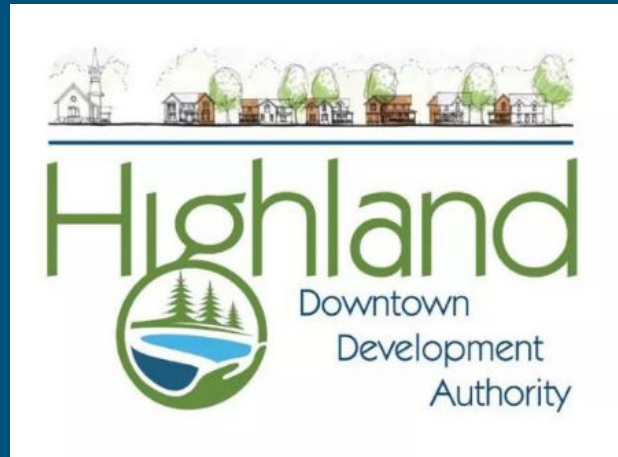
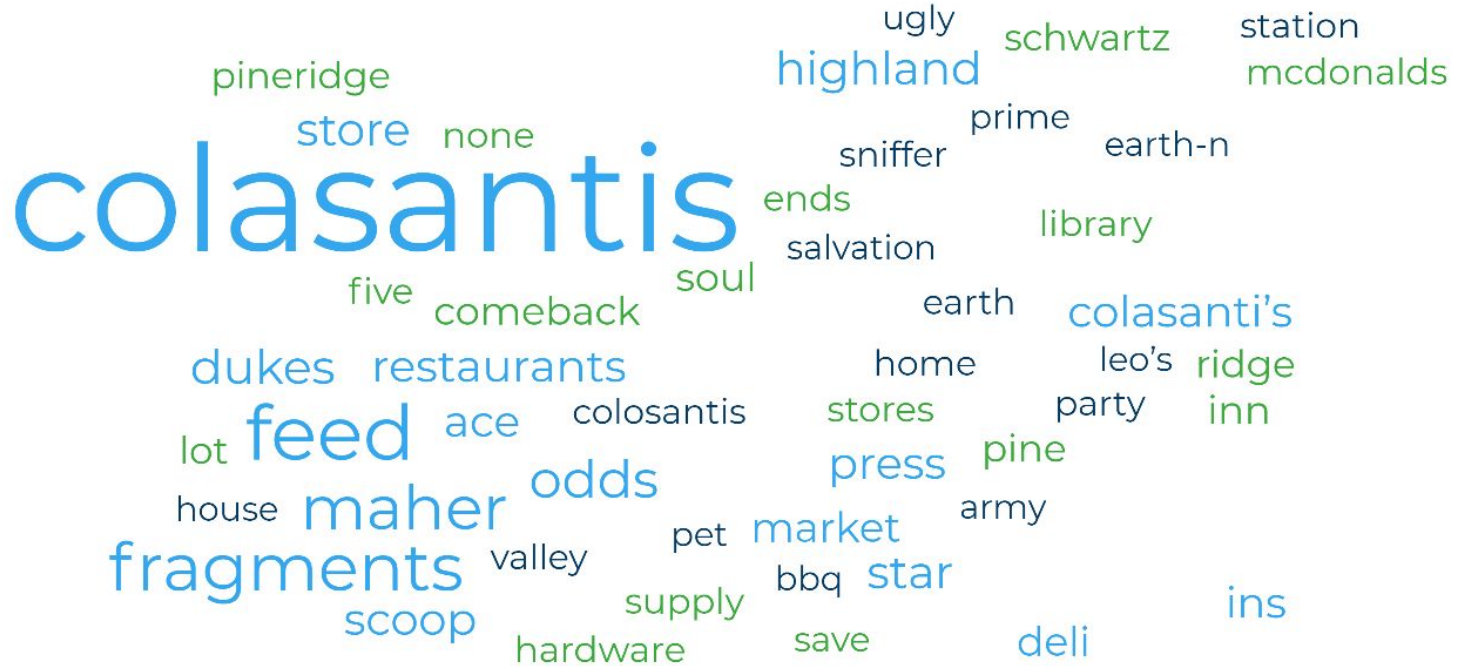


Transformation Strategy Survey Results 2023

Survey Based on
209 Respondents



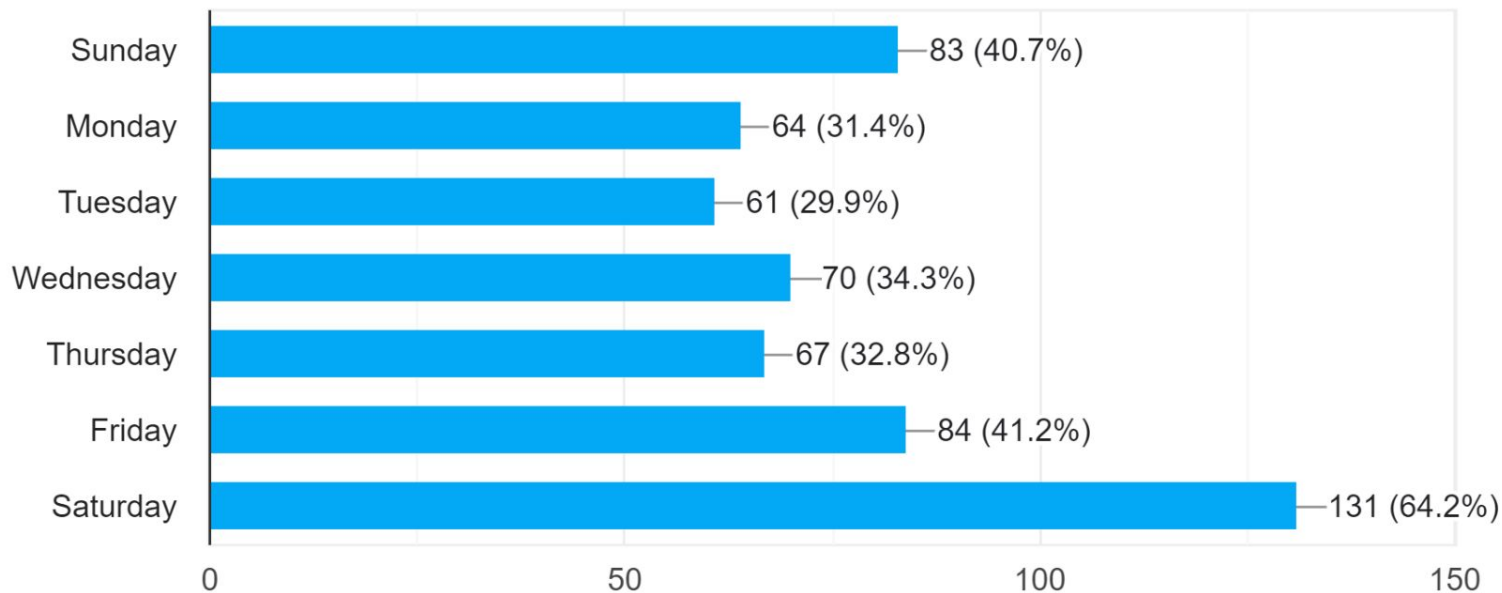
Which businesses do you **most** patronize in Downtown Highland?



What days of the week do you most likely shop? (Not just Downtown Highland)

What days of the week do you most likely shop? (Not just Downtown Highland)

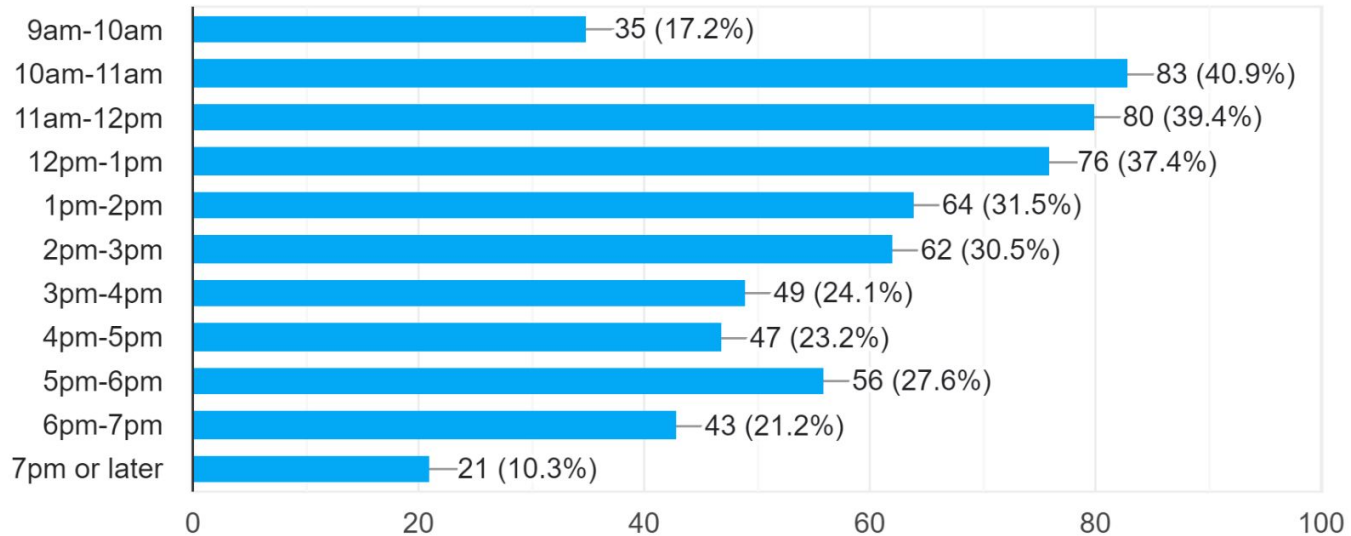
204 responses



What time of day do you typically shop? (Not just Downtown Highland)

What time of day do you typically shop? (Not just Downtown Highland)

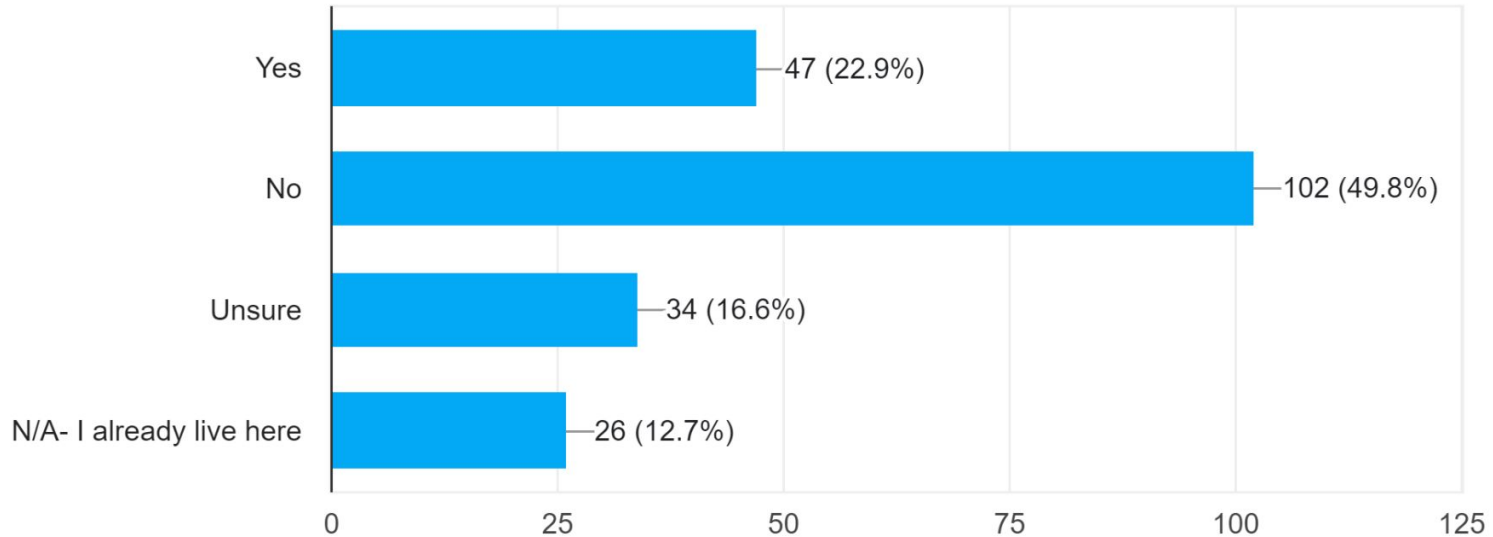
203 responses



Would you live in Downtown Highland?

Would you live in Downtown Highland?

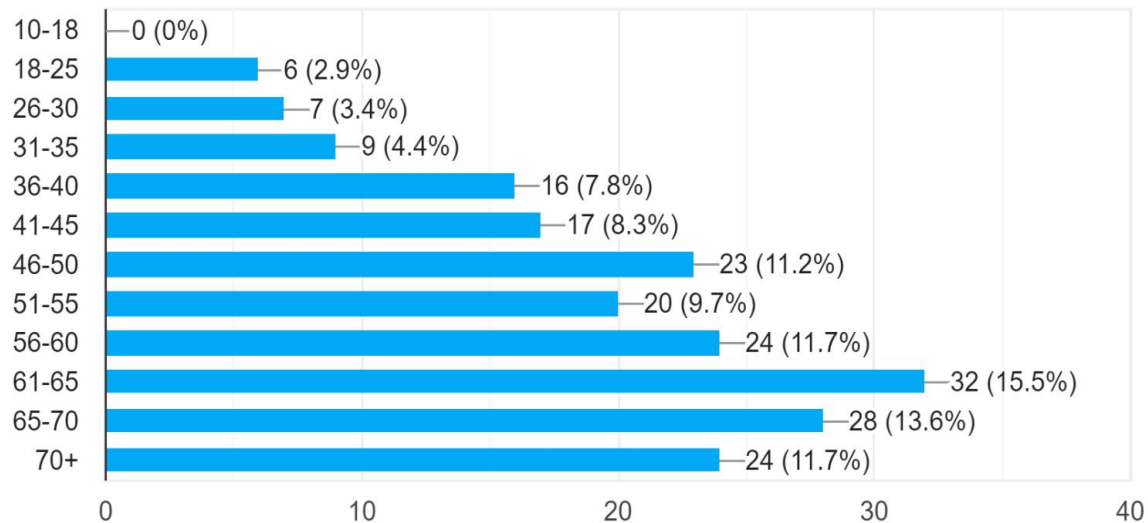
205 responses



What is your age?

What is your age?

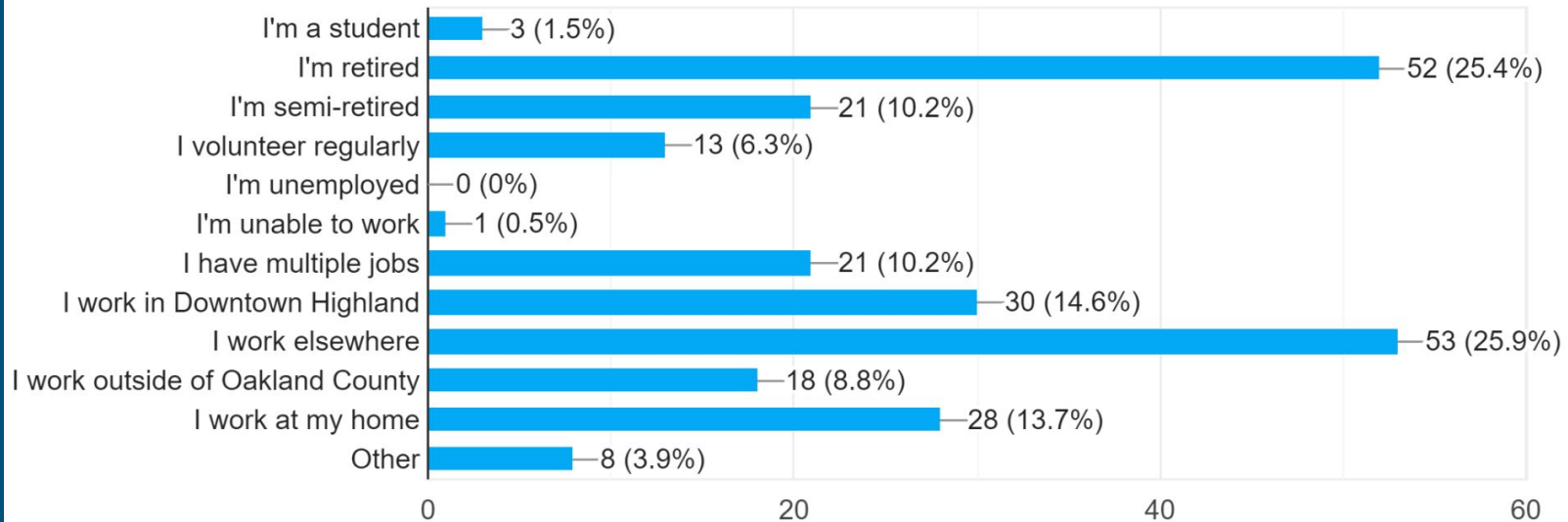
206 responses



What best describes your current employment/occupation?

What best describes your current employment/occupation?

205 responses



ESRI Data- Demographic Profile

1 Mile Radius



Demographic and Income Profile

Livingston-Milford Rings
 -83.617600007 42.637940004
 Ring: 1 mile radius

Prepared By Business Analyst Desktop
 Latitude: 42.63794
 Longitude: -83.6176

Summary	Census 2010	2018	2023	
Population	1,741	1,758	1,777	
Households	656	668	677	
Families	509	510	514	
Average Household Size	2.65	2.63	2.62	
Owner Occupied Housing Units	565	569	579	
Renter Occupied Housing Units	91	99	98	
Median Age	42.6	45.6	46.4	
Trends: 2018 - 2023 Annual Rate	Area	State	National	
Population	0.22%	0.25%	0.83%	
Households	0.27%	0.29%	0.79%	
Families	0.16%	0.16%	0.71%	
Owner HHs	0.35%	0.40%	1.16%	
Median Household Income	2.36%	2.56%	2.50%	
Households by Income	2018		2023	
	Number	Percent	Number	Percent
<\$15,000	35	5.2%	24	3.5%
\$15,000 - \$24,999	33	4.9%	25	3.7%
\$25,000 - \$34,999	39	5.8%	31	4.6%
\$35,000 - \$49,999	68	10.2%	59	8.7%
\$50,000 - \$74,999	88	13.2%	80	11.8%
\$75,000 - \$99,999	84	12.6%	80	11.8%
\$100,000 - \$149,999	166	24.9%	185	27.3%
\$150,000 - \$199,999	72	10.8%	82	12.1%
\$200,000+	83	12.4%	112	16.5%
Median Household Income	\$95,205		\$106,986	
Average Household Income	\$115,381		\$137,805	
Per Capita Income	\$42,625		\$51,132	

Income Profile 1 Mile Radius

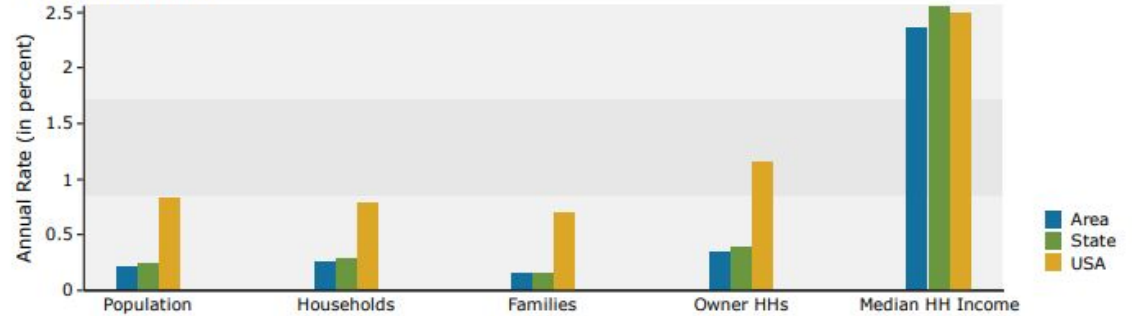


Demographic and Income Profile

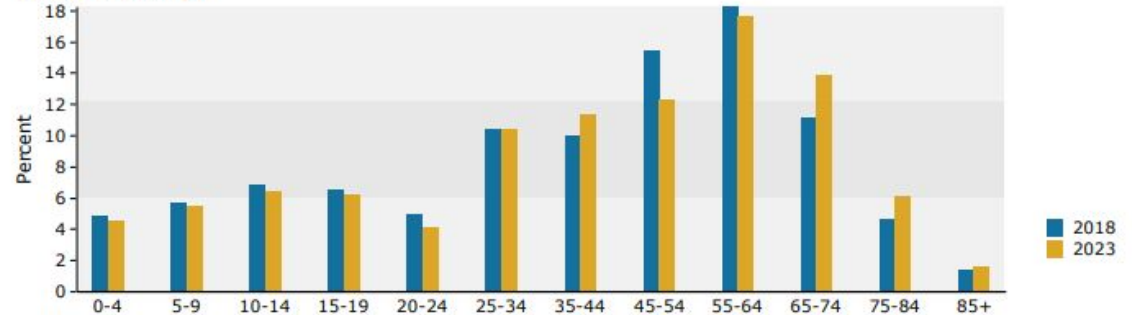
Livingston-Milford Rings
-83.61760007 42.637940004
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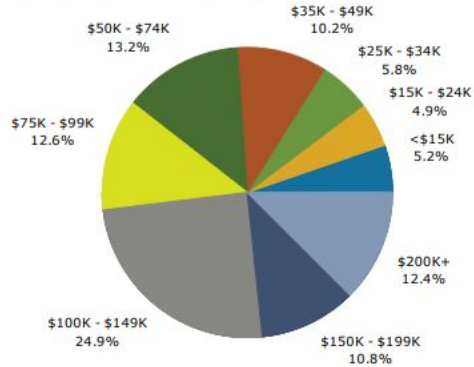
Trends 2018-2023



Population by Age



2018 Household Income



ESRI Data-Demographic Profile

5 Mile Radius



Demographic and Income Profile

Livingston-Milford Rings
 -83.617600007 42.637940004
 Ring: 5 mile radius

Prepared By Business Analyst Desktop
 Latitude: 42.63794
 Longitude: -83.6176

Summary	Census 2010	2018	2023	
Population	45,827	47,598	48,782	
Households	16,897	17,685	18,175	
Families	12,858	13,271	13,564	
Average Household Size	2.70	2.68	2.67	
Owner Occupied Housing Units	14,901	15,445	15,933	
Renter Occupied Housing Units	1,996	2,240	2,243	
Median Age	41.3	43.7	44.8	
Trends: 2018 - 2023 Annual Rate	Area	State	National	
Population	0.49%	0.25%	0.83%	
Households	0.55%	0.29%	0.79%	
Families	0.44%	0.16%	0.71%	
Owner HHS	0.62%	0.40%	1.16%	
Median Household Income	2.89%	2.56%	2.50%	
Households by Income	2018		2023	
	Number	Percent	Number	Percent
<\$15,000	1,061	6.0%	789	4.3%
\$15,000 - \$24,999	991	5.6%	795	4.4%
\$25,000 - \$34,999	1,117	6.3%	957	5.3%
\$35,000 - \$49,999	1,867	10.6%	1,671	9.2%
\$50,000 - \$74,999	2,838	16.0%	2,664	14.7%
\$75,000 - \$99,999	2,566	14.5%	2,588	14.2%
\$100,000 - \$149,999	3,815	21.6%	4,468	24.6%
\$150,000 - \$199,999	1,940	11.0%	2,232	12.3%
\$200,000+	1,489	8.4%	2,011	11.1%
Median Household Income	\$82,769		\$95,428	
Average Household Income	\$102,170		\$120,057	
Per Capita Income	\$38,052		\$44,813	

Income Profile

5 Mile Radius

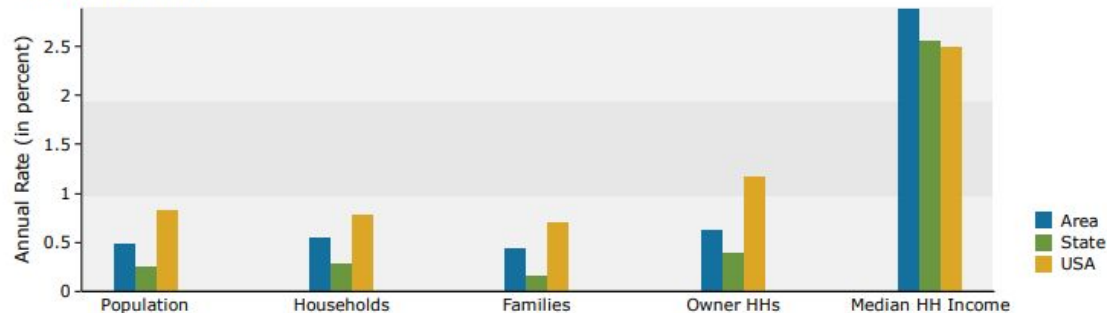


Demographic and Income Profile

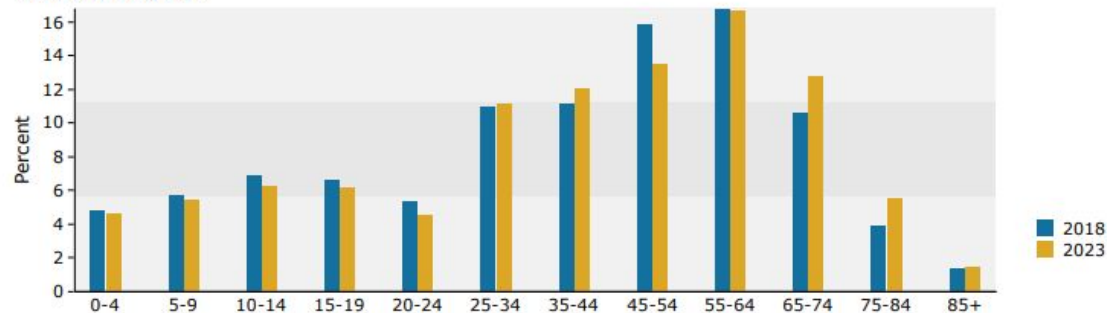
Livingston-Milford Rings
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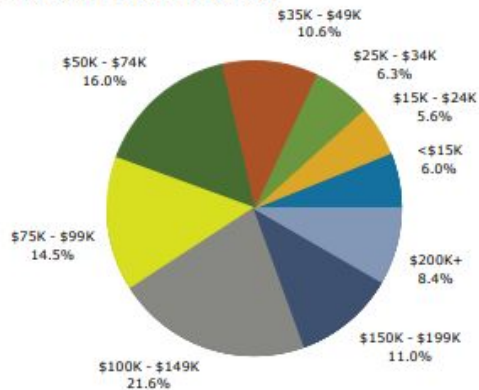
Trends 2018-2023



Population by Age



2018 Household Income



Tapestry Map



Dominant Tapestry Map

Highland charter township, MI
 Highland charter township, MI (2612538080)
 Geography: County Subdivision

Prepared by Esri



Tapestry LifeMode

- | | |
|---|---|
| ■ L1: Affluent Estates | ■ L8: Middle Ground |
| ■ L2: Upscale Avenues | ■ L9: Senior Styles |
| ■ L3: Uptown Individuals | ■ L10: Rustic Outposts |
| ■ L4: Family Landscapes | ■ L11: Midtown Singles |
| ■ L5: GenXUrban | ■ L12: Hometown |
| ■ L6: Cozy Country | ■ L13: Next Wave |
| ■ L7: Sprouting Explorers | ■ L14: Scholars and Patriots |



Source: Esri

Tapestry Segments



LifeMode Group: Cozy Country Living Green Acres

6A

Households: 3,923,400

Average Household Size: 2.70

Median Age: 43.9

Median Household Income: \$76,800

WHO ARE WE?

The *Green Acres* lifestyle features country living and self-reliance. Avid do-it-yourselfers, they maintain and remodel their homes with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf.

OUR NEIGHBORHOOD

- This large segment is concentrated in rural enclaves in metropolitan areas.
- Primarily (not exclusively) older homes with acreage; new housing growth in the past 15 years.
- Single-family, owner-occupied housing, with a median value of \$235,500.
- An older market, primarily married couples, most with no children.

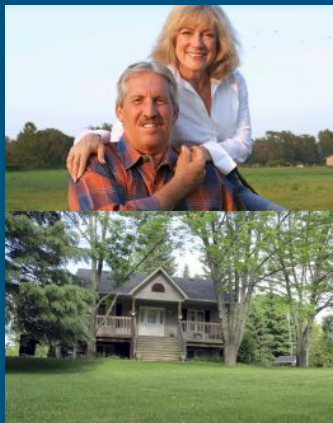
SOCIOECONOMIC TRAITS

- Education: More than 60% are college educated.
- Labor force participation rate is high at 66.8% (Index 107).
- Income is derived not only from wages and salaries but also from self-employment (more than 13% of households), investments (27% of households), and increasingly, from retirement.
- They are cautious consumers with a focus on quality and durability.
- Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the internet is not viewed as entertainment.
- Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

Tapestry Segments



LifeMode Group: Cozy Country Living Salt of the Earth

6B

Households: 3,545,800

Average Household Size: 2.59

Median Age: 44.1

Median Household Income: \$56,300

WHO ARE WE?

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

OUR NEIGHBORHOOD

- This large segment is concentrated in the Midwest, particularly in Ohio, Pennsylvania, and Indiana.
- Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.
- Homeownership rates are very high (Index 133). Single-family homes are affordable, valued at 25% less than the national market.
- Nearly two in three households are composed of married couples; less than half have children at home.

SOCIOECONOMIC TRAITS

- Steady employment in construction, manufacturing, and related service industries.
- Completed education: 40% with a high school diploma only.
- Household income just over the national median, while net worth is nearly double the national median.
- Spending time with family is their top priority.
- Cost-conscious consumers, loyal to brands they like, with a focus on buying American.
- Last to buy the latest and greatest products.
- Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

Tapestry Segments



LifeMode Group: Affluent Estates

Savvy Suburbanites

1D

Households: 3,664,200

Average Household Size: 2.85

Median Age: 45.1

Median Household Income: \$108,700

WHO ARE WE?

Savvy Suburbanites residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events.

OUR NEIGHBORHOOD

- Established neighborhoods (most built between 1970 and 1990) found in the suburban periphery of large metropolitan markets.
- Married couples with no children or older children; average household size is 2.85.
- 91% owner occupied; 66% mortgaged (Index 160).
- Primarily single-family homes, with a median value of \$362,900 (Index 161).
- Low vacancy rate at 3.8%.

SOCIOECONOMIC TRAITS

- Education: 50.6% college graduates; 77.6% with some college education.
- Higher labor force participation rate at 67.9% (Index 109) with proportionately more 2-worker households at 62.2% (Index 120).
- Well-connected consumers that appreciate technology and make liberal use of it for everything from shopping and banking to staying current and communicating.
- Informed shoppers that do their research prior to purchasing and focus on quality.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.



Retail MarketPlace Profile

Livingston-Milford Rings
-83.61760007 42.63794004
Ring: 5 mile radius

Prepared By Jeffries, Joel E
Latitude: 42.6379
Longitude: -83.6176

Summary Demographics

2018 Population	47,598
2018 Households	17,685
2018 Median Disposable Income	\$64,257
2018 Per Capita Income	\$38,052

2017 Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$798,095,274	\$534,248,588	\$263,846,686	19.8	267
Total Retail Trade	44-45	\$721,051,207	\$485,645,371	\$235,405,836	19.5	190
Total Food & Drink	722	\$77,044,067	\$48,603,217	\$28,440,850	22.6	77

2017 Industry Group

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$151,254,906	\$157,743,817	-\$6,488,901	-2.1	20
Automobile Dealers	4411	\$121,812,389	\$133,268,497	-\$11,456,108	-4.5	7
Other Motor Vehicle Dealers	4412	\$13,578,367	\$15,604,098	-\$2,025,731	-6.9	3
Auto Parts, Accessories, & Tire Stores	4413	\$15,864,171	\$8,871,222	\$6,992,949	28.3	10
Furniture & Home Furnishings Stores	442	\$24,344,077	\$6,098,874	\$18,255,203	60.0	8
Furniture Stores	4421	\$9,869,285	\$3,869,511	\$10,804,174	58.3	3
Home Furnishings Stores	4422	\$9,676,792	\$2,229,363	\$7,451,029	62.6	4
Electronics & Appliance Stores	443	\$23,370,433	\$4,988,105	\$18,382,328	64.8	8
Bldg Materials, Garden Equip. & Supply Stores	444	\$53,311,520	\$48,804,027	\$4,507,493	4.4	31
Bldg Material & Supplies Dealers	4441	\$48,573,344	\$44,307,119	\$4,266,225	4.6	23
Lawn & Garden Equip & Supply Stores	4442	\$4,738,176	\$4,496,908	\$241,268	2.6	8
Food & Beverage Stores	445	\$126,794,141	\$113,666,473	\$13,127,668	5.5	18
Grocery Stores	4451	\$111,129,086	\$108,117,823	\$3,011,263	1.4	10
Specialty Food Stores	4452	\$6,199,918	\$3,605,955	\$2,593,963	26.5	4
Beer, Wine & Liquor Stores	4453	\$9,464,538	\$1,942,695	\$7,521,843	65.9	3
Health & Personal Care Stores	446,4461	\$51,541,173	\$46,897,134	\$4,644,039	4.7	18
Gasoline Stations	447,4471	\$80,115,459	\$46,813,493	\$33,301,966	26.2	9
Clothing & Clothing Accessories Stores	448	\$38,659,633	\$12,088,199	\$26,571,434	52.4	16
Clothing Stores	4481	\$25,578,914	\$5,335,258	\$20,243,656	65.5	8
Shoe Stores	4482	\$5,516,538	\$766,279	\$4,750,259	75.6	1
Jewelry, Luggage & Leather Goods Stores	4483	\$7,564,181	\$5,986,662	\$1,577,519	11.6	7
Sporting Goods, Hobby, Book & Music Stores	451	\$19,809,582	\$10,326,950	\$9,482,632	31.5	17
Sporting Goods/Hobby/Musical Instr. Stores	4511	\$16,689,759	\$10,056,856	\$6,632,903	24.8	16
Book, Periodical & Music Stores	4512	\$3,119,823	\$270,094	\$2,849,729	84.1	1
General Merchandise Stores	452	\$112,298,517	\$15,470,607	\$96,827,910	75.8	2
Department Stores (Excluding Leased Depts.)	4521	\$77,647,963	\$14,972,253	\$62,675,708	69.7	1
Other General Merchandise Stores	4529	\$34,650,555	\$498,354	\$34,152,201	97.2	1
Miscellaneous Store Retailers	453	\$26,128,192	\$21,147,567	\$4,980,625	10.5	40
Florists	4531	\$1,421,274	\$1,763,948	-\$342,674	-10.8	3
Office Supplies, Stationery & Gift Stores	4532	\$5,494,087	\$1,690,901	\$3,803,186	52.9	8
Used Merchandise Stores	4533	\$4,533,411	\$1,554,756	\$2,978,655	48.9	5
Other Miscellaneous Store Retailers	4539	\$14,679,415	\$16,137,962	-\$1,458,547	-8.7	24
Nonstore Retailers	454	\$13,423,553	\$1,610,125	\$11,813,428	78.6	2
Electronic Shopping & Mail-Order Houses	4541	\$10,587,148	\$1,247,736	\$9,339,412	78.9	1
Vending Machine Operators	4542	\$754,712	\$0	\$754,712	100.0	0
Direct Selling Establishments	4543	\$2,081,693	\$362,389	\$1,719,304	70.3	1
Food Services & Drinking Places	722	\$77,044,067	\$48,603,217	\$28,440,850	22.6	77
Special Food Services	7223	\$2,271,121	\$2,400,082	-\$128,961	-2.8	3
Drinking Places - Alcoholic Beverages	7224	\$4,698,300	\$1,664,644	\$3,033,656	47.7	5
Restaurants/Other Eating Places	7225	\$70,074,645	\$44,538,492	\$25,536,153	22.3	69

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents leakage of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Data uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2018 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

March 28, 2019

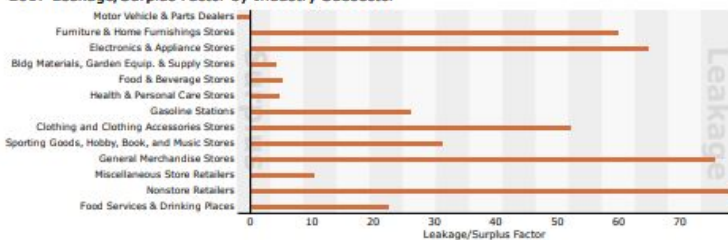


Retail MarketPlace Profile

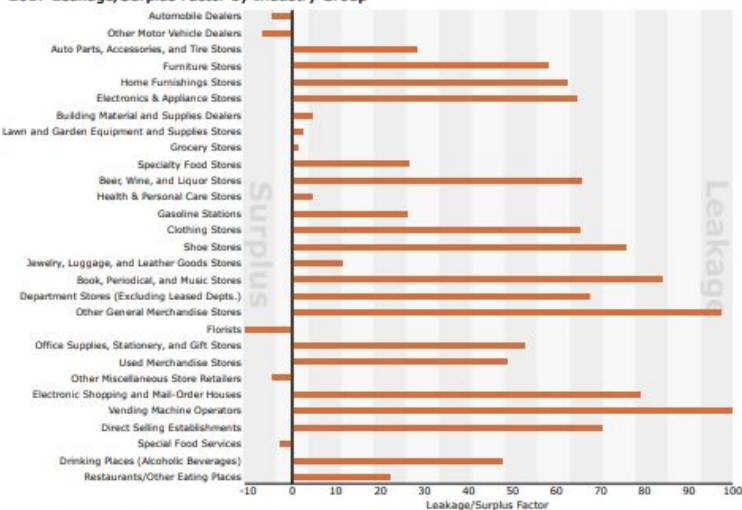
Livingston-Milford Rings
-83.61760007 42.63794004
Ring: 5 mile radius

Prepared By Jeffries, Joel E
Latitude: 42.6379
Longitude: -83.6176

2017 Leakage/Surplus Factor by Industry Subsector



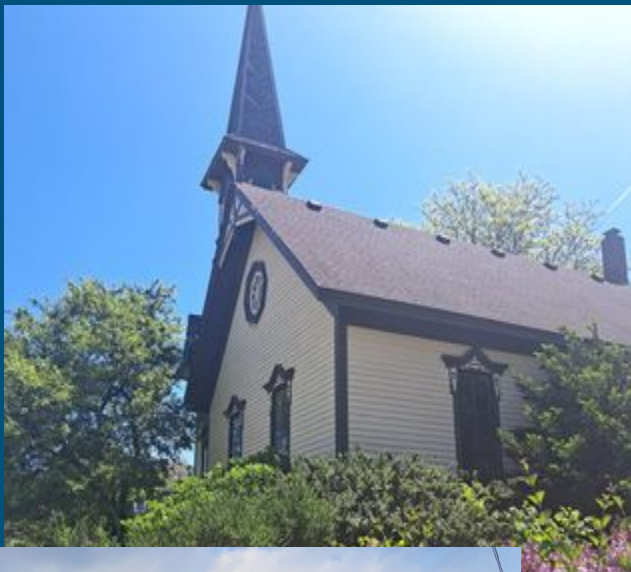
2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Esri 2018 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2018 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

March 28, 2019

Local Assets



Recreation Search
Michigan Department of Natural Resources

Search: Park, Trail, Activity, Location

Home List Map Events

Highland Recreation Area

Address: 6200 Highland Road, White Lake MI, 48383
Phone: 248-889-3750, TTY: 2020714 (Michigan Relay Center)
Approximate Size: 5903 (Acres)
Recreation Passport: Required

Overview Map Events

Highland Recreation Area offers 5,900 acres of forest, marshes and lakes in the rolling hills of Southern Michigan. With trails to accommodate equestrian riders, mountain bikers, hikers and skiers, there's an activity for every season in this park.

Take US-23 to M-59, drive east 12 miles or I-75 to M-59, drive west 14



Attention Mountain Bikers

- Stay on trails marked for bikes.
- All pets must be leashed and attended at all times.
- Trails pass through land open to hunting during established seasons.
- Avoid riding when the trail is soft and muddy.
- Ride at a safe speed, under control.
- Always yield the right of way to other trail users
- Don't disturb wildlife.

BIKE TRAIL LOOPS

- A** 3.8 Miles: Very hilly, many short steep climbs and drops. VERTICAL: 430 ft.
- B** 5.8 Miles: Very hilly, longer climbs, many logs, off-camber rails. No ruts. VERTICAL: 980 ft.
- C** 4.4 Miles: VERY TECHNICAL! Very tight and rocky, sharp dips. VERTICAL: 130 ft.
- D** 3.8 Miles: VERY TECHNICAL! Very tight and rocky, steep hills. VERTICAL: 430 ft.

POINTS OF INTEREST

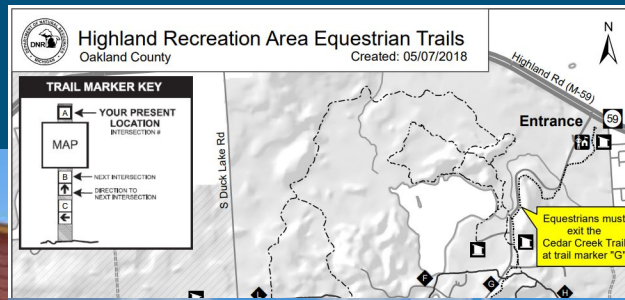
- Trail Log #8
- High Point of Loop B (at 5.1 MI)
- Slick Point
- Whispering Oaks
- Old Orchard (at 1.5 MI)

We Recommend

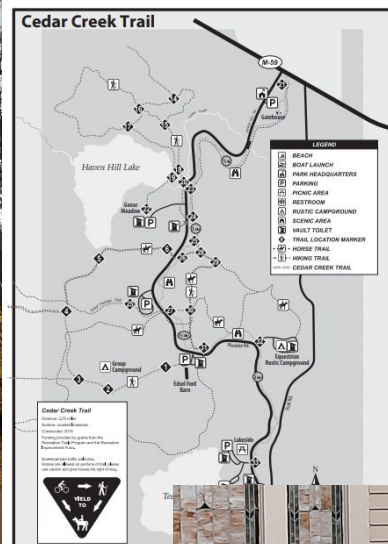
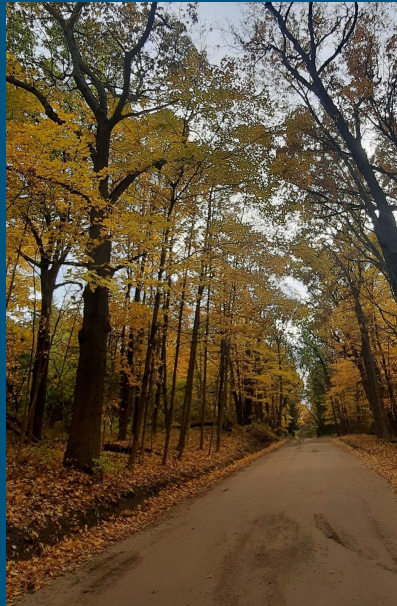
- Not riding alone.
- Not riding after dark.
- Wearing a helmet.

For more information, contact the park at 248-889-3750.

Local Assets



Local Assets



For more information, contact the p...



Work Plan



Transformation Strategy Worksheet

Instructions

1. Reference your assigned Transformation Strategy based on your Room/group number.
2. Develop a **broad goal** for the strategy and a **measurable objective**.
3. Develop **measurable actions** that will be implemented through the Main Street Approach™.
4. Decide how you will **share the impact** of your work with various stakeholders.

Definitions

Transformation Strategy: Generated through meaningful community engagement and informed by an analysis of the district's market position. An effective Transformation Strategy serves a particular customer segment, responds to an underserved market demand, or creates a differentiated destination.

Goals: What are you trying to achieve with your strategies? Goals are broad, general, abstract.

Objective: For what purpose? Why are you trying to achieve your goal? "To ____."
Objectives are precise, tangible concrete and measurable.

Actions: How are you going to achieve each goal and objective through the four points of Economic Vitality, Design, Promotion, and Organization.

Measures: A number, a timeframe, or a percentage.

Example:

Strategy: To be the hub of life-long learning and education for the region.

Goal: Offer life-long learning opportunities downtown for retired adults.

Objective: Increase the retiree consumer market by 150 weekly downtown visitors.

Economic Vitality Action: Recruit a community college satellite operation to dt. by December 2022 and offer 10 life-long learning opportunities a week at the facility.

Design Action: Partner with the City to make improvements by June 2023 to the West Avenue public parking lot and promote the lot as free parking for retirees on the promotional materials.

Promotion Action: Offer Wine-Down Wednesdays downtown for Seniors during the fall, 2022.

Organization Action: Partner with 3 agencies by January 1, 2023, that work with retirees to survey interest in life-long learning and their needs, regarding downtown.

Assigned Strategies:

Room 1: Center of Arts & Culture

Room 2: Hub of Agricultural Economic

Room 3: Center of Apparel Goods & Services

Room 4: Center of Education & Lifelong Learning

Room 5: Crossroads to Exceptional Outdoor Recreation

Room 6: Hub of Dining & Entertainment



Strategy				
Goal				
Measurable Objective (s)				
Actions	Design	Organization	Economic Vitality	Promotion
Impact Sharing				



<i>Why?</i>		
Wildly Important Goals™		
Goal 1	Goal 2	Goal 3
Lead Board Member:	Lead Board Member:	Lead Board Member:
Repeat Annual Responsibilities		

Transformation Strategy: _____

Goal:	Define Success:
Partners:	

Task	Volunteer Responsible	Staff Responsible	Due Date	Progress	Budget
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
Total:					

Transformation Strategy Descriptions

TRANSFORMATION STRATEGY	BRIEF DESCRIPTION
Arts and Entertainment	For programs wanting to support an arts or entertainment-focused environment within the downtown district.
Beautification Initiatives and Design	For improving the visual appeal of the residential and commercial historic district.
Business Activation and Development	For activating currently vacant sectors of the downtown or to support the growth and development of already established businesses.
Downtown Living	For developing a downtown environment conducive to residential living.
Community Serving	For developing an environment that is entrepreneur-friendly and intentionally incentivizes businesses, which serve the needs of the residents in the city and greater region.
Transportation and Pedestrian Experience	For addressing the downtown district's mobility needs for both tourists and residents alike.
Ecotourism and Recreation Economy	For focusing on the built environment and recreational activities currently driving tourism for the local economy.
Agricultural Focus	For an agricultural-based economy, where residents, businesses and community stakeholders are dependent on the success and growth of a particular agricultural industry in their area.
Environmental Sustainability	For creating an eco-friendly and sustainable approach to downtown revitalization, keeping in mind that the greenest building is one already built.
Public Health and Wellness	For the development and support of business and a built environment that supports public health initiatives and an improved quality of life.
Greenspace	For the development and activation of underutilized or under-capitalized amenities or public spaces.
Maintaining Authenticity	For the preservation of downtown's built environment.
Placemaking	For developing an inclusive environment that in return brings people together.
Storytelling	For refining the brand and identity of the commercial business district.
Tourism	For developing your downtown's central business district as a regional or statewide tourist destination.

Work Plan Session

Outlining the key goals and tactical elements within each of the Four Points that will implement the selected Transformation Strategy(s).

- Align current projects with the strategies
- Brainstorm new projects
- Set measurable outcomes for every project.
- Lastly, begin to outline who is responsible, budgets, and timelines.