

Spooner Retail Market Analysis

2012

**PARTICIPATING PARTNERS:
SPOONER AREA CHAMBER OF COMMERCE
SPOONER BUSINESS IMPROVEMENT DISTRICT
UNIVERSITY OF WISCONSIN COOPERATIVE EXTENSION
WASHBURN COUNTY COOPERATIVE EXTENSION OFFICE
WASHBURN COUNTY INDUSTRIAL DEVELOPMENT AGENCY**

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About the Study

This study was completed collaboratively by a Spooner Chamber of Commerce study team working with University of Wisconsin-Extension. The study team provided local insight and was instrumental in developing locally-relevant recommendations from the data collected. Participants are listed below.

Spooner Study Group leading effort:

- Aaron Arf, Executive Director, Spooner Area Chamber of Commerce
- Mary Benson, Spooner Area Chamber of Commerce Board and Spooner Mercantile Co.
- Dana Morlock, Spooner Area Chamber of Commerce Board and Director of Sales at Heartwood Conference Center
- Tim Reedy, Spooner Area Chamber of Commerce Board and Tim Reedy State Farm Agency
- Ted Schmitz, Spooner Area Chamber of Commerce Board and Schmitz's Economart

University of Wisconsin-Extension Research Participants

- Beverly Stencel – Community Development Educator, University of Wisconsin-Extension/Washburn County
- Bill Ryan – Community Business Development Educator, University of Wisconsin-Extension/Center for Community & Economic Development
- Jangik Jin –PhD candidate at the University of Wisconsin-Madison
- Sonja Reichertz, - graduate student at the University of Wisconsin-Madison

Introduction

This section provides background information on the Spooner Business Mix Analysis including its purpose and goals, scope of work, the geographic study area, and data used.

Purpose and Goals of Study

This study was a cooperative effort of the University of Wisconsin-Extension and the Spooner Area Chamber of Commerce. It was conducted to assist business and community leaders in their business retention, expansion and recruitment efforts. Research was conducted to provide information on how the community's business mix compares to other communities in Wisconsin and with four comparison communities.

Specific goals of the study included:

- Identify the community's current retail and service business strengths as a basis for developing marketing initiatives to support these businesses.
- Help individual businesses considering expanding or diversifying by delineating the community's business mix gaps as potential secondary product or service lines.
- Provide prospective entrepreneurs with information on what types of stores exist in other similar communities as a first step in determining local market potential.
- Provide property owners with the results of the analysis to guide their tenant recruiting efforts.

Scope of Work Conducted

This study analyzed 58 common business categories, mostly retail and services that are typically found at street level in downtowns or business districts. Various business types such as manufacturing or health care are not included in the selected categories. The work included:

- Inventory of businesses by category within one-mile of the middle of downtown Spooner. For those businesses that did not fit neatly under one business category, allocations were made among two or three categories of business.
- Comparison of the local business mix data with the average business mix in 60 similar size Wisconsin communities.
- Analysis of peer communities in Wisconsin and Minnesota that have similar geographic and demographic characteristics, and that have business and economic development successes to learn from.

- Development of recommendations regarding: business expansion and recruitment opportunities based on market gaps (demand >supply); fitting uses for available real estate; and opportunities to create a high-performing commercial center based on clustering and effective niche development strategies.

Study Area Analyzed

An area equal to a one-mile ring around the middle of downtown Spooner was used as the geographic study area. This area, illustrated in the accompanying map, encompasses over 90 businesses (within the subject retail and service businesses categories).

Spooner businesses are listed in Table 1.1. Some Spooner area businesses were located outside of this one-mile ring.

For consistence, the comparison data for other communities was also based on a one-mile ring around their respective downtowns.

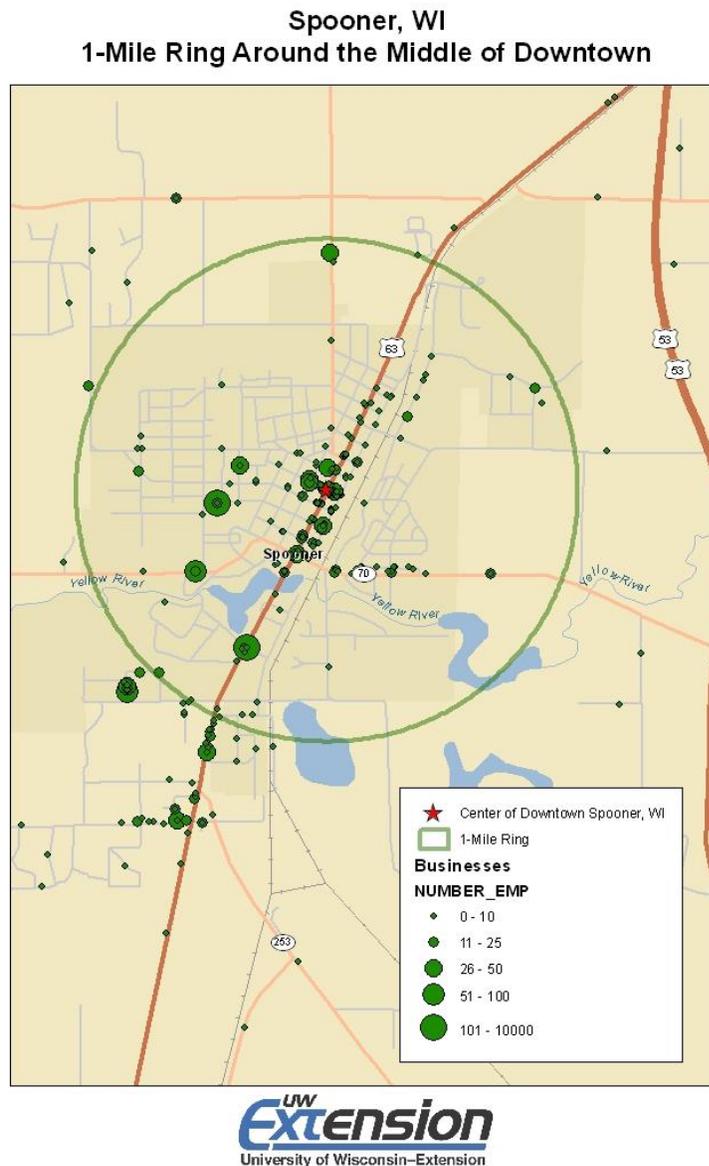


Table 1.1 – Spooner Retail and Service Businesses Included in Inventory

Ace Hardware	Al's Repair Svc	Andrew J Savas Designer & Jwlr
Antique Associates Mall	Arrow Associated Stores	Arrow Building Ctr
Arrowhead Pontiac-Buick-Gmc	Auto Glass Specialists	Auto Stop Inc
Bashams Final Lap	Baumgart & Sons Floor Covering	Belron Inc
Big Dick's Buckhorn Inn	Bioactive Nutrients	Bush & Gilles Furniture
C & J Body Shop Inc	Cat's Meow	China House
Classy Sassy Bridal	Cobblestone Framing	Curves
Dahl's Home Store	D-Ahvee's For Hair & Skin	Dairy Queen
Dave's Hardware Hank & Rental	Dave's Hardware Hank & Rental	Denelies Pizza
Dohm Enterprises Inc	Dollar General	Economart
Family Dollar Store	Frank's Barber Shop	General Store
Hank & Jon's Oak St Auto Inc	Harmon's Service Ctr	Healing Hands Holistic Health
Holiday Stationstores	Holiday Stationstores	Indianhead Flower Shoppe
Infamous Autos	Instyle Salon	Jay's Power Diesel
Jerseys Ballroom & Event Ctr	Kay Lynn Beauty Salon	Kegler's Pub & Pin
Kwik Trip	L & J Fire Me Ceramics	Lamperts
Master Barbers	Mc Donald's	Mc Nitt Studios
Mike's Quality Auto Body	Moe's Place	Nick's Family Restaurant
Northland Paint Supply	Northwest Electronics	Northwest Sports Complex
Northwind Book & Fiber	Oh Fudge	Original Skin
Palace Theatre	Pillers Poorboys	Purple Pelican Gallery
R C Gifts	Radio Shack	Red Cross Pharmacy
Red Door Antiques & More	Reillys Auto Parts	Riverstreet Family Restaurant
Rusty Bucket Art	S & H Auto Body	Sam Hick's Real Drive In
Sathers Jewelry Store	Schmitz's Economart	Schmitz's Economart Deli
Sears Hometown Store	Snag's Sports Bar	Spooner Auto Laundry
Spooner Bake Shoppe	Spooner Market & Grill	Spooner Mercantile Co
Spooner Outlet Store Inc	Tamarack Tavern	Thistle Bee Candles & Gifts
Tony's Riverside	Verizon Cellular	Vitamin Source
Washboard	White Birch Printing Inc	Wisconsin Great Northern Rlrd
Wobblin Duck Saloon	Wolverine Tire & Autocare	Zeller's Variety Crafts

Business Data Used

A private business database was used to identify the types, location, and number of retail and service business establishments within one-mile of the downtown mid-point of Spooner and each comparison community. Data from InfoUSA was used representing businesses in operation in early 2009. InfoUSA data was chosen for this analysis because it is updated annually, geographically coded to a specific location, and because it provides precise descriptions of the primary business category by five-digit NAICS code. A glossary of those business categories used and their corresponding NAICS codes are listed in the Appendix.

For each of the comparisons in the following two sections (“Business Mix Comparison with Similar Size Wisconsin Communities” and “Business Mix Comparison with Selected Peer Communities”), data from InfoUSA was used to identify the number of businesses by NAICS code (five digit) within one-mile. The data for Spooner was checked for accuracy effective August 1, 2012 by the Spooner Chamber of Commerce.

The following are important notes about the comparisons that follow:

- In some cases, a particular business may offer products or services that fall under multiple NAICS codes. For this analysis, the businesses in Spooner were each allocated among, one, two or three categories to reflect their particular product and service offerings.
- By breaking out each of Spooner’s business into various categories, a number of full store equivalents were created out of fractions of stores. Similarly, the existing drug store is listed as only .7 pharmacies since it has other product lines classified elsewhere (gifts, rentals, and other non-pharmacy items).
- As with any statistical source, there may be inaccuracies in the number of businesses attributed to a specific NAICS code for any given community.
- The business mix analysis only measures a count of establishments and does not offer more useful information such as sales or square feet of space. Further, it does not attempt to measure the competitiveness of the businesses included in the comparison.

Business Mix Comparison with Similar Size Wisconsin Communities

This section compares the mix of businesses in Spooner with that of similar size communities in Wisconsin. This comparison represents one approach in identifying potential business opportunities for Spooner. As these communities represent all places of similar population in Wisconsin, they may be different from Spooner in geographic or other aspects.

Identification of Similar Size Wisconsin Communities

The first comparison group represents all Wisconsin communities (60 cities and villages) with populations between 2,500 and 5,000. These communities are listed in Table 2.1.

Table 2.1 – Wisconsin Cities and Villages with Populations between 2,500 and 5,000

Algoma	Amery	Baldwin	Black River Falls
Bloomer	Boscobel	Brillion	Brodhead
Chilton	Clintonville	Columbus	Cottage Grove
Cross Plains	Dodgeville	East Troy	Edgerton
Ellsworth	Evansville	Horicon	Howards Grove
Jackson	Kewaskum	Kewaunee	Kiel
Ladysmith	Lake Mills	Lancaster	Lodi
Marshall	Mauston	Mayville	Medford
Mineral Point	Mondovi	Mosinee	Neillsville
Nekoosa	New Holstein	Oconto Falls	Omro
Oostburg	Park Falls	Peshtigo	Prairie du Sac
Prescott	Pulaski	Rothschild	Sauk City
Saukville	Seymour	Slinger	Spooner**
Thiensville	Tomahawk	Union Grove	Viroqua
Wales	Waterford	Waterloo	West Salem

** University of Wisconsin – Extension, Center for Community & Economic Development Staff Paper, September 1, 2010. Retail & Service Business Mix Analysis of Wisconsin's Downtowns by Bill Ryan, Beverly Stencil, and Jangik Jin.*

*** The results for Spooner were also included in the cumulative data from the 60 Wisconsin communities.*

The average number of businesses per downtown in these communities was calculated in a UW-Extension* study and is presented in Table 2.2.

Table 2.2 – Business Counts in One-Mile Ring, Spooner vs. Wisconsin Average

NAICS	NAICS Description	Spoooner	Wisconsin Ave.*
44111000	New car dealers	0.8	0.9
44112000	Used car dealers	0.1	0.8
44122000	Motorcycle, boat, & other motor vehicles	0.0	0.4
44130000	Automotive parts, accessories, & tire stores	1.0	1.5
44210000	Furniture stores	1.8	0.6
44220000	Home furnishings stores	1.2	0.7
44311000	Appliance, television, & other electronics stores	5.0	1.2
44312000	Computer & software stores	0.0	0.6
44411000	Home centers	1.0	0.2
44412000	Paint & wallpaper stores	1.0	0.1
44413000	Hardware stores	2.0	0.9
44419000	Specialized building material dealers	1.6	1.1
44420000	Lawn & garden equipment & supplies stores	1.2	0.4
44510000	Grocery stores	4.8	1.9
44520000	Specialty food stores	3.2	0.7
44530000	Beer, wine, & liquor stores	0.0	0.6
44611000	Pharmacies & drug stores	0.7	1.1
44619000	Other health care (vitamin, medical equip)	0.9	0.1
44710000	Gasoline stations	2.1	2.6
44811000	Men's clothing stores	0.0	0.1
44812000	Women's clothing stores	0.0	0.2
44814000	Family clothing stores	0.7	0.2
44819000	Specialized clothing stores (dress, etc)	1.0	0.2
44821000	Shoe stores	0.2	0.1
44831000	Jewelry stores	2.0	0.5
45111000	Sporting goods stores	0.8	0.9
45112000	Hobby, toy, & game stores	1.4	0.2
45113000	Sewing, needlework, & piece goods stores	0.8	0.2
45114000	Musical instrument & supplies stores	0.0	0.1
45121000	Book Stores	0.8	0.2
45200000	General merchandise stores	2.0	1.2
45310000	Florists	0.8	1.1
45321000	Office supplies & stationery stores	0.2	0.2
45322000	Gift, novelty, & souvenir stores	2.6	1.2
45330000	Used merchandise stores	2.0	1.3
45391000	Pet & pet supplies stores	0.0	0.3
45392000	Art dealers	2.0	0.3
51213000	Motion picture & video exhibition	1.0	0.3
53210000	Automotive equipment rental & leasing	0.0	0.6
53230000	General rental centers	1.4	0.2
54192000	Photographic services	1.0	0.6
71390000	Other amusement (bowling, golf, fitness)	3.0	2.4
72210000	Full-service restaurants	7.0	7.3
72220000	Limited-service eating places	5.1	1.0
72240000	Drinking places (alcoholic beverages)	6.0	3.7
81111000	Automotive mechanical & electrical repair	3.0	2.5
81112000	Automotive body, paint, interior, & glass	4.0	1.3
81119000	Other automotive repair & maintenance	2.0	0.7
81141000	Home/garden equipment & appliance repair	0.4	0.3
81149000	Personal goods repair (watch, boat, garment)	1.1	0.5
81211100	Barber shops	2.0	0.8
81211200	Beauty salons	3.4	4.6
81211300	Nail salons	0.2	0.3
81219000	Other personal care services (tatoos, spas, piercing)	2.7	0.1
81231000	Coin-operated laundries & drycleaners	1.0	0.2
81232000	Drycleaning & laundry (except coin-operated)	0.0	0.4
81291000	Pet care (except veterinary) services	0.0	0.4
	Total Business Equivalents in One-Mile Ring	91.3	54.0

* Wisconsin Cities/Villages with 2,500-5,000 Pop. - Average of 60 Downtowns, 2010

Analysis of Data from Similar Size Wisconsin Communities

1. Spooner currently has 68% more businesses in its one mile ring than the average of the 60 peer communities. This may be due in part to not having a Wal-Mart. It may also be due to the sizable second home and visitor market in the region. Travel in this region is often measured in terms of minutes rather than miles when decisions are made as to how far to drive for shopping. Being located at the “crossroads” of three state highway systems enables Spooner retail businesses to draw from a larger regional market.
2. Spooner’s rich business mix of ninety-one establishments is more consistent with Wisconsin cities in the 5,000 to 10,000 population range, this despite the fact that Spooner’s population places it into the lower end of the 2,500 to 5,000 population grouping!
3. Spooner businesses are open twelve months of the year, unlike some comparable vacation destination/second home communities where retail businesses may close for the winter season.
4. Spooner has more businesses that sell goods for home improvements and furnishings, including specialty lines such as antiques, log furniture, and cabin decor. This appears to be one of the community’s niches to expand and build on.
5. The large number of grocery stores in the data includes various convenience stores like Kwik-Trip. Typically, a community the size of can support one full-size grocer. Spooner already has one full-size 24-hour grocery, a 68,000 sq. ft. store that draws from a five county area.
6. There is no stand-alone liquor store in Spooner. However, the grocery store has a large (6,000 sq. ft.) beer/wine/liquor department with a separate entrance. The store offers a wide selection of spirits and wine along with a large variety of craft beers.
7. The general merchandise category reports two stores. While there is no Wal-Mart in town, a dollar store and a Pamida store were reported in this category. Since the data was collected another dollar store has opened and the Pamida store has been renovated into a Hometown Shopko (a Shopko store downsized for smaller communities).
8. The theater is a special and distinctive amenity downtown, offering first-run movies. Most similar size communities no longer have a downtown theater.
9. The specific types of full and limited service restaurants needs to be investigated beyond the data provided. Spooner has many dining options from fast food to family restaurants and includes both Chinese and Italian, as well as local foods choices. Dining is one of the most important niches in downtowns today.

Business Mix Comparison with Selected Peer Communities

Comparisons are also made with four selected peer communities that serve similar market segments as Spooner. These comparisons represent a second approach useful in identifying potential business opportunities for the downtown district. These communities have relatively vibrant downtowns and share market characteristics similar to those of Spooner.

Selected Peer Communities

An alternative to using the business mix data for all similar size Wisconsin Communities is to conduct a comparison with selected economically vibrant peer communities.

Four peer communities were chosen for comparison with Spooner. The communities chosen had active downtown areas and share the following characteristics:

- population size
- similar incomes, education, age levels, etc.
- similar distances from major metropolitan areas
- strong downtown retail and service mix.
- considerable tourism activity and second homeownership



The estimated number of businesses in Spooner is compared to the four peer communities in Table 3.1. They include Ely MN, New Prague MN, Eagle River WI and Tomahawk WI.

Table 3.1 – Business Counts in One-Mile Ring, Spooner vs. Peer Communities

NAICS	Name	Spooner	Ely	Eagle River	Tomahawk	New Prague
44111000	New car dealers	0.8	1	1	1	
44112000	Used car dealers **	0.1		1	2	1
44122000	Motorcycle, boat, & other motor vehicles**	0	1	1	2	
44130000	Automotive parts, accessories, & tire stores	1	2	3	2	1
44210000	Furniture stores	1.8	1	1	1	1
44220000	Home furnishings stores	1.2	1	1		1
44311000	Appliance, television, & other electronics stores	5	2	3	2	4
44312000	Computer & software stores	0		1		1
44411000	Home centers	1		1		
44412000	Paint & wallpaper stores	1		1		
44413000	Hardware stores	2	3	1	1	1
44419000	Specialized building material dealers	1.6	1	2	4	3
44420000	Lawn & garden equipment & supplies stores	1.2		1		
44510000	Grocery stores	4.8	5	5	4	3
44520000	Specialty food stores**	3.2		3	2	1
44530000	Beer, wine, & liquor stores	0	4		1	2
44611000	Pharmacies & drug stores	0.7	2	3	2	1
44619000	Other health care (vitamin, medical equip)**	0.9				3
44710000	Gasoline stations	2.1	1	4	3	2
44811000	Men's clothing stores	0				
44812000	Women's clothing stores	0	1	2	2	
44814000	Family clothing stores	0.7	4	1	2	
44819000	Specialized clothing stores (dress, etc)**	1		2		1
44821000	Shoe stores	0.2	1			
44831000	Jewelry stores	2		2	2	1
45111000	Sporting goods stores	0.8	4	2	3	1
45112000	Hobby, toy, & game stores**	1.4		1		
45113000	Sewing, needlework, & piece goods stores**	0.8	2	1	1	
45114000	Musical instrument & supplies stores**	0				1
45121000	Book Stores	0.8		3	1	
45200000	General merchandise stores	2	2	5	3	3
45310000	Florists	0.8	2	2	2	2
45321000	Office supplies & stationery stores	0.2		1		1
45322000	Gift, novelty, & souvenir stores**	2.6	4	11	4	3
45330000	Used merchandise stores	2	2	3	4	2
45391000	Pet & pet supplies stores	0			2	1
45392000	Art dealers**	2	2	2		
51213000	Motion picture & video exhibition**	1	1	2	1	
53210000	Automotive equipment rental & leasing	0	1		2	1
53230000	General rental centers**	1.4				2
54192000	Photographic services	1	5	3		1
71390000	Other amusement (bowling, golf, fitness)	3	6	9	4	6
72210000	Full-service restaurants	7	10	18	14	7
72220000	Limited-service eating places	5.1		1	2	4
72240000	Drinking places (alcoholic beverages)	6	3	2	8	7
81111000	Automotive mechanical & electrical repair**	3	3	4	6	1
81112000	Automotive body, paint, interior, & glass**	4	3	1	2	
81119000	Other automotive repair & maintenance**	2		2		
81141000	Home/garden equipment & appliance repair**	0.4		1		
81149000	Personal goods repair (watch, boat, garment) **	1.1	2	1		
81211100	Barber shops**	2		2	1	3
81211200	Beauty salons**	3.4	6	10	4	6
81211300	Nail salons**	0.2				2
81219000	Other personal care services** (tatoos, spas, piercing)	2.7	2			5
81231000	Coin-operated laundries & drycleaners**	1	1	1		
81232000	Drycleaning & laundry (except coin-operated)	0		1	1	
81291000	Pet care (except veterinary) services**	0			1	

	Total Business Equivalents in One-Mile Ring	91.3	91	129	99	86
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Interviews and Visits to Selected Peer Communities

The Spooner Study Group visited each of the four peer communities and interviewed local chamber of commerce leaders. The purpose of these visits was to identify what economic development strategies have been successful and supportive of business development. The following questions were used as prompts in each community.

- Do you have a niche/specific identity? If so, how did you come up with it?
- What businesses fulfill/serve that niche?
- What are you known for? What businesses are destinations in your community?
- How is your chamber organized? Do you have an event organizer?
- What drives your local economy? Are there any emerging industry clusters?
- What have you done to make your town inviting for businesses to relocate here?
- What specific economic development strategies have worked in the downtown business district, including any initiatives to help expand or recruit businesses? Have there been unsuccessful initiatives?

Results from these community visits and interviews are presented in the following table:

	Ely, MN	New Prague, MN	Eagle River, WI	Tomahawk, WI
Do you have a niche/specific identity? If so, how did you come up with it?	<ul style="list-style-type: none"> Outdoor recreation and tourism for natural resources such as lakes, rivers, camping, canoeing, hunting, fishing, hiking, fall colors, and the Boundary Waters Canoe Area (BWCA). Tourists come from all over the world to visit these natural amenities. "Quirky" - A marketing firm helped develop unique features such as an annual April Fool's Day advertisement. 	<ul style="list-style-type: none"> Full Service Community" that meets needs including schools, hospital, business base, infrastructure, etc. without leaving the community. History, character, and autonomy of the community contribute to their identity; festivals contribute to this character. "Small town" character within an agricultural region that is experiencing growth and modern expansion, and is within commuting distance to Mankato, St Paul, or elsewhere. 	<ul style="list-style-type: none"> Natural Resources Tourism (lakes, rivers, Nicolet National Forest). Goal niche: incubator for the arts industry and destination for start-up arts businesses for people interested in pursuing art in their retirement. Eagle River currently has a BID that is working on this goal. They are pursuing the idea of obtaining a building where they could have artists come in to work which would include a gallery to display and sell art. 	<ul style="list-style-type: none"> Outdoor recreation and tourism for natural resources such as lakes, rivers, and trails. Large manufacturing employers give Tomahawk a unique blend of tourism and industry.
What businesses fulfill/serve that niche?	<ul style="list-style-type: none"> canoe outfitters & rentals resorts hotels state park national park 	<ul style="list-style-type: none"> Independently owned and operated business in downtown storefronts Businesses have retained historic buildings and small town Main Street atmosphere 	<ul style="list-style-type: none"> resorts cabin rentals t-shirt shops candy and fudge shops various restaurants 	<ul style="list-style-type: none"> 4 campgrounds 40 motels lodges and resorts boat dealerships and repair shops Antique stores a cheese and wine shops
What are you known for? What businesses are destinations in your community?	<ul style="list-style-type: none"> Boundary Waters Canoe Area International Wolf Center, International Bear Center City Library Fishing Opener, Deer Hunting Season, Dog Sledding, Blueberry Arts Festival, Tuesday Night Live, Fall Harvest Moon Festival, Ely Winter Festival Steeger Mukluks, Piragis Northwoods Outfitter, Wintergreen Designs, Kondos Outdoors Sir-G's Pizza, Chocolate Moose, Front Porch Coffee & Tea Co., Boat House Brew Pub, Ely Steak House, Northern Grounds Coffee & Cafe. 	<ul style="list-style-type: none"> Kolaches Annual festival & half marathon An historic restaurant and Inn (Closed, but currently being remodeled). 	<ul style="list-style-type: none"> Movie Theater Friendship House & Riverstone restaurants Children's Museum Farmer's Market 	<ul style="list-style-type: none"> Harley factory motorcycle rally and "The Fall Ride" women's clothing stores a wine and cheese shop a meat shop a traditional surplus store antique stores and a supper club among others Ben Franklin and Dog and Suds an old fashioned drive-in restaurant

<p>How is your chamber organized? Do you have an event organizer?</p>	<ul style="list-style-type: none"> • 2 full time employees, 5 part-time employees • 7 member board • The part-time employees serve as event coordinators and are paid based on the financial success of their specific event. 	<ul style="list-style-type: none"> • 190 members • Executive Director and part-time office assistant • They struggle at times for sponsorships being from members only with their events and not all events are making money. 	<ul style="list-style-type: none"> • 370 members • 4 full time employees and one part time employee • 12 member Board • The chamber focuses the majority of its efforts on tourism marketing and tourism events. The chamber spends much of the proceeds from the room tax and marketing efforts on two sports shows and a printed tourism guide. 	<ul style="list-style-type: none"> • 3 employees (Director, Admin. assistant and a member coordinator) • 10 member board • Has a promotions committee and a legislative committee which sets up luncheons with the representatives. • 12 events are put on throughout the year. All staff take part in event planning. A board member serves as chair of each event and someone from the paid staff is at all of the event planning meetings.
<p>What drives your local economy? Are there any emerging industry clusters?</p>		<p>Population growth has led to business growth, including modern gas stations/ convenience stores, restaurants and services that cater to the growth of the area as a “bedroom community”. The community feeling has remained, and the growth in jobs within the community has been favorable.</p>	<p>* seasonal tourism</p>	<p>Industry, tourism, and vacation destination. Industries include PCA, employing approximately 450 people, the Harley Davidson plant, Northland stainless, and Daigle Brothers.</p>
<p>What have you done to make your town inviting for businesses to relocate here?</p>			<p>Have started an incubation program for new businesses. This is housed in a previously abandoned building. The program works closely with Nicolet Technical College on economic development. A BID/ERRP is working on acquiring a building to attract artists and writers. Through the Main Street Community Program, downtown building exteriors have been remodeled. A full-time Main Street director is in charge of revitalization, planning, and business development and plans two of the annual events in town.</p>	<p>The chamber and downtown businesses cleaned-out vacant buildings and invite people to open houses in the vacant spaces.</p>
<p>What specific economic development strategies have worked in the downtown business district, including any initiatives to help expand or recruit businesses? Have there been unsuccessful initiatives?</p>	<p>No specific economic development strategies were cited. Ely does not experience vacancies for long, high visitor traffic helps to fill empty spaces and keeps existing businesses going for the most part.</p>	<p>Unsuccessful Initiatives/Challenges: attracting shoppers to main street and providing late night hours for customers. Some Main Street retailers are committing to later hours on Wednesdays and Thursdays. The Main Street is a highway that divides two counties, but they are not close to a main artery, which can be a drawback to gaining traffic from other communities.</p>	<p>Unsuccessful Initiatives/Challenges: attracting and retaining young people (entrepreneurs) to the area. The demographics show a continued growth in an older retirement population. The seasonality is also a struggle for retail businesses in the area, and many are closed in the off season. There are 33 empty commercial buildings in town.</p>	<p>Through the Main Street Community Program, downtown building exteriors improvements have been made. Some projects are planned for revitalization and historic preservation. The downtown has had some turnover with their businesses, but overall hasn’t had a problem keeping businesses occupying the downtown.</p>

Analysis of Data from Peer Communities

1. One common observation across all of the peer communities was downtown beautification efforts, something Spooner also has undertaken in the last six years through their Business Improvement District.
2. Three of the four peer communities offer numerous community events, primarily in the summer tourism season. Two chambers went so far as to identify themselves as “event driven”. Spooner offers several community events through-out the year, all under a “Jack” theme: Jack Frost Fest (January), Jack’s A Hack golf tournament (June), Jack Pine Savage Days (August), and Jack-O-Lantern Festival (October).
3. Three of the four peer communities, like Spooner, are located in areas rich in natural resources, primarily lakes, rivers and woods. These natural amenities make them tourism destinations.
4. All four peer communities offer more sporting goods stores than Spooner, even the community less reliant on tourism. One community offers more than four times and another three times as many sporting goods outlets. Spooner has one sporting goods store located in its downtown. An additional sporting goods store is located just outside of Spooner, on State Hwy. 53.
5. Spooner also lags all four peer communities in gift, novelty and souvenir stores.
6. All four peer communities offer more in the way of “Other amusement” such as bowling, golf and fitness. One community offers three times as many options in this category and two others offer twice as many.
7. Although Spooner has less full-service restaurants than three of the comparison communities, it has more limited-service eating establishments.
8. In most business categories studied, Spooner is comparable to the four peer communities visited. Spooner has more furniture and home furnishings stores than all four communities.

Opportunities

The following recommendations were developed by the study committee regarding Spooner's business mix. These recommendations relate to business expansion and recruitment opportunities, fitting uses for available real estate; and opportunities to create a high-performing commercial center based on clustering and effective niche development strategies.

Business Expansion and Recruitment Opportunities

- Many Spooner business establishments have strong secondary and even tertiary categories of sales. This was taken into consideration in the retail mix analysis of downtown Spooner and should be considered when analyzing possible business expansion and recruitment opportunities.
- Spooner has less gift, novelty and souvenir stores than comparable tourist destination communities. Considering the Spooner area's high number of both tourist visitors and second homeowners, there may be opportunity for expansion in this area.
- Considering its natural resource rich location with numerous lakes, rivers, woods and designated trail systems, Spooner lags behind comparison communities in sporting goods stores and recently lost a well-established bike and ski shop. This appears to be a prime area for expansion and recruitment.
- Spooner offers a similar number of "other attractions" when looking at all comparably-sized Wisconsin communities. When focusing on the tourism destination comparison communities visited by the Spooner study group, it appears there is ample opportunity to expand in the area of "other attractions". For example, the possibility of an indoor children's activity center (i.e. "bouncy castles") could be explored.

Fitting Uses for Available Real Estate

- Spooner has only one large empty storefront in the study area, a former hardware store that moved to a larger location two blocks away. There are several small buildings available just off the main downtown streets. There is potential for the larger building to be developed into a mall concept with several small shops located in the one building or this location could be the replacement for the lost bike and ski shop (the former building housing this business was torn down) or children's activity center.

Clustering and Niche Development Strategies

- Spooner was identified in both the downtown retail mix analysis and the comparison community reports as having more business establishments offering furniture and home furnishings. This potential niche area is worth exploring, touting the ability of shoppers to: *BUY WHAT YOU NEED TO BUILD, IMPROVE, FURNISH AND DECORATE YOUR HOME, IN SPOONER.*

Appendix A - Selected Retail and Service Business Categories

NAICS	Title	Definition
44111000	New car dealers	This industry comprises establishments primarily engaged in retailing new automobiles and light trucks, such as sport utility vehicles, and passenger and cargo vans, or retailing these new vehicles in combination with activities, such as repair services, retailing used cars, and selling replacement parts and accessories.
44112000	Used car dealers	This industry comprises establishments primarily engaged in retailing used automobiles and light trucks, such as sport utility vehicles, and passenger and cargo vans.
44122000	Motorcycle, boat, & other motor vehicles	This industry comprises establishments primarily engaged in retailing new and/or used motorcycles, boats, and other vehicles (except automobiles, light trucks, and recreational vehicles), or retailing these vehicles in combination with activities, such as repair services and selling replacement parts and accessories.
44130000	Automotive parts, accessories, & tire stores	This industry group comprises one or more of the following: (1) establishments known as automotive supply stores primarily engaged in retailing new, used, and/or rebuilt automotive parts and accessories; (2) automotive supply stores that are primarily engaged in both retailing automotive parts and accessories and repairing automobiles; (3) establishments primarily engaged in retailing and installing automotive accessories; and (4) establishments primarily engaged in retailing new and/or used tires and tubes or retailing new tires in combination with automotive repair services.
44210000	Furniture stores	This industry group comprises establishments primarily engaged in retailing new furniture, such as household furniture (e.g., baby furniture, box springs and mattresses) and outdoor furniture; office furniture (except those sold in combination with office supplies and equipment); and/or furniture sold in combination with major appliances, home electronics, home furnishings, or floor coverings.
44220000	Home furnishings stores	This industry group comprises establishments primarily engaged in retailing new home furnishings (except furniture).
44311000	Appliance, television, & other electronics stores	This industry comprises establishments primarily engaged in one of the following: (1) retailing an array of new household-type appliances and consumer-type electronic products, such as radios, televisions, and computers; (2) specializing in retailing a single line of new consumer-type electronic products (except computers); and (3) retailing these new products in combination with repair services.
44312000	Computer & software stores	This industry comprises establishments primarily engaged in retailing new computers, computer peripherals, and prepackaged computer software without retailing other consumer-type electronic products or office equipment, office furniture, and office supplies; or retailing these new products in combination with repair and support services.
44411000	Home centers	This industry comprises establishments known as home centers primarily engaged in retailing a general line of new home repair and improvement materials and supplies, such as lumber, plumbing goods, electrical goods, tools, housewares, hardware, and lawn and garden supplies, with no one merchandise line predominating. The merchandise lines are normally arranged in separate departments.
44412000	Paint & wallpaper stores	This industry comprises establishments known as paint and wallpaper stores primarily engaged in retailing paint, wallpaper, and related supplies.
44413000	Hardware stores	This industry comprises establishments known as hardware stores primarily engaged in retailing a general line of new hardware items, such as tools and builders' hardware.
44419000	Specialized building material dealers	This industry comprises establishments (except those known as home centers, paint and wallpaper stores, and hardware stores) primarily engaged in retailing specialized lines of new building materials, such as lumber, fencing, glass, doors, plumbing fixtures and supplies, electrical supplies, prefabricated buildings and kits, and kitchen and bath cabinets and countertops to be installed.
44420000	Lawn & garden equipment & supplies stores	This industry group comprises establishments primarily engaged in retailing new lawn and garden equipment and supplies.
44510000	Grocery stores	This industry group comprises establishments primarily engaged in retailing a general line of food products.
44520000	Specialty food stores	This industry group comprises establishments primarily engaged in retailing specialized lines of food.
44530000	Beer, wine, & liquor stores	This industry group comprises establishments primarily engaged in retailing packaged alcoholic beverages, such as ale, beer, wine, and liquor.
44611000	Pharmacies & drug stores	This industry comprises establishments known as pharmacies and drug stores engaged in retailing prescription or nonprescription drugs and medicines.
44619000	Other health care (vitamin, medical equip)	This industry comprises establishments primarily engaged in retailing health and personal care items (except drugs, medicines, optical goods, perfumes, cosmetics, and beauty supplies).
44710000	Gasoline stations	This industry group comprises establishments primarily engaged in retailing automotive fuels (e.g., diesel fuel, gasohol, gasoline) in combination with or without convenience store or food mart items. These establishments may also provide automotive repair services and/or food services.
44811000	Men's clothing stores	This industry comprises establishments primarily engaged in retailing a general line of new men's and boys' clothing. These establishments may provide basic alterations, such as hemming, taking in or letting out seams, or lengthening or shortening sleeves.
44812000	Women's clothing	This industry comprises establishments primarily engaged in retailing a general line of new women's,

	stores	misses', and juniors' clothing, including maternity wear. These establishments may provide basic alterations, such as hemming, taking in or letting out seams, or lengthening or shortening sleeves.
44814000	Family clothing stores	This industry comprises establishments primarily engaged in retailing a general line of new clothing for men, women, and children, without specializing in sales for an individual gender or age group. These establishments may provide basic alterations, such as hemming, taking in or letting out seams, or lengthening or shortening sleeves.
44819000	Specialized clothing stores (dress, etc)	This industry comprises establishments primarily engaged in retailing specialized lines of new clothing (except general lines of men's, women's, children's, infants', and family clothing). These establishments may provide basic alterations, such as hemming, taking in or letting out seams, or lengthening or shortening sleeves.
44821000	Shoe stores	This industry group comprises establishments primarily engaged in retailing all types of new footwear (except hosiery and specialty sports footwear, such as golf shoes, bowling shoes, and spiked shoes). Establishments primarily engaged in retailing new tennis shoes or sneakers are included in this industry.
44831000	Jewelry stores	This industry comprises establishments primarily engaged in retailing one or more of the following items: (1) new jewelry (except costume jewelry); (2) new sterling and plated silverware; and (3) new watches and clocks. Also included are establishments retailing these new products in combination with lapidary work and/or repair services.
45111000	Sporting goods stores	This industry comprises establishments primarily engaged in retailing new sporting goods, such as bicycles and bicycle parts; camping equipment; exercise and fitness equipment; athletic uniforms; specialty sports footwear; and sporting goods, equipment, and accessories.
45112000	Hobby, toy, & game stores	This industry comprises establishments primarily engaged in retailing new toys, games, and hobby and craft supplies (except needlecraft).
45113000	Sewing, needlework, & piece goods stores	This industry comprises establishments primarily engaged in retailing new sewing supplies, fabrics, patterns, yarns, and other needlework accessories or retailing these products in combination with selling new sewing machines.
45114000	Musical instrument & supplies stores	This industry comprises establishments primarily engaged in retailing new musical instruments, sheet music, and related supplies; or retailing these new products in combination with musical instrument repair, rental, or music instruction.
45121000	Book Stores	This industry comprises establishments primarily engaged in retailing new books, newspapers, magazines, and other periodicals.
45200000	General merchandise stores	Industries in the General Merchandise Stores subsector retail new general merchandise from fixed point-of-sale locations. Establishments in this subsector are unique in that they have the equipment and staff capable of retailing a large variety of goods from a single location. This includes a variety of display equipment and staff trained to provide information on many lines of products.
45310000	Florists	This industry group comprises establishments known as florists primarily engaged in retailing cut flowers, floral arrangements, and potted plants purchased from others. These establishments usually prepare the arrangements they sell.
45321000	Office supplies & stationery stores	This industry comprises establishments primarily engaged in one or more of the following: (1) retailing new stationery, school supplies, and office supplies; (2) retailing a combination of new office equipment, furniture, and supplies; and (3) retailing new office equipment, furniture, and supplies in combination with retailing new computers.
45322000	Gift, novelty, & souvenir stores	This industry comprises establishments primarily engaged in retailing new gifts, novelty merchandise, souvenirs, greeting cards, seasonal and holiday decorations, and curios.
45330000	Used merchandise stores	This industry group comprises establishments primarily engaged in retailing used merchandise, antiques, and secondhand goods (except motor vehicles, such as automobiles, RVs, motorcycles, and boats; motor vehicle parts; tires; and mobile homes).
45391000	Pet & pet supplies stores	This industry comprises establishments primarily engaged in retailing pets, pet foods, and pet supplies.
45392000	Art dealers	This industry comprises establishments primarily engaged in retailing original and limited edition art works. Included in this industry are establishments primarily engaged in displaying works of art for retail sale in art galleries.
51213000	Motion picture & video exhibition	This industry comprises establishments primarily engaged in operating motion picture theaters and/or exhibiting motion pictures or videos at film festivals, and so forth
53210000	Automotive equipment rental & leasing	This industry group comprises establishments primarily engaged in renting or leasing the following types of vehicles: passenger cars and trucks without drivers, and utility trailers. These establishments generally operate from a retail-like facility. Some establishments offer only short-term rental, others only longer-term leases, and some provide both types of services.
53230000	General rental centers	This industry group comprises establishments primarily engaged in renting a range of consumer, commercial, and industrial equipment. Establishments in this industry typically operate from conveniently located facilities where they maintain inventories of goods and equipment that they rent for short periods of time. The type of equipment that establishments in this industry provide often includes, but is not limited to: audio visual equipment, contractors' and builders' tools and equipment, home repair tools, lawn and garden equipment, moving equipment and supplies, and party and banquet equipment and supplies.
54192000	Photographic	This industry comprises establishments primarily engaged in providing still, video, or digital photography

	services	services. These establishments may specialize in a particular field of photography, such as commercial and industrial photography, portrait photography, and special events photography. Commercial or portrait photography studios are included in this industry.
71390000	Other amusement (bowling, golf, fitness)	This industry group comprises establishments primarily engaged in operating golf courses (whether or not in conjunction with dining facilities (country clubs); skiing facilities; Marinas; fitness and recreational sports centers; bowling centers; and all other amusement and recreation industries. Included in this industry group are public swimming pools, miniature golf courses and riding stables.
72210000	Full-service restaurants	This industry group comprises establishments primarily engaged in providing food services to patrons who order and are served while seated (i.e., waiter/waitress service) and pay after eating. Establishments that provide this type of food service to patrons with any combination of other services, such as take-out services, are classified in this industry.
72220000	Limited-service eating places	This industry group comprises establishments primarily engaged in providing food services where patrons generally order or select items and pay before eating. Most establishments do not have waiter/waitress service, but some provide limited service, such as cooking to order (i.e., per special request), bringing food to seated customers, or providing off-site delivery.
72240000	Drinking places (alcoholic beverages)	This industry group comprises establishments primarily engaged in preparing and serving alcoholic beverages for immediate consumption.
81111000	Automotive mechanical & electrical repair	This industry comprises establishments primarily engaged in providing mechanical or electrical repair and maintenance services for automotive vehicles, such as passenger cars, trucks and vans, and all trailers. These establishments may specialize in a single service or may provide a wide range of these services.
81112000	Automotive body, paint, interior, & glass	This industry comprises establishments primarily engaged in providing one or more of the following: (1) repairing or customizing automotive vehicles, such as passenger cars, trucks, and vans, and all trailer bodies and interiors; (2) painting automotive vehicle and trailer bodies; (3) replacing, repairing, and/or tinting automotive vehicle glass; and (4) customizing automobile, truck, and van interiors for the physically disabled or other customers with special requirements.
81119000	Other automotive repair & maintenance	This industry comprises establishments primarily engaged in providing automotive repair and maintenance services (except mechanical and electrical repair and maintenance; transmission repair; and body, paint, interior, and glass repair) for automotive vehicles, such as passenger cars, trucks, and vans, and all trailers.
81141000	Home/garden equipment & appliance repair	This industry comprises establishments primarily engaged in repairing and servicing home and garden equipment and/or household-type appliances without retailing new equipment or appliances. Establishments in this industry repair and maintain items, such as lawnmowers, edgers, snow- and leaf-blowers, washing machines, clothes dryers, and refrigerators.
81149000	Personal goods repair (watch, boat, garment)	This industry comprises establishments primarily engaged in repairing and servicing personal or household-type goods without retailing new personal or household-type goods (except home and garden equipment, appliances, furniture, and footwear and leather goods). Establishments in this industry repair items, such as garments; watches; jewelry; musical instruments; bicycles and motorcycles; motorboats, canoes, sailboats, and other recreational boats.
81211100	Barber shops	This U.S. industry comprises establishments known as barber shops or men's hair stylist shops primarily engaged in cutting, trimming, and styling men's and boys' hair; and/or shaving and trimming men's beards.
81211200	Beauty salons	This U.S. industry comprises establishments (except those known as barber shops or men's hair stylist shops) primarily engaged in one or more of the following: (1) cutting, trimming, shampooing, coloring, waving, or styling hair; (2) providing facials; and (3) applying makeup (except permanent makeup).
81211300	Nail salons	This U.S. industry comprises establishments primarily engaged in providing nail care services, such as manicures, pedicures, and nail extensions.
81219000	Other personal care services (tatoos, spas, piercing)	This industry comprises establishments primarily engaged in providing personal care services (except hair, nail, facial, or nonpermanent makeup services).
81231000	Coin-operated laundries & drycleaners	This industry comprises establishments primarily engaged in (1) operating facilities with coin-operated or similar self-service laundry and drycleaning equipment for customer use on the premises and/or (2) supplying and servicing coin-operated or similar self-service laundry and drycleaning equipment for customer use in places of business operated by others, such as apartments and dormitories.
81232000	Drycleaning & laundry (except coin-operated)	This industry comprises establishments primarily engaged in one or more of the following: (1) providing drycleaning services (except coin-operated); (2) providing laundering services (except linen and uniform supply or coin-operated); (3) providing dropoff and pickup sites for laundries and/or drycleaners; and (4) providing specialty cleaning services for specific types of garments and other textile items (except carpets and upholstery), such as fur, leather, or suede garments; wedding gowns; hats; draperies; and pillows. These establishments may provide all, a combination of, or none of the cleaning services on the premises.
81291000	Pet care (except veterinary) services	This industry comprises establishments primarily engaged in providing pet care services (except veterinary), such as boarding, grooming, sitting, and training pets.