

# Target Market Analysis

Northwest Michigan  
Prosperity Region 2

## TARGET MARKET PROFILES

November 3, 2014



# AA-BB



Prepared for:



Prepared by:



# Acknowledgements

## Michigan State Housing Development Authority

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Prepared for:



Prepared by:



# Target Market Profiles

## Section

Charts

AA

Tables

BB

Narratives

CC

Regional Resources

DD



## TOC

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# Target Market Analysis

Northwest Michigan

Prosperity Region 2

## CHARTS

November 3, 2014



# AA



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## 71 Lifestyle Clusters by Cluster Code

Exhibit AA.1

<b>A</b>	Power Elite 6.13%	A01	American Royalty	0.73%	
		A02	Platinum Prosperity	1.43%	
		A03	Kids and Cabernet	0.96%	
		A04	Picture Perfect Families	1.43%	
		A05	Couples with Clout	0.48%	
		A06	Jet Set Urbanites	0.98%	
<b>B</b>	Flourishing Families 4.42%	B07	Generational Soup	0.98%	
		B08	Babies and Bliss	1.65%	
		B09	Family Fun-tastic	1.22%	
		B10	Cosmopolitan Achievers	0.56%	
<b>C</b>	Booming with Confidence 5.34%	C11	Aging of Aquarius	2.34%	
		C12	Golf Carts and Gourmets	0.41%	
		C13	Silver Sophisticates	0.97%	
		C14	Boomers and Boomerangs	1.62%	
<b>D</b>	Suburban Style 5.02%	D15	Sports Utility Families	1.77%	
		D16	Settled in Suburbia	0.77%	
		D17	Cul de Sac Diversity	1.03%	
		D18	Suburban Attainment	1.45%	
<b>E</b>	Thriving Boomers 5.13%	E19	Full Pockets, Empty Nests	1.10%	
		E20	No Place Like Home	1.50%	
		E21	Unspoiled Splendor	2.52%	
<b>F</b>	Promising Families 3.36%	F22	Fast Track Couples	1.59%	
		F23	Families Matter Most	1.77%	
<b>G</b>	Young, City Solos 2.01%	G24	Status Seeking Singles	1.29%	
		G25	Urban Edge	0.72%	
<b>H</b>	Middle-class Melting Pot 5.76%	H26	Progressive Potpourri	1.00%	
		H27	Birkenstocks and Beemers	1.18%	
		H28	Everyday Moderates	1.09%	
		H29	Destination Recreation	2.49%	
<b>I</b>	Family Union 5.40%	I30	Stockcars and State Parks	1.50%	
		I31	Blue Collar Comfort	1.38%	
		I32	Steadfast Conventionalists	0.98%	
		I33	Balance and Harmony	1.55%	
<b>J</b>	Autumn Years 5.64%	J34	Aging in Place	2.41%	
		J35	Rural Escape	1.76%	
		J36	Settled and Sensible	1.48%	
<b>K</b>	Significant Singles 4.72%	K37	Wired for Success	1.00%	
		K38	Gotham Blend	1.01%	
		K39	Metro Fusion	0.79%	
		K40	Bohemian Groove	1.92%	
<b>L</b>	Blue Sky Boomers 5.11%	L41	Booming and Consuming	0.87%	
		L42	Rooted Flower Power	2.33%	
		L43	Homemade Happiness	2.91%	
<b>M</b>	Families in Motion 3.58%	M44	Red, White and Bluegrass	2.11%	
		M45	Diapers and Debit Cards	1.47%	

Source: Experian Decision Analytics; 2014.

# 71 Lifestyle Clusters by Cluster Code

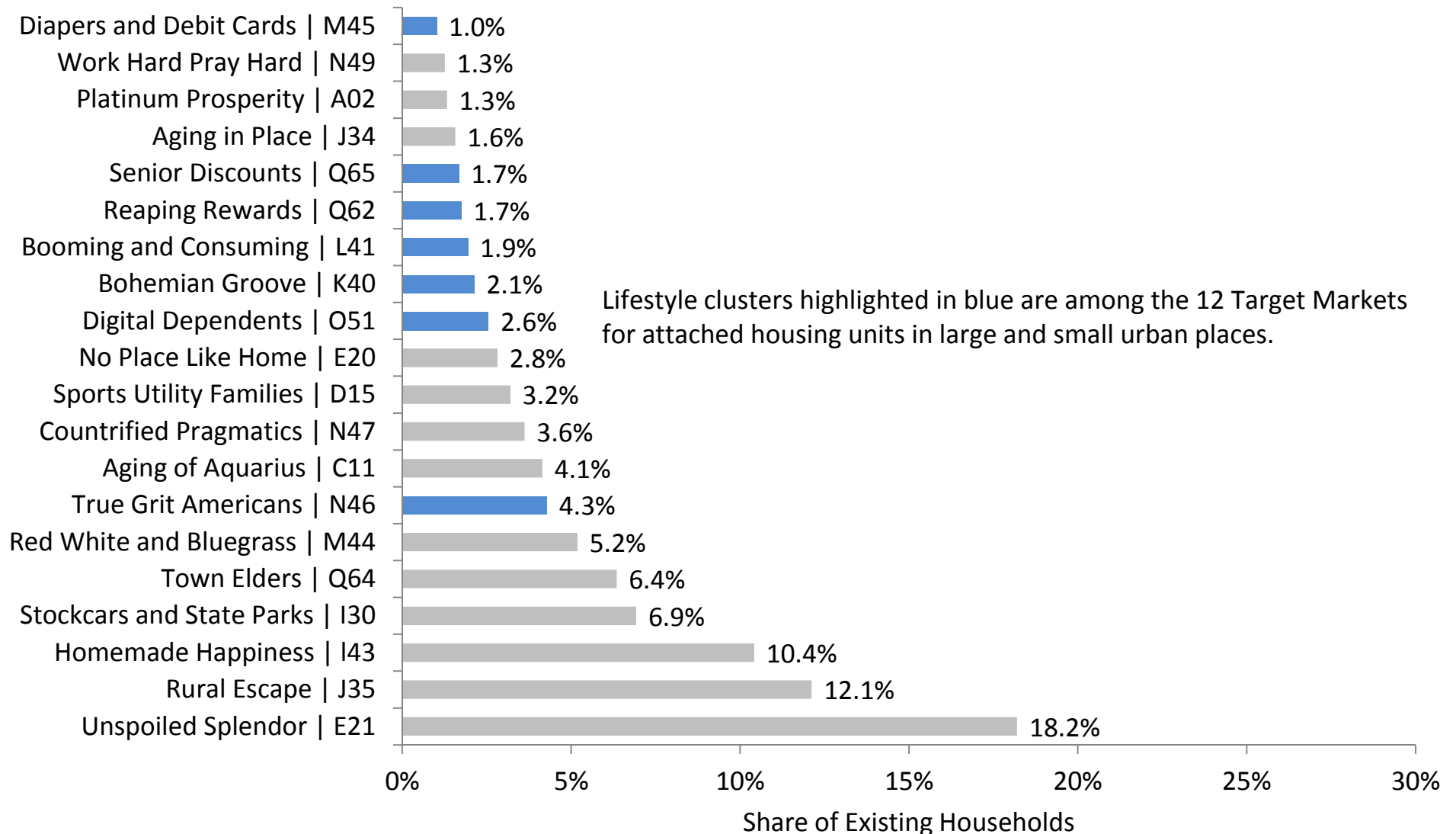
Exhibit AA.2

N	Pastoral Pride 7.28%	N46	True Grit Americans	1.68%	
		N47	Countrified Pragmatics	1.95%	
		N48	Rural Southern Bliss	1.81%	
		N49	Touch of Tradition	1.85%	
O	Singles and Starters 8.83%	O50	Full Steam Ahead	1.25%	
		O51	Digital Dependents	2.99%	
		O52	Urban Ambition	1.11%	
		O53	Colleges and Cafes	0.41%	
		O54	Striving Single Scene	1.29%	
		O55	Family Troopers	1.78%	
P	Cultural Connections 6.42%	P56	Mid-scale Medley	1.69%	
		P57	Modest Metro Means	0.62%	
		P58	Heritage Heights	0.73%	
		P59	Expanding Horizons	1.26%	
		P60	Striving Forward	1.12%	
		P61	Humble Beginnings	0.99%	
Q	Golden Year Guardians 7.25%	Q62	Reaping Rewards	1.30%	
		Q63	Footloose and Family Free	0.50%	
		Q64	Town Elders	3.78%	
		Q65	Senior Discounts	1.67%	
R	Aspirational Fusion 2.92%	R66	Dare to Dream	1.89%	
		R67	Hope for Tomorrow	1.03%	
S	Economic Challenges 4.69%	S68	Small Town Shallow Pockets	1.71%	
		S69	Urban Survivors	1.32%	
		S70	Tight Money	0.98%	
		S71	Tough Times	0.68%	

Source: Experian Decision Analytics; 2014.

## 20 Most Prevalent Lifestyle Clusters Average for 10-County Region in Northwest Michigan - 2014

Exhibit AA.3

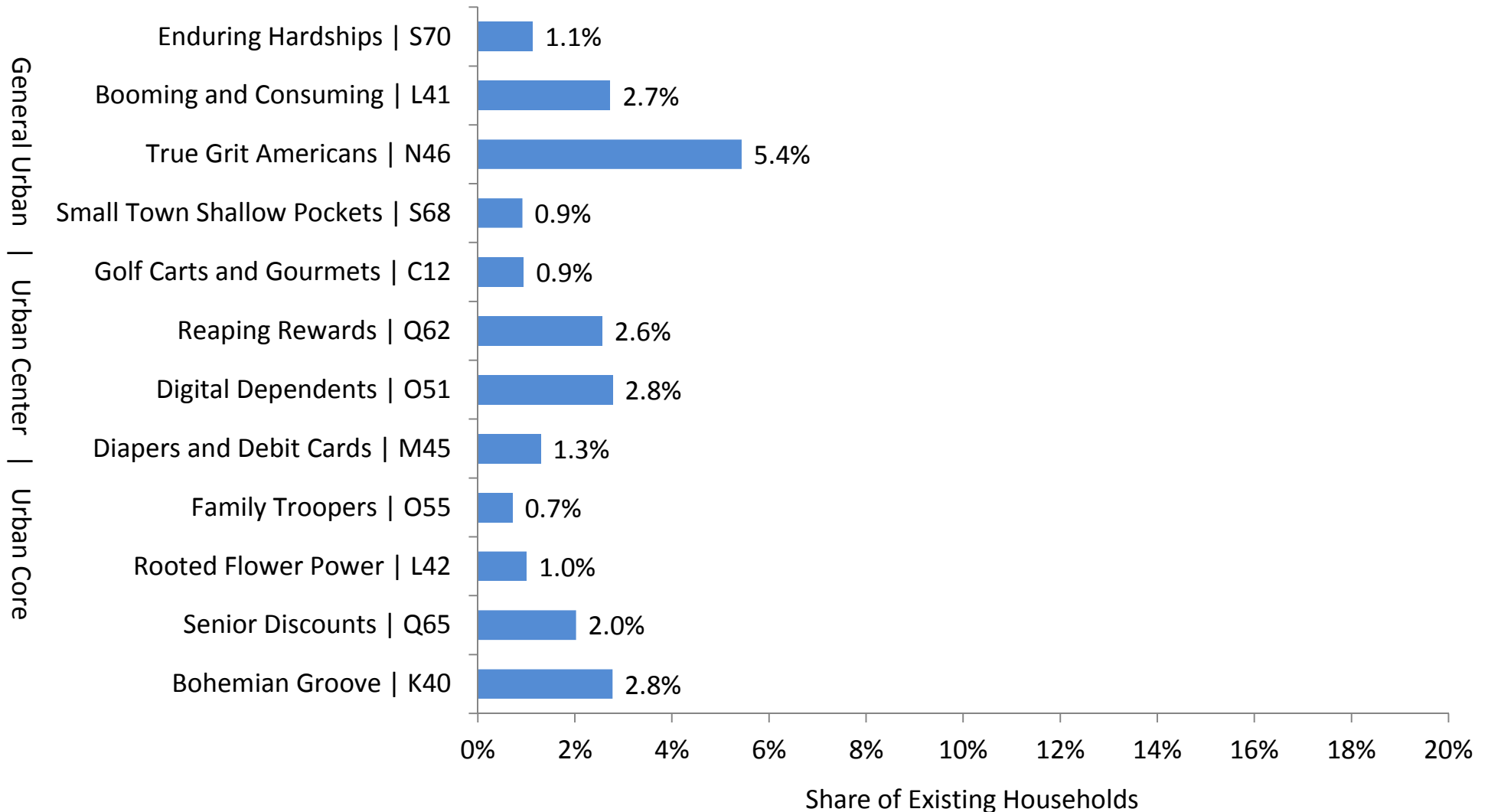


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# 12 Target Markets by Current Share of Households (Sorted by Urbanicity)

Average for 10-County Region, Northwest Michigan - 2014

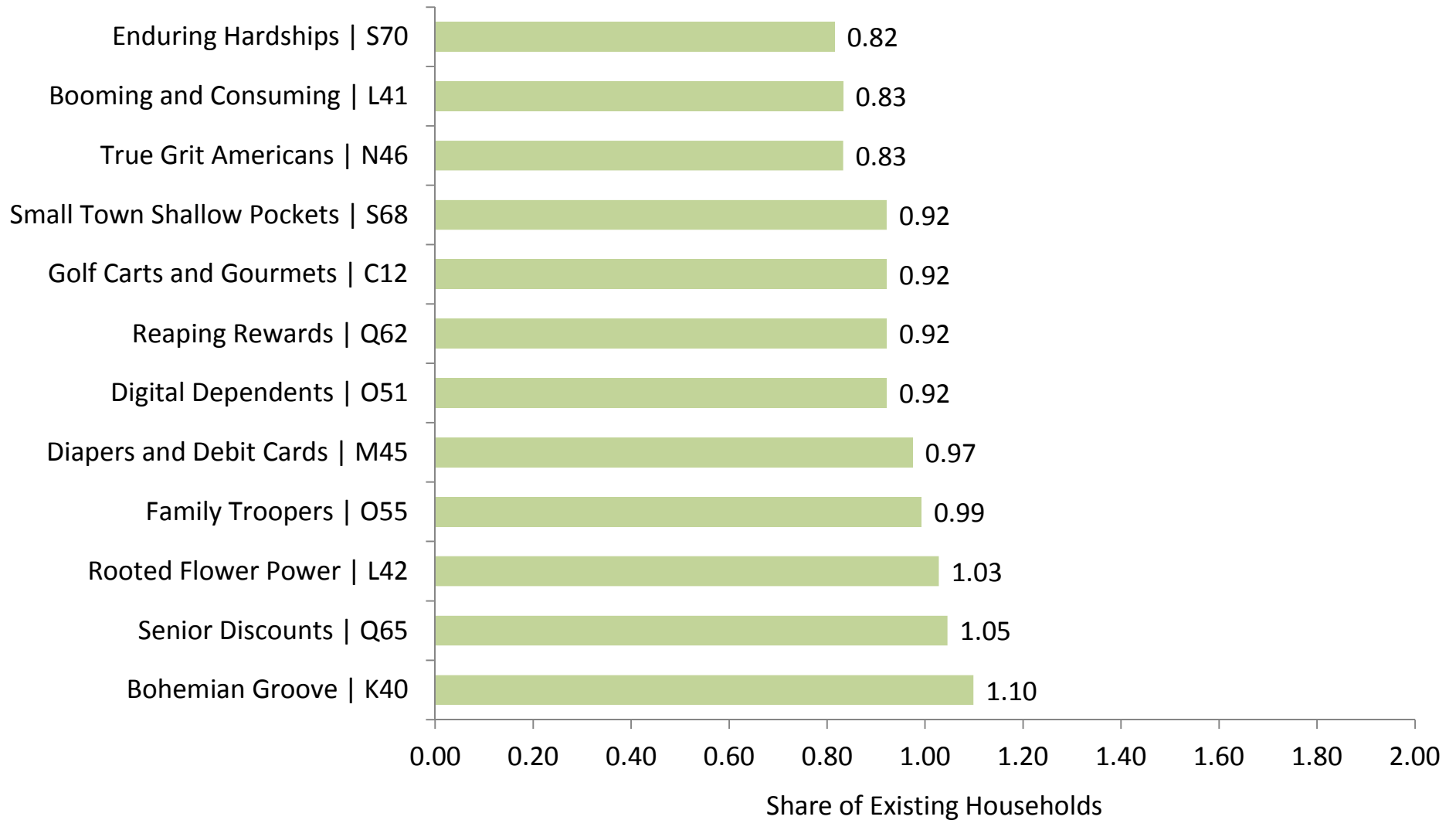


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12 Target Markets by Density Index  
(USA Average = 1.00)  
10-County Region, Northwest Michigan - 2014

General Urban | Urban Center | Urban Core



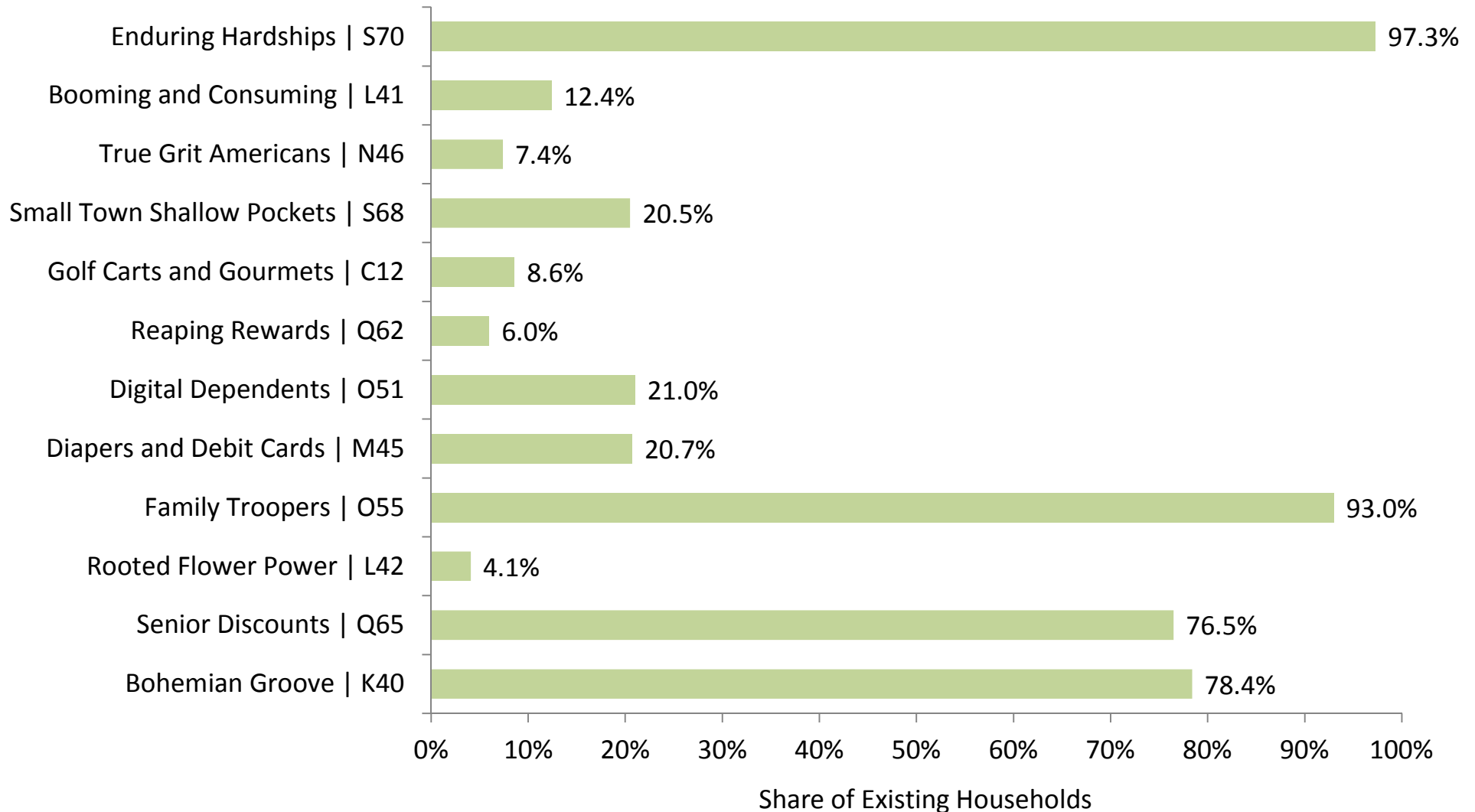
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12 Target Markets by Renter Occupancy Rate  
(Based on USA Averages)

Exhibit AA.6

10-County Region, Northwest Michigan - 2014

General Urban | Urban Center | Urban Core

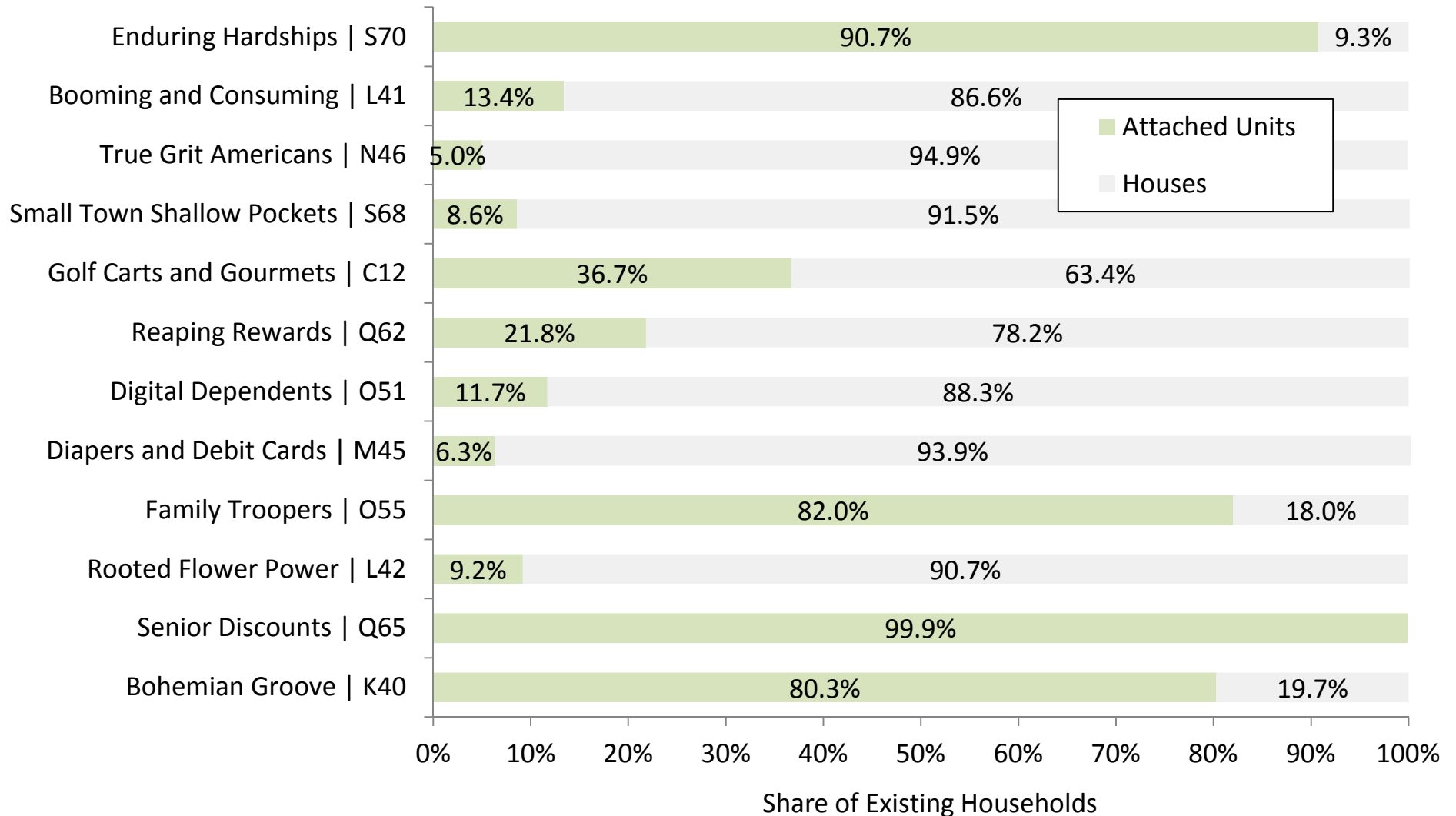


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# 12 Target Markets Propensity to Live in Attached Units v. Houses 10-County Region, Northwest Michigan - 2014

Exhibit AA.7

General Urban | Urban Center | Urban Core

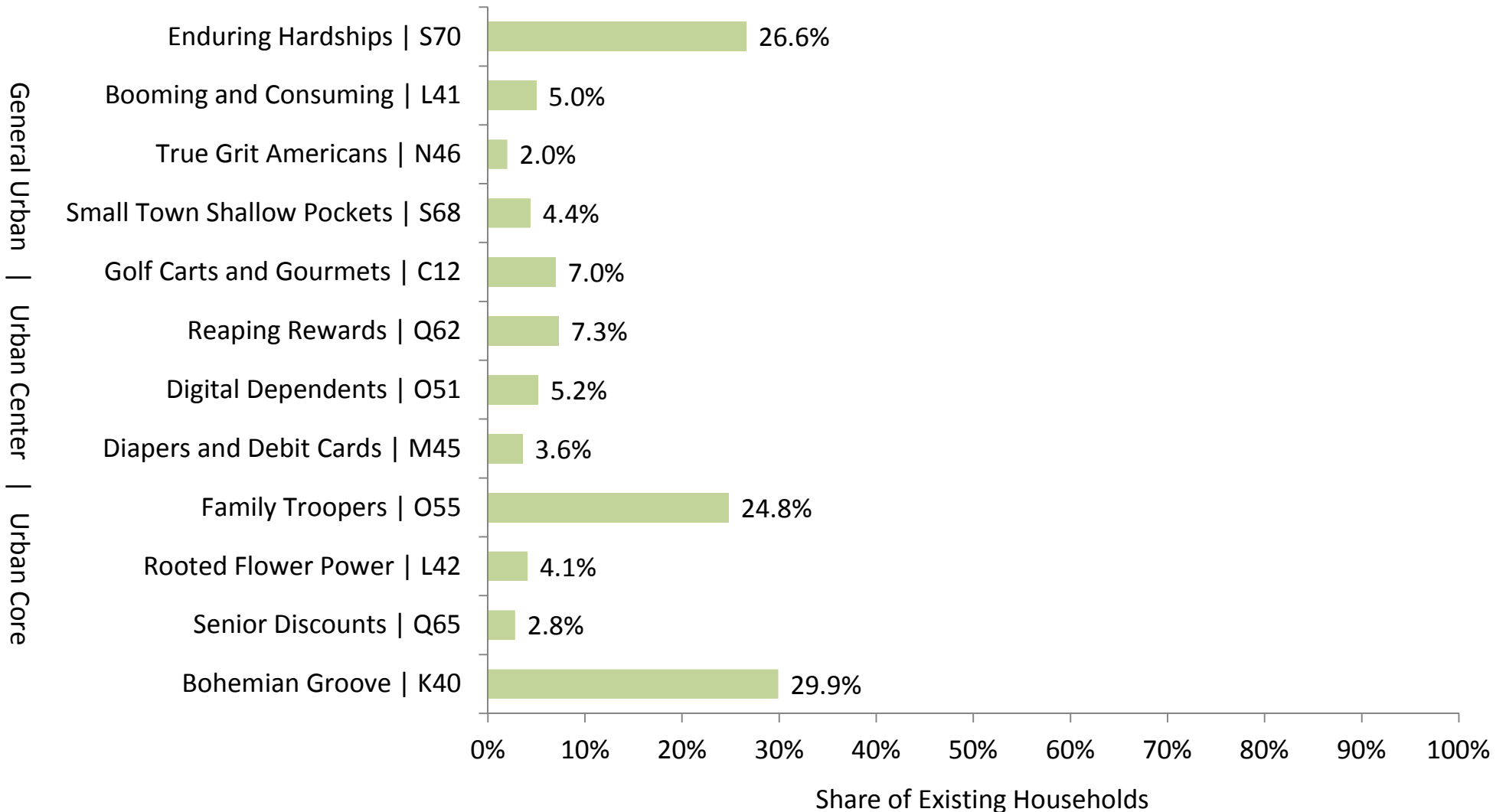


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## 12 Target Markets by Propensity to Live in Attached Units 2 - 4 Units per Building

Exhibit AA.8

10-County Region, Northwest Michigan - 2014



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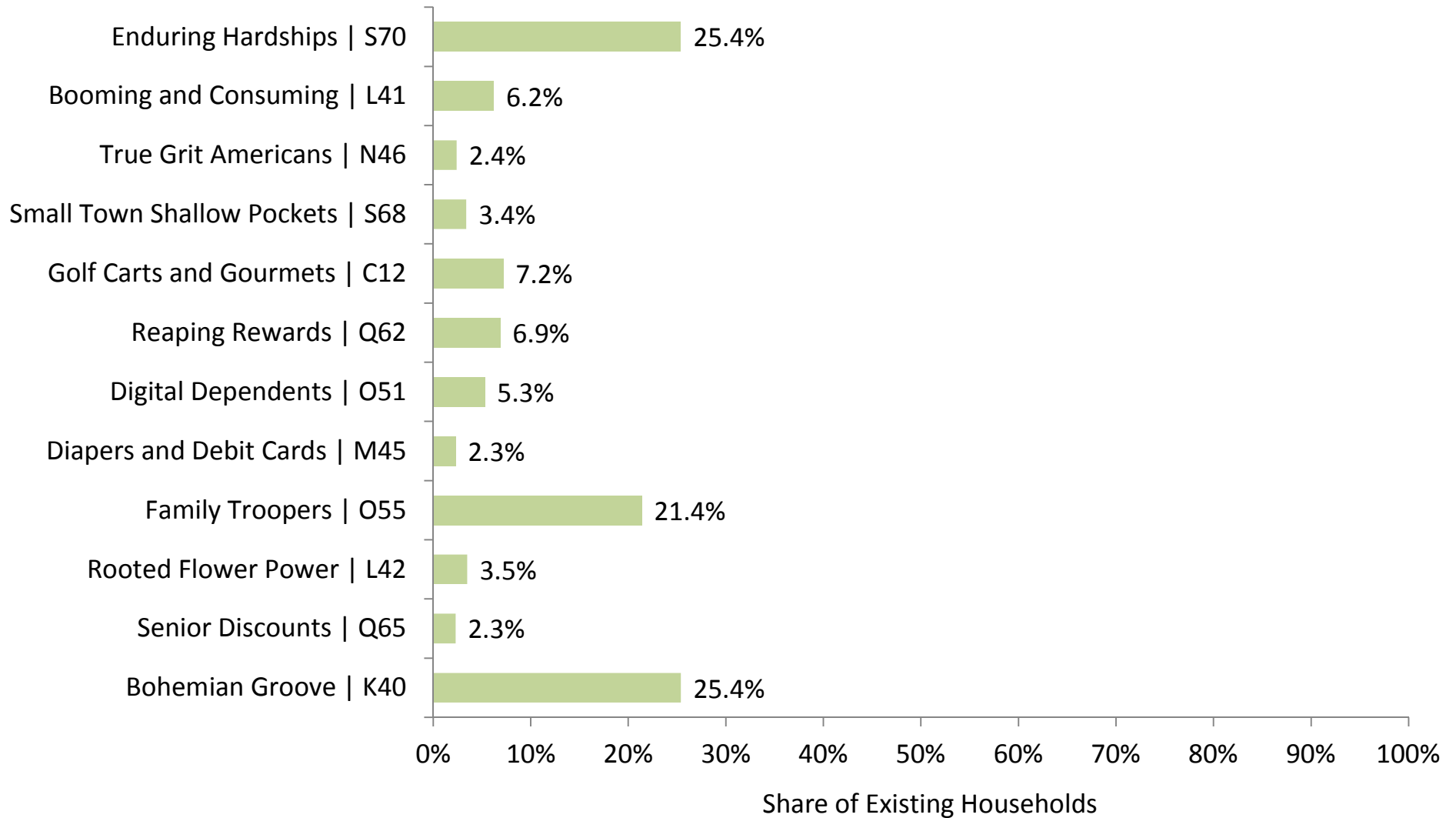
## 12 Target Markets by Propensity to Live in Attached Units

Exhibit AA.9

5 - 9 Units per Building

10-County Region, Northwest Michigan - 2014

General Urban | Urban Center | Urban Core



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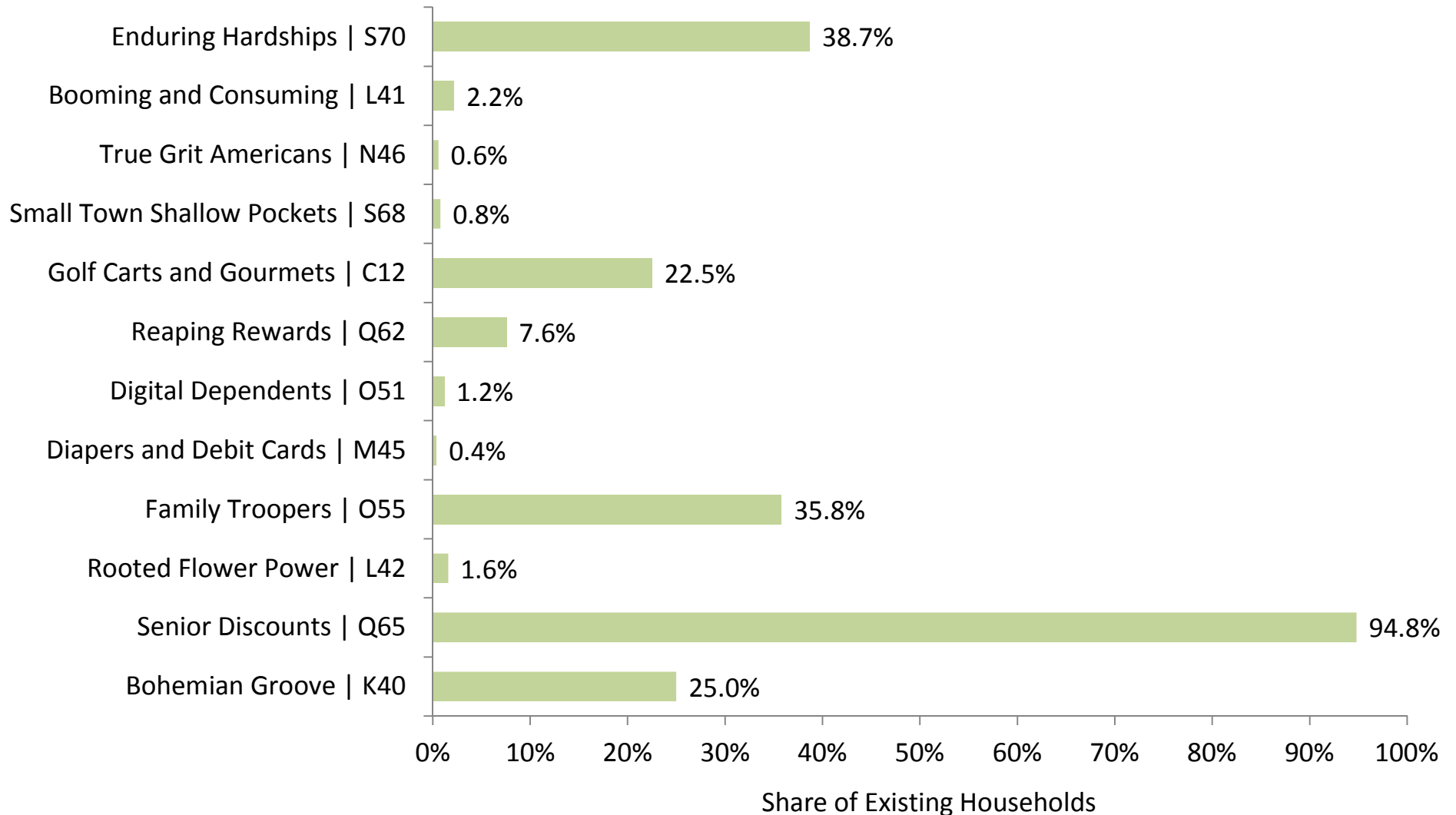
## 12 Target Markets by Propensity to Live in Attached Units

Exhibit AA.10

5 - 9 Units per Building

10-County Region, Northwest Michigan - 2014

General Urban | Urban Center | Urban Core



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# Target Market Analysis

Northwest Michigan

Prosperity Region 2

**TABLES**

November 3, 2014



**BB**



Prepared for:



Prepared by:





Selected Lifestyle Indicators - URBANICITY and AGE  
12 Target Markets for the Northwest Michigan Prosperity Region

Exhibit BB.1

	Golf Carts Gourmets   C12	Gotham Blend   K38	Metro Fusion   K39	Booming Consum- ing   L41	Rooted Flower Power   L42	Infants, Debit Cards   M45	True Grit Americans   N46	Digital Depend- ents   O51	Family Troopers   O55	Reaping Rewards   Q62	Senior Discounts   Q65	Small Town, Pockets   S68	Enduring Hard- ships   S70
Household Tenure													
Owner Occupancy	87.8%	32.5%	19.6%	80.5%	91.9%	61.4%	83.5%	61.9%	0.7%	91.2%	16.1%	56.8%	1.0%
Renter Occupancy	8.6%	62.0%	74.2%	12.4%	4.1%	20.7%	7.4%	21.0%	93.0%	6.0%	76.5%	20.5%	97.3%
Urbanicity													
Top 10 CBSA markets	11.6%	76.5%	35.4%	1.9%	5.0%	1.7%	0.1%	2.6%	7.2%	5.6%	11.6%	1.2%	1.0%
Next 25 CBSA markets	5.3%	2.2%	12.8%	3.2%	16.1%	6.6%	0.3%	9.2%	11.9%	8.9%	11.8%	3.8%	2.6%
Next 50 CBSA markets	7.9%	1.1%	8.1%	4.9%	12.7%	9.4%	0.4%	7.7%	9.7%	8.8%	9.1%	5.6%	3.4%
Balance CBSA markets	14.5%	0.2%	2.1%	11.3%	18.1%	21.0%	7.3%	16.9%	17.4%	12.5%	13.8%	15.3%	12.7%
Suburban City Style	37.3%	19.8%	40.2%	27.1%	34.5%	25.5%	13.2%	32.8%	35.2%	44.4%	37.0%	20.4%	29.9%
Suburban Non-City Style	10.5%	0.0%	0.3%	17.4%	3.2%	3.2%	2.9%	10.9%	5.1%	10.7%	3.8%	3.9%	12.8%
Rural City Style	4.4%	0.1%	0.1%	10.2%	6.8%	26.1%	57.9%	11.1%	10.8%	6.0%	10.5%	36.1%	26.1%
Rural Non-City Style	8.4%	0.0%	0.0%	22.9%	1.5%	4.6%	16.3%	7.1%	2.3%	2.9%	2.4%	10.2%	11.6%
Density Index	0.92	1.63	1.31	0.83	1.03	0.97	0.83	0.92	0.99	0.92	1.05	0.92	0.82
Head of Householder's Age													
19 to 24 years	0.5%	2.8%	1.2%	1.0%	0.2%	10.9%	4.1%	16.3%	16.5%	0.0%	0.1%	2.2%	3.2%
25 to 30 years	0.4%	4.2%	1.8%	1.1%	0.3%	24.0%	5.8%	41.1%	48.4%	0.0%	0.1%	2.6%	4.5%
31 to 35 years	0.6%	5.9%	4.1%	2.1%	0.5%	21.8%	7.4%	33.8%	24.8%	0.0%	0.1%	4.3%	5.9%
36 to 45 years	2.0%	20.5%	49.3%	8.1%	1.9%	22.3%	21.3%	5.1%	6.9%	0.0%	0.6%	16.6%	34.6%
46 to 50 years	2.5%	15.7%	24.7%	10.2%	2.5%	8.3%	16.0%	1.7%	1.3%	0.1%	1.3%	13.7%	21.0%
51 to 65 years	28.0%	37.2%	17.4%	57.3%	85.2%	11.2%	29.0%	1.8%	1.9%	1.3%	16.0%	43.9%	27.5%
66 to 75 years	39.1%	7.8%	1.3%	14.8%	6.2%	1.1%	10.3%	0.1%	0.2%	31.0%	27.2%	9.6%	2.4%
76+ years	27.0%	5.8%	0.3%	5.4%	3.2%	0.4%	6.2%	0.1%	0.0%	67.6%	54.7%	7.2%	0.8%
Head's Avg. Age	68	52	46	58	60	38	51	31	30	76	73	55	47

Source: Underlying data provided by Experian Decision Analytics; 2013.

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Selected Lifestyle Indicators - FAMILIES, HOUSEHOLD SIZE, EDUCATION, OCCUPATION  
12 Target Markets for the Northwest Michigan Prosperity Region

Exhibit BB.2

	Golf Carts Gourmets   C12	Bohemia n Groove   K40	Booming Consum- ing   L41	Rooted Flower Power   L42	Infants, Debit Cards   M45	True Grit Americans   N46	Digital Depend- ents   O51	Family Troopers   O55	Reaping Rewards   Q62	Senior Discounts   Q65	Small Town, Pockets   S68	Enduring Hard- ships   S70
Family structure												
Married With Children	3.3%	2.3%	4.2%	2.4%	48.8%	19.4%	11.2%	37.4%	0.5%	0.9%	3.9%	9.9%
Married Without Children	73.9%	9.2%	49.8%	38.9%	6.1%	33.4%	20.0%	1.5%	46.9%	17.4%	14.7%	11.0%
Single With Children	0.0%	4.7%	0.0%	0.0%	13.1%	1.1%	7.7%	46.3%	0.0%	0.0%	2.7%	9.1%
Single Without Children	0.0%	53.3%	1.9%	7.0%	6.2%	5.2%	28.5%	4.4%	0.0%	7.5%	22.1%	19.3%
Unknown Status w/Children	0.0%	1.7%	0.6%	0.8%	18.1%	4.6%	6.0%	8.8%	0.0%	0.7%	5.6%	15.6%
Unknown Status w/o Children	22.5%	28.8%	43.5%	50.8%	7.8%	36.3%	26.5%	1.6%	52.4%	73.4%	51.0%	35.1%
A Child is Present in Household	3.3%	8.7%	4.8%	3.2%	80.0%	25.1%	24.9%	92.5%	0.5%	1.6%	12.2%	34.6%
Head of household gender												
Female	20.2%	48.5%	31.2%	36.1%	37.2%	31.2%	47.9%	64.8%	38.8%	57.9%	45.7%	56.8%
Male	79.9%	51.5%	68.8%	63.9%	62.9%	68.8%	52.2%	35.2%	61.3%	42.1%	54.3%	43.2%
Household size												
1 Person	29.8%	80.1%	51.4%	48.0%	15.2%	42.1%	63.5%	16.8%	48.0%	69.4%	70.7%	79.9%
2 Persons	42.4%	12.7%	29.5%	29.1%	26.3%	25.3%	23.6%	44.1%	36.7%	20.9%	18.0%	12.9%
3 Persons	16.1%	3.9%	10.3%	13.7%	21.2%	14.0%	7.7%	20.4%	11.0%	6.0%	6.1%	3.9%
4 Persons	6.4%	1.6%	4.5%	5.5%	14.9%	8.4%	2.8%	9.0%	3.0%	2.1%	2.9%	1.7%
5+ Persons	5.3%	1.7%	4.3%	3.7%	22.4%	10.2%	2.5%	9.7%	1.2%	1.7%	2.4%	1.7%
Education - Any Hhld. Member												
Less than High School	8.7%	22.4%	15.1%	15.6%	28.8%	24.1%	17.2%	34.2%	27.7%	46.9%	46.3%	63.5%
High School diploma	31.8%	32.0%	42.6%	43.5%	48.4%	46.3%	32.9%	28.9%	38.8%	32.3%	41.7%	24.5%
Some College	37.2%	37.5%	40.4%	40.1%	50.1%	42.3%	51.8%	43.9%	25.9%	20.0%	21.3%	17.8%
Bachelor's degree	39.5%	13.9%	20.9%	24.1%	13.0%	19.5%	15.8%	10.3%	23.0%	14.2%	6.6%	3.2%
Graduate degree	33.6%	6.9%	13.1%	15.1%	5.1%	10.5%	4.2%	3.1%	19.6%	6.4%	3.3%	1.2%
Occupation - Any Hhld. Member												
Retired	70.4%	14.4%	30.1%	20.4%	8.8%	24.1%	3.8%	3.2%	90.8%	81.7%	23.7%	6.7%
Professional/Technical	38.6%	20.9%	34.3%	45.4%	22.1%	33.0%	21.7%	9.7%	17.2%	10.1%	14.1%	5.1%
Sales/Service	28.2%	52.7%	44.9%	42.0%	51.8%	43.7%	57.6%	72.1%	14.4%	20.3%	39.9%	67.0%
Farm-Related	0.7%	0.4%	2.0%	0.9%	1.4%	3.7%	1.1%	0.7%	0.5%	0.3%	2.0%	1.3%
Blue Collar	4.4%	17.6%	16.2%	17.6%	52.6%	29.2%	32.6%	24.6%	3.4%	5.0%	31.4%	26.5%
Other	5.2%	7.0%	6.9%	11.5%	10.0%	8.6%	4.4%	7.5%	2.3%	3.8%	11.6%	4.4%

Source: Underlying data provided by Experian Decision Analytics; 2013.

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## Selected Lifestyle Indicators - SHOPPING BEHAVIOR

### 12 Target Markets for the Northwest Michigan Prosperity Region

Exhibit BB.3

	Golf Carts Gourmets   C12	Bohemia n Groove   K40	Booming Consum- ing   L41	Rooted Flower Power   L42	Infants, Debit Cards   M45	True Grit Americans   N46	Digital Depend- ents   O51	Family Troopers   O55	Reaping Rewards   Q62	Senior Discounts   Q65	Small Town, Pockets   S68	Enduring Hard- ships   S70
At Least 3 Television in Household	0.0%	23.0%	11.0%	11.0%	6.6%	17.0%	0.0%	11.0%	11.0%	25.0%	9.6%	18.0%
Will Buy Big-Ticket Item w/in 30 Days	7.3%	18.0%	14.0%	10.0%	17.0%	9.6%	26.0%	15.0%	10.0%	4.9%	14.0%	13.0%
Home Improvement Expenditures												
\$2,000 or more	12.0%	0.0%	11.0%	9.0%	0.0%	7.6%	7.2%	0.0%	13.0%	3.0%	7.4%	0.0%
Less than \$1,000	23.0%	16.0%	28.0%	32.0%	19.0%	32.0%	32.0%	10.0%	13.0%	13.0%	29.0%	0.0%
Book Purchases (Book Stores)												
Bought Books, Any Source	70.0%	62.0%	68.0%	63.0%	51.0%	58.0%	61.0%	49.0%	61.0%	44.0%	47.0%	29.0%
Bought Book from Book Club	0.0%	1.4%	4.0%	3.7%	13.0%	11.0%	0.0%	6.7%	4.1%	5.4%	5.5%	0.0%
Bought Book from Book Store	50.0%	42.0%	33.0%	38.0%	23.0%	36.0%	37.0%	19.0%	40.0%	26.0%	24.0%	16.0%
Bought Book from Internet	20.0%	8.9%	27.0%	20.0%	10.0%	15.0%	24.0%	9.5%	8.4%	4.1%	4.2%	0.0%
Games and Toys												
Bought Games and Toys	38.0%	34.0%	34.0%	39.0%	62.0%	50.0%	63.0%	73.0%	40.0%	32.0%	39.0%	43.0%
Bought Electronic Educational Toys	0.0%	0.0%	0.0%	5.1%	15.0%	9.6%	8.9%	17.0%	2.2%	0.0%	3.2%	0.0%
Bought Video Games	3.6%	7.3%	11.0%	13.0%	32.0%	26.0%	41.0%	40.0%	8.7%	7.6%	20.0%	8.4%
Plays Card games	56.0%	35.0%	44.0%	34.0%	42.0%	37.0%	48.0%	39.0%	36.0%	31.0%	33.0%	29.0%
Plays Board games	36.0%	22.0%	25.0%	23.0%	33.0%	30.0%	38.0%	37.0%	17.0%	20.0%	23.0%	21.0%
A Young Adult is in Household	4.2%	2.2%	4.7%	7.7%	11.3%	10.9%	3.1%	3.8%	1.2%	1.3%	3.8%	2.0%
Children's, Infants Toys and Books												
Bought Children's Books	27.0%	9.9%	14.0%	14.0%	28.0%	22.0%	18.0%	35.0%	20.0%	8.5%	7.8%	12.0%
Bought Infant Toys	17.0%	3.9%	9.8%	6.4%	9.4%	15.0%	17.0%	33.0%	15.0%	2.5%	14.0%	25.0%
Bought Pre-School Toys	15.0%	5.5%	9.9%	5.8%	22.0%	12.0%	16.0%	26.0%	12.0%	5.8%	6.6%	18.0%
A Child is in Household	3.4%	8.6%	4.8%	3.2%	80.0%	25.2%	25.0%	92.5%	0.6%	1.6%	12.2%	34.6%
Collectibles (Gift and Hobby Shops)												
Any Type of Collectible	39.0%	31.0%	44.0%	44.0%	51.0%	42.0%	61.0%	50.0%	42.0%	39.0%	45.0%	40.0%
Coins	8.2%	6.9%	7.6%	9.1%	13.0%	16.0%	20.0%	10.0%	14.0%	13.0%	14.0%	0.0%
Disney Items	0.0%	0.0%	0.0%	1.5%	0.0%	2.1%	11.0%	20.0%	2.1%	3.2%	0.0%	0.0%
Ornatments	8.8%	0.0%	11.0%	9.4%	15.0%	5.3%	18.0%	22.0%	8.8%	5.8%	3.7%	0.0%
Sports Memorabilia	0.0%	8.6%	0.0%	2.2%	10.0%	8.4%	10.0%	0.0%	1.3%	4.0%	4.8%	0.0%
Other Retail Expenditures												
Antique Shopping, Shows	19.0%	10.0%	28.0%	16.0%	18.0%	16.0%	15.0%	8.2%	13.0%	6.0%	18.0%	0.0%

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Selected Lifestyle Indicators - ARTS and ENTERTAINMENT  
12 Target Markets for the Northwest Michigan Prosperity Region

Exhibit BB.4

	Golf Carts Gourmets   C12	Bohemia n Groove   K40	Booming Consum- ing   L41	Rooted Flower Power   L42	Infants, Debit Cards   M45	True Grit Americans   N46	Digital Depend- ents   O51	Family Troopers   O55	Reaping Rewards   Q62	Senior Discounts   Q65	Small Town, Pockets   S68	Enduring Hard- ships   S70
Attended Cultural Arts Venues												
Movie Theaters	68.0%	60.0%	67.0%	57.0%	55.0%	71.0%	72.0%	67.0%	57.0%	54.0%	48.0%	44.0%
Live Theater	53.0%	17.0%	37.0%	23.0%	11.0%	24.0%	21.0%	11.0%	31.0%	18.0%	9.5%	0.0%
Concerts	42.0%	23.0%	44.0%	33.0%	17.0%	39.0%	30.0%	25.0%	32.0%	20.0%	24.0%	18.0%
Dance Performances	9.3%	8.2%	7.5%	6.7%	0.0%	6.3%	17.0%	0.0%	7.6%	5.8%	6.4%	0.0%
Museums	29.0%	13.0%	28.0%	21.0%	14.0%	21.0%	19.0%	18.0%	20.0%	16.0%	7.7%	0.0%
Eating and Drinking Establishments												
Restaurants (not fast food)	75.0%	47.0%	77.0%	63.0%	42.0%	65.0%	57.0%	42.0%	68.0%	49.0%	46.0%	31.0%
Bars, Nightclubs, Dancing	19.0%	16.0%	16.0%	15.0%	15.0%	26.0%	31.0%	29.0%	5.2%	15.0%	15.0%	0.0%
Comedy Clubs	0.0%	5.7%	7.7%	5.9%	6.1%	2.8%	7.7%	10.0%	4.5%	11.0%	4.7%	0.0%
Participation in Hobbies												
Educational Courses	19.0%	15.0%	16.0%	13.0%	9.7%	8.1%	20.0%	15.0%	7.4%	16.0%	6.2%	0.0%
Reading books	80.0%	43.0%	67.0%	65.0%	49.0%	58.0%	58.0%	50.0%	68.0%	53.0%	48.0%	18.0%
Gardening	31.0%	23.0%	47.0%	45.0%	18.0%	43.0%	29.0%	15.0%	38.0%	13.0%	38.0%	16.0%
Cooking for fun	31.0%	37.0%	40.0%	38.0%	38.0%	48.0%	40.0%	48.0%	26.0%	22.0%	21.0%	40.0%
Photography	24.0%	14.0%	11.0%	20.0%	14.0%	21.0%	21.0%	23.0%	16.0%	10.0%	11.0%	15.0%
Painting, drawing, sculpting	11.0%	18.0%	0.0%	8.7%	7.4%	5.9%	6.6%	15.0%	6.8%	6.3%	2.9%	8.4%
Playing musical instrument	11.0%	11.0%	6.5%	6.4%	8.3%	6.3%	9.4%	0.0%	8.5%	4.5%	7.4%	0.0%
Needlework/quilting	20.0%	11.0%	14.0%	13.0%	9.9%	17.0%	7.7%	4.3%	17.0%	9.0%	14.0%	8.4%
Participation in Other Activities												
Attended Sports Event this Year	14.0%	8.6%	17.0%	18.0%	6.7%	22.0%	31.0%	11.0%	9.4%	6.7%	8.0%	0.0%
Goes Tailgating	0.0%	0.0%	4.5%	2.2%	0.0%	15.0%	6.0%	0.0%	0.4%	0.0%	0.0%	0.0%
Played Billiards/Pool	13.0%	13.0%	13.0%	13.0%	17.0%	16.0%	22.0%	19.0%	4.2%	14.0%	15.0%	0.0%
Went to Bowling Alley	11.0%	11.0%	5.8%	11.0%	25.0%	14.0%	25.0%	28.0%	6.3%	13.0%	16.0%	0.0%
Went Motorcycling	0.0%	0.0%	0.0%	2.2%	6.4%	12.0%	8.2%	3.9%	1.8%	0.0%	2.7%	0.0%
Attended Entertainment Venues												
Theme Parks	10.0%	8.4%	18.0%	15.0%	25.0%	11.0%	25.0%	33.0%	6.8%	3.4%	19.0%	0.0%
Zoos	9.9%	18.0%	9.5%	15.0%	27.0%	29.0%	19.0%	23.0%	8.2%	7.3%	11.0%	0.0%
Aquariums	6.7%	7.4%	8.7%	9.9%	12.0%	14.0%	11.0%	17.0%	8.0%	5.9%	6.2%	0.0%
Casinos	42.0%	22.0%	45.0%	35.0%	13.0%	27.0%	31.0%	25.0%	33.0%	35.0%	21.0%	28.0%

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Selected Lifestyle Indicators - PUBLIC TRANSIT, PATHS  
12 Target Markets for the Northwest Michigan Prosperity Region

Exhibit BB.5

	Golf Carts Gourmets   C12	Bohemia n Groove   K40	Booming Consum- ing   L41	Rooted Flower Power   L42	Infants, Debit Cards   M45	True Grit Americans   N46	Digital Depend- ents   O51	Family Troopers   O55	Reaping Rewards   Q62	Senior Discounts   Q65	Small Town, Pockets   S68	Enduring Hard- ships   S70
Household Vehicle Ownership	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
0 Vehicles	24.7%	48.6%	39.2%	20.8%	32.8%	32.5%	44.1%	50.8%	14.1%	35.5%	48.4%	59.3%
1 Vehicle	7.1%	11.4%	6.7%	7.4%	11.6%	7.4%	15.3%	16.5%	11.6%	15.2%	8.4%	11.1%
2 Vehicles	10.3%	11.4%	8.2%	12.9%	9.4%	7.9%	12.3%	10.7%	18.7%	18.0%	7.9%	7.2%
3+ Vehicles	57.9%	28.6%	46.0%	59.0%	46.2%	52.1%	28.2%	22.0%	55.5%	31.4%	35.4%	22.4%
Mode of Transportation to Work												
Work from Home	10.3%	2.7%	5.4%	2.6%	2.0%	3.4%	2.9%	2.3%	4.4%	3.3%	2.2%	2.9%
Car - Alone	76.5%	76.3%	79.1%	78.3%	77.2%	78.4%	80.3%	75.1%	81.8%	73.6%	74.1%	80.0%
Car - Carpool	7.8%	11.4%	11.0%	12.4%	14.4%	12.0%	12.0%	14.3%	8.9%	11.2%	16.0%	13.1%
Public Transportation	1.1%	3.9%	0.9%	2.9%	1.9%	0.5%	1.6%	3.8%	2.6%	6.5%	1.9%	0.8%
Motorcycle	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Bicycle	0.4%	0.8%	0.4%	0.5%	0.4%	0.3%	0.3%	0.4%	0.3%	0.5%	0.4%	0.2%
Walk	2.2%	4.2%	2.3%	2.6%	3.2%	4.4%	2.1%	3.2%	1.5%	4.1%	4.2%	2.2%
Other	1.5%	0.6%	0.8%	0.6%	0.8%	0.8%	0.7%	0.8%	0.5%	0.7%	1.1%	0.7%
Participation in Fitness Activities												
Aerobics	9.2%	6.7%	8.2%	7.6%	17.0%	5.1%	11.0%	10.0%	6.7%	5.5%	0.0%	0.0%
Stationary Bike	15.0%	8.2%	23.0%	12.0%	12.0%	16.0%	13.0%	8.7%	11.0%	4.2%	4.2%	0.0%
Fitness walking	57.0%	27.0%	56.0%	47.0%	38.0%	57.0%	46.0%	35.0%	40.0%	28.0%	23.0%	26.0%
Jogging/Running	0.0%	8.5%	17.0%	5.8%	13.0%	12.0%	21.0%	23.0%	3.3%	2.1%	9.8%	0.0%
Swimming	37.0%	18.0%	28.0%	21.0%	29.0%	19.0%	44.0%	39.0%	18.0%	26.0%	24.0%	23.0%
Cardio Machines	31.0%	11.0%	14.0%	11.0%	13.0%	23.0%	22.0%	12.0%	13.0%	7.3%	1.7%	0.0%
Weight training	19.0%	7.7%	17.0%	10.0%	14.0%	16.0%	26.0%	7.0%	8.0%	5.7%	2.2%	0.0%
Yoga	0.0%	3.2%	9.3%	8.3%	7.1%	0.0%	14.0%	8.5%	5.1%	3.8%	0.0%	0.0%

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Selected Lifestyle Indicators - OUTDOOR RECREATION  
12 Target Markets for the Northwest Michigan Prosperity Region

Exhibit BB.6

	Golf Carts Gourmets   C12	Bohemia n Groove   K40	Booming Consum- ing   L41	Rooted Flower Power   L42	Infants, Debit Cards   M45	True Grit Americans   N46	Digital Depend- ents   O51	Family Troopers   O55	Reaping Rewards   Q62	Senior Discounts   Q65	Small Town, Pockets   S68	Enduring Hard- ships   S70
Participation in Rugged Outdoor Sports												
Bicycling - Mountain or Road	16.0%	3.0%	15.0%	8.1%	11.0%	16.0%	11.0%	4.4%	3.4%	2.9%	8.5%	0.0%
Downhill/Cross Country Skiing	0.0%	0.0%	0.0%	3.4%	0.0%	1.7%	0.0%	0.0%	2.0%	0.0%	0.0%	0.0%
Backpacking/Hiking	9.7%	5.1%	0.0%	6.4%	7.7%	15.0%	14.0%	6.8%	5.3%	2.6%	0.0%	0.0%
Power Boating	7.2%	0.0%	12.0%	3.6%	6.3%	11.0%	6.5%	0.0%	1.9%	0.0%	3.6%	0.0%
Fresh-Water Fishing	0.0%	7.0%	17.0%	12.0%	21.0%	16.0%	14.0%	8.7%	4.3%	13.0%	17.0%	4.0%
Horseback Riding	0.0%	0.0%	0.0%	1.5%	4.8%	3.2%	8.1%	0.0%	2.1%	0.0%	0.0%	0.0%
Camping Trips Overnight	0.0%	7.0%	7.1%	6.9%	19.0%	22.0%	19.0%	8.3%	4.2%	7.8%	8.1%	18.0%
Bird Watching	9.1%	15.0%	21.0%	14.0%	6.8%	18.0%	8.8%	0.0%	14.0%	9.4%	13.0%	0.0%
Visiting Beach / Lake	51.0%	31.0%	37.0%	37.0%	30.0%	32.0%	37.0%	35.0%	21.0%	20.0%	25.0%	29.0%
Participation in Team Sports												
Golf (courses)	24.0%	7.5%	13.0%	7.1%	11.0%	19.0%	12.0%	10.0%	12.0%	17.0%	4.5%	0.0%
Belong to Country Club (clubs)	20.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	6.1%	0.0%	0.0%	0.0%
Fields - Baseball	0.0%	0.0%	3.7%	3.4%	10.0%	3.8%	9.9%	18.0%	2.1%	10.0%	6.5%	0.0%
Fields - Football	0.0%	2.6%	0.0%	2.9%	8.3%	2.8%	9.2%	12.0%	1.7%	4.2%	3.9%	0.0%
Courts - Tennis	16.0%	3.6%	4.3%	2.0%	4.6%	0.0%	6.1%	4.0%	6.3%	8.4%	7.7%	0.0%
Courts - Basketball	0.0%	4.8%	5.5%	4.6%	12.0%	8.8%	17.0%	27.0%	2.8%	9.1%	6.8%	0.0%
Purchased Play Sports Equipment	0.0%	0.0%	0.0%	3.5%	8.5%	13.0%	5.5%	12.0%	2.9%	1.3%	12.0%	0.0%

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# Target Market Analysis

Northwest Michigan

Prosperity Region 2

**NARRATIVES**

November 3, 2014



CC



Prepared for:



Prepared by:





Demographic Profile for Selected Target Market  
C12 | Golfcarts and Gourmets

**Geography:** Nearly half of all households live in Florida, and can be found in many of the nation's well-known retirement communities that are centered in Sun Belt states and beach communities.

**Housing Formats:** Relatively new detached housing products and attached housing like condos in recently-built, nicely landscaped and well-protected communities where the real estate is sought after and pricey.

**Housing Tenure:** Predominantly home owners.

**Movership:** The communities are relatively mobile, and many members have lived at the same residence for only a handful of years.

**Age:** Two-thirds of members are over 65 years.

**Family Composition:** More than nine out of ten households are childless, and the overwhelming majority of these are married couples. However, about a quarter contain widows, widowers and divorced individuals.

**Education:** College educated.

**Jobs and Work:** Most of these households are enjoying active retirements, but about a third of these educated residents are still in the workforce and earn solid paychecks from professional and technical occupations.

**Income:** With their salaries, pensions and investments, these households report incomes of more than \$120,000 annually, and have amassed large nest eggs and are typically drawing down their retirement accounts.

**Transportation:** Conveying a sense of status, they tend to drive luxury cars.

**Leisure:** They enjoy comfortable, but not lavish, lifestyles, with plenty of leisure time and active social lives. Frequent travelers, they are twice as likely as average Americans to have taken a cruise in recent years. They also like to visit friends and relatives throughout the country. At home, they enjoy reading, playing cards, doing needlework and, especially watching TV.

**Retail Shopping:** They like to patron theatres, museums, and venues with classical concerts, and will pay for gym memberships, golf course fees, and country clubs. They like to frequent malls and shop at middle-brow department stores, and are brand-loyal shoppers who look for bargains. At supermarkets they typically carry wads of coupons. However, they will splurge on expensive cameras, TVs and DVD players. They consider themselves foodies and like dining out and going to casinos. They are a good consumer of home goods, designer labels, and exercise apparel. At the grocery store, they are health conscious and looking for organic foods.

Demographic Profile for Selected Target Market  
K40 | Bohemian Groove

Geography: Settled in second-tier cities, and scattered across the country, but more likely to be found in the Northeast or West.

Housing Format: Affordable city apartments, including low-rise garden apartments and row houses of varying vintage.

Housing Tenure: Nearly 80 percent are renters.

Movership: A transient group and half have been in the same residence for fewer than three years. They don't like to accumulate possessions, including homes, in case they get the urge to move on.

Age: Older adults; about two-thirds are between the ages of 46 and 65; and most are over 50 years old.

Family Composition: The majority of this segment has never-married, but nearly a third has been married and they are starting over as divorced or widowed individuals. They are part of the growing wave of older singles, and prize their individuality.

Education: Average educations, with a mix of high school graduates and some college. They are still hungry for learning, and often take adult education classes. Favorite classes are in painting, cooking, furniture refinishing, and other subjects that allow them to mingle with other graying singles.

Jobs and Work: Holding down modestly paying jobs in the service sector, particularly jobs in health care, social services, and the military.

Income: Low incomes; average incomes are less than two-thirds the national average.

Transportation: They manage to sink down roots quickly. They own cars, and prefer compact and mid-sized economy cars.

Leisure: An eclectic group with laid-back, quiet, and unassuming lifestyles. They cultivate large circles of friends from a wide variety of backgrounds, and are active in community groups. Free time is spent at home, listening to music, cooking, making crafts, and painting.

Retail Shopping: Dining out is usually to a casual dining or bistro restaurant, including moderate chains. They patronize discount and dollar stores but will declare that they prefer local stores. They are good consumers for craft and hobby stores, musical instrument stores, fresh produce, health foods, vitamins, and alternative medicines. However, they are slow to buy technology products, and have little interest in conspicuous consumption or the latest fashions. They will also patron movie theaters.

Demographic Profile for Selected Target Market  
L41 | Booming and Consuming

Geography: Scattered around the country, they are mostly concentrated in small-town Sun Belt communities in the South and West.

Housing Formats: They tend to live in above-average value, recently built, ranch-style detached exurban homes or contemporary attached housing such as condos. A small percentage lives in homes with sprawling yards more than two acres in size.

Housing Tenure: They are typically home owners.

Movership: Newcomers to their communities, many have moved within the last 7 years.

Age: Typically in their 50s and 60s, with most of these households between 50 and 75 years of age.

Family Composition: Mostly married older couples and widowed singles that are beginning to enjoy the first years of their empty nests and retirement.

Education: Average education.

Jobs and Work: Those in the workforce work in service-sector or white-collar professions. However, more than 20 percent are already retired.

Income: Solidly middle class with mid-level incomes.

Transportation: High rates of vehicle ownership, typically large trucks or luxury imports.

Leisure: They enjoy a variety of outdoor sports such as fishing, hunting, canoeing and kayaking, and have cultured sensibilities, enjoying plays, museums and concerts. They also like to spend quiet evenings at home reading, cooking, watching TV, and polishing their antiques, but they're not homebodies. They like to get out and tend their gardens or go bird-watching in nearby woods. Dinner out means ordering steak at chain restaurants, and they'll drive to a nearby city to attend a play or a concert.

Retail Shopping: Consumption evangelists; they are passionate about what they buy and willing to influence others about their preferences. Consumed with getting the best deal, they purchase clothes from discounters, and will spend money on furniture, home décor, gym memberships, outdoor apparel and gear, and art. Early adopters of technology, they love to purchase new DVD players and flat screen TVs. At the health food store, these calorie counters seek nutritious food options, love trying new foods and drinks, and will seek out gourmet foods to cook at home.

Demographic Profile for Selected Target Market  
L42 | Rooted Flower Power

Geography: Widely scattered throughout the country in the older, more populous inner-ring suburbs that have been overtaken by metro sprawl.

Housing Formats: Detached homes, typically older Cape Cods, ranches and ramblers, all on small lots.

Housing Tenure: More than 90 percent own their own homes.

Movership: Nearly two-thirds of all households have lived at the same address for over ten years.

Age: 80 percent of household heads are between the ages of 50 and 65.

Family Composition: 40 percent of households contain married couples - a relatively low rate - and more than half are home to singles, divorced and widowed individuals - twice the national average. Less than five percent of all households still have children living at home.

Education: Above average for both high school diplomas and college degrees.

Jobs and Work: The highest percentage is employed in white-collar management, health care and technical professions, but a significant minority also work in sales and the service sector.

Income: They earn middle-class incomes of more than \$60,000.

Transportation: Commuters who have a high rate of auto ownership.

Leisure: They pursue laid-back lifestyles. Many like to stay home when they have free time to read books, garden, cook and do crafts like needlework and woodworking. With their average budgets, they're not big on nightlife, and their idea of going out is meeting for dinner at a mid-scale restaurant.

Retail Shopping: They are price-sensitive consumers who tend to visit a store only when they absolutely need to buy something, and always look for bargains and not brands. They spend time researching their purchases and are eclectic in their retail tastes, shopping at discount to middle brow stores. Somewhat slow purchasers of technology, they purchase things like books and collectibles from mail order and only use the internet as a library and communication tool. They also will purchase things such as equipment for yoga, tickets to concerts, tools, and gardening and kitchen supplies.

Demographic Profile for Selected Target Market  
M45 | Infants and Debit Cards

**Geography:** Tend to live in older city neighborhoods in small cities and inner-ring suburbs. They are often found living near small factories and industrial businesses - not the most desirable addresses.

**Housing Formats:** Living in worker houses that are affordable and typically built before 1960.

**Housing Tenure:** Most own small houses with low values. However, about 15% are renters, which is still four times the national average.

**Movership:** Transient; their current lifestyle is transitional, and most have lived at the same residence for fewer than five years. They are continually seeking to change their circumstances, hopefully for the better. They have little time or interest in putting down roots and most don't intend to stay long.

**Age:** Most are under the age of 35.

**Family Composition:** Young families with young children, and single-parent households just starting out or trying to start over after a divorce. Almost one-third of the households are comprised of an unmarried parent with children. About 80% have a child at home, often in pre-school or elementary school.

**Education:** Average or moderate levels of educational attainment; almost evenly divided between those with high school diplomas and those with some college.

**Jobs and Work:** Working in blue-collar and manual jobs in construction and manufacturing; and sales and service-sector jobs, including in health care and retail.

**Income:** Lower middle-class incomes sustained by entry level salaries; and in-debt from college loans, mortgages, and home-improvement loans. They are overwhelmed by the here-and-now expense of raising and caring for young children.

**Transportation:** They prefer to live where public transportation is nearby. Only a small percent own cars or sedans, and they have below-average rates for buying cars.

**Leisure:** Focused on budget-minded and child-centered activities at parks, public ballparks, county fairs, country music in the park, campgrounds, and zoos.

**Retail Shopping:** They can be found at the bowling alleys, but don't go to bars, nightclubs, or even the movie theater, and certainly don't have discretionary income for cultural arts and entertainment. Meals often involve fast food, takeout meals, or frozen dinners. Shopping is an infrequent leisure activity that takes them to the discount stores, dollar, value, and hardware stores. However, they do buy plenty of toys and board games, and are a strong market for sporting goods – particularly team sports, hunting, target shooting, archery, camping, and fishing gear. They also enjoy collectibles like ornaments and sports memorabilia. They are less likely than average to have hand-held electronic gadgets, and can't afford a health club membership.

Demographic Profile for Selected Target Market  
N46| True Grit Americans

**Geography:** Found in rustic farming and small-town communities located mostly in the Midwest. Nearly three-quarters of the households are classified as “rural” - the highest percentage in the nation.

**Housing Formats:** Detached older cottages, ranch or craftsman-style houses built before 1970.

**Housing Tenure:** Almost all of the household heads own their homes.

**Movership:** A majority of households have been at the same address for more than eight years.

**Age:** Nearly two-thirds of the population is over the age of 45.

**Family Composition:** Typically living as couples or widowed or divorced individuals, only a quarter still have children living at home. Few are unmarried singles.

**Education:** Two-thirds have either high-school degrees or some college experience.

**Jobs and Work:** A higher-than-average incidence of blue-collar and farming occupations; a small but significant number of workers hold jobs in the wholesale and retail trades, public administration and education.

**Income:** Lower middle-class incomes below \$58,000.

**Transportation:** High rates of multiple vehicles, including motorcycles and trucks.

**Leisure:** They enjoy active and unpretentious lifestyles, and are outdoorsy households that like to fish, hunt, camp and go boating. Many describe themselves as homebodies who like to cook, garden, collect coins and read, and they often join book clubs. Their favorite hobbies include woodworking, needlework and sports.

**Retail Shopping:** They have enough disposable income to enjoy going out, whether it's to a bar, movie or to one of their favorite chain restaurants. These conservative consumers look for products that have stood the test of time. They tend to stick to familiar brands they've used for many years and refuse to be seduced by designer goods sold at high-end retailers. Instead they frequent discount and mid-scale stores. For sports gear, many turn to local stores, and there are few products for athletics and outdoor activities that they don't buy, purchasing things from golf balls to hunting rifles. Not at all health conscious, they search out foods that please the palette at the grocery store.

Demographic Profile for Selected Target Market  
O51 | Digital Dependents

**Geography:** Most are located in second-tier cities scattered across the country; and in a mix of urban areas that include transient neighborhoods.

**Housing Formats:** A mix of apartments, condominiums, and small houses.

**Housing Tenure:** A surprising number are first-time homeowners, although the values are modest and they have needed a co-signer to secure the mortgage.

**Movership:** They show little interest in staying for any length of time, and are not rooted in their community. They are footloose and accustomed to moving frequently in a constant search for better paying jobs and better living arrangements. More than two-thirds have lived at the same address for fewer than three years.

**Age:** This the first wave of the Generation Yers and they are now 20-somethings moving into their early thirties. About 90% of the group is under the age of 35 years; 65% are under the age of 30.

**Family Composition:** They have begun to leave the nest and start their own independent lives and young families, but overall tend to be single. They are unattached and still looking for a perfect mate. One one-third of this group has children, and long-time friends are more important than members of their extended family.

**Education:** Tend to well-educated and most have gone to college.

**Jobs and Work:** Many hold jobs in sales and the service sector, and good schooling has led to a range of occupations – from sales to social services; and from construction to health care. They are early in their careers.

**Income:** Modest incomes supported by entry-level jobs while paying off student and car loans.

**Transportation:** About 44 percent of the households are without wheels; and those who buy new will choose funky compact models.

**Leisure:** They are into athletics like pick-up basketball, volleyball, or racquetball. They will also lift weights or take a yoga class, and attend spectator sports. Although they spend a lot of time in the virtual world, they are also active and adventurous, and a surprisingly high share will take advantage of campgrounds, fishing, horseback riding, and hiking. In searching for their perfect mate, they put a lot of stock in their personal fitness and appearance.

**Retail Shopping:** They revel in telecommunication devices that allow them to multi-task and bounce between cell phones, iPods, laptops, and video game consoles. They are known to buy sports equipment like skateboards, camping supplies, and racquetball gear. In the marketplace, they have champagne tastes but not the budget, so end up at the discount stores, clearance racks at the more upscale shops. They belong to gyms and are night owls, spending a lot of time at bars, nightclubs, cinemas and theaters, and billiards halls.



Demographic Profile for Selected Target Market  
O55 | Family Troopers

**Geography:** Americans who are found in the small towns and cities that surround the nation's military bases.

**Housing Formats:** These soldiers and their families tend to live in barracks housing (if single) or in older attached housing products such as duplexes and low-rise apartment buildings near a base. Some also live in detached housing like ranch houses.

**Housing Tenure:** More than 90 percent of households rent their units.

**Movership:** One of the most transient populations in the nation, nearly half have lived at the same address for less than a year, nearly three-quarters for fewer than three years.

**Age:** Nearly two-thirds are younger than 30 years old; some 90 percent are under 35.

**Family Composition:** They have mixed household types: about half are single, 40 percent are married and a striking 55 percent contain single parents - more than five times the national average. All told, more than 90 percent of households have at least one child at home.

**Education:** The members of this segment have below-average educations, with only about half having gone beyond high school.

**Jobs and Work:** Many adults currently serve in the Armed Forces.

**Income:** Low incomes; their pay is typically 40 percent below average and they do not much of a financial background.

**Transportation:** Many own a vehicle.

**Leisure:** Most spend their evenings at home, reading books, playing cards or board games, watching TV or cooking for fun. On weekends, they work out by playing basketball, baseball, football and soccer; this is also a segment full of seriously athletic people who are into boxing and martial arts.

**Retail Shopping:** They lead frugal lifestyles, but will spend money to go out to a bar, bowling alley, or to the movies. For a big date, they'll purchase tickets to a rock concert or comedy club. Those with children are willing to splurge on their kids, taking them to an aquarium, zoo or theme park, and are good consumers for toy stores as they buy their children virtually every game and toy at rates more than twice the national average. With many young and unattached, they care about their appearance and will spend money on athletic gear for working out, and new clothes for every season from discount department stores.

Demographic Profile for Selected Target Market  
Q62 | Reaping Rewards

Geography: This segment tends to live in mix-aged subdivisions and is scattered across the nation.

Housing Formats: Many live in comfortable detached ranch houses and cottages on modest lots or attached housing such as apartments.

Housing Tenure: Most are homeowners.

Movership: A majority have lived at the same address for over a decade.

Age: Mostly members of the Greatest Generation, more than half are over 75 years old; virtually all are over 65.

Family Composition: Elderly couples and widowed individuals.

Education: With their moderate educations, household heads are about evenly divided between high-school and college graduates.

Jobs and Work: Some 85 percent are retired, about six times the national average.

Income: They have decent incomes from pensions and income-producing assets, averaging around \$55,000 annually.

Transportation: High rates of car ownership.

Leisure: Much of their time is now spent indoors reading, cooking, watching TV and listening to music. They enjoy entertaining friends in their homes. Many finally have the time to enjoy hobbies like needlework, playing cards and acquiring collectibles. Their idea of exercise is gardening, golfing, walking the shopping malls, and bird-watching.

Retail Shopping: These seniors still have the energy to get up and go, and often dine out at casual restaurants. They will purchase subscription tickets to their local performing arts hall for plays and concerts, and they will also spend money to go gambling at casinos and bingo parlors. When purchasing items, they are brand loyal and tend to go to the upscale retailers that they already are familiar with. Additionally, they are good consumers of preventative medicine and are willing to pay extra for health care not covered by their insurance. At the grocery store, they are health conscious and purchase foods that are high in fiber and low in additives but also often buy convenient meals such as frozen dinners, store-made takeout and other easy-to-prepare foods.

Demographic Profile for Selected Target Market  
Q65 | Senior Discounts

Geography: They are found throughout the country, typically in metro communities, big cities, and inner-ring suburbs - sometimes in dicey neighborhoods.

Housing Formats: Typically in large, multi-unit apartment buildings located in the city and geared for seniors. They prefer the security of a building with attached units, preferably with a door attendant, to being on their own.

Housing Tenure: Renting rather than coping alone with the maintenance of a home; or finding that finances are too fragile to continue maintaining a house. More than three-quarters can only afford to rent, and they often rely on rent-controlled rates.

Movership: Many have moved into their current location within the past seven years.

Age: Mostly elderly and retired residents and most are over the age of 75 years.

Family Composition: Three-quarters are widowed grandparents with grown children who are located too far away or otherwise incapable of sharing their home. The group cherishes their families and friends and they like to meet new people and entertain in their apartments.

Education: Limited educations and over 40% are high school dropouts. However, they will take classes to keep informed and learn new hobbies.

Jobs and Work: Those still in the workforce tend to hold low-level service-sector jobs in industries like health care.

Income: Fixed and modest incomes, some taking advantage of rent-controlled rates and senior discounts to stretch their budgets. They get by on small pensions that supplement their Social Security checks.

Transportation: May or may not own a car, and may rely on van services.

Leisure: Senior Discounts may be older, but they haven't lost a step and show little evidence of slowing down. Many have active leisure and social lives, but they also spend a lot of time in their apartments reading newspapers and magazines, listening to pre-rock music, and watching television. They rarely access the internet except for health information, political news, and sports standings. They have an abundance of pride and want friends and family to think that they're doing well.

Retail Shopping: They regularly attend plays and concerts, and will patron casinos. They are more interested in discounts than designer labels, and will patron dollar stores and clearance racks even when shopping mid-scale stores. They also spend on collectibles like coins and porcelain; vitamins and health care supplies; and exercise equipment.

Demographic Profile for Selected Target Market  
S68 | Small Town, Shallow Pockets

**Geography:** Located in second-tier cities and exurban towns, and located far from the large urban centers. Some of the cities were once industrial boomtowns that have since fallen on hard times. They are in downscale neighborhoods, often in cities and towns that have seen better days and are quietly deteriorating. They will also choose to live in small towns offering scenery rich environments.

**Housing Format:** Inexpensive housing stock with a mix of bungalows, cottages, and ranch houses. Most houses are small and their lots are modest in size. Features a mix of housing styles, including clapboard houses and ranches built before 1950. Yards are rarely landscaped.

**Housing Tenure:** About 20% are renters, with a recent trend of renting houses that originally were built decades ago for young working families. They will settle for renting a house after exhausting other rental options.

**Movership:** The majority have lived at their same address for five years or less.

**Age:** Half of the head of householders are ages 50 and older. They are at the cusp of retirement, and over 15 percent are already retired.

**Family Composition:** Single, unmarried, divorced, and/or widowed empty-nesters.

**Education:** Educational levels are low, and less than 10 percent have a college degree.

**Jobs and Work:** The majority work in service-sector such as health care and social services, plus blue collar jobs.

**Income:** This segment has low incomes but they have managed to set aside some savings for retirement. They buy safe investments like savings bonds and long-term CDs; they are careful with their money, and half carry life insurance.

**Transportation:** Status is measured by having a new truck or sporty car in the driveway.

**Leisure:** Bluegrass, hunting, fast cars, and full churches are all touchstones of this segment. Within stereotypes, the men like to fish, the women do needlework, and everyone likes to play bingo. Union halls, veteran's clubs, and churches are social centers. They will also gather with friends for a game of cards, and a quiet night at home is spent watching television or reading newspapers and magazines. They also spend a lot of their leisure outdoors, hunting, fishing, bird-watching, and gardening.

**Retail Shopping:** This group isn't big on shopping, but they are consumers of craft supplies, outdoor sportsman supplies, hunting gear, and collectibles (coins and porcelains). They will patron billiard halls, antique malls, flea markets, and the race track. They also shop discount and dollar stores, but are not interested in buying electronic gadgets.

Demographic Profile for Selected Target Market  
S70 | Tight Money

**Geography:** Centered in the South and Midwest, and located in exurban towns and small cities, and small bedroom communities to larger metro areas. They are often located in tired and worn neighborhoods where the residents often worry about crime and violence.

**Housing Formats and Tenure:** Living in low-rise apartments and duplexes. Few can afford to own a home, and over 95 percent are renters.

**Movership:** They lack roots and are dealing with the challenges of a transient existence. More than 40% have lived at the same address for less than a year and two-thirds for fewer than three years.

**Age:** Middle-aged singles and divorced individuals in their 30's and 40's. The majority of household heads are between the ages of 35 and 50.

**Family Composition:** Nearly one-quarter are single parents; and three-quarters are without children. Most are single or divorced, although some are older single parents with children still living at home.

**Education:** Low educational attainment. 60 percent never finished high school, and fewer than 5 percent have a college degree.

**Jobs and Work:** Most are holding minimum-wage jobs as laborers and service-sector workers. Nearly two-thirds of the adults work at low-level sales or service-sector jobs, mostly in health care, food services, or tech support. Many would like to start their own business or try a new line of work.

**Income:** One of the lowest average incomes in the country, they struggle to support even a simple lifestyle. They worry about living beyond their means; have few investments or savings; get by with occasional loans; and prefer paying with cash and money orders.

**Transportation:** They would prefer to own a car, but nearly 60 percent of the households can't afford to. Those who can buy a car will settle for a used economy car that's reliable.

**Leisure:** Unable to afford many leisure activities, they spend quiet evenings at home watching television, listening to music, or cooking. These are stressed-out Americans who dislike their standard of living but aren't sure if they can improve it.

**Retail Shopping:** They occasionally splurge on a concert or trip to a casino or racetrack. However, they lack the discretionary income for regular movies or nights out. Outdoor exercise might include fishing, water skiing, and camping trips. Dinner out is to fast-food chains or buffets. They patronize discount and dollar stores. They will buy some electronics to enhance television viewing, but shy away from the newest technologies. They will also buy sports memorabilia. They shop discount, dollar, and value stores, and are loyal to American-made products.

# Target Market Analysis

Northwest Michigan

Prosperity Region 2

## REGIONAL RESOURCES

November 3, 2014



# DD



Prepared for:



Prepared by:



Delineation of the Prosperity Regions  
The State of Michigan - 2014

Exhibit DD.1



Source: State of Michigan Department of Technology, Management and Budget.



Population Forecasts for 2010 - 2020  
Counties in the Northwest Michigan Prosperity Region

Exhibit DD.2

		2010 Census	2015 Forecast	2020 Forecast	2010-11 c.a.r.	2011-12 c.a.r.	2012-13 c.a.r.	2013-20 c.a.r.	2012
	County Name	Pop- ulation	Pop- ulation	Pop- ulation	Pop- ulation	Pop- ulation	Pop- ulation	Pop- ulation	Persons per Hhld.
1	Grand Traverse	86,986	90,118	94,715	0.8%	0.8%	1.0%	1.0%	2.5
2	Leelanau	21,708	21,677	21,677	-0.3%	0.0%	0.0%	0.0%	2.3
1	Emmet	32,694	32,799	32,799	0.0%	0.0%	0.0%	0.0%	2.4
2	Charlevoix	25,949	26,057	26,057	-0.3%	-0.4%	0.0%	0.0%	2.4
3	Antrim	23,580	23,634	23,634	-0.8%	-0.6%	0.0%	0.0%	2.4
1	Benzie	17,525	17,554	17,554	-0.5%	-0.4%	0.0%	0.0%	2.3
2	Manistee	24,733	24,753	24,753	-0.4%	-0.4%	0.0%	0.0%	2.3
1	Wexford	32,735	32,694	32,694	0.2%	-0.1%	0.0%	0.0%	2.7
2	Missaukee	14,849	15,170	15,553	-0.2%	0.1%	0.5%	0.5%	2.6
3	Kalkaska	17,153	17,231	17,231	-0.5%	-0.5%	0.0%	0.0%	2.4

Source: Underlying data provided by the 2010 Decennial Census; plus 1-year and 5-year estimates from the American Community Survey for 2011, 2012, and 2013.

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TOTAL Households with Forecasts for 2010 - 2020  
Counties in the Northwest Michigan Prosperity Region

Exhibit DD.3

		2010 Census	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	2015 Forecast	2020 Forecast	2010-11 c.a.r.	2011-12 c.a.r.	2012-13 c.a.r.	2013-20 c.a.r.
County Name		Total Hhlds.	Total Hhlds.	Total Hhlds.	Total Hhlds.	Total Hhlds.	Total Hhlds.	Total Hhlds.	Total Hhlds.	Total Hhlds.	Total Hhlds.	Total Hhlds.
1	Grand Traverse	35,328	34,578	34,450	34,362	35,049	36,465	40,261	-0.4%	-0.3%	2.0%	2.0%
2	Leelanau	9,255	9,349	9,388	9,316	9,502	9,886	10,915	0.4%	-0.8%	2.0%	2.0%
1	Emmet	13,601	13,833	13,599	13,541	13,812	14,370	15,865	-1.7%	-0.4%	2.0%	2.0%
2	Charlevoix	10,882	11,355	11,025	10,699	10,806	11,023	11,585	-2.9%	-3.0%	1.0%	1.0%
3	Antrim	9,890	10,043	9,720	9,719	9,913	10,314	11,387	-3.2%	0.0%	2.0%	2.0%
1	Benzie	7,298	7,366	7,366	7,520	7,746	8,217	9,526	0.0%	2.1%	3.0%	3.0%
2	Manistee	10,308	10,747	10,745	10,648	10,861	11,300	12,476	0.0%	-0.9%	2.0%	2.0%
1	Wexford	13,021	12,721	12,426	12,305	12,551	13,058	14,417	-2.3%	-1.0%	2.0%	2.0%
2	Missaukee	5,843	5,809	5,861	5,855	5,972	6,213	6,860	0.9%	-0.1%	2.0%	2.0%
3	Kalkaska	6,962	7,232	7,186	7,276	7,494	7,951	9,217	-0.6%	1.3%	3.0%	3.0%

Source: Underlying data provided by the 2010 Decennial Census; plus 1-year and 5-year estimates from the American Community Survey for 2011, 2012, and 2013.  
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OWNER-Occupied Households with Forecasts for 2010 - 2020  
Counties in the Northwest Michigan Prosperity Region

Exhibit DD.4

		2010 Census	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	2015 Forecast	2020 Forecast	2010-11 c.a.r.	2011-12 c.a.r.	2012-13 c.a.r.	2013-20 c.a.r.
	County Name	Owner Hhlds.	Owner Hhlds.	Owner Hhlds.	Owner Hhlds.	Owner Hhlds.	Owner Hhlds.	Owner Hhlds.	Owner Hhlds.	Owner Hhlds.	Owner Hhlds.	Owner Hhlds.
1	Grand Traverse	26,489	26,665	26,326	26,348	24,097	24,097	24,097	-1.3%	0.1%	-8.5%	0.0%
2	Leelanau	7,842	8,018	8,001	7,943	7,943	7,943	7,943	-0.2%	-0.7%	0.0%	0.0%
1	Emmet	10,096	10,570	10,287	10,403	10,403	10,403	10,403	-2.7%	1.1%	0.0%	0.0%
2	Charlevoix	8,643	9,434	9,163	8,922	8,922	8,922	8,922	-2.9%	-2.6%	0.0%	0.0%
3	Antrim	8,293	8,490	8,244	8,272	8,272	8,272	8,272	-2.9%	0.3%	0.0%	0.0%
1	Benzie	6,223	6,330	6,276	6,364	6,364	6,364	6,364	-0.9%	1.4%	0.0%	0.0%
2	Manistee	8,131	8,636	8,617	8,451	8,451	8,451	8,451	-0.2%	-1.9%	0.0%	0.0%
1	Wexford	9,888	10,034	9,935	9,482	9,482	9,482	9,482	-1.0%	-4.6%	0.0%	0.0%
2	Missaukee	4,758	4,809	4,817	4,757	4,757	4,757	4,757	0.2%	-1.2%	0.0%	0.0%
3	Kalkaska	5,751	6,041	5,916	5,965	5,965	5,965	5,965	-2.1%	0.8%	0.0%	0.0%

Source: Underlying data provided by the 2010 Decennial Census; plus 1-year and 5-year estimates from the American Community Survey for 2011, 2012, and 2013.  
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RENTER-Occupied Households with Forecasts for 2010 - 2020  
Counties in the Northwest Michigan Prosperity Region

Exhibit DD.5

		2010 Census	2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	2015 Forecast	2020 Forecast	2010-11 c.a.r.	2011-12 c.a.r.	2012-13 c.a.r.	2013-15 c.a.r.	2015-20 c.a.r.
	County Name	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.	Renter Hhlds.
1	Grand Traverse	8,839	7,913	8,124	8,014	9,235	12,368	16,164	2.7%	-1.4%	15.2%	9.1%	5.5%
2	Leelanau	1,413	1,331	1,387	1,373	1,559	1,943	2,972	4.2%	-1.0%	13.6%	11.6%	8.9%
1	Emmet	3,505	3,263	3,312	3,138	3,409	3,967	5,462	1.5%	-5.3%	8.6%	7.9%	6.6%
2	Charlevoix	2,239	1,921	1,862	1,777	1,884	2,101	2,663	-3.1%	-4.6%	6.0%	5.6%	4.9%
3	Antrim	1,597	1,553	1,476	1,447	1,641	2,042	3,115	-5.0%	-2.0%	13.4%	11.5%	8.8%
1	Benzie	1,075	1,036	1,090	1,156	1,382	1,853	3,162	5.2%	6.1%	19.5%	15.8%	11.3%
2	Manistee	2,177	2,111	2,128	2,197	2,410	2,849	4,025	0.8%	3.2%	9.7%	8.7%	7.2%
1	Wexford	3,133	2,687	2,491	2,823	3,069	3,576	4,935	-7.3%	13.3%	8.7%	7.9%	6.7%
2	Missaukee	1,085	1,000	1,044	1,098	1,215	1,456	2,103	4.4%	5.2%	10.7%	9.5%	7.6%
3	Kalkaska	1,211	1,191	1,270	1,311	1,529	1,986	3,252	6.6%	3.2%	16.6%	13.9%	10.4%

Source: Underlying data provided by the 2010 Decennial Census; plus 1-year and 5-year estimates from the American Community Survey for 2011, 2012, and 2013.  
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Median Household Income with Forecasts for 2010 - 2020  
Counties in the Northwest Michigan Prosperity Region

Exhibit DD.6

		2010 Estimate	2011 Estimate	2012 Estimate	2013 Estimate	2015 Forecast	2020 Forecast	2010-12 c.a.r.	2012-13 c.a.r.	2013-20 c.a.r.
	County Name	Med. Hhld. Inc.	Med. Hhld. Inc.	Med. Hhld. Inc.	Med. Hhld. Inc.	Med. Hhld. Inc.	Med. Hhld. Inc.	Med. Hhld. Inc.	Med. Hhld. Inc.	Med. Hhld. Inc.
1	Grand Traverse	\$50,647	\$50,647	\$51,641	\$52,932	\$55,612	\$62,920	1.0%	2.5%	2.5%
2	Leelanau	\$56,527	\$56,527	\$56,527	\$57,658	\$59,987	\$66,230	0.0%	2.0%	2.0%
1	Emmet	\$49,235	\$50,269	\$50,686	\$51,953	\$54,583	\$61,756	1.5%	2.5%	2.5%
2	Charlevoix	\$48,704	\$48,745	\$48,745	\$49,720	\$51,729	\$57,113	0.0%	2.0%	2.0%
3	Antrim	\$43,123	\$43,123	\$43,171	\$44,034	\$45,813	\$50,582	0.1%	2.0%	2.0%
1	Benzie	\$44,718	\$47,017	\$47,491	\$48,916	\$51,895	\$60,160	3.1%	3.0%	3.0%
2	Manistee	\$40,853	\$41,169	\$41,228	\$42,053	\$43,751	\$48,305	0.5%	2.0%	2.0%
1	Wexford	\$39,997	\$42,209	\$42,209	\$43,264	\$45,454	\$51,428	2.7%	2.5%	2.5%
2	Missaukee	\$40,376	\$40,376	\$40,406	\$41,214	\$42,879	\$47,342	0.0%	2.0%	2.0%
3	Kalkaska	\$39,350	\$39,350	\$39,849	\$40,646	\$42,288	\$46,689	0.6%	2.0%	2.0%

Source: Underlying data provided by the 2010 Decennial Census; plus 1-year and 5-year estimates from the American Community Survey for 2011, 2012, and 2013.

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Median Home Value with Forecasts for 2010 - 2020  
Counties in the Northwest Michigan Prosperity Region

Exhibit DD.7

County Name	2010 5-yr Med. Home Value	2011 5-yr Med. Home Value	2012 5-yr Med. Home Value	2013 5-yr Med. Home Value	2015 5-yr Med. Home Value	2020 5-yr Med. Home Value	2010-12 c.a.r. Med. Home Value	2012-13 c.a.r. Med. Home Value	2013-20 c.a.r. Med. Home Value
1 Grand Traverse	\$174,300	\$172,800	\$169,800	\$172,300	\$175,870	\$182,306	-1.3%	1.5%	1.0%
2 Leelanau	\$241,200	\$241,700	\$237,100	\$240,000	\$244,127	\$251,531	-0.9%	1.2%	0.9%
1 Emmet	\$182,900	\$181,700	\$175,700	\$180,100	\$186,470	\$198,195	-2.0%	2.5%	1.8%
2 Charlevoix	\$162,600	\$158,700	\$154,400	\$158,567	\$164,614	\$175,789	-2.6%	2.7%	1.9%
3 Antrim	\$156,500	\$156,600	\$148,100	\$153,733	\$162,029	\$177,702	-2.7%	3.8%	2.7%
1 Benzie	\$160,200	\$156,700	\$155,700	\$157,533	\$160,141	\$164,814	-1.4%	1.2%	0.8%
2 Manistee	\$124,000	\$120,000	\$113,100	\$119,033	\$127,936	\$145,247	-4.5%	5.2%	3.7%
1 Wexford	\$111,500	\$108,400	\$105,200	\$108,367	\$112,982	\$121,563	-2.9%	3.0%	2.1%
2 Missaukee	\$112,300	\$111,800	\$106,800	\$110,300	\$115,419	\$124,988	-2.5%	3.3%	2.3%
3 Kalkaska	\$105,900	\$105,300	\$102,400	\$104,533	\$107,604	\$113,210	-1.7%	2.1%	1.5%

Source: Underlying data provided by the 2010 Decennial Census; plus 1-year and 5-year estimates from the American Community Survey for 2011, 2012, and 2013.

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Median Contract Rent with Forecasts for 2010 - 2020  
Counties in the Northwest Michigan Prosperity Region

Exhibit DD.8

County Name	2010	2011	2012	2013	2015	2020	2010-12	2012-13	2013-20
	Estimate	Estimate	Estimate	Estimate	Forecast	Forecast	c.a.r.	c.a.r.	c.a.r.
	Med.	Med.	Med.	Med.	Med.	Med.	Med.	Med.	Med.
	Contract	Contract	Contract	Contract	Contract	Contract	Contract	Contract	Contract
	Rent	Rent	Rent	Rent	Rent	Rent	Rent	Rent	Rent
1 Grand Traverse	\$704	\$738	\$738	\$760	\$806	\$935	2.4%	3.0%	3.0%
2 Leelanau	\$630	\$654	\$678	\$698	\$741	\$859	3.7%	3.0%	3.0%
1 Emmet	\$625	\$645	\$656	\$676	\$717	\$831	2.4%	3.0%	3.0%
2 Charlevoix	\$543	\$563	\$563	\$580	\$615	\$713	1.8%	3.0%	3.0%
3 Antrim	\$517	\$530	\$545	\$567	\$613	\$746	2.7%	4.0%	3.0%
1 Benzie	\$559	\$559	\$559	\$570	\$593	\$655	0.0%	2.0%	2.0%
2 Manistee	\$475	\$528	\$528	\$557	\$620	\$810	5.4%	5.5%	4.0%
1 Wexford	\$508	\$534	\$541	\$557	\$591	\$685	3.2%	3.0%	3.0%
2 Missaukee	\$518	\$532	\$532	\$551	\$590	\$701	1.3%	3.5%	3.0%
3 Kalkaska	\$487	\$520	\$534	\$555	\$601	\$731	4.7%	4.0%	3.0%

Source: Underlying data provided by the 2010 Decennial Census; plus 1-year and 5-year estimates from the American Community Survey for 2011, 2012, and 2013.

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Market Assessment – Weaknesses, Threats, and Impediments  
Northwest Michigan Prosperity Region

*Regional Strengths* – The northwest region of Michigan is extremely diverse, and spans over the shorefront of two Great Lakes. It is home to a vast array of attractions – farms that grow cherries, apples, and other berries, and vineyards for grape production; natural resources like Sleeping Bear Dunes, the Manistee National Forest, and the Grand Traverse Bay; ferries from Leland, Charlevoix, and Mackinaw City to remote islands; and retail centers like Traverse City.

Traverse City, Charlevoix and Petoskey are among the most popular tourist destinations for enjoying the Lake Michigan shore. However, many say that the reason why they are drawn to this area is because of the pace of life and the feeling of being "back to basics" in the small towns and villages. There is no shortage of reasons to visit or live in this region of Michigan.

*Summary of Challenges* – Even though this part of the Lower Peninsula of Michigan is an extremely popular destination, there are still challenges faced by many municipalities in this area, and apparent disadvantages that could be either geographic or economic. Some of the more disadvantaged communities in the region tend to have a mix of the following challenges:

- Inboard with no access to water resources.
- Access to communities only through local roads.
- Distance from a larger metro area.
- Loss of jobs and major employers.
- Environmental degradation.
- Insufficient venues for driving tourism and visitor import.
- Insufficient mix of economic drivers, particularly anchor institutions.  
(such as medical centers, colleges, major employers, and county seats)

*Disclaimer* – The following narrative is intended to provide some perspective on regional weaknesses, threats, and impediments. It is an essential step in completing a comprehensive SWOT analysis, and is intended to meet MSHDA's request for an assessment of possible impediments to economic growth. Assessments of local market strengths and opportunities have been provided within the market strategy reports for each of the counties in the region (see Section B – Placemaking), and they generally outshine the following considerations.

*Remote Geographic Locations* – Another threat to communities in this region could be due to remote locations, with access only through local roads. While part of the charm of some of the communities might be that they are off of the beaten path, it is still can be an economic challenge due to having less access to trade. Additionally, travelers would have to intentionally include some of these areas in their trips while bypassing faster routes along highways like US 131, US 31, and I-75.



Market Assessment – Weaknesses, Threats, and Impediments  
Northwest Michigan Prosperity Region (continued)

*Over-dependence on Visitor Import* – While it bolsters the economy for many municipalities in the region, tourism also carries some costs. As with most communities where tourism is abundant, over-reliance on this can result in economic vulnerability. Tourists and vacationing families can be fickle during economic down-turns, and, if there is an “off” season, there could be a perception that the area only caters to tourists during the summer months because business and other services shut down after the prime tourism season ends. Tourism can create great pressure on municipalities as it has extreme impacts on the town’s infrastructure and the surrounding environment.

*Local Amenities and Quality of Life Attributes* – In the Northwest Michigan Prosperity Region, attracting and keeping young talent has been a challenge for some communities due to a lack of the amenities that are demanded by this age group. The added challenge is that it is a self-perpetuating cycle; smaller communities in these counties are perceived by millennials, young professionals, and young families as not growing at as fast as places like Traverse City, making this area less competitive regionally for new residents and new businesses like bars, restaurants, and music venues, which causes these communities to not grow as fast.

*Downsizings by Major Employers* – The loss of major employers that act as anchor institutions has been an issue in some communities as well. For example, in Mancelona, the largest factory, a Dura Automotive Systems plant, closed in February 2009 leaving many residents unemployed. While the Mancelona area is the focus of natural gas production activities associated with the Antrim Shale formation, this production does not support employment sufficient to recompense the community for the factories it once had.

*Big-Box Retail Impacts* – There has been an ongoing struggle over whether or not to allow big chain stores like Meijer, Walmart, Lowe’s, Walgreen’s, etc. into the local communities. New chain stores have negative sales impacts for downtown merchants because they grow at the expense of existing merchants, so there is much concern about big-box retailers’ effects on local businesses, wages, downtowns, and community character.

Recently, Acme Township grappled with this when a Meijer proposed to locate in the Grand Traverse Town Center. The project is still embattled as the developer was ordered to halt construction on October 23 due to sedimentation run-off from the site into the Acme River. In Manistee, a new Meijer supercenter is under construction the north end of town, and Walgreen's is planned for a second store nearby. Meijer, Walgreen's, and any other new chain stores will each have a negative sales impact for downtown merchants.

Market Assessment – Weaknesses, Threats, and Impediments  
Northwest Michigan Prosperity Region (continued)

*Environmental Threats* – Pollution could be perceived as a serious threat to communities, and will not only stop people from visiting or moving into the community, but will also cause many residents to want to move away due to perceived risks. In places like Manistee, the Northern Lights coal fired power plant and the Manistee Paper Mill both contribute to air quality issues that could drive away both locals and tourists.

In Mancelona, from 1947-67, Mount Clemens Industries used trichloroethylene (TCE) in vapor degreasers. The TCE was dumped on the ground near the building and TCE has now contaminated the groundwater in and around Mancelona. This highly toxic, cancer-causing plume extends approximately six miles to the Schuss Mountain/Shanty Creek Resort area, and has also reached the Cedar River, and is now contaminating a cold-water, high quality trout stream. This could potentially impact ecotourism in the area that is associated with fishing.

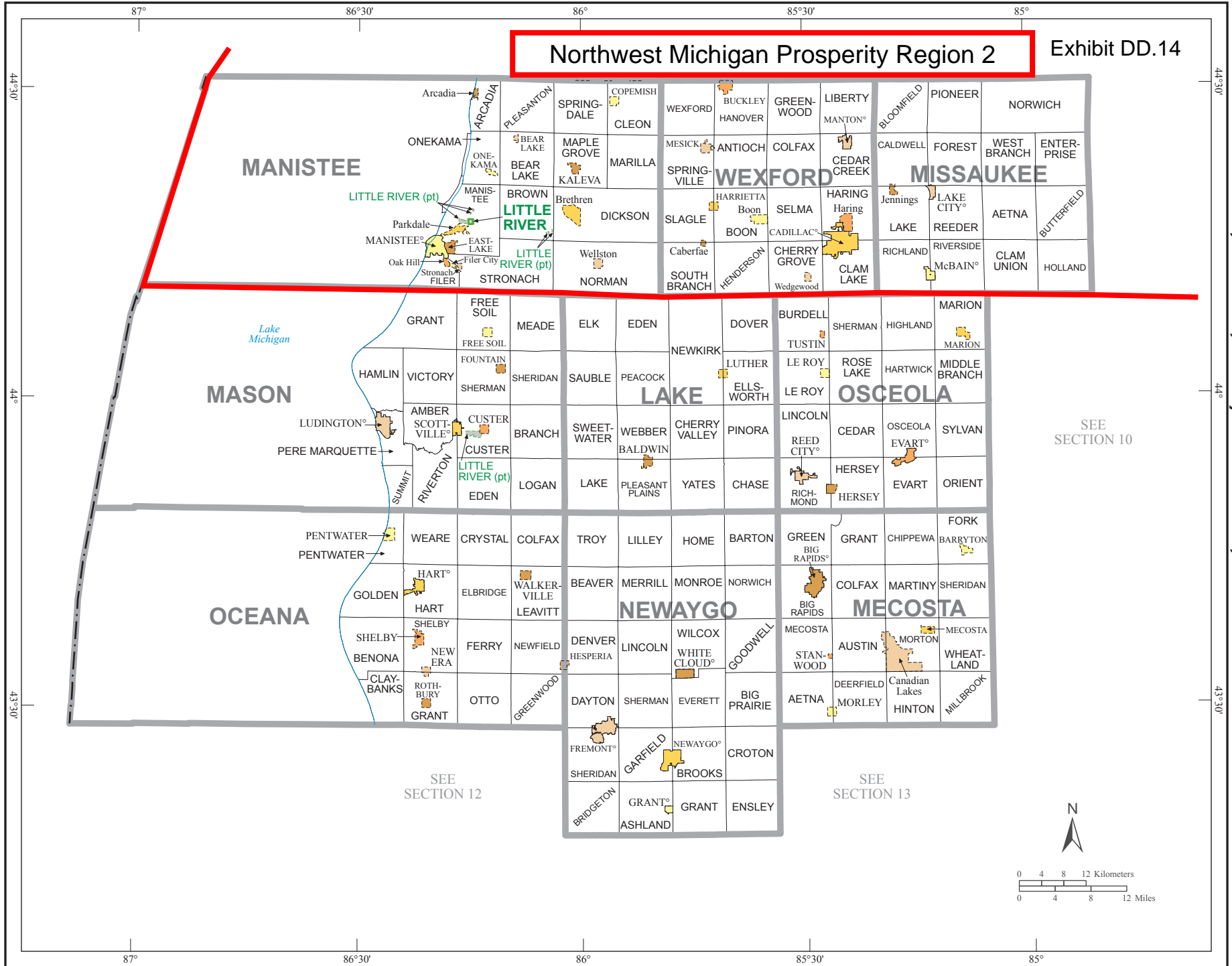


**LITTLE TRAVERSE BAY (pt)**



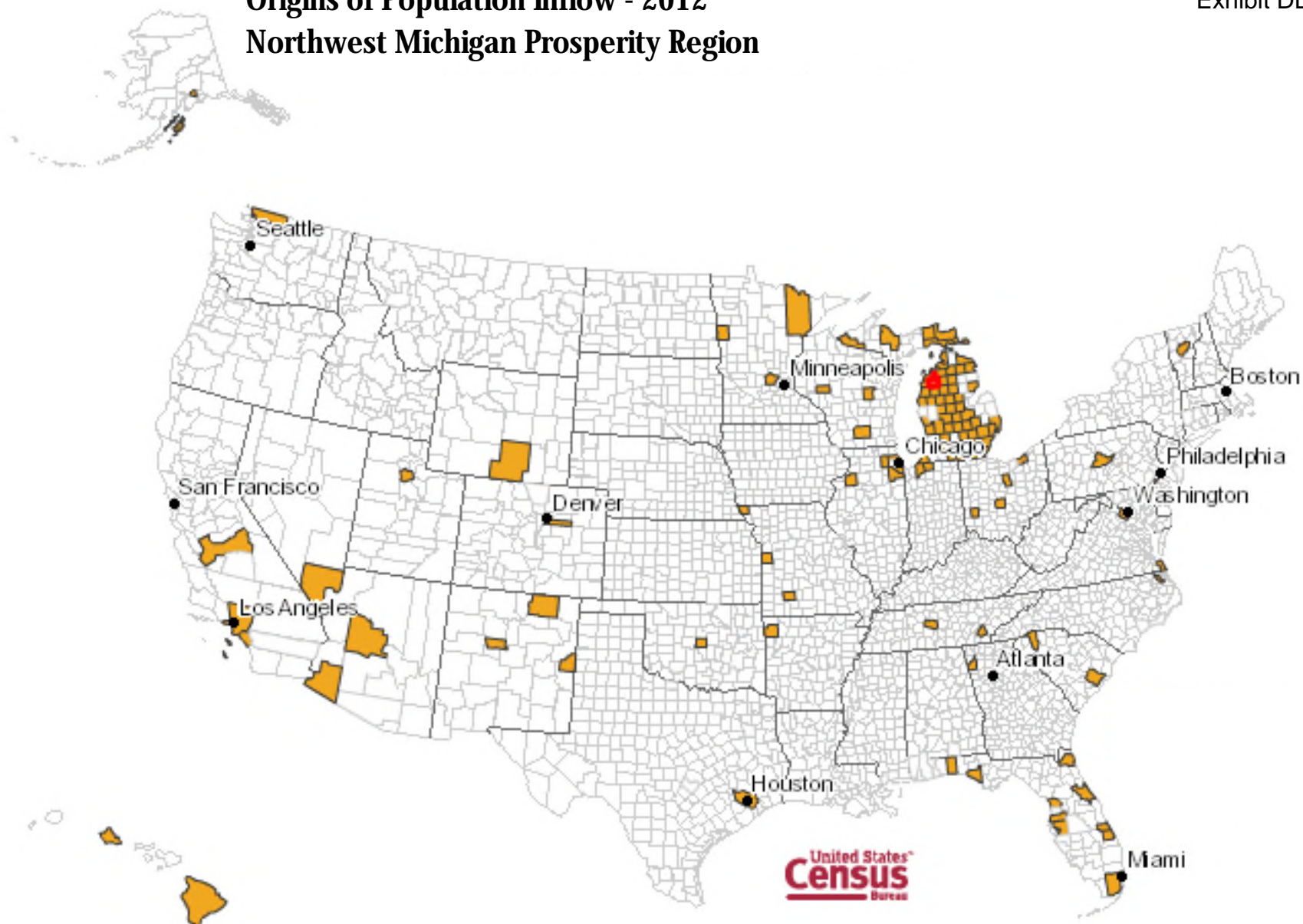
# Northwest Michigan Prosperity Region 2

Exhibit DD.14



## Origins of Population Inflow - 2012 Northwest Michigan Prosperity Region

Exhibit DD.15

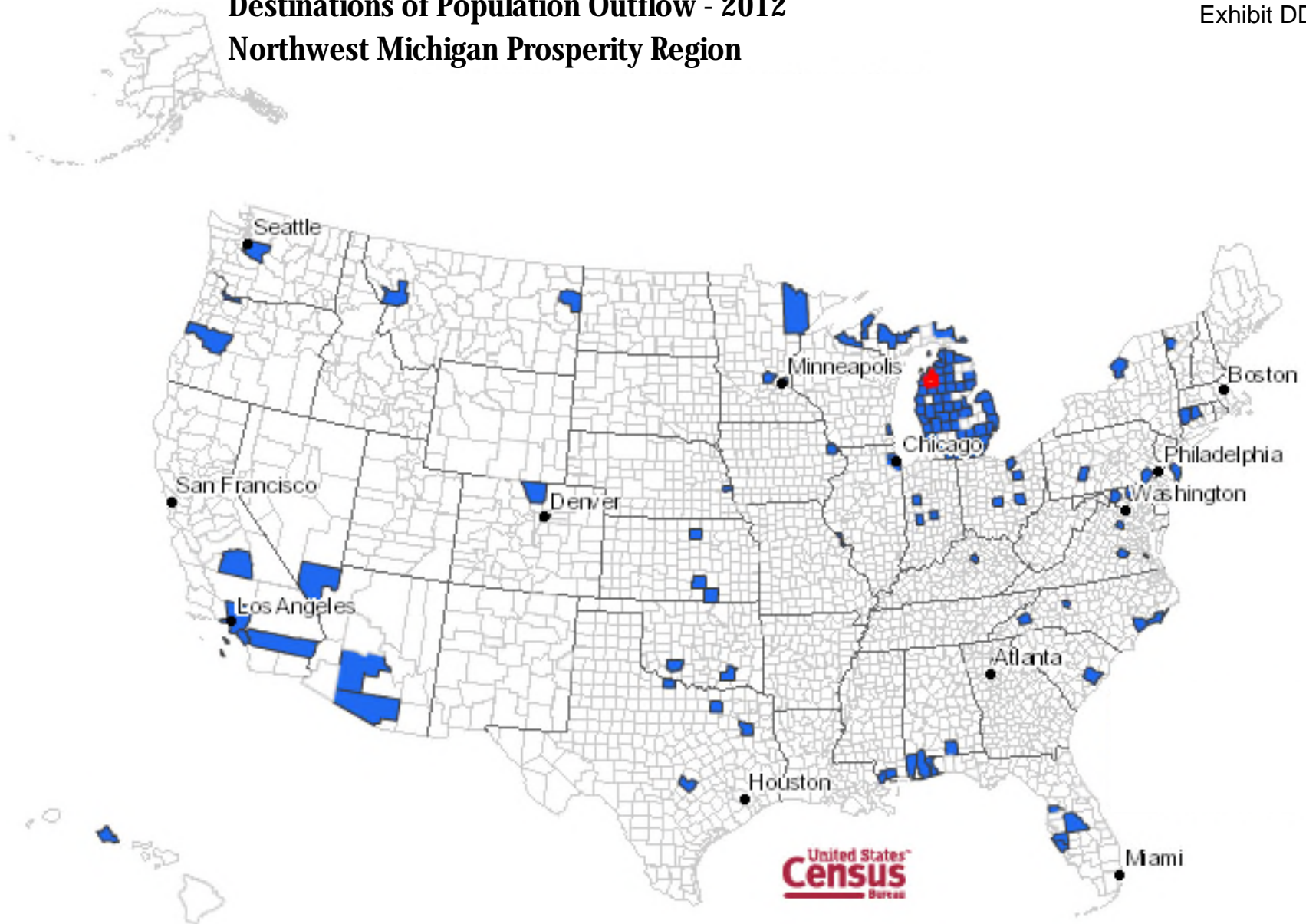


Source: U.S. Census, American Community Survey; 5-Year Estimates for 2007 - 2011.



**Destinations of Population Outflow - 2012**  
**Northwest Michigan Prosperity Region**

Exhibit DD.16



**Source: U.S. Census, American Community Survey; 5-Year Estimates for 2007 - 2011.**