

Figure 1: The Mackinac Island study area can presently statistically support an additional 25,100 sf of retail and restaurant development.

Executive Summary

This study finds that the Mackinac Island study area has an existing statistical market demand for up to 25,100 square feet (sf) of new retail development producing up to \$7.5 million in sales.

Please find below a summary of the 2017 supportable retail:

8,400	sf	Limited-Service Eating Places
3,500	sf	Full-Service Restaurants
3,400	sf	Special Food Services
3,000	sf	Bars, Breweries & Pubs
1,700	sf	General Merchandise Stores
1,500	sf	Apparel Stores
1,100	sf	Department Store Merchandise
1,000	sf	Cosmetics
1,000	sf	Home Furnishings Stores
500	sf	Beer, Wine & Liquor Stores
25,100	sf	Potential Total Additional Supportable Retail

By 2022, this demand will likely generate up to \$7.9 million in gross sales. This new retail demand could be absorbed by existing businesses and/or with the opening of 16 to 22 new stores and restaurants. If constructed as a new single-site center, the development would be classified as a convenience center by industry definitions and could include 5-6 limited-service eating places, 3-4 special food services, 1-2 full-service restaurants, 1-2 bars, breweries and pubs, 1-2 general merchandise stores, and an assortment of other retail offerings.

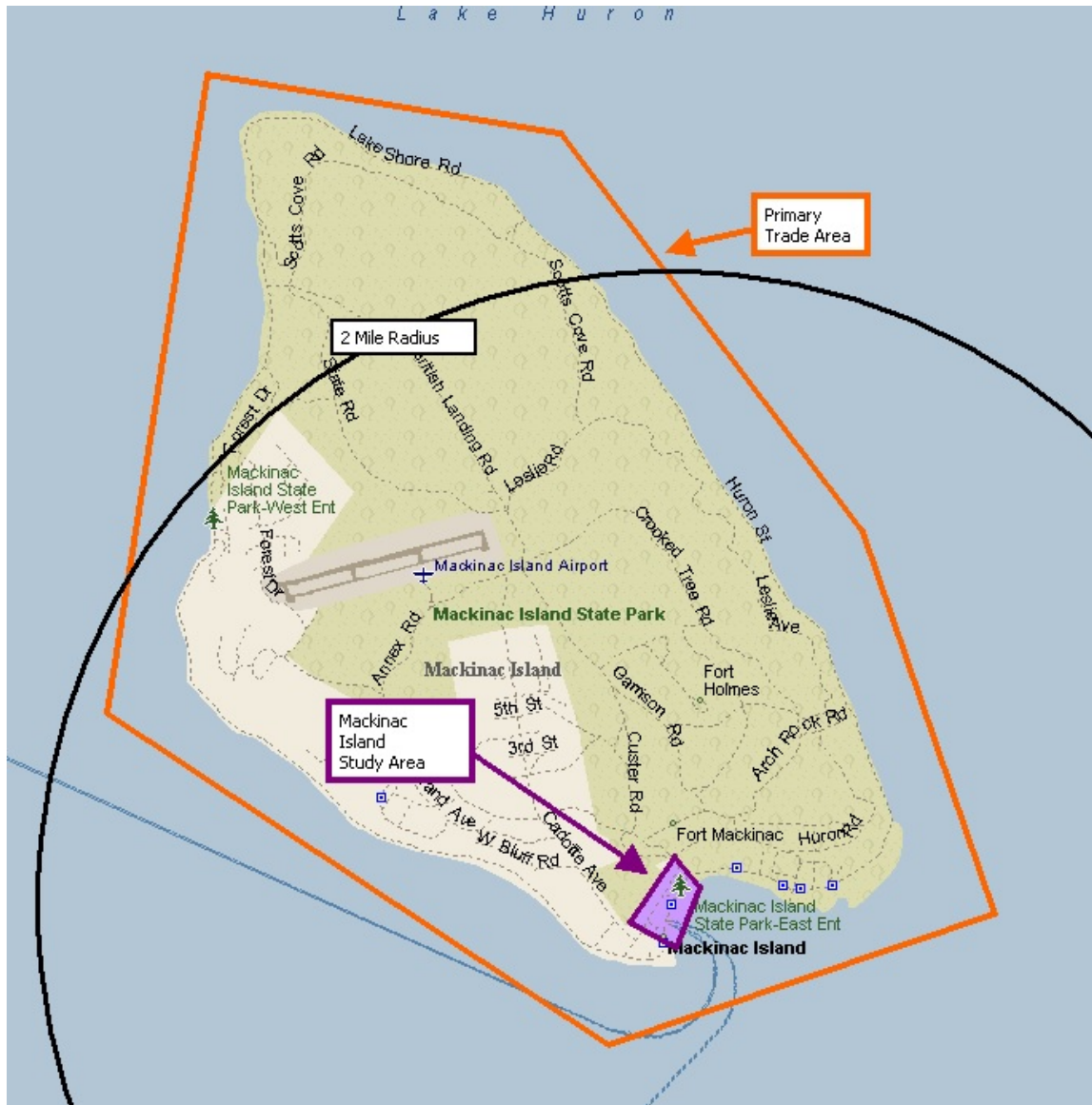


Figure 2: The Mackinac Island study area's primary trade area is shown above in orange.

Trade Area Boundaries

The Mackinac Island primary trade area encompasses the whole of Mackinac Island, which is bounded by Lake Huron on all sides. The boundaries roughly equate to a 1-3 mile radius. As a unique Midwest destination, the majority of retail and restaurant sales are generated by visitors who originate from throughout the state and region as well as other national and international tourists.

Trade Area Demographics

The primary trade area includes 470 people, which is expected to decrease at an annual rate of -0.91 percent to 450 by 2022. The current 2017 households number is 230, which is expected to decrease to 220 by 2022 at an annual rate of -0.79 percent. The 2017 average household income is \$72,400 and is estimated to increase to \$80,600 by 2022. Median household income in the trade area is \$50,900 and is estimated to increase to \$52,700 by 2022. Moreover, 28.4 percent of the households earn above \$75,000 per year. The average household size of 2.03 persons in 2017 is expected to decrease to 2.02 by 2022; the 2017 median age is 45.5 years old. In addition to households who spend more than half of the year residing on the Island, an additional 700 households seasonally or recreationally inhabit the trade area.

In comparison, the Eastern UP Counties, of which the trade area is a part, reports current average household income as \$57,300 and median household income as \$44,000. By 2022, the average household income will rise to \$63,900, with the median household income also rising to \$47,500. Population and household counts are expected to decrease, with annual growth rates through 2022 noted at -0.44 percent and -0.45 percent, respectively. The average household size is expected to decrease to 2.28 and the median age is expected to increase to 43.9 by 2022.

Table 1: Demographic Characteristics

<i>Demographic Characteristic</i>	<i>Primary Trade Area</i>	<i>Eastern UP Counties</i>	<i>State of Michigan</i>	<i>USA</i>
2017 Population	470	55,600	10,024,800	327,514,300
2017 Households	230	21,600	3,940,000	123,158,900
2022 Population	450	54,400	10,131,000	341,323,600
2022 Households	220	21,100	3,986,500	128,069,400
2017-2022 Annual Population Growth Rate	-0.91%	-0.44%	0.21%	0.83%
2017-2022 Annual HH Growth Rate	-0.79%	-0.45%	0.23%	0.79%
2017 Average Household Income	\$72,400	\$57,300	\$71,400	\$80,700
2017 Median Household Income	\$50,900	\$44,000	\$52,100	\$56,100
2022 Average Household Income	\$80,600	\$63,900	\$80,600	\$91,600
2022 Median Household Income	\$52,700	\$47,500	\$56,400	\$62,300
% Households w. incomes \$75,000 or higher	28.4%	25.3%	33.6%	38.1%
% Bachelor's Degree	18.9%	12.1%	17.4%	19.3%
% Graduate or Professional Degree	9.3%	7.0%	10.9%	11.8%
Average Household Size	2.03	2.29	2.49	2.48
Median Age	45.5	43.3	40.1	38.2

Table 1: Key demographic characteristics of the study area's primary trade area, compared to the Eastern UP Counties, State of Michigan and USA.

Tourism

Mackinac Island is a popular tourist destination for residents of Michigan and beyond. It's home to many unique features, including Mackinac Island State Park, the Grand Hotel and an entirely car-free visitor experience. While the year-round population is modest, from April to October, the island becomes the second most populous city in the Upper Peninsula, with about 15,000 to 18,000 people visiting daily. Of the 2,460 employees on the island, 44.2 percent work in retail and

16.6 percent work in hotels and lodging. Since the Mackinac Island Tourism Bureau started in 2011, annual room revenue has increased from \$43 million to \$62 million. Further research, including visitor zip code analysis, focus groups and visitor surveys are recommended to better understand tourist behavior and spending.

Table 2: 2017 & 2022 Supportable Retail Table

Retail Category	Estimated Supportable SF	2017 Sales/SF	2017 Estimated Retail Sales	2022 Sales/SF	2022 Estimated Retail Sales	No. of Stores
Retailers						
Apparel Stores	1,500	\$250	\$375,000	\$265	\$397,500	1 - 2
Beer, Wine & Liquor Stores	500	\$295	\$147,500	\$310	\$155,000	1
Cosmetics	1,000	\$305	\$305,000	\$320	\$320,000	1
Department Store Merchandise	1,100	\$275	\$302,500	\$290	\$319,000	1
General Merchandise Stores	1,700	\$265	\$450,500	\$280	\$476,000	1 - 2
Home Furnishings Stores	1,000	\$235	\$235,000	\$245	\$245,000	1
Retailer Totals	6,800	\$271	\$1,815,500	\$285	\$1,912,500	6 - 8
Restaurants						
Bars, Breweries & Pubs	3,000	\$290	\$870,000	\$305	\$915,000	1 - 2
Full-Service Restaurants	3,500	\$310	\$1,085,000	\$325	\$1,137,500	1 - 2
Limited-Service Eating Places	8,400	\$320	\$2,688,000	\$335	\$2,814,000	5 - 6
Special Food Services	3,400	\$315	\$1,071,000	\$330	\$1,122,000	3 - 4
Restaurant Totals	18,300	\$309	\$5,714,000	\$324	\$5,988,500	10 - 14
Retailer & Restaurant Totals	25,100	\$286	\$7,529,500	\$301	\$7,901,000	16 - 22

Table 2: The study site's primary trade area has demand for 25,100 sf of total new supportable retail and restaurants.

Assumptions

The projections of this study are based on the following assumptions:

- No other major retail centers are planned or proposed at this time and, as such, no other retail is assumed in our sales forecasts.
- No other major retail will be developed within the trade area of the subject site.
- The region's economy will stabilize at normal or above normal ranges of employment, inflation, retail demand and growth.
- The new retail development will be planned, designed, built, leased and managed as a walkable town center, to the best shopping center industry practices of the American Planning Association, Congress for New Urbanism, the International Council of Shopping Centers and Urban Land Institute.
- Parking for the area is assumed adequate for the proposed uses, with easy access to the retailers in the development.
- Visibility of the shopping center or retail is assumed to meet industry standards, with signage as required to assure good visibility of the retailers.

Methodology

To determine the amounts and types of retail supportable in the Mackinac Island study area, GPG defined a trade area that would serve the retail in the study area based on geographic and topographic considerations, traffic access/flow in the area, relative retail strengths and weaknesses of the competition, concentrations of daytime employment and the retail gravitation in the market, as well as our experience defining trade areas for similar markets. Population, consumer expenditure and demographic characteristics of trade area residents were collected by census tracts from the U.S. Bureau of the Census, U.S. Bureau of Labor Statistics and Esri (Environmental Systems Research Institute).

Finally, based on the projected consumer expenditure capture (demand) in the primary trade area of the gross consumer expenditure by retail category, less the current existing retail sales (supply) by retail category, GPG projects the potential net consumer expenditure (gap) available to support existing and new development. The projected net consumer expenditure capture is based on household expenditure and demographic characteristics of the primary trade area, existing and planned retail competition, traffic and retail gravitational patterns and GPG's qualitative assessment of the Mackinac Island study area. Net potential captured consumer expenditure (gap) is equated to potential retail development square footage, with the help of retail sales per square foot data provided by Dollars and Cents of Shopping Centers (Urban Land Institute and International Council of Shopping Centers), qualitatively adjusted to fit the urbanism and demographics of the study area.

For the purposes of this study, GPG has assumed the following:

- Other major community retail centers may be planned or proposed, but only the existing retail is considered for this study. The quality of the existing retail trade in the study area is projected to remain constant. Gains in future average retail sales per sf reflect higher sales per sf in newly developed retail and selected increases in sales per sf by individual retail categories.
- No major regional retail centers will be developed within the trade area of this analysis through 2022 for the purposes of this study.
- The region's economy will continue at normal or above normal ranges of employment, inflation, retail demand and growth.
- The subject site is properly zoned to support infill and redevelopment projects with current and innovative standards, and the existing infrastructure (water, sewer, arterial roadways, etc.) can support additional commercial development.
- Annual population growth for the primary trade area is estimated to be -0.91 percent throughout the five-year period of this study.
- Employment distribution is projected to remain constant, without a spike or decline in employment by NAICS categories.
- The projected lease and vacancy rate model is based on our proprietary econometric model of the relationship between changes in employment and changes in vacancy and lease rates. Data was gathered from the U.S. Census Bureau, Esri and local brokerage services.

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- Any new construction in the study area will be planned, designed, built and managed to the best practices of the American Institute of Architects, American Planning Association, American Society of Landscape Architects, Congress for the New Urbanism, International Council of Shopping Centers and The Urban Land Institute.
 - Parking for new development projects or businesses will meet or exceed the industry standards.
 - Visibility of any new retail is also assumed very good, with signage as required to assure easy visibility of the retailers.
 - Infill or redevelopment projects in the study area will open with sustainable amounts of retail and anchor tenants, at planned intervals and per industry standards.

Limits of Study

The findings of this study represent GPG's best estimates for the amounts and types of retail tenants that should be supportable in the Mackinac Island study area's primary trade area now and through 2022. Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible and are believed to be reliable. It should be noted that the findings of this study are based upon generally accepted market research and business standards. It is possible that the study site's surrounding area could support lower or higher quantities of retailers and restaurants yielding lower or higher sales revenues than indicated by this study, depending on numerous factors including respective business practices and the management and design of the study area.

This study is based on estimates, assumptions and other information developed by GPG as an independent third-party research effort with general knowledge of the retail industry, and consultations with the client and its representatives. This report is based on information that was current as of December 22, 2017, and GPG has not undertaken any update of its research effort since such date.

This report may contain prospective financial information, estimates, or opinions that represent GPG's view of reasonable expectations at a particular time. Such information, estimates, or opinions are not offered as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by our market analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved.

This study *should not* be the sole basis for designing, financing, planning, and programming any business, real estate development, or public planning policy. This study is intended only for the use of the client and is void for other site locations, developers, or organizations.

- *End of Study*

Appendix EXHIBIT A1: Primary Trade Area Community Profile

Gibbs Planning Group

Community Profile

Mackinac Island City, MI
Mackinac Island City, MI (2650280)
Geography: Place

Prepared by Esri

	Mackinac Isla...
Population Summary	
2000 Total Population	523
2010 Total Population	492
2017 Total Population	472
2017 Group Quarters	0
2022 Total Population	451
2017-2022 Annual Rate	-0.91%
2017 Total Daytime Population	2,122
Workers	2,027
Residents	95
Household Summary	
2000 Households	252
2000 Average Household Size	2.08
2010 Households	240
2010 Average Household Size	2.05
2017 Households	232
2017 Average Household Size	2.03
2022 Households	223
2022 Average Household Size	2.02
2017-2022 Annual Rate	-0.79%
2010 Families	128
2010 Average Family Size	2.69
2017 Families	121
2017 Average Family Size	2.68
2022 Families	115
2022 Average Family Size	2.67
2017-2022 Annual Rate	-1.01%
Housing Unit Summary	
2000 Housing Units	565
Owner Occupied Housing Units	26.5%
Renter Occupied Housing Units	18.1%
Vacant Housing Units	55.4%
2010 Housing Units	1,002
Owner Occupied Housing Units	13.6%
Renter Occupied Housing Units	10.4%
Vacant Housing Units	76.0%
2017 Housing Units	1,002
Owner Occupied Housing Units	12.6%
Renter Occupied Housing Units	10.6%
Vacant Housing Units	76.8%
2022 Housing Units	1,045
Owner Occupied Housing Units	11.5%
Renter Occupied Housing Units	9.9%
Vacant Housing Units	78.7%
Median Household Income	
2017	\$50,886
2022	\$52,692
Median Home Value	
2017	\$267,500
2022	\$271,429
Per Capita Income	
2017	\$35,587
2022	\$39,840
Median Age	
2010	43.1
2017	45.5
2022	46.5

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT A2: Primary Trade Area Community Profile

Gibbs Planning Group

Community Profile

Mackinac Island City, MI
 Mackinac Island City, MI (2650280)
 Geography: Place

Prepared by Esri

		Mackinac Isla...
2017 Households by Income		
Household Income Base		232
<\$15,000		4.3%
\$15,000 - \$24,999		12.1%
\$25,000 - \$34,999		4.3%
\$35,000 - \$49,999		28.0%
\$50,000 - \$74,999		22.8%
\$75,000 - \$99,999		7.3%
\$100,000 - \$149,999		13.8%
\$150,000 - \$199,999		3.0%
\$200,000+		4.3%
Average Household Income		\$72,401
2022 Households by Income		
Household Income Base		223
<\$15,000		4.5%
\$15,000 - \$24,999		11.7%
\$25,000 - \$34,999		4.0%
\$35,000 - \$49,999		26.0%
\$50,000 - \$74,999		23.3%
\$75,000 - \$99,999		7.6%
\$100,000 - \$149,999		13.9%
\$150,000 - \$199,999		3.6%
\$200,000+		5.4%
Average Household Income		\$80,574
2017 Owner Occupied Housing Units by Value		
Total		126
<\$50,000		3.2%
\$50,000 - \$99,999		12.7%
\$100,000 - \$149,999		9.5%
\$150,000 - \$199,999		4.8%
\$200,000 - \$249,999		14.3%
\$250,000 - \$299,999		15.9%
\$300,000 - \$399,999		2.4%
\$400,000 - \$499,999		7.9%
\$500,000 - \$749,999		9.5%
\$750,000 - \$999,999		0.0%
\$1,000,000 +		19.8%
Average Home Value		\$457,937
2022 Owner Occupied Housing Units by Value		
Total		120
<\$50,000		2.5%
\$50,000 - \$99,999		10.0%
\$100,000 - \$149,999		8.3%
\$150,000 - \$199,999		5.0%
\$200,000 - \$249,999		16.7%
\$250,000 - \$299,999		17.5%
\$300,000 - \$399,999		2.5%
\$400,000 - \$499,999		7.5%
\$500,000 - \$749,999		9.2%
\$750,000 - \$999,999		0.0%
\$1,000,000 +		20.8%
Average Home Value		\$473,125

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT A3: Primary Trade Area Community Profile

Gibbs Planning Group

Community Profile

Mackinac Island City, MI
 Mackinac Island City, MI (2650280)
 Geography: Place

Prepared by Esri

		Mackinac Isla...
2010 Population by Age		
Total		492
0 - 4		5.1%
5 - 9		4.7%
10 - 14		3.7%
15 - 24		11.8%
25 - 34		13.2%
35 - 44		14.2%
45 - 54		17.7%
55 - 64		16.3%
65 - 74		8.5%
75 - 84		3.5%
85 +		1.4%
18 +		82.3%
2017 Population by Age		
Total		472
0 - 4		4.4%
5 - 9		4.9%
10 - 14		4.9%
15 - 24		8.3%
25 - 34		12.9%
35 - 44		14.0%
45 - 54		14.0%
55 - 64		17.8%
65 - 74		11.9%
75 - 84		5.5%
85 +		1.5%
18 +		83.5%
2022 Population by Age		
Total		451
0 - 4		4.7%
5 - 9		4.7%
10 - 14		5.1%
15 - 24		8.0%
25 - 34		12.0%
35 - 44		13.5%
45 - 54		14.2%
55 - 64		14.9%
65 - 74		14.6%
75 - 84		6.7%
85 +		1.8%
18 +		82.9%
2010 Population by Sex		
Males		260
Females		232
2017 Population by Sex		
Males		244
Females		228
2022 Population by Sex		
Males		230
Females		221

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT A4: Primary Trade Area Community Profile

Gibbs Planning Group

Community Profile

Mackinac Island City, MI
 Mackinac Island City, MI (2650280)
 Geography: Place

Prepared by Esri

		Mackinac Isla...
2010 Population by Race/Ethnicity		
Total		492
White Alone		73.8%
Black Alone		1.2%
American Indian Alone		18.1%
Asian Alone		0.6%
Pacific Islander Alone		0.2%
Some Other Race Alone		0.2%
Two or More Races		5.9%
Hispanic Origin		2.2%
Diversity Index		44.8
2017 Population by Race/Ethnicity		
Total		472
White Alone		73.1%
Black Alone		1.3%
American Indian Alone		18.2%
Asian Alone		0.8%
Pacific Islander Alone		0.2%
Some Other Race Alone		0.2%
Two or More Races		6.1%
Hispanic Origin		3.4%
Diversity Index		46.9
2022 Population by Race/Ethnicity		
Total		451
White Alone		72.1%
Black Alone		1.6%
American Indian Alone		18.6%
Asian Alone		0.9%
Pacific Islander Alone		0.2%
Some Other Race Alone		0.2%
Two or More Races		6.4%
Hispanic Origin		4.2%
Diversity Index		49.0
2010 Population by Relationship and Household Type		
Total		492
In Households		100.0%
In Family Households		72.8%
Householder		26.0%
Spouse		19.1%
Child		22.8%
Other relative		2.0%
Nonrelative		2.8%
In Nonfamily Households		27.2%
In Group Quarters		0.0%
Institutionalized Population		0.0%
Noninstitutionalized Population		0.0%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT A5: Primary Trade Area Community Profile

Gibbs Planning Group

Community Profile

Mackinac Island City, MI
 Mackinac Island City, MI (2650280)
 Geography: Place

Prepared by Esri

	Mackinac Isla...
2017 Population 25+ by Educational Attainment	
Total	366
Less than 9th Grade	1.9%
9th - 12th Grade, No Diploma	4.1%
High School Graduate	23.2%
GED/Alternative Credential	3.6%
Some College, No Degree	22.1%
Associate Degree	16.9%
Bachelor's Degree	18.9%
Graduate/Professional Degree	9.3%
2017 Population 15+ by Marital Status	
Total	405
Never Married	50.6%
Married	36.5%
Widowed	5.7%
Divorced	7.2%
2017 Civilian Population 16+ in Labor Force	
Civilian Employed	97.9%
Civilian Unemployed (Unemployment Rate)	2.1%
2017 Employed Population 16+ by Industry	
Total	379
Agriculture/Mining	0.0%
Construction	1.3%
Manufacturing	2.1%
Wholesale Trade	0.5%
Retail Trade	9.2%
Transportation/Utilities	8.4%
Information	0.5%
Finance/Insurance/Real Estate	11.6%
Services	65.7%
Public Administration	0.5%
2017 Employed Population 16+ by Occupation	
Total	379
White Collar	59.9%
Management/Business/Financial	14.5%
Professional	14.5%
Sales	12.4%
Administrative Support	18.5%
Services	35.6%
Blue Collar	4.5%
Farming/Forestry/Fishing	1.8%
Construction/Extraction	0.0%
Installation/Maintenance/Repair	2.4%
Production	0.3%
Transportation/Material Moving	0.0%
2010 Population By Urban/ Rural Status	
Total Population	492
Population Inside Urbanized Area	0.0%
Population Inside Urbanized Cluster	0.0%
Rural Population	100.0%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT A6: Primary Trade Area Community Profile

Gibbs Planning Group

Community Profile

Mackinac Island City, MI
 Mackinac Island City, MI (2650280)
 Geography: Place

Prepared by Esri

		Mackinac Isla...
2010 Households by Type		
Total		240
Households with 1 Person		37.5%
Households with 2+ People		62.5%
Family Households		53.3%
Husband-wife Families		39.2%
With Related Children		12.1%
Other Family (No Spouse Present)		14.2%
Other Family with Male Householder		6.7%
With Related Children		5.0%
Other Family with Female Householder		7.5%
With Related Children		5.4%
Nonfamily Households		9.2%
All Households with Children		22.5%
Multigenerational Households		2.1%
Unmarried Partner Households		8.8%
Male-female		7.9%
Same-sex		0.8%
2010 Households by Size		
Total		240
1 Person Household		37.5%
2 Person Household		35.8%
3 Person Household		14.2%
4 Person Household		9.6%
5 Person Household		2.5%
6 Person Household		0.4%
7 + Person Household		0.0%
2010 Households by Tenure and Mortgage Status		
Total		240
Owner Occupied		56.7%
Owned with a Mortgage/Loan		31.7%
Owned Free and Clear		25.0%
Renter Occupied		43.3%
2010 Housing Units By Urban/ Rural Status		
Total Housing Units		1,002
Housing Units Inside Urbanized Area		0.0%
Housing Units Inside Urbanized Cluster		0.0%
Rural Housing Units		100.0%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT A7: Primary Trade Area Community Profile

Gibbs Planning Group

Community Profile

Mackinac Island City, MI
Mackinac Island City, MI (2650280)
Geography: Place

Prepared by Esri

		Mackinac Isla...
Top 3 Tapestry Segments		
	1.	In Style (5B)
	2.	Top Tier (1A)
	3.	Professional Pride (1B)
2017 Consumer Spending		
Apparel & Services: Total \$		\$444,869
Average Spent		\$1,917.54
Spending Potential Index		89
Education: Total \$		\$308,948
Average Spent		\$1,331.67
Spending Potential Index		91
Entertainment/Recreation: Total \$		\$646,098
Average Spent		\$2,784.90
Spending Potential Index		89
Food at Home: Total \$		\$1,011,517
Average Spent		\$4,359.99
Spending Potential Index		87
Food Away from Home: Total \$		\$685,739
Average Spent		\$2,955.77
Spending Potential Index		89
Health Care: Total \$		\$1,155,837
Average Spent		\$4,982.06
Spending Potential Index		89
HH Furnishings & Equipment: Total \$		\$406,438
Average Spent		\$1,751.89
Spending Potential Index		90
Personal Care Products & Services: Total \$		\$166,442
Average Spent		\$717.42
Spending Potential Index		90
Shelter: Total \$		\$3,342,710
Average Spent		\$14,408.23
Spending Potential Index		89
Support Payments/Cash Contributions/Gifts in Kind: Total \$		\$495,613
Average Spent		\$2,136.26
Spending Potential Index		91
Travel: Total \$		\$445,054
Average Spent		\$1,918.34
Spending Potential Index		93
Vehicle Maintenance & Repairs: Total \$		\$219,772
Average Spent		\$947.29
Spending Potential Index		88

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT B1: Eastern UP Counties Community Profile

Gibbs Planning Group

Community Profile

Eastern UP Counties
Chippewa County, MI (26033) et al.
Geography: County

Prepared by Esri

	MI(26033),MI(...)
Population Summary	
2000 Total Population	57,510
2010 Total Population	56,264
2017 Total Population	55,608
2017 Group Quarters	6,244
2022 Total Population	54,386
2017-2022 Annual Rate	-0.44%
2017 Total Daytime Population	51,253
Workers	23,451
Residents	27,802
Household Summary	
2000 Households	21,022
2000 Average Household Size	2.39
2010 Households	21,765
2010 Average Household Size	2.30
2017 Households	21,594
2017 Average Household Size	2.29
2022 Households	21,109
2022 Average Household Size	2.28
2017-2022 Annual Rate	-0.45%
2010 Families	13,867
2010 Average Family Size	2.83
2017 Families	13,540
2017 Average Family Size	2.82
2022 Families	13,143
2022 Average Family Size	2.82
2017-2022 Annual Rate	-0.59%
Housing Unit Summary	
2000 Housing Units	32,851
Owner Occupied Housing Units	48.6%
Renter Occupied Housing Units	15.4%
Vacant Housing Units	36.0%
2010 Housing Units	36,606
Owner Occupied Housing Units	43.7%
Renter Occupied Housing Units	15.7%
Vacant Housing Units	40.5%
2017 Housing Units	37,854
Owner Occupied Housing Units	41.1%
Renter Occupied Housing Units	16.0%
Vacant Housing Units	43.0%
2022 Housing Units	38,892
Owner Occupied Housing Units	39.1%
Renter Occupied Housing Units	15.2%
Vacant Housing Units	45.7%
Median Household Income	
2017	\$44,052
2022	\$47,484
Median Home Value	
2017	\$112,560
2022	\$131,107
Per Capita Income	
2017	\$23,007
2022	\$25,586
Median Age	
2010	41.8
2017	43.3
2022	43.9

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT B2: Eastern UP Counties Community Profile

Gibbs Planning Group

Community Profile

Eastern UP Counties
Chippewa County, MI (26033) et al.
Geography: County

Prepared by Esri

	MI(26033),MI(...)
2017 Households by Income	
Household Income Base	21,594
<\$15,000	13.9%
\$15,000 - \$24,999	13.2%
\$25,000 - \$34,999	12.2%
\$35,000 - \$49,999	15.7%
\$50,000 - \$74,999	19.6%
\$75,000 - \$99,999	12.7%
\$100,000 - \$149,999	8.7%
\$150,000 - \$199,999	1.8%
\$200,000+	2.1%
Average Household Income	\$57,301
2022 Households by Income	
Household Income Base	21,109
<\$15,000	13.8%
\$15,000 - \$24,999	12.4%
\$25,000 - \$34,999	11.2%
\$35,000 - \$49,999	14.6%
\$50,000 - \$74,999	19.6%
\$75,000 - \$99,999	13.8%
\$100,000 - \$149,999	10.0%
\$150,000 - \$199,999	2.2%
\$200,000+	2.5%
Average Household Income	\$63,930
2017 Owner Occupied Housing Units by Value	
Total	15,548
<\$50,000	14.3%
\$50,000 - \$99,999	30.7%
\$100,000 - \$149,999	19.9%
\$150,000 - \$199,999	15.4%
\$200,000 - \$249,999	7.8%
\$250,000 - \$299,999	4.1%
\$300,000 - \$399,999	4.4%
\$400,000 - \$499,999	1.0%
\$500,000 - \$749,999	1.2%
\$750,000 - \$999,999	0.5%
\$1,000,000 +	0.7%
Average Home Value	\$147,860
2022 Owner Occupied Housing Units by Value	
Total	15,195
<\$50,000	11.4%
\$50,000 - \$99,999	26.8%
\$100,000 - \$149,999	19.0%
\$150,000 - \$199,999	17.5%
\$200,000 - \$249,999	10.1%
\$250,000 - \$299,999	5.0%
\$300,000 - \$399,999	5.3%
\$400,000 - \$499,999	1.2%
\$500,000 - \$749,999	1.8%
\$750,000 - \$999,999	0.8%
\$1,000,000 +	1.2%
Average Home Value	\$170,056

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT B3: Eastern UP Counties Community Profile

Gibbs Planning Group

Community Profile

Eastern UP Counties
Chippewa County, MI (26033) et al.
Geography: County

Prepared by Esri

	MI(26033),MI(...)
2010 Population by Age	
Total	56,264
0 - 4	4.9%
5 - 9	5.3%
10 - 14	5.7%
15 - 24	13.1%
25 - 34	12.1%
35 - 44	13.2%
45 - 54	15.6%
55 - 64	13.6%
65 - 74	9.3%
75 - 84	5.3%
85 +	2.0%
18 +	80.4%
2017 Population by Age	
Total	55,608
0 - 4	4.5%
5 - 9	4.9%
10 - 14	5.2%
15 - 24	12.3%
25 - 34	13.0%
35 - 44	12.2%
45 - 54	13.6%
55 - 64	15.1%
65 - 74	11.4%
75 - 84	5.7%
85 +	2.2%
18 +	82.4%
2022 Population by Age	
Total	54,386
0 - 4	4.4%
5 - 9	4.7%
10 - 14	5.1%
15 - 24	11.6%
25 - 34	13.1%
35 - 44	12.3%
45 - 54	12.4%
55 - 64	14.4%
65 - 74	12.9%
75 - 84	6.7%
85 +	2.3%
18 +	82.7%
2010 Population by Sex	
Males	30,659
Females	25,605
2017 Population by Sex	
Males	30,450
Females	25,158
2022 Population by Sex	
Males	29,935
Females	24,451

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT B4: Eastern UP Counties Community Profile

Gibbs Planning Group

Community Profile

Eastern UP Counties
Chippewa County, MI (26033) et al.
Geography: County

Prepared by Esri

	MI(26033),MI(...)
2010 Population by Race/Ethnicity	
Total	56,264
White Alone	74.1%
Black Alone	5.9%
American Indian Alone	14.8%
Asian Alone	0.5%
Pacific Islander Alone	0.1%
Some Other Race Alone	0.2%
Two or More Races	4.6%
Hispanic Origin	1.2%
Diversity Index	44.0
2017 Population by Race/Ethnicity	
Total	55,608
White Alone	73.1%
Black Alone	6.3%
American Indian Alone	14.5%
Asian Alone	0.8%
Pacific Islander Alone	0.1%
Some Other Race Alone	0.2%
Two or More Races	5.1%
Hispanic Origin	1.9%
Diversity Index	46.3
2022 Population by Race/Ethnicity	
Total	54,386
White Alone	72.1%
Black Alone	6.5%
American Indian Alone	14.6%
Asian Alone	1.0%
Pacific Islander Alone	0.1%
Some Other Race Alone	0.3%
Two or More Races	5.5%
Hispanic Origin	2.4%
Diversity Index	48.1
2010 Population by Relationship and Household Type	
Total	56,264
In Households	88.9%
In Family Households	71.8%
Householder	24.6%
Spouse	18.8%
Child	24.4%
Other relative	1.8%
Nonrelative	2.1%
In Nonfamily Households	17.1%
In Group Quarters	11.1%
Institutionalized Population	9.9%
Noninstitutionalized Population	1.1%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT B5: Eastern UP Counties Community Profile

Gibbs Planning Group

Community Profile

Eastern UP Counties
Chippewa County, MI (26033) et al.
Geography: County

Prepared by Esri

	MI(26033),MI(...)
2017 Population 25+ by Educational Attainment	
Total	40,654
Less than 9th Grade	2.7%
9th - 12th Grade, No Diploma	7.7%
High School Graduate	28.6%
GED/Alternative Credential	9.3%
Some College, No Degree	24.6%
Associate Degree	8.0%
Bachelor's Degree	12.1%
Graduate/Professional Degree	7.0%
2017 Population 15+ by Marital Status	
Total	47,486
Never Married	33.3%
Married	47.4%
Widowed	6.7%
Divorced	12.7%
2017 Civilian Population 16+ in Labor Force	
Civilian Employed	93.3%
Civilian Unemployed (Unemployment Rate)	6.7%
2017 Employed Population 16+ by Industry	
Total	22,978
Agriculture/Mining	2.1%
Construction	7.0%
Manufacturing	5.9%
Wholesale Trade	1.4%
Retail Trade	10.5%
Transportation/Utilities	4.3%
Information	1.3%
Finance/Insurance/Real Estate	4.9%
Services	52.4%
Public Administration	10.1%
2017 Employed Population 16+ by Occupation	
Total	22,978
White Collar	51.8%
Management/Business/Financial	10.3%
Professional	18.1%
Sales	10.0%
Administrative Support	13.4%
Services	26.3%
Blue Collar	21.9%
Farming/Forestry/Fishing	1.0%
Construction/Extraction	5.1%
Installation/Maintenance/Repair	4.2%
Production	5.6%
Transportation/Material Moving	6.0%
2010 Population By Urban/ Rural Status	
Total Population	56,264
Population Inside Urbanized Area	0.0%
Population Inside Urbanized Cluster	45.2%
Rural Population	54.8%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT B6: Eastern UP Counties Community Profile

Gibbs Planning Group

Community Profile

Eastern UP Counties
Chippewa County, MI (26033) et al.
Geography: County

Prepared by Esri

	MI(26033),MI(...)
2010 Households by Type	
Total	21,765
Households with 1 Person	30.0%
Households with 2+ People	70.0%
Family Households	63.7%
Husband-wife Families	48.7%
With Related Children	16.6%
Other Family (No Spouse Present)	15.0%
Other Family with Male Householder	4.9%
With Related Children	3.2%
Other Family with Female Householder	10.1%
With Related Children	6.8%
Nonfamily Households	6.2%
All Households with Children	27.1%
Multigenerational Households	2.2%
Unmarried Partner Households	7.2%
Male-female	6.8%
Same-sex	0.4%
2010 Households by Size	
Total	21,765
1 Person Household	30.0%
2 Person Household	38.5%
3 Person Household	14.0%
4 Person Household	10.3%
5 Person Household	4.6%
6 Person Household	1.7%
7 + Person Household	0.8%
2010 Households by Tenure and Mortgage Status	
Total	21,765
Owner Occupied	73.5%
Owned with a Mortgage/Loan	42.1%
Owned Free and Clear	31.4%
Renter Occupied	26.5%
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	36,606
Housing Units Inside Urbanized Area	0.0%
Housing Units Inside Urbanized Cluster	25.9%
Rural Housing Units	74.1%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Appendix EXHIBIT B7: Eastern UP Counties Community Profile

Gibbs Planning Group

Community Profile

Eastern UP Counties
Chippewa County, MI (26033) et al.
Geography: County

Prepared by Esri

		MI(26033),MI(...)
Top 3 Tapestry Segments		
1.		Rural Resort Dwellers (6E)
2.		Salt of the Earth (6B)
3.		Traditional Living (12B)
2017 Consumer Spending		
Apparel & Services: Total \$		\$31,234,774
Average Spent		\$1,446.46
Spending Potential Index		67
Education: Total \$		\$19,069,516
Average Spent		\$883.09
Spending Potential Index		61
Entertainment/Recreation: Total \$		\$50,426,578
Average Spent		\$2,335.21
Spending Potential Index		75
Food at Home: Total \$		\$83,412,595
Average Spent		\$3,862.77
Spending Potential Index		77
Food Away from Home: Total \$		\$50,542,946
Average Spent		\$2,340.60
Spending Potential Index		70
Health Care: Total \$		\$97,430,029
Average Spent		\$4,511.90
Spending Potential Index		81
HH Furnishings & Equipment: Total \$		\$30,915,605
Average Spent		\$1,431.68
Spending Potential Index		74
Personal Care Products & Services: Total \$		\$12,139,573
Average Spent		\$562.17
Spending Potential Index		71
Shelter: Total \$		\$234,396,217
Average Spent		\$10,854.69
Spending Potential Index		67
Support Payments/Cash Contributions/Gifts in Kind: Total \$		\$37,108,039
Average Spent		\$1,718.44
Spending Potential Index		73
Travel: Total \$		\$30,458,881
Average Spent		\$1,410.53
Spending Potential Index		68
Vehicle Maintenance & Repairs: Total \$		\$17,908,933
Average Spent		\$829.35
Spending Potential Index		77

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2013 and 2014 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2017 and 2022 Esri converted Census 2000 data into 2010 geography.

Mackinac Island City, MI
 Mackinac Island City, MI (2650280)
 Geography: Place

Prepared by Esri

	Mackinac Isla...		Employees Number	Percent
	Businesses Number	Percent		
Data for all businesses in area				
Total Businesses:	163			
Total Employees:	2,458			
Total Residential Population:	472			
Employee/Residential Population Ratio (per 100 Residents)	521			
by SIC Codes				
Agriculture & Mining	0	0.0%	0	0.0%
Construction	1	0.6%	3	0.1%
Manufacturing	1	0.6%	4	0.2%
Transportation	9	5.5%	48	2.0%
Communication	0	0.0%	0	0.0%
Utility	1	0.6%	4	0.2%
Wholesale Trade	0	0.0%	0	0.0%
Retail Trade Summary	72	44.2%	675	27.5%
Home Improvement	1	0.6%	15	0.6%
General Merchandise Stores	1	0.6%	5	0.2%
Food Stores	18	11.0%	240	9.8%
Auto Dealers, Gas Stations, Auto Aftermarket	3	1.8%	24	1.0%
Apparel & Accessory Stores	7	4.3%	26	1.1%
Furniture & Home Furnishings	0	0.0%	0	0.0%
Eating & Drinking Places	19	11.7%	230	9.4%
Miscellaneous Retail	23	14.1%	135	5.5%
Finance, Insurance, Real Estate Summary	5	3.1%	27	1.1%
Banks, Savings & Lending Institutions	2	1.2%	9	0.4%
Securities Brokers	0	0.0%	0	0.0%
Insurance Carriers & Agents	0	0.0%	0	0.0%
Real Estate, Holding, Other Investment Offices	3	1.8%	18	0.7%
Services Summary	62	38.0%	1,639	66.7%
Hotels & Lodging	27	16.6%	1,466	59.6%
Automotive Services	0	0.0%	0	0.0%
Motion Pictures & Amusements	10	6.1%	69	2.8%
Health Services	1	0.6%	9	0.4%
Legal Services	0	0.0%	0	0.0%
Education Institutions & Libraries	3	1.8%	30	1.2%
Other Services	21	12.9%	65	2.6%
Government	11	6.7%	58	2.4%
Unclassified Establishments	1	0.6%	0	0.0%
Totals	163	100.0%	2,458	100.0%

Source: Copyright 2017, Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2017.

Date Note: Data on the Business Summary report is calculated Esri's Data allocation which uses census block groups to allocate business summary data to custom areas.

Gibbs Planning Group

Business Summary

Mackinac Island City, MI
 Mackinac Island City, MI (2650280)
 Geography: Place

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	0	0.0%	0	0.0%
Mining	0	0.0%	0	0.0%
Utilities	0	0.0%	0	0.0%
Construction	1	0.6%	3	0.1%
Manufacturing	2	1.2%	12	0.5%
Wholesale Trade	0	0.0%	0	0.0%
Retail Trade	51	31.3%	433	17.6%
Motor Vehicle & Parts Dealers	3	1.8%	24	1.0%
Furniture & Home Furnishings Stores	0	0.0%	0	0.0%
Electronics & Appliance Stores	1	0.6%	10	0.4%
Bldg Material & Garden Equipment & Supplies Dealers	1	0.6%	15	0.6%
Food & Beverage Stores	16	9.8%	228	9.3%
Health & Personal Care Stores	0	0.0%	0	0.0%
Gasoline Stations	0	0.0%	0	0.0%
Clothing & Clothing Accessories Stores	9	5.5%	35	1.4%
Sport Goods, Hobby, Book, & Music Stores	5	3.1%	22	0.9%
General Merchandise Stores	1	0.6%	5	0.2%
Miscellaneous Store Retailers	15	9.2%	94	3.8%
Nonstore Retailers	0	0.0%	0	0.0%
Transportation & Warehousing	6	3.7%	42	1.7%
Information	2	1.2%	6	0.2%
Finance & Insurance	2	1.2%	9	0.4%
Central Bank/Credit Intermediation & Related Activities	2	1.2%	9	0.4%
Securities, Commodity Contracts, & Other Financial	0	0.0%	0	0.0%
Insurance Carriers & Related Activities; Funds, Trusts & Other	0	0.0%	0	0.0%
Real Estate, Rental & Leasing	6	3.7%	39	1.6%
Professional, Scientific & Tech Services	5	3.1%	20	0.8%
Legal Services	0	0.0%	0	0.0%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation	5	3.1%	12	0.5%
Educational Services	2	1.2%	28	1.1%
Health Care & Social Assistance	10	6.1%	64	2.6%
Arts, Entertainment & Recreation	46	28.2%	1,696	69.0%
Accommodation & Food Services	27	16.6%	1,466	59.6%
Accommodation	19	11.7%	230	9.4%
Food Services & Drinking Places	11	6.7%	25	1.0%
Other Services (except Public Administration)	0	0.0%	0	0.0%
Automotive Repair & Maintenance	0	0.0%	0	0.0%
Public Administration	11	6.7%	58	2.4%
Unclassified Establishments	1	0.6%	0	0.0%
Total	163	100.0%	2,458	100.0%

Source: Copyright 2017 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2017.
Date Note: Data on the Business Summary report is calculated Esri's Data allocation which uses census block groups to allocate business summary data to custom areas.