

Clio

Downtown Blueprint 2008



HyettPalma



Cool Cities Blueprints for Michigan's Downtowns

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

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

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

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

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

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

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

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1600 Prince Street • Suite 110
Alexandria, Virginia 223147
Phone 703 683 5126
Fax 703 836 5887
E-mail: info@hyettpalma.com
www.hyettpalma.com

April 21, 2008

The City of Clio
Members of the Clio DDA
Members of the Process Committee
c/o City Hall
505 W. Vienna Street
Clio, MI 48420

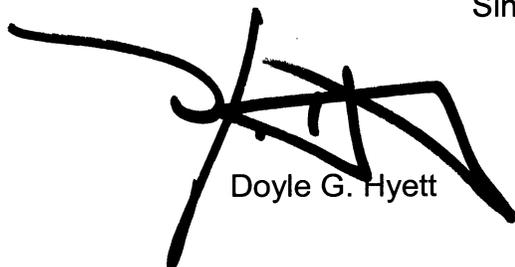
RE: **Clio Downtown Blueprint 2008**

HyettPalma, Inc., is pleased to present the following report: ***Clio Downtown Blueprint 2008***, completed under the program titled ***Cool Cities Blueprints for Michigan's Downtowns***.

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

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

Sincerely,



Doyle G. Hyett



Dolores P. Palma

Process Committee Members

At the request of HyettPalma, Inc., the City of Clio formed a Process Committee to oversee this project. HyettPalma would like to thank the members of the Clio Downtown Process Committee, listed below, for all their time, effort, and dedication in preparing for, and participating in completing, the ***Clio Downtown Blueprint 2008***.

Bob Smith – Mayor, City of Clio
Duane Mosher – Clio City Commission Member
Jack Abernathy – Clio City Administrator
Archie Bailey – Chair, Genesee County Commission
Tony McKerchie – Vienna Township Supervisor
Jan Barlow – Chair, Clio Downtown Development Authority (DDA)
Sue Boyse – DDA Member
Penny Brandle – DDA Member
Dr. Martin Cousineau – DDA Member
Bill Lewis – DDA Member
Randy Samson – DDA Member
Linda Vance – DDA Member
Tony West – DDA Member
Bob Bentley – Businessman
Bernie Borden – President, Rotary Club
Mike Bunting – Businessman
Debbie Force – Branch Manager, National City Bank
Elena Guevara – Clio Area Art Society
Fay Latture – Superintendent of Clio Schools
Desiree Londrigan – Site Supervisor, Mott Northern Tier Center
Pat McGuire – Farm Bureau Insurance
Craig Nelson – Editor, *The Herald* Newspaper
Don O'Guinn – O'Guinn Funeral Home
Dr. Paul Racine, DDS – Racine & Ackley, DDS
Richard Shaink – President, Mott Community College
Otis Stout – Clio Area Historical Association Representative
Doug Vance – President, Clio Community Foundation
Jennifer Walter – Downtown Resident /Whistle Stop Cafe

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Project Overview

I. PROJECT OVERVIEW

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

This project was completed as part of the **Cool Cities Blueprints for Michigan's Downtowns** technical assistance program, a partnership of the Michigan State Housing Development Authority (MSHDA) and the Michigan Municipal League (MML). The **Clio Downtown Blueprint 2008** was completed by HyettPalma, Inc., with the involvement of the Clio Downtown Process Committee formed by the City to oversee this project.

The methodology used to define the **Clio Downtown Blueprint 2008** was developed by HyettPalma, Inc., and has been used extensively by the firm in Downtowns throughout the United States. To date, it forms the basis of the currently operating technical assistance programs titled:

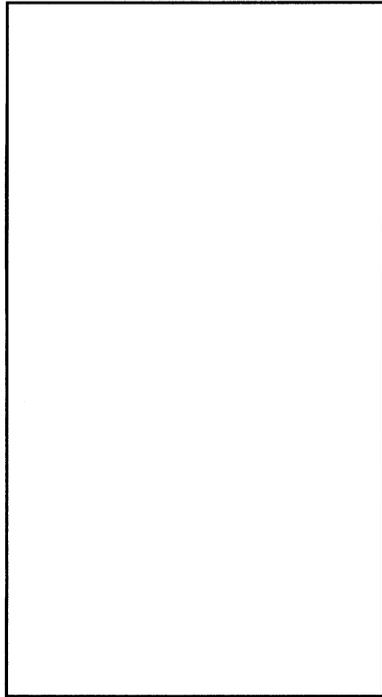
- **America Downtown® -- New Thinking. New Life.**, created by the National League of Cities and HyettPalma in 1992;
- **Indiana Downtown®**, created by the Indiana Association of Cities and Towns with HyettPalma in 2001; and
- **Blueprints for Pennsylvania's Downtowns**, created by the Pennsylvania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

Downtown Clio Blueprints Project Area

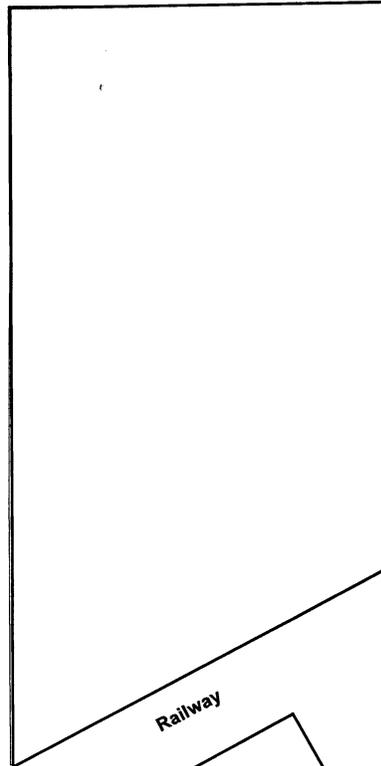


Mill

Griffes

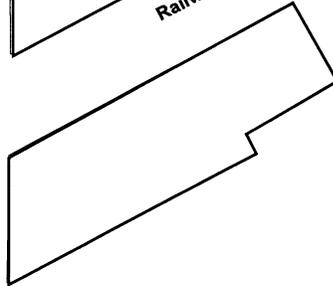
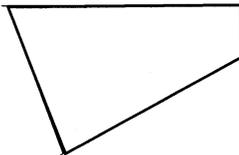


Vienna



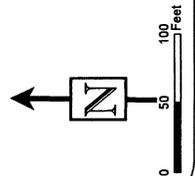
Railway

Center



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MSHDA CATeam & MML

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Downtown Clio Today

II. DOWNTOWN CLIO TODAY

Following is a description of Downtown Clio, as it stands today, as well as a summary of the community's desires, concerns, and preferred image for Downtown's future.

Overview

Today, Downtown Clio has many assets that can be used to bring about its brighter future, as defined and desired by the community. These can be characterized as tangible, intangible, and human/organizational assets.

Downtown's tangible assets include:

- Long-term businesses;
- New businesses whose owners have chosen to locate Downtown;
- New generations taking the helm at long-time businesses;
- Downtown's remaining compactness and walkability;
- Pedestrian-scale, historic buildings;
- Buildings that have been improved;
- Three small parks – Clock, Consumers, and Veterans;
- A historic museum in a restored Depot;
- The Historical Association brass plaque project, which is underway;
- The Chamber of Commerce's pending move to Downtown; and
- M-57, which affords visibility and accessibility to Downtown.

Downtown's intangible assets include:

- The impressive level of pride, passion, and commitment the community holds for Downtown and its improved future;
- The high level of volunteerism, which the community enjoys;
- The local ability to make the community's grand dreams come true, as is demonstrated by the presence of the Clio Amphitheater, Clio Youth Sports Complex, Clio Area Bike Path, and Mott Northern Tier Center;
- The recent increase in communication among City Hall, the DDA, and the Downtown business community;
- The local sentiment that "the time is right" and that "the time has never been better" to enhance Downtown Clio; and
- The local determination that "we're ready to move forward" with Downtown's improvement.

Downtown's human and organizational assets include the existence, works, volunteers, and staff members of the following entities:

- Clio DDA;
- City of Clio;
- Clio Area Chamber of Commerce;
- Clio Area Beautification;
- Clio Area Historical Association;
- Clio Common Ground;
- Clio Area Community Council;
- Clio Community Foundation;

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- The Regional Planning Board;
- Mott Northern Tier Center;
- Clio School System; and
- A myriad of service groups, such as Rotary, Veteran's, etc.

HyettPalma believes that Downtown's combination of tangible, intangible, and human/organizational assets – currently in place – will enable the entities listed above to move Downtown forward in a manner that allows Downtown to:

- Attain the community's defined and preferred image for Downtown; and
- Capture the economic opportunities revealed in the Downtown market analysis.

Desires

Those involved in the ***Downtown Blueprint*** process were asked to cite their desires for Downtown's future. The desires mentioned most often and repeatedly were:

- For the ***Downtown Blueprint*** to provide a "fresh look from the outside" that results in offering "good ideas" that are "motivational;"
- Bring life and vitality back to Downtown;
- Preserve Downtown's historic buildings and convey its history;
- Retain Downtown's small town feel, friendliness, and familiarity;
- Increase Downtown's business variety and activities in order to draw more people to Downtown; and
- Create the tools necessary to encourage private sector investment in Downtown.

Concerns

Those participating in the **Downtown Blueprint** process were asked to express their concerns regarding Downtown's future. The following concerns were mentioned most frequently:

- Business mix – how to compete and co-exist with nearby venues, such as Birch Run, Wal-Mart, and Flint Mall;
- Business turnover;
- Building vacancies;
- Few reasons to come Downtown;
- Perception of parking;
- Walkability – in crossing Vienna and Mill;
- Buy-in from business and property owners to make needed improvements;
- Communication among all individuals, groups, and entities involved in Downtown's enhancement;
- "Believing in ourselves and our abilities" – "we will succeed!"; and
- Downtown's image.

Image

Those participating in the **Downtown Blueprint** process were asked to describe the image they hoped Downtown would have as a result of the enhancement effort. Following is a synopsis of that image.

***A historic Downtown where you'll find a lot of pride –
Our historic buildings have been preserved,
Downtown has been spruced up,
Our public spaces look beautiful, and
All our storefronts are filled with great businesses.***

***A Downtown of wonderful, caring people
Who are very friendly,
Always very glad to see you,
Are always there to help you, and who
Stand behind their products and services.***

***Modern stores with an old time, small town feel,
A family place for all ages,
A fun and active Downtown
Filled with lots of people walking and enjoying themselves.***

***A Downtown with great shopping, restaurants, and entertainment –
But that offers more to do than just shop.***

***A Downtown with lots of curb appeal –
Beautiful flowers, trees, and greenery;
Buildings and signs and awnings that blend;
An appearance so beautiful that it stops traffic!***

***A healthy Downtown in every way –
Physically, economically, civically, and more.***

***A hub for the northern part of the County and
A welcoming Downtown that cares –
About our businesses, about our customers, about each other, and
About you!***

***A Downtown that is extremely welcoming –
Come spend time with us,
You'll find we have so much to offer,
We're your hometown Downtown –
Come and enjoy our hospitality!***

Guidelines

Based on Downtown's current situation – as well as on the desires, concerns, and preferred image defined by the community – HyettPalma suggests that the recommendations contained in this **Downtown Blueprint** be implemented using the following guidelines.

1. Non-Traditional Downtown

The anchors typically associated with – and typically found in – a traditional Downtown are not present in Downtown Clio. These include entities such as City Hall, post office, library, art center, and theater group. As a result, creating an enticing business mix in Downtown Clio will be more important than in most Downtowns, since Downtown Clio's businesses must act as its anchors and activity generators.

2. Back to Basics

It must be realized that – while large projects have been very successfully tackled in Clio in the past – there are no “silver bullets” in terms of revitalizing Downtowns. This means that, instead of expecting one large project to cure all Downtown ills, attention must be paid instead to working on the details that will add up to creating a great Downtown in Clio. And, all involved must work on those details together.

3. Finding Money

There appears to be some concern locally about how and where to find the funds needed to make Downtown improvements. On the other hand, HyettPalma found that considerable optimism appears to exist on the part of Downtown's business owners who want to move Downtown forward by making necessary improvements. Therefore, these owners should be assisted in funding needed improvements, such as appropriate façade enhancements. At the same time, it must be realized that while economic considerations are important, demonstrating local pride is equally important, if not more so.

In addition, it should be noted locally that a community's ability to generate needed funds increases drastically once a gameplan has been defined for Downtown – as has been done for Downtown Clio with this **Downtown Blueprint**.

4. Professional Expertise

The DDA and the City should seek the advice of specialists, as noted for various projects recommended in this *Downtown Blueprint*. This is very important in order to ensure that Downtown enhancements – such as public signs, façade improvements, and public improvements – are implemented correctly. And, the specialist appropriate for each project should be retained – going beyond engineers.

5. Action!

The perception locally is that – in the past – there has been “a lot of talk” and “little action” in terms of Downtown improvements. It must be recognized that a comprehensive and strategic program of actions has never been defined for Downtown Clio before – as was done with this *Downtown Blueprint*. Therefore, the community must realize that Downtown Clio and its champions now, for the first time, have the tools they need in order to bring about desired improvements.

6. Activities

There is a desire locally to create more “activities” in Downtown – meaning events, such as festivals and sidewalk sales – in order to draw more people into Downtown. While events are important to create a fun and festive atmosphere in Downtown, it must be recognized that attracting more spenders to Downtown is more important. Therefore, the improvements recommended here to enhance Downtown’s business mix and image should be made along with creating activities.

7. Strong Businesses

For Downtown Clio, the business development effort should be focused on recruiting strong, existing businesses to fill Downtown’s vacancies, rather than focusing on start-up businesses, which are proven to have a high attrition rate.

8. Younger Entrepreneurs

When recruiting business prospects or real estate developers for Downtown Clio, a concerted effort should be made to seek younger entrepreneurs. This is important since youthful entrepreneurs tend to be greater risk-takers, more nocturnal, and very open to new business ideas and approaches.

9. As Downtown Clio Goes . . .

There is a truism in the field of Downtown revitalization that says, “As Downtown goes, so goes the town.” This means that a vibrant Downtown imparts a positive image to the whole community and enhances the quality-of-life enjoyed by all

residents of that community. This truism is especially important in Clio, since Clio's Downtown is the Downtown of not only the City, but also of two Townships. Therefore, the residents of the City and Townships should understand the importance of a revitalized, vibrant Downtown Clio to the overall image and health of these three entities.

10. Balance

Great regional cooperation exists between the City of Clio, the two Townships, and the Clio School System. This should be applauded and continued. At the same time, it must be realized that Downtown Clio's success will be dependent on – and brought about by – strong local initiative.

11. DDA Must Lead

Currently, there are many well-meaning “chefs” who have a hand in Clio's “Downtown broth.” This has resulted in various well-meant plans and little consensus on implementing those plans. This, in turn, has led to either little getting done or to the projects that do get implemented being disjointed.

To rectify this, the Clio DDA must play a strong leading role in Downtown's enhancement in terms of:

- Planning;
- Advocating;
- Implementing;
- Communicating; and
- Coordinating.

If this does not occur, Downtown will have a very difficult time attaining the community's vision.

12. Downtown Must Offer An Alternative

Currently, all the commercial development that exists in the Township and the City – except for Downtown Clio – is auto-oriented in format, as opposed to being pedestrian-oriented. To differentiate itself from all those other commercial venues and offer shoppers an alternative, it is very important to enhance Downtown Clio in a manner that protects and promotes its historic buildings, pedestrian-scale, small town feel, and walkability.

13.M-57

This State road should be recognized as an asset to Downtown Clio, since it provides Downtown's businesses with tremendous visibility and gives Downtown great accessibility. Both visibility and accessibility are very important to the success of businesses, and in particular, to the success of retail and food establishments. In addition, it should be noted that M-57 makes it very convenient for shoppers to get to Downtown – and, when surveyed, residents of Downtown's primary trade area said "convenience" was the number one factor that determined where they choose to shop.

14. Concentrate Uses

As Downtown Clio is enhanced, specialty, impulse-oriented businesses and other activity generators should be concentrated in a contiguous band of first floor spaces along Vienna Street. This should be a major goal of the Downtown enhancement effort.

As is recommended in the City's comprehensive plan, converting housing adjacent to Downtown into offices should be allowed. This is so for two reasons. First, doing so would free-up Downtown storefronts for use by specialty, impulse-oriented businesses. And, second, it would improve the appearance of residential structures adjacent to Downtown.

It should be noted, however, that retail and food establishments should not be allowed to locate in residential structures adjacent to Downtown. Doing so would have a detrimental affect on Downtown's current businesses and on Downtown's ability to attract larger numbers of customers and shoppers in the future.

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Resident & Business Surveys

III. RESIDENT & BUSINESS SURVEYS

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

Frequency of Trips

Over one-half of residents surveyed (54%) reported coming to Downtown Clio with great frequency – defined as between one and seven times a week.

Just over one-fifth (22%) said they come to Downtown with moderate frequency – defined as from three times a month to once every two months.

And, almost one-quarter (24%) said they seldom or never come to Downtown Clio.

These figures indicate that Downtown Clio is enjoying the significant patronage of those residing in its primary retail trade area. On the other hand, Downtown has great opportunity to further penetrate and capture that market.

Purpose of Trips

Trade area residents were asked to cite the main reasons they currently come to Downtown Clio. The top two reasons given to this question were "shopping" (35%) and eating in restaurants (24%). Therefore, over one-half (59%) of those surveyed said they primarily come to Downtown Clio for one of these two reasons.

The remaining reasons cited for Downtown trips were mentioned with far less frequency. These were:

- Banking (7%);
- Personal business – doctor, lawyer, etc.(4%);
- Entertainment (4%);
- Service businesses (3%);
- Work there (3%);
- Visiting friends or family (3%); and

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- Other (5%) – museum, events, volunteer activities, recreation, live there.

Finally, 12% of those surveyed said that they find themselves in Downtown Clio because they are “passing through.”

Shopping Area of Choice

Residents surveyed were asked where they currently do most of their family shopping at this time, other than grocery shopping. The area most often cited was Vienna Township (44%), with Wal-Mart and K-Mart mentioned most often in this category.

The next two responses were given with similar frequency. These were:

- Flint (14%); and
- Downtown Clio (13%).

Therefore, 71% of survey respondents said they choose to shop in one of the above three areas.

The remaining respondents said they do most of their shopping:

- In Mt. Morris Township (6%);
- In Flint Township (4%);
- In the City of Clio (3%);
- At home (3%) – catalogues, internet, TV; or
- In other cities (13%) – Birch Run, Montrose, Saginaw, Pontiac, Grand Blanc, and Frankenmuth.

When asked why they choose to shop in a particular area, the top reason cited by residents was convenience (35%).

The next most often mentioned reasons for choosing a particular shopping area were the variety/selection offered (20%), its closeness to home (19%), and price points offered (15%).

The remaining 11% of residents surveyed said they choose a shopping area based on:

- Service (3%);

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- Its closeness to their work place (2%);
- Parking (2%); or
- Other reasons (4%), such as shopping local and "habit."

It should be noted that over one-half (56%) of survey respondents indicated that they choose a shopping area based on its convenience – in-general (35%), its closeness to their home (19%), or its closeness to their work place (2%). This is good news for Downtown Clio, since it is conveniently located to those living and working in its trade area.

Downtown Characteristics

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

Thirteen characteristics were rated "good" by a majority or significant percent (defined as up to 47%) of residents and seven characteristics received this rating from a majority or significant percent of business owners. All seven characteristics rated "good" by a majority or significant percent of Downtown business owners were among those receiving this top rating by residents surveyed. These seven characteristics were:

- Feeling of safety (94% residents, 76% business owners);
- Helpfulness of salespeople (85% residents, 71% business owners);
- Knowledge of salespeople (77% residents, 79% business owners);
- Quality of service businesses (76% residents, 68% business owners);
- Business hours (72% residents, 54% business owners);
- Quality of restaurants (58% residents, 50% business owners); and
- Prices at service businesses (51% residents, 58% business owners).

The six characteristics rated "good" by a majority or significant percent of trade area residents – but not by Downtown business owners – were:

- Cleanliness of the area (72% residents, 36% business owners);
- Quality of retail goods (68% residents, 44% business owners);
- Convenience of parking (57% residents, 28% business owners);
- Availability of parking (55% residents, 24% business owners);
- Variety of retail goods (50% residents, 4% business owners); and
- Price of retail goods (48% residents, 33% business owners).

Downtown Improvements

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

Six improvements were rated "very important" by a majority or significant percent of both residents and business owners. Residents and business owners agreed on four of those improvements, which were:

- Increase the number of retail businesses (65% residents, 92% business owners);
- Increase retail variety (62% residents, 76% business owners);
- Increase restaurant variety (62% residents, 60% business owners); and
- Physically improve buildings (55% residents, 88% business owners).

The two improvements rated "very important" by a majority or significant percentage of residents, but not business owners, were:

- Improve the quality of retail goods (55% residents, 38% business owners); and
- Improve the variety of service businesses (48% residents, 40% business owners).

And, the two improvements rated "very important" by a significant percentage of business owners, but not residents, were:

- Improve parking convenience (44% residents, 64% business owners); and
- Improve parking availability (40% residents, 68% business owners).

Additional Businesses/Activities

Trade area residents were asked what specific types of businesses or activities they would like to see added to Downtown's mix. The most often mentioned responses to this question were:

- Specialty shops (boutiques, unique);
- Restaurants and specialty food shops;
- Entertainment; and
- Clothing and shoe stores.

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Downtown Clio Tomorrow

IV. DOWNTOWN CLIO TOMORROW

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Clio – as it would ideally exist in the year 2013. A compilation of the thoughts and preferences expressed during those sessions is shown below.

By the year 2013, Downtown Clio would be “standing room only” as Downtown’s businesses, activities, and programs attract hordes of people and tap into the area’s activity generators and draw their users to Downtown. Downtown would have great shops, restaurants, entertainment, events, plus loft apartments – so much more to do than just shopping!

Downtown buildings would have no empty storefronts. Instead, they would be filled with fully operating businesses that are so unique you can’t find them anywhere else. Downtown would also offer places to hang out – and that are appealing to a variety of ages – such as coffee houses, ice cream shops, an arcade, sidewalk cafes, sidewalk benches, and entertainment venues (for poetry, music, story telling, etc.)

Those in and coming to Downtown would be able to walk anywhere and feel comfortable and safe, even crossing Vienna Street. And, traffic would be slowed down, making it easier and safer to walk.

Downtown would be extremely beautiful. Every building would be restored to its original, mint condition so that Downtown tells the story of Clio’s history. Downtown’s buildings would present a unique combination of structures like those found nowhere else. Plaques and markers would be in place to tell about Downtown’s history. Downtown would remain historic, but look spruced up and contain up-to-date businesses.

Although they might have been built in different architectural periods, Downtown’s buildings would blend together and have a “consistency,” rather than looking like a “hodge podge.” Storefronts would blend. Store signs would be professionally made and attractive. Building rears would be made more attractive and would afford better access to businesses.

Downtown's public spaces would also be beautiful and very well-maintained, having lots of flowers, greenery, pretty bump-outs, and curb appeal. A maintenance program would be in place to keep Downtown's public spaces looking great.

Overall, Downtown would have such an appealing appearance that it stops traffic!

Better advantage would be taken of Downtown's three small parks – which are “cornerstones” – by using them for more activities.

Downtown's parking would be adequate, available, and convenient. Walkways leading to parking lots would be attractive and well-lighted. Signs would be in place to direct drivers to parking.

Residential apartments would fill the upper floors of Downtown's buildings, creating lofts above its shops. And, these lofts would offer a combination of both upscale and affordable apartments.

There would be greater cooperation and communication among all those involved in Downtown's enhancement. Downtown, the DDA, and the would City forge new partnerships and relationships. There would be the buy-in needed from Downtown's business and property owners. The public, Downtown businesses, and the government would be kept informed of the goals, solutions, roles and responsibilities, and “what it will take” to make the desired changes occur in Downtown. And, “what we're doing in Downtown and what we're thinking of doing” would be advertised.

The “things we do have in Downtown” would be promoted. And, the community would get the word out that “we've done the unthinkable for a small city” and “we will succeed” in Downtown, too!

Downtown would be enhanced to have a range of attractive and appealing uses, including:

- Specialty shops;
- Restaurants with outdoor dining;
- Entertainment;

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- Art galleries;
- Offices and professional services;
- Loft apartments above shops;
- A small hotel or B&B's;
- A farmers market;
- Annual special events; and
- "Draws" that give people a multitude of reasons to come Downtown.

These would enable Downtown to attract a variety of customers and users, including:

- Those who live in Clio and the Townships;
- College students;
- West end shoppers;
- Those using the amphitheater, bike path, sports complex, etc.;
- Entertainment seekers;
- State road travelers;
- Area-wide tourists; and
- Area lodging facility guests.

Finally, by the year 2013, Downtown Clio would be on its way to having the following image.

***A historic Downtown where you'll find a lot of pride –
Our historic buildings have been preserved,
Downtown has been spruced up,
Our public spaces look beautiful, and
All our storefronts are filled with great businesses.***

***A Downtown of wonderful, caring people
Who are very friendly,
Always very glad to see you,
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*Modern stores with an old time, small town feel,
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*A Downtown that is extremely welcoming –
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We're your hometown Downtown –
Come and enjoy our hospitality!*

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Downtown Market Analysis

V. DOWNTOWN MARKET ANALYSIS

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

Downtown Retail Opportunities

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

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

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 161,697 – WITH AN ESTIMATED 61,616 HOUSEHOLDS (Source: ESRI estimate)

THE PRIMARY TRADE AREA POPULATION IS ESTIMATED TO INCREASE TO APPROXIMATELY 162,233 BY 2012 – WITH AN ESTIMATED 62,327 2012 ESTIMATED HOUSEHOLDS (Source: ESRI estimate)

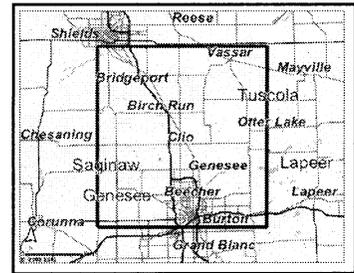
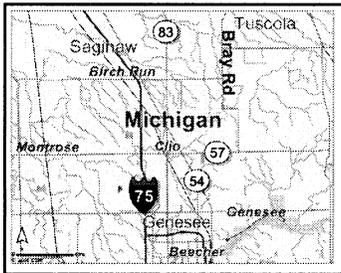
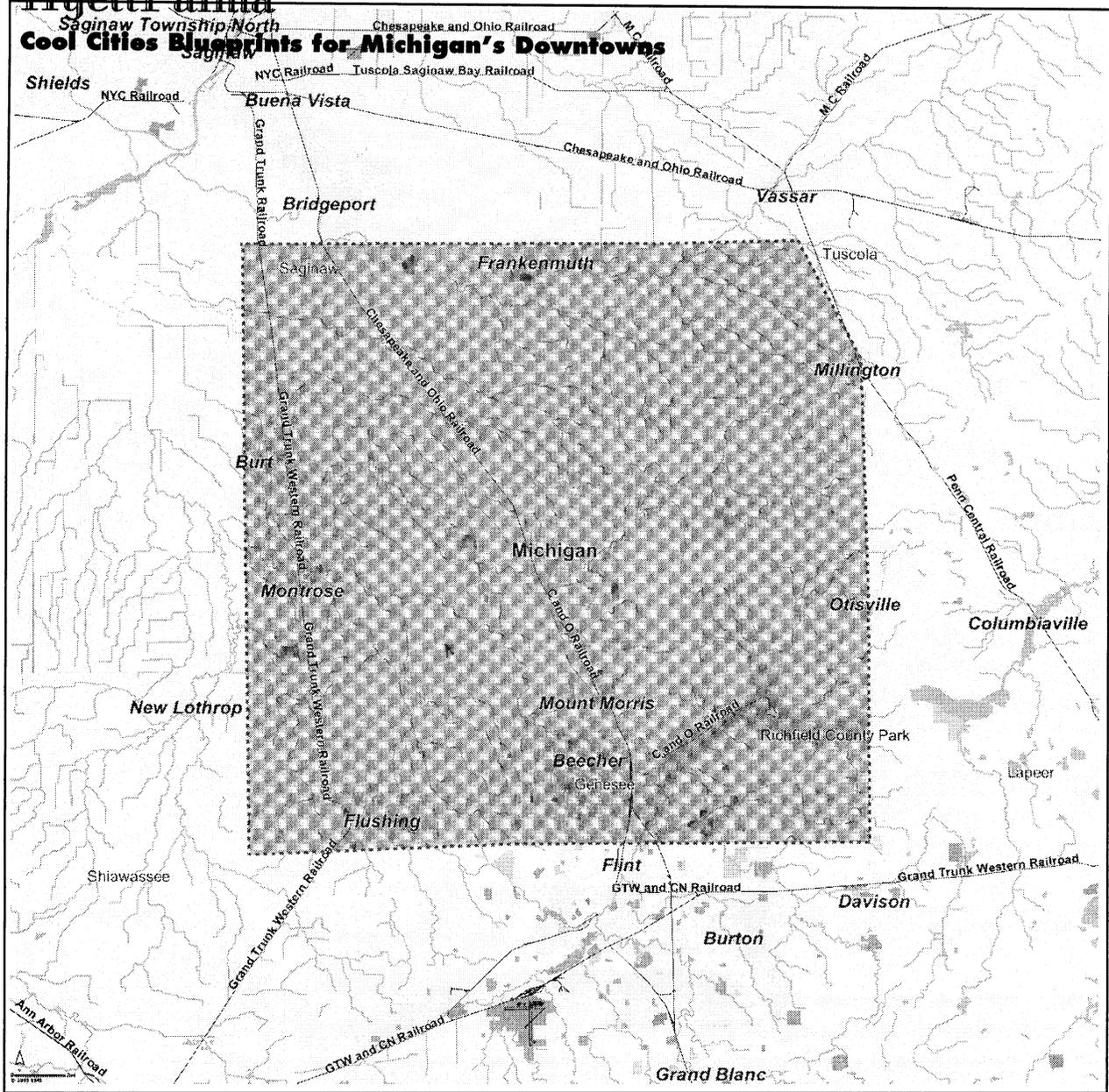
THE AVERAGE HOUSEHOLD SIZE IS 2.6 PERSONS, WHICH IS SLIGHTLY HIGHER THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

Clio, MI 1

Site Map
Prepared by
March 13, 2008

HuettlPalma

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THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$3,775,000,000 PER YEAR (Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$61,263 AND IS PROJECTED TO INCREASE TO \$70,730 ANNUALLY BY 2012 (Source: ESRI estimate)

Current Retail Businesses – Downtown Clio currently contains 17 retail businesses, which occupy approximately 57,000 square feet of building space. The retail inventory was completed by the Downtown Clio Process Committee and is shown on the following page.

**Downtown Clio Retail Businesses
by Standard Industrial Classification**

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>52</u>	<u>Building Materials and Garden Supplies</u>		
5251	Hardware	1	8,390
<u>55</u>	<u>Automotive Dealers and Service Stations</u>		
5521	Used Cars	1	16,573
<u>56</u>	<u>Apparel and Accessories</u>		
5699	Miscellaneous Apparel	1	1,200
<u>57</u>	<u>Furniture and Home Furnishings</u>		
5734	Computers/Software	1	2,568
5736	Musical Instruments	1	1,463
<u>58</u>	<u>Eating/Drinking</u>		
5812	Eating Places	2	6,626
5813	Drinking Places	1	2,162
<u>59</u>	<u>Miscellaneous Retail</u>		
5932	Antiques	1	1,084
5944	Jewelry	1	1,984
5945	Hobby/Toys/Games	1	3,200
5992	Florist	1	2,120
5999	Miscellaneous Retail	1	2,392
	<u>Select Support Services</u>		
7231	Beauty Shops	1	566
7241	Barber Shops	1	1,104
	<u>Amusement and Recreation Services</u>		
7911	Dance Studios/Schools	1	4,747
7999	Mic. Amusement/Recreation	1	786
TOTAL NUMBER OF RETAIL BUSINESSES		17	
TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE			56,965
TOTAL NUMBER OF VACANT RETAIL SPACES		4	
TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE			7,662

Source: Downtown Clio Process Committee

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Retail Potential – Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$1,103,000,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand for the primary trade area is shown in **THE RETAIL REPORT®**, contained in the Appendix of this document.

As a conservative estimate, it is assumed that Downtown Clio retail businesses now generate an average (blended figure) of approximately \$150 per year per square foot in retail sales.

Since Downtown currently contains approximately 57,000 square feet of occupied retail space, Downtown Clio should currently be generating approximately \$8,550,000 in retail sales per year.

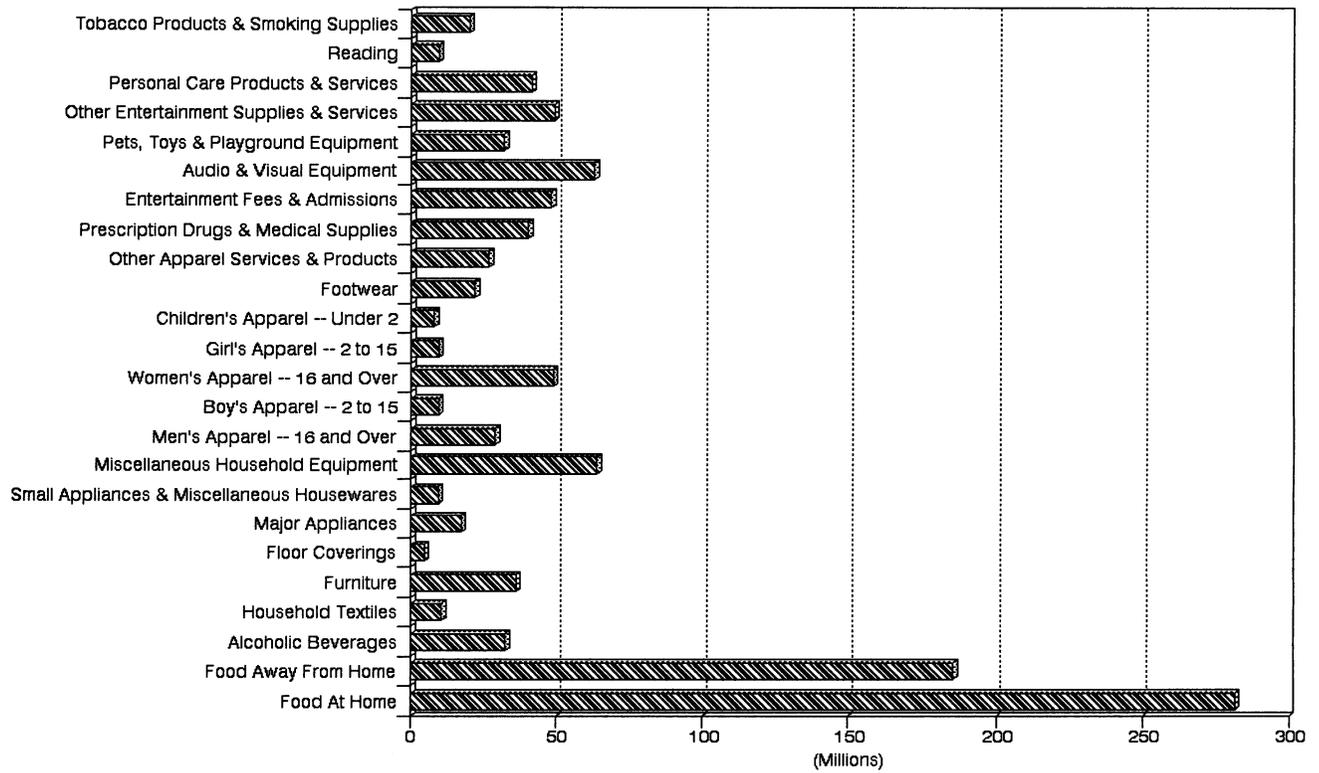
By dividing the project area's estimated annual retail sales – \$8,550,000 – by the total estimated demand for retail products within the primary trade area – \$1,103,000,000 – it can be concluded that Downtown Clio may currently be capturing approximately .8% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

Taking steps to further enhance Downtown Clio, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately .8% to between 1% and 1.1% by the year 2013. This should be considered a goal of the economic enhancement program.

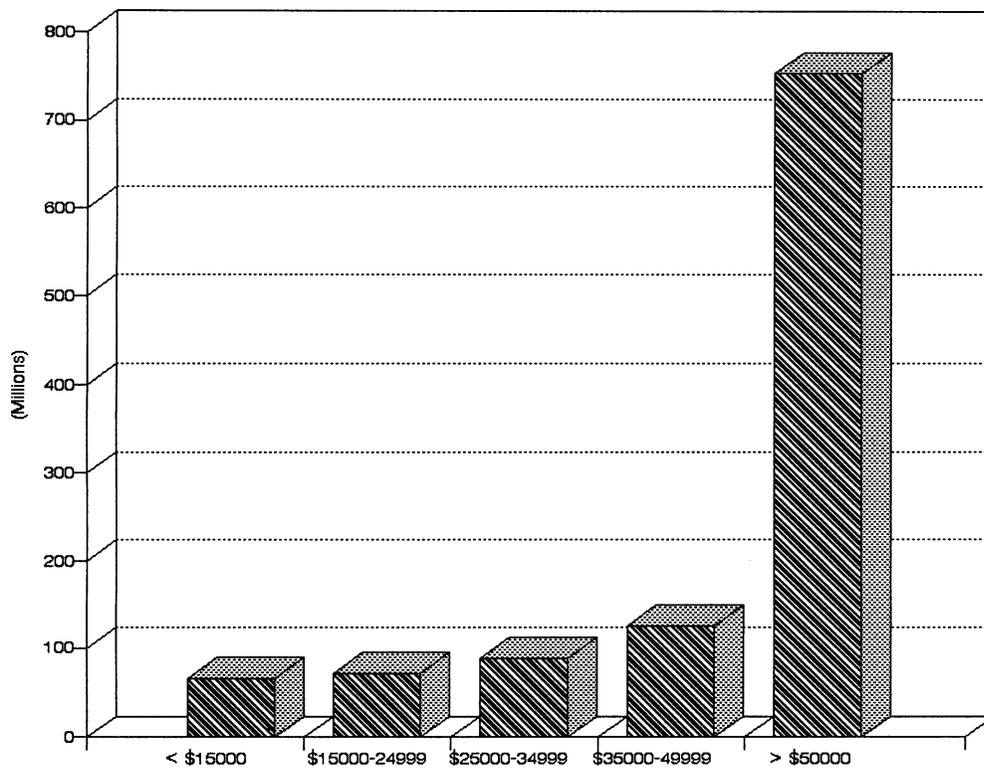
If Downtown Clio is able to increase its market share to between 1% and 1.1% by the year 2013, it is possible that the project area may be able to increase its total capture of retail sales to between \$11,000,000 and \$12,000,000 by the year 2013 – considered in constant 2008 dollars.

This increase in total retail sales could potentially support the development of between approximately 16,000 and 23,000 net square feet of additional retail space by the year 2013 – which could include expansions or sales increases by existing Downtown Clio retail businesses and/or the construction of some limited amount of new retail space.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



TOTAL PRODUCT DEMAND BY INCOME GROUP



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It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented – on an on-going basis – the actual growth in Downtown's market share could potentially be much higher than projected. Conversely, by the year 2013, Downtown Clio's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

NOTE:

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

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

Downtown Office Opportunities

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

- Downtown Clio currently contains an impressive total of 12 various office occupants occupying approximately 21,777 square feet of building space.
- While Downtown Clio was once the traditional professional services center of the City, most of the new office development during the recent past has occurred outside of Downtown, in both the City and Township – including both private and public office space.
- Downtown's occupied office space serves, primarily, the personal needs of those who live within the broader community.

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- Downtown Clio, according to a recent inventory completed by the Process Committee, contains no vacant space classified as office space at this time.
- The most significant opportunities for future office development exists in current housing units surrounding Downtown, which has been previously noted in past local planning studies.

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

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

Therefore, it is estimated that approximately 5,000 to 7,500 square feet of additional office space could potentially be supported in Downtown Clio between now and the year 2013. This should be considered an economic goal for the enhancement effort.

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

It must also be noted that future growth in Downtown office space will likely not be in the ***Downtown Blueprint*** project area, since the project area does not contain sufficient vacant space to accommodate office tenants. It is most likely that, if additional offices are developed, they will be located in current housing units located adjacent to the project area. This potential is recognized and promoted in recent planning studies conducted for Clio.

Downtown Clio Offices by SIC Code

SIC CODE	BUSINESS TYPE	# BUS.	TOT. SQ. FT.
<u>27</u>	<u>Publishing</u>		
271	Newspapers	1	1,104
<u>60</u>	<u>Depository Institutions</u>		
602	Commercial Banks	1	3,720
<u>61</u>	<u>Non-Depository Credit Institutions</u>		
616	Mortgage Bankers/Brokers	1	2,350
<u>63/64</u>	<u>Insurance</u>		
641	Insurance Agents/Brokers	3	2,842
<u>73</u>	<u>Business Services</u>		
738	Misc. Business Services	1	1,633
<u>80</u>	<u>Health Services</u>		
801	Offices/Clinics of Doctors	1	1,740
802	Offices/Clinics of Dentists	1	1,714
<u>81</u>	<u>Legal Services</u>		
811	Legal Services	2	4,880
<u>86</u>	<u>Membership Organizations</u>		
869	Other Membership Orgs.	1	1,794

TOTAL NUMBER OF OFFICE BUSINESSES	12
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TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE	21,777
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TOTAL NUMBER OF VACANT OFFICE SPACES	0
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Source: Downtown Clio Process Committee

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

Downtown Housing Opportunities

The ***Clio Downtown Blueprint*** project area contains approximately 14 apartment units occupied by approximately 16 residents.

Downtown Clio is surrounded by many single-family homes and many residents currently live in homes in proximity to, and within an easy walking distance of, Downtown.

Downtown offers some limited opportunities in the immediate future for additional upper floor housing development.

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

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

- More loft apartments in the upper floors of appropriate existing structures throughout Downtown – market rate and affordable;
- Mixed-use projects – market-rate and affordable – if redevelopment takes place in or near Downtown; and
- Both owner-occupied and rental units.

As noted in the Appendix of this ***Downtown Blueprint***, the Michigan State Housing Development Authority offers a wide range of housing assistance programs which could potentially be employed to assist in the further development of housing units in and potentially near Downtown. The community

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should take every opportunity to examine, discuss, and employ these valuable incentives to assist in the development of more Downtown housing.

Specifically noted in the attached memo written by Kent Kukuk of MSHDA's CATeam:

MSHDA's Rental Rehabilitation Program, which could focus resources on the City's Downtown, upper-story levels of existing buildings to increase the number of residents, would be most applicable for Clio to consider pursuing.

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

HyettPalma

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Course of Action

VI. COURSE OF ACTION

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

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

That **Course of Action** is shown below, following a reiteration of the guidelines recommended by HyettPalma to steer implementation of the **Downtown Blueprint**.

Guidelines

As was said earlier in this document, based on Downtown's current situation – and on the desires, concerns, and preferred image defined by the community – HyettPalma strongly suggests that the recommendations contained in this **Downtown Blueprint** be implemented using the following guidelines.

1. Non-Traditional Downtown

The anchors typically associated with – and typically found in – a traditional Downtown are not present in Downtown Clio. These include entities such as City Hall, post office, library, art center, and theater group. As a result, creating an enticing business mix in Downtown Clio will be more important than in most Downtowns, since Downtown Clio's businesses must act as its anchors and activity generators.

2. Back to Basics

It must be realized that – while large projects have been very successfully tackled in Clio in the past – there are no “silver bullets” in terms of revitalizing Downtowns. This means that, instead of expecting one large project to cure all Downtown ills, attention must be paid instead to working on the details that will add up to creating a great Downtown in Clio. And, all involved must work on those details together.

3. Finding Money

There appears to be some concern locally about how and where to find the funds needed to make Downtown improvements. On the other hand, HyettPalma found that considerable optimism appears to exist on the part of Downtown's business owners who want to move Downtown forward by making necessary improvements. Therefore, these owners should be assisted in funding needed improvements, such as appropriate façade enhancements. At the same time, it must be realized that while economic considerations are important, demonstrating local pride is equally important, if not more so.

In addition, it should be noted locally that a community's ability to generate needed funds increases drastically once a gameplan has been defined for Downtown – as has been done for Downtown Clio with this ***Downtown Blueprint***.

4. Professional Expertise

The DDA and the City should seek the advice of specialists, as noted for various projects recommended in this ***Downtown Blueprint***. This is very important in order to ensure that Downtown enhancements – such as public signs, façade improvements, and public improvements – are implemented correctly. And, the specialist appropriate for each project should be retained – going beyond engineers.

5. Action!

The perception locally is that – in the past – there has been “a lot of talk” and “little action” in terms of Downtown improvements. It must be recognized that a comprehensive and strategic program of actions has never been defined for Downtown Clio before – as was done with this ***Downtown Blueprint***. Therefore, the community must realize that Downtown Clio and its champions now, for the first time, have the tools they need in order to bring about desired improvements.

6. Activities

There is a desire locally to create more “activities” in Downtown – meaning events, such as festivals and sidewalk sales – in order to draw more people into Downtown. While events are important to create a fun and festive atmosphere in Downtown, it must be recognized that attracting more spenders to Downtown is more important. Therefore, the improvements recommended here to enhance Downtown's business mix and image should be made along with creating activities.

7. Strong Businesses

For Downtown Clio, the business development effort should be focused on recruiting strong, existing businesses to fill Downtown's vacancies, rather than focusing on start-up businesses, which are proven to have a high attrition rate.

8. Younger Entrepreneurs

When recruiting business prospects or real estate developers for Downtown Clio, a concerted effort should be made to seek younger entrepreneurs. This is important since youthful entrepreneurs tend to be greater risk-takers, more nocturnal, and very open to new business ideas and approaches.

9. As Downtown Clio Goes . . .

There is a truism in the field of Downtown revitalization that says, "As Downtown goes, so goes the town." This means that a vibrant Downtown imparts a positive image to the whole community and enhances the quality-of-life enjoyed by all residents of that community. This truism is especially important in Clio, since Clio's Downtown is the Downtown of not only the City, but also of two Townships. Therefore, the residents of the City and Townships should understand the importance of a revitalized, vibrant Downtown Clio to the overall image and health of these three entities.

10. Balance

Great regional cooperation exists between the City of Clio, the two Townships, and the Clio School System. This should be applauded and continued. At the same time, it must be realized that Downtown Clio's success will be dependent on – and brought about by – strong local initiative.

11. DDA Must Lead

Currently, there are many well-meaning "chefs" who have a hand in Clio's "Downtown broth." This has resulted in various well-meant plans and little consensus on implementing those plans. This, in turn, has led to either little getting done or to the projects that do get implemented being disjointed.

To rectify this, the Clio DDA must play a strong leading role in Downtown's enhancement in terms of:

- Planning;
- Advocating;
- Implementing;

- Communicating; and
- Coordinating.

If this does not occur, Downtown will have a very difficult time attaining the community's vision.

12. Downtown Must Offer An Alternative

Currently, all the commercial development that exists in the Township and the City – except for Downtown Clio – is auto-oriented in format, as opposed to being pedestrian-oriented. To differentiate itself from all those other commercial venues and offer shoppers an alternative, it is very important to enhance Downtown Clio in a manner that protects and promotes its historic buildings, pedestrian-scale, small town feel, and walkability.

13. M-57

This State road should be recognized as an asset to Downtown Clio, since it provides Downtown's businesses with tremendous visibility and gives Downtown great accessibility. Both visibility and accessibility are very important to the success of businesses, and in particular, to the success of retail and food establishments. In addition, it should be noted that M-57 makes it very convenient for shoppers to get to Downtown – and, when surveyed, residents of Downtown's primary trade area said "convenience" was the number one factor that determined where they choose to shop.

14. Concentrate Uses

As Downtown Clio is enhanced, specialty, impulse-oriented businesses and other activity generators should be concentrated in a contiguous band of first floor spaces along Vienna Street. This should be a major goal of the Downtown enhancement effort.

As is recommended in the City's comprehensive plan, converting housing adjacent to Downtown into offices should be allowed. This is so for two reasons. First, doing so would free-up Downtown storefronts for use by specialty, impulse-oriented businesses. And, second, it would improve the appearance of residential structures adjacent to Downtown.

It should be noted, however, that retail and food establishments should not be allowed to locate in residential structures adjacent to Downtown. Doing so would

have a detrimental affect on Downtown's current businesses and on Downtown's ability to attract larger numbers of customers and shoppers in the future.

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Public Improvements

The Clio DDA and the City of Clio have made numerous public improvements in Downtown over the past several years. These improvements include:

- Decorative street lights, banners, benches, and trash receptacles;
- Pedestrian-oriented "bump-outs" at intersections;
- Landscaping; and
- Purchase of a building that will be removed to allow for alley re-alignment.

Plus, the DDA intends to place additional decorative benches and trash receptacles in Downtown, straighten the alley located on the north side of Vienna, and create dumpster enclosures to screen them from view.

All of these improvements are very important in improving Downtown's appearance. Now, Downtown's curb appeal should be further improved by implementing the following public improvements – which should be viewed as "Part 1" of improving Downtown's curb appeal, along with implementing the building and business development recommendations included later in this chapter. Taking the following steps will go a long way in creating the healthy, walkable Downtown desired by the Clio community.

1. Streetscape

The following steps should be taken to ensure that Downtown's streetscape is as visually appealing as possible. Doing so will create a "look" for Downtown, which will convey and solidify it's image as a cohesive, historic, small town Downtown.

Professional Advice – The City and DDA should seek the services of a professional landscape architect for advice on:

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- Appropriate ground cover to use in Downtown's bump-outs – as a replacement for the current wood chips;
- Appropriate landscaping materials for Downtown's bump-outs, to be used in non-summer months – to ensure that Downtown is green and beautiful year-round;
- The feasibility of reducing the length of the bump-outs – to allow the reintroduction of some amount of lost on-street parking, while maintaining pedestrian comfort;
- Best landscaping and lighting treatments for the three walkways that connect Vienna Street businesses with rear parking lots – using Crime Prevention Through Environmental Design (CPTED), which is defined by the National Crime Prevention Institute as “the proper design and effective use of the built environment which may lead to a reduction in the fear and incidence of crime, and an improvement of the quality of life” – to ensure pedestrian safety and comfort in using the walkways;
- Best methods of making Downtown's public parking lots more attractive and appealing – through landscaping and lighting;
- How to best treat the placement and screening of dumpsters located in Downtown's public parking lots – so that the needs of Downtown businesses are accommodated while minimizing conflicts between pedestrian and vehicular movement and making the dumpsters as unnoticeable as possible; and
- How to best soften the glare of streetlights on Vienna Street – and to keep their light out of upper story windows, so that these spaces become more appealing for loft apartments – by considering either reducing lumens, reducing the height of street light poles, or changing the style of globes currently in place.

Location of Street Lights on Vienna – Due to the past widening of sidewalks on Vienna Street, its streetlight poles are now located in the middle of the walks, as opposed to at the curbs, as is more traditional. This placement diminishes the walkability and pedestrian-friendliness of Downtown, plus it limits the use of Downtown's sidewalks for outdoor dining and special events.

It is understood that moving the lights would be a costly venture, and so that step is not recommended at this time. However, if and when resources became available, serious consideration should be given to moving the street light poles to the curb line along Vienna Street.

Light Pole Painting – Currently, tall grey light poles are located at the intersection of Vienna and Mill. To make these poles less visible, they should be painted black at the earliest possible date.

Stamped Concrete – If future decorative walks or crosswalks are considered in Downtown, the use of stamped concrete should be avoided. Instead, other materials that are more durable and easier to maintain/repair should be used – such as pavers for walks and stamped asphalt for crosswalks.

2. Maintenance Plan

Downtown's public spaces must look their best at all times. To ensure that they do, a maintenance plan should be defined for Downtown. The Downtown maintenance plan should be created as a joint effort of the City, the DDA, Downtown's business owners, and representatives of pertinent volunteer groups. The maintenance plan should clearly define the roles and responsibilities of all involved. And, the maintenance plan should include the salting of sidewalks, after snow removal, to ensure that walks remain ice-free for pedestrian access and safety.

3. Alleys

Downtown's rear alleys must be kept clear for customer vehicular access, business delivery access, and emergency vehicle access. To ensure that they are, the City should diligently prohibit the common and flagrant use of alleys by Downtown residents as public parking spaces.

4. Parks

Downtown Clio now has three small parks – Clock Park, Veterans Park, and Consumers Park. Two of these are located at the west entrance to Downtown. And, there is talk locally of creating an additional park on the west end of Downtown to house a farmers market. Given this configuration, a landscape architect should be retained to take a look at the two current (Veterans and Consumers) and the future (farmers market) parks to recommend:

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- How to treat these parks so that a beautiful entrance to Historic Downtown Clio is created on its west end; and
- The design of a sign that marks Consumers Park as being such.

In addition, it is recommended that:

- Any additions to Downtown's parks must be consistent with the streetscape design and west entrance design created for Downtown – to avoid "a hodge podge look" that the community desires to avoid;
- Any new parks created in Downtown – such as the farmers market park – should be owned and controlled by the City; and
- No additional buildings, structures, or monuments should be added to Downtown's parks without first, community discussion of their purpose, and second, their professional design by an architect or landscape architect.

The purpose of these recommendations is to ensure that Downtown's parks and their contents stand as visual assets that blend with, complement, and further Downtown's small town, historic character and coordinated appearance.

5. Electronic Signs

Clio now has a number of electronic signs, with one being located in Downtown's Clock Park. It was clear during the sessions held to define this **Downtown Blueprint** that the community strongly wishes to retain and stress Downtown's historic character, pedestrian-nature, and small town feel. For this reason, it is strongly recommended that no additional electronic signs – private or public – be allowed in the Clio **Downtown Blueprint** project area, since such signs are not compatible with the community's desired image for Downtown.

6. Wayfinding

A system of creative signs that complement Downtown's historic, small town image should be created:

- To direct motorists to "Historic Downtown Clio;"

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- That are placed at the east and west ends of the **Downtown Blueprint** project area, reading "Welcome to Historic Downtown Clio;"
- To direct motorists to Downtown's public parking lots; and
- That mark and identify Downtown's public parking lots as being for public use.

7. MDOT

To make Downtown safer for pedestrians and to ease traffic flow, the City should open discussions with MDOT and request:

- A reduction in the speed limit on Vienna to 25 miles per hour – only in the **Downtown Blueprint** project area; and
- Installation of left turn signals at the intersection of Vienna and Mill.

8. On-Street Parking

To make Downtown as customer-friendly as possible, the City should consider erecting signs on Vienna that read, "Free 2-Hour Customer Parking." And, in the future, as the number of customers patronizing Downtown increases, the City should stand ready to institute a significant fine system if Downtown business owners and employees monopolize on-street spaces along Vienna Street.

Building Improvements

Building improvements should be encouraged, as "Part 2" of improving Downtown's curb appeal, by taking the steps recommended below.

1. Façades

The following tools should be created as a means of encouraging owners to make appropriate improvements to their Downtown buildings.

Design Assistance – It has been found that a Downtown's property owners often do not make improvements to their buildings simply because they are unsure of exactly what kinds of improvements are the "right" ones to make. A very effective means of overcoming this obstacle is to provide preliminary design assistance to those owners. This should be done in Downtown Clio, where there appears to be a high degree of owner-interest in making needed building façade

improvements. The City and DDA should retain the services of an architectural historian or a preservation architect – experienced with Downtown buildings – to make preliminary design assistance available at no charge to Downtown owners who are serious about making appropriate improvements to their façades.

Low-Interest Loans – The Clio City Administrator has begun discussing with local banks the possibility of creating a low-interest loan pool to assist Downtown owners in making appropriate building improvements. This is a program that should be created at the earliest possible date.

Matching Grants – As would be expected, it has been found that grants are more effective than loans in spurring owners to make necessary building improvements. Therefore, a grant pool should be established for Downtown Clio. Grants should be made on a 50-50 matching basis and for a maximum of \$5,000 per building. Funds from the loan pool, mentioned above, should be made available for owners to use as the match. And, owners should be required to use the design guidelines, mentioned below, in order to receive a grant.

Funding sources to be considered for creating the grant program include:

- DDA funds;
- City funds;
- Private sector funds; and
- MSHDA funding programs.

It should be noted that, at this time, MSHDA funds which might be applied to a Downtown Clio matching grant program are extremely limited. Therefore, while Clio should apply for such funding, the community must also be prepared to use local resources to make the matching grants available.

Design Standards – An architectural historian should be retained to define a set of design guidelines for the **Downtown Blueprint** project area. The guidelines should illustrate the “do’s and don’ts” of appropriate façade treatment for each architectural style found in Downtown Clio. It should be noted that sandblasting of older structures should not be allowed. This method of building cleaning removes the hard exterior of old bricks, exposing their soft interior, which leads to the building’s deterioration.

It should also be noted that the design guidelines should prohibit the use of reflective glass in the windows of Downtown buildings. This material should be avoided since:

- It is not historically accurate;
- Poses a public safety concern, since it prevents law enforcement officials from seeing inside Downtown's structures; and
- It gives the appearance that Downtown structures are vacant, when in fact they are not.

Focus – The tools listed above should first be targeted at encouraging needed improvements to the front façades of Downtown's buildings located on Vienna Street. Then, once significant progress has been made in that regard, attention should be turned to Downtown's rear façades that face public parking lots.

2. Tax Credits

Clio should talk to MSHDA about having Michigan's SHPO visit Clio to dispel concerns regarding improvements that do and do not need to be made to Downtown's buildings in order to take advantage of historic tax credits.

3. Concentrate

Ideally, to have the greatest impact on Downtown's visual appeal and image, a group of Downtown's façades would be improved at the same time – instead of seeing single buildings improved one at a time, over a long period of time. Therefore, owners on the north side of Vienna Street should be approached and encouraged to take advantage of the above tools, and make the needed and appropriate front façade improvements, as a group.

4. Signs

The following should be encouraged in order to improve the overall visual appearance of Downtown, improve the visibility of Downtown businesses, and create signs that "blend."

- All business signs should be compatible with the architectural style of the building on which they are located.

- All business signs should be of high quality, professionally made, and pedestrian-oriented.
- To encourage window shopping, signs placed in display windows should not cover more than 50% of the window area.
- A sign system should be created for the rears of buildings that face Downtown parking lots, to assist customers in locating stores once they park in those lots.

5. Housing

Clio should continue to encourage the development of upper-story housing of quality throughout Downtown. To encourage more upper-story housing development, when appropriate and feasible, the community should take advantage of MSHDA's Rental Rehabilitation program – supporting the development of both market-rate and affordable housing.

Business Development

The following improvements should be made as “Part 3” of improving Downtown's curb appeal – and as a means of creating a healthy economy in Downtown.

1. Farmers Market

There has been talk locally of creating a farmers market in Downtown. This is an excellent idea that should be brought to fruition as quickly as possible, since farmers markets have proven to be great Downtown activity generators. The Downtown Clio farmers market should be created in the following manner.

- The farmers market should be located in the **Downtown Blueprint** project area and within view of Downtown's Vienna Street businesses.
- The farmers market should act as a festive, family-oriented community gathering spot. To do so, it should offer food, art, and entertainment in addition to produce.
- If a structure is built to house the farmers market, it should be professionally designed to ensure that it is compatible with Downtown's historic architecture and image, a visual asset for Downtown, and safe for

public use. The structure's design should also allow for its flexible use, so as not to limit the number of vendors that can be accommodated.

- The market should be run by a Market Master, having experience with operating successful Downtown farmers markets.
- A concerted and effective promotional effort should be developed for the market, to ensure it's success in attracting quality vendors and large numbers of customers – so that it becomes and remains a true Downtown activity generator for years and years to come.

2. Full-Time Businesses

It should be made well-known that Downtown Clio is not the place for:

- Businesses that are not open on a full-time basis;
- Business that do not keep the hours they post; or
- Enterprises that occupy storefronts, but are not actually open to the public.

And, the DDA should encourage Downtown's property owners not to rent to anything less than a full-time business – and should help owners prospect for and find such businesses.

3. Hours

Downtown Clio already has a respectable number of businesses that are open into the evening. These are primarily food establishments and businesses that offer classes (dance, martial arts, musical instruments). Downtown's impulse-oriented businesses that wish to attract and serve these evening customers should consider shifting to later hours. In addition, all Downtown businesses should consider staying open later than 5:00 or 6:00 PM, in order to accommodate trade area residents who work from 9:00 to 5:00.

4. Public Safety

By all accounts, Downtown Clio is safe and is perceived as being safe. To ensure that this situation continues, the Clio Police Department should continue its Downtown door shakes and patrols. In addition, the newly formed Citizens Patrol should be used more often to "walk the beat" in Downtown, under the supervision of the Clio Police Department.

5. Pro-Business/Pro-Quality

The City of Clio should be as pro-business as possible, by providing the highest degree of assistance and support to Downtown investors – both business owners and property owners – who want to create businesses, improve Downtown's business mix, or improve buildings in a manner that is consistent with the recommendations of this **Downtown Blueprint**. In doing so, the City should require that all improvements made in Downtown be of high quality so that they become Downtown assets and move Downtown toward the community's preferred vision for Downtown.

6. Business Owner Responsibility

The Clio City Administrator should continue meeting one-on-one with Downtown business owners, as a means of keeping them informed about the enhancement effort and to provide them with any needed assistance, as is possible. At the same time, business owners must also assume personal responsibility to make their businesses as appealing to customers as possible. At a minimum, this should entail:

- Keeping display windows clean;
- Minimizing the use of in-window signs;
- Maintaining creative window displays that are changed at least every two weeks;
- Keeping their display window lights on until at least 11:00 PM each evening; and
- Sweeping their sidewalks to ensure that they are litter-free (including cigarette butts) at all times.

7. Outdoor Seating

All Downtown food establishments should provide outdoor seating for their customers, even if just two or three small tables. This is especially important for food establishments located on Vienna Street, since outdoor sidewalk seating adds life and animation to a Downtown's ambience.

8. Internal Recruitment

Internal business recruitment entails working with Downtown's existing, successful business owners to encourage them to open additional storefronts Downtown or expand their current Downtown operations. During the field research conducted to complete this **Downtown Blueprint**, it was discovered that some degree of internal business creation has already taken place in Downtown Clio, and at least one Downtown business owner expressed an interest in opening an additional business in Downtown Clio. Therefore, every effort should be made to encourage more existing business owners to open additional stores or expand existing businesses in Downtown Clio.

9. External Recruitment

External business recruitment entails seeking and encouraging businesses from outside of Downtown to open a shop in Downtown. In the case of Downtown Clio, every effort should be made to seek additional business prospects from throughout the defined Downtown trade area – through field investigation, not by mass- or blind-mailings. When a new business prospect is identified, they should be invited to visit Downtown Clio, view available business space, and assisted in any way possible to open a new business or relocate their business to Downtown Clio. Any available incentives, such as low interest loans and façade grants, should be offered to appropriate new business prospects. Every opportunity should also be taken to use the Downtown marketing effort (discussed below) to attract business prospects to Downtown Clio.

10. Top List

The business types that should be sought for Downtown Clio in the immediate future are:

- Art co-op;
- Food – restaurants, bakery, ice cream, coffee;
- Live entertainment in food establishments and bars;
- Gifts and cards; and
- Home accessories.

11. Full List

The following business types appropriate for location in Downtown Clio.

Prepared Food

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

Food for Home

- Groceries; and
- Health Foods.

Entertainment

- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc.

Specialty Retail

- Antiques;
- Art Galleries, Framing, Crafts, and Supplies;
- Books and Periodicals;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Computers and Software;
- Florist;
- Gifts;
- Hardware;
- Home Decorating Products and Design Services;
- Office/School Supplies;
- Optical Products;
- Sewing Supplies;
- Small Variety Store;
- Sporting Goods;
- Stationery and Cards;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry; and
- Wall Coverings and Paint.

Convenience Retail/Select Support Services

- Auto/Home Supply;
- Barber Shops;

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

Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Commercial Banks;
- Computer and Data Processing;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;
- General Government;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers and Other Media Outlets;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Print Shops;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing and Other Uses

- Housing above first floor uses;
- Museums; and
- Churches in buildings designed as churches, not storefronts.

12. Niche

The business development effort – and the overall *Downtown Blueprint* – should be implemented with the intent of creating the following economic niche for Downtown Clio:

A small town, hometown Downtown that is historic, pedestrian-oriented, and walkable – and offers an ambience and an experience that serve as an alternative to those offered at newer, auto-oriented commercial developments in the region;

A Downtown that offers:

- ***A concentration of food, entertainment, and art establishments;***
- ***Unique, specialty retail shops;***
- ***Convenience retail businesses; and***
- ***Quality loft apartments;***

A Downtown that supports Clio's and the Township's cultural and recreational venues (e.g., amphitheater, park, art center, community theater, sports complex, etc.) by serving the users of those venues before and after events.

13. Infil

Currently, a surface level parking lot exists on the south side of Vienna, between a tavern and an insurance agency. In the future, as Downtown's economy and market position are strengthened, an infill building should be constructed on this lot.

Physically, the infill building should be:

- Pedestrian-oriented;
- Built at the sidewalk line;
- Compatible in design with Downtown's older architecture;
- Constructed of quality materials; and
- An additional visual asset for Downtown.

In terms of its use, the infill structure should:

- Be a multi-use building;
- Contain impulse-oriented businesses in its first floor spaces;
- Contain quality loft apartments or offices in its upper floor(s); and
- Be shallow enough to allow surface level parking to be provided at its rear.

Constructing such a building on this site would be beneficial for Downtown Clio since it would:

- Create additional spaces in which impulse-oriented businesses can locate; and
- Encourage pedestrian flow along Downtown's sidewalks by filling a gap in the streetwall along Vienna.

In addition, it should be noted that the creation of any additional surface level parking lots – either public or private – should not be allowed on Vienna Street within the **Downtown Blueprint** project area.

Marketing

The following marketing campaign should be implemented to attract additional customers to Downtown, aid the business development effort, solidify the image for Downtown that is desired by the community, and attract the attention of potential investors.

1. Events

Currently, one special event is held in Downtown annually (Candle Lite Nite) and two parades travel through Downtown (Fireman's Homecoming and Veteran's Day).

In addition to these, serious consideration should be given to creating a "signature" special event in Downtown Clio that:

- Is held annually;
- Attracts event-goers from a wide distance;

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- Offers food, entertainment, and art that entices the whole family;
- Becomes a not-to-be-missed, annual family tradition;
- Is fun, creative, and unique – and is unlike any other event held in the region; and
- Is of high quality.

In addition, it should be noted that all special events held in Downtown, regardless of their nature, should be of the highest quality. Anything less will tarnish Downtown's image.

2. Media Relations

A tireless effort must be made to get positive stories about Downtown Clio, its offerings, and its enhancement effort placed with media. This should be done, first, throughout the Northern Tier of the Thumb. Once this area has been penetrated, the media relations effort should be expanded to include the entire Thumb.

At a minimum, the media relations effort should be conducted by:

- Identifying all major print and electronic media (including on-line sources) that cover the Northern Tier;
- Identifying the appropriate contact persons at each media outlet;
- Developing a professional rapport with those contacts;
- Providing information, story ideas, and actual stories to those contacts – and doing so on a regular basis; and
- Inviting those contacts to Downtown to view Downtown events, improvements, and happenings.

3. Web

As part of the Downtown marketing campaign, a web presence must be created for Clio's **Downtown Blueprint** project area. This could be done by:

- Creating a DDA web site that promotes the entire district, with a cameo about Historic Downtown Clio, its activities, businesses, and the unique experience it offers; and
- Creating a web page about Historic Downtown Clio on the web sites now operated by the City of Clio and the Clio Area Chamber of Commerce.

However the web presence is created, it must portray Historic Downtown Clio as an alluring and one-of-a-kind experience.

4. Brochure

A professionally designed "lure brochure" should be produced and published for the City of Clio, as a whole. That brochure should note all of the community's high quality assets that contribute to the high quality-of-life enjoyed by Clio residents, including the Clio Area School system, Mott Northern Tier Center, Clio Amphitheater, Clio Youth Sports Complex, Clio Bike Path, Art Center – and, of course, Historic Downtown Clio. As with the web sites mentioned above, Historic Downtown Clio should be featured in the brochure as the heart of a wonderful small town – a Downtown that offers a unique and totally enjoyable experience for all who shop, dine, play, work, or live there.

It should be noted that the Clio Area Chamber of Commerce annually prints a brochure titled, *Membership Directory & Buyer's Guide*. The front of that brochure contains much of the information that should be included in a Clio lure brochure. The Chamber should be commended for providing this service – which is rare to find a Chamber doing in a City the size of Clio – and for doing so in such a high quality manner. The Chamber's brochure should be used as the basis for information that should be distilled down into lure brochure format along with beautiful pictures of Clio and its assets.

The Clio lure brochure should be widely distributed at all locations that area residents and visitors tend to frequent in large numbers, such as:

- Birch Run;

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- Frankenmuth;
- Mott Northern Tier Center;
- Large retailers, grocery stores, and restaurants located in Clio, Flint, and all surrounding townships;
- Area lodging facilities;
- Highway travel information centers; and
- Area attractions and anchors – amphitheater, sports complex, art center, community theater, bike path, library, post offices, etc.

5. Merchants Association

Consideration should be given to forming a business association within the **Downtown Blueprint** project area – if not at this time, then as the number of retail, food, and entertainment businesses in Historic Downtown Clio increases. The business association should:

- Work closely and in conjunction with the DDA and Chamber of Commerce on the overall marketing of Downtown; and
- Create and hold annual, family-oriented events in Downtown that are centered around traditional, wholesome family holidays – such as Halloween, Easter, St. Patrick's Day, and Valentine's Day.

6. Ads

Businesses in the **Downtown Blueprint** project area should band together to participate in two types of advertising campaigns:

- "Image ads" that advertise Downtown as a whole, and the unique experience it affords; and
- Cross-marketing ads that feature businesses that can share customers, such as Downtown food establishments marketing with area-wide theaters, movies, and other entertainment venues.

7. Referrals

All of Downtown's business owners should develop the habit of referring customers to each other as a matter of routine.

8. Chamber of Commerce

Currently, the Clio Area Chamber of Commerce is hoping to relocate its office into a Downtown building. This is an excellent idea that should be pursued. When this occurs, the Chamber office should contain an info rack that includes all available information about Downtown Clio.

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Partnership for Success

VII. PARTNERSHIP FOR SUCCESS

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

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

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

Lead Role

As was stated earlier, the Clio DDA must assume the lead role in aggressively championing the timely and quality implementation of this **Downtown Blueprint**. To do so, the DDA should:

- Develop a work program based on the recommendations found in this **Downtown Blueprint**;
- Ensure that DDA meeting agendas are based on that work program; and
- Ensure that the DDA's budget is based on and reflects the **Downtown Blueprint** recommendations.

Staff

The Clio City Administrator is currently acting as the DDA director. To ensure that the City Administrator continues to fill this role – even if a change in personnel should occur in years to come – it is suggested that the Clio City

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Commission officially designate the City Administrator as also being the DDA Director.

In addition, the DDA should open discussions with Mott Northern Tier Center and the MSU Extension office to explore the possibility of obtaining an intern or staff assistance to help implement the ***Downtown Blueprint***.

Project Champion Teams

It became clear in the sessions held to define this ***Downtown Blueprint*** that the community would very much like to find ways to create greater coordination, communication, and involvement in the Downtown effort on the part of Downtown business owners, Downtown property owners, interested citizens, and volunteer organizations. As a means of accomplishing this, it is suggested that the DDA form Project Champion Teams to implement specific projects recommended in this ***Downtown Blueprint***. For instance, teams that might be formed include a:

- Streetscape Team;
- Maintenance Plan Team;
- Wayfinding Team;
- Farmers Market Team; and
- Lure Brochure Team.

Each team should be headed up by a DDA member. Volunteers interested in working on a particular project should be invited to join the team. Each team should:

- Develop a work schedule;
- Set specific implementation timelines;
- Report to the DDA;
- Be held accountable by the DDA; and
- Be disbanded once implementation of their project has been completed.

Downtown Public Forums

To further allow for greater communication with and input from those in Downtown, impacted by Downtown's enhancement, or interested in the enhancement effort, two Downtown Public Forums should be held each year. Ideally, the Forums would:

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- Be jointly hosted by the DDA, City, and Chamber of Commerce;
- Be used to keep the public posted on progress made in implementing this ***Downtown Blueprint***;
- Provide an opportunity for the public to ask questions, offer suggestions, and voice concerns related to the Downtown enhancement effort; and
- Remain positive and focused on discussing improvements that are in the best interest of Downtown Clio as a whole.

Funding

Care should be taken to ensure that the DDA's annual budgets reflect the recommendations and priorities found in this ***Downtown Blueprint***. In addition, if it is found that funds above and beyond revenues now generated by the DDA are needed to implement the ***Downtown Blueprint*** recommendations, the following funding sources should be considered:

- State, Township, and County governments;
- City government;
- Federal programs;
- Non-profit groups;
- Industry, corporations, and major employers;
- Business owners, commercial property owners, and real estate developers;
- Banks, utilities, and other institutions;
- Area foundations;
- Service clubs; and

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- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Clio.

Benchmarks

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

- Total taxable value of property in Downtown;
- Number of new jobs created;
- Dollar amount of new private investment;
- Public improvements and their costs;
- Economic development tools utilized;
- List of business openings;
- List of business closings;
- Total number of businesses in Downtown;
- Total number of housing units;
- Occupied retail space (sq. ft.);
- Vacant retail space (sq. ft.);
- Occupied office space (sq. ft.);
- Vacant office space (sq. ft.);
- Occupied residential space (sq. ft.); and
- Vacant residential space (sq. ft.).

Adopt

It is strongly recommended that the Clio DDA adopt this ***Downtown Blueprint*** as its official guide for the future enhancement of Downtown. And, it is strongly hoped that the Clio City Commission will adopt this ***Downtown Blueprint*** as the Downtown element of its comprehensive plan.

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Implementation Sequence

VIII. IMPLEMENTATION SEQUENCE

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

Toward the end of each year, the implementation sequence should be updated. And, within four to five years, consideration should be given to updating the entire *Clio Downtown Blueprint 2008*, depending on the level of program accomplishments realized.

Year-1 Implementation Sequence Clio Downtown Blueprint 2008

Partnership and Management Actions

1. Formal adoption of the ***Downtown Blueprint*** by the City of Clio as the Downtown element of the City's comprehensive plan.
2. Formal adoption by the DDA of the ***Downtown Blueprint*** as the official guide for the further enhancement of Downtown.
3. DDA continues to take the lead role in implementation, as per recommendations of the ***Downtown Blueprint***.
4. City Commission officially designates the City Administrator as being the DDA Director.
5. Seek intern to help implement ***Downtown Blueprint***.
6. Form Project Champion Teams, with teams undertaking specific assignments as recommended in the ***Downtown Blueprint***.
7. Hold two Downtown Public Forums.
8. Seek additional funding as needed.
9. Collect benchmark data.

Public Improvements Actions

1. Obtain the services of a professional landscape architect, to seek advice as recommended in the ***Downtown Blueprint***, and implement recommendations ASAP.
2. Paint light poles black.
3. Create a Downtown maintenance plan and implement.
4. Keep alleys clear of parked vehicles.
5. Have retained landscape architect examine Downtown parks and make recommendations, as suggested in the ***Downtown Blueprint***.
6. Design wayfinding system.
7. Work with MDOT to consider and implement recommendations of the ***Downtown Blueprint***.

Year-1 Implementation Sequence Clio Downtown Blueprint 2008 (continued)

Building Improvements Actions

1. Offer preliminary design assistance for Downtown building improvements.
2. Create low interest loan pool.
3. Create and offer Downtown façade grant program.
4. Define a set of design guidelines for the *Downtown Blueprint* project area.
5. Have SHPO visit Clio to explain tax credits.
6. Design and install Downtown business signs as per recommendations of the *Downtown Blueprint*.
7. Continue to encourage upper-story housing and seek MSHDA's assistance as appropriate.

Business Development Actions

1. Create and operate Downtown farmers market.
2. Encourage only full-time businesses Downtown, as per recommendations of the *Downtown Blueprint*.
3. Enhance Downtown public safety, as per recommendations of the *Downtown Blueprint*.
4. City Administrator continues one-on-one meetings with Downtown business owners.
5. Downtown food establishments offer maximum number of outdoor seats.
6. Initiate internal recruitment efforts, as per recommendations of the *Downtown Blueprint*.

Marketing Actions

1. Create a Downtown signature event.
2. Initiate aggressive media relations effort, as per recommendations of the *Downtown Blueprint*.
3. Create a DDA Web site and Downtown pages on City and Chamber Web sites.
4. Design brochure, as per recommendations of the *Downtown Blueprint*.
5. Initiate Downtown customer referrals.
6. Relocate Chamber of Commerce office to Downtown.

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Appendix

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MSHDA Memo



STATE OF MICHIGAN

JENNIFER M. GRANHOLM
GOVERNOR

MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY
LANSING

MICHAEL R. DeVO
EXECUTIVE DIRECTOR

MEMORANDUM

DATE: April 21, 2008

TO: City of Clio
City of Clio Downtown Development Authority

FROM: Kent W. Kukuk
Community Specialist, Community Assistance Team
Michigan State Housing Development

SUBJECT: City of Clio - Blueprint Implementation Strategy
HyettPalma/MSHDA Site Visit, March 11 – March 14, 2008

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

The Community Assistance Team (CATeam) and Office of Community Development (OCD) have a variety of funding and technical assistance resources available for use by the City of Clio and non-profit organizations with housing experience to address affordable housing and revitalization needs in the downtown. Following are brief descriptions of programs the City of Clio should consider as a follow through for the Blueprint Implementation Strategy.

Community Assistance Team (CATeam) Resources

Technical Assistance from the CATEam is available to assist the City of Clio with the following programs and incentives:

Community Development Block Grants (CDBG)-Being located in an Entitlement County, the City of Clio receives CDBG funding through Genesee County and would not qualify for State of Michigan administered CDBG CATEam programs.

However, grants are available through the CATEam Entitlement Community Downtown Improvement Initiatives Program. This program is designed to assist communities in two areas; Downtown Façade Improvement and Signature Building Acquisition. These programs are intended to stimulate private investment in a downtown district with blight removal, building/housing renovations and job creation.

- **Facade Improvement Initiative:** To make physical improvements to building facades within a traditional downtown district.
- **Signature Building Initiative:** To assist in the acquisition of vacant or underutilized traditional downtown signature buildings for rehabilitation purposes.



Tax Increment Finance (TIF) Authority Financing-The CATeam is available to answer specific questions on the uses of Downtown Development Authority (DDA) revenues. Projects and programs funded by TIF revenues can be developed to support the downtown development efforts within the downtown business development district. Specifically, the TIF revenues could be used for projects and programs such as street lighting, streetscape, infrastructure improvements as well as other public capital projects included in the DDA TIF work plan.

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

Office of Community Development (OCD) Resources

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

Rental Rehabilitation in a Downtown Area – MSHDA's Rental Rehabilitation Program, which could focus resources on the City's downtown, upper-story levels of existing buildings to increase the number of residents, would be most applicable for Clio to consider pursuing.

The rental rehabilitation component is designed to help a local unit of government provide funding assistance to improve the number or income producing, investor-owned properties in a downtown area. Investor/owners are required to contribute a minimum of 25% of the total project cost for each rental unit being rehabilitated. In a Blueprint community such as Clio, OCD could provide up to \$25,000 in hard rehabilitation costs and up to \$10,000 for lead-based paint related costs for each rental unit. Rents are then controlled for 51 percent of the units and must remain affordable for a period of five years. The balance of units, the other 49%, can be rented at market rates.

The OCD funds utilized in each project are held as a lien against the property during the 5-year affordability period. While the local unit of government would have some flexibility on how the lien is structured, generally the MSHDA lien is forgiven at the end of the affordability period. All properties must be rehabilitated to a minimum of Housing Quality Standards and local codes. Tenant incomes must be certified annually.

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

Other OCD programs the City of Clio could eventually utilize to support the neighborhoods surrounding the downtown include:

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

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

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

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

Other Agency Programs and Funding

Historic Preservation-The State Historic Preservation Office (SHPO) has resources that may be available to assist property owners within the City of Clio in preserving existing historic structures. SHPO could assist in the identification of historic resources in the community and information on tax credit programs available. In addition, SHPO would also be able to provide advice on the historic nature of downtown buildings that make up the uniqueness of Clio and provide guidance on overall preservation to keep this a strong visible asset in the community. The CATeam regularly works with SHPO and would be available to assist the City of Clio in receiving more information regarding this valuable resource for your downtown restoration program.

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

For further information on any MSHDA CATeam or OCD programs, please feel free to contact me. I would be happy to answer any questions regarding CATeam programs or assist you in contacting the MSHDA OCD Community Development Specialist for further information.

Kent W. Kukuk
Community Specialist
Michigan State Housing Development Authority CATeam
735 E. Michigan Ave
Lansing, MI 48909
(313) 456-3307
kukukk@michigan.gov

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THE RETAIL REPORT®

**Downtown Clio
Primary Retail Trade Area**

THE RETAIL REPORT®

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

THE RETAIL REPORT presents:

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

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DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS



Demographic and Income Profile

Prepared by

Clio_MI 1

Study Area: Custom Shapes

Summary	2000	2007	2012
Population	162,629	161,697	162,233
Households	60,804	61,616	62,327
Families	44,399	43,838	43,422
Average Household Size	2.65	2.60	2.58
Owner Occupied HUs	47,749	48,725	49,178
Renter Occupied HUs	13,055	12,891	13,149
Median Age	35.4	37.4	38.5

Trends: 2007-2012 Annual Rate	Area	State	National
Population	0.07%	0.44%	1.22%
Households	0.23%	0.58%	1.27%
Families	-0.19%	0.14%	1.00%
Owner HHs	0.19%	0.56%	1.29%
Median Household Income	2.68%	2.86%	3.29%

Households by Income	2000		2007		2012	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	9,978	16.4%	8,029	13.0%	6,919	11.1%
\$15,000 - \$24,999	8,568	14.1%	7,064	11.5%	6,569	10.5%
\$25,000 - \$34,999	7,655	12.6%	7,212	11.7%	5,936	9.5%
\$35,000 - \$49,999	9,883	16.2%	8,979	14.6%	8,446	13.6%
\$50,000 - \$74,999	12,116	19.9%	12,014	19.5%	12,382	19.9%
\$75,000 - \$99,999	7,108	11.7%	8,097	13.1%	7,895	12.7%
\$100,000 - \$149,999	4,289	7.0%	7,582	12.3%	9,864	15.8%
\$150,000 - \$199,000	726	1.2%	1,637	2.7%	2,399	3.8%
\$200,000+	533	0.9%	1,002	1.6%	1,917	3.1%
Median Household Income	\$40,929		\$49,183		\$56,129	
Average Household Income	\$50,705		\$61,263		\$70,730	
Per Capita Income	\$19,072		\$23,404		\$27,237	

Population by Age	2000		2007		2012	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	11,395	7.0%	11,278	7.0%	11,148	6.9%
5 - 9	13,679	8.4%	10,853	6.7%	10,920	6.7%
10 - 14	13,297	8.2%	12,644	7.8%	11,073	6.8%
15 - 19	12,474	7.7%	11,435	7.1%	11,763	7.3%
20 - 24	9,332	5.7%	10,333	6.4%	9,712	6.0%
25 - 34	20,188	12.4%	19,330	12.0%	19,965	12.3%
35 - 44	25,403	15.6%	21,467	13.3%	19,920	12.3%
45 - 54	22,645	13.9%	24,665	15.3%	24,254	15.0%
55 - 64	15,118	9.3%	18,806	11.6%	21,364	13.2%
65 - 74	11,145	6.9%	11,340	7.0%	12,043	7.4%
75 - 84	6,079	3.7%	7,040	4.4%	7,144	4.4%
85+	1,874	1.2%	2,506	1.5%	2,927	1.8%

Race and Ethnicity	2000		2007		2012	
	Number	Percent	Number	Percent	Number	Percent
White Alone	118,501	72.9%	115,174	71.2%	113,581	70.0%
Black Alone	38,403	23.6%	40,028	24.8%	41,463	25.6%
American Indian Alone	858	0.5%	856	0.5%	856	0.5%
Asian Alone	418	0.3%	587	0.4%	749	0.5%
Pacific Islander Alone	44	0.0%	53	0.0%	61	0.0%
Some Other Race Alone	1,179	0.7%	1,399	0.9%	1,592	1.0%
Two or More Races	3,226	2.0%	3,599	2.2%	3,931	2.4%
Hispanic Origin (Any Race)	3,588	2.2%	4,368	2.7%	5,025	3.1%

Data Note: Income is expressed in current dollars.

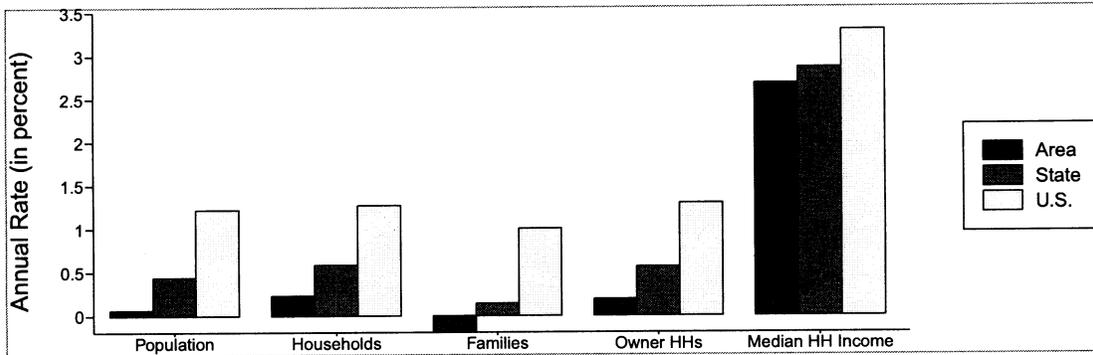
Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2007 and 2012.



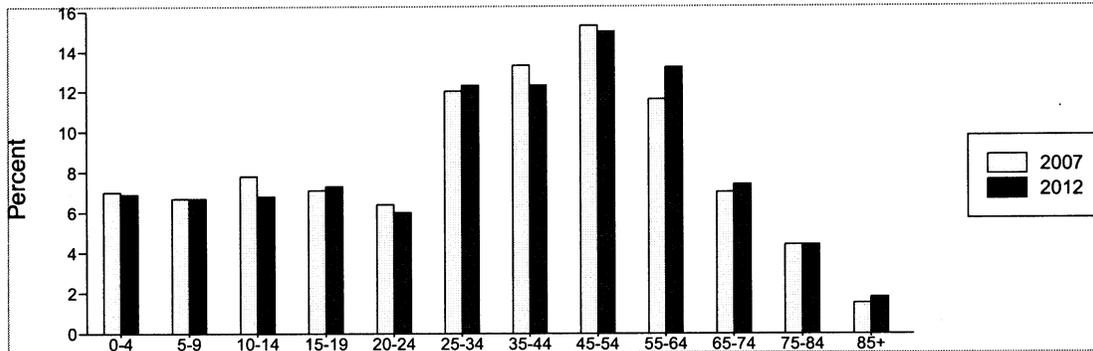
Clio_MI 1

Study Area: Custom Shapes

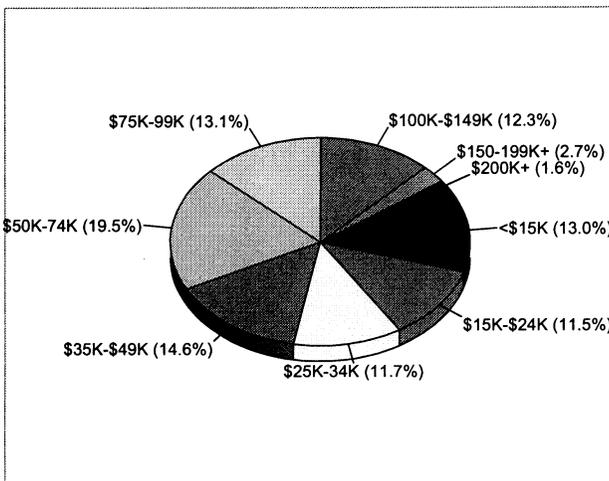
Trends 2007-2012



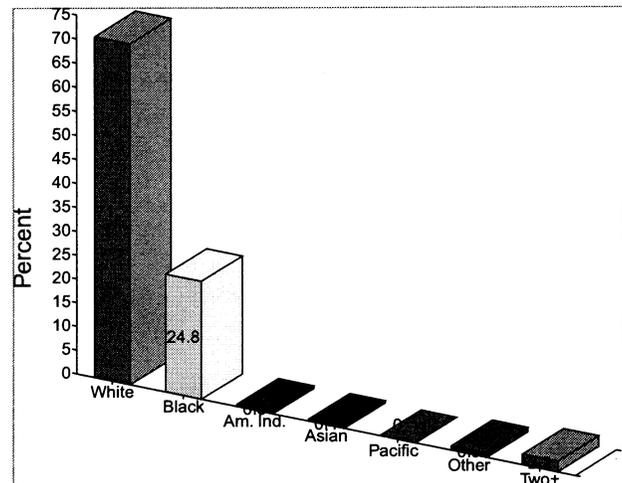
Population by Age



2007 Household Income



2007 Population by Race



2007 Percent Hispanic Origin: 2.7%

PRODUCT DEMAND BY INCOME GROUP



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

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	8,205	65,877,945
\$15000-24999	7,064	10,028	70,837,792
\$25000-34999	7,212	12,168	87,755,616
\$35000-49999	8,979	14,042	126,083,118
> \$50000	30,332	24,818	752,779,576
TOTAL DEMAND FOR PRODUCT		=	\$1,103,334,047

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

DEFINITION OF PRODUCT:

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

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PRODUCT DEMAND BY PRODUCT TYPE

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

PRODUCT	DEMAND
Food At Home	281,507,924
Food Away From Home	185,738,946
Alcoholic Beverages	32,774,229
Household Textiles	10,849,823
Furniture	36,321,006
Floor Coverings	4,751,227
Major Appliances	17,794,382
Small Appliances & Miscellaneous Housewares	9,619,107
Miscellaneous Household Equipment	64,000,822
Men's Apparel -- 16 and Over	29,127,126
Boy's Apparel -- 2 to 15	9,640,225
Women's Apparel -- 16 and Over	48,713,540
Girl's Apparel -- 2 to 15	9,504,910
Children's Apparel -- Under 2	7,915,600
Footwear	22,457,535
Other Apparel Services & Products	27,055,995
Prescription Drugs & Medical Supplies	40,778,895
Entertainment Fees & Admissions	48,379,740
Audio & Visual Equipment	63,333,650
Pets, Toys & Playground Equipment	32,012,755
Other Entertainment Supplies & Services	49,290,535
Personal Care Products & Services	41,622,410
Reading	9,754,540
Tobacco Products & Smoking Supplies	20,389,125
TOTAL DEMAND BY PRODUCT TYPE	= \$1,103,334,047

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

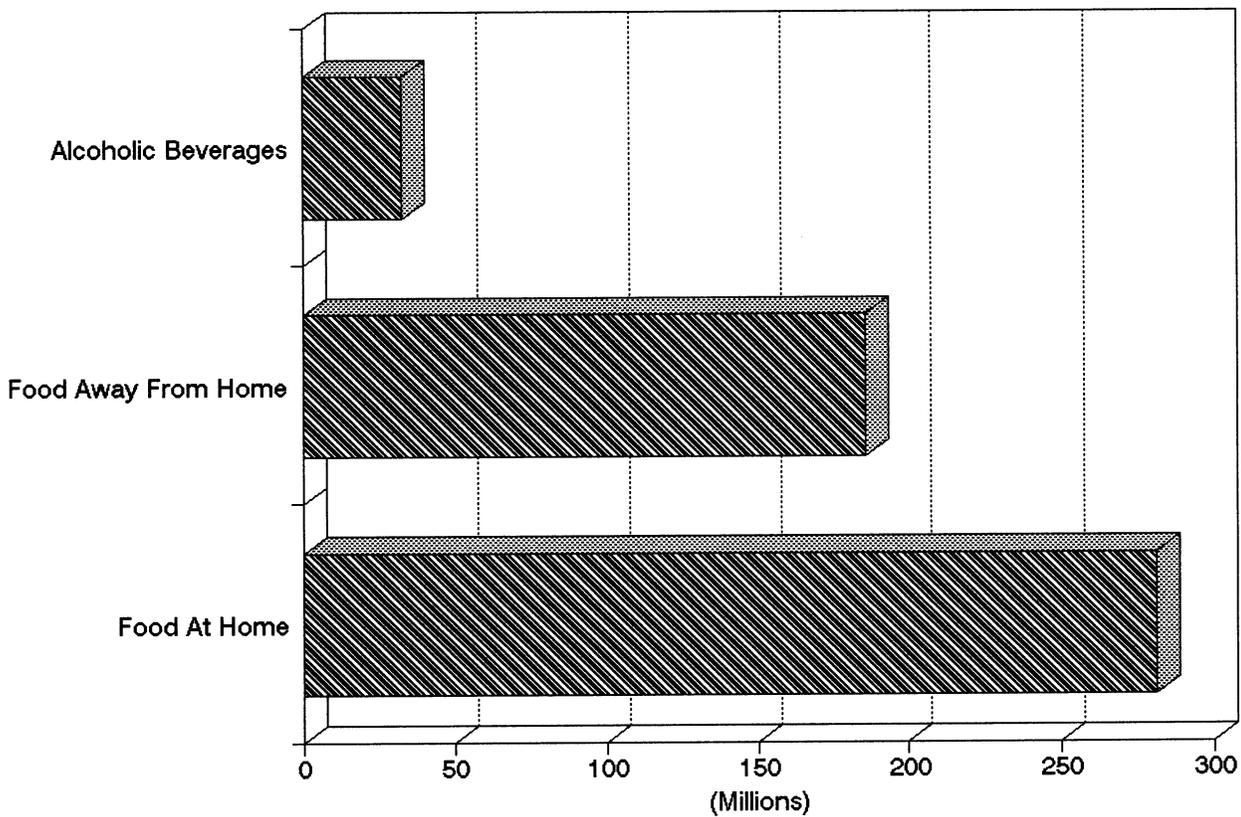
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DEMAND FOR FOOD PRODUCTS

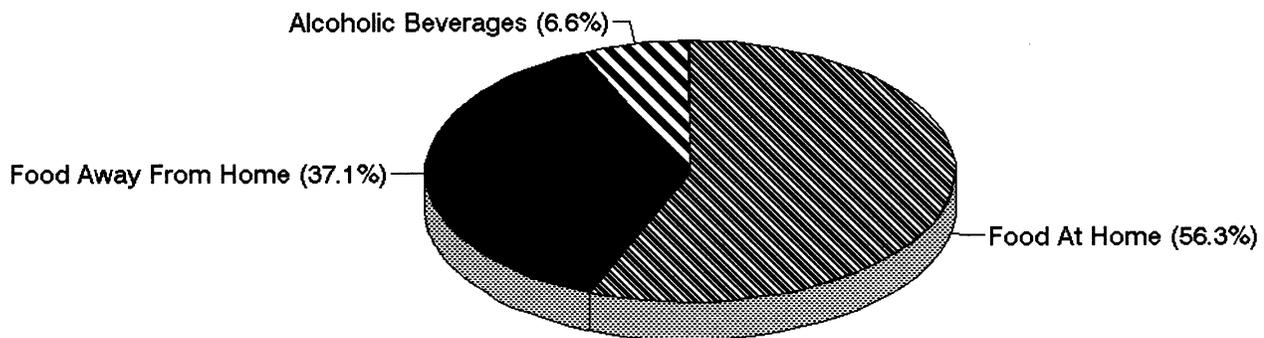
FOOD PRODUCTS

\$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR





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

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	2,760	22,160,040
\$15000-24999	7,064	3,155	22,286,920
\$25000-34999	7,212	3,312	23,886,144
\$35000-49999	8,979	3,760	33,761,040
> \$50000	30,332	5,915	179,413,780

TOTAL DEMAND FOR PRODUCT = \$281,507,924

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

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.

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

PRODUCT: **FOOD AWAY FROM HOME**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	1,284	10,309,236
\$15000-24999	7,064	1,498	10,581,872
\$25000-34999	7,212	1,926	13,890,312
\$35000-49999	8,979	2,354	21,136,566
> \$50000	30,332	4,280	129,820,960
TOTAL DEMAND FOR PRODUCT =			\$185,738,946

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

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.



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

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	192	1,541,568
\$15000-24999	7,064	224	1,582,336
\$25000-34999	7,212	360	2,596,320
\$35000-49999	8,979	395	3,546,705
> \$50000	30,332	775	23,507,300
TOTAL DEMAND FOR PRODUCT =			\$32,774,229

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

DEFINITION OF PRODUCT:

All alcoholic beverages.

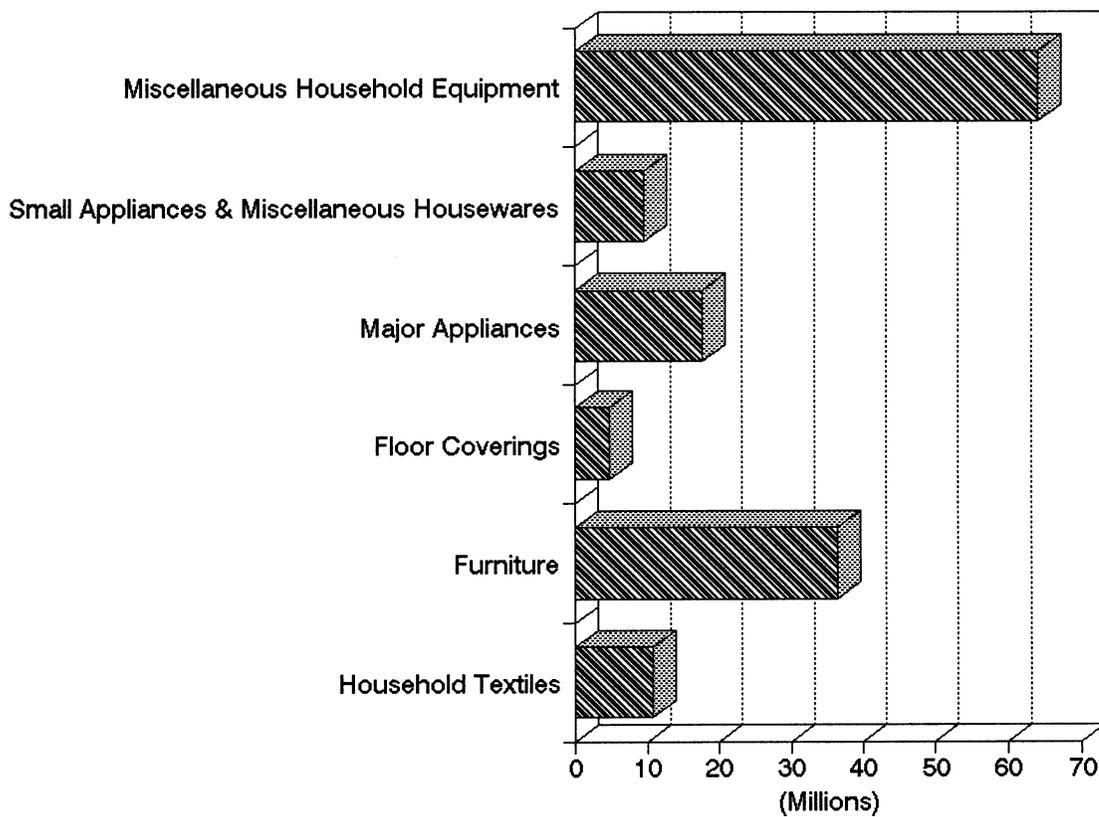
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DEMAND FOR HOME PRODUCTS

HOME PRODUCTS

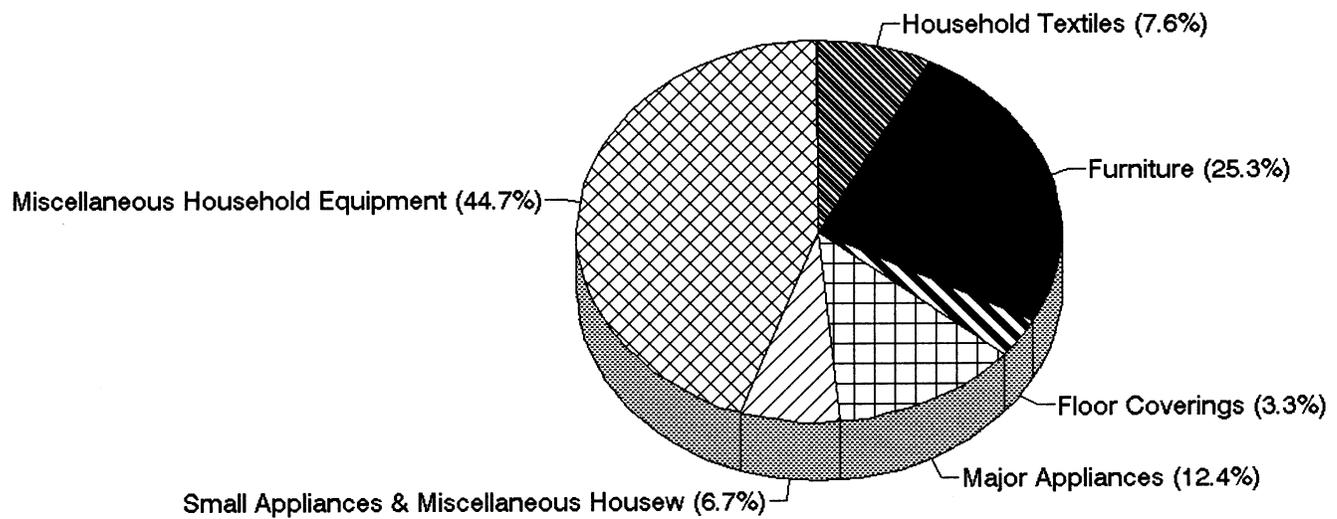
\$ DEMAND BY PRODUCT TYPE



2Y

HOME PRODUCTS

% DEMAND FOR EACH DOLLAR





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

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	50	401,450
\$15000-24999	7,064	111	784,104
\$25000-34999	7,212	138	995,256
\$35000-49999	8,979	175	1,571,325
> \$50000	30,332	234	7,097,688

TOTAL DEMAND FOR PRODUCT = \$10,849,823

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

DEFINITION OF PRODUCT:

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

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

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	155	1,244,495
\$15000-24999	7,064	241	1,702,424
\$25000-34999	7,212	321	2,315,052
\$35000-49999	8,979	385	3,456,915
> \$50000	30,332	910	27,602,120
TOTAL DEMAND FOR PRODUCT =			\$36,321,006

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

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.



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

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	21	168,609
\$15000-24999	7,064	30	211,920
\$25000-34999	7,212	33	237,996
\$35000-49999	8,979	38	341,202
> \$50000	30,332	125	3,791,500
TOTAL DEMAND FOR PRODUCT =			\$4,751,227

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

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.



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

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	99	794,871
\$15000-24999	7,064	134	946,576
\$25000-34999	7,212	145	1,045,740
\$35000-49999	8,979	185	1,661,115
> \$50000	30,332	440	13,346,080
TOTAL DEMAND FOR PRODUCT =			\$17,794,382

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

DEFINITION OF PRODUCT:

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



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

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	65	521,885
\$15000-24999	7,064	92	649,888
\$25000-34999	7,212	98	706,776
\$35000-49999	8,979	102	915,858
> \$50000	30,332	225	6,824,700
TOTAL DEMAND FOR PRODUCT =			\$9,619,107

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

DEFINITION OF PRODUCT:

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

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

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	370	2,970,730
\$15000-24999	7,064	394	2,783,216
\$25000-34999	7,212	845	6,094,140
\$35000-49999	8,979	856	7,686,024
> \$50000	30,332	1,466	44,466,712
TOTAL DEMAND FOR PRODUCT =			\$64,000,822

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

DEFINITION OF PRODUCT:

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

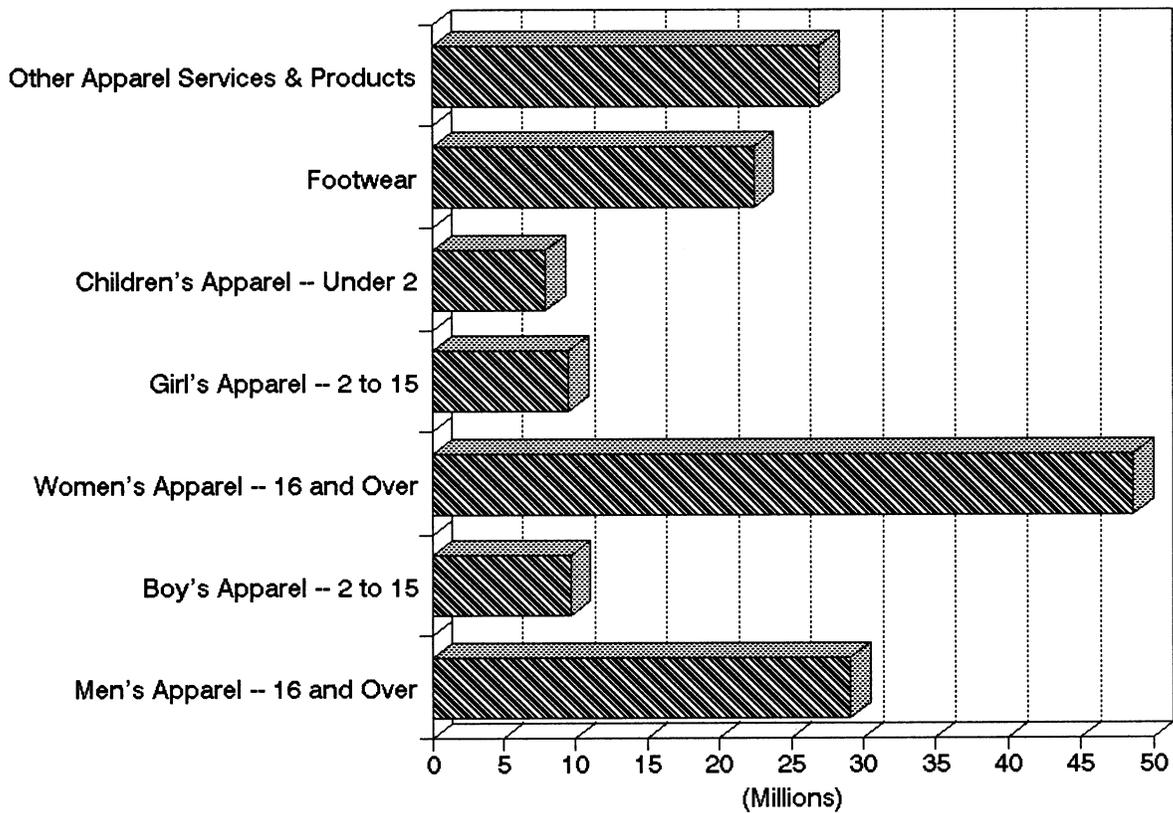
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DEMAND FOR APPAREL PRODUCTS

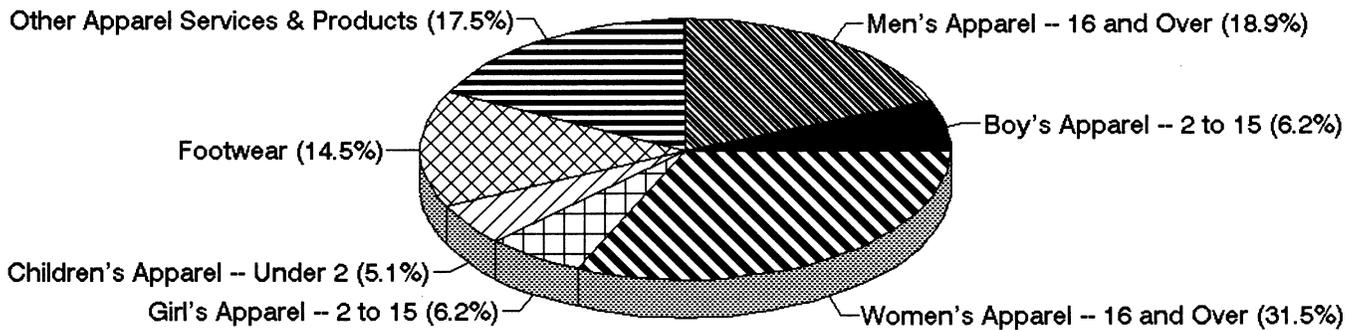
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR





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

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	214	1,718,206
\$15000-24999	7,064	244	1,723,616
\$25000-34999	7,212	285	2,055,420
\$35000-49999	8,979	392	3,519,768
> \$50000	30,332	663	20,110,116
TOTAL DEMAND FOR PRODUCT =			\$29,127,126

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	65	521,885
\$15000-24999	7,064	105	741,720
\$25000-34999	7,212	125	901,500
\$35000-49999	8,979	140	1,257,060
> \$50000	30,332	205	6,218,060
TOTAL DEMAND FOR PRODUCT =			\$9,640,225

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

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

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	370	2,970,730
\$15000-24999	7,064	390	2,754,960
\$25000-34999	7,212	525	3,786,300
\$35000-49999	8,979	650	5,836,350
> \$50000	30,332	1,100	33,365,200
TOTAL DEMAND FOR PRODUCT =			\$48,713,540

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	45	361,305
\$15000-24999	7,064	80	565,120
\$25000-34999	7,212	100	721,200
\$35000-49999	8,979	115	1,032,585
> \$50000	30,332	225	6,824,700
TOTAL DEMAND FOR PRODUCT =			\$9,504,910

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

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



Making Downtown Renaissance a Reality

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

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	65	521,885
\$15000-24999	7,064	75	529,800
\$25000-34999	7,212	85	613,020
\$35000-49999	8,979	105	942,795
> \$50000	30,332	175	5,308,100
TOTAL DEMAND FOR PRODUCT =			\$7,915,600

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

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.

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

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	225	1,806,525
\$15000-24999	7,064	240	1,695,360
\$25000-34999	7,212	300	2,163,600
\$35000-49999	8,979	350	3,142,650
> \$50000	30,332	450	13,649,400
TOTAL DEMAND FOR PRODUCT =			\$22,457,535

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

DEFINITION OF PRODUCT:

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

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

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	170	1,364,930
\$15000-24999	7,064	200	1,412,800
\$25000-34999	7,212	210	1,514,520
\$35000-49999	8,979	255	2,289,645
> \$50000	30,332	675	20,474,100
TOTAL DEMAND FOR PRODUCT =			\$27,055,995

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

DEFINITION OF PRODUCT:

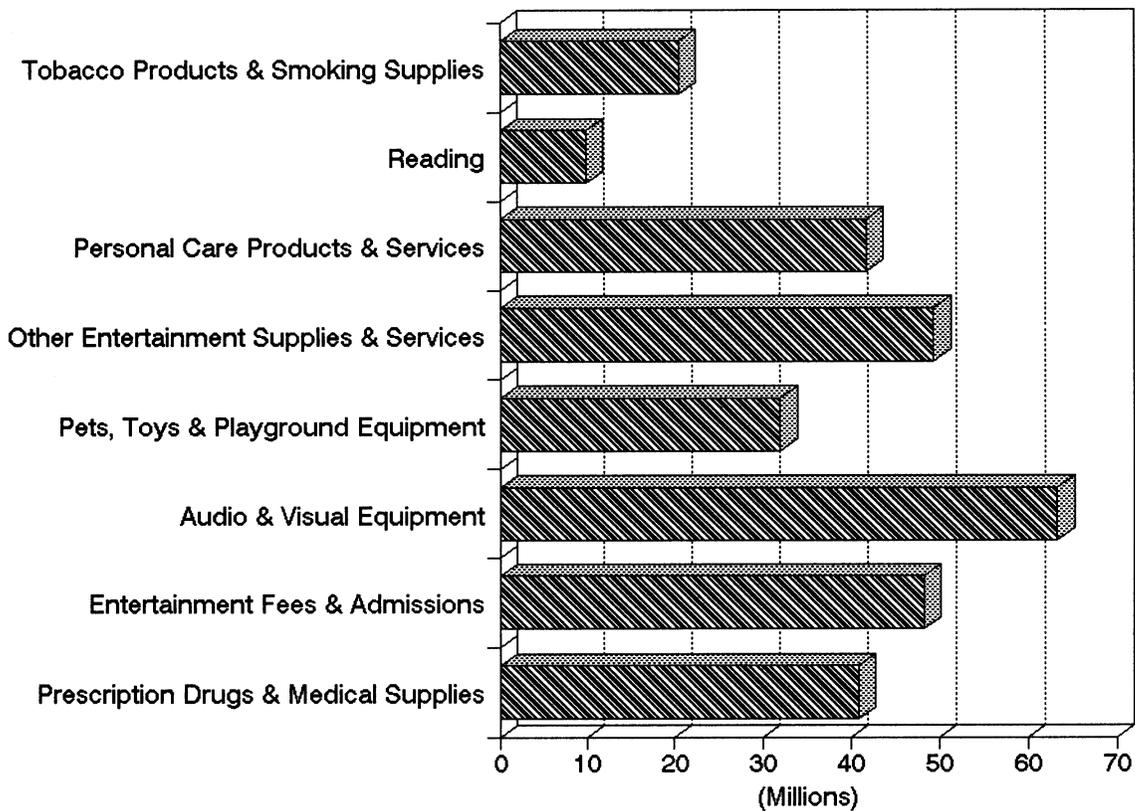
Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

HyettPalma

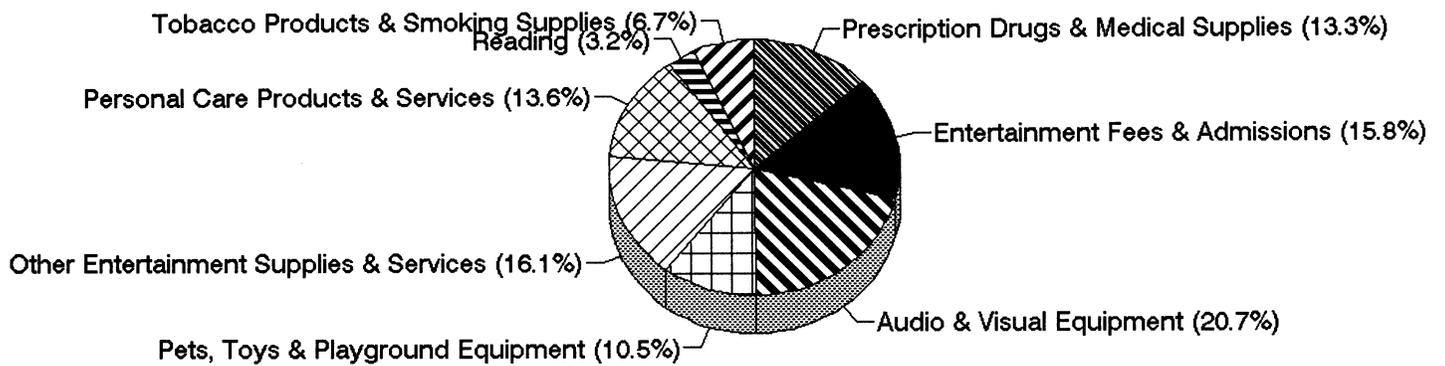
Making Downtown Renaissance a Reality

DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR





Making Downtown Renaissance a Reality

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

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	425	3,412,325
\$15000-24999	7,064	605	4,273,720
\$25000-34999	7,212	625	4,507,500
\$35000-49999	8,979	650	5,836,350
> \$50000	30,332	750	22,749,000
TOTAL DEMAND FOR PRODUCT =			\$40,778,895

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

DEFINITION OF PRODUCT:

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



Making Downtown Renaissance a Reality

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

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	200	1,605,800
\$15000-24999	7,064	250	1,766,000
\$25000-34999	7,212	325	2,343,900
\$35000-49999	8,979	360	3,232,440
> \$50000	30,332	1,300	39,431,600

TOTAL DEMAND FOR PRODUCT = \$48,379,740

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

DEFINITION OF PRODUCT:

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

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

PRODUCT: AUDIO & VISUAL EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	475	3,813,775
\$15000-24999	7,064	600	4,238,400
\$25000-34999	7,212	750	5,409,000
\$35000-49999	8,979	825	7,407,675
> \$50000	30,332	1,400	42,464,800
TOTAL DEMAND FOR PRODUCT =			\$63,333,650

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

DEFINITION OF PRODUCT:

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



Making Downtown Renaissance a Reality

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

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	180	1,445,220
\$15000-24999	7,064	245	1,730,680
\$25000-34999	7,212	315	2,271,780
\$35000-49999	8,979	425	3,816,075
> \$50000	30,332	750	22,749,000

TOTAL DEMAND FOR PRODUCT = \$32,012,755

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

DEFINITION OF PRODUCT:

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



Making Downtown Renaissance a Reality

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

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	140	1,124,060
\$15000-24999	7,064	350	2,472,400
\$25000-34999	7,212	425	3,065,100
\$35000-49999	8,979	525	4,713,975
> \$50000	30,332	1,250	37,915,000
TOTAL DEMAND FOR PRODUCT =			\$49,290,535

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

DEFINITION OF PRODUCT:

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



Making Downtown Renaissance a Reality

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

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	295	2,368,555
\$15000-24999	7,064	355	2,507,720
\$25000-34999	7,212	425	3,065,100
\$35000-49999	8,979	525	4,713,975
> \$50000	30,332	955	28,967,060
TOTAL DEMAND FOR PRODUCT =			\$41,622,410

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

DEFINITION OF PRODUCT:

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



Making Downtown Renaissance a Reality

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

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	65	521,885
\$15000-24999	7,064	85	600,440
\$25000-34999	7,212	95	685,140
\$35000-49999	8,979	125	1,122,375
> \$50000	30,332	225	6,824,700

TOTAL DEMAND FOR PRODUCT = \$9,754,540

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

DEFINITION OF PRODUCT:

Books, newspapers and magazines.



Making Downtown Renaissance a Reality

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

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	8,029	275	2,207,975
\$15000-24999	7,064	325	2,295,800
\$25000-34999	7,212	400	2,884,800
\$35000-49999	8,979	350	3,142,650
> \$50000	30,332	325	9,857,900

TOTAL DEMAND FOR PRODUCT = \$20,389,125

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

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report®

USER GUIDE

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

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

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

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

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

What Does The Retail Report Tell You ?

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

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

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

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

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

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

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

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

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

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

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

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

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

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

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

To strengthen existing businesses and lessen business closings by:

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

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

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

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

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

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

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

To attract additional businesses to the business district by:

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

How Can Business Owners Use The Retail Report ?

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

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

what the market is for particular retail products;

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

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

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

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

set an annual budget based on their gross receipts benchmarks;

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

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

How Can Entrepreneurs Use The Retail Report ?

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

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