

Alpena Township

US 23 South Corridor Revitalization Assessment

Summary

Recommendations are categorized into three groups; filling vacancies and increasing building quality, market and economic growth, and branding and pedestrian design. Each category was then further broken down into manageable tasks based on high cost, low cost, long term, and short term. Recommendations were placed into corresponding categories and a summary.

Recommendations			
	Filling Vacancies and Increasing Building Quality	Market and Economic Growth	Branding and Pedestrian Design
High Cost	Re-develop blighted buildings, there are currently	Development of Specific Industries to attract businesses.	Pedestrian oriented design to increase the human scale and walkability of the area.
Low Cost	Paint damaged buildings and siding to increase the corridor's aesthetics.	Pop-up shops and kiosks to change seasonally and fill gaps in the retail market.	Implement Placemaking to build a sense of place.
Short-Term	Pop-up shops: offer short term leases to fill vacancies and provide entrepreneurial opportunities.	Inform the community and make a business recommendation list based on consumer spending.	Create a logo and branding strategy to give the corridor an identity.
Long Term	Fill all vacancies with a permanent tenant to increase positive economic activity	Approach developers and support local entrepreneurs to develop along the corridor.	Build a relationship between the surrounding natural area and the corridor.

Strength, Weaknesses, Opportunities, and Threats Analysis

Following our data gathering throughout the socio-economic profile, market analysis, and our corridor assessment, we were able to complete strength, weaknesses, opportunities, and threats (SWOT) analysis of the corridor to evaluate the strengths, weaknesses, opportunities, and threats involved in the revitalization of US-23 in Alpena Township. The strengths refer to strong characteristics already in place in the area, while the weaknesses refer to any characteristics that cause a disadvantage to the implementation of the project. Opportunities refer to elements that could be used to the advantage of a successful project here in the future while threats refer to anything in the study area that could create a disadvantage for a revitalization project. The purpose of creating the SWOT analysis for this study area was to help categorize the data gathered to this point, and to help frame the recommendations on the feasibility of this revitalization project. The SWOT matrix is located below:



Leakage/Surplus by Industry Group

A comparison was done between the three buffer areas, 5 miles, 15 miles, and 25 miles, to evaluate leakage and surplus conditions locally and regionally. This data is helpful to understand what kind of businesses or industries may be needed on the corridor.

The Surplus/Leakage Factor indicates the supply and demand for a business segment. If a business segment is in surplus, its amount of sales is higher than the potential demand. It indicates that there is an abundance of businesses in the area and that they can meet the local demand meanwhile draw consumers in. If a segment is in leakage, the amount of potential demand is higher than the sales, and there exists a lack of businesses supporting local demand and consumers in the area have to travel outside to obtain goods and services.

Please note that the scale in the Surplus/Leakage Factor for each corresponding geographic area signifies relative intensity for individual business segments and does not represent percentages. Also, note that the following data is based on credit card sales only. Therefore, it may not accurately reflect all business sales.

