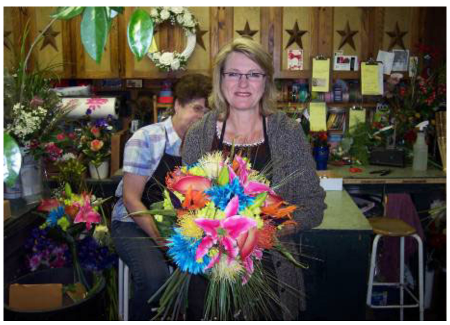

Main Street West Union

West Union, Iowa

Market Study Summary

October 2009

Prepared for

Main Street West Union

Prepared by

Downtown Professionals Network
28 South Water Street • Suite 214
Batavia, Illinois 60510
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In Association With

Main Street Iowa Market Analysis Services

IOWA life | changing

"Times they are a-changing."

The phrase, echoed throughout the decades, personifies the nature of changes in the economic landscape of traditional downtowns, neighborhood commercial districts and small communities. Expanding retail competition, evolving technologies, and changing lifestyle trends will continue to affect business opportunities and the ways in which people interact within the traditional business environments.

The key to improving the economic performance of the West Union business community ultimately lies in the development and implementation of market-driven business improvement and marketing strategies that capitalize on local assets and emerging opportunities.

Main Street West Union spearheaded the market analysis process to promote an in-depth understanding of local and regional market conditions and trends impacting the community's and downtown's current economic performance and opportunities for the future. Information and direction gained throughout the market analysis process provides a sound basis for local decision-making processes and strategies aimed at enhancing the economic and social qualities for the West Union downtown business community.

"Market Analysis for Downtown" was produced by Main Street Iowa (MSI) as a comprehensive "self-help program" that provided extensive training and technical services to participating Iowa communities. Local representatives participated in a series of training sessions via the Iowa Communications Network (ICN) that provided guidance for the implementation of the Main Street West Union Market Study. Key steps in the process also included:

- An initial site visit by the DPN/MSI consulting team that included a visual assessment, discovery interviews with key stakeholders, and a public workshop to launch the process.
- The collection and review of background information.
- The analysis and summary of trade area demographic and economic data provided by Main Street Iowa.
- The performance of consumer and business surveys.

An extensive amount of information and data was compiled and analyzed throughout the course of the market analysis process. This report has been prepared to highlight key information and findings that could be particularly relevant to the community's ongoing enhancement efforts.

For more information contact:

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Website: www.westunion.com

Downtown Professionals Network was retained by the Iowa Department of Economic Development to provide market analysis training and technical services to select Main Street Iowa communities.

DPN is a research and planning firm specializing in the revitalization and enhancement of traditional downtown and neighborhood business districts. Since its founding in 2000, DPN has evolved to serve a clientele that includes local, state and national economic development organizations located throughout the country.

The content of this report is based on an independent review of information and the observations, analyses and interpretations of DPN consultants.

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Background and Context

Context

Situated at the intersection of Highways 18 and 150 in the northeast Iowa, West Union is the county seat for Fayette County in beautiful Northeast Iowa. The community is located within a two-hour drive to many metropolitan areas such as Cedar Rapids and Waterloo, Iowa; Rochester, Minnesota; and La Crosse, Wisconsin. The community also sits on the edge of the plains to the west and the beginning of the scenic hills eastward to the Mississippi River. Abundant natural resources abound in the region, creating many opportunities for recreation and tourism, and a great quality of life.

West Union's historic downtown spans from U.S. Highway 18 and southward on Vine Street to Plum Street and is bordered on the east by Walnut Street. The Fayette County courthouse sits proudly on the square in the heart of the downtown. The commercial area features a mix of office and service uses, a limited number of retail businesses, and a variety of dining opportunities. Downtown commerce generates a fair amount of pedestrian and automobile traffic.

Development Patterns

The downtown has maintained its mix of service and office uses for some years which contribute to the district's employment base. These businesses help generate traffic necessary for the retail and food establishments. Retail has seen a significant decline in the downtown area in the past 20 years, with the majority of new retail businesses locating at the Hwy 18 & 150 intersections, a second major shopping area.

Several first floor properties in the downtown have been converted to residential use or storage as a means to generate cash flow for building owners. This trend has further contributed to decline in retail shopping establishments and has forced building owners to put their properties up for sale. Three properties are currently for sale in the downtown district.

Aesthetics and Appearances

Many of the downtown buildings evolved from the late 1800's. The upper facades provide an interesting variety of architectural styles and designs. A number of properties have recently been upgraded or historically preserved.

The downtown is generally clean and well-maintained. The condition of the streets and sidewalks is poor. However, the community anticipates a major street improvement project in 2010. Selected as a pilot community by the Iowa Department of Economic Development, West Union hopes to incorporate a number of storm water management and energy-efficiency features into the project.

Business Mix and Climate

The downtown presently has a minimal amount of retail businesses with service operations being the primary occupants of the available space. Five establishments provide ample dining opportunities with additional food operations in the outlying areas of West Union. The daytime activity is primarily from 8:30 A.M. to 5:00 P.M. during the week. Saturday morning's business is brisk from approximately 8:00 to 11:00 A.M. with the majority of activity at banks or local coffee shops. Two major anchors in the downtown are the Fayette County Court House and North Fayette Community Schools.

The majority of downtown properties are occupied. The community lost two major employers in the spring of 2009 which has had significant economic impact on the area, and has contributed to a decrease in confidence for many local residents and business owners. The community does have several advantages, especially in the medical/health and ag-based business sectors.

Competitive Analysis

As the downtown streetscape project becomes a reality, it is anticipated that the community will see an increase in economic vitality. The uniqueness of the project presents an opportunity for an influx of visitors hoping to learn more about the innovative concepts employed. The design also is intended to increase foot-traffic in the downtown and to bring current residents back to the heart of the community in greater numbers.

The goal is to encourage residents of all ages to come back to the downtown. Opportunities will be available for socializing, accessing the internet, biking, etc. The effort seeks to make the downtown more inviting for periods extending beyond the current primary business hours.

Challenges for West Union include building or encouraging a larger retail mix. Issues at hand include dealing with a downtown property being used for storage and first floor residential housing, the potential closing of the middle school, the current location of the city administration building outside of the downtown district, and a few buildings needing immediate structural or cosmetic work.

Managing downtown parking will continue to be an issue. The community continues to work on changing the mindsets of the downtown employees; and to procure financing for the purchase and demolition of two potential sites for future parking. The addition of convenient employee parking is intended to open on-street parking for customers and visitors.

The community is working to continue efforts to encourage downtown property improvements by offering incentives such as tax abatements, façade grants, etc. Community investment groups need to be organized to facilitate the purchase and renovation of buildings in need of repair or lacking an operational business.

Downtown West Union Market Profile Summary

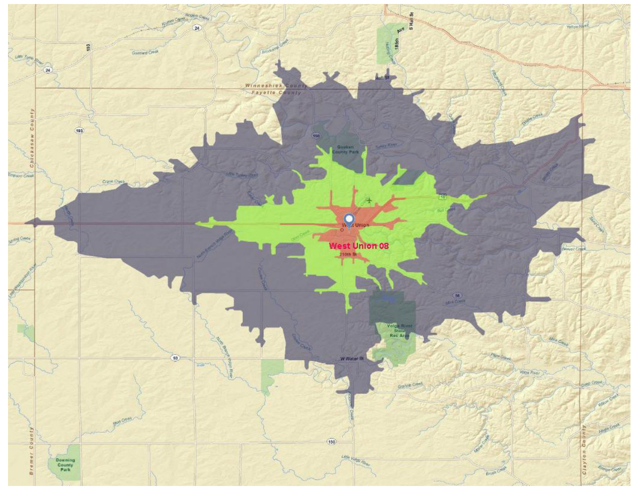
Drive Time Geographies

The profile assembled for the West Union Drive Time Market is based upon information contained in a series of ESRI reports generated for a 5, 10 and 20-minute drive time area originating from the center of the downtown West Union business district.

The **five-minute drive-time market** profiles a "captive" resident and convenience-oriented market for downtown West Union. The population residing in the five-minute area may also access downtown on foot, bicycle and via other alternative modes of transportation. Demographic and psychographic data could be particularly useful for assessing performance and expansion opportunities for convenience and clientele-oriented businesses and uses, and for analyzing and profiling the composition of the current and potential downtown West Union area housing market.

The area plotted for the **ten-minute drive time** includes areas that may be said to represent the wider West Union area. Data and information for the ten-minute drive time area could be helpful for comparing and contrasting the traits and characteristics of the "close to downtown" population with that in the wider community. The consumer profile may also be indicative of the "comparison market" for West Union area service, retail and eating & drinking uses.

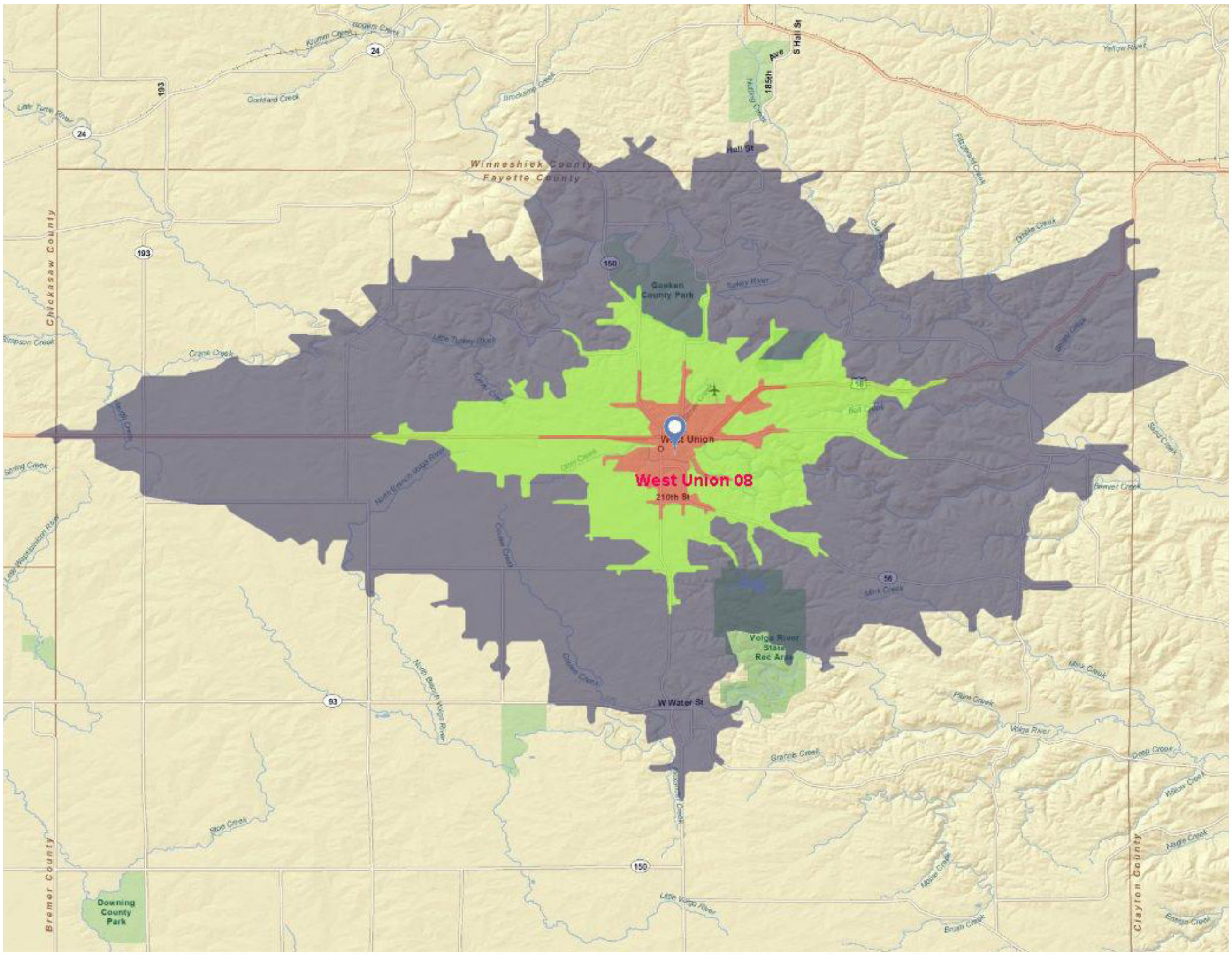
The **twenty-minute drive time** area is generally more expansive, reaching just across county lines to the west, east and north. Consumers in this regional market, all things being equal, may be more naturally inclined to frequent commercial areas in other communities, based on convenience. Opportunities for the West Union business community to capture regional market consumers from the broader region, and to increase its retail market share, will most likely revolve around specialty retail and destination-oriented eating & drinking places, venues and events.



West Union Drive Time Markets

Fast Facts

Population	5 Min	10 Min	20 Min
2000 Estimate	2,476	2,964	8,851
2009 Estimate	2,297	2,758	8,429
2014 Projection	2,198	2,643	8,155
Growth 2009-2014	-4.3%	-4.1%	-3.2%
Households	**5 Min**	**10 Min**	**20 Min**
2000 Estimate	1,052	1,258	3,458
2009 Estimate	1,001	1,201	3,366
2014 Projection	961	1,155	3,269
Growth 2009-2014	-4.0%	-3.8%	-2.8%
2009 Est. Income	**5 Min**	**10 Min**	**20 Min**
Average Household	$53,444	$52,836	$50,402
Median Household	$46,421	$46,203	$43,033
Per Capita	$24,112	$23,704	$21,139
Source: ESRI Market Profile, 2009.			



Reports generated and data used to examine the West Union Drive Time Markets include:

ESRI Market Profile
The Market Profile report provides current-year and five-year projections for U.S. demographics. The annual updates include information about population, households, housing, occupancy, income, age, race, Hispanic origin, and more.

ESRI Tapestry Segmentation Area Profile
Beyond basic demographic data, the analysis of geodemographic and lifestyle characteristics of trade area households provides for an enhanced view of the market and its "personality." The examination of prevalent market segments as defined in the ESRI Community Tapestry segmentation system can reveal consumer lifestyle characteristics and traits that are important to the consideration of downtown business development strategies, including targeted consumer segments, business types, product lines, price points and marketing strategies.

ESRI Retail MarketPlace Report
The ESRI Retail MarketPlace Report provides a means of gauging the trade area's retail performance. Estimates of potential sales are compared to estimates of actual sales, and the variance is expressed in terms of a "sales surplus" or "sales leakage." Deviations from potential sales may reveal areas of opportunity in the trade area's retail sectors, keeping in mind any extenuating circumstances that may be driving the results.

Demographic Snapshot

The ESRI Market Profile report generated for the West Union Drive Time Market provides extensive data to profile, benchmark and track the market. Analysis and comparison of data for the three drive time areas reveals some interesting characteristics and trends including.

- Trends and projections for the drive time geographies point to population declines through 2014. The number of households is decreasing at a slightly slower pace than that of the population, which is consistent with national trends toward an increasing number of 1- and 2-person households.
- Approximately 25% of the housing units in the 5 and 10 minute drive time areas are denoted as renter-occupied compared to 22% in the 20 minute drive time area. Average rent is fairly consistent across drive time areas, estimated in 2000 at $262 in the five minute area, as compared to $263 and $243 in the ten and twenty-minute drive time areas respectively.
- The percentage of vacant housing units is estimated in 2009 at about 10% across the drive time areas.
- Comparatively higher median household and per capita income estimates are shown for residents and households within the 5 and 10 minute drive time areas.
- The breakdown of the 2009 population age 25 years or older by educational attainment is generally consistent across the drive time areas, with approximately 26% of residents having attained an Associate, Bachelor's or Graduate/Professional Degree.
- Mirroring educational attainment characteristics, employment by class is largely consistent across the drive time areas with approximately 56% of the populations reportedly employed in White Collar occupations.

Downtown West Union	5 Minutes	10 Minutes	20 Minutes
Population			
2000 Estimate	2,476	2,964	8,851
2009 Estimate	2,297	2,758	8,429
2014 Projection	2,198	2,643	8,155
2009 – 2014 Growth	-4.3%	-4.1%	-3.2%
Households			
2000 Census	1,052	1,258	3,458
2009 Estimate	1,001	1,201	3,366
2014 Projection	961	1,155	3,269
2009 – 2014 Growth	-4.0%	-3.8%	-2.8%
Median Age			
2009 Estimate	42.2	41.9	40.8
2014 Projection	42.7	42.5	41.4
Housing Units – 2009			
2009 Housing Units	1,108	1,328	3,749
Owner Occupied Units	65.3%	64.9%	67.7%
Renter Occupied Units	25.1%	25.5%	22.1%
Vacant Units	9.7%	9.6%	10.2%
Est. Median HH Income			
2000	$35,524	$35,545	$35,159
2009	$46,421	$46,203	$43,033
2014	$47,289	$47,090	$44,868
Est. Per Capita Income			
2000	$18,339	$18,129	$16,790
2009	$24,112	$23,704	$21,139
2014	$24,744	$24,315	$21,747
Educational Attainment			
Less than 9th Grade	4.2%	4.6%	5.0%
9-12 Grade, No Diploma	5.9%	5.7%	6.0%
High School Graduate	41.3%	42.0%	42.6%
College, No Degree	22.6%	22.1%	20.2%
Associate Degree	6.3%	6.6%	8.8%
Bachelor's Degree	14.1%	13.5%	12.4%
Graduate/Pro Degree	5.7%	5.5%	5.0%

Source: ESRI Market Profile, 2009.
Percentages may not equal 100% due to rounding.

Psychographic Profile

The ESRI Community Tapestry segmentation system classifies U.S. neighborhoods by 65 market segments using proven methodology introduced more than 30 years ago by the ACORN segmentation system. Segmentation and geodemographic systems are stable and reliable because the characteristics that define a neighborhood change slowly. The stability of a neighborhood comes from its fixed features: location, housing, transportation, schools, places of worship, and employment. Self-organization and self-perpetuation also figure into the stability of a neighborhood, patterns which we refer to as "keeping up with the Joneses."

U.S. consumer markets are different and diverse. Capturing the essence of each market to characterize those differences requires sorting the most accurate and powerful data available using a wide array of attributes. Each neighborhood is analyzed and sorted by more than 60 attributes including income, source of income, employment, home value, housing type, occupation, education, household composition, age, and other key determinants of consumer behavior. To capture the subtlety and vibrancy of the U.S. marketplace, data sources include Census 2000, proprietary ESRI BIS demographic updates, the Acxiom InfoBase consumer database, the Mediamark Research Inc. national consumer survey, and other sources.

Comparative View of Predominant Tapestry Household Segments

The following table shows concentrations of predominant Tapestry segments in the five-minute drive time area comparative to their distribution in the ten and twenty-minute drive time areas.

Tapestry Households	5 Minute Drive Time			10 Minute Drive Time			20 Minute Drive Time		
Cluster	Count	Pct.	Rank	Count	Pct.	Rank	Count	Pct.	Rank
50. Heartland Communities	403	40.3%	1	430	35.8%	1	1,070	31.8%	2
29. Rustbelt Retirees	309	30.9%	2	312	26.0%	3	313	9.3%	4
53. Home Town	289	28.9%	3	363	30.2%	2	364	10.8%	3
37. Prairie Living	0	0.0%	NA	91	7.6%	4	1,434	42.6%	1
33. Midlife Junction	0	0.0%	NA	5	0.4%	5	185	5.5%	5

Following are snapshot descriptions for the three most predominant Tapestry segments found within the five and ten-minute drive time areas. Complete descriptions for ESRI Tapestry segments are contained in the Community Tapestry Handbook published by ESRI, available for download at http://www.esri.com/library/brochures/pdfs/community-tapestry-handbook.pdf.

Snapshot Descriptions of Predominant Tapestry Segments

Segment 50 – Heartland Communities

	5 Minutes	10 Minutes	20 Minutes
Drive Time Households : Count – Pct. (Rank)	403 – 40.3% (1)	430 – 35.8% (1)	1,070 – 31.8% (2)

Summary: *Heartland Communities* neighborhoods are preferred by approximately six million people. These neighborhoods can be found primarily in small towns in the Midwest and South. More than 75 percent of the households are single-family dwellings with a median home value of $85,240. Most homes are older, built before 1960. The median age is 41.7 years; nearly one-third of the householders are aged 65 years or older. The distinctly country lifestyle of these residents is reflected in their interest in hunting, fishing, woodworking, playing bingo, and listening to country music. In addition to working on home improvement projects, they are avid gardeners and read gardening magazines. They participate in civic activities and take an interest in local politics. Residents order items from catalogs, QVC, and Avon sales representatives.

Demographic Traits

Household Income:	Lower Middle
Median Household Income:	$35,006
Median Age:	41.7
Family/Household Type:	Mixed
Housing Style:	Single Family

Lifestyle Traits

1. Works on Lawn, Garden, DIY Projects
2. Owns Shares in Mutual Funds (bonds)
3. Order Products from Avon
4. Watch Cable TV
5. Own/lease domestic vehicle

Segment 29 – Rustbelt Retirees

	5 Minutes	10 Minutes	20 Minutes
Drive Time Households : Count – Pct. (Rank)	309 – 30.9% (2)	312 – 26.0% (3)	313 – 9.3% (4)

Summary: Most *Rustbelt Retirees* neighborhoods can be found in older, industrial cities in the Northeast and Midwest, especially in Pennsylvania and other states surrounding the Great Lakes. Households are mainly occupied by married couples with no children and singles who live alone. The median age is 44.6 years. Although many residents are still working, labor force participation is below average. More than 40 percent of the households receive Social Security benefits. Most residents live in owned, single-family homes, with a median value of $134,314. Unlike many retirees, these residents are not inclined to move. They are proud of their homes and gardens and participate in community activities. Some are members of veterans' clubs. Leisure activities include playing bingo, gambling in Atlantic City, going to the horse races, working crossword puzzles, and playing golf.

Demographic Traits

Household Income:	Middle
Median Household Income:	$50,977
Median Age:	44.6
Family/Household Type:	MC with no kids; Single
Housing Style:	Single Family

Lifestyle Traits

1. Play Bingo
2. Own Annuities
3. Belong to fraternal orders, unions, etc
4. Watch News Shows on TV
5. Own/Lease Pontiac

Segment 53 – Home Town

	5 Minutes	10 Minutes	20 Minutes
Drive Time Households : Count – Pct. (Rank)	289 – 28.9% (3)	363 – 30.2% (2)	364 – 10.8% (3)

Summary: These low-density, settled neighborhoods, located chiefly in the Midwest and South, rarely change. *Home Town* residents stay close to their home base. Although they may move from one house to another, they rarely cross the county line. Household types are a mix of singles and families. The median age is 33.7 years. Single-family homes predominate in this market. Homeownership is at 61 percent, and the median home value is $61,800. The manufacturing, retail trade, and service industries are the primarysources of employment. Residents enjoy fishing and playing baseball, bingo, backgammon, and video games. Favorite cable TV stations include CMT, Nickelodeon, Game Show Network, and TV Land. When shopping, Belk and Wal-Mart are favorite stops, but residents also purchase items from Avon sales representatives.

Demographic Traits

Household Income:	Middle
Median Household Income:	$30,000
Median Age:	33.7
Family/Household Type:	Singles; Families; Single-Parent
Housing Style:	Homeowner/Renter Mix

Lifestyle Traits

1. Daily & Sunday Newspapers
2. Watch Discover Channel
3. Watch Movie Channels
4. Old Country Buffet, Ponderosa
5. Many Pet Owners

Market Performance

ESRI's Retail MarketPlace data provides a direct comparison between retail sales and consumer spending by industry. To capture a snapshot of an area's retail market place, the leakage and surplus factor summarizes the relationship between supply (retail sales by businesses) and demand (consumer spending by household). Deviations from potential sales may reveal areas of opportunity in the trade area's retail sectors, keeping in mind any extenuating circumstances that may be driving the results.

ESRI 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 within Retail Trade sector, and four industry groups within the Food Services & Drinking Establishments subsector. To estimate sales, the Retail MarketPlace database combines a number of data sources, including

- ► Census Bureau's 2002 Census of Retail Trade (CRT)
- ► Census Bureau's Nonemployer Statistics (NES)
- ► ESRI's demographic data
- ► *info*USA's business database
- ► Bureau of Labor Statistics

All estimates of actual sales (supply) reflect current dollars derived from receipts of businesses primarily engaged in selling merchandise. Potential sales (demand) is estimated by using ESRI's consumer spending data which provides estimated expenditures for more than 700 products and services that are consumed by U.S. households. The estimate of a trade area's demand is based upon estimated expenditures by households within the trade area.

Leakage within a specified trade area represents a condition where supply is less than demand. Retailers outside of the trade area are fulfilling demand for retail products. Surplus within a specified trade area represents a condition where supply exceeds the area's demand. Thus retailers are attracting customers that reside outside the trade area.

Sales Surplus and Leakage Estimates

Figures show overall sales leakage of more than $3.3 million in the five-minute drive time area, more than $4.4 million in the ten minute area, and approximately $29.5 million in the twenty-minute drive time area.

Sales Surplus & Leakage Analysis	**5 Minutes**	**10 Minutes**	**20 Minutes**
	Surplus/(Leakage)	Surplus/(Leakage)	Surplus/(Leakage)
NAICS Code: Business Description			
Total Retail Trade and Food & Drink (NAICS 44 – 45, 722)	$ (3,389,678)	$ (4,410,269)	$ (29,532,918)
Total Retail Trade (NAICS 44 – 45)	$ (3,319,892)	$ (4,232,755)	$ (25,457,148)
Total Food & Drink (NAICS 722)	$ (69,786)	$ (177,514)	$ (4,075,770)

Five-minute drive time estimated figures show leakage in Total Retail Trade in excess of $3.3 million. Estimates for Food & Drink category sales in comparison to projected demand indicate sales leakage of approximately $70,000 occurring in the five-minute drive time area, increasing to more than $4 million in the twenty-minute drive time area.

The relatively sound performance of the Food & Drink sector in the five-minute drive time – comparative to expected demand and more substantial leakage occurring at the other drive time intervals – could provide a basis for Food & Drink category expansion strategies that build upon and complement existing eating & drinking places and attractions to solidify and enhance the "pull" of the cluster. Substantial leakage occurring in the Retail Trade sector could point to opportunities for the expansion and recruitment of downtown West Union area retail establishments that are complementary to existing retail, service, education and civic uses that generate traffic on a consistent basis.

The following table presents a detail of sales surplus and leakage estimates for 27 industry groups in the Retail Trade sector and for the four industry groups within the Food Services & Drinking Places subsector for the West Union drive time markets.

Downtown West Union • ESRI Retail MarketPlace Report Summary

Sales Surplus & Leakage Analysis	**5 Minutes**	**10 Minutes**	**20 Minutes**
NAICS Code: Business Description	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate
Total Retail Trade and Food & Drink (NAICS 44 – 45, 722)	$ (3,389,678)	$ (4,410,269)	$ (29,532,918)
Total Retail Trade (NAICS 44 – 45)	$ (3,319,892)	$ (4,232,755)	$ (25,457,148)
Total Food & Drink (NAICS 722)	$ (69,786)	$ (177,514)	$ (4,075,770)
441: Motor Vehicle & Parts Dealers	$ (1,173,928)	$ (1,539,963)	$ (7,211,229)
4411: Automobile Dealers	$ (943,875)	$ (1,197,392)	$ (5,670,886)
4412: Other Motor Vehicle Dealers	$ (292,511)	$ (366,993)	$ (1,275,014)
4413: Auto Parts, Accessories, and Tire Stores	$ 62,458	$ 24,422	$ (265,329)
442: Furniture & Home Furnishings Stores	$ 361,524	$ 417,999	$ (761,180)
4421: Furniture Stores	$ 9,349	$ 10,765	$ (856,161)
4422: Home Furnishings Stores	$ 352,175	$ 407,234	$ 94,981
443/4431: Electronics & Appliance Stores	$ (460,798)	$ (550,679)	$ (1,566,775)
444: Bldg Materials, Garden Equip. & Supply Stores	$ 82,227	$ 19,605	$ (1,314,307)
4441: Building Material and Supplies Dealers	$ 253,118	$ 234,459	$ (840,705)
4442: Lawn and Garden Equipment and Supplies Stores	$ (170,891)	$ (214,854)	$ (473,602)
445: Food & Beverage Stores	$ (2,159,448)	$ (2,560,803)	$ (7,397,307)
4451: Grocery Stores	$ (2,322,912)	$ (2,738,050)	$ (7,538,205)
4452: Specialty Food Stores	$ 53,540	$ 70,636	$ 68,217
4453: Beer, Wine, and Liquor Stores	$ 109,924	$ 106,611	$ 72,681
446/4461: Health & Personal Care Stores	$ (495,172)	$ (592,459)	$ (2,016,517)
4474471: Gasoline Stations	$ 623,017	$ 752,004	$ 1,250,634
448: Clothing and Clothing Accessories Stores	$ (849,577)	$ (1,013,638)	$ (2,913,111)
4481: Clothing Stores	$ (825,132)	$ (999,661)	$ (2,799,363)
4482: Shoe Stores	$ -	$ -	$ -
4483: Jewelry, Luggage, and Leather Goods Stores	$ (24,445)	$ (13,977)	$ (113,748)

Data Source: ESRI Retail MarketPlace Profile, 2009.

Data Note: The polarity of surplus/leakage estimates shown in this report (as compared to those shown in the original ESRI reports) have been reversed to show a surplus as a positive amount, and to show a leakage as a negative amount.

Sales Surplus & Leakage Analysis	5 Minutes	10 Minutes	20 Minutes
NAICS Code: Business Description	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate
451: Sporting Goods, Hobby, Book, and Music Stores	$ (93,290)	$ (112,193)	$ (273,411)
4511: Sporting Goods/Hobby/Musical Instrument Stores	$ (93,290)	$ (112,193)	$ (273,411)
4512: Book, Periodical, and Music Stores	$ -	$ -	$ -
452: General Merchandise Stores	$ 1,424,006	$ 1,661,702	$ (1,198,819)
4521: Department Stores (Excluding Leased Depts.)	$ (1,380,298)	$ (1,648,297)	$ (4,508,818)
4529: Other General Merchandise Stores	$ 2,804,304	$ 3,309,999	$ 3,309,999
453: Miscellaneous Store Retailers	$ (210,810)	$ (272,986)	$ (794,809)
4531: Florists	$ 594	$ (6,915)	$ (24,930)
4532: Office Supplies, Stationery, and Gift Stores	$ (41,601)	$ (61,062)	$ (282,794)
4533: Used Merchandise Stores	$ (10,417)	$ (12,380)	$ 19,525
4539: Other Miscellaneous Store Retailers	$ (159,386)	$ (192,629)	$ (506,610)
454: Nonstore Retailers	$ (367,643)	$ (441,344)	$ (1,260,317)
4541: Electronic Shopping and Mail-Order Houses	$ -	$ -	$ -
4542: Vending Machine Operators	$ -	$ -	$ -
4543: Direct Selling Establishments	$ (367,643)	$ (441,344)	$ (1,260,317)
722: Food Services & Drinking Places	$ (69,786)	$ (177,514)	$ (4,075,770)
7221: Full-Service Restaurants	$ 1,096,379	$ 1,181,404	$ 944,031
7222: Limited-Service Eating Places	$ (735,377)	$ (882,910)	$ (4,204,587)
7223: Special Food Services	$ (143,867)	$ (170,981)	$ (422,489)
7224: Drinking Places (Alcoholic Beverages)	$ (286,921)	$ (305,027)	$ (392,725)

Data Source: ESRI Retail MarketPlace Profile, 2009.

Data Note: The polarity of surplus/leakage estimates shown in this report (as compared to those shown in the original ESRI reports) have been reversed to show a surplus as a positive amount, and to show a leakage as a negative amount.

Community Participation

The process behind the completion of this study was orchestrated to provide opportunities for West Union area residents and business persons to provide ideas and input that form the basis for this study's findings and directions for economic development and enhancement strategies. Public participation opportunities included:

- ► The performance of a consumer survey conducted as an intercept survey at various locations in the West Union Downtown district. A total sample of 396 consumer survey questionnaires was compiled as part of the study.
- ► The performance of a business survey completed by 79 West Union businesses.

Following is a categorized, capsule summary of key results and findings relevant to economic development, business improvement and downtown revitalization topics and initiatives explored throughout the course of this study.

Market Region

The regional geographic market is viewed as an important part of the West Union economy and efforts geared toward enhancing community visitor and tourist-related attractions stand to benefit area businesses. Yet, it is important to recognize the role that year-round residents have on the sustainability of the local economy. This fact appears to be recognized by businesses responding to the business survey, with 41% identifying West Union residents as their primary customer base, followed by neighboring community residents at 30%.

Main Street West Union Business Survey **Q.3: Which one of the following best describes your primary customer base?**		
Response	**Count**	**Percentage**
West Union residents (A)	25	41.0%
Neighboring community residents (B)	18	29.5%
Visitors and tourists (C)	2	3.3%
Other (D)	16	26.2%
TOTAL	**61**	**100.0%**

Findings from the consumer intercept survey tend to coincide with business survey findings, with more than 64% of respondents identifying their permanent residence with the West Union Zip Code of 52175. The next highest results, at 6%, were from intercept survey respondents who provided a Hawkeye, IA Zip Code (52147). In all, 45 different residential Zip Codes were provided by consumer intercept survey respondents.

Main Street West Union Consumer Intercept Survey **Q.1: In what Zip Code is your residence located?**		
Response	**Count**	**Percentage**
52175 – West Union, IA	256	64.6%
52147 – Hawkeye, IA	24	6.1%
52141 – Elgin, IA	21	5.3%
52135 – Clermont, IA	14	3.5%
52142 – Fayette, IA	12	3.0%
52169 – Wadena, IA	6	1.5%
52161 – Ossian, IA	5	1.3%
All Others (38 Unique)	50	12.6%
Undefined	8	2.0%
TOTAL	**396**	**100.0%**

Approximately 49% of intercept survey respondents indicated they live in West Union, while 12% indicated they live less than five miles from the district. Nineteen percent of survey respondents indicated that their residence is located more than 10 miles from West Union, demonstrating the important role that consumers from surrounding communities – and beyond – play in the local economy. Fifty-three percent of consumer survey respondents indicated their workplace was located in West Union or within 5 miles of West Union.

Business development strategies should recognize the local population as a dominant market force, while public improvements and enhancements might be designed with local residents, regional consumers and visitors in mind.

Attraction

When asked to identify how they first found out about, or what first attracted them to, West Union, 36% of consumer survey respondents selected "Job," and 32% selected "Family." Perhaps not coincidentally, consumer intercept survey participants most frequently indicated "Work" as the main purpose of their trip to West Union in conjunction with completing the survey questionnaire. Twenty-one percent of intercepted survey respondents indicated "Shopping" as the main purpose of their trip to West Union.

Main Street West Union Consumer Intercept Survey
Q.4: What is the main purpose of your trip to West Union today?

Response	Count	Percentage
Shopping (A)	70	20.5%
Eating/Drinking (B)	26	7.6%
Office Visit (C)	8	2.3%
Leisure/Recreation (D)	12	3.5%
Work (E)	150	44.0%
Other (F)	75	22.0%
TOTAL	**341**	**100.0%**

On a day-to-day basis, consumer survey results indicate that consumers come to West Union most frequently for the purpose of doing errands and/or business at an office or other service business, with about 53% of respondents indicating they come to West Union for these purposes on a daily basis and 32% on a weekly basis (Approximately 85% on a daily or weekly basis). About 66% of respondents come to West Union for eating, drinking and/or entertainment on a daily or weekly basis, and 79% shop in West Union on a daily or weekly basis. The figures are relatively strong overall, and particularly strong for service, office and retail establishments, suggesting that these business segments have effectively nurtured the existing consumer base to become regular, repeat clients.

Main Street West Union Consumer Intercept Survey Q.7 – Q.9
How often do you:

	Daily	Weekly	Monthly	Annually	Seldom/Never
Come to West Union to do errands and/or business at an office or other service business?	53.4%	32.4%	7.5%	1.3%	5.4%
Come to West Union for eating, drinking and/or entertainment?	27.0%	39.3%	19.6%	2.1%	12.0%
Shop in West Union?	29.9%	48.7%	12.4%	1.3%	7.7%

The findings could be directly related to business survey results that showed business owners and managers cited "Reputation" and "Customer Service" as the top reason for customers to do business with them. This is reflective of qualities and benefits, as opposed to commodities, that are nurtured through time, experience and interaction.

Patterns in consumer frequency reveal exceptional strength in the service sector and a demonstrated ability to attract repeat customers on an ongoing basis. So, too, the retail sector shows strength and, possibly, opportunities for expansion that capitalize on repeat business and consistent traffic patterns generated by existing and evolving retail clusters. Overall, attraction and consumer frequency patterns are uncommonly strong, demonstrating the community's ability to deliver needed and wanted goods and services to local and area consumers on a day-to-day basis.

Business development strategies should consider opportunities for the expansion and recruitment of business types that are compatible with, and could benefit from, traffic generated by service and retail business types that are most likely to attract consumers on an ongoing basis, such as existing retail clusters, financial institutions and other retail and non-retail uses that generate consistent traffic. Marketing and public relations efforts might seek to expand on the sense of West Union as the *region's* "hometown" to nurture an even stronger sense of West Union brand-loyalty. Public relations, advertising, marketing and cross-marketing efforts designed with a personal touch and to maintain frequent contact and interaction with local and regional residents should emphasize positive changes, available goods and services, and new experiences to be enjoyed in West Union.

Media Influences and Utilization

Survey findings on the influence of media on consumers and media utilized by businesses in the West Union area can provide direction for effective business and community marketing, promotion and cooperative advertising strategies. The information can also provide direction for communicating news and proposals for changes and improvements.

	Main Street West Union Consumer Survey Q.12: **Of the following, which two (2) media or advertising sources have the most influence on your purchasing decisions?**			West Union Business Survey Q.5: **Of the following, which two (2) media or advertising sources are most effective for your business?**		
	Consumer Survey			**Business Survey**		
Media Sources	**Count**	**Percent**	**Rank**	**Count**	**Percent**	**Rank**
Newspaper (A)	217	54.8%	1	34	43.0%	1
Shoppers Guide(B)	96	24.2%	3	5	6.3%	8
Yellow Pages (C)	13	3.3%	10	21	26.6%	3
Direct Mail (D)	30	7.6%	7	9	11.4%	6
Television (E)	100	25.3%	2	2	2.5%	10
Radio (F)	87	22.0%	4	15	19.0%	4
Internet (G)	48	12.1%	5	13	16.5%	5
Email (H)	18	4.5%	9	3	3.8%	9
Other (I)	25	6.3%	8	26	32.9%	2
None (J)	40	10.1%	6	8	10.1%	7
Data Notes: Multiple responses allowed. Percentages shown based upon total survey samples. Percentages will not equal 100%.						

Newspaper (55%), followed by Television (25%), Shoppers Guide (24%) and Radio (22%), was cited as the most influential media or advertising source by consumer survey participants responding to the question, "Of the following, which two media sources or advertising sources have the most influence on your purchasing decisions?"

Newspaper (43%) was also ranked highest by business survey participants in response to the question, "Of the following, which two media or advertising sources are most effective for your business?" "Other" sources (33%) ranked second among business survey participants, followed by Yellow Pages (27%) and Radio (19%).

Variances in the rankings of media and advertising sources by consumers and business could provide direction for certain businesses and West Union Main Street as they consider possibilities for reaching new audiences within the trade area through individual and cooperative marketing & advertising efforts. Fifteen business survey respondents (20%) indicated that they would consider participating in a West Union cooperative advertising or marketing program, suggesting that the timing for a concerted campaign that employs and experiments with various media and advertising sources could be opportune.

Internet Marketing and E-Commerce

The ranking of media preferences demonstrates the growing influence of the Internet as a news resource, for researching products and services, and for communicating with clients. The Internet – ranked as the fifth most influential and effective media or advertising source by both consumer survey and business survey respondents, respectively – can be a particularly valuable resource for businesses in rural communities with smaller populations because it provides the potential for businesses to expand their trade area well beyond local or regional geographies. Businesses with collectible, specialty, and custom merchandise lines, in particular, can use the Internet to market to the entire United States or even globally. Even traditional retailers and business carrying "staple" products are reaping benefits as, more and more, consumers use the Internet to "shop and compare" products and services, and then use the Internet – in much the same way previous generations of consumers used the Yellow Pages – as a resource to find a local outlet or vendor where they can make their purchase.

Based on business survey results, it appears that only a minority of West Union businesses are fully capitalizing on the Internet phenomenon. Thirty-seven businesses (47% of survey respondents) indicated that their business has an Internet website; six businesses (17% of respondents with websites) indicated that shoppers can make purchases on their websites; and thirteen businesses (17%) indicated they find the Internet to be one of the two most effective media or advertising sources for their businesses. West Union marketing and cooperative advertising efforts should consider how the Internet might be used even more effectively to communicate with consumers and to further community & business development goals.

Business development efforts should also consider how the growing influence of the Internet and E-Commerce might impact local business retention, expansion and recruitment strategies – both positively and negatively. Specialty businesses that otherwise might **not** be sustainable if left to rely exclusively on the local trade area, but that have product lines conducive to E-Commerce, may be candidates for expansion and recruitment. Conversely, consideration must be afforded as to how E-Commerce might pose competition for existing and desired businesses.

Competitive Comparison

A sense of West Union's retail competition can be gained from consumer survey responses to the question, "Where do you do most of your non-grocery shopping?" While West Union fared well in the results, competition posed by the nearby and larger Decorah and Waterloo/Cedar Falls retail markets is evident in the results.

Main Street West Union Consumer Intercept Survey
Q.5: Where do you do most of your non-grocery shopping (i.e., apparel, home furnishings, sporting goods, etc.)?

Response	Count	Percentage
West Union (A)	140	35.4%
Decorah (B)	198	50.0%
Waterloo/Cedar Falls (C)	134	33.8%
Prairie du Chien (D)	52	13.1%
Cedar Rapids (E)	33	8.3%
Rochester (F)	16	4.0%
Internet (G)	19	4.8%
Mail Order/Catalogs (H)	9	2.3%

Data Note: Multiple responses allowed. Percentages shown based on total survey sample. Percentages will not equal 100%.

When asked to choose from a list of select merchandise lines, Apparel (63%) was chosen by the highest frequency of consumer survey respondents, followed by Home Furnishings (33%), Building Supplies (26%) and Sporting Goods (23%). The findings could point to opportunities for the expansion of certain merchandise lines in West Union to meet unmet local demand.

Consumer survey participants were also asked to compare West Union to other places they frequently shop and do business. Based on the frequency of "stronger" responses, West Union's strengths and competitive advantages versus the competition appear to include:

Item/Feature	Percent Rating as "Stronger"
▪ Convenience	49.1%
▪ Parking Convenience	42.0%
▪ Customer Service	40.8%

Based on the frequency of "weaker" responses, West Union's liabilities and competitive disadvantages as perceived by area consumers include:

Item/Feature	Percent Rating as "Weaker"
▪ Selection & Variety	70.8%
▪ Prices & Value	58.7%

Marketing and business development efforts should seek to capitalize on those features already "known" as being strengths and having appeal among trade area consumers, and might also seek to promote and demonstrate downtown features that will help to overcome consumers' negative perceptions.

Downtown Priorities

Consumer and business survey respondents tend to share some similar views in considering priorities for possible West Union enhancement efforts. Both groups place a high value on efforts to improve downtown streets and sidewalks – ranked as a "High Priority" by 33% of consumer survey respondents and by 35% of business survey respondents. Efforts to beautify the West Union area and to stage additional festivals and special events in the West Union Area also scored well among consumers, ranked as "High" priorities by 27% and 26% of consumer survey respondents, respectively.

Main Street West Union Consumer Survey Q14.1 – Q14.5 | West Union Business Survey Q16.1 – Q16.5

Would you place a high, moderate or low priority on possible West Union enhancement efforts to:

	Consumer Survey			Business Survey		
	High	Moderate	Low	High	Moderate	Low
Restore and preserve the West Union's historic character?	22% (4)	51%	19%	11% (5)	45%	37%
Beautify the West Union area with landscaping, flowers, banners, etc.?	27% (2)	51%	16%	15% (3)	47%	32%
Stage additional festivals and special events in the West Union area?	26% (3)	47%	20%	14% (4)	37%	41%
Improve the downtown streets and sidewalks?	33% (1)	40%	22%	35% (1)	35%	27%
Improve and/or create more housing in the West Union area?	20% (5)	45%	25%	16% (2)	52%	27%

Notes: Ranking of "High" value frequency among survey group/items shown in parentheses. "No Opinion" responses omitted from table.

Input regarding priorities generally aligns with suggestions offered by consumer and business survey respondents when asked, "What is the first thing that should be done to improve West Union?" Economic Development initiatives, largely revolving around business recruitment efforts, ranked highest among both groups, followed by various Design-oriented subjects and topics emphasizing streetscape, streets and sidewalks improvements.

Main Street West Union Consumer Intercept Survey Q.16 | West Union Business Survey Q.17

What is the first thing that should be done to improve West Union?

Category/Topic	Consumer Survey	Business Survey
Economic Development	**109**	**37**
- Add/Recruit – Industry/Employment	60	24
- Add/Recruit Businesses – Retail/General/Other	44	8
- Housing	5	--
- Incentives	--	3
- Business Retention	--	2
Design	**108**	**17**
- Streetscape; Streets and Sidewalks	82	15
- Maintenance/Appearances	13	2
- Beautification	8	--
- Transportation	4	--
- Parking	1	--
Other/Undefined	**41**	**3**
Marketing & Promotion	**16**	**2**
- Image/Awareness (11)	11	1
- Events/Entertainment (5)	5	1
Category: Organization/Public Relations	**7**	**3**

Data Note: Summary of most frequent responses, categorized for tabulation purposes and shown based on frequency.

Potential Activities and Attractions

Consumer intercept survey participants were asked to identify specific types of additional activities or new attractions that would draw them to West Union. The categorized results displayed in the table below could provide direction for certain community & economic development initiatives designed to enhance the allure and "drawing card" qualities of West Union.

Main Street West Union Consumer Intercept Survey **Q.11: What specific type of additional activities or new attractions would draw you to West Union?**	
Category/Subcategory	**Count**
Entertainment	**123**
- Theater/Movies (87)	
- Activities/Events (13)	
- Amusements (11)	
- Music (9)	
- General/Other (3)	
Sports & Recreation	**55**
- Sports, Recreation and Fitness (45)	
- Activities and Events (5)	
- General/Other (5)	
Retail and Shopping	**38**
- Eating & Drinking Places (14)	
- Food and Beverage Stores (8)	
- Specialty Retail (7)	
- General/Other (4)	
- Clothing and Accessories (3)	
- Automotive (2)	
Parks and Trails	**23**
Family Activities	**18**
- Children, Youth and Teens (14)	
- General/Other (4)	
Data Note: Summary of most frequent responses, categorized for tabulation purposes and shown based on frequency. Up to two responses allowed per questionnaire.	

Business Opportunities

Surveys were among a number of tools used to help identify and gauge the potential for possible business expansion and recruitment prospects in downtown West Union. The information is helpful in assessing business opportunities and in identifying possible gaps in the downtown business mix.

Consumer survey responses to the open ended question, "What specific type of new business would you patronize in West Union?" could provide additional insight and help to gauge how the trade area might respond to various types of new and expanded businesses. The following table displays a categorized listing of suggestions for business types most frequently cited by consumer survey respondents.

Main Street West Union Consumer Intercept Survey
Q.10: What specific type of new businesses would you patronize in West Union?

Category/Subcategory	Count
Food and Beverage Stores	**99**
- Grocery Stores (82)	
- Specialty Foods and Bakery (11)	
- Other/Undefined (6)	
Eating & Drinking Places	**90**
- Restaurants (46)	
- Coffee/Tea (19)	
- Limited Service & Fast Food (16)	
- Pubs and Taverns (5)	
- General/Undefined (4)	
Clothing and Clothing Accessories	**85**
- General Clothing and Accessories (57)	
- Shoes (15)	
- Women's Clothing (6)	
- Men's Clothing (5)	
- Other/Undefined (2)	
General Merchandise	**50**
- Discount/Variety Stores (39)	
- Used Merchandise (6)	
- Department Stores (5)	
Specialty Retail	**30**
- Arts, Crafts and Hobbies (11)	
- Books and Music (8)	
- Gifts, Floral and Stationery (7)	
- Antiques (4)	
Gasoline Stations and Convenience Stores	**25**
Entertainment – Theaters/Movies	**22**
Category: Sporting Goods	**19**

Data Note: Summary of most frequent responses, categorized for tabulation purposes and shown based on frequency.

Business Climate and Opportunities

Certain business survey results provide a general indication of the existing business climate in West Union and the potential for existing area businesses to expand. Survey findings, along with ESRI data, can provide direction for business retention and expansion efforts, including possibilities for providing business assistance and programs that could catalyze private reinvestment and positive changes in West Union. The business survey questionnaire was completed by 79 businesses.

Business Tenure and Ownership

Tenure of businesses provides an indication of the business community's stability, the market's ability to sustain businesses, and West Union's appeal as a place for investors and entrepreneurs. Seventy-three percent of businesses participating in the survey have existed in West Union for ten or more years – a figure that could be viewed as an indicator of stability in the business mix, but that could also suggest the need for a certain level of succession planning given that 39 businesses (49%) indicated they have been operating for 20 or more years.

Main Street West Union Business Survey
Q.2: How long has your business existed in West Union?

Response	Count	Percentage
Less than 1 year (A)	2	2.5%
1 to 4 years (B)	7	8.9%
5 to 9 years (C)	12	15.2%
10 to 20 years (D)	19	24.1%
20+ years (E)	39	49.4%
TOTAL	**79**	**100.0%**

Nine respondents (11%) to the business survey indicated their business has existed in West Union for 4 years or less. The frequency in new business start-ups is indicative of a community that has been effective in attracting new entrepreneurs and investors.

Seventy-nine percent of business survey respondents indicated they own their business location and only 21% rent their business location. High frequency in ownership, along with the relatively large percentage of businesses having been in operation for 10 or more years, could be viewed as a mark of stability and "staying power" in the West Union business community.

Potential Business Expansion

The retention and expansion of existing businesses is a key to successful business development and recruitment efforts. Business survey results suggest that West Union business owners are optimistic about the future and are contemplating opportunities for expansion, with 58% of business survey respondents indicating "High" or "Some" likelihood for their business to expand within the next one or two years.

Main Street West Union Business Survey
Q.9: Which of the following best describes the potential for your business to expand within the next 1 or 2 years?

Response	Count	Percentage
High likelihood (A)	12	15.4%
Some likelihood (B)	33	42.3%
Low likelihood (C)	22	28.2%
No likelihood (D)	11	14.1%
TOTAL	**78**	**100.0%**

Business survey participants also provide insight on possible changes that could occur within the area and the business mix based on affirmative responses to a list of possible changes or modifications.

Main Street West Union Business Survey **Q.10: In the next year or two, do you plan to change or modify your business in any of the following ways?**		
Response	**Count**	**Percentage**
Expand your business (A)	20	25.3%
Down-size your business (B)	4	5.1%
Expand hours of operation (C)	6	7.6%
Decrease hours of operation (D)	1	1.3%
Increase marketing (E)	11	13.9%
Decrease marketing (F)	0	0.0%
Expand store inventory (G)	9	11.4%
Decrease store inventory (H)	2	2.5%
Increase number of employees (I)	19	24.1%
Decrease number of employees (J)	1	1.3%
Start and/or complete building improvements (K)	28	35.4%
Relocate your business within West Union (L)	1	1.3%
Move your business out of West Union (M)	1	1.3%
Sell your business (N)	5	6.3%
Close your business (O)	0	0.0%
Other (P)	4	5.1%
Data Note: Multiple responses allowed. Percentages shown based on total survey sample. Percentages will not equal 100%.		

The frequency of businesses indicating plans to expand their business (25%), increase marketing (14%), expand their inventory (11%), increase their number of employees (24%), and start or complete building improvements within the next year or two (35%) are positive economic indicators for West Union. Seven businesses indicated plans to move their business out of West Union or sell their business within the next year or two. No business survey respondents indicated plans to close their business during that same time period.

Direction for possible West Union business assistance and development efforts that could help to promote positive changes and catalyze investment is provided by business survey respondents indicating whether they would be inclined to use various types of programs and incentives. Eighteen percent of respondents indicated an interest in marketing seminars and low-interest building improvement loans, while 17% indicated interest in low-interest lines of credit.

Main Street West Union Business Survey **Q.11: Would you be inclined to use any of the following business programs and incentives?**		
Response	**Count**	**Percentage**
Tax/Financial seminars (A)	7	8.9%
Marketing seminars (B)	14	17.7%
Bookkeeping/Management seminars (C)	5	6.3%
Web-based sales assistance (D)	12	15.2%
Low-interest lines of credit (E)	13	16.5%
Low-interest building improvement loans (F)	14	17.7%
Free/low-cost building improvement design service(G)	12	15.2%
Assistance to sell your building and/or business (H)	7	8.9%
Other (I)	3	3.8%
Data Note: Multiple responses allowed. Percentages shown based on total survey sample. Percentages will not equal 100%.		

Complementary Business Opportunities

Business survey participants were provided an opportunity to identify complementary business opportunities for West Union by listing up to three types of new business that, located near them, would help their business generate more revenue. The categorized results are displayed in the following table.

Main Street West Union Business Survey **Q.8: What type of new businesses, located near you, would help your business generate more revenue?**	
Category/Subcategory	**Count**
Industrial – Industries, Factories and Jobs	**25**
Other – General/Other and Undefined	**10**
Services	**9**
- Professional/Office (4)	
- Medical (3)	
- Real Estate (2)	
Clothing and Clothing Accessories	**8**
- Shoes (4)	
- General/Other Clothing (3)	
- Women's Clothing (1)	
Retail – General/Other and Undefined	**8**
Food and Beverage Stores	**7**
- Grocery Stores (5)	
- Specialty Foods (2)	
Gasoline Stations and Convenience Stores	**5**
General Merchandise – Discount and Variety Stores	**4**
Sporting Goods Stores	**3**
Specialty Retail – Art, Gifts, Floral, etc.	**2**
Data Note: Summary of most frequent responses, categorized for tabulation purposes and shown based on frequency. Up to two responses allowed per questionnaire.	

Business Mix and Occupancy Levels

West Union features a well-balanced business mix that includes general merchandise and specialty retailers, eating & drinking establishments, services businesses, professional offices, residential units, and lodging, educational, institutional and civic facilities. A breakdown of the West Union building inventory by general business category or use and estimates of ground level square feet occupancy demonstrates the diverse nature of the business community.

Summary of Ground Floor Commercial Space Utilization in West Union						
Inventory of Buildings:	**Downtown Area**		**Outlying Area**		**Total West Union**	
Business Type	**Est. Sq Ft.**	**% of Area**	**Est. Sq Ft.**	**% of Area**	**Est. Sq Ft.**	**% of Area**
Retail- General	34,080	14.8%	127,610	13.8%	161,690	14.0%
Retail- Food & Drink	12,517	5.4%	11,631	1.3%	24,148	2.1%
Subtotal	**46,597**	**20.2%**	**139,241**	**15.0%**	**185,838**	**16.0%**
Service & Office	108,088	46.9%	187,174	20.2%	295,262	25.5%
Exempt	11,308	4.9%	18,161	2.0%	29,469	2.5%
Lodging & Apartments	8,534	3.7%	135,129	14.6%	143,663	12.4%
Warehouse/Office	47,687	20.7%	171,753	18.5%	219,440	18.9%
Manufacturing	-	0.0%	276,449	29.8%	276,449	23.9%
Vacant	4,788	2.1%	-	0.0%	4,788	0.4%
Residential	3,532	1.5%	-	0.0%	3,532	0.3%
Subtotal	**183,937**	**79.8%**	**788,666**	**85.0%**	**972,603**	**84.0%**
Estimated Total: Ground SF	**230,534**	**100.0%**	**927,907**	**100.0%**	**1,158,441**	**100.0%**
Data source: Main Street West Union, June 2009. Percentages may not equal 100% due to rounding						

Leasing and Sales Data

Data on leasing rates and sales volume collected through the business survey provides key economic data that can be shared with potential business prospects and investors considering opportunities in West Union. The data should also be used as a benchmark to measure changes and progress stemming from West Union enhancement and economic development initiatives.

Because nearly 80% of business survey respondents indicated they own their business location, the sample on square foot rent expenses is limited to just 13 business survey respondents. The results indicate that annual rent per square foot expenses for commercial spaces tend are concentrated below $10 per square foot, not including utilities. Based on survey sample, median annual rents are estimated to lie within a range of $3 to $5 per square foot, and average annual rental rates are estimated to range from about $4.50 to $6.60 per square foot, not including utilities. No survey respondents reported an annual rate of more than $10 per square foot.

Survey results show that annual sales per square foot are distributed across a range from less than $50 to more than $200 per square foot, with 42% of those businesses reporting annual sales of $100 or less per square foot; and 25% reporting annual sales per square foot of $200 or more. Based on the survey sample of 24 businesses reporting, median annual sales per square foot are estimated in a range of $100 to $150 per square foot, and average annual sales per square foot for all business types reporting are estimated at approximately $135 per square foot.

Estimating Retail Market Share and Potential

Estimates of retail trade area potential sales and actual sales, along with estimates of square feet for various retail business types, are analyzed to provide an indication of West Union's current market share. The estimate of market share can be used to assess opportunities for retail growth.

Potential sales is an estimate of the amount of money that could be spent on retail goods and services by residents within a defined trade area based on the area's income, population, households and other variables. Potential and actual sales estimates for the Retail and Food & Drink categories in the 20-minute drive time area, as reported in the 2009 ESRI Retail MarketPlace Profile report, are shown in the following table:

2009 ESRI Estimates of Potential and Actual Sales for Retail and Food & Drink – 20 Minute Drive Time Area		
Category/NAICS	Potential Sales Estimate	Actual Sales Estimate
Retail (44-45)	$61,441,523	$35,984,375
Food & Drink (772)	$9,122,423	$5,046,653
Total	**$70,563,946**	**$41,031,028**
Estimates based on 2009 data. Actual sales estimate sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) represents the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. Sources: ESRI Retail MarketPlace Profile Report, 2009.		

Market share estimates are based on the calculation of estimates for sales per square foot and square feet of commercial space in each category. The estimate of market share uses the estimated average of $135 per square foot in annual retail sales based on figures reported by Main Street West Union business survey participants. The estimated average recognizes the wide range in sales per square foot that will be generated by different retail business types.

An estimate of market share can be calculated by dividing the trade area's potential sales and actual sales by the estimate of sales based on square feet. The calculation of market share uses the estimate of square feet occupied by Retail and Food & Drink establishments based on the building and business inventory compiled by Main Street West Union at the time of this study. The following tables show figures used to calculate estimated sales and market share of potential and actual sales in the 20-minute Drive Time Area for downtown and West Union area Retail and Food & Drink establishments.

Estimate of Downtown West Union Market Share of 20 Minute Drive Time Area Potential and Actual Sales				
Category	Downtown Sq. Ft. (From Inventory)	Estimated Sales (SF x $135)	Est. Share of 20M Potential Sales	Est. Share of 20M Actual Sales
Retail	34,080	$4,600,800	7.5%	12.8%
Food & Drink	12,517	$1,689,795	18.5%	33.5%
Total: Retail, Food & Drink	**46,597**	**$6,290,595**	**8.9%**	**15.3%**
Data Sources: ESRI; Main Street West Union; and Main Street West Union Business Survey (2009).				

A comparison of estimates for potential and actual sales in the 20-minute Drive Time Area indicates that downtown West Union area retail establishments are capturing an estimated 7.5% of potential and 12.8% of actual 20-minute Drive Time Area retail category sales. Sales and capture estimates for downtown West Union area Food & Drink establishments reveal strength in the regional market, with estimated capture rates of 18.5% of potential sales and 33.5% of actual sales in the 20-minute Drive Time Area. The findings could point to opportunities to further develop the downtown district as a regional destination for eating, drinking and entertainment.

Estimate of West Union (Total) Market Share of 20 Minute Drive Time Area Potential and Actual Sales				
Category	West Union Sq. Ft. (From Inventory)	Estimated Sales (SF x $135)	Est. Share of 20M Potential Sales	Est. Share of 20M Actual Sales
Retail	161,690	$21,828,150	35.5%	60.7%
Food & Drink	24,148	$3,259,980	35.7%	64.6%
Total: Retail, Food & Drink	**185,838**	**$25,088,130**	**35.6%**	**61.1%**
Data Sources: ESRI; Main Street West Union; and Main Street West Union Business Survey (2009).				

A comparison of estimates for potential and actual sales in the 20-minute Drive Time Area indicates that West Union area (downtown and outlying areas) Retail and Food & Drink establishments are capturing an overall estimated 35.6% of potential and 61.1% of actual 20-minute Drive Time Area sales. Capture rates of potential sales for the Retail category and Food & Drink Category are nearly identical, while market share estimates of actual sales are slightly stronger for the Food & Drink category.

Estimates of Potential Expansion

The existing strengths of the West Union business mix and its relatively strong performance in the local and regional markets are assets that must be capitalized upon as part of a retail growth strategy. The comprehensive downtown and community enhancement efforts being spearheaded by Main Street West Union and the West Union Chamber of Commerce will also play a key role in attracting consumers and, ultimately, further increasing the community's market share. However, because it will take time to implement some of the key strategies and projects that will make West Union an even more appealing place for consumers and investors, and given current challenges to expansion related to capital markets and other economic trends beyond the control of West Union, a conservative estimate of potential retail expansion may be most appropriate.

A conservative 5-year estimate for Retail and Food & Drink sectors expansion could be based on a goal of increasing West Union's overall market share of 20-minute drive time area potential sales by 5% to 10% (about 1% to 2% per year), or by about 1.8% to 3.6% as a proportionate increase of the existing 20-minute Drive Time Area market share. If the goal of a 5% to 10% five-year rate of increase in market share were to be achieved, the current overall market share estimate of potential sales of 35.6% would increase to approximately 37.4% to 39.2%. Using this 5-year market share increase-based scenario, and based on constant dollars, West Union could potentially support about 9,600 to 19,000 square feet of new and expanded Retail and Food & Drink uses.

Calculation of Potential Sales Growth and Additional Floor Space Supported – West Union	+ 5% Market Share	+10% Market Share
Estimate of Potential Sales (Demand) – 20-Minute Drive Time Area	$ 70,563,946	$ 70,563,946
Times: Proposed Market Share	37.4%	39.2%
Equals: Total Sales Generated	$ 26,390,916	$ 27,661,067
Less: Current Sales Estimate	$ 25,088,130	$ 25,088,130
Equals: Increase in Sales Generated	$ 1,302,786	$ 2,572,937
Divided by: Estimated Average of Sales per Square Foot	$ 135	$ 135
Equals: 5-Year Estimate of Additional Floor Space Supported	**9,650**	**19,059**

While the calculations shown above use actual data and numbers available at the time of the study they may, in some instances, serve more appropriately as examples for calculating potential expansion. More conservative or aggressive estimates for growth might be calculated and be considered reasonable and attainable based on more innate, local knowledge of current trends and actual development occurring within the downtown district, the community, and the surrounding area.

Opportunities

Retail Uses

Market research findings provide general direction for various retail business types and merchandise lines that could be prime candidates and appropriate for expansion and recruitment in West Union. Business types and merchandise lines that might be top candidates for expansion and recruitment, based on the existing business mix, trends in the marketplace and related findings from public input, consumer and business surveys, and the sales surplus & leakage analysis performed as part of this study include:

1. Food Services & Drinking Places (NAICS 722)

- Price Points: All
- Subcategories & Merchandise Lines:
    - NAICS 7221 – Full – Service Restaurants – Casual to Upscale
    - NAICS 7222 –Limited Service Restaurants
    - NAICS 7224 – Drinking Places (Alcoholic Beverages)
- Target Markets: Local and Regional Residents; Downtown Employees; Visitors
- Notes: Analysis of Sales Surplus & Leakage estimates suggest some strength in the full service restaurant sub-category across all drive time areas. Surplus in the five minute drive time area for this sub-category is estimated at over $1 million. The category overall, however, shows leakage of more than $69,000 at the five minute drive time level, and sales leakage at the ten and twenty minute drive time levels is estimated at $477,000 and more than $4 million respectively. Consumer survey findings reveal strong consumer demand for the expansion of eating and drinking establishments and options in West Union. The confluence of data and findings lends support for the expansion of existing establishments, or for the entry of new full-service restaurants, limited-service eating places, and/or drinking places. The existing and evolving cluster of eating and drinking establishments in the downtown district provides certain energy for compatible and complementary establishments that will further enhance the downtown as a destination for eating, drinking and entertainment. Concepts might incorporate special menu items and West Union-branded selections featuring locally produced items (i.e., produce, meats, baked goods, etc.), natural and organic foods, and seasonal specials.

2. Clothing and Clothing Accessories Stores (NAICS 448)

- Price Points: Middle
- Subcategories & Merchandise Lines:
    - NAICS 4481 – Clothing Stores
    - NAICS 4483 – Jewelry, Luggage & Leather Goods Stores
- Target Markets: Local and Regional Residents; Visitors
- Notes: Consumer survey results show strong demand for clothing stores. These business types and merchandise lines are typically difficult to recruit and locate within a traditional, small town business district. However, strong local demand in combination with sales leakage reported across all categories and drive-time geographies – along with consumer survey results showing that 63% of respondents are leaving West Union to purchase Apparel – would seem to point to opportunities for expansion into these product lines, or for the addition of clothing stores. ESRI 2009 sales surplus & leakage figures estimate sales leakage of about $849,000 to $1 million in the ten and five-minute drive time areas, respectively, and sales leakage of approximately $2.9 million in the 20-minute drive time area. Still, recruitment of clothing retailers could prove difficult and the best prospects may be realized in opportunities for existing businesses to expand into new merchandise lines and price points, with particular emphasis on family clothing, casual clothing and clothing accessories.

3. Food & Beverage Stores (NAICS 445)

- Price Points: Middle
- Subcategories & Merchandise Lines:
  - NAICS 4451 – Grocery Stores
  - NAICS 4452 – Specialty Food Stores
  - NAICS 4453 – Beer, Wine & Liquor Stores
- Target Markets: Local and Regional Residents
- Notes: The Food and Beverage Stores category garnered the most attention and suggestions from consumer survey participants, with grocery stores and product lines overwhelmingly cited as a need. ESRI sales leakage in the Food and Beverage Store category is estimated at about $2.1 million in the five-minute drive time area; $2.6 million in the ten-minute drive time area; and $7.4 million in the 20-minute drive time. What can not be definitively ascertained from ESRI sales surplus & leakage estimates is the amount of Food & Beverage category sales being absorbed by "Other General Merchandise Stores" (NAICS 4529) that show sales surplus estimated in amounts ranging from $2.8 million to $3.3 million in the drive time geographies. Nevertheless, survey results that show local consumers shopping locally at extraordinarily high frequencies, along with the propensity of consumers, in general, to shop for groceries as close to home as possible would seem to point to opportunities for the re-positioning and/or expansion of grocery store product lines in West Union.

4. Miscellaneous Store Retailers (NAICS 453)

- Price Points: Middle to Upper
- Subcategories & Merchandise Lines:
  - NAICS 4532 – Office Supplies, Stationery & Gift Stores
  - NAICS 4533 – Used Merchandise Stores
- Target Markets: Local and Regional Residents; Visitors
- Notes: Consumer survey results point to business types specific to this category, as well as "cross-over" specialty retailers and product lines that are categorized in sporting goods, hobby and musical instrument stores (NAICS 4511); and book, periodical and music stores (NAICS 4512). ESRI reports show sales leakage in the Miscellaneous Store Retailers category ranging from about $210,000 to $795,000 across the drive time geographies; and the Sporting Goods, Hobby, Book and Music Stores category shows sales leakage ranging from about $93,000 to $273,000 across the drive time geographies. Examples of specialty and miscellaneous retail lines that could have potential for expansion and that would appear especially complementary to existing businesses and evolving clusters in the downtown district could include: gifts and novelties; used merchandise and antiques; specialty sporting goods lines; and hobbies & crafts. Used quality clothing stores or resale boutiques, specializing in lines such as maternity wear, children's wear, family clothing, etc, might also offer a more realistic and immediate opportunity to capture a segment of unmet demand for clothing and clothing accessories stores.

In addition to retail uses showing potential for expansion and recruitment, consumer survey participants expressed strong demand for a theater or movie theater and, to lesser extent, for sports, recreation and fitness facilities.

Office and Service Uses

The office and service sector plays an important role in generating consistent traffic for West Union commercial distrcts, as evidenced by the fact that 86% of consumer survey respondents indicated that they visit West Union on a daily or weekly basis to do business at an office or service-related business.

Trends and projections pointing to a moderate decrease in the drive time area's population and number of households through 2014 might ordinarily suggest little demand for new services and office uses in West Union. However, certain trends could serve to essentially change the behavior of the market and generate demand for additional office and service uses including:

- Continued transition to a service-oriented society.
- Increasing demand for personal care and medical services related to the "Graying of America" phenomenon.
- The downtown West Union district's appeal to professional office and service businesses that will continue to grow as success is realized from the community's downtown enhancement efforts including, in particular, the "green" streetscape enhancement pilot initiative that could heighten the downtown district's appeal as a location among certain professional, office and service provider segments.

Office and services uses in West Union already play an important role in the community's economy and sense of vitality and, predictably, will continue to do so in the future. These uses should continue to be encouraged to locate within the community, and underutilized spaces and potential redevelopment sites in the downtown area might be targeted to accommodate these uses as a means of increasing the daytime employment population and consumer traffic patterns that will help to support a quality mix of retail and eating & drinking establishments.

Housing

Consumer survey results lend support for proposals to improve housing and develop new housing of various styles. In all, 153 consumer survey respondents (41%) indicated "Yes" or Maybe" when asked if they would consider living in new or improved housing that could be developed in the West Union area.

Main Street West Union Consumer Intercept Survey **Q.17: Would you consider living in new or improved housing that could be developed in the West Union area?**		
Response	**Count**	**Percentage**
Yes (A)	56	15.1%
Maybe (B)	97	26.2%
No (C)	217	58.6%
TOTAL	**370**	**100.0%**

Those indicating that they would consider living in the area expressed interest in a variety of housing styles and in both rental and owned units. Of those who expressed interest in living in improved or new housing in the West Union area, 60% indicated they would be interested in a single-family home; 33% would consider a condominium or townhouse; 15% would consider an apartment; and 12% expressed interest in assisted living. Notably, 7% indicated interest in an upper-level apartment/loft – a housing style that is well-suited to the adaptive reuse of underutilized and vacant levels of commercial buildings in traditional downtown business districts.

ESRI Population and household projections anticipate that the number of housing units in the five minute drive time area will not change in number from 2009 to 2014. Rental units are anticipated to decrease by 8 units by 2014, while owner-occupied units are projected to decrease by 33 and vacant units are anticipated to increase by 40.

ESRI estimates and projections do not appear to reflect the same optimism or potential revealed in consumer survey findings. However, more recent trends in area housing that may not yet be reflected in U.S. Census figures and ESRI projections, along with findings from the Main Street West Union consumer survey, paint a more promising picture and may, indeed, offer a more accurate "real time" snapshot of the housing market's potential for growth.

First Steps Implementation Strategy

The Main Street West Union Market Study provides a snapshot of the area business community today and explores opportunities for the future. The time frame for planning and implementing projects based on findings and opportunities identified as part of this study could extend up to three, five or ten years – or even more.

Because community & economic development occurs within a dynamic environment, no set of specific implementation steps can remain valid for such a long time. Even in the short term, changing economic, social, political and cultural conditions may dictate a different sequence of events. Some projects might be implemented earlier if the right set of opportunities present themselves, or the community may determine that a project should be tabled as new opportunities emerge and others take priority. Because of these limitations, an implementation strategy can only be a general guide for implementing key aspects of the study.

The First Steps Implementation Strategy summarizes and prioritizes projects and activities that, undertaken as part of a comprehensive and incremental approach to business and economic development, will advance long-term community development and enhancement goals for West Union.

Key market study findings and implications are summarized and potential “Action Steps” are organized in the areas of Business Improvement, Promotion, Design and Organization – a format consistent with Main Street West Union’s organizational structure and its 4-point approach. By the very nature of the market study, implementation strategy actions are primarily focused in the areas of business improvement and promotion. So, too, it will be critical to involve other partners, including the City of West Union and West Union Chamber of Commerce, in the planning and execution of projects and initiatives that are consistent with broader community & economic development goals and strategies.

The list of potential projects and actions contained in this summary report is neither exhaustive nor exclusive. In fact, potential projects and actions compiled in the following grids might quite simply resemble “the obvious.” Realistically, the notion of compiling a comprehensive Implementation Strategy based on the mere analysis of market data and a single site visit is impractical. The suggestions and recommendations for action appearing here, then, should be viewed in that context and considered as a “starting point” for the development of a more comprehensive and meaningful strategy that is the product of market analysis findings, local knowledge, and the continued participation of Main Street West Union representatives, partners, local business persons, community leaders and residents working together.

Priority Action Steps – Organization

Action	Description	Priority Level
1	Work with Main Street West Union committees and partner organizations to disseminate the findings – and related projects – related to this study, to identify project funding needs, and to pursue funding sources and implement projects adopted as a result of this study	0
2	Work with committees to review volunteer requirements, identify potential sources for volunteers, and assist the committees in the recruitment and training of volunteers necessary to implement projects adopted as a result of this study	0
3	Work to involve community partners, residents, business leaders, elected officials, community leaders and representatives from other community organizations in all phases of community and downtown enhancement initiatives planning, implementation and management	0
4	Maintain an aggressive, ongoing public relations program to disseminate findings from the market study and to publicize plans, projects and results stemming from the market study	0

Priority Level Key:

0 = Immediate and/or Ongoing   1 = Within 1 Year   2 = Within 2 Years   3 = Within 3 Years

Business Improvement Action Steps

Action	Description	Priority Level
1	Distribute a summary version of the market study to West Union business and property owners, and to potential business prospects and investors	0
2	Update and maintain the downtown and community commercial property and business inventory; maintain a current list of available properties and businesses and distribute the list to area realtors and brokers as changes occur	0
3	Promote and encourage adaptive reuse and redevelopment opportunities for housing with a special emphasis on opportunities for underutilized and vacant spaces in the upper levels of downtown commercial buildings and potential redevelopment sites in, or in the area immediately surrounding, the downtown business district	0
4	Devise fact sheets or similar written materials that can be readily updated to describe and promote available business programs and incentives, such as façade design assistance, façade improvement loans and grants, management and marketing consultations, and property and client referrals	1
5	Organize or fully institute a Business Visitation Program as the first step toward a business assistance program that engages businesses, promotes available resources, and facilitates the delivery of business assistance resources, as well as to identify and engage prospective businesses for expansion	1
6	Identify and assist businesses in succession planning by using resources and facilitating access to assistance available through Main Street Iowa and other local, regional and state resources	1
7	Assess existing e-commerce capabilities among West Union businesses; work to establish technical assistance and programs to promote e-commerce; tie e-commerce enabled businesses together in a special directory accessible through the West Union portal website, as well as through links from all participating business websites and other community – and global – websites and social media applications, as appropriate	2
8	Develop business promotional materials and continue to work toward an enhanced Main Street West Union website as a tool for passive and active recruitment of targeted business prospects	2
9	Identify and assist businesses that may be candidates for expansion based on product lines identified in the market study and interest discovered through the Business Visitation Program	2
10	Identify and actively recruit specific business types and prospects based on business types identified in the market study and the availability of appropriate spaces	2
11	Facilitate cooperative advertising and marketing efforts that involve property owners and agents to market available space and potential infill and redevelopment opportunities	3

Priority Level Key:			
0 = Immediate and/or Ongoing	1 = Within 1 Year	2 = Within 2 Years	3 = Within 3 Years

Promotion Action Steps

Action	Description	Priority Level
1	Study ESRI Tapestry segments and perform necessary consumer survey cross-tabulations in order to target specific market segments; Introduce new events and activities – or new event components – that have appeal for targeted market segments	0
2	Continue to work closely with West Union Chamber of Commerce and other local, regional and state tourism organizations to promote West Union as a visitor attraction	0
3	Review the existing community and downtown events calendar. Work and support efforts to enhance and maintain existing festivals and events and to introduce new events and activities – or new event components – that are consistent with community and downtown West Union marketing strategies	0
4	Review consumer and business survey results with regard to media influence and effectiveness; support, promote and facilitate business community cooperative advertising, cross-marketing, and internet marketing efforts	1
5	Create/update and distribute print and/or online targeted business guides (i.e., Shopping & Dining Guide, Entertainment & Sights, etc.) targeting 1) local consumers; and 2) visitor markets to capitalize on existing and evolving business clusters and to enhance awareness of available products and services	1

Priority Level Key:

0 = Immediate and/or Ongoing   1 = Within 1 Year   2 = Within 2 Years   3 = Within 3 Years

Design Action Steps

Action	Description	Priority Level
1	Work with the City and property owners to ensure adequate and proper maintenance of business districts with attention directed to streetscape, furnishings and public spaces; schedule regular walk-around inspection tours to identify maintenance needs	0
2	Review design-related suggestions offered by consumer and business survey respondents as “First things to do to improve West Union;” assess suggestions relative to committee priorities and projects, particularly as they might relate to the “green” streetscape enhancement initiatives; work with the City and other partners to devise plans and strategies addressing needs and concerns – or to overcome misconceptions	0
3	Continue to monitor parking in the downtown district with regard to supply, demand and management; continue to establish or revise parking policies to address the needs of downtown patrons, employees and residents; focus first on the management of the existing parking supply (i.e., time limits, signage, shared parking opportunities, etc.)	0
4	Maintain ongoing historic preservation education efforts designed to enhance the community’s awareness of, and appreciation for, the preservation of downtown historic architecture and resources; promote links between historic preservation and green initiatives for buildings, streetscape, etc.	0
6	Continue to work to develop trails and stronger connections between the downtown and other community commercial areas, attractions and facilities	0
5	Assemble, package and promote available incentives and technical assistance available to assist current and prospective commercial property and business owners in making improvements, with possible emphasis on “green” initiatives that complement and expand upon the “green” downtown streetscape pilot initiative	1

Priority Level Key:

0 = Immediate and/or Ongoing   1 = Within 1 Year   2 = Within 2 Years   3 = Within 3 Years

Conclusion

For West Union, the completion of this market study is not an end but rather the beginning of a new phase in West Union's ongoing community and downtown enhancement initiatives.

This summary report serves to highlight only a small sample of the knowledge and direction that can be synthesized from analysis of data collected during the market analysis process. Similarly, the implementation strategy outlined in the document is only a starting point for a more comprehensive slate of projects that is likely to emerge as local leaders continue to study the market.

As Main Street West Union moves forward it must continue to involve local community leaders, business persons and residents in efforts to analyze and interpret the information collected through the market analysis process in order to develop a complete understanding of the findings and results – and the implications for the area businesses and commercial districts. The ensuing process should seek to "dig deep" into the results and their meanings and to incorporate local knowledge into the analysis and interpretation of the market study's findings. Such a process will serve to aid in the development and implementation of strategies that are both market-driven and intrinsic to the community's goals and aspirations.

Indeed, the highly public and detailed market analysis process orchestrated to date may be, in and of itself, one of the most important "results" to emerge. While the process has served to help identify present-day priorities, existing and looming challenges, and immediate and emerging opportunities, it can not, and does not pretend to, anticipate tomorrow's priorities, next year's unexpected challenges, or exciting and unanticipated opportunities still over the horizon.

The diligent efforts undertaken by Main Street West Union leaders and volunteers to gather the input, to study the data, and to initiate the development of a market-driven implementation strategy have prepared the organization and the community well by providing a public framework and a strong basis upon which the community can plan and act for the future. It is within this framework that the community will continue to marshal the resources and knowledge necessary to meet new challenges and to capitalize upon fresh opportunities that are an ever-present in the changing and evolving market.