%	38%	48%
Large & Diverse	0%	4%	8%	5%	9%	3%
TOTAL	100%	100%	100%	100%	100%	100%

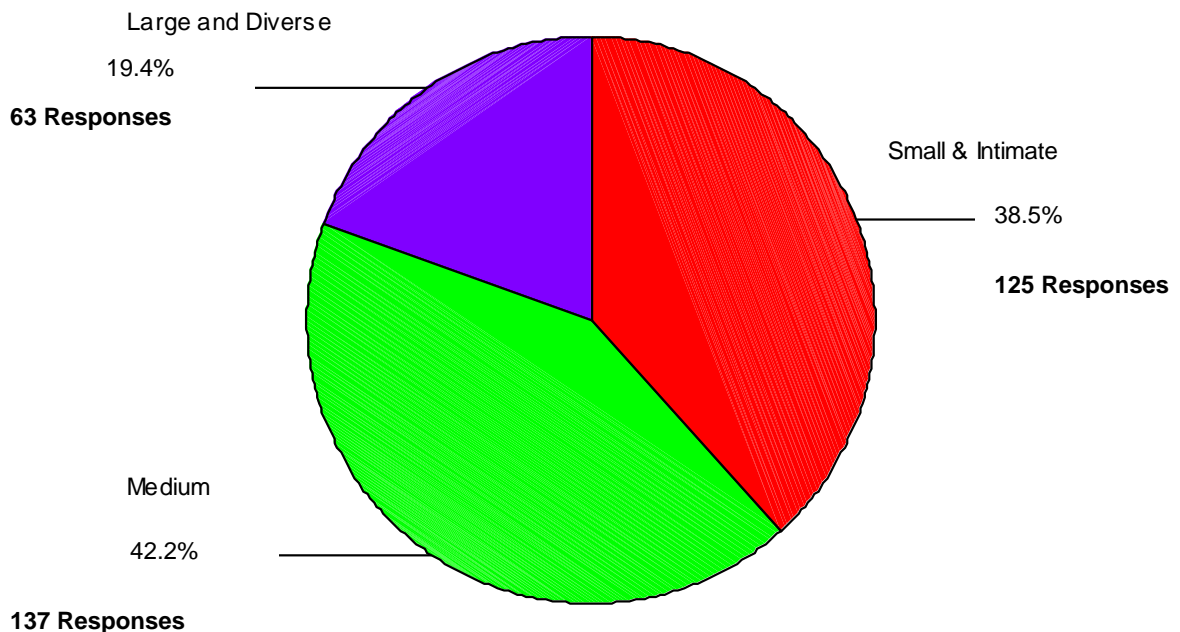
Predominantly "Medium" Downtown Experience

	Lansing	Plymouth	Royal Oak	Traverse City
Small & Intimate	3%	41%	28%	29%
Medium	54%	49%	46%	56%
Large & Diverse	43%	10%	26%	15%
TOTAL	100%	100%	100%	100%

Predominantly "Large & Diverse" Downtown Experience

	Chicago	Detroit	Ann Arbor	Grand Rapids
Small & Intimate	0%	0%	6%	1%
Medium	0%	13%	40%	45%
Large & Diverse	100%	87%	54%	54%
TOTAL	100%	100%	100%	100%

QUESTION #15: "Which of the following is most attractive to you in terms of a "Downtown Experience"?"





QUESTION #16: "Please rate the following characteristics of a "Downtown Experience" based on their appeal to you"

Locally Owned Shops

Appeal	Frequency	Percent
Very Unappealing	1	0.3%
Unappealing	2	0.6%
Neutral	24	7.3%
<b>Appealing</b>	<b>157</b>	<b>47.7%</b>
Very Appealing	145	44.1%
Total	329	100.0%

Franchised Stores

Appeal	Frequency	Percent
Very Unappealing	22	6.7%
Unappealing	60	18.3%
<b>Neutral</b>	<b>123</b>	<b>37.6%</b>
Appealing	109	33.3%
Very Appealing	13	4.0%
Total	327	100.0%

Name Brand Stores

Appeal	Frequency	Percent
Very Unappealing	19	5.8%
Unappealing	39	11.9%
<b>Neutral</b>	<b>122</b>	<b>37.2%</b>
<b>Appealing</b>	<b>124</b>	<b>37.8%</b>
Very Appealing	24	7.3%
Total	328	100.0%

Major Special Events

Appeal	Frequency	Percent
Very Unappealing	4	1.2%
Unappealing	8	2.4%
Neutral	23	7.0%
Appealing	127	38.7%
<b>Very Appealing</b>	<b>166</b>	<b>50.6%</b>
Total	328	100.0%

Parking Structures

Appeal	Frequency	Percent
Very Unappealing	21	6.4%
Unappealing	40	12.2%
<b>Neutral</b>	<b>138</b>	<b>41.9%</b>
Appealing	105	31.9%
Very Appealing	25	7.6%
Total	329	100.0%

Parking on the Street

Appeal	Frequency	Percent
Very Unappealing	1	0.3%
Unappealing	7	2.1%
Neutral	79	24.1%
<b>Appealing</b>	<b>144</b>	<b>43.9%</b>
Very Appealing	97	29.6%
Total	328	100.0%

Limited Nightlife

Appeal	Frequency	Percent
Very Unappealing	67	20.8%
Unappealing	77	23.9%
<b>Neutral</b>	<b>96</b>	<b>29.8%</b>
Appealing	67	20.8%
Very Appealing	15	4.7%
Total	322	100.0%

Extensive Nightlife

Appeal	Frequency	Percent
Very Unappealing	11	3.4%
Unappealing	25	7.6%
Neutral	64	19.6%
<b>Appealing</b>	<b>113</b>	<b>34.6%</b>
<b>Very Appealing</b>	<b>114</b>	<b>34.9%</b>
Total	327	100.0%

Home Cooking

Appeal	Frequency	Percent
Very Unappealing	6	1.9%
Unappealing	21	6.5%
Neutral	112	34.9%
<b>Appealing</b>	<b>133</b>	<b>41.4%</b>
Very Appealing	49	15.3%
Total	321	100.0%

Ethnic Food

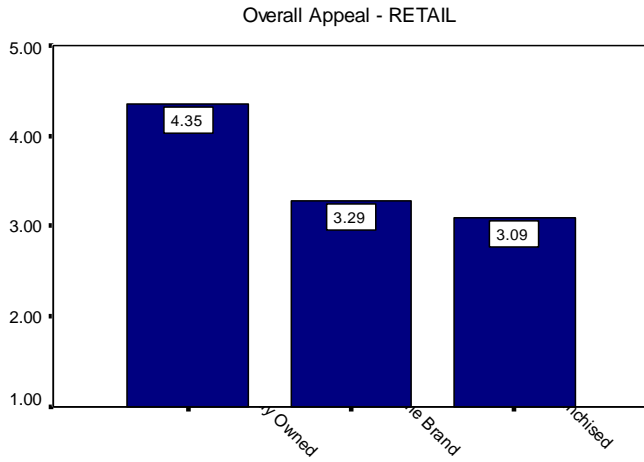
Appeal	Frequency	Percent
Very Unappealing	5	1.5%
Unappealing	11	3.4%
Neutral	55	16.8%
<b>Appealing</b>	<b>135</b>	<b>41.2%</b>
Very Appealing	122	37.2%
Total	328	100.0%

Flowers and Plantings

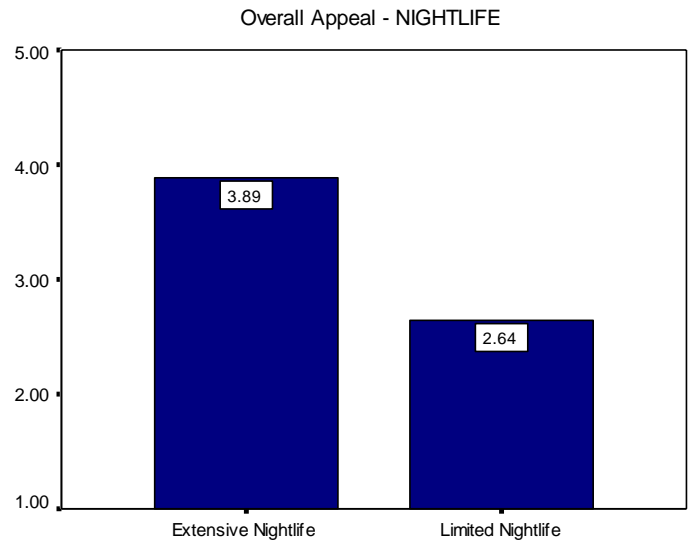
Appeal	Frequency	Percent
Very Unappealing	5	1.5%
Unappealing	8	2.4%
Neutral	62	18.8%
<b>Appealing</b>	<b>128</b>	<b>38.9%</b>
<b>Very Appealing</b>	<b>126</b>	<b>38.3%</b>
Total	329	100.0%

# QUESTION #16 – COMPARATIVE CHARACTERISTIC APPEAL

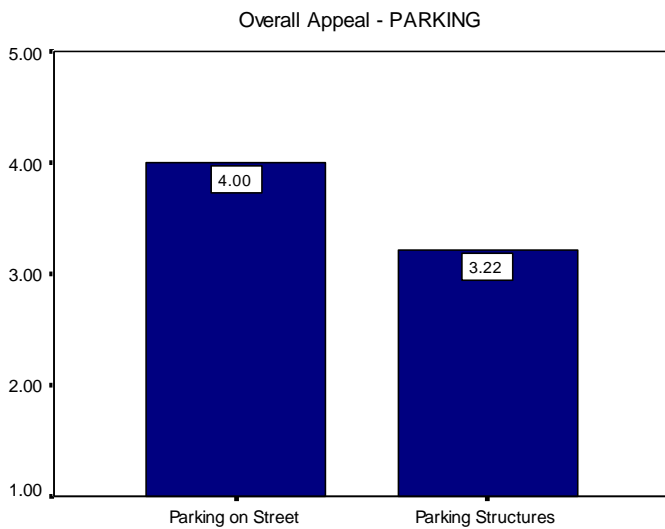
### Characteristics of "Downtown Experience"



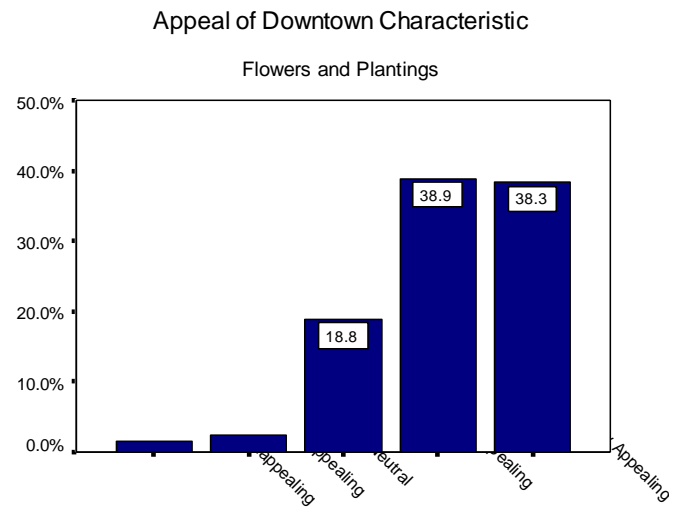
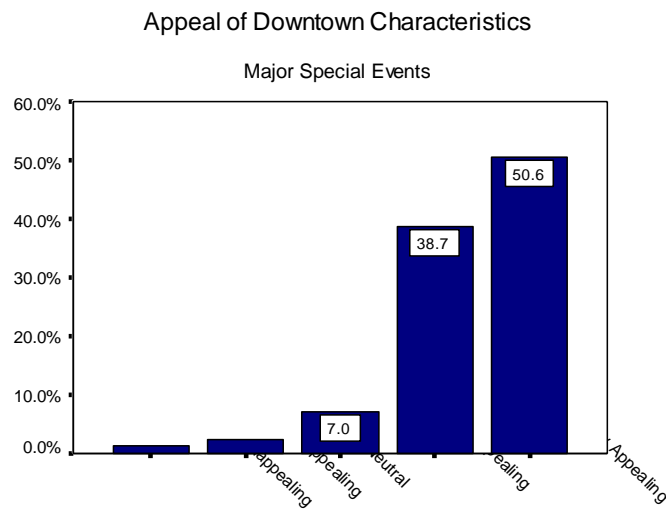
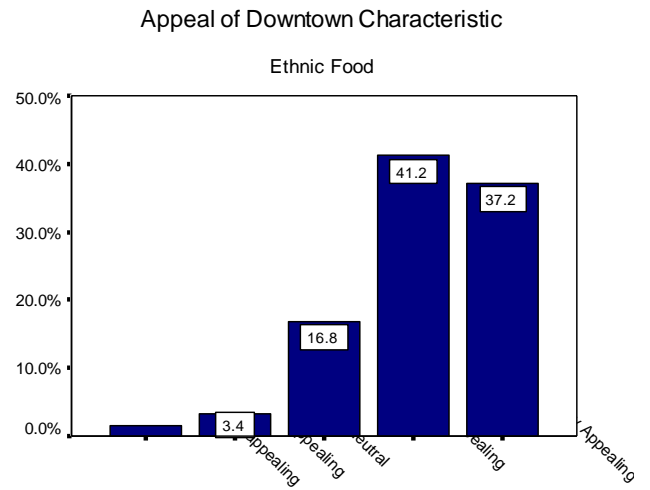
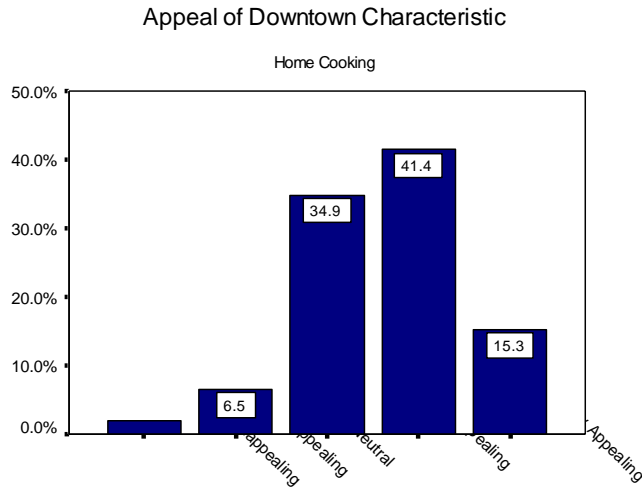
### Characteristics of "Downtown Experience"



### Characteristics of "Downtown Experience"



## QUESTION #16 – INDIVIDUAL CHARACTERISTIC APPEAL



QUESTION #17 – “Please rate the following attributes as they apply to Downtown Midland”

Ratings 4 & 5                      Rating 3                      Ratings 1 & 2

	VERY SATISFACTORY OR SATISFACTORY		NEUTRAL		UNSATISFACTORY OR VERY UNSATISFACTORY		Mean Rating
	Frequency	%	Frequency	%	Frequency	%	
<u>General Downtown Attributes</u>							
Safety	290	90%	25	8%	6	2%	4.39
Cleanliness	297	92%	23	7%	2	1%	4.25
Lighting	271	84%	42	13%	8	2%	4.02
General Ambience	228	71%	72	23%	20	6%	3.80
Snow Removal	213	67%	78	25%	26	8%	3.72
Parking	172	54%	81	25%	65	20%	3.42
<u>Retail Attributes</u>							
Friendliness - Retail	250	78%	63	20%	9	3%	3.93
Hours of Operation	219	68%	55	17%	47	15%	3.62
Merchandise Price-Value	131	41%	144	45%	43	14%	3.29
Retail Choices	40	12%	98	31%	183	57%	2.44
<u>Dining Attributes</u>							
Friendliness - Restaurants	262	82%	51	16%	8	2%	4.02
Hours of Operation	107	33%	100	31%	116	36%	2.91
Dining Choices	81	25%	72	23%	167	52%	2.66
<u>Other</u> Services Price-Value	172	54%	118	37%	29	9%	3.49

QUESTION #18 – “Downtown Midland needs more:”

Loft Housing

	Frequency	Percent
Strongly Disagree	21	6.6
Disagree	19	5.9
Neutral	100	31.3
<b>Agree</b>	<b>122</b>	<b>38.1</b>
Strongly Agree	58	18.1
Total	320	100.0

Condominiums

	Frequency	Valid Percent
Strongly Disagree	35	10.9%
Disagree	53	16.5%
<b>Neutral</b>	<b>97</b>	<b>30.2%</b>
Agree	94	29.3%
Strongly Agree	42	13.1%
Total	321	100.0%

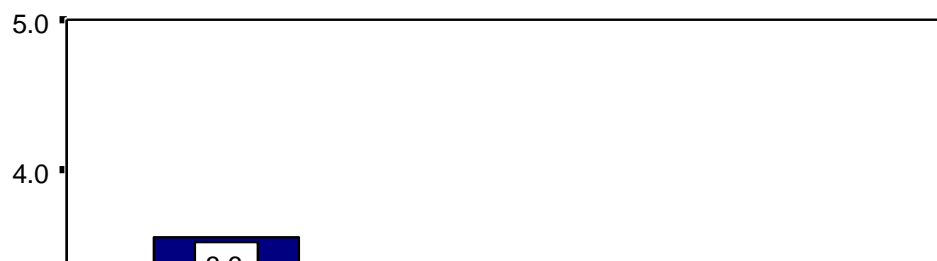
Traditional Housing

	Frequency	Percent
Strongly Disagree	64	20.3%
<b>Disagree</b>	<b>112</b>	<b>35.6%</b>
Neutral	110	34.9%
Agree	22	7.0%
Strongly Agree	7	2.2%
Total	315	100.0%

Traditional Apartments

	Frequency	Percent
Strongly Disagree	58	18.7%
Disagree	74	23.9%
<b>Neutral</b>	<b>108</b>	<b>34.8%</b>
Agree	52	16.8%
Strongly Agree	18	5.8%
Total	310	100.0%

Downtown Midland Housing

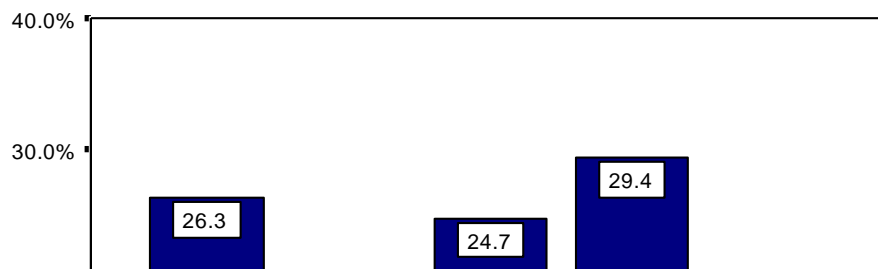


QUESTION #19 – “How useful do you find the Downtown Midland website?”

Usefulness of DDA website

	Frequency	Percent
Not Useful	8	2.5%
<b>Somewhat Useful</b>	<b>79</b>	<b>24.7%</b>
<b>Useful</b>	<b>94</b>	<b>29.4%</b>
Very Useful	55	17.2%
<b>Did Not Know It Existed</b>	<b>84</b>	<b>26.3%</b>
Total	320	100.0%

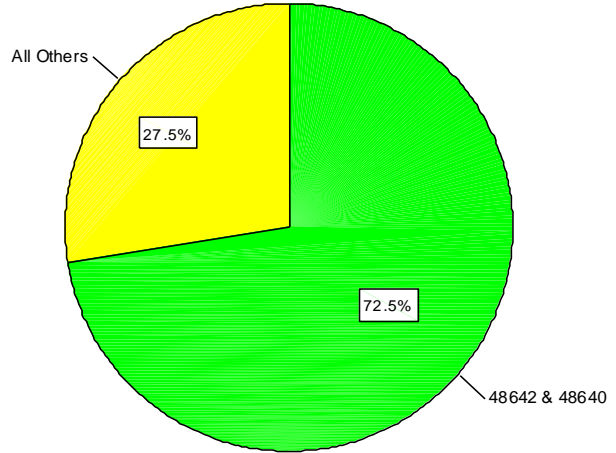
Usefulness of DDA website



QUESTION #20 – “Please provide the zip code where you live”

Zip Code of Household Address

Zip Code of Household Address		
	Frequency	Percent
48642 & 48640	259	72.5%
All Others	98	27.5%
Total	357	100.0%

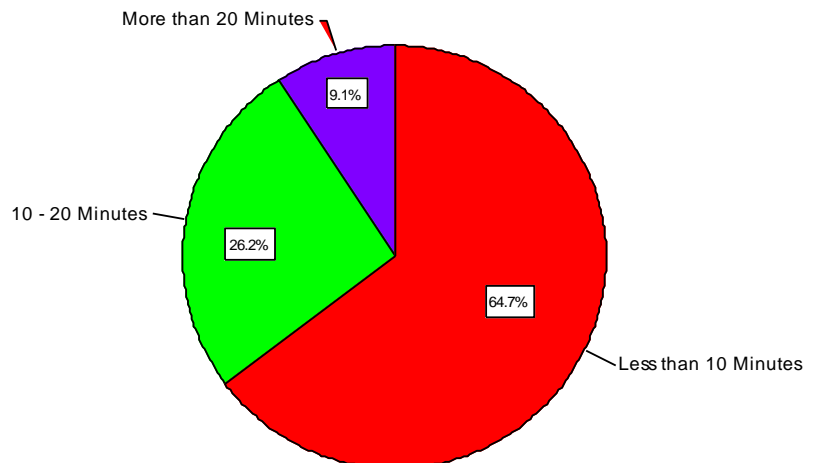


QUESTION #21 – “How long does it take you to drive from your home to Downtown Midland?”

Drivetime in Minutes, from House to Downtown Midland

	Frequency	Percent
Less Than 10 Minutes	207	64.7%
10 - 20 Minutes	84	26.3%
More Than 20 Minutes	29	9.1%
Total	320	100.0%
Did not Answer	37	
Total	357	

Drivetime in Minutes  
from House to Downtown Midland

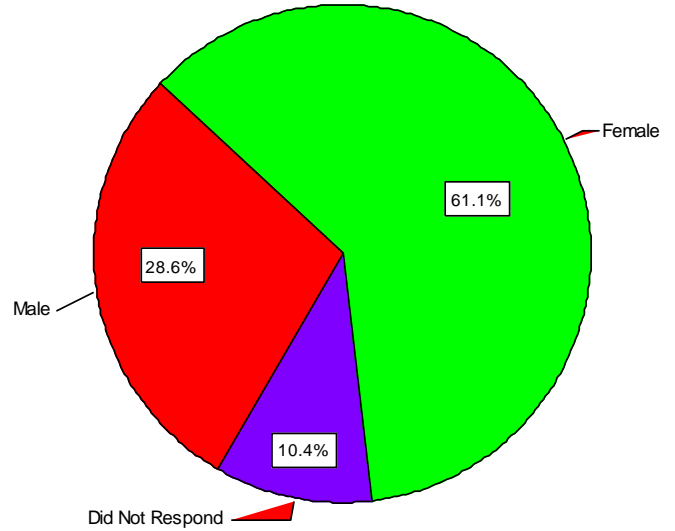


QUESTION #22 – “Are you a male or a female?”

Gender of Respondents

	Frequency	Percent
<b>Female</b>	<b>218</b>	<b>68.1%</b>
Male	102	31.9%
Total	320	100.0%
Prefer not to Answer	37	
Total	357	

Gender of Respondents

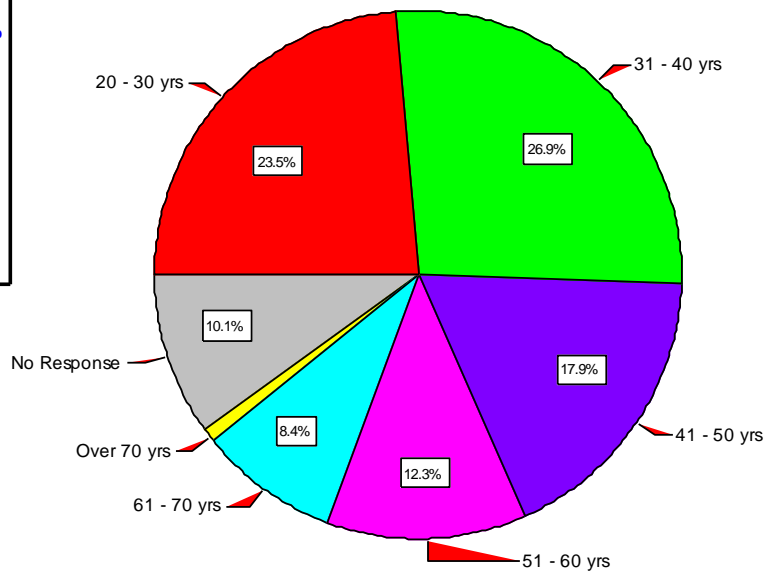


QUESTION #23 – “What is your age range?”

Age Range of Respondents

	Frequency	Percent
20 - 30	84	26.2%
<b>31 - 40</b>	<b>96</b>	<b>29.9%</b>
41 - 50	64	19.9%
51 - 60	44	13.7%
61 - 70	30	9.3%
Over 70	3	.9%
Total	321	100.0%
Prefer not to Answer	36	
Total	357	

Age Range of Respondents





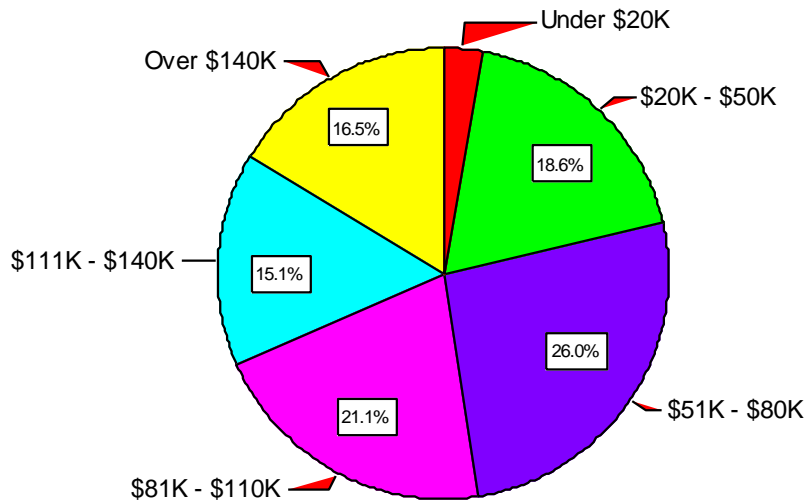
QUESTION #24 – “Which of the following best describes your annual, pre-tax household income?”

**Annual Household Income (Pre-tax)**

	Frequency	Percent
Under \$20,000	8	2.8%
\$20,000 - \$50,000	53	18.6%
<b>\$51,000 - \$80,000</b>	<b>74</b>	<b>26.0%</b>
\$81,000 - \$110,000	60	21.1%
\$111,000 - \$140,000	43	15.1%
Over \$140,000	47	16.5%
Total	285	100.0%
Prefer not to Answer	72	
Total	357	

**Annual Household Income**

Pre-tax dollars



## APPENDIX III – STATISTICAL ANALYSIS

### A. Overall Satisfaction with Downtown Midland vs. Income

			Overall Satisfaction		Total
			Low / Moderate	High	
Income Under \$50K	# of Responses	39	21	60	
	% within Overall Satisfaction	18.8%	<b>28.4%</b>	21.4%	
\$51K - \$80K	# of Responses	58	15	73	
	% within Overall Satisfaction	<b>28.0%</b>	20.3%	26.0%	
\$81K - \$110K	# of Responses	46	13	59	
	% within Overall Satisfaction	22.2%	17.6%	21.0%	
\$111K - \$140K	# of Responses	30	13	43	
	% within Overall Satisfaction	14.5%	17.6%	15.3%	
Over \$140K	# of Responses	34	12	46	
	% within Overall Satisfaction	16.4%	16.2%	16.4%	
Total	# of Responses	207	74	281	
	% within Overall Satisfaction	100.0%	100.0%	100.0%	

**Significance = .345**

### B. Overall Satisfaction with Downtown Midland vs. Gender

#### Group Statistics

	Gender	N
Overall Satisfaction	Male	101
	<b>Female</b>	<b>215</b>

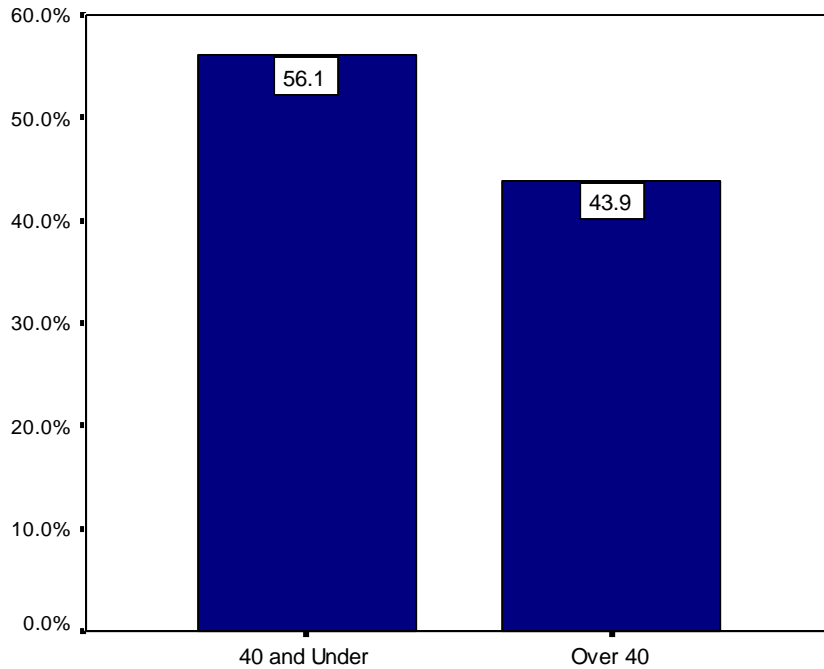
		Levene's Test for Equality of Variances		t-test for Equality of Means
		F	Sig.	Sig. (2-tailed)
Overall Satisfaction	Equal variances assumed	7.534	.006	<b>.195</b>

C. Overall Satisfaction with Downtown Midland vs. Age

		Overall Satisfaction Level			Total
		Low	Moderate	High	
Under 30	# of Responses	10	57	17	84
	% within Satisfaction Level	41.7%	27.7%	19.5%	26.5%
31 - 40	# of Responses	11	63	21	95
	% within Satisfaction Level	<b>45.8%</b>	<b>30.6%</b>	24.1%	30.0%
41 - 50	# of Responses	1	39	22	62
	% within Satisfaction Level	4.2%	18.9%	<b>25.3%</b>	19.6%
51 - 60	# of Responses	1	26	17	44
	% within Satisfaction Level	4.2%	12.6%	19.5%	13.9%
Over 60	# of Responses	1	21	10	32
	% within Satisfaction Level	4.2%	10.2%	11.5%	10.1%
Total	# of Responses	24	206	87	317
	% within Satisfaction Level	100.0%	100.0%	100.0%	100.0%

**Significance = .041**

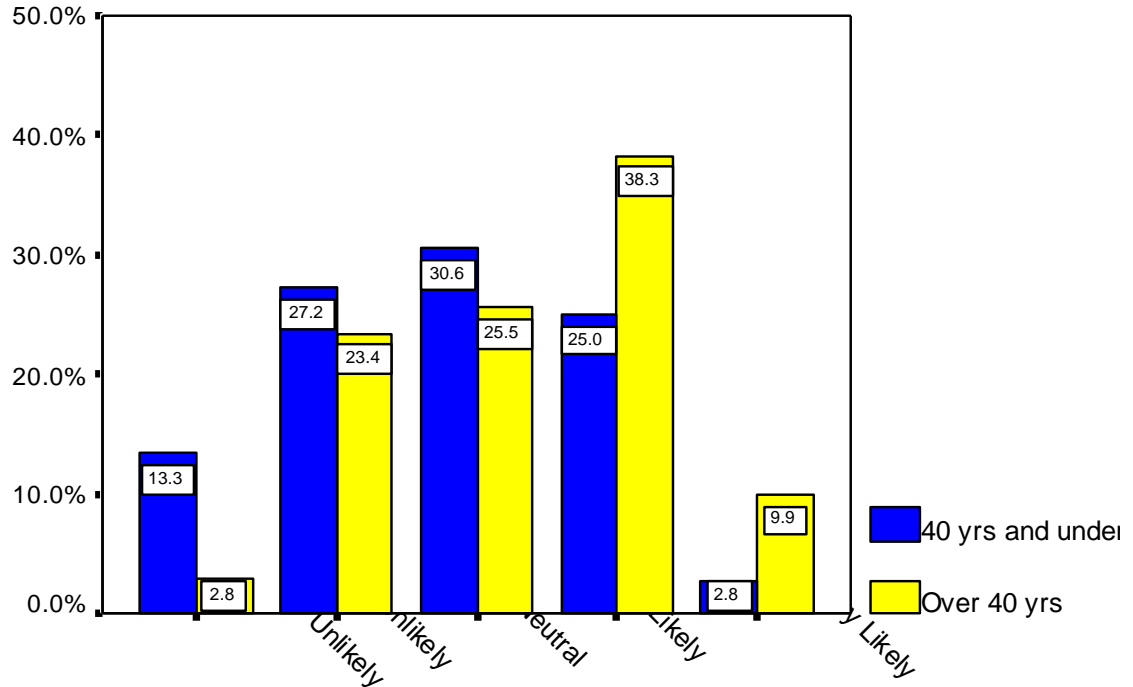
Respondents by Age Category



D. Under 40 Years vs. Over 40 yrs and Retail Analysis

### Likelihood of Shopping

By Age Category



Group Statistics

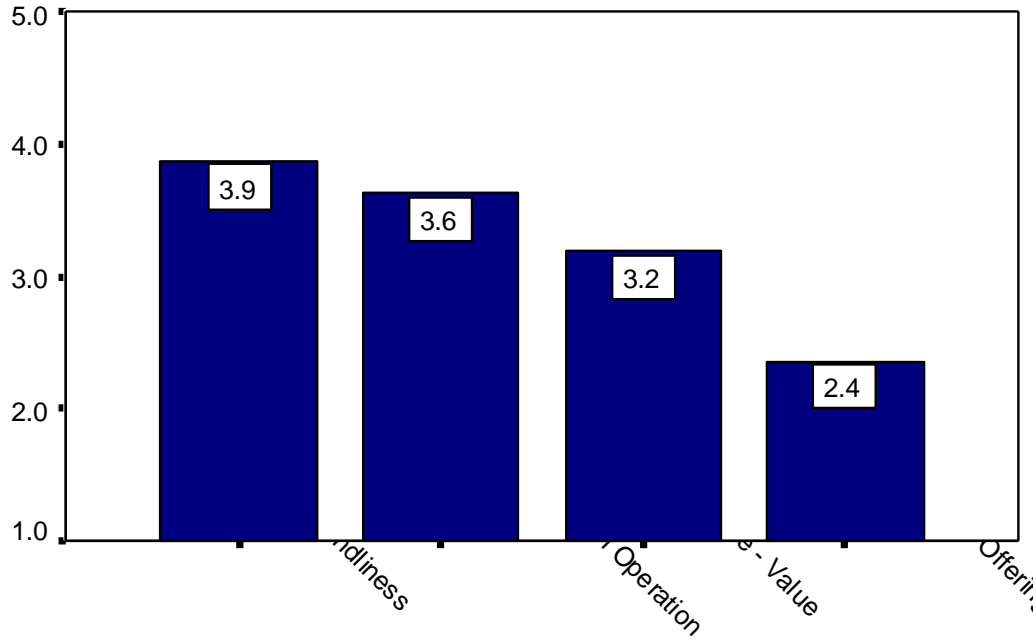
		N	Mean	Std. Deviation	Std. Error Mean
Likelihood of Shopping Downtown	40 and Under	178	2.76	1.063	.080
	Over 40	141	3.29	1.025	.086

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Likelihood of Shopping Downtown	Equal variances assumed	.050	.824	-4.465	317	.000

# Satisfaction with Retail

40 and under Age Category



Coefficients<sup>a</sup>

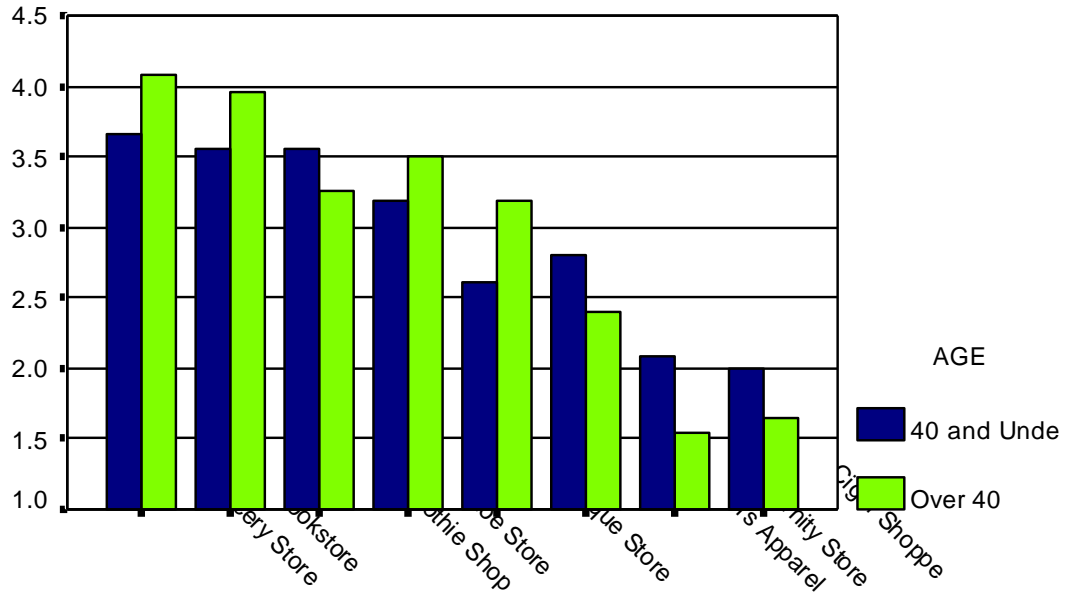
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	1.007	.341		2.956	.004
	<b>Retail Offerings</b>	.316	.088	.263	3.585	<b>.000</b>
	<b>Merchandise Price Value</b>	.318	.103	.227	3.085	<b>.002</b>

<sup>a</sup>. Dependent Variable: Likelihood of Shopping Downtown

# Potential New Businesses vs. Age Range

## Likeliness to Visit - Avg. Response

-- reflects only those with stat. sig. diff. between age ranges --



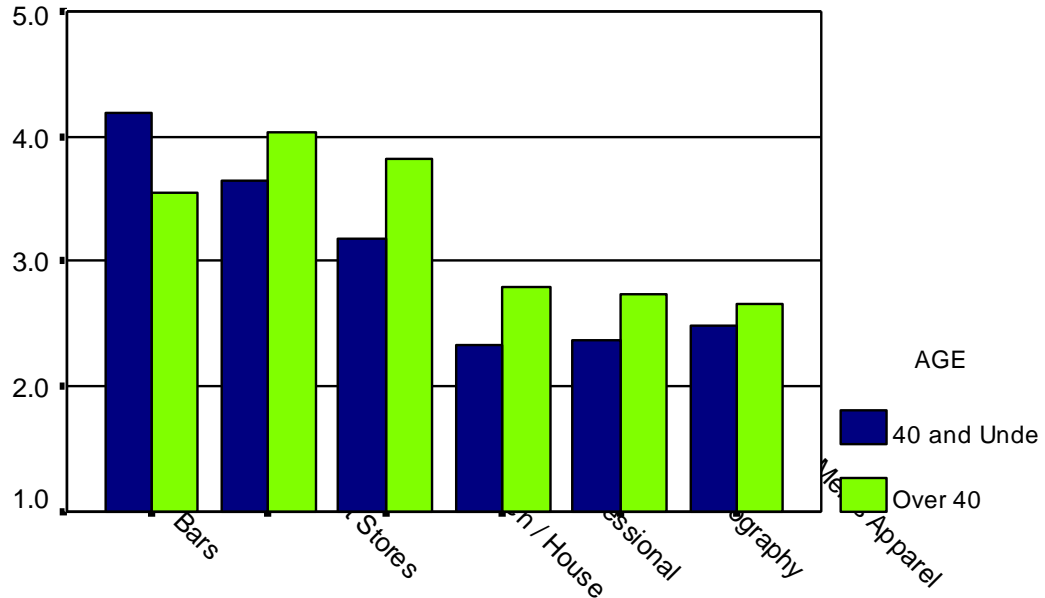
## Independent Samples Test Potential New Businesses and Age (40 and Under / Over 40)

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Professional Offices	Equal variances assumed	1.194	.275	-3.057	.002
Gift Stores	Equal variances assumed Equal variances not assumed	24.826	.000	-2.788	.006
Children's Apparel Store	Equal variances assumed	1.850	.175	2.170	.031
Bookstore	Equal variances assumed Equal variances not assumed	13.673	.000	-3.154	.002
Cigar Shoppe	Equal variances assumed	3.450	.064	2.683	.008
Shoe Store	Equal variances assumed	2.567	.110	-2.504	.013
Grocery Store	Equal variances assumed Equal variances not assumed	15.586	.000	-3.265	.001
Antique Store	Equal variances assumed	1.009	.316	-4.091	.000
Smoothie Shop	Equal variances assumed	.004	.951	2.110	.036
Maternity Store	Equal variances assumed Equal variances not assumed	18.522	.000	4.291	.000

## Current Businesses vs. Age Range

Likeliness to Visit - Avg. Response

-- reflects only those with stat. sig. diff. between age ranges --

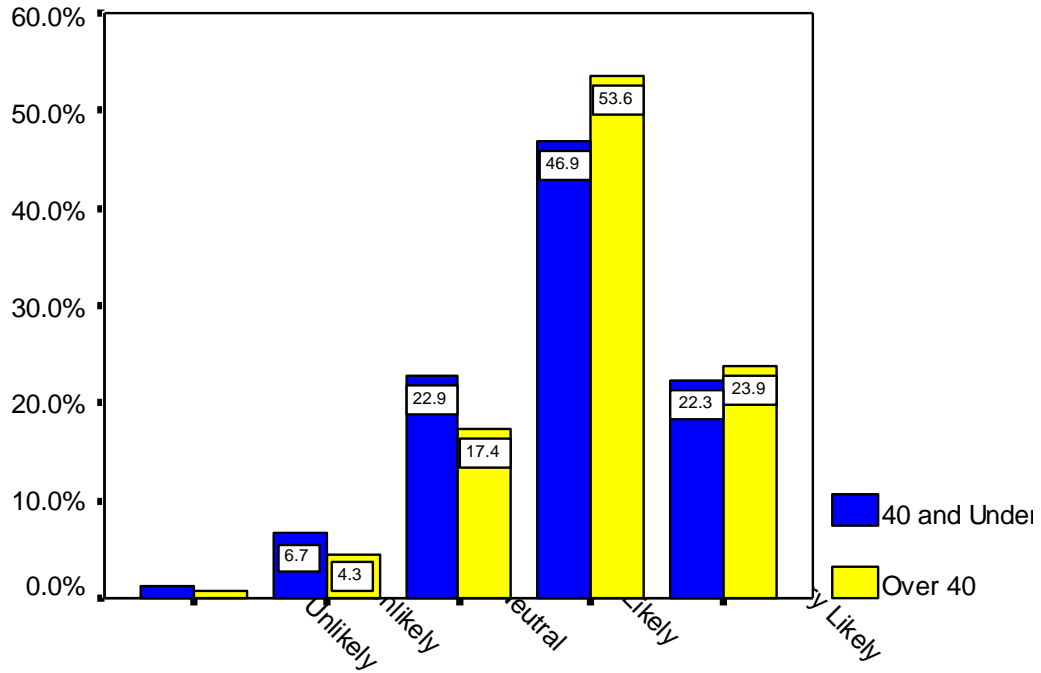


### Independent Samples Test Current Business and Age (40 and under / Over 40)

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Bars	Equal variances assumed	23.535	.000		
	Equal variances not assumed			4.825	.000
Kitchen / Household Items Stores	Equal variances assumed	20.355	.000		
	Equal variances not assumed			-4.262	.000
Men's Apparel Stores	Equal variances assumed	1.346	.247		
Photography Stores	Equal variances assumed	.205	.651		
Professional Offices	Equal variances assumed	1.194	.275		
Gift Stores	Equal variances assumed	24.826	.000		
	Equal variances not assumed			-2.788	.006

E. Under 40 Years vs. Over 40 yrs and Dining Analysis

### Likelihood of Dining by Age Category



Group Statistics

		N	Mean	Std. Deviation	Std. Error Mean
Likelihood of Eating Downtown	40 and Under	179	3.83	.892	.067
	Over 40	138	3.96	.809	.069

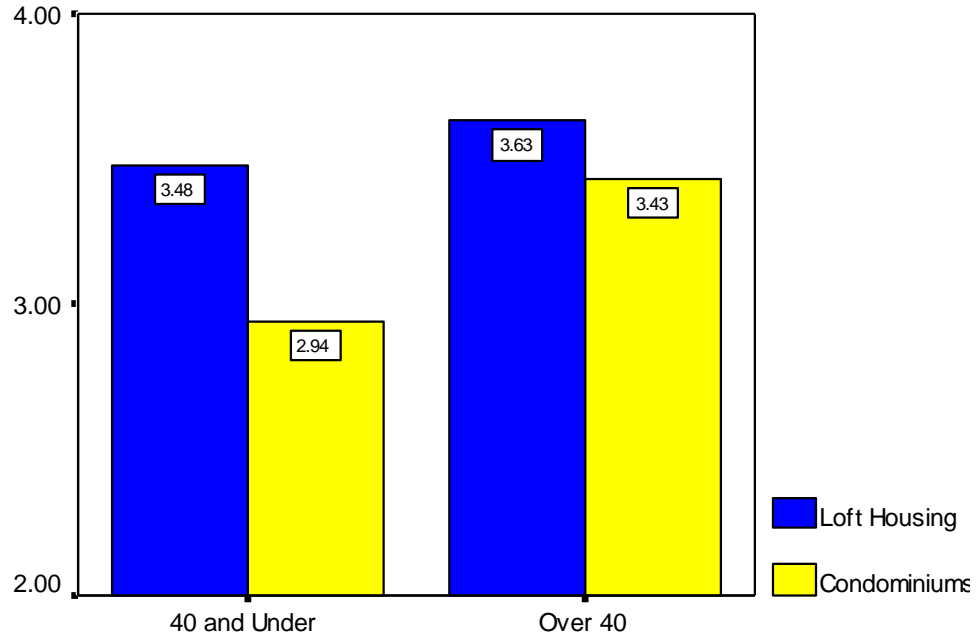
Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Likelihood of Eating Downtown	Equal variances assumed	4.623	.032	-1.336	315	.183
	<b>Equal variances not assumed</b>			-1.353	306.715	<b>.177</b>

F. Age and Housing Analysis:

Housing - "Midland Needs More..."

Avg. Response by Age Category



Group Statistics

	AGE (> 40 <)	N	Mean	Std. Deviation	Std. Error Mean
Loft Housing	40 and Under	177	3.48	1.144	.086
	Over 40	141	3.63	.944	.080
Condominiums	40 and Under	178	2.95	1.232	.092
	Over 40	141	3.43	1.051	.089

Independent Samples Test

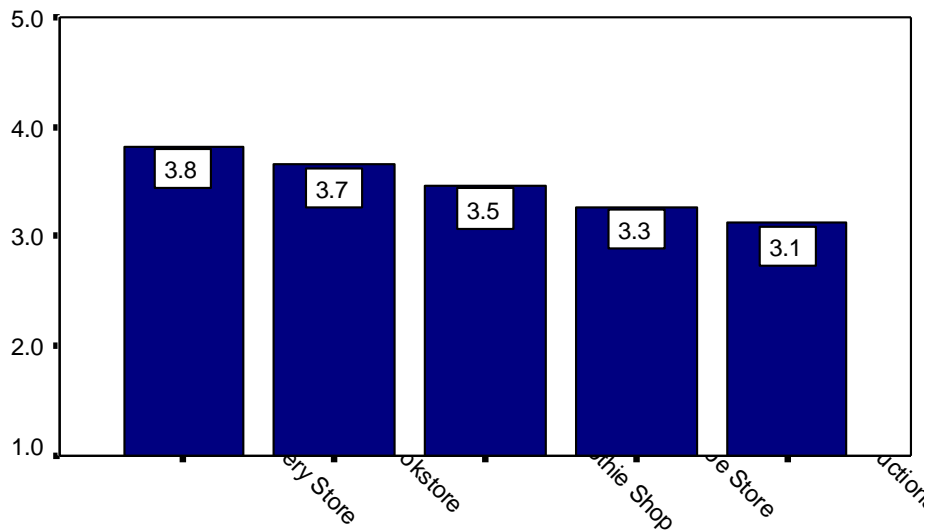
		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Loft Housing	Equal variances assumed	5.974	.015	-1.262	.208
	Equal variances not assumed			-1.289	.198
Condominiums	Equal variances assumed	2.686	.102	-3.710	.000
	Equal variances not assumed			-3.778	.000

G. Room to Improve – Moderate Overall Satisfaction vs. Various Business and Downtown Characteristics

Likelihood of Visiting Potential Businesses

from Moderate Overall Satisfaction Category

Represents Top Five Business Types



Coefficients - Dependent Variable: Likelihood of Shopping Downtown

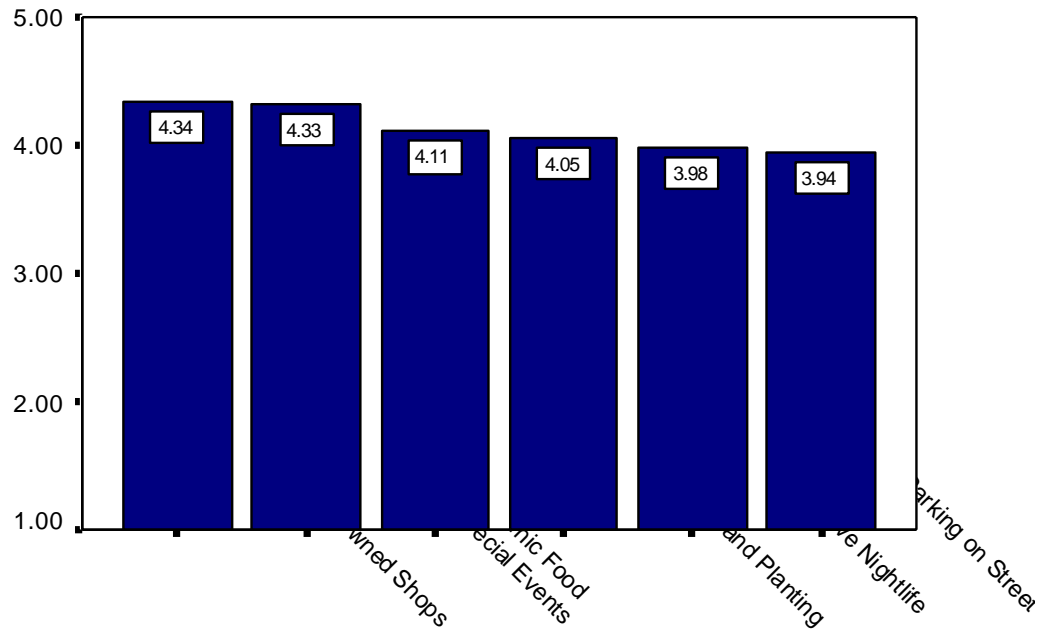
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.689	.254		6.641	.000
Shoe Store	.197	.062	.237	3.181	.002
Bookstore	.144	.061	.175	2.348	.020

Coefficients - Dependent Variable: Likelihood of Shopping Downtown

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.743	.443		1.677	.095
Merchandise Price Value	.213	.093	.167	2.302	.022
Retail Offerings	.247	.093	.185	2.649	.009
General Ambience	.245	.100	.175	2.460	.015

# "Downtown Experience" Characteristics

from Moderate "Overall Satisfaction" Category



H. Likelihood of Shopping Downtown After 5:00 PM on Weekdays

**Shopping Preference - Wk Days - After 5:00 PM**

		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
Very Unlikely	# of Responses	20	4	24
	Likelihood to Shop	10.0%	3.6%	7.7%
Unlikely	# of Responses	31	8	39
	Likelihood to Shop	15.5%	7.3%	12.6%
Neutral	# of Responses	36	18	54
	Likelihood to Shop	18.0%	16.4%	17.4%
Likely	# of Responses	90	48	138
	Likelihood to Shop	<b>45.0%</b>	43.6%	44.5%
Very Likely	# of Responses	23	32	55
	Likelihood to Shop	11.5%	29.1%	17.7%
Total	# of Responses	200	110	310
	Likelihood to Shop	100.0%	100.0%	100.0%

**Chi-Square Tests**

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	<sup>a</sup>	.000

<sup>a</sup>. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.52.

I. Analysis of Attraction to Possible Business Types:

**Children's Apparel Store**

		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
<b>Very Unlikely</b>	# of Responses	73	24	97
	Likelihood to Shop	<b>36.7%</b>	21.1%	31.0%
Unlikely	# of Responses	39	24	63
	Likelihood to Shop	19.6%	21.1%	20.1%
Neutral	# of Responses	26	19	45
	Likelihood to Shop	13.1%	16.7%	14.4%
<b>Likely</b>	# of Responses	38	32	70
	Likelihood to Shop	19.1%	<b>28.1%</b>	22.4%
Very Likely	# of Responses	23	15	38
	Likelihood to Shop	11.6%	13.2%	12.1%
Total	# of Responses	199	114	313
	Likelihood to Shop	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.207 <sup>a</sup>	.056

<sup>a</sup>. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13.84.

**Educational Toy Store**

		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
<b>Very Unlikely</b>	# of Responses	49	13	62
	Likelihood to Shop	<b>24.5%</b>	11.5%	19.8%
Unlikely	# of Responses	47	22	69
	Likelihood to Shop	<b>23.5%</b>	19.5%	22.0%
Neutral	# of Responses	34	31	65
	Likelihood to Shop	17.0%	<b>27.4%</b>	20.8%
<b>Likely</b>	# of Responses	42	30	72
	Likelihood to Shop	21.0%	<b>26.5%</b>	23.0%
Very Likely	# of Responses	28	17	45
	Likelihood to Shop	14.0%	15.0%	14.4%
Total	# of Responses	200	113	313
	Likelihood to Shop	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.494 <sup>a</sup>	.022

<sup>a</sup>. 0 cells (.0%) have expected count less than 5. The minimum expected count is 16.25.

J. Analysis of Attraction to Possible Business Types:

**Grocery Store**

		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
Very Unlikely	# of Responses	23	3	26
	Likelihood to Shop	11.1%	2.5%	7.9%
Unlikely	# of Responses	9	7	16
	Likelihood to Shop	4.3%	5.7%	4.9%
Neutral	# of Responses	35	6	41
	Likelihood to Shop	16.9%	4.9%	12.5%
Likely	# of Responses	74	43	117
	Likelihood to Shop	35.7%	35.2%	35.6%
Very Likely	# of Responses	66	63	129
	Likelihood to Shop	31.9%	51.6%	39.2%
Total	# of Responses	207	122	329
	Likelihood to Shop	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.077 <sup>a</sup>	.000

<sup>a</sup>. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.93.

**Shoe Store**

		Shop Likely - Low / High		Total
		Low / Moderate Likelihood	High Likelihood	
Very Unlikely	# of Responses	37	3	40
	Likelihood to Shop	18.3%	2.6%	12.6%
Unlikely	# of Responses	23	15	38
	Likelihood to Shop	11.4%	13.0%	12.0%
Neutral	# of Responses	41	24	65
	Likelihood to Shop	20.3%	20.9%	20.5%
Likely	# of Responses	76	50	126
	Likelihood to Shop	37.6%	43.5%	39.7%
Very Likely	# of Responses	25	23	48
	Likelihood to Shop	12.4%	20.0%	15.1%
Total	# of Responses	202	115	317
	Likelihood to Shop	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.954 <sup>a</sup>	.001

<sup>a</sup>. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13.79.



## Home Cooking

		Likelihood of Dining		Total
		Low / Moderate	High	
Very Unappealing	# of Responses	5	1	6
	Likelihood of Dining	5.9%	.4%	1.9%
Unappealing	# of Responses	7	14	21
	Likelihood of Dining	8.2%	6.1%	6.6%
<b>Neutral</b>	# of Responses	33	75	108
	Likelihood of Dining	<b>38.8%</b>	32.5%	34.2%
<b>Appealing</b>	# of Responses	30	102	132
	Likelihood of Dining	35.3%	<b>44.2%</b>	41.8%
Very Appealing	# of Responses	10	39	49
	Likelihood of Dining	11.8%	16.9%	15.5%
Total	# of Responses	85	231	316
	Likelihood of Dining	100.0%	100.0%	100.0%

### Chi-Square Tests

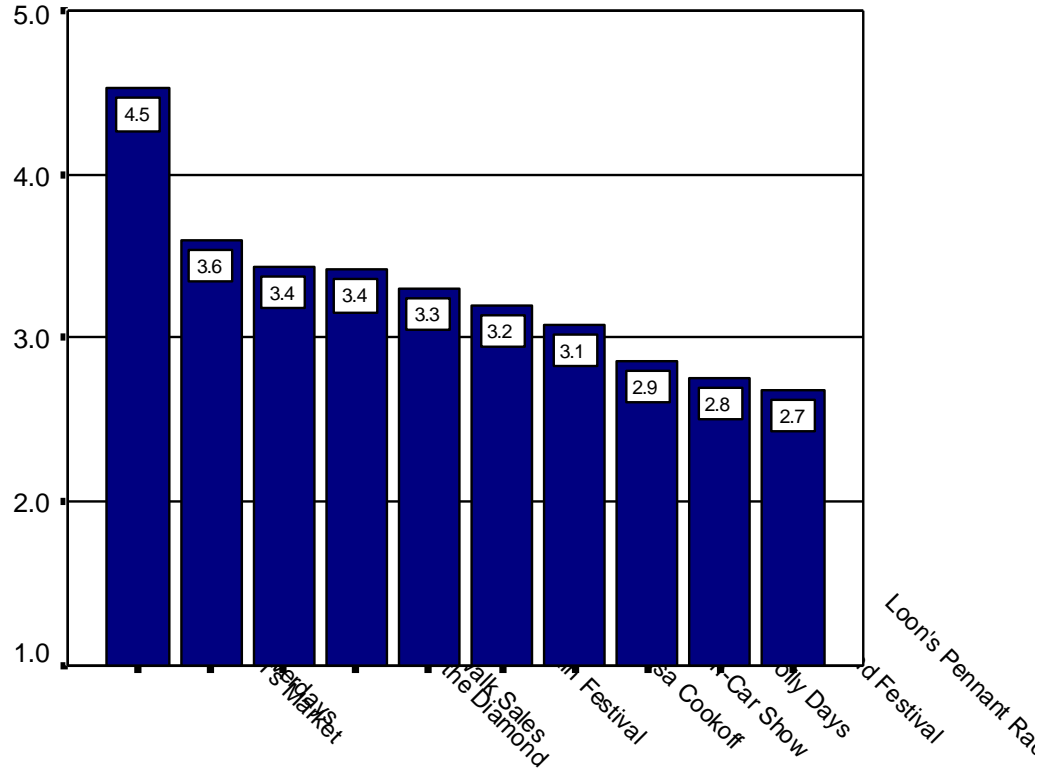
	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.113 <sup>a</sup>	.011

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.61.

K. Special Events:

### High Likelihood of Shopping While Downtown for a Special Event

-- only reflects those with a statistically significant relationship --

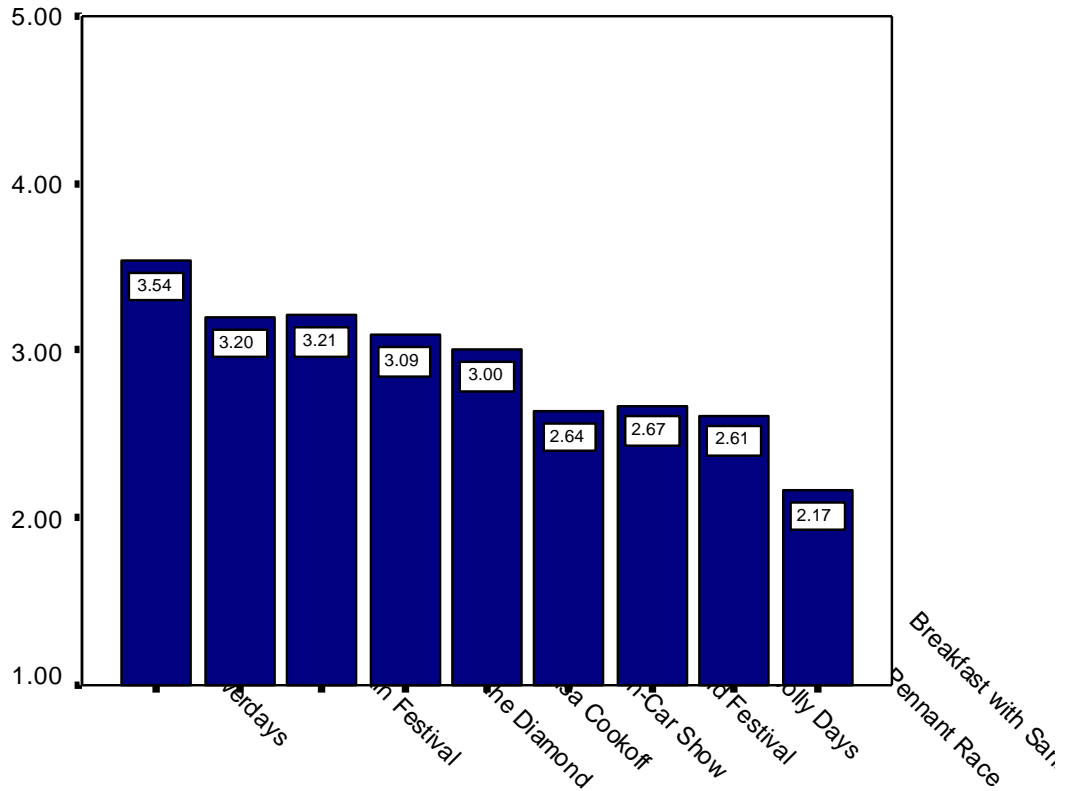


#### Independent Samples Test - Likelihood of Shopping While Attending Special Events

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Santa House	Equal variances assumed	.003	.956	-1.024	.306
Holly Jolly Days	Equal variances assumed	2.967	.086	-5.332	.000
Pumpkin Festival	Equal variances assumed	2.139	.145	-3.017	.003
Loon's Pennant Race	Equal variances assumed	.067	.795	-2.772	.006
Highland Festival	Equal variances assumed	.003	.956	-4.182	.000
Cruise-n-Car Show	Equal variances assumed	.836	.361	-3.436	.001
Chili-Salsa Cookoff	Equal variances assumed	1.511	.220	-3.528	.000
Breakfast with Santa	Equal variances assumed	.322	.571	-1.427	.155
Deals at the Diamond	Equal variances assumed	.003	.955	-6.319	.000
Sidewalk Sales	Equal variances assumed	1.374	.242	-7.057	.000
Riverdays	Equal variances assumed	.284	.595	-1.964	.050
Santa Parade	Equal variances assumed	.010	.921	-1.538	.125
Farmer's Market	Equal variances assumed	12.095	.001	-3.175	.002
	Equal variances not assumed			-2.882	.004

## High Likelihood of Dining While Downtown for a Special Event

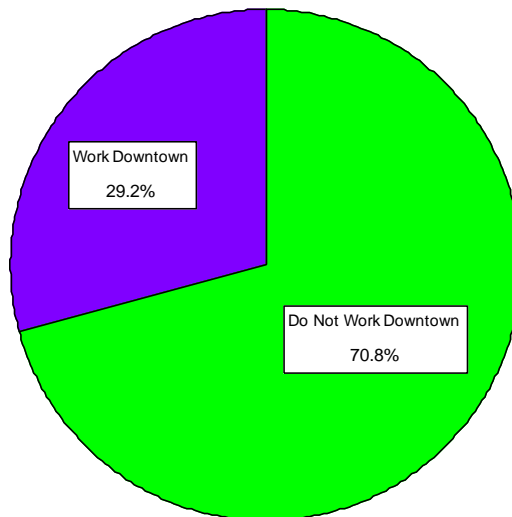
-- only reflects those with a statistically significant relationship --



### Independent Samples Test Likelihood of Dining While Attending Special Event Downtown

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Santa House	Equal variances assumed	.281	.596	-1.196	.233
Holly Jolly Days	Equal variances assumed	3.770	.053	-2.464	.014
Pumpkin Festival	Equal variances assumed	.363	.547	-2.006	.046
Loon's Pennant Race	Equal variances assumed	1.917	.167	-2.620	.009
Highland Festival	Equal variances assumed	.418	.518	-2.518	.012
Cruis e-n-Car Show	Equal variances assumed	.291	.590	-2.161	.031
Chili-Salsa Cookoff	Equal variances assumed	.620	.432	-2.059	.040
Breakfast with Santa	Equal variances assumed	3.505	.062	-2.522	.012
Deals at the Diamond	Equal variances assumed	1.531	.217	-1.909	.057
Sidewalk Sales	Equal variances assumed	.030	.862	-1.622	.106
Riverdays	Equal variances assumed	.294	.588	-2.036	.043
Santa Parade	Equal variances assumed	2.799	.095	-.930	.353
Family Fun Fest	Equal variances assumed	2.799	.095	-.473	.637

M. WORKING DOWNTOWN vs. Various Downtown Attributes:



		N	Mean
Parking in Downtown Midland	Do Not Work Downtown	226	3.43
	Work Downtown	.073	3.38
Retail Offerings in Downtown Midland	Do Not Work Downtown	228	2.43
	Work Downtown	92	2.48
Dining Offerings in Downtown Midland	Do Not Work Downtown	229	2.66
	Work Downtown	90	2.66
Merchandise Price-Value	Do Not Work Downtown	226	3.25
	Work Downtown	91	3.37
Services Price-Value	Do Not Work Downtown	227	3.43
	Work Downtown	91	3.63
Lighting	Do Not Work Downtown	228	4.03
	Work Downtown	92	4.04
Cleanliness	Do Not Work Downtown	228	4.27
	Work Downtown	91	4.21
Safety	Do Not Work Downtown	229	4.39
	Work Downtown	92	4.38
Retail - Hours of Operation	Do Not Work Downtown	228	3.59
	Work Downtown	92	3.70
Dining - Hours of Operation	Do Not Work Downtown	228	2.89
	Work Downtown	92	2.95
Snow Removal	Do Not Work Downtown	225	3.78
	Work Downtown	91	3.55
General Ambience	Do Not Work Downtown	227	3.80
	Work Downtown	92	3.82
Retail - Friendliness	Do Not Work Downtown	229	3.91
	Work Downtown	92	3.99
Restaurants - Friendliness	Do Not Work Downtown	229	3.99
	Work Downtown	91	4.09

**Independent Samples Test - Satisfaction with Various Downtown Attributes vs. Working Downtown**

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	Sig. (2-tailed)
Overall Satisfaction	Equal variances assumed	5.022	.026		
	<b>Equal variances not assumed</b>			-1.432	.154
Parking	Equal variances assumed	.032	.858	.385	.700
Retail Choices	Equal variances assumed	.282	.595	-.476	.634
Dining Choices	Equal variances assumed	1.118	.291	.064	.949
Merchandise - Price-Value	Equal variances assumed	.938	.334	-1.215	.225
<b>Services - Price-Value</b>	Equal variances assumed	.353	.553	-2.096	<b>.037</b>
Lighting	Equal variances assumed	.130	.718	-.213	.832
Cleanliness	Equal variances assumed	.041	.840	.689	.491
Safety	Equal variances assumed	.310	.578	.100	.920
Retail - Hours of Operation	Equal variances assumed	4.288	.039		
	<b>Equal variances not assumed</b>			-.961	.338
Dining - Hours of Operation	Equal variances assumed	1.545	.215	-.410	.682
<b>Snow Removal</b>	Equal variances assumed	3.359	.068	2.088	<b>.038</b>
General Ambience	Equal variances assumed	.127	.722	-.185	.853
Retail - Friendliness	Equal variances assumed	.014	.904	-.919	.359
Restaurant - Friendliness	Equal variances assumed	.035	.851	-1.170	.243

**APPENDIX IV: Verbatim comments from Downtown Midland Opinions and Preferences survey**

Note: All comments are re-printed exactly as they were written in the on-line survey

<p align="center"><b>QUESTION # 8 - "HOW LIKELY ARE YOU TO ATTEND THE FOLLOWING SPECIAL EVENTS SURING THE NEXT TWELVE MONTHS?" - OTHER COMMENTS</b></p>		
1.	ART GALLERY RECEPTION	"art gallery receptions"
2.	LOONS GAMES	"Dow Diamond - likely"
3.		".....That, along with Loons events, are my fav
4.		"Going to Loons Games"
5.	MANNEQUIN NIGHT	"Mannequin Night - likely"
6.		"Northwood University Mannequin Night not lis
7.		"Mannequin Night - likely"
8.		"Mannequin Night - likelY"

9.	PARADE YOUR PET	"Parade your pet!"
10.		"Parade your Pet!"
11.	RAIL TRAIL	"3 Trails in 3 Days (Friends of Pere Marquette sponsored walk & bike events e.g. Dow, MS15
12.		"I love the railtrail"
13.		"Running on the Railtrail"
14.	RIVER DAYS	"River Days are predictable and boring. It has hands of someone who understand community
15.	ROCK THE TRIDGE	"Rock the Tridge was a very cool event at the and games going on for the kids."
16.	SIZZLIN' SHIVER	"Shiver-n-Sizzle festival, any summer street fe
17.		"Sizzlin' Shiver - likely""

**QUESTION # 8 - "HOW LIKELY ARE YOU TO ATTEND THE FOLLOWING SPECIAL EVENTS SUR  
COMMENTS**

18.	SUMMER SOLSTICE	"Block Party, need to do this again"
-----	-----------------	--------------------------------------

19.	"Solstice - very likely"
20.	"Solstice Stroll"
21.	"Summer Solstice"
22.	"Summer Solstice - very likely"
23.	"summer solstice - very likely"
24.	"Summer Solstice - very likely"
25.	"Summer Solstice, if continues to grow in cont"
26.	"Summer Soltice"
27.	"Summer Soltice Day event is one of the best"
28.	"Summer Stolstice Celebration"
29.	"We attended the Summer Solstice this past s probably attend again."

30.		"I love Summer Solstice! And I am very unlikely to have no children."
31.		"Very Likely, Summer Solstice. That, along with..."
32.	TUNES BY THE TRIDGE	"Concerts in the park--highly likely"
33.		"More tunes by the tridge would be nice"
34.		"music festivals at the tridge!"

**QUESTION # 8 - "HOW LIKELY ARE YOU TO ATTEND THE FOLLOWING SPECIAL EVENTS SURVEY"  
COMMENTS**

35.	TUNES BY THE TRIDGE - continued	"Tunes at the Tridge"
36.		"Tunes at the tridge - very likely"
37.		"Tunes at the tridge - very likely"
38.		"Tunes at the Tridge...very likely."
39.		"Tunes by the tridge"

40.		"Tunes by the Tridge"
41.		"Tunes by the Tridge"
42.		"Tunes By The Tridge"
43.		"Tunes by the Tridge"
44.		"Tunes by the Tridge - very likely"
45.		"We always go to the Tune by the Tridge. Tha
46.		"I really enjoy the Tunes by the Tidge.I meet r hot dog plus a Midland Newspaper"
47.		"We love Thursday night Tunes at the Tridge. a bite to eat on the way."
48.	TUNES BY THE TRIDGE / ARTIST MKT	"Tunes by the Tridge--very likely; Artist's Mark
49.	TUNES BY THE TRIDGE / SKATE PARK	"Tunes at the Tridge, Trilogy Skatepark and pl
50.	TUNES BY THE TRIDGE / SUMMER SOLSTICE	"tunes by the tridge summer solstice event"

51.		"Tunes by the Tridge, Summer Solstice"
52.	TUNES BY THE TRIDGE / TRILOGY SKATE PARK	"Tunes at the Tridge, Trilogy Skatepark and pl

**QUESTION # 8 - "HOW LIKELY ARE YOU TO ATTEND THE FOLLOWING SPECIAL EVENTS SUR  
COMMENTS**

53.	OTHER	""any kid friendly event, we will attend!!""
54.		""Fourth of July fireworks, just hanging around
55.		""individual (Halmark for example) specials or
56.		""We've gone downtown for the events such a around and see those.""
57.		"I enjoyed the painted head-in-the-hole boards walked around to all of them and took eachoth walls at home. I also really enjoyed the trolls a benches. I like the sculpture aspect of the tro raft race come back. It was a blast to watch g ever brought back."
58.		"I would attend Santa House if I had children. and have never heard of. "

**QUESTION # 9 - "IN GENERAL, WHEN YOU DO ATTEND SPECIAL EVENTS I  
HOW WOULD YOU RATE THE FOLLOWING ATTRIBUTES?" O**

59.	ADVERTISING	"Often I have missed events that I would have attended if I had known about them after they occurred. Need better communication."
60.		"I don't believe there is clear advertising of events."
61.		"I mainly attend events held through the Midland Chamber of Commerce."
62.		"Many times I hear of events by word of mouth. More advertising should be on the schedule soon."
63.		"The only way I have learned about most of the events is through word of mouth. I work downtown. Before working downtown, I learned about the event, Ice Sculpture contest or the Salsa and Flamenco on the east side of town."
64.	LINES	"Many times the lines are just too long to participate. There should be a way to control the crowds or increase the volume of people."
65.		"The Pumpkin Festival is beginning to get very crowded. People are mashed in shoulder-to-shoulder, making it difficult to move. The activities and events are so packed in to the Festival area somehow, possibly spreading onto Main Street, or even onto a side street to ease the congestion."
66.	LINES continued	"The long waits, especially at children's events."
67.	PARKING	"parking is a problem, but something midland people do is we go early to events to avoid parking issues."

**QUESTION # 9 - "IN GENERAL, WHEN YOU DO ATTEND SPECIAL EVENTS IN DOWNTOWN MIDLAND, WHAT ARE THE MOST COMMON PROBLEMS YOU ENCOUNTER? LIST THE FOLLOWING ATTRIBUTES?" Other Comments**

68.	SPONSORS	"I love the participation of most and sometimes family events and everyone works together"
69.		"The community groups that host events in Downtown Chamber, etc."
70.	TYPE	"Type of Event (family, family. family)--very un"
71.		"The events downtown in my opinion are less something spectacular. Less of the smaller events bring people back downtown. We need more"
72.		"I hope Midland stops trying to gear every event mother of two children and even I am sick of n unsubstantiated fear of nightlife. The most fun Summer Solstice street party celebration a few MDN's now-defunct "Verge" entertainment sec"
73.		"I would love to see more events like the raft r community gets more involved with the actual"
74.		"Kalamazoo has an Art Hop 4 times a year that something similar it gives people a chance to n opportunity to share their work. Any event th Midland has a lot to offer families, but seems t crowd."
75.		"Can we do more events geared toward adults almost all downtown events are aimed at famil adults with and without children."
76.		"Most events tend to be family oriented."
77.		"I'm happy to attend many events downtown. I pumpkin festival was a joke and disapointment for tips. "

78.		"Comment: Pumpkin Festival, particularly the t disorganized and congested. Not sure what c
79.	OTHER COMMENTS	"Another suggestion would be free movies for happens once a month, and the event is well a presents Free Monthly MOONLIGHT MOVIES Bee Movie, Fantastic 4-Silver Surfer, and you for the next concert. I think that would work do always well attended and we never miss one. tables/benches to allow families to gather and
80.		"Haven't really attended any."
81.		"I hate portajohns"
82.		"I have not attended many events in the past,
<b>QUESTION # 9 - "IN GENERAL, WHEN YOU DO ATTEND SPECIAL EVENTS IN DOWNTOWN FOLLOWING ATTRIBUTES?" Other Comments</b>		
83.	OTHER COMMENTS - continued	"I haven't been to one in a long time."
84.		"I really enjoy the many festivals and activities one of the things that makes us very unique. T highlight of those visiting from out of town. Esp down here at least 3 nights a week."
85.		"More draws for the 8 months of winter"
86.		"Never attended any events yet"

87.		"Santa Parade and House: Santa Parade sho immediately for business! Why wait until Dec would benefit from getting shoppers into down Thanksgiving holiday when people are really in House with the friends and family in Midland."
88.		"What I love about downtown Midland, is the events and businesses. There is always some arm and a leg to attend. That's hard to find an

**QUESTION # 12 - "WHAT TYPES OF BUSINESSES ARE YOU LIKE WHEN YOU VISIT DOWNTOWN MIDLAND?" Other Con**

89.	APPLIANCE	"Appliance - stores in the downtown area n price"
90.	BICYCLE	"Bike Shop, Skate/Ski Shop"
91.		"did you know 1000s of people visit the bike sh
92.	CANDY STORE	"Candy Store"
93.		"CHOCOLATE STORE!!"
94.	CANDY STORE / GIFT SHOP	"ALWAYS stop by Heather & Holly's for a treat
95.	COFFEE SHOP	"coffee house--very likely"

96.	GALLERY	"Galleries, places with unusual gift items."
97.		"Gallery is the thing that draws me downtown."
98.		"Northwood Art Gallery is one of the best in the area."
<b>QUESTION # 12 - "WHAT TYPES OF BUSINESSES ARE YOU LIKELY TO ATTEND WHEN YOU VISIT DOWNTOWN?"</b> <b>Comments</b>		
99.	GALLERY - continued	"Northwood Gallery is the kind of shop we need."
100.		"Art Gallery - very likely"
101.		"Art Gallery"
102.	GIFT SHOP	"Gift shops, specialty shops"
103.	GIFT SHOP / RESALE SHOP	"gift shops & resale shops"
104.	HARDWARE	"Ace Hardware"
105.	HEALTH STORE	"Health Hut"

106.	MUSIC	"music supply shop"
107.		"so far, the only retail business I frequent is Mi
108.	YOGA	"I go to the Yoga Place at least once a week."
109.		"Yoga Studio"
110.	RESTAURANTS	"Cafe Zinc is my favorite with the Table as a sp is good, but isn't conducive to conducting busi More used to be our once a week place, but w remains a staple. Pizza Sams and Oscars are bad Oscars doesn't support the community as our business because they sponsor teams and support them. Their food offerings have also in
111.	KITCHEN SUPPLY STORE	"Cooking classes in downtown business Peel
112.	CURRENT RESTAURANTS	"I also heard recently that Mainstreet Sports P into a kosher deli. I HATE the idea of losing a cares? It's not just a quirky new dining "exper affordable and pleasant? Say Omelettes & Mo menu and classic cafe or diner redesign. (Lose assume there's dust on my food from the fake Daddy-O's a real diner, and they've shot them they shouldn't, like in food quality."
<b>QUESTION # 12 - "WHAT TYPES OF BUSINESSES ARE YOU LIKELY TO ATTEND WHEN YOU VISIT MIAMI BEACH?"</b> <b>Comments</b>		
113.	OTHER COMMENT	"I don't know what stores are in downtown Mic

114.		"The business mix continues to improve over t
115.		"Not things so expensive - most store/clothing

**QUESTION # 13 - "WHAT TYPES OF BUSINESSES WOULD LIKE  
YOU TO DOWNTOWN MIDLAND?" Other Commer**

116.	BOOKS / MUSIC	"Music and books"
117.		"Downtown needs an indepenent book/music shop."
118.	GROCERY STORE	"Would utilize a grocery is available."
119.		"Small Grociery Store on Main Street or Expre minute items for home cooking etc without get cigarettes and beer wine etc."
120.		"SMALL GROCERY STORE FOR AREA RES RIVERSIDE AND STUDENTS."
121.		"Wine and Cheese"
122.		"Especially need deli/specialty grocery store d
123.		"we need a "5 and 10" kind of place where you aluminum pan to a quart of milk - is there any gas station??)"

124.	HOME DÉCOR	"decor store - home furnishings that are unique"
125.	INSTRUCTIONAL FACILITY	"It would be nice to have an instructional facility"
126.	MEN'S APPAREL	"Very likely to visit a Men's Clothing shop if we were in the area"
127.		"Men's clothing is neutral because there are no strong feelings about it. If there was a men's clothing shop, then yes i would likely visit it."
128.		"if there was a men's clothing shop, i would be likely to visit it"
129.	MUSIC	"Sheet music store; instrument rental and repair; music accessories"

**QUESTION # 13 - "WHAT TYPES OF BUSINESSES WOULD LIKELY ATTRACT YOU TO DO BUSINESS IN THE AREA?"**

130.	PAPER / OFFICE	"paper/office supply store"
131.	RESTAURANTS / BARS	"A bar/networking establishment targeted at young professionals and a large crowd/meat market."
132.		"a sandwich place (panera/cosi)"
133.		"Again, nice restaurants with healthy affordable options"

134.	"Also, Midland needs a good seafood restaurant"
135.	"Chinese or Indian other ethnic restaurants"
136.	"Different types of restaurants, hobby store, Store"
137.	"Downtown Midland need more good restaurants"
138.	"especially would appreciate a deli, juice bar and cafe"
139.	"Family Restaurant other than Pizza"
140.	"I believe the biggest opportunity for downtown Midland is to have many varieties and price ranges .. but not chain restaurants. I would encourage people just to walk around, socialize, and have a relaxed place. ... for example, when the street is open, people enjoy the entertainment. Needs to go European style"
141.	"I think a deli would be a great addition...especially if you don't have to drive ALL THE WAY across town. A grocery store like a "whole foods" would be great too, they have a toy store other than Target, Walmart, Meijer, etc. because they're tucked back there in the circle!"
142.	"I think downtown Midland needs more ethnic restaurants and apartments for younger individuals. MIDLAND NEEDS MORE JOE'S BADLY! :)"
143.	"I would love for Midland to have a few more restaurants with outdoor/rooftop seating in the summers. Midland has a great advantage of!"

144.		"I'd go to any decent resteraunt too, and we eat great at best. Also if there were decent shops totally a waste of space."
145.		"It would be really great if there was an all orga op or more community centered events."

**QUESTION # 13 - "WHAT TYPES OF BUSINESSES WOULD LIKELY ATTRACT YOU TO DO**

146.	RESTAURANTS / BARS - continued	"lunch-type eateries"
147.		"Midland needs more entertainment and dining establishments that make it convenient to reside"
148.		"More bars & restaurants would be nice."
149.		"More Bars/Restaurants now that main street s"
150.		"More Entertainment places (i.e. bars, restaura"
151.		"more restaurants -"
152.		"More restraurants (unique, not chain)"
153.		"Need a good seafood restaurant overlooking seating to allow people to eat and gather with Market should be open more than 2 mornings"

154.		"Need resturant like Pat & Jerry's in Auburn."
155.		"NIGHT LIFE!!!!!!!!!!!!!! Young Professionals like people, there needs to be some sort of a social scene. Many if not almost all of the young professionals want to have a good time."
156.		"Nothing is geared towards a younger generation. We need to be getting the really young crowd. What about more things that make you want take a stroll downtown?"
157.		"Please bring in more eating establishments in downtown area. Busy. Options: TGI Friday's, Chili's "or" more options."
158.		"Restaurants/Bars"
159.		"sandwich shop"
160.		"Some nice variety restaurants (i.e. NOT BARS). Walk cafes would be nice as well, they do not have to be properly (like perhaps looking out at Dow Diamond). They can be nice quaint cafes."
161.		"The restauarants downtown are good, but need to have more live jazz on the weekends. No more fast food in downtown area and definitely no fast foods or bars."

**QUESTION # 13 - "WHAT TYPES OF BUSINESSES WOULD LIKELY ATTRACT YOU TO DO IN DOWNTOWN AUBURN?"**

162.	RESTAURANTS / BARS - continued	"Seafood restaurant, Wine shop, Mexican restaurant"
------	--------------------------------	---

163.		"There really need to be more quality, healthy,
164.		"Upscale moderately priced restaurant, even a
165.		"Wine shop, Mexican restaurant, Seafood rest
166.	SCRAPBOOK	"Scrapbook store!!"
167.	SPORTING GOODS / SPORTSWEAR	"something that is current like a sporting good lot of Loons games then there is nothing down elsewhere"
168.		"Skate/Ski Shop and Fitness clothing store...
169.		"Skate / Ski shop"
170.		"Sports store"
171.	TOY STORE	"we had considered opening teh toy store dow such a huge investment - be interested in the
172.	WOMEN'S APPAREL	"Women's clothing store that may carry brand

173.	VARIOUS	"Hard to find specialty items, books, art galleries, ice cream, desserts and other "after dinner" or "after school" establishment with free music and/or free Internet. There is a need more non-smoking bars and restaurants. Current offerings in downtown are not conducive to living. Downtown night is too greasy. Only desperate young kids go there for adults to enjoy."
174.		"Spotting goods and kids store would go to if available."
175.		"A children's book store, jazz bar, fun cards and games, costume jewelry, cafe/sandwiches with outdoor seating."
176.		"Would like to see more specialty women/gift stores in addition too."
177.		"Since men's wear is gone it would be nice to see a store (rather than a Victoria's Secret type)"
178.		"night club; furniture store; cafe; a true diner; a bar (younger audience / less artsy / more affordable); mexican; gourmet sandwich/soup; greek)"
<b>QUESTION # 13 - "WHAT TYPES OF BUSINESSES WOULD LIKELY ATTRACT YOU TO DO IN DOWNTOWN?"</b>		
179.	VARIOUS continued	"Health-orientated, Pet, and Spa offerings. Also volunteer businesses or volunteer organizations."
180.		"art shops (gallery), musical instruments, book store"
181.		"Would like to see more "go to" specialty shops"

182.		"I'd love a trader Joe's, or other organic store, eating establishments. Also no smoking in the
183.		"men's shoes candy/icecream specialty dess specialty grocery + wine outside coffee shop (BETTER QUALITY OF THE CURRENT STORES no good)"
184.		"Trader Joe's, Ann Taylor, Chico's, Panera Bre
185.	OTHER COMMENTS	"All of these options sound great to add to dow
186.		"No pawn shops, tatoos parlors, gambling estab
187.		"I don't have other idea but I agree that downt above mention stores...but not chain stores!"
188.		"Antique and art stores"
189.		"Health-orientated, green-focused offerings an
190.		"diversity of stores and specialty stores are im Coffee shops draw people in too."
191.		"More stores!!!"
192.		"Downtown Midland has come a long way with see more eateries, and small shops. A divers longer and give them a reason to come back."

**QUESTION # 13 - "WHAT TYPES OF BUSINESSES WOULD LIKELY ATTRACT YOU TO DO**

193.	OTHER COMMENTS - continued	"I love downtown Midland and it's such a great old will LOVE the spray park this year and I ac where it can't be running during the winter!) W get ice cream at Pizza Sams. It's just so whole more into a more "chic" place for shopping, ea YPs to make a need for that type of ambiance heading in the right direction for my demograp addition of a deli or somewhere to complete yo summer, and fall. Especially with the focus late ingredients, I bet it'd do really well. The dow the way I'd like to see Midland's downtown hea
194.		"other "novelty stores" would be good for just g
195.		"Not any drug stores like Walgreens, etc"
196.		"STORES!!!!!! I would shop there more often, Everything on main street is offices!!"
197.		"Downtown is great for a couple of blocks, but toward Ace adn Riverside, the less "cool" it ge
198.		"Since there are limited stores downtown, I ran and to eat. Need more stores!"
199.		"I love the diverse business types in downtown My favorites are the restaurants (offering a var products you won't generally find in the mall or

200.	"Need more high quality stores and restaurant"
201.	"I feel as a younger member of this community not offer a lot of diverstiy. It would be great to downtown as well as some different types of b cater to the older generation. I would love to s Ann Arbor something more appearing to single much to do if you don't have children"
202.	"I love downtown Midland and I love to support bars and a better nightlife. Also, I would shop open later. It seems like everytime I go downto Midland had a few brand name stores, I would other stores already there. For instance, if there cool shoe store (stores not offered in Bay City and people from the tri-cities would start shop clothing stores in Midland, even at the mall, an

**QUESTION # 14 - "PLEASE SELECT THE CATEGORY YOU FEEL BEST DESCRIBES THE F  
Comments**

203.	"Ann Arbor is great."
204.	"boston, MA (large&diverse); San francisco, L (medium); austin, TX (between medium and la
205.	"Charlevoix (small intimate)"
206.	"East Grand Rapids has a lovely, small, divers from Grand Rapids, but worth a look."

207.	"Frankenmuth is cool because they have a lot AWESOME because they have such a great n young professionals and middle aged professi where the only advantage is working for Dow t family, a nightmare if you don't have kids and ."
208.	"Franklin Tennessee is a great small town!"
209.	"Huh? I don't get this question. Many of these and I don't want Midland to emulate the other point of comparison. Question 15 below is also necessarily mean "large." What is most attract Midland is that it is small, safe, affordable, frie"
210.	"I choose to Move to Midland because of its sr"
211.	"I don't think I'd use intimate as the word to de junky maybe."
212.	"I have only driven thru Ann Arbors downtown comment on why can't Midland be more like th Frankenmuth's experience is "fake". It works fo newer hotel with pool and waterpark. Many of downtown."
213.	"I think the categories here need to be reevalua really diverse. Midland is small, butnot very in imply that the downtown area doesn't cover m attractions (more mom & pop'ish or boutique-is question!"
214.	"Kalamazoo-- medium"
215.	"Left Detroit blank because I just spent the we virtually no downtown shopping."

216.	"Midland is severely lacking any type of nightlife professionals. Everything in Midland is targeted to a location like Ann Arbor or Grand Rapids on a c
217.	"Petoskey is my favorite downtown area. Great Quaint and a fun place to hang out with friends

**QUESTION # 14 - "PLEASE SELECT THE CATEGORY YOU FEEL BEST DESCRIBES THE FOLLOWING COMMENTS"**

218.	"The 24 atmosphere found in many suburban areas is appealing."
219.	"The friendly feel of the small and intimate, built with the nature and character of Midland's Downtown people to the area and increase shopping."
220.	"There is such great diversity in these cities that Chicago is the largest and most diverse, but G
221.	"There needs to be a "small & diverse" option! same time."
222.	"This section does what . . . see if we know the the choices. I'm hoping for a downtown area that diversity is always a draw, and large spaces and crannys with expansive spaces for grand even
223.	"Traverse City would be at the top of my list for Midland could provide more diversity (AArbor) keeping the downtown area Small/Intimate."

**QUESTION # 16 - "PLEASE RATE THE FOLLOWING CHARACTERISTICS OF A DOWNTOWN AREA BASED ON HOW THEY APPEAL TO YOU" Other Comments**

224.	FLOWERS / PLANTINGS	"Downtown Midland does an excellent job with
225.	FRIENDLINESS	"Friendly people make it nice... Parks & fun th
226.	HOME COOKING	"Homecooking not in the "Shirlene's Cuisine" h way."
227.	LOCALLY OWNED STORES	"Local, local, local! Love it!"
228.	MAJOR EVENTS	"Major events that are designed to draw huge due to the traffic jams, crime, litter, noise, publi bring the townspeople together and get them t desirable. Also, what attracts me to the downt fact that the whole area offers safety, affordab recreation, shopping and dining. In other word store or restaurant in a strip mall, where you p visiting any other establishments. I like going o several places, including not just the business seeing people you know and making a whole a
229.		"I think it creates a fun, close atmosphere whe entertainment in the streets such as the car sh
230.	NIGHTLIFE	"I love places that offer nightlife like Oxygen ar going to get a bunch of college party kids actin
231.		"Evening entertainment - Dancing, shows, mus

**QUESTION # 16 - "PLEASE RATE THE FOLLOWING CHARACTERISTICS OF A DOWNTOWN EX  
TO YOU" Other Comments**

232.	NIGHTLIFE - continued	"Because Midland has a major senior living co not so good. I have seen example of drunken weekend evening. Not crazy about that - remi
233.		"Nightlife needs much improvement but need t will be attracted to visit."
234.	PARKING	"Parking needs to be available but ON THE S aspect."
235.		"Availibility of lots of free surface parking is a M
236.	OTHER	"Interactive things for children without extensiv carts, batting cages, possibly musical entertain interact, or acting like they have on the streets
237.		"Charm and 'style'; good repair and safety"
238.		"easy access to everything - lots of walkable a
239.		"prefer no automobiles on road except for auto

**QUESTION # 17 - "PLEASE RATE THE FOLLOWING ATTRIBUTES OF DOWNTOWN"**

240.	CLEANLINESS	"The bathrooms at the Tridge are a disgrace to plain English), and smelly."
241.		"Another issue is the dog do-do. Once the snow of dog do-do piles left - it's very disgusting. I know but apparently they don't seem to feel the need has to do this awful job. Maybe a hefty fine to situation."

242.		"Trash bins are put out in front of businesses f Midland look like New York City, and is very u
243.		"did you see all the cig butts in front of dave ca
244.		"In the cleanliness area, the bathrooms at the for a long time. And, very inadequate especia
245.		"Clean public bathrooms and much larger (nur Downtown Midland events. "
246.		"Clean public BATHROOMS."

**QUESTION # 17 - "PLEASE RATE THE FOLLOWING ATTRIBUTES OF DOWNTOWN"**

247.	FRIENDLINESS - RESTAURANT	"Waitstaff/clerks should not look down their no
248.		"The H is way overblown.....not my scene. Up
249.	FRIENDLINESS - RETAIL	"What has happened to Peel-n-Pare is such a stores in Midland and offered such a wonderfu seems empty, and there aren't very many nice horrible, and the employees are rude now. It i asset to downtown if that store was revitalized once had. Please feel free to pass along my c
250.		"I would love to work in downtown Midland - ve

251.	HOURS OF OPERATION	"I am excited to see more business with later hours in downtown at night with a coffee from Expresso. One part about Midland is that businesses close so
252.		"If the downtown businesses stayed open in the downtown. This may be more geared to warm
253.		"You didn't ask about 7:00-9:00 a.m. in the ea
254.	HOURS OF OPERATION - continued	"It's difficult to answer some of these questions, others are quite restricted. Same with stores. I'd like more evenings."
255.		"I wish Zinc was open later, especially on nights for the Arts. The shows never get out until 10:00
256.		"Retail stores close too early, stay open until 8
257.		"Retail not open late enough"
258.	PARKING	"I would love to see parking gone on main st so people could go outside to enjoy meals they get maybe with tables, etc. open enough where the thru so it could still be blocked off for festivals, need another parking ramp"
259.		"As I stated before, the downtown area has been a car. Most folks that utilize the angled parking do traffic with impunity. Basically, the only reason downtown."
260.		"Do not eliminate any of the current surface parking. People will not pay for parking and will not walk far. The downtown that should not be changed."

261.

"Parking has always been a big issue to custo  
everywhere - parking is rarely close...we are a

**QUESTION # 17 - "PLEASE RATE THE FOLLOWING ATTRIBUTES OF DOWNTOWN"**

262.

RESTAURANTS - PRICE VALUE

"Restaurant selections and prices are mostly s  
places and more places with healthy foods ver  
restaurants and a bar taking up prime real esta  
ridiculously overpriced, so they are basically w  
serving the town's population. I would rather s  
places that are medium priced (such as \$20-4  
busy evening, and that offer perhaps slightly g

263.

"I think the best place is Cafe Zinc. There price  
expect in a big city. Great atmosphere, but nee  
food is decent, but not the best ever. Molly's is  
horrible and food subpar with very high prices.  
open for dinner."

264.

"Additional smoke-free family style establishm  
restaurant with entrees at a price point lower th  
the dinner menu."

265.

"I know there has been some rising costs of pr  
lunch for around \$5.00. Pizza Sams has some

266.

"Food is getting more and more expensive dow  
upscale when its strength has been a casual o  
less for more and more money. Also, Molley's  
Zinc. I dont even think about spending a lot of  
Molly's and Pizza Sams are out pricing themse

267.

RETAIL - PRICE VALUE

"I am pro small business but when I can get th  
it is difficult to do the right thing and support o

268.		"wish there were more stores for lower budget frequent often. Maybe if they mixed it up for b
269.	SAFETY	"I have always had concerns about the Tridge issues there with safety - especially during the changed - I see it as a roller coaster. There are down there that I feel unsafe about and then it again. "
270.		"Behemoth flower pots on corners are an EXT beds on the side streets are so wide that two p have to wait or walk on the edge of the beds if SHOULD BE OUTLAWED ON SIDEWALKS, I put "california" style brick paving in? Road salt that they become EXTREMELY slippery during
271.	SNOW REMOVAL	"why does the city crews wait to plow tell busin
272.	VARIOUS	"Lighting needs improvement in places, espec inconsistent; Need to expand retail selections riverfront/tridge area; Need to expand restaura streets and especially sidewalks is very poor. without trudging through snow."
273.		"Flowers are nice, but more sidewalk space sh outdoors. People want to gather and relax in t Go to Ann Arbor to see this example. It's nice buildings to look closer to the turn of the centu of it's original character restored or develop a l malls."
<b><u>QUESTION # 17</u> - "PLEASE RATE THE FOLLOWING ATTRIBUTES OF DOWNTOWN"</b>		
274.	VARIOUS - continued	"Improve general ambiance/cleanliness, reduc light pollution. Provide hrs of eating later in ev restaurants (including ethnic and restaurant ty retail (ethnic, health, green, 20-30 something s

275.	"Facilities for bikers. hikers, skaters to change
276.	"I like our downtown. OUR favorite summer thi trail and then get coffee at the coffee shop or e events going on all around Midland, including We have cut back on expensive spending, but fine for our household budget."
277.	"I don't want to lose any of the authenticity of M of businesses. I think some places could be fri am concerned about the damage that might be was more publicity given to the damage than t solution. Downtown should not be exclusive to to all visitors and residents."
278.	"I feel as a younger member of this community not offer a lot of diverstiy. I feel midland tends see downtown midland a lot more like Austin o people 25 -35. Its a great family place but not
279.	"We try to attend many new things. We're new good food and shopping. Downtown is very cu store is so overpriced and snotty. I think some some of the eating places allow smoking. Mich ban smoking in public. I feel like I enter the 19

**QUESTION # 18 - "DOWNTOWN MIDLAND NEEDS MORE (HOUSING)"**

280.	"Also apartments for younger individuals. "
281.	"Any/all housing would add to the "bustle". We shoppers."

282.	"bring more people to downtown midland to ea
283.	"I agree brining people into the downtown area to best accomplish this. I think you shoud con
284.	"I am excited about the new housing opportun
285.	"I think the loft apartments are great. Howeve apartments, condos or houses in the area. I th small safe environment to take my family into."

**QUESTION # 18 - "DOWNTOWN MIDLAND NEEDS MORE (HOUSING)"**

286.	"it would be nice to keep accessability in mind our new downtown area (or old) but know I wo access to upper floors if that was all that was a
287.	"Lofts utilize existing space by reusing. Suggest downtown area. Perhaps community effort to reuse with a green emphasis on energy consu
288.	"More housing of all kinds is the singular varia
289.	"needs more business rather than residential a
290.	"Please see my previous comments on pricing give the hip feel young people are looking for, unlike an apartment."

291.		"The most important factor of a downtown is H has been discussed. Young professionals, the don't spend \$500k on condos overlooking a br dwellings that are close to the action."
292.		"There is a significant low income population in upon being in a walkable area close to service psychological services, govt agencies, assista slowly displaced by recent tear-downs and rea appreciate how lucky we are to have affordabl vagrancy and crime that is usually associated now to reserve space for our low income popu upscale neighbors that we are trying to attract wandering the streets, sleeping under the Trid percentage of downtown real estate for afforda laws!"
293.		"To reiterate, downtown housing, especially hi difference to midland's downtown."
294.		"We had a little trouble with this section due to established as "DOWNTOWN" Midland ... how
295.		"Where would you put them. If you put them r you are offering. You want to get people that c can still afford to spend time (and money) in th
<b><u>QUESTION # 25</u> - "PLEASE FEEL FREE TO ADD ANY ADDITIONAL"</b>		
296.	GENERAL - ADMINISTRATIVE	"Downtown has improved significantly over the want to thank all of those involved who have p point. I know it's a commitment to set up comm YOU to all of you!"
297.		"Thanks for keeping me updated via the intern

298.

"FYI - the survey combined saturday and sund  
not to shop on sunday so it was difficult to ans  
saturday and a totally different answer to sund

**QUESTION # 25 - "PLEASE FEEL FREE TO ADD ANY ADDITIONAL COMMENTS"**

299.

GENERAL - ADMINISTRATIVE - continued

"Great survey! I was also an MBA student of I  
hope you get a great response rate. Good luck

300.

"how many surveys has downtown midland ha  
before. maybe we should save the money for

301.

"I am growing a bit weary of downtown Midlan  
reinvent itself. We continue to ask what kind of  
etc. are desired in the downtown, but our down  
we need to focus on instead is how to get mor  
jobs. Once the population is growing again, th  
the downtown to meet the needs of a growing  
downtown that will magically attract people or  
to heavily subsidize employers to get them to  
and environment, and our taxpayers may or m  
Either way, constantly reconfiguring our down  
the impression that many of these efforts are a  
direction to appeal to 20-somethings, versus e  
for people of all ages. Yet, the real problems in  
lack of bars, nightlife or condos in our downtow  
both locally and statewide, and hence the limit  
starting positions in our area. (Plus, reputation  
off, which scares away potential job seekers!)  
find and attract the particular kind of young pe  
term. In other words, we need to find the youn  
opposed to changing our town to be what the  
For example, I came here at 22 and single, be  
purchase my own home on a starting salary, a  
my neighbors and coworkers and affordable a  
shopping and other cultural offerings all within  
have seemed big and impressive from a distan  
and lonely by comparison. Midland was a big c  
decision I ever made. We need to be telling po

job offers unless that appeals to them. 3. Lack of recreational opportunities that Midland has to offer. In this place, they place too much emphasis on the bus. When they find it intimidating to go places alone. We need more sports, theater, classes, civic organizations, volunteer to those resources to ease the process of building

302.		"My Wife and I would like to volunteer to be on the board for the future...cjmontana@gmail.com if you need me"
303.		"One of the biggest problems with your survey is that you encourage visitors, and one of those biggest faulty assumptions is that you encourage yourselves of that myopic assumption right away. We should encourage bus passengers, bike riders, and pedestrians."
304.		"Please send me the results when your done."
305.		"Survey is nice idea. I hope it is used to attract more people to Midland."
306.		"Thank you for organizing this survey! Downtown Midland has made great towards improvements over the past few years. Keep up the good work, there's still plenty to do."
307.		"Thanks for requesting input on our community development plans in the future, including any needing community input."

308.		"Thanks for this opportunity to contribute my thoughts and hits on the concerns that affect my family and more vibrant and diverse Downtown experiences."
309.		"This is a great survey, I hope to see some new great atmosphere and events that are already."
310.		"Thanks for keeping me updated via the internet."

**QUESTION # 25 - "PLEASE FEEL FREE TO ADD ANY ADDITIONAL COMMENTS"**

311.	GENERAL - ADMINISTRATIVE - continued	"This survey tool is a convenience sample rather than a random one. Consider correcting the typo in the opening remarks."
312.		"When will results be tallied? Will results be available online?"
313.		"You have a long way to go. I feel we are not doing as well as others. Too many duplications of efforts that go to waste for businesses!!"
314.		"Your survey is well written, very complete!! I appreciate the place for everyone."
315.	GENERAL - MIDLAND	"All in all, I am very proud of Midland, especially the downtown. I hope to see some more activities that would bring more life to the area."

316.	<p>"As retirees, we are thrilled with the variety of ... inviting, and we make sure our visitors get to, the daily coupons in the Midland Daily News are outstanding, etc., etc.!"</p>
317.	<p>"Best of luck ... we love downtown Midland!"</p>
318.	<p>"Downtown Midland is a great place to take you full of culture, fun and quaint. The only thing I small businesses in the area. I've never exper and that's great!"</p>
319.	<p>"I am very sad about some of the closings of th things turn around for many of the businesses place again. I remember being a kid and com set up on Main Street. I also remember the Fa move in the crowds. I love the fact that many</p>
320.	<p>"I have lived in Midland all of my life and I feel grown and improved in recent years and expo of the area seems to contribute to more quality at 5pm, there is very little to attract people my instead of the mall. Quality ethnic and healthy such as myself that tend to go to bay city or sa think the only event I dread downtown is the ca farmer's market. In addition, I think our downt areas...see downtown Boulder, Co. I visited th place for families, singles and everyone. I spe</p>
321.	<p>"I have lived in Midland since 1960 and have a have seen many changes in the past 49 years room for improvement, and surveys like this ar one thing I forgot to put in the "Other" commer (with some on Mainstreet with additional seatin Thank you for sending this survey!"</p>

**QUESTION # 25 - "PLEASE FEEL FREE TO ADD ANY ADDITIONAL COMMENTS"**

322.	GENERAL - MIDLAND - continued	"I retired 2 1/2 yrs ago and moved here from L... downtown Midland and any time my friends or... delight in showing them our downtown. I esp. l... nights in the summer. I enjoy being a part of th... flowers are beautiful in the spring & summer &... food forward. Love the farmer's market in the s... hometown feeling downtown."
323.		"I very much look forward to the improvements... Ellsworth St, so I have watched downtown go... happened in the last few years - I've been sad... plans will include things that will make downto... downtown area, but cleaner and more family o...
324.		"I was very happy to find how the downtown a... after a 16 year absence. It is attractive and fri... store. I wish we could keep business going; it... quickly when others have done so well like He...
325.		"Midland badly needs an improved Pere Marq... changing rooms, bike racks and possibly show...
326.		"Midland needs something for kids to do!!! Age... Mall and summer they hang out at the Farmer...

327.

"Midland needs to change the perception of be  
are wonderful people and extremely caring gro  
"outsiders" at all! The concept of regionalism is  
When that groups steps aside the community  
35 group does not see boundaries or this "sho  
35 minutes in any direction. 35+ local means n  
am sorry if this seems aggressive, I am only tr  
be judged as some with hate. This is reality no

328.

"Midland's downtown is located in the opposite  
care of their ever day needs in life. Therefore  
businesses that inspire people to turn around a  
business Downtown and those considering loc  
must develop their business plan based on a c  
enough built in traffic to your store front to kee  
should be clearly understood and communicat  
business owners and to landlords. There need  
viable businesses. Emphasis should be put o  
businesses that have the capacity to get a per  
just the stores themselves but the fact that Do  
family/couple experience. Downtown has a lo  
on and energy should be put into promoting th  
more like them. Cafe' Zink(The table), Pizza v  
Omlette's and More, Molly's, Espresso Milanc  
ability to get people to drive downtown. Obvie  
more living near downtown for young and up in  
give the demand for more restaurants and reta  
businesses that will locate their offices downto

329.

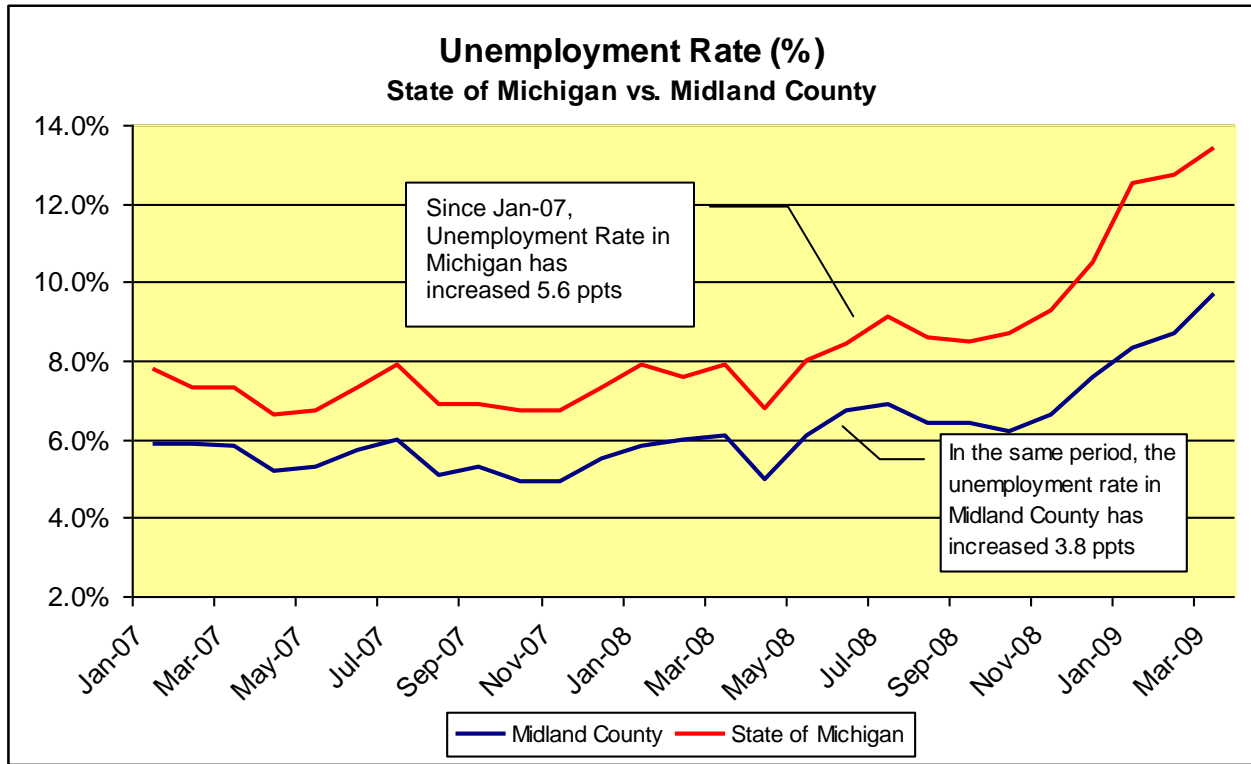
"No mention of the 'Tridge' ... that, to me, is th

**QUESTION # 25 - "PLEASE FEEL FREE TO ADD ANY ADDITIONAL COMMENTS"**

330.	GENERAL - MIDLAND - continued	<p>"Our downtown has come a long way thanks to many events that people look forward to and what lacks is outdoor dining opportunities, diversity with coffee house attached or included. We are using our downtown as well as we could. Bay City has many street-level spaces are occupied by services. Mackinaw Center, Lawyer's offices and investment and diversity of offerings. Could we get a special locate on the second stories of these buildings for businesses."</p>
331.		<p>"The atmosphere of the downtown area has improved and will continue to evolve. A more intimate setting that draws people and a diverse selection would be a great addition."</p>
332.		<p>"Very interested in improvements to the downtown area. I would like to see downtown Midland be a big attraction destination. More restaurants. It needs more nightlife also."</p>
333.		<p>"We do enjoy family friendly events in Midland like 'Own Hometown' and have a lot of fun doing things in the downtown areas, unique shops. When we go to the downtown area for their quaintness and charm (and while there too:). We also like historical events. Thanks for your efforts!"</p>
334.		<p><b>"We love Midland!!!"</b></p>

**APPENDIX V. - OTHER DATA**

Figure 1: Comparative Analysis - Unemployment



Source: [www.economagic.com](http://www.economagic.com)

Figure 2: Hours of Operation for Sampling of Businesses in Downtown Midland

		----- WEEKDAYS -----				
		M	T	W	Th	F
<b>RETAIL:</b>						
Treasures on Townsend	None	None	None	11:00 AM - 5:00 PM	11:00 AM - 5:00 PM	11:00 AM - 5:00 PM
Lil' Pear Tree	9:00 AM - 5:30 PM	9:00 AM - 5:30 PM	9:00 AM - 5:30 PM	9:00 AM - 5:30 PM	9:00 AM - 5:30 PM	9:00 AM - 5:30 PM
Ray's Bicycle Shop	9:00 AM - 8:00 PM	9:00 AM - 6:00 PM	9:00 AM - 6:00 PM	9:00 AM - 8:00 PM	9:00 AM - 6:00 PM	9:00 AM - 6:00 PM
Meier Camera Shop	9:30 AM - 5:30 PM	9:30 AM - 5:30 PM	9:30 AM - 5:30 PM	9:30 AM - 8:00 PM	9:30 AM - 5:30 PM	9:30 AM - 5:30 PM
Karen's Hallmark	9:30 AM - 6:00 PM	9:30 AM - 6:00 PM	9:30 AM - 6:00 PM	9:30 AM - 7:00 PM	9:30 AM - 6:00 PM	9:30 AM - 6:00 PM
Peel 'N Pare	9:30 AM - 6:00 PM	9:30 AM - 6:00 PM	9:30 AM - 6:00 PM	9:30 AM - 7:00 PM	9:30 AM - 6:00 PM	9:30 AM - 6:00 PM
I've Been Framed	10:00 AM - 5:00 PM	10:00 AM - 5:00 PM	10:00 AM - 5:00 PM	10:00 AM - 5:00 PM	10:00 AM - 5:00 PM	10:00 AM - 5:00 PM
Imagine That	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM	10:00 AM - 8:00 PM	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM
Little Forks Outfitters	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM	10:00 AM - 8:00 PM	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM
Northwood Gallery	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM	10:00 AM - 8:00 PM	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM
Mid-Michigan Music Shop	10:00 AM - 8:00 PM	10:00 AM - 6:00 PM	10:00 AM - 6:00 PM	10:00 AM - 8:00 PM	None	None
Heather 'n Holly **	10:00 AM - 9:00 PM	10:00 AM - 9:00 PM	10:00 AM - 9:00 PM	10:00 AM - 9:00 PM	10:00 AM - 9:00 PM	10:00 AM - 9:00 PM
<b>DINING:</b>						
Molly's Bistro	11:30 AM - 2:30 PM	11:30 AM - 2:30 PM	11:30 AM - 2:30 PM	11:30 AM - 2:30 PM	11:30 AM - 2:30 PM	11:30 AM - 2:30 PM
Espresso Milano	6:00 AM - 11:00 PM	6:00 AM - 11:00 PM	6:00 AM - 11:00 PM	6:00 AM - 11:00 PM	6:00 AM - 11:00 PM	10:00 PM - midnight 6:00 AM - midnight

\*\* Business hours are shown for summer months - hours differ during different seasons

		----- WEEKENDS -----	
		SA	SU
<b>RETAIL:</b>			
Treasures on Townsend	10:00 AM - 2:00 PM	None	None
Lil' Pear Tree	9:00 A - 5:00 PM	None	None
Ray's Bicycle Shop	9:00 A - 5:00 PM	12:00 PM - 4:00 PM	12:00 PM - 4:00 PM
Meier Camera Shop	9:30 AM - 3:00 PM	None	None
Karen's Hallmark	9:00 AM - 5:00 PM	12:00 PM - 4:00 PM	12:00 PM - 4:00 PM
Peel 'N Pare	9:30 AM - 5:30 PM	11:00 AM - 4:00 PM	11:00 AM - 4:00 PM
I've Been Framed	11:00 AM - 3:00 PM	None	None
Imagine That	10:00 AM - 5:00 PM	None	None
Little Forks Outfitters	10:00 AM - 4:00 PM	None	None
Northwood Gallery	10:00 AM - 5:00 PM	None	None
Mid-Michigan Music Shop	10:00 AM - 4:00 PM	None	None
Heather 'n Holly	10:00 AM - 9:00 PM	12:00 PM - 4:00 PM	12:00 PM - 4:00 PM
<b>DINING:</b>			
Molly's Bistro	5:30 PM - 9:00 PM 10:00 PM - midnight	None None	None None
Espresso Milano	6:00 AM - midnight	9:00 AM - 11:00 PM	9:00 AM - 11:00 PM

Figure 3: - Census Data

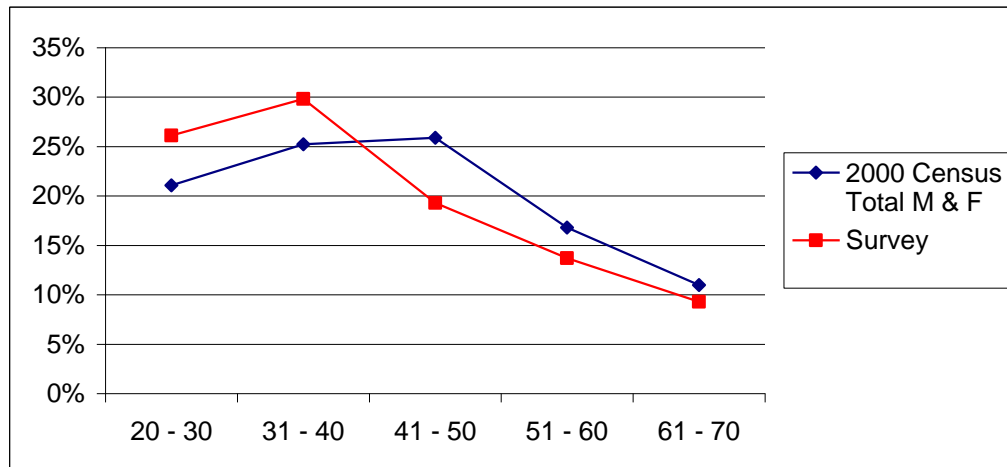
**48640 & 48642 5-Digit ZCTA**

	Male	Female	TOTAL	%
Under 20	10,018	9,449	19,467	30.2%
20 - 30	4,222	4,128	8,350	13.0%
31 - 40	4,842	5,153	9,995	15.5%
41 - 50	4,949	5,309	10,258	15.9%
51 - 60	3,254	3,403	6,657	10.3%
61 - 70	1,986	2,366	4,352	6.8%
over 70	2,077	3,223	5,300	8.2%
			64,379	100.0%



	2000 Census Total M & F	Survey
Under 20	19,467	-
20 - 30	8,350	84
31 - 40	9,995	96
41 - 50	10,258	64
51 - 60	6,657	44
61 - 70	4,352	30
over 70	5,300	4
	64,379	322

DROPPED



ZIPS = 48642  
& 48640

	2000 Census Total M & F	Survey
20 - 30	21%	26%
31 - 40	25%	30%
41 - 50	26%	19%
51 - 60	17%	14%
61 - 70	11%	9%

\* 81% of all responses were from 4640 & 48642 zipcodes

\*\* Dropped age groups "Under 20" and "Over 70" from census data and recalculated the % distribution to compare to my distribution