

# Contents

Subject	Page
<b>Introduction</b>	<b>1</b>
<b>Attitudes &amp; Opinions</b>	<b>3</b>
<b>Parking Analysis</b>	<b>5</b>
Methodology	6
Analysis	7
Conclusions & Implications	13
<b>Business Survey</b>	<b>15</b>
Characteristics of the Business Community	15
Attitudes, Opinions & Trends	19
Investment & Reinvestment Opportunities	21
Implications	22
<b>Comparative Assessment</b>	<b>23</b>
Methodology	23
Under-representative Industries/Businesses	25
Over-representative Industries City Comparisons	26
County Comparison Criteria	27
Under-representative – County Level	28
Implications	30
<b>Demand Estimates</b>	<b>31</b>
Market Areas	31
Market Context	31
Residential Demand	33
Retail Demand	35
Growth in Retail Sales	39
Supportable Space	39
Office Demand	46
<b>Implications &amp; Suggestions</b>	<b>47</b>
Suggestions	48
Create A Unique Food Collection	48
Establish An Entrepreneurial Apprenticeship Program	49
Establish A Developer Recruitment Process	51
Establish A Business Recruitment Process	52
Expand Other Activities in the DDA Area	53
Add Infrastructure	53
Assure Town Center Dominance	53
Establish An Additional Funding Source	53
Expand Marketing & Promotions	55

# Introduction

The following is a detailed market analysis and strategy for the Standale DDA area in Walker, Michigan. The effort was prepared by jointly by LSL Planning and The Chesapeake Group (TCG), with The Chesapeake Group under contract to LSL Planning. The LSL/TCG effort was prepared under contract to and in cooperation with the DDA and the City of Walker.

The effort included significant primary data derived from field reconnaissance, face-to-face interviews with stakeholders, surveys of current residents of Walker and other parts of the market, and a survey of business owners and operators. In addition, computer modeling and analysis of secondary information are used in identifying and developing economic opportunities.

Estimates of demand found in this assessment are considered conservative in nature, tending to understate rather than overstate opportunities. They represent only TCG's opinion based on the presented information and experiences. It is noted that success of any geographic area, downtown, collection of activity, or individual components is dependent upon other factors as well as marketability. Some of those other factors are management practices, financial feasibility, regulations and collective cooperation.

A critical assumption for the analysis is that the City of Walker desires the Standale corridor to be its downtown. This is of strategic importance since the current physical form of Standale is "early suburban" in nature.

The economic assessment defines opportunities in major areas that include:

- ✓ Potential business activity that will strength the local base economy and move Standale in a sustainable economic development direction for the next ten to twenty-five years.
- ✓ Expanded housing.
- ✓ Expansion of office based service activity.
- ✓ Preservation and expansion of retail.
- ✓ Inclusion of new development.

Specific opportunities are identified for:

- ✓ 46,000 to 102,000 square feet of additional retail.
- ✓ 52,000 to 69,000 square feet of additional office space.
- ✓ 165 to 220 new housing units.

The combined opportunities could add 1 million square feet of space to the downtown area in total.

There are a number of significant suggestions put forth in the strategic program, including:

- ✓ The establishment of an entrepreneurial apprenticeship program.

- ✓ Pursuit of a housing component.
- ✓ The establishment of a developer and business recruitment process.
- ✓ Changes to infrastructure.
- ✓ The addition of public and quasi-public sector activity.
- ✓ Expansion of funding options.

In this analysis, names of specific businesses or others are mentioned. Their inclusion represents neither an endorsement by The Chesapeake Group nor any indication of interest on their part.

TCG believes that this economic analysis and strategy can be instrumental in undertaking economic enhancement and comprehensive downtown planning that is sensitive to the needs of businesses and residential community interests and create a new viable critical mass. The suggestions are based upon sustainable economic development principals, recognizing that economic development is a dynamic process and commitment.

# Attitudes & Opinions

Attitudes and perceptions of “stakeholders” or those with an interest in Standale, its future and its success are obtained through three different means. These are:

- ✓ Face-to-face interviews.
- ✓ Telephone survey of residents of Walker and some additional surrounding areas.
- ✓ A survey of area businesses.

The attitudes, opinions and perceptions are not those expressed by TCG or LSL, but of those defined. It is noted that perceptions are reality to those who hold them, irrespective of whether or not they are based on any facts. Furthermore, areas that flourish change, minimize, or mitigate negative perceptions. Attitudes and perceptions obtained from the face-to-face stakeholder interviews included:

- ✓ College students have little influence or impact at this time on Standale activity.
- ✓ The area could be a “university area/center” with a “college town” feel.
- ✓ To a large extent, university students come by bus.
- ✓ Many apartments are filled with students.
- ✓ Potentially large tracts of land relatively nearby to the commercial core of Standale will generate future development and market for activity. The land includes but is not limited to the country club and another 2,000 acres which has or will have utilities.
- ✓ Real estate prices are estimated to be down 10% already due to the changing Michigan area economy.
- ✓ New activity coming to the area includes two restaurants, a financial institution as well as potentially another “big box”.

Those households that do use and are familiar with the Standale commercial area identified changes that they would like to see made which would encourage them to use the area more often. The most popular suggestions the retail sector are more stores, greater variety in the types of establishments and merchandise, and the attraction of more national chains. Other, more specific suggestions included:

- ✓ Greater choices in dining, including fast food.
- ✓ A fitness center or gym.
- ✓ A hardware store.
- ✓ Auto parts, including high performance.
- ✓ Clothing and shoes.

- ✓ A post office.
- ✓ Supermarket with the provision for fresh produce and baked goods.
- ✓ Improved traffic flow.

Individual establishments that were suggested include Menards, Home Depot, and Aldi.

Those households that indicate that they do not frequent the Standale area identified the significant reasons that discourage their use. Those familiar with the area and unconstrained by the lack of a vehicle indicated that Standale was too distant or that they were able satisfy their commercial needs elsewhere.

These same households were further asked to identify which type of new business establishments or activities might attract them to Standale. The most popular response called for more restaurants. Several respondents indicated that they would be interested in utilizing the area if it offered merchandise or services that were not readily available elsewhere. Other suggestions included:

- ✓ Health care services and medical offices.
- ✓ Promotional and community events, such as family-oriented festivals.
- ✓ Entertainment activities, including casinos.

Businesses were also asked to specify changes that they would like to see implemented within their immediate neighborhood that would benefit their establishment. Some of their responses, in order of frequency, include:

- ✓ Better telephone and internet connections and service.
- ✓ Financial assistance for economic development activities with emphasis on small to mid-sized firms.
- ✓ New residential growth, fewer apartments but more single-family housing.
- ✓ Clean-up, fix-up both public and private properties.

Businesses identified new businesses or services that would help their ventures. Suggestions included:

- ✓ Medical offices and services.
- ✓ High speed internet service.
- ✓ Retail establishments.
- ✓ Business services, such as printing, mailing, and office supplies.
- ✓ Relocation of the library to the business district.

# Parking Analysis

Parking is a critical part of the infrastructure in all commercial areas, traditional downtowns, non-traditional downtowns and corridors. Perceptions of parking are impacted by many factors. Some of these include:

***Parking Area Example***



- ✓ The location of the parking.
- ✓ The availability of on-street parking.
- ✓ The visibility of the parking from the street.
- ✓ The ease of ingress and egress to parking.
- ✓ The use of spaces.
- ✓ The supply of spaces.

In general there are two fundamental issues in determining the viability of the existing parking in a commercial area. These are the supply

relative to demand and how spaces are utilized or how they are “managed”. It is possible to have more than adequate supply in a total area or any part of it, but because of the location or use of some or all spaces, the patron base finds parking “difficult”.

Queuing basically involves a situation where the person desiring to park is unable to see available visible spaces or believes that spaces do not exist because none are available in one or more parts of an area. Queuing impedes natural traffic flow on the site and further exacerbates perceptions. Queuing generally occurs when one or more parts of an area or individual lot hits about an 80% to 85% occupancy level and other spaces which might be visibly available are perceived as being less desirable or are not visible at the same time.

In concept, solutions to parking perceptions and issues fall into two broad categories. These are increasing supply, either in general or specific areas, or change the “management” of those spaces. Tools to change “management” of spaces include but are not limited to: enhanced signage identifying alternatives; meters, signage, or other tools with enforcement to control the duration or the amount of time parking is allowed in spaces; and physical design changes to an area that enhances visibility of alternatives or alters perceptions of the desirability of other alternatives. Most often, the cost of increasing the supply of parking exceeds the cost of enhancing or instituting additional parking “management” in any given area.

***Parking Area Example***





# Methodology

In an effort to determine the potential need for either a change in supply at the present time or enhanced parking management, a parking analysis was conducted. The analysis focused on defining two key factors. These are the accumulation of parking at any time (overall space occupancy) and turnover of spaces (use for long or short-term).

The area in which the parking study was conducted is delineated by the yellow line on the map that follows. Each individual lot or block within this area was examined. Those smaller area delineations that collective make up the parking study area are denoted by the red lines and a letter on the map.



In an effort to understand the small and general area parking conditions to address significant issues that may be impacting commercial viability, the parking study area was divided into 13 different sub-areas, with each assigned a letter of the alphabet. Within each sub-area, each parking space was identified and assigned a number. Through actual field observation, conducted during December of 2005 during the peak holiday shopping period, each space was surveyed each hour to determine:

- ✓ Whether or not a vehicle occupied the space.
- ✓ The length of the occupancy.

Spaces occupied for at least three hours were defined as being used for “long-term” parking. The results of this survey for each sub-area and the collective parking study area follow.

## Analysis

### **Sub-area A – (70 spaces)**

The maximum number of spaces occupied within Sub-area A occurred at 12:00 PM or noon, with a total of 31 spaces occupied. This represents slightly more than 44% of the supply in the sub-area.

No more than 6 vehicles were parked on a long-term basis at any point in the day. This represents only 8.47% of the supply in the sub-area. During peak use of the sub-area, long-term use was slightly lower than other times.

Table 1 – Parking Occupancy and Long-term Use for Sub-area A\*

<b>A</b>	<b>9:00 A.M.</b>	<b>10:00 A.M.</b>	<b>11:00 A.M.</b>	<b>12:00 P.M.</b>	<b>1:00 P.M.</b>	<b>2:00 P.M.</b>	<b>3:00 P.M.</b>	<b>4:00 P.M.</b>
Occupied	8	13	19	31	19	22	22	18
% Occupied	11.43%	18.57%	27.14%	44.29%	27.14%	31.43%	31.43%	25.71%
Long-term	0	0	6	5	6	6	6	3
% Long-term	0.00%	0.00%	8.57%	7.14%	8.57%	8.57%	8.57%	4.29%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area B – (50 spaces)**

The maximum number of spaces occupied within Sub-area B occurred at 12:00 PM or noon, with a total of 24 spaces occupied. This represents about one-half of the supply in the sub-area.

No more than 13 vehicles were parked on a long-term basis at any point in the day. This represents 26% of the supply in the sub-area. During peak use of the sub-area, long-term use was slightly lower than at some other times, with only 10 spaces defined as being occupied for that purpose.

Table 2 – Parking Occupancy and Long-term Use for Sub-area B\*

<b>B</b>	<b>9:00 A.M.</b>	<b>10:00 A.M.</b>	<b>11:00 A.M.</b>	<b>12:00 P.M.</b>	<b>1:00 P.M.</b>	<b>2:00 P.M.</b>	<b>3:00 P.M.</b>	<b>4:00 P.M.</b>
Occupied	12	15	18	24	20	21	16	17
% Occupied	24.00%	30.00%	36.00%	48.00%	40.00%	42.00%	32.00%	34.00%
Long-term	0	0	9	10	11	13	11	9
% Long-term	0.00%	0.00%	18.00%	20.00%	22.00%	26.00%	22.00%	18.00%

\*Developed by The Chesapeake Group with LSL Planning, 2006.



### **Sub-area C – (25 spaces)**

The maximum number of spaces occupied within Sub-area C occurred at 1:00 PM, with a total of 13 spaces occupied. This represents 52% of the supply in the sub-area.

No more than 7 vehicles were parked on a long-term basis at any point in the day. This represents 28% of the supply in the sub-area. During peak use of the sub-area, long-term use was equal to 28%. Long-term parking peaks also occurred at 2:00 PM and 4:00 PM.

Table 3 – Parking Occupancy and Long-term Use for Sub-area C\*

<b>C</b>	<b>9:00 A.M.</b>	<b>10:00 A.M.</b>	<b>11:00 A.M.</b>	<b>12:00 P.M.</b>	<b>1:00 P.M.</b>	<b>2:00 P.M.</b>	<b>3:00 P.M.</b>	<b>4:00 P.M.</b>
Occupied	5	11	10	12	13	10	11	9
% Occupied	20.00%	44.00%	40.00%	48.00%	52.00%	40.00%	44.00%	36.00%
Long-term	0	0	4	7	7	7	6	7
% Long-term	0.00%	0.00%	16.00%	28.00%	28.00%	28.00%	24.00%	28.00%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area D – (26 spaces)**

The maximum number of spaces occupied within Sub-area D occurred at 9:00 AM, with a total of 15 spaces occupied. This represents about 58% of the supply in the sub-area. This sub-area has the fourth highest peak percentage of occupancy in the parking study.

No more than 10 vehicles were parked on a long-term basis at any point in the day. While this represents 38% of the supply in the sub-area, it represents most of the occupied of spaces at 11:00 AM, noon, and 2:00 PM.

Table 4 – Parking Occupancy and Long-term Use for Sub-area D\*

<b>D</b>	<b>9:00 A.M.</b>	<b>10:00 A.M.</b>	<b>11:00 A.M.</b>	<b>12:00 P.M.</b>	<b>1:00 P.M.</b>	<b>2:00 P.M.</b>	<b>3:00 P.M.</b>	<b>4:00 P.M.</b>
Occupied	15	14	11	12	10	12	13	10
% Occupied	57.69%	53.85%	42.31%	46.15%	38.46%	46.15%	50.00%	38.46%
Long-term	0	0	10	9	8	9	8	8
% Long-term	0.00%	0.00%	38.46%	34.62%	30.77%	34.62%	30.77%	30.77%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area E – (24 spaces)**

As with Sub-area D, peak parking use occurred early in the morning. The maximum number of spaces occupied within Sub-area E occurred at 9:00 AM and 10:00 AM, with a total of 10 spaces occupied at each of those hours. This represents only about 42% of the supply in the sub-area.

No more than 9 vehicles were parked on a long-term basis at any point in the day. This represents 38% of the supply in the sub-area.

Table 5 – Parking Occupancy and Long-term Use for Sub-area E\*

<b>E</b>	<b>9:00 A.M.</b>	<b>10:00 A.M.</b>	<b>11:00 A.M.</b>	<b>12:00 P.M.</b>	<b>1:00 P.M.</b>	<b>2:00 P.M.</b>	<b>3:00 P.M.</b>	<b>4:00 P.M.</b>
Occupied	10	10	9	7	9	9	9	6
% Occupied	41.67%	41.67%	37.50%	29.17%	37.50%	37.50%	37.50%	25.00%
Long-term	0	0	9	7	6	6	7	5
% Long-term	0.00%	0.00%	37.50%	29.17%	25.00%	25.00%	29.17%	20.83%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area F – (55 spaces)**

The maximum number of spaces occupied within Sub-area F occurred at 2:00 PM, with a total of 17 spaces occupied. This represents only about 31% of the supply in the sub-area.

No more than 10 vehicles were parked on a long-term basis at any point in the day. This represents 18% of the supply in the sub-area. Peak use and peak long-term use for the sub-area occurred simultaneously at 2:00 PM.

Table 6 – Parking Occupancy and Long-term Use for Sub-area F\*

<b>F</b>	<b>9:00 A.M.</b>	<b>10:00 A.M.</b>	<b>11:00 A.M.</b>	<b>12:00 P.M.</b>	<b>1:00 P.M.</b>	<b>2:00 P.M.</b>	<b>3:00 P.M.</b>	<b>4:00 P.M.</b>
Occupied	7	9	10	11	12	17	12	12
% Occupied	12.73%	16.36%	18.18%	20.00%	21.82%	30.91%	21.82%	21.82%
Long-term	0	0	7	9	9	10	9	9
% Long-term	0.00%	0.00%	12.73%	16.36%	16.36%	18.18%	16.36%	16.36%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area G – (24 spaces)**

Sub-area G had dual peaks for overall occupancy, with the maximum number of spaces being occupied at 2:00 PM and 4:00 PM. A total of 5 spaces were occupied at each of these hours. This represents only about 11% of the supply in the sub-area.

No more than 1 vehicle was parked on a long-term basis at any point in the day.

Table 7 – Parking Occupancy and Long-term Use for Sub-area G\*

<b>G</b>	<b>9:00 A.M.</b>	<b>10:00 A.M.</b>	<b>11:00 A.M.</b>	<b>12:00 P.M.</b>	<b>1:00 P.M.</b>	<b>2:00 P.M.</b>	<b>3:00 P.M.</b>	<b>4:00 P.M.</b>
Occupied	2	3	2	2	4	5	3	5
% Occupied	8.33%	12.50%	8.33%	8.33%	16.67%	20.83%	12.50%	20.83%
Long-term	0	0	0	0	0	0	1	1
% Long-term	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.17%	4.17%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area H – (46 spaces)**

The maximum number of spaces occupied within Sub-area H occurred at 4:00 PM, with a total of 17 spaces occupied. This represents only about 39% of the supply in the sub-area.

No more than 11 vehicles were parked on a long-term basis at any point in the day. This represents 25% of the supply in the sub-area and occurred from noon through 2:00 PM.

Table 8 – Parking Occupancy and Long-term Use for Sub-area H\*

<b>H</b>	<b>9:00 A.M.</b>	<b>10:00 A.M.</b>	<b>11:00 A.M.</b>	<b>12:00 P.M.</b>	<b>1:00 P.M.</b>	<b>2:00 P.M.</b>	<b>3:00 P.M.</b>	<b>4:00 P.M.</b>
Occupied	15	15	13	15	13	13	13	17
% Occupied	34.09%	34.09%	29.55%	34.09%	29.55%	29.55%	29.55%	38.64%
Long-term	0	0	8	11	11	11	9	10
% Long-term	0.00%	0.00%	18.18%	25.00%	25.00%	25.00%	20.45%	22.73%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area I – (19 spaces)**

The maximum number of spaces occupied within Sub-area I occurred at 1:00 PM, with a total of 6 spaces occupied, representing only about 32% of the supply in the sub-area. No vehicles were parked on a long-term basis at any point in the day.

Table 9 – Parking Occupancy and Long-term Use for Sub-area I\*

I	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	1	4	1	5	6	5	5	3
% Occupied	5.26%	21.05%	5.26%	26.32%	31.58%	26.32%	26.32%	15.79%
Long-term	0	0	0	0	0	0	0	0
% Long-term	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area J – (43 spaces)**

The maximum number of spaces occupied within Sub-area J occurred at 2:00 PM, with a total of 27 spaces occupied. This represents about 63% of the supply in the sub-area. This sub-area has the third highest peak percentage of occupancy in the parking study.

No more than 5 vehicles were parked on a long-term basis at any point in the day. This represents 10% of the supply in the sub-area. The peak long-term parking use occurred earlier in the day from peak occupancy at noon.

Table 10 – Parking Occupancy and Long-term Use for Sub-area J\*

J	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	9	18	22	25	23	27	26	23
% Occupied	20.93%	41.86%	51.16%	58.14%	53.49%	62.79%	60.47%	53.49%
Long term	0	0	3	5	4	5	3	2
% Long term	0.00%	0.00%	6.12%	10.20%	8.16%	10.20%	6.12%	4.08%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area K – (15 spaces)**

The maximum number of spaces occupied within Sub-area K occurred at 11:00 AM, with a total of 13 spaces occupied. This represents about 87% of the supply in the sub-area, or a level at which “queuing” may occur. This sub-area has the highest peak percentage of occupancy in the parking study area.

On the other hand, long-term parking use began when short-term or overall use peaks. No more than 3 vehicles were parked on a long-term basis at any point in the day. This represents 20% of the supply in the sub-area.

Table 11 – Parking Occupancy and Long-term Use for Sub-area K\*

K	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	0	0	13	11	7	9	6	5
% Occupied	0.00%	0.00%	86.67%	73.33%	46.67%	60.00%	40.00%	33.33%
Long term	0	0	0	0	3	3	3	2
% Long term	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	20.00%	13.33%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area L – (52 spaces)**

The maximum number of spaces occupied within Sub-area L occurred at 2:00 PM, with a total of 23 spaces occupied. This represents only about 44% of the supply in the sub-area.

No more than 13 vehicles were parked on a long-term basis at any point in the day. The long-term peak occurred at 2:00 PM. The 13 vehicles represent 25% of the supply in the sub-area.

Table 12 – Parking Occupancy and Long-term Use for Sub-area L\*

L	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	9	16	21	20	19	23	18	19
% Occupied	17.31%	30.77%	40.38%	38.46%	36.54%	44.23%	34.62%	36.54%
Long term	0	0	6	10	11	13	11	10
% Long term	0.00%	0.00%	11.54%	19.23%	21.15%	25.00%	21.15%	19.23%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

### **Sub-area M – (49 spaces)**

The maximum number of spaces occupied within Sub-area M occurred at noon, with a total of 42 spaces occupied. This represents about 86% of the supply in the sub-area, or a level at which “queuing” may occur. This sub-area has the second highest peak percentage of occupancy in the parking study area.

The peak is a result of combined use by both short and long-term parkers. While no more than 21 vehicles were parked on a long-term basis at any point in the day, representing 43% of the supply in the sub-area; long-term use represents 50% of the peak parking demand.

Table 13 – Parking Occupancy and Long-term Use for Sub-area M\*

M	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	16	39	36	42	41	35	40	35
% Occupied	32.65%	79.59%	73.47%	85.71%	83.67%	71.43%	81.63%	71.43%
Long term	0	0	12	21	12	11	16	14
% Long term	0.00%	0.00%	24.49%	42.86%	24.49%	22.45%	32.65%	28.57%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

Table 14 contains the composite of the information for each of the sub-areas.

Table 14 – Parking Occupancy and Long-term Use for All Blocks or Sub-areas\*

A	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	8	13	19	31	19	22	22	18
% Occupied	11.43%	18.57%	27.14%	44.29%	27.14%	31.43%	31.43%	25.71%
Long-term	0	0	6	5	6	6	6	3
% Long-term	0.00%	0.00%	8.57%	7.14%	8.57%	8.57%	8.57%	4.29%
B	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	12	15	18	24	20	21	16	17
% Occupied	24.00%	30.00%	36.00%	48.00%	40.00%	42.00%	32.00%	34.00%
Long-term	0	0	9	10	11	13	11	9
% Long-term	0.00%	0.00%	18.00%	20.00%	22.00%	26.00%	22.00%	18.00%

Table 14 Continued – Parking Occupancy and Long-term Use for All Blocks or Sub-areas\*

<b>C</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	5	11	10	12	13	10	11	9
% Occupied	20.00%	44.00%	40.00%	48.00%	52.00%	40.00%	44.00%	36.00%
Long-term	0	0	4	7	7	7	6	7
% Long-term	0.00%	0.00%	16.00%	28.00%	28.00%	28.00%	24.00%	28.00%
<b>D</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	15	14	11	12	10	12	13	10
% Occupied	57.69%	53.85%	42.31%	46.15%	38.46%	46.15%	50.00%	38.46%
Long-term	0	0	10	9	8	9	8	8
% Long-term	0.00%	0.00%	38.46%	34.62%	30.77%	34.62%	30.77%	30.77%
<b>E</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	10	10	9	7	9	9	9	6
% Occupied	41.67%	41.67%	37.50%	29.17%	37.50%	37.50%	37.50%	25.00%
Long-term	0	0	9	7	6	6	7	5
% Long-term	0.00%	0.00%	37.50%	29.17%	25.00%	25.00%	29.17%	20.83%
<b>F</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	7	9	10	11	12	17	12	12
% Occupied	12.73%	16.36%	18.18%	20.00%	21.82%	30.91%	21.82%	21.82%
Long-term	0	0	7	9	9	10	9	9
% Long-term	0.00%	0.00%	12.73%	16.36%	16.36%	18.18%	16.36%	16.36%
<b>G</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	2	3	2	2	4	5	3	5
% Occupied	8.33%	12.50%	8.33%	8.33%	16.67%	20.83%	12.50%	20.83%
Long-term	0	0	0	0	0	0	1	1
% Long-term	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.17%	4.17%
<b>H</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	15	15	13	15	13	13	13	17
% Occupied	34.09%	34.09%	29.55%	34.09%	29.55%	29.55%	29.55%	38.64%
Long-term	0	0	8	11	11	11	9	10
% Long-term	0.00%	0.00%	18.18%	25.00%	25.00%	25.00%	20.45%	22.73%
<b>I</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	1	4	1	5	6	5	5	3
% Occupied	5.26%	21.05%	5.26%	26.32%	31.58%	26.32%	26.32%	15.79%
Long-term	0	0	0	0	0	0	0	0
% Long-term	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>J</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	9	18	22	25	23	27	26	23
% Occupied	20.93%	41.86%	51.16%	58.14%	53.49%	62.79%	60.47%	53.49%
Long-term	0	0	3	5	4	5	3	2
% Long-term	0.00%	0.00%	6.12%	10.20%	8.16%	10.20%	6.12%	4.08%
<b>K</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	0	0	13	11	7	9	6	5
% Occupied	0.00%	0.00%	86.67%	73.33%	46.67%	60.00%	40.00%	33.33%
Long-term	0	0	0	0	3	3	3	2
% Long-term	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%	20.00%	13.33%
<b>L</b>	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Occupied	9	16	21	20	19	23	18	19
% Occupied	17.31%	30.77%	40.38%	38.46%	36.54%	44.23%	34.62%	36.54%
Long-term	0	0	6	10	11	13	11	10
% Long-term	0.00%	0.00%	11.54%	19.23%	21.15%	25.00%	21.15%	19.23%
<b>M</b>	9:00AM	10:00AM	11:00AM	12:00PM	1:00PM	2:00PM	3:00 P.M.	4:00 P.M.
Occupied	16	39	36	42	41	35	40	35
% Occupied	32.65%	79.59%	73.47%	85.71%	83.67%	71.43%	81.63%	71.43%
Long-term	0	0	12	21	12	11	16	14
% Long-term	0.00%	0.00%	24.49%	42.86%	24.49%	22.45%	32.65%	28.57%

\*Developed by The Chesapeake Group with LSL Planning, 2006.

As defined, the actual peak hour for sub-areas varies. In fact, more sub-areas actually peak at 2:00 PM than any other time as found in Table 15.

Table 15 - Peak Accumulation Times for Each Sub-area\*

	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
A				peak				
B				peak				
C					peak			
D	peak							
E	peak	peak						
F						peak		
G						peak		peak
H								peak
I					peak			
J						peak		
K			peak					
L						peak		
M				peak				
Total Peaks	2	1	1	3	1	4	0	2

\*Developed by The Chesapeake Group with LSL Planning, 2006.

While more sub-areas peak at 2:00 PM, the actual overall occupancy peak is at noon, with 2:00 PM having the second highest occupancy level. Occupancy totaled 217 spaces in the parking study area at noon, representing 44% of all spaces. At the peak hour of noon, long-term parking accounted for 43% of all occupied spaces. These spaces are likely associated with three user groups. These are: employees of the businesses; students of Grand Valley State University; and employers.

Actual occupancy stays relatively constant between 11:00 AM and 3:00 PM, ranging from about 37% to 44%. However, this represents less than one-half of all spaces in the parking study area.

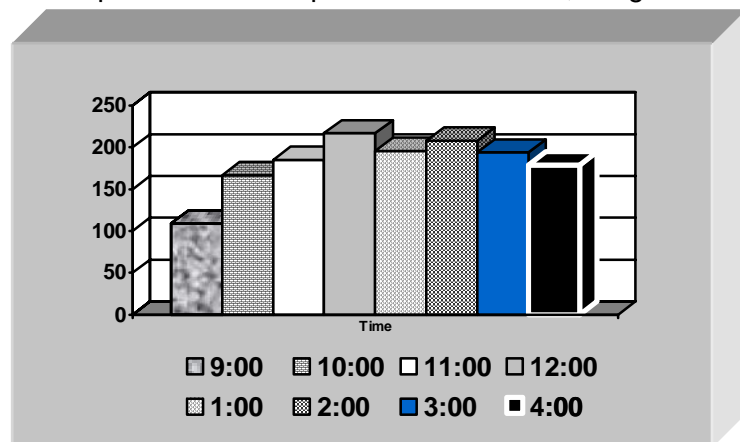


Table 16 - Full Results for Area In Which Parking Analysis Completed\*

TOTAL	9:00 A.M.	10:00 A.M.	11:00 A.M.	12:00 P.M.	1:00 P.M.	2:00 P.M.	3:00 P.M.	4:00 P.M.
Total Occupied	109	167	185	217	196	208	194	179
% Total Occupied	21.98%	33.67%	37.30%	43.75%	39.52%	41.94%	39.11%	36.09%
Total Long-term	0	0	74	94	88	94	90	80
% Total Long-term	0.00%	0.00%	14.92%	18.95%	17.74%	18.95%	18.15%	16.13%
Tot Peak Long-term				peak		peak		
total parking available = 496								

\*Developed by The Chesapeake Group with LSL Planning, 2006.

## Conclusions and Implications

In all probability, the Standale area could increase the amount of its patron and employment base by 80% without creating significant overall parking supply problems.



Increasing the amount of patron and employment base by 60% to 75% without creating additional spaces would likely require enhanced parking “management” activity to maintain positive perceptions of parking supply.

It is noted that certain agreements for use of parking for public purposes are expected to expire in the near future. While spot problems may occur as a result, an overall area-wide problem is not anticipated. Furthermore, if additional development occurs, the potential for which is indicated further in this analysis, such development is likely to add to the supply of parking.

There is one potential parking management issue associated with current parking in the study area. This is associated with use of Sub-area K because supply is very limited. The potential or perceived issue or problem appears to result from the arrival of long-term parkers at the time short-term use is elevated. This could likely be corrected without capital costs through a cooperative arrangement of the tenants and property owners in that sub-area to insure that employees and employers do not park in spaces in front of the facilities until after noon. It is also noted that Sub-area M should be monitored because of the current proportion of long-term use.

# Business Survey

Several surveys were conducted as part of this analysis to generate critical information and a new data base not found elsewhere. One of those was a survey of current business operations within the City of Walker and the Standale area. The survey is used to provide necessary information for the business retention components of a development strategy for the Standale area.

The businesses were identified and contacted through the combined efforts of the City's Downtown Development Authority and The Chesapeake Group. Well over 200 businesses responded to the survey. The following is a synopsis and the implications of the findings.

## Characteristics of the Business Community

Many characteristics of the business community were identified through the process. Some of the characteristics of those that responded include:

- ✓ A majority (60%) of the individuals completing the survey were the owners of the establishments, while 26% work in a management position. The 14% classified as "Other" include Accountants, Administrative Assistants, Branch Managers, CFO's, Directors of Operations, Executive Directors, office managers, officers, and owner's spouse.
- ✓ The managers and other employees responding to the survey have been employed by the businesses for periods of time ranging from less than a year to longer than twenty years.

Table 17 – Respondent's Position\*

Position	%
Owner	60
Manager	26
Other	14
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

Table 18 – Managers' Tenure with Business\*

Tenure	%
Less Than 1 Year	2
1 To 2 Years	8
3 To 4 Years	9
5 To 9 Years	28
10 To 19 Years	25
20 Years Or More	28
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

As shown in Table 18, about one-half (53%) of the employees have been with the establishments for ten years or more. On average, the employees have worked for the businesses for slightly longer than twelve years.

- ✓ Seven out of ten responding employees have held their current position for a minimum of five years. On average, the employees completing the survey have held their current position for over ten years.

While not generally recognized as a major factor in the closure of businesses in established neighborhoods and communities, many establishments in fact shut down not as a result of market factors, but because they are independently owned or franchised and the owner retires or is unable to operate the business any longer. There are no succession plans or "lineage" for the establishment. No other family member was available or chose to continue the operation. Thus, age is an important factor in assessing the potential for reinvestment in a commercial community. As shown in the Table 19, 17% of the owners are sixty years of age or older. An additional 38% are between fifty and fifty-nine. Members of each group may or will seek retirement in the foreseeable future.

Table 19 – Owners' Age\*

Owners' Age	%
Less Than 30	5
30 To 49	40
50 To 59	38
60 Or Older	17
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

Almost one-half (44%) of the owners at or nearing retirement age have identified a successor, while 28% have not. About one-fourth are uncertain.

Tenure and success are often correlated. Many operations have been in the area for many years. It is noted that:

- ✓ As shown in Table 21, 58% of the businesses have been located in the area for ten years or longer. About one-third

Table 21 – Length of Time Located in Walker\*

Length	%
1 To 2 Years	7
3 To 4 Years	13
5 To 9 Years	22
10 To 19 Years	23
20 Years Or More	35
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

The implication is that there has been a relatively small or infrequent movement from the time the business opened until the present day. The average tenure at their current location is over eleven years.

- ✓ Those businesses that have been situated at their present location for less than 10 years identified which factors most influenced their selection of location. The information contained in the table to the right indicates that the businesses took multiple factors into account when selecting their locations. The most important consideration related to the opportunity to purchase the building or land. This was followed by vehicular traffic volume or access. The "Other" category includes those businesses that needed more space and parking, purchased the land and built a structure, wanted to take advantage of tax abatement, and felt that the property was available at the "right price".

Table 20 – For Those 60 or Over, Has A Future Operator Been Identified\*

Identified Future Operator	%
Yes	44
Uncertain	28
No	28
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

(35%) have been in the community over twenty years. On the other hand, about 20% of the establishments have been operating in the community for less than five years. It is conservatively estimated that the typical business has been in the community for approximately thirteen years.

- ✓ There is a significant correlation between tenure in the area and the amount of time at the current location.

Table 22 – Primary Factors in Selecting Current Location\*

Factors	%
Opportunity to Purchase Building / Land	27
Vehicular Traffic Volume or Access	26
Opportunity to Rent/Lease Property	23
Proximity to Home	19
Character of Buildings and Area	14
Proximity to Other Businesses	14
Inherited or Purchased Business	10
Proximity to Residential Activity	10
Available Labor Pool	1
Other Reasons	17

\*Developed by The Chesapeake Group, Inc., 2006.

Based on the tenure, it is no surprise that the vast majority (88%) of all business defined their location as having met expectations, while only 5% expressed disappointment. Those businesses that expressed disappointment cited difficulties related to traffic and parking, poor visibility both in terms of signage and site design, and the loss of a bus line.

Table 23 – Location Met Expectations\*

Met Expectations	%
Yes	88
Uncertain	7
No	5
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

A diverse group of businesses responded to the survey and are found both within and outside the DDA area. About four in ten are businesses that are either retail or services often found in commercial areas and shopping centers. The types of responding businesses also include manufacturing and construction or general contracting. A listing of the types of business responding is provided below. The 5% reported as “Other” includes an industrial machine repair, fitness centers, rental centers, child care, veterinarian services, agricultural production, environmental firms, and other operations.

Table 24 – Nature of the Business\*

Type Of Business	%
Manufacturing	21
General Construction, Contractor	16
Professional Services	14
Retail	11
Medical Services	11
Wholesaling, Warehousing or Distribution	10
Personal Services	9
Auto Service or Dealership	8
Food Service/Restaurant Establishment	5
Insurance	3
Shipping, Trucking, Transportation	3
Financial Institution	3
Retail Related Services	3
Hotel, Motel or Other Lodging	2
Real Estate	2
Consulting	1
Printing / Publishing	1
Communications & Services	1
Stone, Clay & Concrete Products	1
Research & Development	1
Storage	1
Other	5

\*Developed by The Chesapeake Group, Inc., 2006.

Employment levels impact many elements including, as previously defined in the parking analysis, parking demand. Employment levels for the businesses range from a single-person to 500 employees. As found in Table 25, 58% of the establishments represent small businesses with one to ten employees, while 6% have more than 100 employees. The average number of year-round employees per responding business is twenty-five.

Table 25 – Number of Year Round Employees\*

Year Round Employees	%
1 To 2	11
3 To 5	23
6 To 10	24
11 To 30	24
31 To 50	7
51 To 100	5
101 To 150	6
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

All but 2% of the businesses utilize full-time employees. Six in ten (61%) employ between one and ten full-time workers, while 3% employee more than 100. On average, businesses have slightly more than 21 full-time employees.

A majority of 65% of the businesses use part-time employees. Those firms that do utilize part-time help maintain an average of seven part-time employees each. Additionally, 13% of the businesses employ people on a seasonal basis. These firms include construction, manufacturing, and retail related concerns.

Roughly 13% of the businesses have the majority of their employees residing within the City of Walker, while 74% define the majority of their employees living within areas of Kent County outside of the city limits.

Table 27 – Residence of Majority of Employees\*

Residence	%
Within the Immediate Area of Walker	5
In Other Parts of Walker	8
Outside of the City, In the County	74
In Surrounding Counties or Areas	19
Other	1

\*Developed by The Chesapeake Group, Inc., 2006.

is 14,600 square feet.

Table 26 – Number of Part-Time Employees\*

Part-Time Employees	%
0	35
1 To 2	34
3 To 5	20
6 To 10	7
11 To 20	1
21 To 50	1
More Than 51	2
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

About one-half (53%) of all businesses rent the space that housed their establishments. The businesses ranged in size from a small office of 150 square feet to manufacturing facilities of 400,000 square feet. On average, the businesses occupy roughly 18,600 square feet. When the large, over 100,000 square foot concerns are eliminated, the average size

Table 28 – Own or Rent\*

Own or Rent	%
Own	47
Rent	53
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

# Attitudes, Opinions & Trends

Attitudes, opinions or perceptions and trends information was also gathered, including that which follows.

- ✓ A relatively low number (8%) of the businesses have experienced difficulties in attracting qualified employees. In general, these firms describe the problem as being a shortage of qualified applicants, particularly in the areas of skilled labor, medical, and management. A secondary factor is the distance from home to the job site.
- ✓ Sales or revenue trends are very mixed. One in three businesses (35%) reported an increase in sales or revenues for the past two to three years. About one in four (22%) reported declines. Four in ten (42%) indicated that their sales have remained relatively stable over the last several years.
- ✓ Those with declining sales or lack of growth attributed the situation to:

Table 29 – Sales or Revenue Trends Over the Past Two or Three Years \*

Sales / Revenues	%
Up	35
Down	22
About The Same	42
Uncertain	1
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

- Poor economic conditions, particularly in relationship to the auto industry.
- Competition, including foreign competition.
- The loss of manufacturing jobs.
- Regulations.
- Healthcare costs.
- Issues related to traffic.
- Ingress and egress problems.

- ✓ Those firms reporting an increase in sales activity attributed their success to:

- Growth within the area.
- A good location.
- Hard work and good service.
- Quality products, new products, and market development.
- Improved advertising and promotions.
- Long-term customer relations.

Table 30 – Location of Major Competition\*

Location	%
Immediate Neighborhood	18
Other Parts of Walker	16
Other Parts of the County	43
Elsewhere in the State	18
Nationwide	14
Worldwide	7

- ✓ Competition is identified as being everywhere from within Standale itself to worldwide as found in Table 30.

- ✓ Changes that they would like to see implemented that would benefit their establishments include, in order of frequency:

- Reduced taxes along with tax incentives.

\*Developed by The Chesapeake Group, Inc., 2006.

- Better traffic patterns and movement, including wider roads, and improved traffic controls and stricter enforcement.
- Greater visibility for commercial establishments. More liberal signage and zoning regulations along with the removal of trees along the roadway.
- Growth within the manufacturing sector: additional industrial land and development.
- Better telephone and internet connections and service.



- New retail establishments, including large national chains and restaurants.
  - Financial assistance for economic development activities with emphasis on small to mid-sized firms.
  - New residential growth, with fewer apartments but more single-family housing.
  - A “more business friendly” City.
  - The elimination of power outages.
  - The clean-up or fix-up of both public and private properties.
  - Better parking, greater security, improved public transit, lower healthcare costs, and a moratorium on new liquor licenses within the City.
- ✓ New activity favored, in order of frequency, include:
- Industrial and manufacturing activities.
  - New restaurants and coffee shops.
  - New retail characterized as quality and upscale. (Individual suggestions included box stores, department stores, apparel, sporting goods, hardware, and pharmacies.)
  - Professional services, particularly medical.
  - Hotels.
  - Office and industrial parks.
  - Golf courses and fitness centers.
  - New housing, including senior housing.
- ✓ Desired services identified include:
- Medical.
  - High speed internet.
  - Business services such as printing, mailing, and office supplies.
  - Technology centers.
  - Library (Relocate the library to within the business district.)
- ✓ A variety of issues or challenges to growth were identified to which businesses responded. The findings are found in Table 31. The most frequently identified challenge related to the level of competition. The 8% identified in the “Other” category introduced additional challenges including: taxes, health care costs, local jobs loss, locating adequate office space, and parking.

Table 31 – Challenges of Growing Their Business\*

Challenges	%
Level of Competition	32
Laws and Regulations	27
Cost of Materials	27
Finding Qualified Employees	24
Marketing or Promotion	16
Transportation or Accessibility	11
Business Community	10
Telecommunications Infrastructure	8
Lack of Complementary Activity	6
Availability of Financial Resources	6
Other Infrastructure	1
Other	8

\*Developed by The Chesapeake Group, Inc., 2006.

# Investment & Reinvestment Opportunities

As previously defined, about one-half of the operations rent. Some (19%) of those businesses that rent their space expressed an interest in acquiring the property in which they are located, while 58% lack any such interest.

Table 32 - Interested in Purchasing Building\*

Interested in Purchasing	%
Yes	19
Uncertain	23
No	58
Total	100

Four in ten (43%) who own the property report that there exists outstanding debt on the property, while one-third report that the property is debt free as shown below.

\*Developed by The Chesapeake Group, Inc., 2006.

Table 33 - Outstanding Debt on the Building\*

Outstanding Debt	%
Yes	43
Uncertain	23
No	34
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

There is a lack of interest on the part of business property owners in selling their property. As detailed in Table 34, only 4% of the property owners indicate that they had an interest in selling their property.

Table 34 - Plan on Selling the Property\*

Plan on Selling	%
Yes	4
Uncertain	22
No	74
Total	100

Whether a result of healthy sales or other reasons, there are a number of businesses that need to expand their physical facilities in the near future. About one-third (32%) feel the need to expand their physical facilities.

\*Developed by The Chesapeake Group, Inc., 2006.

Table 35 – Need To Expand Or Contract\*

Anticipated Change	%
No Change	66
Expand	32
Contract	2
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

Importantly and as shown in the Table 36, 30% of those establishments that require or desire physical change feel that their current location would not be able to accommodate such a change, while 19% is uncertain. Additionally, 80% of those whose facilities within Walker will not accommodate an expansion do not have an alternative location within Standale or the City.

Table 36 – Able to Make Change At Current Location,\*

Able To Make Change	%
Yes	51
No	30
Uncertain	19
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

Only 16% of the businesses are receptive to public sector involvement in the form of technical or financial assistance.

Table 37 – Have Definite Plans For New Improvements\*

Plans	%
Yes	21
No	50
Uncertain	29
Total	100

\*Developed by The Chesapeake Group, Inc., 2006.

“investments and improvements”.

Finally and irrespective of the type of investment, 21% of the businesses reported that they had “definite” plans for new “investments and improvements” within the next year or two. Three in ten (29%) are uncertain as to new

## Implications

It is noted that, in general, business activity over the past few years can be described as stable to increasing, based on sales or revenues. This is a positive sign for retention of the current businesses in the area as well as future private investment.

However, there are several significant implications identified through the business survey for business retention activity and a potential program to facilitate that activity. The salient implications are:

- ✓ With the possible change over of ownership in the foreseeable future associated with possible retirements, there is a potential need for entrepreneurial activity to insure continuation of a reasonable share of the viable businesses in Standale. The proximity to Grand Valley should be an important factor in establishing a program.
- ✓ Businesses made very specific suggestions as to changes that they believe would enhance the business climate. They range from regulatory issues to physical enhancement. However, few are likely to sell property and many are not interested in assistance from government in facilitating improvements to private property, whether through technical assistance, financing, or other means.

# Comparative Assessment

As part of the market analysis, a comparative assessment was performed as one of two primary analyses used to identify business “gaps” and opportunities. In actuality, two comparative assessments were done. The first compared the business structure of the City of Walker to other similar municipalities, while the second compared the larger Kent County to other similar counties. The identified business gaps defined through this process may or may not be appropriate for the Standale area or the City of Walker because of the nature of operations, scale, or other factors. On the other hand, they do represent gaps that potentially could be pursued.

## Methodology

The assessment process requires comparing the business structure of the City of Walker, or in the latter case Kent County, to that associated with cities/counties that are “similar”. In determining communities for which the comparison can be made, the following criteria were used for the cities:

- ✓ The population size and household numbers had to be similar to those associated with Walker, since demand for goods and services are ultimately dependent largely upon the size of the market served.
- ✓ The selected cities all have median household incomes that are similar to the Walker’s.
- ✓ Transportation access had to be somewhat similar.

Based on the criteria, a total of nine cities throughout the country were identified for which the comparison in economic structure was made. These nine cities are:

Lansing, IL

Hobart, IN

Crystal, MN

Fridley, MN

Austintown, OH

Monroeville, PA

Oak Creek, WI

De Pere, WI

Georgetown, KY

It is noted that all population and household estimates upon which the comparisons are made were derived from the same source for comparability. That source was the 2000 and 2004 U. S. Census Bureau data. Also for consistency purposes, a single source was employed to define the business structure and activity within all jurisdictions. That source was the U. S. Census Bureau's 2003 County Business Patterns.

The North American Industry Classification System (NAICS) was introduced in 1997 as a more effective business classification system that identifies and groups establishments according to the activities in which they are primarily engaged. It replaces the older Standard Industry Classification (SIC) coding system that was first employed in 1938. NAICS identifies and groups 1,170 different types of “industries” or establishments into twenty major industry sectors ranging from Agriculture (Sector 11) to Public Administration (Sector 92). This analysis examined and extracted data from all twenty of these sectors for all jurisdictions. The twenty sectors are:

- ✓ Agriculture, Forestry, Fishing and Hunting (Sector 11): Crop and animal production, forestry and logging, fishing, hunting, trapping, support activities for agriculture and forestry.

- ✓ Mining (Sector 21): oil and gas extraction, mining, support activities for mining.
- ✓ Utilities (Sector 22): power generation, transmission, and distribution, water, sewage, and other systems.
- ✓ Construction (Sector 23): building, developing, general contracting, heavy construction, special trade contractors.
- ✓ Manufacturing (Sector 31-33): food, beverage and tobacco product, textile and textile product mills, apparel, leather and allied products, wood product, paper, printing and related support activities, petroleum and coal products, chemicals, plastics and rubber products, nonmetallic mineral products, primary metals, fabricated metal products, machinery, computer and electronic products, electronic equipment, appliances, and components, transportation equipment, furniture and related products.
- ✓ Wholesale Trade (Sector 42): durable and nondurable goods.
- ✓ Retail Trade (Sector 44-45): Motor vehicle and parts, furniture and home furnishings, electronics and appliances, building material and garden equipment and supplies, grocery and beverage, health and personal care, gasoline stations, clothing and accessories, sports, hobby, books and music, general merchandise and miscellaneous store retailers.
- ✓ Transportation and Warehousing (Sector 48-49): air, rail, water, and truck transportation, transit and ground passenger transportation, pipeline transportation, scenic and sightseeing transportation, support activities for transportation, postal service, couriers and messengers, warehousing and storage.
- ✓ Information (Sector 51): Publishing, motion picture and sound recording and exhibition, broadcasting and telecommunications, information services and data processing.
- ✓ Finance and Insurance (Sector 52): Monetary authorities, credit intermediation, securities, commodities, insurance, funds, trusts, and other financial vehicles.
- ✓ Real Estate, Rental and Leasing (Sector 53): Real estate, rental centers and leasing services.
- ✓ Professional, Scientific and Technical Services (Sector 54): Lawyers, accountants, engineers, computer services, veterinary services, etc.
- ✓ Management of Companies and Enterprises (Sector 55): Management, holding companies, corporate and regional offices.
- ✓ Administrative and Support, Waste Management and Remediation Services (Sector 56): Administrative and facilities support services, employment and business support services, travel arrangements, investigative and security systems and other business services.
- ✓ Educational Services (Sector 61): Public sector schools, business, technical, trade schools and instruction.
- ✓ Health Care and Social Assistance (Sector 62): Ambulatory health care services, hospitals, nursing and residential care facilities and social assistance.
- ✓ Arts, Entertainment, and Recreation (Sector 71): Performing arts, spectator sports, museums, historical sites, amusement, gambling and recreation industries.

- ✓ Accommodation and Food Services (Sector 72): Accommodations, food service and drinking places.
- ✓ Other Services (Sector 81): Repair and maintenance, personal and laundry services, and religious, grant making, civic and professional organizations.
- ✓ Public Administration (Sector 92): executive, legislative, and other general government support, justice, public order, and safety activities, administration of human resource programs, administration of environmental quality programs, administration of housing programs, urban planning, and community development, administration of economic programs, space research and technology, national security and international affairs.

## Under-represented Industries/Businesses

Under-represented “industries” were then defined as those where the City of Walker had a lesser number of businesses than at least seven of the nine other cities. Thus, the number of businesses in Walker compared to the other communities was below what might be expected and, in general, without cause.

It is also noted that in some cases, the differences are great, or no businesses in the under-represented categories were identified in the City. Once again, under-representation does not mean that the identified categories of businesses are desirable for Standale or any other part of Walker.

The following are the “industries” or businesses identified as being under-represented in the City of Walker. About 30 are identified. Highlighted, in gray, are retail and service operations that may be appropriate uses.

Table 38 – Under-represented Businesses Derived From City Comparison\*

NAICS Code	Type of Business
323110	Commercial Lithographic Printing
337110	Wood Kitchen Cabinet & Counter Top Manufacturing
423690	Other Electronic Parts & Equipment Merchant Wholesalers
423840	Industrial Supplies Merchant Wholesalers
441310	Automotive Parts & Accessories Stores
441320	Tire Dealers
442110	Furniture Stores
444130	Hardware Stores
445120	Convenience Stores
446110	Pharmacies and Drug Stores
447110	Gasoline Stations with Convenience Stores
448310	Jewelry Stores
484110	General Freight Trucking, Local
484210	Used Household and Office Goods Moving
522110	Commercial Banking
522120	Savings Institutions
523930	Investment Advice
524126	Direct Property & Casualty Insurance Carriers
531130	Lessors of Mini Warehouses and Self-Storage Units
532230	Video Tape & Disc Rental



Table 38 – Under-represented Businesses Derived From City Comparison (Continued)\*

NAICS Code	Type of Business
541512	Computer Systems Design Services
561730	Landscaping Services
621610	Home Health Care Services
623110	Nursing Care Facilities
623210	Residential Mental Retardation Facilities
623312	Homes for the Elderly
722211	Limited Service Restaurant
722213	Snack and Nonalcoholic Beverage Bars
812210	Funeral Homes & Funeral Services
813110	Religious Organizations

\*Developed by The Chesapeake Group, Inc., 2006.

## Over-represented Industries City Comparison

Over-represented “industries” were then defined as those where Walker had a greater number of businesses than at least seven of the nine other cities. Thus, the number of businesses in the City of Walker compared to the other communities was above what might be expected.

It is also noted that in some cases, the differences are great, or no businesses in the over-represented categories were identified anywhere except the City of Walker. Once again, over-representation does not mean that the identified categories of businesses are detrimental to any part of Walker. In fact, it could imply that Walker has a “niche” in these areas.

The following are the “industries” or businesses identified as being over-represented in the City of Walker. About 50 are identified.

Table 39 – Over-represented Businesses Derived From City Comparison\*

NAICS Code	Type of Business
212321	Construction Sand and Gravel Mining
236115	New Single Family Housing Construction (except Operative Builders)
236117	New Housing Operative Builders
236118	Residential Remodelers
237130	Power and Communication System Construction
238110	Poured Concrete Foundation and Structure Contractors
238130	Framing Contractors
238140	Masonry Contractors
238210	Electrical Contractors
238220	Plumbing & HVAC Contractors
238310	Drywall and Insulation Contractors
238320	Painting & Wall Covering Contractors
238330	Flooring Contractors
238350	Finish Carpentry Contractors
238910	Site Preparation Contractors
323121	Tradebinding and Related Work
327320	Ready-Mix Concrete Manufacturing
332312	Fabricated Structural Metal Manufacturing
332322	Sheet Metal Work Manufacturing

Table 39 – Over-represented Businesses Derived From City Comparison (Continued)\*

NAICS Code	Type of Business
332710	Machine Shops
332812	Metal Coating, Engraving (except Jewelry & Silverware) and Allied Services
333210	Sawmill and Woodworking Machinery Manufacturing
333511	Industrial Mold Manufacturing
333514	Special Die and Tool, Die Set, Jig, and Fixtures
333922	Conveyor and Conveyor Equipment Manufacturing
336370	Motor Vehicle Metal Stamping
423210	Furniture Merchant Wholesalers
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers
423830	Industrial Machinery and Equipment Merchant Wholesalers
424450	Confectionary Merchant Wholesalers
424480	Fresh Fruit and Vegetable Merchant Wholesalers
424920	Book, Periodical, and Newspaper Merchant Wholesalers
424930	Flowers & Florists' Supplies Merchant Wholesalers
443112	Radio, Television & Other Electronics Stores
452910	Warehouse Clubs and Supercenters
454113	Mail Order Houses
484230	Specialized Freight (except Used Goods) Trucking, Long Distance
488510	Freight Transportation Arrangement
523920	Portfolio Management
532210	Consumer Electronics & Appliance Rental
541310	Architectural Services
541330	Engineering Services
541940	Veterinary Services
561320	Temporary Help Services
561330	Professional Employer Organizations
561491	Repossession Services
561492	Court Reporting and Stenotype Services
561613	Armored Car Services
711410	Agents & Managers for Artists, Athletes, Entertainers & Other Public Figures
811121	Automotive Body, Paint, & Interior Repair & Maintenance
811122	Automotive Glass Replacement Shops

\*Developed by The Chesapeake Group, Inc., 2006.

## County Comparison Criteria

As noted, a second set of comparisons is made. This assessment required comparing the larger Kent County business structure to that associated with counties that are “similar”. This comparison is particularly helpful in identifying operations that may serve a larger geographic area or region than just the neighborhood or city. In determining communities for which the comparison was made, the following criteria were used:

- ✓ The population size and household numbers had to be similar to those associated with Kent County.
- ✓ The selected counties have median household incomes comparable to Kent County according to 2004 census data.
- ✓ Transportation access had to be somewhat similar.

Based on the criteria, a total of eight counties throughout the country were identified for which the comparison in economic structure was made. These eight counties are:

Providence, RI  
Delaware, PA  
Hudson, NJ  
Davidson, TN

Tulsa, OK  
El Paso, CO  
Summit, OH  
San Joaquin, CA

It should be noted that due to the differences in the geographic areas, there are a limited number of business types or industrial classifications that appear as under-represented in the City but over-represented in the County. These uses include: Industrial Supplies Merchant Wholesalers (423840), Furniture Stores (442210), Commercial Banking (522110), Investment Advice (523930), Direct Property and Casualty Insurance Carriers (524126), Homes for the Elderly (623312), and Religious Organizations (813110). Additionally, Power and Communication System Construction (237130) appears as over-represented in the City but under-represented in the County.

## Under-represented Industries - County Level

Under-represented “industries” were then defined as those where Kent County had a lesser number of businesses than at least six of the eight other counties. Thus, the number of businesses in Kent County compared to the other communities was below what might be expected.

As with the comparison of cities, in some cases the differences are great, or no businesses in the under-represented categories were identified in Kent County. Once again, under-representation does not mean that the identified categories of businesses are desirable for Standale or any other part of Walker.

The following are the “industries” or businesses identified as being under-represented in Kent County. About 93 are identified. Highlighted, in gray, are retail and service operations that may be appropriate uses.

Table 40 – Under-represented Businesses Derived From County Comparison\*

NAICS Code	Type of Business
213112	Support Activities for Oil and Gas Operations
221112	Fossil Fuel Electric Power Generation
221122	Electric Power Distribution
221310	Water Supply and Irrigation Systems
237130	Power and Communications Line and Related Structures Construction
237310	Highway, Street, and Bridge Construction
238150	Glass and Glazing Contractors
238340	Tile and Terrazzo Contractors
311340	Nonchocolate Confectionery Manufacturing
311991	Perishable Prepared Food Manufacturing
313210	Broadwoven Fabric Mills
323116	Manifold Business Forms Printing
324191	Petroleum Lubricating Oil and Grease Manufacturing
334220	Radio and TV Broadcasting and Wireless Communications Equip. Manufacturing
339920	Sporting and Athletic Goods Manufacturing
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers

Table 40 – Under-represented Businesses Derived From County Comparison (Continued)\*

NAICS Code	Type of Business
423940	Jewelry, Watch, Precious Stone & Metal Merchant Wholesalers
424330	Women's, Children's and Infant's Clothing & Accessories Wholesalers
424450	Poultry and Poultry Product Merchant Wholesalers
424720	Petroleum & Petroleum Product Wholesalers (except Bulk Stations and Terminals)
424910	Farm Supplies Merchant Wholesalers
442210	Floor Covering Stores
443120	Computer and Software Stores
444120	Paint and Wallpaper Stores
445230	Fruit and Vegetable Markets
445310	Beer, Wine, and Liquor Stores
446110	Pharmacies and Drug Stores
447190	Other Gasoline Stations
448120	Women's Clothing Stores
448130	Children's and Infants' Clothing Stores
448150	Clothing Accessories Stores
448310	Jewelry Stores
453110	Florists
453991	Tobacco Stores
483111	Deep Sea Freight Transportation
484110	General Freight Trucking, Local
484210	Used Household and Office Goods Moving
484220	Specialized Freight (except Used Goods) Trucking, Local
485310	Taxi Service
485320	Limousine Service
486910	Pipeline Transportation of Refined Petroleum Products
488410	Motor Vehicle Towing
511120	Periodical Publishers
515210	Cable and Other Subscription Programming
517410	Satellite Telecommunications
522291	Consumer Lending
523110	Investment Banking and Securities Dealing
523140	Commodity Contracts Brokerage
523910	Miscellaneous Intermediation
531130	Lessors of Miniwarehouses and Self-Storage Units
531311	Residential Property Managers
532111	Passenger Car Rental
533110	Lessors of Nonfinancial Intangible Assets (except Copywrited Works)
541110	Offices of Lawyers
541360	Landscape Architectural Services
541410	Interior Design Services
541511	Custom Computer Programming Services
541512	Computer Systems Design Services
541620	Environmental Consulting Services
541720	Research and Development in the Physical, Engineering, and Life Sciences
541840	Media Representatives
561110	Office Administrative Services
561422	Telemarketing Bureaus
561431	Private Mail Centers
561440	Collection Agencies
561621	Security Systems Services (except Locksmiths)

Table 40 – Under-represented Businesses Derived From County Comparison (Continued)\*

NAICS Code	Type of Business
561710	Exterminating and Pest Control Services
562111	Solid Waste Collection
562910	Remediation Services
611430	Professional and Management Development Training
611513	Apprenticeship Training
611620	Sports and Recreation Instruction
611630	Language Schools
611692	Automobile Driving Schools
621111	Offices of Physicians (except Mental Health Specialists)
621112	Offices of Physicians, Mental Health Specialists
621492	Kidney Dialysis Centers
621512	Diagnostic Imaging Centers
622110	General Medical and Surgical Hospitals
623110	Nursing Care Facilities
624110	Child and Youth Services
624410	Child Day Care Services
711130	Musical Groups and Artists
711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities
722213	Snack and Nonalcoholic Beverage Bars
811430	Footwear and Leather Repair
812111	Barber Shops
812113	Nail Salons
812320	Drycleaning and Laundry Services (except Coin-Operated)
812331	Linen Supply
812910	Pet Care (except Veterinary) Services
812930	Parking Lots and Garages
813920	Professional Organizations

\*Developed by The Chesapeake Group, Inc., 2006.

## Implications

There are some clusters of retail that are identified with the potential to serve either Walker residents or residents of both the City and the County that might be appropriate for the Standale area. The most notable among these are apparel and accessories, particularly women's apparel, accessories and jewelry.

However, there is also a reasonable defined gap in the professional services in the City that could potentially result in a cluster of office space in the Standale area. This includes both medical and non-medical services. The latter includes but is not limited to computer, a variety of design, and legal services.

# Demand Forecast

In an effort to define opportunities specifically for housing, retail and select entertainment or commercial recreation; and office activity in the Standale area, forecasting of demand was performed. Demand for goods and services for any area is based on the market's ability to purchase the goods or services. One of the primary sources, but not the only source of information used to define spending patterns for the retail and related services demand components of the forecast was the telephone survey. The following represents a review of demand for housing, retail and related services activity with select entertainment, and office activity for the Standale area.

## Market Areas

There are essentially two general residential markets and a tertiary non-residential market from which Standale draws. The two residential markets are:

- ✓ The primary market composed of residents living in Walker, excluding the most northeastern section of the City.
- ✓ A secondary market composed of residents living in the most northeastern section of the City, generally statistically defined by the Census Tract 115. This area represents about one-third (34%) of the households in Walker and about 32% of the population.

However, the secondary area is considered secondary only because of a lower market penetration level in that area and not for any other reason. Thus, for analysis purposes, its data is included with the other residents of the City where the penetration level is higher.

It is noted that the tertiary market includes non-Walker resident students of Grand Valley State University who frequent the area for several reasons, including the University's transportation network.

Furthermore, there is no reason to believe that the area cannot attract residents of other parts of nearby communities, most notably those living in Grand Rapids to the east. However, any sales derived from this latter group have not been considered in this analysis, tending to understate retail demand opportunities.

It is noted that employees of offices and other businesses are most often subsets of these markets, generally with higher market penetration.

## Market Context

Estimates of future demand for goods and services are premised upon changes in the markets. Thus, Standale and its surroundings must be placed within the context of growth patterns in the larger area. In reviewing those growth patterns and the telephone survey data, there are some essential observations and conclusions that indicate:

- ✓ The Greater Grand Rapids regional market is the 42<sup>nd</sup> largest retail market in the United States. It has seen relatively consistent growth over the past thirty-five years.



- ✓ Kent County is the largest county in the Greater Grand Rapids area, consisting of more than 222,000 households.
- ✓ Like the larger region, Kent County has consistently grown over the past thirty-five years. The population in Kent County was estimated at more than 616,000 in 2005 by the West Michigan Regional Planning Commission. Between each census year, substantial growth occurred.
- ✓ Between 1990 and 2000, the population in Kent County is estimated to have grown from about 501,000 to more than 574,000. This growth in population exceeds the growth in population between 1970 and 1980, or 1980 and 1990.
- ✓ The City of Walker also saw significant growth over the past thirty-five years. The population rose between 2000 and 2005 alone from 21,842 to 24,226.

Table 41 - Population Estimates for Kent County and Walker\*

Jurisdiction	1970	1980	1990	2000	2005
Kent County	411,044	444,506	500,631	574,335	616,222
City of Walker	11,492	15,088	17,279	21,842	24,226

\*Information furnished by the West Michigan Regional Planning Commission.

- ✓ The growth in Walker has consistently outpaced the overall growth in Kent County. As found in Table 42, the growth rate in Walker during the 1990's was 79% above the growth rate for Kent County, with Walker seeing a 26.41% increase. Based on 2005 estimates of growth, the consistently higher growth rate continues.

Table 42 - Percentage Change in Population from Previous Time Period\*

Jurisdiction	1970 to 1980	1980 to 1990	1990 to 2000	2000 to 2005
Kent County	8.14%	12.63%	14.72%	7.29% (10 yr. equiv. 14.59%)
City of Walker	31.29%	14.52%	26.41%	10.91% (10 yr. equiv. 21.83%)

\*Developed by The Chesapeake Group based on information furnished by the West Michigan Regional Planning Commission.

- ✓ The faster pace is attributable to a number of factors not the least of which is a decline in Grand Rapids' population, particularly in recent years.
- ✓ As a result of the pace of growth in Walker outpacing that for Kent County in general, Walker as a share of the county's population continues to increase.
- ✓ This is of particular importance as there is likely to, should, or could be an historic relationship between the share of population and the share of housing and economic activity, including retail activity.

Table 43 - Walker Share of the Kent County Population\*

Jurisdiction	1970	1980	1990	2000	2005
City of Walker	2.80%	3.39%	3.45%	3.80%	3.93%

\*Developed by The Chesapeake Group based on information furnished by the West Michigan Regional Planning Commission.

- ✓ In recent years, economic activity in Michigan has suffered due to its large dependence on the United States' automakers economic conditions. Official unemployment rates within the state are relatively high compared to many other areas of the country because of the dependence. Attempts are being made to shift away from that dependence, but these attempts, if successful, will take time. Stabilization is probably the most optimistic achievable position on a statewide basis in the foreseeable future.
- ✓ The diversity of the economy and the level of entrepreneurship in the Grand Rapids area and Walker have provided somewhat of a buffer from the economic conditions relative to some other areas of the state. Yet, neither Walker nor the general area is immune from potential changes in pensions and benefit packages for employees and retirees if not other factors. As a result, while household growth and related housing are expected to continue due to population dynamics in the future; incomes are not expected to increase at all or only marginally at best in "real" or constant dollar terms.
- ✓ In an effort to understand the market opportunities, a previously noted telephone survey of households within and around Walker was conducted. Spending information was specifically sought. There are essentially three commodities upon which households spend much of their incomes and assets over time. These are food, transportation, and housing. The type and variety of each commodity often changes with income and other fiscal resources. Direct and indirect questions associated with spending were employed in the survey. The former information is used in computer modeling. The latter is also used when combined with industry averages and other salient data. It is noted that:
  - The average household in the area spends about \$75 each week on groceries.
  - Two in ten (22%) go out to lunch generally more often than once per week.
  - One-third (34%) of the households go out to dinner at least once per week, with 94% preferring full-service restaurants.
  - 6% of the households go to the movies about once each week.
  - The average household's preferred sports are golfing, fishing, boating, and bicycling.
  - The average household owns or leases about 2 vehicles.
  - The average household pays in rent or mortgage approximately \$872 per month.

## Residential Demand

The Walker area in and near Standale is expected to continue to grow in terms of households and population. The household growth reflects an opportunity for housing, retail and office activity for both Walker and the Standale area. The total population in Walker is expected to grow from about 24,200 at the end of 2005 or the beginning of 2006, to 29,600 by 2015, according to the West Michigan Regional Planning Commission.

The growth in population will be stimulated by a number of factors including continued out-migration from the City of Grand Rapids. The growth will also be stimulated by planning and infrastructure activity in Walker, not the least of which includes about 2,000 additional acres to the south of Standale whose development will be made possible by infrastructure improvements.

The population growth will result in household and housing unit growth. Some of that household growth will be directly attributed to the noted out-migration from Grand Rapids. However, growth will come as well from the aging of the youth in the area, resulting in new household creation and associated housing unit creation.

Two estimates of the number of new households in the area are provided based on different assumptions of household size for the expanding population. The first alternative, defined as Option A, is based on an average household size of 3.27 people. The second alternative, Option B, is based on an average household size of 2.44 people.

The table that follows provides the estimates of new housing units that will be associated with the defined growth in population in Walker. Most of these units will be situated within the defined primary market for Standale.

For Option A, 787 new households are expected to be added to Walker from 2006 through 2010. This reflects an average of about 157 households and housing units per year. Between 2006 and 2015, a total of 1,641 households and housing units are expected to be added in this alternative.

For Option B, 1,055 households and units are expected to be added to Walker through 2010. A total of 2,199 units are expected to be added between 2006 and 2015. This reflects an average of about 220 units per year.

Table 44 – Number of New Households and Housing Units in Walker for Option A and Option B for Specific Time Spans\*

Span of Time	Option A Units	Option B Units
2006 - 2010	787	1,055
2011 - 2015	854	1,144
2006 - 2015	1,641	2,199

\*Developed by The Chesapeake Group, Inc., 2006.

While this growth in households results in new housing in areas near Standale and within Walker, which has a significant impact on the opportunity for other goods and services; the growth also provides an opportunity to add housing to a component of the land use in the study area. It is noted that:

- ✓ Rising energy costs are causing shifts in consumer preferences for housing.
- ✓ Rising transportation costs increase the desirability of living near viable retail and employment activity.
- ✓ The study area has a quality location for employees and others associated with Grand Valley State University.
- ✓ Grand Valley State University does not anticipate any decline in enrollment in nearby campuses, continuing the viability of the student housing market for Walker in general and the study area specifically.
- ✓ Some aging segments of the current Walker households and out-migrants from Grand Rapids will seek or find desirable other than single-family detached housing units.
- ✓ New, younger households that obtain higher educations have falling birth rates.

It is estimated that at least 20% of all new units constructed in Walker over the next ten years could be non-single-family units. This would represent between 330 and 440 housing units. Assuming the availability of land through new development or redevelopment, a 50% capture rate within the study area would be reasonable as a result of:

- ✓ The amenities associated with nearby or on-site services.
- ✓ Transportation access to GVSU in particular and parts of downtown Grand Rapids and other areas in general.
- ✓ The current level of commercial services.

Two market segments could be targeted. These are small households with primary income earners likely to be at least 55 years, or small households with primary income earners generally under the age of 30. Senior independent living could be one option, allowing only households with a person 55 years of age or older. Assisted living would also be an option. The new units could include lofts built in association with additional office activity; quads, duplexes or other structures built for only housing, or development that is based on a mixed-use concept.

A total of between 165 and 220 units would be marketable. It is noted that if such development is not capitalized upon by the study area, it will likely be situated elsewhere in Walker as part of a larger residential development.

## Retail Demand

As a result of the previously noted patterns, the combined primary and secondary markets for retail goods and related services are expected to grow in terms of households. That growth results in increases in demand for retail goods and services. It is noted that:

- ✓ All estimates are in constant dollars. Inflation has been excluded from all estimates of future demand and associated sales or revenues.
- ✓ No “real” growth in average household income is anticipated over the next ten years.

Aggregate retail goods and related services sales generated by the combined primary and secondary markets are estimated at about \$363 million in 2006. By 2015, aggregate retail and related service sales for Option A are expected to be \$393 million.

In Option B, aggregate retail and related services sales are expected to grow to \$426 million by 2015.

Aggregate retail sales figures represent a compilation of sales associated with ten major categories. The ten major categories of retail goods and related services are:

- ✓ Food, such as groceries and related merchandise generally purchased for home preparation or consumption.
- ✓ Eating and drinking, consisting of prepared food and beverages generally consumed on the premises or carried to another location.
- ✓ General merchandise, including variety stores, department stores and large value oriented retail operators.
- ✓ Furniture and accessories, including appliances and home furnishings.
- ✓ Transportation and utilities, including the sale of new and used automotive and other personal vehicles and parts and basic utilities for the home.
- ✓ Drugstores, including those specializing in health and beauty aids or pharmaceuticals.
- ✓ Apparel and accessories.
- ✓ Hardware and building materials, including traditional hardware stores and garden and home improvement centers.
- ✓ Auto services, including gasoline and vehicle repair.
- ✓ Miscellaneous, which includes a plethora of retail goods and services ranging from florists to paper goods.

Some operations fall into more than one category. For example, many of the general merchandisers associated with the “big box” stores, such as Meijer, have more or less traditional supermarket components within their operations.

Table 45 contains the estimated retail and related services sales generated by the combined primary and secondary markets for the major categories for 2006, 2010 and 2015 for Option A.

Table 45 - Option A Estimated Retail Goods and Related Services Sales by Category for 2006, 2010, and 2015\*

Category	2006	2010	2015
Food	\$23,373,000	\$25,302,000	\$27,395,000
Eat/Drink	31,430,000	34,024,000	36,839,000
General Merchandise	63,259,000	68,480,000	74,146,000
Furniture	26,385,000	28,563,000	30,926,000
Transportation & Utilities	94,725,000	102,543,000	111,027,000
Drugstore	17,058,000	18,466,000	19,993,000
Apparel	9,581,000	10,372,000	11,230,000
Hardware	36,475,000	39,485,000	42,752,000
Vehicle Service	28,708,000	31,077,000	33,649,000
Miscellaneous	31,938,000	34,574,000	37,434,000
<b>TOTAL</b>	<b>\$362,931,000</b>	<b>\$392,886,000</b>	<b>\$425,392,000</b>

\*Developed by The Chesapeake Group, Inc., 2006.

Table 46 contains the same information for Option B.

Table 46 - Option B Estimated Retail Goods and Related Services Sales by Category for 2006, 2010, and 2015\*

Category	2006	2010	2015
Food	\$23,373,000	\$25,959,000	\$28,763,000
Eat/Drink	31,430,000	34,907,000	38,678,000
General Merchandise	63,259,000	70,258,000	77,848,000
Furniture	26,385,000	29,304,000	32,470,000
Transportation & Utilities	94,725,000	105,206,000	116,571,000
Drugstore	17,058,000	18,945,000	20,992,000
Apparel	9,581,000	10,641,000	11,791,000
Hardware	36,475,000	40,510,000	44,886,000
Vehicle Service	28,708,000	31,884,000	35,329,000
Miscellaneous	31,938,000	35,472,000	39,304,000
<b>TOTAL</b>	<b>\$362,931,000</b>	<b>\$403,087,000</b>	<b>\$446,631,000</b>

\*Developed by The Chesapeake Group, Inc., 2006.

There are sub-categories, generally associated with particular types of businesses, found within each retail category. While not necessarily the largest in terms of sales, the miscellaneous category contains more sub-categories or types of establishments than any other major retail category. It is noted that irrespective of the strength, location factors, mass, or other issues, no community is able to attract all of the sales generated in a primary market area. As examples, people employed elsewhere often spend resources at or near their employment. At other times people make visits and spend money with relatives and friends living elsewhere or while on vacations.

The estimated retail and related services sales for 2006, 2010 and 2015 by sub-category or types of businesses generated by residents of the combined primary and secondary markets are found in the tables that follow on the next two pages.

Table 47 - Option A Estimated Retail Goods and Related Services Sales by Sub-category for 2006, 2010, and 2015\*

Sub-category	2006	2010	2015
<b>Food</b>	<b>\$23,373,000</b>	<b>\$25,302,000</b>	<b>\$27,395,000</b>
Supermarkets	19,516,455	21,127,170	22,874,825
Independents	1,869,840	2,024,160	2,191,600
Bakeries	514,206	556,644	602,690
Dairies	303,849	328,926	356,135
Others	1,168,650	1,265,100	1,369,750
<b>Eat/Drink</b>	<b>31,430,000</b>	<b>34,024,000</b>	<b>36,839,000</b>
<b>General Merchandise</b>	<b>63,259,000</b>	<b>68,480,000</b>	<b>74,146,000</b>
Dept. Stores	23,089,535	24,995,200	27,063,290
Variety Stores	4,554,648	4,930,560	5,338,512
Jewelry	4,364,871	4,725,120	5,116,074
Sporting Goods/Toys	6,895,231	7,464,320	8,081,914
Discount Dept.	23,026,276	24,926,720	26,989,144
Antiques, etc.	316,295	342,400	370,730
Others	1,012,144	1,095,680	1,186,336
<b>Furniture</b>	<b>26,385,000</b>	<b>28,563,000</b>	<b>30,926,000</b>
Furniture	6,226,860	6,740,868	7,298,536
Home Furnishings	9,181,980	9,939,924	10,762,248
Store/Office Equip.	5,751,930	6,226,734	6,741,868
Music Instr./Suppl.	1,134,555	1,228,209	1,329,818
Radios, TV, etc.	4,089,675	4,427,265	4,793,530
<b>Transportation &amp; Utilities</b>	<b>94,725,000</b>	<b>102,543,000</b>	<b>111,027,000</b>
New/Used Vehicles	33,153,750	35,890,050	38,859,450
Tires, Batt., Prts.	41,773,725	45,221,463	48,962,907
Marine Sales/Rentals	5,020,425	5,434,779	5,884,431
Auto/Truck Rentals	14,777,100	15,996,708	17,320,212
<b>Drugstore</b>	<b>17,058,000</b>	<b>18,466,000</b>	<b>19,993,000</b>
<b>Apparel</b>	<b>9,581,000</b>	<b>10,372,000</b>	<b>11,230,000</b>
Men's and Boy's	1,255,111	1,358,732	1,471,130
Women's and Girl's	3,180,892	3,443,504	3,728,360
Infants	201,201	217,812	235,830
Family	2,663,518	2,883,416	3,121,940
Shoes	2,002,429	2,167,748	2,347,070
Jeans/Leather	38,324	41,488	44,920
Tailors/Uniforms	172,458	186,696	202,140
Others	67,067	72,604	78,610
<b>Hardware</b>	<b>36,475,000</b>	<b>39,485,000</b>	<b>42,752,000</b>
Hardware	17,653,900	19,110,740	20,691,968
Lawn/Seed/Fertil.	693,025	750,215	812,288
Others	18,128,075	19,624,045	21,247,744
<b>Vehicle Service</b>	<b>28,708,000</b>	<b>31,077,000</b>	<b>33,649,000</b>
Gasoline	9,760,720	10,566,180	11,440,660
Garage, Repairs	18,947,280	20,510,820	22,208,340
<b>Miscellaneous</b>	<b>31,938,000</b>	<b>34,574,000</b>	<b>37,434,000</b>
Advert. Signs, etc.	511,008	553,184	598,944
Barber/Beauty shop	1,948,218	2,109,014	2,283,474
Book Stores	1,469,148	1,590,404	1,721,964
Bowling	734,574	795,202	860,982
Cig./Tobacco Dealer	223,566	242,018	262,038
Dent./Physician Lab	1,277,520	1,382,960	1,497,360
Florist/Nurseries	2,395,350	2,593,050	2,807,550
Laundry, Dry Clean	1,085,892	1,175,516	1,272,756
Optical Goods/Opt.	766,512	829,776	898,416
Photo Sup./Photog.	2,203,722	2,385,606	2,582,946
Printing	2,586,978	2,800,494	3,032,154
Paper/Paper Prod.	1,373,334	1,486,682	1,609,662
Gifts/Cards/Novel.	4,567,134	4,944,082	5,353,062
Newsstands	255,504	276,592	299,472
Video Rent/Sales	4,151,940	4,494,620	4,866,420
Others	6,387,600	6,914,800	7,486,800
<b>TOTAL</b>	<b>\$362,932,000</b>	<b>\$392,886,000</b>	<b>\$425,391,000</b>

\*Developed by The Chesapeake Group, Inc., 2006.

Table 48 - Option B Estimated Retail Goods and Related Services Sales by Sub-category for 2006, 2010, and 2015\*

Sub-category	2006	2010	2015
<b>Food</b>	<b>\$23,373,000</b>	<b>\$25,959,000</b>	<b>\$28,763,000</b>
Supermarkets	19,516,455	21,675,765	24,017,105
Independents	1,869,840	2,076,720	2,301,040
Bakeries	514,206	571,098	632,786
Dairies	303,849	337,467	373,919
Others	1,168,650	1,297,950	1,438,150
<b>Eat/Drink</b>	<b>31,430,000</b>	<b>34,907,000</b>	<b>38,678,000</b>
<b>General Merchandise</b>	<b>63,259,000</b>	<b>70,258,000</b>	<b>77,848,000</b>
Dept. Stores	23,089,535	25,644,170	28,414,520
Variety Stores	4,554,648	5,058,576	5,605,056
Jewelry	4,364,871	4,847,802	5,371,512
Sporting Goods/Toys	6,895,231	7,658,122	8,485,432
Discount Dept.	23,026,276	25,573,912	28,336,672
Antiques, etc.	316,295	351,290	389,240
Others	1,012,144	1,124,128	1,245,568
<b>Furniture</b>	<b>26,385,000</b>	<b>29,304,000</b>	<b>32,470,000</b>
Furniture	6,226,860	6,915,744	7,662,920
Home Furnishings	9,181,980	10,197,792	11,299,560
Store/Office Equip.	5,751,930	6,388,272	7,078,460
Music Instr./Suppl.	1,134,555	1,260,072	1,396,210
Radios, TV, etc.	4,089,675	4,542,120	5,032,850
<b>Transportation &amp; Utilities</b>	<b>94,725,000</b>	<b>105,206,000</b>	<b>116,571,000</b>
New/Used Vehicles	33,153,750	36,822,100	40,799,850
Tires, Batt., Prts.	41,773,725	46,395,846	51,407,811
Marine Sales/Rentals	5,020,425	5,575,918	6,178,263
Auto/Truck Rentals	14,777,100	16,412,136	18,185,076
<b>Drugstore</b>	<b>17,058,000</b>	<b>18,945,000</b>	<b>20,992,000</b>
<b>Apparel</b>	<b>9,581,000</b>	<b>10,641,000</b>	<b>11,791,000</b>
Men's and Boy's	1,255,111	1,393,971	1,544,621
Women's and Girl's	3,180,892	3,532,812	3,914,612
Infants	201,201	223,461	247,611
Family	2,663,518	2,958,198	3,277,898
Shoes	2,002,429	2,223,969	2,464,319
Jeans/Leather	38,324	42,564	47,164
Tailors/Uniforms	172,458	191,538	212,238
Others	67,067	74,487	82,537
<b>Hardware</b>	<b>36,475,000</b>	<b>40,510,000</b>	<b>44,886,000</b>
Hardware	17,653,900	19,606,840	21,724,824
Lawn/Seed/Fertil.	693,025	769,690	852,834
Others	18,128,075	20,133,470	22,308,342
<b>Vehicle Service</b>	<b>28,708,000</b>	<b>31,884,000</b>	<b>35,329,000</b>
Gasoline	9,760,720	10,840,560	12,011,860
Garage, Repairs	18,947,280	21,043,440	23,317,140
<b>Miscellaneous</b>	<b>31,938,000</b>	<b>35,472,000</b>	<b>39,304,000</b>
Advert. Signs, etc.	511,008	567,552	628,864
Barber/Beauty shop	1,948,218	2,163,792	2,397,544
Book Stores	1,469,148	1,631,712	1,807,984
Bowling	734,574	815,856	903,992
Cig./Tobacco Dealer	223,566	248,304	275,128
Dent./Physician Lab	1,277,520	1,418,880	1,572,160
Florist/Nurseries	2,395,350	2,660,400	2,947,800
Laundry, Dry Clean	1,085,892	1,206,048	1,336,336
Optical Goods/Opt.	766,512	851,328	943,296
Photo Sup./Photog.	2,203,722	2,447,568	2,711,976
Printing	2,586,978	2,873,232	3,183,624
Paper/Paper Prod.	1,373,334	1,525,296	1,690,072
Gifts/Cards/Novel.	4,567,134	5,072,496	5,620,472
Newsstands	255,504	283,776	314,432
Video Rent/Sales	4,151,940	4,611,360	5,109,520
Others	6,387,600	7,094,400	7,860,800
<b>TOTAL</b>	<b>\$362,932,000</b>	<b>\$403,086,000</b>	<b>\$446,632,000</b>

\*Developed by The Chesapeake Group, Inc., 2006.

# Growth in Retail Sales

From a public policy perspective, growth opportunities are critical. By focusing on opportunities that result from growth and assuming reasonable competitive positions, no sales or revenues are extracted from existing operations to create or attract new business or businesses. Thus and theoretically, expansions or new businesses do not come at the expense of existing ones.

As defined, retail goods and related services sales are expected to grow by roughly \$62.5 million between 2006 and 2015 for Option A. Growth over the same time frame for Option B is expected to be \$83.7 million.

## Supportable Space

Retail sales and related services revenues are converted to supportable space through the application of sales or revenue productivity levels. A sales or revenue productivity level is the level of sales or revenues per square foot at which it is assumed that the business will generate sufficient revenue to cover all costs of operation as well as provide a reasonable return on investment for the ownership or operating entity.

As might be expected, sales or revenue productivity levels vary, sometimes greatly, for each sub-category, type of business operation, or store-type. The productivity levels vary from very low figures for bowling centers to hundreds of dollars for other users. Supportable space is derived by dividing the amount of sales by a sales productivity level.

Table 49 contains the estimates of supportable square feet of space by category for the residential component of demand in Standale or that generated by the residents of Walker for 2006 and select subsequent years for Option A. It is noted that:

- ✓ The total supportable space is 1.1 million square feet for 2006.
- ✓ The largest categories include General Merchandise, Transportation, Hardware and Miscellaneous.
- ✓ The combined Transportation and Vehicle Services categories represent about one-third (31%) of all supportable space.

It is also once again noted that no one area is capable of attracting all sales and related supportable space from any market, irrespective of the dominance and viability of that area.

Table 49 - Option A Estimated Retail Goods and Related Services Supportable Space by Category for 2006, 2010, and 2015 (in Square Feet)\*

Category	2006	2010	2015
Food	43,651	47,253	51,162
Eat/Drink	78,575	85,060	92,098
General Merchandise	206,345	223,375	241,858
Furniture	82,852	89,691	97,111
Transportation & Utilities	275,637	298,386	323,074
Drugstore	34,116	36,932	39,986
Apparel	29,814	32,274	34,945
Hardware	155,054	167,850	181,738
Vehicle Service	69,890	75,656	81,918
Miscellaneous	123,355	133,534	144,582
TOTAL	1,099,289	1,190,011	1,288,472

\*Developed by The Chesapeake Group, Inc., 2006.



The following table contains similar information for Option B. Differences exist in latter years, with Option B estimates of supportable space exceeding those for Option A. This is a result of higher anticipated sales caused by larger growth in households.

Table 50 - Option B Estimated Retail Goods and Related Services Supportable Space by Category for 2006, 2010, and 2015 (in Square Feet)\*

Category	2006	2010	2015
Food	43,651	48,480	53,717
Eat/Drink	78,575	87,268	96,695
Furniture	82,852	92,017	101,959
Transportation & Utilities	275,637	306,135	339,206
Drugstore	34,116	37,890	41,984
Apparel	29,814	33,112	36,689
Hardware	155,054	172,207	190,809
Vehicle Service	69,890	77,621	86,008
Miscellaneous	123,355	137,005	151,804
<b>TOTAL</b>	<b>1,099,289</b>	<b>1,220,910</b>	<b>1,352,805</b>

\*Developed by The Chesapeake Group, Inc., 2006.

The sub-category supportable space estimates for the two alternatives are found in the two tables that follow on the next two pages.

As noted, change is the critical factor. The table that follows contains the estimates of sales and space for the combined residential markets for Standale for 2006 and the anticipated change from 2006 to 2015. At a minimum, the market will support another 189,000 square feet of space. It is noted that this is sufficient to support several additional restaurants and a limited amount of apparel space.

Table 51 – Estimated 2006 Sales and Supportable Space (in Square Feet) and Change in Both for 2006 through 2015 by Retail Category for Option A\*

Category	2006 Sales	2006-2015 Sales	2006 Space	2006-2015 Space
Food	\$23,373,000	\$4,022,000	43,651	7,511
Eat/Drink	31,430,000	5,409,000	78,575	13,523
Gen. Merchandise	63,259,000	10,887,000	206,345	35,514
Furniture	26,385,000	4,541,000	82,852	14,259
Transpo. & Utilities	94,725,000	16,302,000	275,637	47,436
Drugstore	17,058,000	2,936,000	34,116	5,872
Apparel	9,581,000	1,649,000	29,814	5,130
Hardware	36,475,000	6,277,000	155,054	26,683
Vehicle Service	28,708,000	4,941,000	69,890	12,029
Miscellaneous	31,938,000	5,497,000	123,355	21,232
<b>TOTAL</b>	<b>\$362,932,000</b>	<b>\$62,461,000</b>	<b>1,099,289</b>	<b>189,189</b>

\*Developed by The Chesapeake Group, Inc., 2006.

Table 52 – Option A Estimated Retail Goods and Related Services Supportable Space by Sub-category for 2006, 2010, and 2015 (in Square Feet)\*

Sub-category	2006	2010	2015
<b>Food</b>	<b>43,651</b>	<b>47,253</b>	<b>51,162</b>
Supermarkets	33,079	35,809	38,771
Independents	4,675	5,060	5,479
Bakeries	1,714	1,855	2,009
Dairies	844	914	989
Others	3,339	3,615	3,914
<b>Eat/Drink</b>	<b>78,575</b>	<b>85,060</b>	<b>92,098</b>
<b>General Merchandise</b>	<b>206,345</b>	<b>223,375</b>	<b>241,858</b>
Dept. Stores	76,965	83,317	90,211
Variety Stores	17,518	18,964	20,533
Jewelry	6,148	6,655	7,206
Sporting Goods/Toys	22,984	24,881	26,940
Discount Dept.	76,754	83,089	89,964
Antiques, etc.	1,375	1,489	1,612
Others	4,601	4,980	5,392
<b>Furniture</b>	<b>82,852</b>	<b>89,691</b>	<b>97,111</b>
Furniture	20,087	21,745	23,544
Home Furnishings	26,234	28,400	30,749
Store/Office Equip.	19,173	20,756	22,473
Music Instr./Suppl.	5,673	6,141	6,649
Radios, TV, etc.	11,685	12,649	13,696
<b>Transportation &amp; Utilities</b>	<b>275,637</b>	<b>298,386</b>	<b>323,074</b>
New/Used Vehicles	82,884	89,725	97,149
Tires, Batt., Prts.	139,246	150,738	163,210
Marine Sales/Rentals	13,569	14,689	15,904
Auto/Truck Rentals	39,938	43,234	46,811
<b>Drugstore</b>	<b>34,116</b>	<b>36,932</b>	<b>39,986</b>
<b>Apparel</b>	<b>29,814</b>	<b>32,274</b>	<b>34,945</b>
Men's and Boy's	3,138	3,397	3,678
Women's and Girl's	8,597	9,307	10,077
Infants	671	726	786
Family	8,878	9,611	10,406
Shoes	7,282	7,883	8,535
Jeans/Leather	128	138	150
Tailors/Uniforms	862	933	1,011
Others	258	279	302
<b>Hardware</b>	<b>155,054</b>	<b>167,850</b>	<b>181,738</b>
Hardware	70,616	76,443	82,768
Lawn/Seed/Fertil.	2,038	2,207	2,389
Others	82,400	89,200	96,581
<b>Vehicle Service</b>	<b>69,890</b>	<b>75,656</b>	<b>81,918</b>
Gasoline	6,732	7,287	7,890
Garage, Repairs	63,158	68,369	74,028
<b>Miscellaneous</b>	<b>123,355</b>	<b>133,534</b>	<b>144,582</b>
Advert. Signs, etc.	1,858	2,012	2,178
Barber/Beauty shop	9,741	10,545	11,417
Book Stores	3,971	4,298	4,654
Bowling	7,346	7,952	8,610
Cig./Tobacco Dealer	447	484	524
Dent./Physician Lab	3,931	4,255	4,607
Florist/Nurseries	5,636	6,101	6,606
Laundry, Dry Clean	3,620	3,918	4,243
Optical Goods/Opt.	2,190	2,371	2,567
Photo Sup./Photog.	6,296	6,816	7,380
Printing	9,407	10,184	11,026
Paper/Paper Prod.	6,867	7,433	8,048
Gifts/Cards/Novel.	15,224	16,480	17,844
Newsstands	511	553	599
Video Rent/Sales	20,760	22,473	24,332
Others	25,550	27,659	29,947
<b>TOTAL</b>	<b>1,099,289</b>	<b>1,190,011</b>	<b>1,288,472</b>

\*Developed by The Chesapeake Group, Inc., 2006.

Table 53 - Option B Estimated Retail Goods and Related Services Supportable Space by Sub-category for 2006, 2010, and 2015 (in Square Feet)\*

Sub-category	2006	2010	2015
<b>Food</b>	<b>43,651</b>	<b>48,480</b>	<b>53,717</b>
Supermarkets	33,079	36,739	40,707
Independents	4,675	5,192	5,753
Bakeries	1,714	1,904	2,109
Dairies	844	937	1,039
Others	3,339	3,708	4,109
<b>Eat/Drink</b>	<b>78,575</b>	<b>87,268</b>	<b>96,695</b>
<b>General Merchandise</b>	<b>206,345</b>	<b>229,175</b>	<b>253,934</b>
Dept. Stores	76,965	85,481	94,715
Variety Stores	17,518	19,456	21,558
Jewelry	6,148	6,828	7,566
Sporting Goods/Toys	22,984	25,527	28,285
Discount Dept.	76,754	85,246	94,456
Antiques, etc.	1,375	1,527	1,692
Others	4,601	5,110	5,662
<b>Furniture</b>	<b>82,852</b>	<b>92,017</b>	<b>101,959</b>
Furniture	20,087	22,309	24,719
Home Furnishings	26,234	29,137	32,284
Store/Office Equip.	19,173	21,294	23,595
Music Instr./Suppl.	5,673	6,300	6,981
Radios, TV, etc.	11,685	12,977	14,380
<b>Transportation &amp; Utilities</b>	<b>275,637</b>	<b>306,135</b>	<b>339,206</b>
New/Used Vehicles	82,884	92,055	102,000
Tires, Batt., Prts.	139,246	154,653	171,359
Marine Sales/Rentals	13,569	15,070	16,698
Auto/Truck Rentals	39,938	44,357	49,149
<b>Drugstore</b>	<b>34,116</b>	<b>37,890</b>	<b>41,984</b>
<b>Apparel</b>	<b>29,814</b>	<b>33,112</b>	<b>36,689</b>
Men's and Boy's	3,138	3,485	3,862
Women's and Girl's	8,597	9,548	10,580
Infants	671	745	825
Family	8,878	9,861	10,926
Shoes	7,282	8,087	8,961
Jeans/Leather	128	142	157
Tailors/Uniforms	862	958	1,061
Others	258	286	317
<b>Hardware</b>	<b>155,054</b>	<b>172,207</b>	<b>190,809</b>
Hardware	70,616	78,427	86,899
Lawn/Seed/Fertil.	2,038	2,264	2,508
Others	82,400	91,516	101,402
<b>Vehicle Service</b>	<b>69,890</b>	<b>77,621</b>	<b>86,008</b>
Gasoline	6,732	7,476	8,284
Garage, Repairs	63,158	70,145	77,724
<b>Miscellaneous</b>	<b>123,355</b>	<b>137,005</b>	<b>151,804</b>
Advert. Signs, etc.	1,858	2,064	2,287
Barber/Beauty shop	9,741	10,819	11,988
Book Stores	3,971	4,410	4,886
Bowling	7,346	8,159	9,040
Cig./Tobacco Dealer	447	497	550
Dent./Physician Lab	3,931	4,366	4,837
Florist/Nurseries	5,636	6,260	6,936
Laundry, Dry Clean	3,620	4,020	4,454
Optical Goods/Opt.	2,190	2,432	2,695
Photo Sup./Photog.	6,296	6,993	7,749
Printing	9,407	10,448	11,577
Paper/Paper Prod.	6,867	7,626	8,450
Gifts/Cards/Novel.	15,224	16,908	18,735
Newsstands	511	568	629
Video Rent/Sales	20,760	23,057	25,548
Others	25,550	28,378	31,443
<b>TOTAL</b>	<b>1,099,289</b>	<b>1,220,910</b>	<b>1,352,805</b>

\*Developed by The Chesapeake Group, Inc., 2006.

Table 54 contains the 2006 and anticipated changes for Option B. Because of the increase in the number of households in the market, greater opportunities will exist for retail. These opportunities for Standale include:

- ✓ 3 to 6 additional restaurant establishments, with 3 or more potentially having weekend or evening entertainment.
- ✓ One or two home furnishings, furniture or combination operation.
- ✓ An additional or expanded drugstore operation.
- ✓ 2 to 3 apparel operations (women's clothing, shoes, and family) or one larger niche clothing operation (such as K & G or T.J. Maxx).
- ✓ An additional gift store, that could include books, paper goods and coffee shop as well.
- ✓ An additional florist.
- ✓ An additional video rental and sales operation.

An alternative to the above apparel would be to combine the apparel activity with additional general merchandise space to support a "Marshall's" type of operation.

Table 54 - Estimated 2006 Sales and Supportable Space (in Square Feet) and Change in Both for 2006 through 2015 by Retail Category for Option B\*

Sub-category	2006 Sales	2006-2015 Sales	2006	2006-2015
Food	\$23,373,000	\$5,390,000	43,651	10,066
Eat/Drink	31,430,000	7,248,000	78,575	18,120
Gen. Merchandise	63,259,000	14,589,000	206,345	47,588
Furniture	26,385,000	6,085,000	82,852	19,107
Transpo. & Utilities	94,725,000	21,846,000	275,637	63,569
Drugstore	17,058,000	3,934,000	34,116	7,868
Apparel	9,581,000	2,210,000	29,814	6,878
Hardware	36,475,000	8,412,000	155,054	35,759
Vehicle Service	28,708,000	6,621,000	69,890	16,119
Miscellaneous	31,938,000	7,366,000	123,355	28,452
<b>TOTAL</b>	<b>\$362,932,000</b>	<b>\$83,701,000</b>	<b>1,099,289</b>	<b>253,526</b>

\*Developed by The Chesapeake Group, Inc., 2006.

The sub-category information for the two options are found in the follow two tables.

Table 55 - Estimated 2006 Sales and Supportable Space (in Square Feet) and Change in Both for 2006 through 2015 by Retail Sub-category for Option A\*

Sub-category	2006 Sales	2006-2015 Sales	2006 Space	2006-2015 Space
<b>Food</b>	<b>\$23,373,000</b>	<b>\$4,022,000</b>	<b>43,651</b>	<b>7,511</b>
Supermarkets	19,516,455	3,358,370	33,079	5,692
Independents	1,869,840	321,760	4,675	804
Bakeries	514,206	88,484	1,714	295
Dairies	303,849	52,286	844	145
Others	1,168,650	201,100	3,339	575
<b>Eat/Drink</b>	<b>31,430,000</b>	<b>5,409,000</b>	<b>78,575</b>	<b>13,523</b>
<b>General Merchandise</b>	<b>63,259,000</b>	<b>10,887,000</b>	<b>206,345</b>	<b>35,514</b>
Dept. Stores	23,089,535	3,973,755	76,965	13,246
Variety Stores	4,554,648	783,864	17,518	3,015
Jewelry	4,364,871	751,203	6,148	1,058
Sporting Goods/Toys	6,895,231	1,186,683	22,984	3,956
Discount Dept.	23,026,276	3,962,868	76,754	13,210
Antiques, etc.	316,295	54,435	1,375	237
Others	1,012,144	174,192	4,601	792
<b>Furniture</b>	<b>26,385,000</b>	<b>4,541,000</b>	<b>82,852</b>	<b>14,259</b>
Furniture	6,226,860	1,071,676	20,087	3,457
Home Furnishings	9,181,980	1,580,268	26,234	4,515
Store/Office Equip.	5,751,930	989,938	19,173	3,300
Music Instr./Suppl.	1,134,555	195,263	5,673	976
Radios, TV, etc.	4,089,675	703,855	11,685	2,011
<b>Transportation &amp; Utilities</b>	<b>94,725,000</b>	<b>16,302,000</b>	<b>275,637</b>	<b>47,436</b>
New/Used Vehicles	33,153,750	5,705,700	82,884	14,264
Tires, Batt., Prts.	41,773,725	7,189,182	139,246	23,964
Marine Sales/Rentals	5,020,425	864,006	13,569	2,335
Auto/Truck Rentals	14,777,100	2,543,112	39,938	6,873
<b>Drugstore</b>	<b>17,058,000</b>	<b>2,936,000</b>	<b>34,116</b>	<b>5,872</b>
<b>Apparel</b>	<b>9,581,000</b>	<b>1,649,000</b>	<b>29,814</b>	<b>5,130</b>
Men's and Boy's	1,255,111	216,019	3,138	540
Women's and Girl's	3,180,892	547,468	8,597	1,480
Infants	201,201	34,629	671	115
Family	2,663,518	458,422	8,878	1,528
Shoes	2,002,429	344,641	7,282	1,253
Jeans/Leather	38,324	6,596	128	22
Tailors/Uniforms	172,458	29,682	862	148
Others	67,067	11,543	258	44
<b>Hardware</b>	<b>36,475,000</b>	<b>6,277,000</b>	<b>155,054</b>	<b>26,683</b>
Hardware	17,653,900	3,038,068	70,616	12,152
Lawn/Seed/Fertil.	693,025	119,263	2,038	351
Others	18,128,075	3,119,669	82,400	14,180
<b>Vehicle Service</b>	<b>28,708,000</b>	<b>4,941,000</b>	<b>69,890</b>	<b>12,029</b>
Gasoline	9,760,720	1,679,940	6,732	1,159
Garage, Repairs	18,947,280	3,261,060	63,158	10,870
<b>Miscellaneous</b>	<b>31,938,000</b>	<b>5,497,000</b>	<b>123,355</b>	<b>21,232</b>
Advert. Signs, etc.	511,008	87,952	1,858	320
Barber/Beauty shop	1,948,218	335,317	9,741	1,677
Book Stores	1,469,148	252,862	3,971	683
Bowling	734,574	126,431	7,346	1,264
Cig./Tobacco Dealer	223,566	38,479	447	77
Dent./Physician Lab	1,277,520	219,880	3,931	677
Florist/Nurseries	2,395,350	412,275	5,636	970
Laundry, Dry Clean	1,085,892	186,898	3,620	623
Optical Goods/Opt.	766,512	131,928	2,190	377
Photo Sup./Photog.	2,203,722	379,293	6,296	1,084
Printing	2,586,978	445,257	9,407	1,619
Paper/Paper Prod.	1,373,334	236,371	6,867	1,182
Gifts/Cards/Novel.	4,567,134	786,071	15,224	2,620
Newsstands	255,504	43,976	511	88
Video Rent/Sales	4,151,940	714,610	20,760	3,573
Others	6,387,600	1,099,400	25,550	4,398
<b>TOTAL</b>	<b>\$362,932,000</b>	<b>\$62,461,000</b>	<b>1,099,289</b>	<b>189,189</b>

\*Developed by The Chesapeake Group, Inc., 2006.

Table 56 - Estimated 2006 Sales and Supportable Space (in Square Feet) and Change in Both for 2006 through 2015 by Retail Sub-category for Option B\*

Sub-category	2006 Sales	2006-2015 Sales	2006	2006-2015
<b>Food</b>	<b>\$23,373,000</b>	<b>\$5,390,000</b>	<b>43,651</b>	<b>10,066</b>
Supermarkets	19,516,455	4,500,650	33,079	7,628
Independents	1,869,840	431,200	4,675	1,078
Bakeries	514,206	118,580	1,714	395
Dairies	303,849	70,070	844	195
Others	1,168,650	269,500	3,339	770
<b>Eat/Drink</b>	<b>31,430,000</b>	<b>7,248,000</b>	<b>78,575</b>	<b>18,120</b>
<b>General Merchandise</b>	<b>63,259,000</b>	<b>14,589,000</b>	<b>206,345</b>	<b>47,588</b>
Dept. Stores	23,089,535	5,324,985	76,965	17,750
Variety Stores	4,554,648	1,050,408	17,518	4,040
Jewelry	4,364,871	1,006,641	6,148	1,418
Sporting Goods/Toys	6,895,231	1,590,201	22,984	5,301
Discount Dept.	23,026,276	5,310,396	76,754	17,701
Antiques, etc.	316,295	72,945	1,375	317
Others	1,012,144	233,424	4,601	1,061
<b>Furniture</b>	<b>26,385,000</b>	<b>6,085,000</b>	<b>82,852</b>	<b>19,107</b>
Furniture	6,226,860	1,436,060	20,087	4,632
Home Furnishings	9,181,980	2,117,580	26,234	6,050
Store/Office Equip.	5,751,930	1,326,530	19,173	4,422
Music Instr./Suppl.	1,134,555	261,655	5,673	1,308
Radios,TV, etc.	4,089,675	943,175	11,685	2,695
<b>Transportation &amp; Utilities</b>	<b>94,725,000</b>	<b>21,846,000</b>	<b>275,637</b>	<b>63,569</b>
New/Used Vehicles	33,153,750	7,646,100	82,884	19,115
Tires, Batt., Prts.	41,773,725	9,634,086	139,246	32,114
Marine Sales/Rentals	5,020,425	1,157,838	13,569	3,129
Auto/Truck Rentals	14,777,100	3,407,976	39,938	9,211
<b>Drugstore</b>	<b>17,058,000</b>	<b>3,934,000</b>	<b>34,116</b>	<b>7,868</b>
<b>Apparel</b>	<b>9,581,000</b>	<b>2,210,000</b>	<b>29,814</b>	<b>6,878</b>
Men's and Boy's	1,255,111	289,510	3,138	724
Women's and Girl's	3,180,892	733,720	8,597	1,983
Infants	201,201	46,410	671	155
Family	2,663,518	614,380	8,878	2,048
Shoes	2,002,429	461,890	7,282	1,680
Jeans/Leather	38,324	8,840	128	29
Tailors/Uniforms	172,458	39,780	862	199
Others	67,067	15,470	258	60
<b>Hardware</b>	<b>36,475,000</b>	<b>8,412,000</b>	<b>155,054</b>	<b>35,759</b>
Hardware	17,653,900	4,071,408	70,616	16,286
Lawn/Seed/Fertil.	693,025	159,828	2,038	470
Others	18,128,075	4,180,764	82,400	19,003
<b>Vehicle Service</b>	<b>28,708,000</b>	<b>6,621,000</b>	<b>69,890</b>	<b>16,119</b>
Gasoline	9,760,720	2,251,140	6,732	1,553
Garage, Repairs	18,947,280	4,369,860	63,158	14,566
<b>Miscellaneous</b>	<b>31,938,000</b>	<b>7,366,000</b>	<b>123,355</b>	<b>28,452</b>
Advert. Signs, etc.	511,008	117,856	1,858	429
Barber/Beauty shop	1,948,218	449,326	9,741	2,247
Book Stores	1,469,148	338,836	3,971	916
Bowling	734,574	169,418	7,346	1,694
Cig./Tobacco Dealer	223,566	51,562	447	103
Dent./Physician Lab	1,277,520	294,640	3,931	907
Florist/Nurseries	2,395,350	552,450	5,636	1,300
Laundry, Dry Clean	1,085,892	250,444	3,620	835
Optical Goods/Opt.	766,512	176,784	2,190	505
Photo Sup./Photog.	2,203,722	508,254	6,296	1,452
Printing	2,586,978	596,646	9,407	2,170
Paper/Paper Prod.	1,373,334	316,738	6,867	1,584
Gifts/Cards/Novel.	4,567,134	1,053,338	15,224	3,511
Newsstands	255,504	58,928	511	118
Video Rent/Sales	4,151,940	957,580	20,760	4,788
Others	6,387,600	1,473,200	25,550	5,893
<b>TOTAL</b>	<b>\$362,932,000</b>	<b>\$83,701,000</b>	<b>1,099,289</b>	<b>253,526</b>

\*Developed by The Chesapeake Group, Inc., 2006.

Additional retail demand will be generated from the students associated with Grand Valley State who now pass through or can pass through, but do not live in either the Standale area or elsewhere in Walker. However, their numbers are not expected to increase as previously noted.

The expenditure of the students is focused in several retail categories. These are Eating & Drinking, General Merchandise, Vehicle Service, and Apparel.

Total retail sales associated with these categories are estimated at \$24.3 million for the students not living in the City. No (constant) dollar increases are expected in the foreseeable future since no enrollment change is anticipated in the near future.

Table 57 - Estimated Sales derived from Non-resident Grand Valley Students\*

Category	2006 Sales
Eating & Drinking	\$6,286,000
General Merchandise	\$12,652,000
Apparel	\$1,916,000
Vehicle Services	\$3,445,000
Sub-total	\$24,299,000

\*Developed by The Chesapeake Group, Inc., 2006.

The students have a range of options associated with these expenditures. Thus, the capture rate, likely to be between 10% to 15% of these sales or revenues, will be small but could support certain activity including:

- ✓ An additional restaurant as well as boost sales for the other defined food service establishments.
- ✓ An additional apparel operation.

## Office Demand

As with retail activity, residential growth provides the opportunity for growth in professional and other services. Office growth results from both needs generated by residents for services, but also employment activity. The following are factored into the estimates of opportunity for additional office space in the Standale.

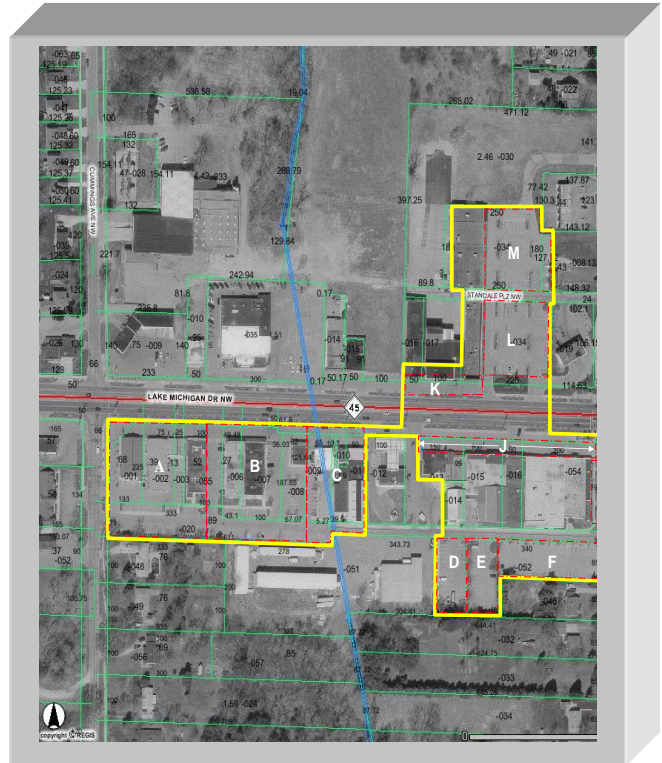
- ✓ The average amount of square feet per office employee is estimated at about 250. This is a gross figure, including corridors, entrances, etc.
- ✓ A reasonably small proportion of the new households in Walker will be headed by those seeking retirement or semi-retirement in the near future.

Based on the previously identified housing growth anticipated and employment patterns by industry in Walker and surrounding areas of the County, a total of between 103,000 and 138,000 square feet of new office space is likely to be generated in the foreseeable future. It is estimated that with land use policies that foster such development, Standale could attract between 52,000 and 69,000 square feet of this space.

# Implications & Suggestions

The following reflects the significant findings and implications from the various conducted analyses.

- ✓ There is one potential parking management issue which is associated with use of Sub-area K resulting from limited supply. This appears to be linked to the arrival of long-term parkers at the time short-term use is elevated. This could likely be corrected without capital costs through a cooperative arrangement of the tenants and property owners in that sub-area to insure that employees and employers do not park in spaces in front of the facilities until after noon.
- ✓ Sub-area M parking should be monitored because of the current proportion of long-term use.
- ✓ With the potential change of ownership in the foreseeable future related to potential retirements, there is a need for entrepreneurial activity to insure continuation of a reasonable share of the viable businesses in Standale.
- ✓ There are some clusters of retail that are identified with the potential to serve either Walker residents or residents of both the City and the County that might be appropriate for the Standale area. The most notable among these are apparel, particularly women's apparel, accessories, and jewelry.
- ✓ There is also a defined gap in professional services that could potentially result in a cluster of office space in the Standale area. This includes both medical and non-medical services. The latter includes but is not limited to computer, a variety of design, and legal services. Standale could attract between 52,000 and 69,000 square feet of this space in the future. This would exclude any space potentially associated with the above noted entrepreneurial activity or the public sector.
- ✓ There is residential opportunity for the study area as well. Two market segments could be targeted. These are small households with primary income earners likely to be at least 55 years old, or small households with primary income earners generally under the age of 30. Senior independent living could also be an option. Furthermore, assisted living would also be an option. The new units could include lofts built in association with additional office activity; quads, duplexes or other structures built for only housing; or development that is based on a mixed-use concept. A total of between 165 and 220 units would be marketable. It is noted that if such development is not capitalized upon by the study area, it will likely be situated elsewhere in Walker as part of a larger residential development or in neighboring areas outside of Walker.





- ✓ Retail opportunities also exist. These include: 4 to 7 additional restaurant establishments, with 4 or more potentially having weekend or evening entertainment; one or two home furnishings, furniture or combination operations; an additional or expanded drugstore operation; 3 to 4 apparel operations (women's clothing, shoes, and family), or one larger niche clothing operator (such as K & G or T.J. Maxx); an additional gift store that could include books, paper goods and coffee shop; an additional florist; and an additional video rental and sales operation. An alternative to individual apparel operations would be to combine the apparel with additional general merchandise space to support a "Marshall's" type of operation.
- ✓ The amount of space associated with the retail activity is estimated at 47,000 to 102,000 square feet.

Table 58 – Retail Opportunities for Standale\*

Retail	Range of Space (square feet)
Food Service Operations	20,000 to 30,000
Furniture	5,000 to 12,000
Drugstore	7,500 to 12,000
Apparel	6,000 to 35,000
Miscellaneous	8,000 to 12,500
Range	46,500 to 101,500

\*Developed by The Chesapeake Group, Inc., 2006.

Should the collective opportunities be pursued and reach fruition, there would be a dramatic change in the character of Standale. In total, about 1 million square feet of space would be added. This space could alter the "current landscape" of the corridor, potentially converting the area into a strong, viable downtown.

## Suggestions

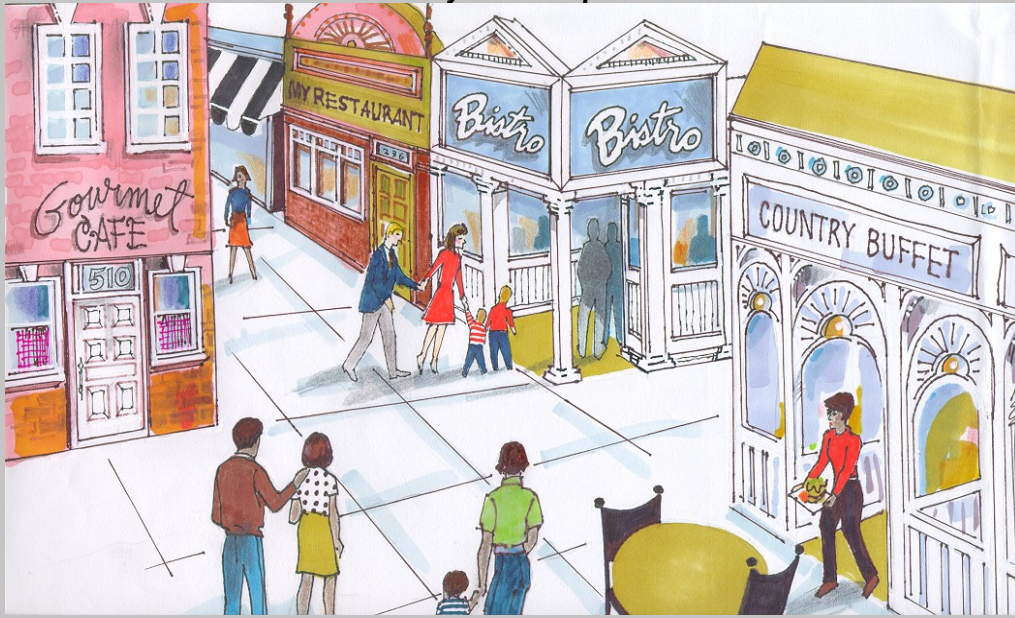
Based on the presented opportunities, the following suggestions are made with respect to implementation of these opportunities. It is noted that the suggestions are designed to be essentially mutually exclusive. However, each is designed to blend with the others. The solutions are pragmatic in nature, based on limited government resources, but recognizing the corporate and human resources that exist in Walker. While collectively the suggestions would result in a dynamic program, they are not intended to be exclusive of other undertakings, particularly as they relate to physical design of public infrastructure. It is unlikely that all suggestions will be implemented in the foreseeable future.

### + Create a Unique Food Collection

The analyses, as noted, indicates demand for a significant amount of additional food service establishment space. Furthermore, there is both a desire and a realistic possibility of further penetrating the GVSU student market.

In accomplishing either the expansion for which demand is identified or increased market penetration, it is suggested that the food service space be developed in a way that would make it unique to Standale, Walker, and to surrounding populations. One possible way of doing this is through the creation of a collection of restaurants in a "food court" setting, having both seating within the court area and within individual restaurants. The creation of this arrangement could also allow for the food court to be used for select live evening entertainment activity and other events.

### **Eatery/Market Option**



### **+ Establish An Entrepreneurial Apprenticeship Program**

As identified, maintenance of the commercial community in the area will require the identification and development of new ownership that are not family members.

“Recruitment” of “new ownership” can be effectuated through community colleges, vocational and technical schools, and other colleges throughout Michigan or even a larger multi-state area. However, the linkages with GVSU make the establishment with that university relatively easy and most important.

GVSU can play a key role. Through the institution students can be identified with potentially successful entrepreneurship profiles. Current owners can also identify current employees with potential. The process would include:

- ✓ Certain required business curricula courses.
- ✓ An internship, with introduction and at least part-time work while attending school or training with a business person that is likely to retire in a few years.
- ✓ An apprenticeship of 1 to 3 years working and learning in the business.
- ✓ Purchase, with previous ownership staying on for six months or 1 to 2 years.

Scholarships to obtain the entrepreneurship skills and to sponsor the student apprenticeships could be arranged through cooperative partnerships. Assistance with financial planning and procurement of resources for the purchase and financing of businesses could also be secured in advance, including through current owners.

GVSU is already significantly involved with entrepreneurial activity. However, the apprenticeship component makes this program somewhat different. Furthermore, at some time in the future, actual course work associated with the program could be administered within the DDA area. Such activity could evolve through an alliance with other higher education and technical institutions that specialize in culinary arts, etc.

## + Identify Opportunity Sites

The addition of more office activity and residential development in downtown Standlee would help to stimulate day and evening foot traffic. If the City and the DDA want to stimulate

investment through new development as well as through maintaining the existing base, then sites where development is appropriate and desired should be identified. On the graphics to the left and below, two sites are identified. These were selected because:

- ✓ There is available underutilized land.
- ✓ They are strategically located so that related foot traffic would help existing commercial activity.
- ✓ There are few parcels that would need to be assembled.
- ✓ They are situated in

areas where additional investment and activity would likely stimulate investment in nearby existing properties.

There are other advantageous sites as well, including one on the southern part of the downtown

**Major DDA Opportunity Sites or Areas**



**Major "West Side" Opportunity Sites or Area**



**Major "Central" Site or Area**



across from the identified site in the center of the area.

Once the sites are identified, the DDA should:

- ✓ Due preliminary evaluations of each.
- ✓ Examine regulations to determine if they “foster”, not simply allow the type of development desired and the opportunities.
- ✓ Make any changes necessary to the regulations to “foster” the type of development desired.
- ✓ Open a dialogue with ownership of the sites.
- ✓ Establish cooperative atmosphere or specific arrangements with the owners or their representatives.

### **+ Establish A Developer Recruitment Process**

Much of the indicated analysis conclusions and the implementation suggestions requires development of activity and associated space, whether it involve retail, office or housing. In a perfect world, this would happen “instantaneously”. However, unless the proper people become aware of the opportunities that exist, there is a decreased probability that it will happen in the foreseeable future. Thus, much of the success with the proposed economic strategy is dependent upon recruitment.

There are two fundamental directions recruitment can take in Standale. One is developer recruitment. The other is select business recruitment. Both approaches should be employed in Standale because there is the opportunity for both substantial additional critical mass and the need to fill or upgrade existing space at present and in the near future.

The following are “advance steps” for establishing a successful recruitment effort.

- ✓ Decide who will administer and provide staff support for the recruitment effort in general.
- ✓ Develop marketing materials oriented toward the types of entities to be solicited. (Much of the materials should be flexible, alterable, and reproducible by the City or other entity.)
- ✓ Obtain the ability to reproduce the materials on demand internally. (Acquire color laser printing capabilities if not available through the City or other entity.)
- ✓ Develop lists of those to be solicited.
- ✓ Develop a set schedule for phasing of the recruitment process so that the work load is distributed over time.
- ✓ Establish a funding mechanism to insure that the effort is continual.

The marketing activity associated with recruitment would include:

- ✓ Distribution of developed materials via direct mail; advertising in select professional journals for developers if affordable; and ICSC conference attendance, if affordable.
- ✓ Preparation of Request for Qualifications and Proposals.
- ✓ An “open house” could be arranged if feasible and interest in attendance is strong.



- ✓ Review and evaluation of the responses. (Independent party review is preferred.)
- ✓ Establishment of the relationship (such as between the development interest and private property ownership).
- ✓ Continue follow-up, acting as an “ombudsman” for the process, at a minimum.

It is note that Standale is likely to continue to have limited human resources available for recruitment activity. Therefore:

- ✓ Only limited activity can be expected, whether monthly or quarterly. The City, DDA, or other entity should establish priorities and allocate the limited resources accordingly. The amount of activity will largely depend upon the allocation of human resources. Contract services can facilitate the process.
- ✓ DDA Board members should act as “Ambassadors”, being available, when required to introduce prospects to the downtown. Ambassadors should be rotated in order to avoid placing undo time burden on any individual.

There are three fundamental choices for the developer recruitment process. These are to seek developers that are: (a) mixed-use oriented; (b) retail oriented; or (3) housing oriented. The choice depends upon the receptivity of the City and DDA to adding housing within the context of downtown. Although helpful, it is not necessary for either to own the property or even have a working relationship with the property owners to recruit interests. Many jurisdictions do one form of marketing or another for economic development purposes.

### **+ Establish A Business Recruitment Process**

A “sister” effort to the developer recruitment is a business recruitment effort. It is conducted in the same manner as above, but without the RFP/RFQ component. The following is also appropriate for retail or office.

- ✓ Assemble local Realtors to inform them of the effort. Potentially establish an advisory committee within the DDA or City consisting of the local Realtors.
- ✓ Develop lists of those to be solicited. (List provided for retail in the appendix. However, that list should be updated at least every two years.)
- ✓ Distribute developed materials via direct mail; advertising in select publications, if affordable; and “cold call” door knocking for restaurant and other unique select interests.
- ✓ After initial contact, follow-up contact via telephone and internet and site visits to answer questions, gage interest, etc.
- ✓ Establish relationship with landlord, Realtor, property owner, or other appropriate party.

### **+ Include Housing**

Pursuit of additional housing in a manner compatible and complementary to maintenance of Walker’s quality of life is important to downtown Standale for a variety of reasons. These include creating additional foot traffic, enhancing the tax base, stimulating evening business, broadening the desirability of the commercial community, and reversing Standale’s perceived “suburban” feel. It provides the opportunity to create connectivity within the DDA area. In many ways, it is one of the most important if not the most important element in this proposed strategy.

Unlike other suggestions that involve “pursuit” of one or more activities, aggressive inclusion of housing should focus more on assuring that the City’s comprehensive plan establishes this as a priority and related ordinances not only do not create hardship, but foster it; that the development process is smooth, perhaps “fast tracked” for the DDA area; and that attitudes of Boards, etc. indicate the desire for the DDA area to grow, welcoming complementary housing, and facilitating not hindering the review process.

### **+ Expand Other Activities in the DDA Area**

Important to the success of downtown is “anchor” activity that draws people to the area as well as creating synergism, or the sharing of the patron base. Anchors for downtowns are often not retail. Public services that generate patrons are quality anchors. Examples are court facilities, post offices, libraries, state offices such as the Secretary of State, and certain local jurisdiction offices. A “Y”, child care facilities, and other facilities help as well.

Attempts should be made to attract, relocate, and recruit such offices. Local policies should direct future public building investments toward Standale as well. (Walker has already proposed and initiated the inclusion of public building space in Standale.)

### **+ Add Infrastructure**

Available technology is now and will be in the future fundamental to all types of business activity in the downtown. Free high speed wireless internet connection throughout downtown should be offered for both businesses and patrons. The City or DDA should push for linkages to Broadband activity as soon as possible as well.

Mitigation of visual dominance of utilities should be pursued when physical planning for the area is done. There are alternatives from on-site generation of power to relocation of utility lines and to undergrounding of lines.

### **+ Assure Town Center Dominance**

As eluded to in the analysis, Walker and areas near Standale and the downtown have substantial room from growth. In allowing the growth, planning should consider by intent:

- ✓ The dominance of the DDA area as the commercial hub for all of Walker.
- ✓ The creation and then maintenance of a different atmosphere for the DDA area from all other commercial centers in Walker.
- ✓ Through cooperative planning efforts, attempt to create and then maintain a unique commercial center for the DDA area, differentiated from those outside of Walker as well.
- ✓ The prevention of commercial sprawl in existing and new development areas.
- ✓ Maximize “rooftops” or industrial development in areas with growth opportunity, while minimizing or limiting new retail to defined marketable activity to serve the new neighborhoods or “roof tops”.

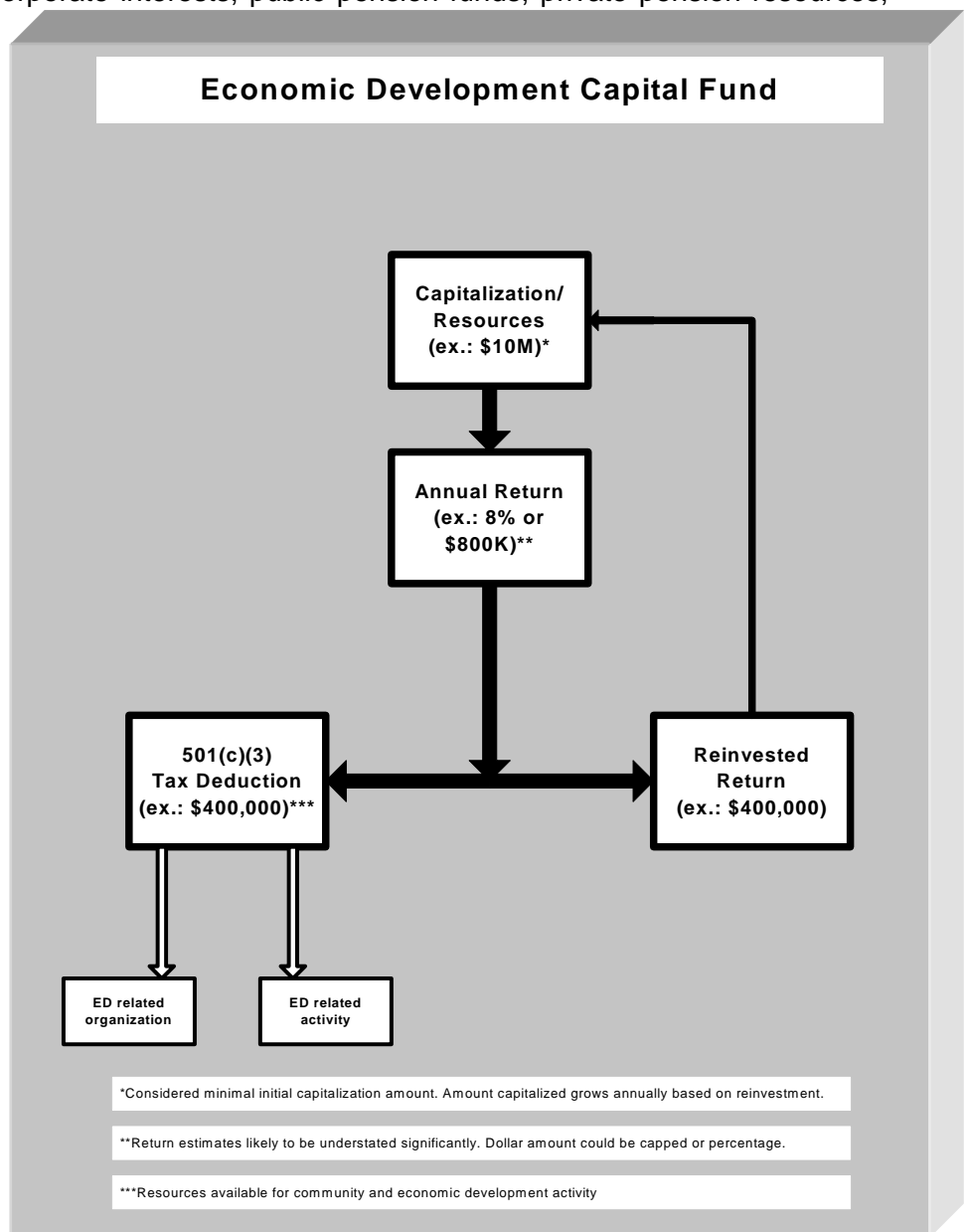
### **+ Establish an Additional Funding Source**

The formation of an Economic Development Capital Fund should be explored for use in downtown Standale as well as perhaps other economic or community development activity.

An Economic Development Capital Fund would be identical to any traditional “mutual fund,” with a few critical exceptions. The fund would be established by any traditional brokerage. Money is invested, not “given” to the fund. It can be removed by the individual investors. However, unlike other funds, a proportion of the earned income is “donated” to a designated 501(c)(3) organization that would invest the money in economic development activity. The proportion “given” or allocated to the non-profit could range from as little as 10% to as much as 50%, or it could be fixed at a certain dollar amount. The investor would get an annual tax deduction for the contribution as well as the return on the remainder not donated to the tax-exempt entity.

While the direct funds reinvested would be lower than in a traditional fund, the total “return” is only marginally different because of the accrued tax benefit.

In the illustration to the right, a “capitalization” of \$10 million is used. These funds could come from individual investors, corporate interests, public pension funds, private pension resources, etc. The illustration assumes an annual return of 8%. This figure is conservative, well below historic return rates recorded in the past by managed funds. Assuming only an 8% return, \$400,000 would be earmarked for the non-profit (assuming a 50% split), with the tax benefit of the contribution accruing. The other one-half (\$400,000) would be reinvested. Capital would continue to accumulate, but the “gift” amount would hold constant or could be increased or decreased over time. Thus, the proportion of the return, but not the actual dollar amount “granted” to the non-profit of the total resources and earned income could remain constant, increase, or diminish annually. Also, the cap of dollars could be “set” from the onset, so that returns greater than 8%, if achieved, would result in greater capital accumulation and not additional “grants.”



The new resources could be used for a variety of purposes, including but not limited to any and all that follow:

- ✓ Direct capital expenditures for infrastructure and buildings. (If a minimum is guaranteed for a certain time frame, bonding could be employed as well as “pay as you go”.)
- ✓ Marketing or recruitment activity.

## **✚ Expand Marketing & Promotions**

As determined through the telephone survey of Walker and surrounding area residents, market penetration is relatively low in general and specifically in certain parts of the City. Increasing market penetration should be a priority and fostered in the short-term through marketing efforts. In the longer-term, these efforts coupled with an increase in the critical mass will be necessary.

Effective marketing tools to create an energy level in downtown before the addition of critical mass, to increase market penetration, create a sense of “ownership” in Standale, and to begin selling Standale as Walker’s downtown are special events. Special events can be designed to bring sales in on specific days or they can be designed to enhance the image of an area and get people used to coming to the area. To a large extent these suggested events are designed to bring the community together in Standale, with young families, college students, adults, empty nesters and seniors sharing the fun and activities in “their” community. All events should include food, with local vendors being given preference, and music to complete the experience.

Each of the following is an option worthy of consideration. Each is sketched or briefly described, with outlines of activities and recommended methodology for further development.

### **Paws & Claws For A Good Cauz!**

This is a potential community event sponsored by the DDA and individual businesses or other corporations to benefit The Humane Society of Kent County (H.S.K.C.). HSKC is a private, non-profit organization dedicated to the protection and care of all animals.

Events and exhibits could include, but not be limited to:

- ✓ A 5K walk with each pet participant having sponsors.
- ✓ Animal Pet Costume Parade, Saturday Morning (\$5 admission/donation for contestants).
- ✓ Petting Zoo, Saturday and Sunday (admission/donation for participants).
- ✓ Cages with Pet Adoption Candidates offered by Humane Society.

Exhibitors could include dog/cat breeders and dealers of pet foods, supplies and accessories. Food vendors would include current and sought operators in Standale as well as natural organic foods and a farmers’ marketplace.

Individual activities could be sponsored by retailers or others, with admissions for entry to most events other than the %K walk. The awards/prizes for the parade could be donated by the participating retailers to help bring attendance and increase the fundraising.

### **Walker’s Kent County – “Idols”**

Borrowing the theme from the popular “American Idol” TV show, this event can be either indoors/outdoors depending upon the scheduled date. The final performance can be a banquet affair to raise funds for a worthy organization or charity. Spotlighting “tomorrow’s stars”, this event is aimed at young people (16 to 25) competing, which will bring an enthusiastic crowd of family and friends to cheer.



A second event could be held for those younger than the above ages.

GVSU and the Kent-Walker school systems could assist with recruiting contestants. Private, parochial, and home schooled youth should be included resulting in an inclusive community event.

Music accompaniment can be provided by the schools' music departments and individual, talented band members.

Judging can be conducted by distributed ballots, winners announced every few hour after the performances. This insures the groups will stay and enjoy the rest of the event during that judging time.

### **Spring Cleaning –Flea Market Style - Sports Swap Trade Fair**

Tables would be set up in a field or parking lots by organizations, groups and clubs, or individual neighbors in a coordinated collaborative process, selling used sporting equipment including but not limited to: golf, fishing, hunting, bicycling, boating, bowling, camping, birding, baseball, basketball, tennis, skating, snow sports, and treadmills and other exercise equipment.

All regional recreation councils, clubs, organizations, churches, schools would be invited to set up tables (space sold for a small fee) selling used sporting goods. A "Sports Trade" can be included, which can be a fundraising event for the participating organizations and can be an opportunity for enthusiasts to trade-up their equipment. An autograph session with minor league ball players, arena football players and others could be an additional activity to generate interest.

Meijer or other retailers can sell sports drinks and power bars as snacks.

### **Movie in the Park at Dark**

Selecting an "old favorite" that will draw a big crowd is easy and fun to arrange. The event can have a costume encouragement, to come as your favorite character, with the musical score played by a local high school/community band.

The Wizard of Oz, The Sound of Music, or I Love Lucy or Saved By The Bell (TV shows), are perennial favorites for various ages. More contemporary Disney and Pixar selections can also be considered.

Typically if the film is shown free, with no alcohol being served, there are no royalties due. A DVD can be rented and projected onto a large screen erected in the middle of a field or simple a wall of a building. Families are invited to bring their own chairs, blankets and picnics for the event.

This could be held on a regular schedule over a series of weeks.

### **Apple Blossom Spring Festival (like Washington's Cherry Blossom Festival)**

The area west of Grand Rapids has been historically important commercial apple growing region. The gentle slope up from the lake and rolling hills has made this area perfect for apple production.

Events for the festival, which could run for an entire weekend, could include:

- ✓ Beauty Queen competition\* Friday night. (Winner could be sponsored by the City of Walker in the Miss Michigan Contest.)
- ✓ Floral art show Saturday/Sunday, with a signature poster from a local artist featuring apple blossoms.
- ✓ Kids parade, Saturday AM.
- ✓ Queen's coronation ball, Saturday evening.
- ✓ Apples 'a la carte (cooking competition), Sunday early afternoon.
- ✓ Johnny Appleseed Story Telling, Sunday afternoon.
- ✓ Country or Jazz Music in the Park Sunday late afternoon.

Since Walker does not have an abundance of flowering apple trees, apple blossoms can be imported from florists in other areas of Michigan to display and create bouquets for the queen contestants. Potted garland displays can be hung on lamp posts along the main thoroughfare. Temporary planters with small flowering trees can be rented from growers. This floral connection can be sponsored and facilitated by the Standale Garden Club. Assistance could also be obtained from the Michigan Apple Committee, which is a quasi-governmental organization dedicated to improving the profitability of Michigan's fresh and processed apple industries.

### **Book Fair; Adventure *Reading!***

The book fair is intended to be a gathering of book enthusiasts and booksellers for browsing and purchase. Exhibitors can be selected from many small independents in the area as well as libraries, merchants, including Meijer and other larger retailers with book departments. An opportunity for all ages, enthusiasts, authors, and special interests, this event can take place indoors or outdoors under tents. Its universal draw will attract from the entire Kent County if properly promoted

Potential sponsors include Meijer; The Community Media Center (CMC is a cooperative of public access, non-profit media affiliates, headquartered on the second floor of the Grand Rapids Public Library - Westside Branch) The Walker Library, The Michigan Library Association, and American Booksellers Association (Trade organization devoted to the support of booksellers).

The Walker Library can assist taking a leadership role in organizing the event, selecting the categories, and recommending the exhibitors. The latter include:

- ✓ Local book shops specializing in specific categories, including sports, cooking, crafts, arts, antiques, photography, and hobbies, to differentiate from each other's collections and provide a good selection for attendees.
- ✓ Authors can be invited. (Michigan authors can be highlighted with book signings and readings.)
- ✓ Libraries (school & public), and civic clubs and organizations can be invited to set up tables of used books.

Associated events could include:

- ✓ Cooking demonstrations from a local/regional/Michigan cookbook. (A local cooking store/cookware department from a larger retailer cooking from a new cookbook.)
- ✓ Aerobics demonstrations using a popular book.
- ✓ Hobby and/or craft demonstrations using a new book.
- ✓ Story time reading for youngsters 3 to 6 years.

- ✓ Wandering costumed characters from famous novels: Cat in the Hat, Jack & The Giant, Shakespeare, etc.

### **Community Health Fair – Walker’s Health Is Our Wealth!**

A community health fair benefits all attendees and sponsors. The number one family issue across the country is good health care and preventive disciplines. Information and resources are needed by every age group and all residents. There is a wealth of service organizations and potential sponsors and exhibitors available.

This should be an outdoor, fresh air event in the Spring.

Potential sponsors include, but are not limited to:

- ✓ The Michigan Health & Hospital Association, MHA ( composed of a blend of hospitals and health systems, and other organizations involved in health care).
- ✓ American Red Cross of West Central Michigan.
- ✓ The Visiting Nurse Association of Western Michigan, VNA (the largest community-based homecare provider in West Michigan).
- ✓ The Michigan Department of Community Health (MDCH).
- ✓ Kent County Health Department.
- ✓ Grand Valley Health Corporation.
- ✓ Spectrum Health.
- ✓ Meijer Stores.
- ✓ Juvenile Diabetes Foundation.
- ✓ Walker Family Practice.
- ✓ Local pharmacies.
- ✓ Other health care providers.

Associated activities can include:

- ✓ Gyms and aerobics demonstrations.
- ✓ Holistic healing information: acupuncture, massage and chiropractic demonstrations.
- ✓ Runners/walkers clubs and associations.
- ✓ Free Blood pressure screening, prescription information.
- ✓ Cholesterol screening.
- ✓ Opticians: eye screening.
- ✓ Promoting heart healthy menus/foods.
- ✓ Local/regional nutritionists.

All Kent County residents can be invited by press releases, news stories, direct mail and TV announcements.

In addition to event activity to boost the market, the area should attempt to develop consistent marketing themes. It is often thought that there should be only one theme for an area. That is not necessarily the case as different market segments, such as age groups, often respond to different themes. What is of interest or means something to a 21 year old may mean something very different to someone over the age of 55.

The themes can be used in conjunction with events, signage, and public improvement promotional programs. Redundancy and consistency in message are the most important elements.

In the following, two elements are provided. One is the potential name for marketing purposes. The other is a positioning line, or what one is trying to convey about the place. The following are some possible options. It is noted that the name could be mixed with one of the other positioning lines than the one with which it is displayed and vice versa. These are suggested for use prior to increasing critical mass.

### **The Standale Connection.**

Meet at 11& 45: *Not the Time. It's the Place.*

### **The Standale 45**

At The Center of Things.

### **Standale Central. or Standale.**

The Heart of Walker.

### **It's Happening In Standale.**

Today. Every Day.

### **Walker's Central. Standale.**

North. South. East. West.

These names and positioning lines are targeted to specific markets and for potential use once critical mass is initiated or in association with advertising or events targeted toward one particular audience. One or more can be pre-selected and used in a "teaser campaign" created to build awareness and high expectations.

## **1. Generic**

Cyber Square  
County Corners  
The Crossroads  
The Meeting**Place**  
Meeting**Square**  
Square**Corners**  
The Palisade

## **2. College Town**

The Place 2-B (student text speak)  
The Great Escape  
Escapades  
Grand Valley Bolt  
**G.V. Meet**  
**4<sup>U</sup> 2<sup>B</sup>**  
**G.V. C.S.**  
**Cyber Space**

### 3. Food Court

The Palate Palace  
Food Thyme  
Thyme Square  
Marketplace  
Market Square  
Cyber Cupboard

### 4. Standale

Standale's Sophisticates  
Standale's Town Center  
Standale's Savory Square  
Standale's Cyber Space  
Standale *InTown*

### 5. Walker

Kent Trail's Reststop  
Kent Trail's Bend  
Walker's Wayside  
Charles Walker's Homestead  
(creating a caricature of Charles Walker as the logo, aka KFC Colonel)

### 6. Downtown

Downtown Pine Plaza  
Downtown's *Intown*  
Downtown Centerplace  
Downtown Marketplace  
Downtown Walker's Way

Additional short and long-term options include:

#### **Downtown's Intown:**

Bringing Community. Together

Walkers - Where - With – All

See You In Standale!

#### **Standale's Cyber Space**

Convene. Converse. Connect.

Great Connexions.

**CON-X-U**

Meet *U* There.

### **Charles I. Walker's Homestead**

Uncle Charlie wanted it this way.

Done, Uncle Charlie's Way

Grampa Charlie Wanted it This Way.

Charlie Gramps Champs.

Charlie Gramps Great Ideas.

Charlie Gramps Wanted This!

### **Standale's Sophisticates**

The Envy Of The Others!

Where You Meet Style.

Life. Grand Style.

### **Thyme Square**

Seasoned. To Perfection.

The Spices Of Life.

One Stop. World Tour.