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Wahpeton- Breckenridge Downtown Action Agenda 2006

A Collaborative Effort of:
The National League of Cities
and
HyettPalma, Inc.

Making Downtown Renaissance A Reality

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September 19, 2006

TO: The Honorable Mayor Jim Sturdevant, City of Wahpeton
The Honorable Mayor Clifford Barth, City of Breckenridge
Wahpeton & Breckenridge City Council Members
Members of the Process Committee

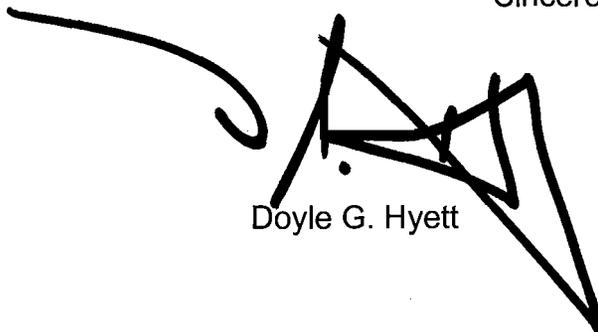
RE: **Wahpeton-Breckenridge Downtown Action Agenda 2006**

HyettPalma, Inc., is pleased to present to you the following report titled: **Wahpeton-Breckenridge Downtown Action Agenda 2006**, completed under the program titled **America Downtown® – New Thinking. New Life.**

This document includes the community's vision for the joint Wahpeton-Breckenridge Downtown, as well as the findings of a comprehensive analysis of Downtown's commercial markets. The vision and market analysis findings were used to define a specific economic enhancement strategy for the joint Downtown project area. The recommended strategy was specifically designed to enable Downtown to attain the community's defined vision as well as the identified market opportunities.

Thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your success and know that we stand ready to assist in any way we can as you proceed with the Wahpeton-Breckenridge Downtown enhancement effort.

Sincerely,



Doyle G. Hyett



Dolores P. Palma

TABLE OF CONTENTS

Introduction 1

I. Project Overview 4

II. Downtown Wahpeton-Breckenridge Today 7

III. Resident and Business Surveys 17

IV. Downtown Wahpeton-Breckenridge Tomorrow 23

V. Downtown Market Analysis 29

- Downtown Retail Opportunities
- Downtown Office Opportunities
- Downtown Housing Opportunities

VI. Course of Action 40

VII. Partnership for Success 76

VIII. Implementation Sequence 81

IX. Appendices 86

- Appendix A – Retail and Office SIC Tables
- Appendix B – Retail Report©

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Process Committee Members

At the request of HyettPalma, Inc., the Cities of Wahpeton and Breckenridge formed a Downtown Process Committee to oversee this project. HyettPalma would like to thank the members of the Downtown Wahpeton-Breckenridge Process Committee, listed below, for all their time, hard work, and dedication in preparing for and participating in completing the ***Wahpeton-Breckenridge Downtown Action Agenda 2006***.

WAHPETON

Laurie	Straus	Pharmacist/Owner of Wahpeton Drug & Gift.
Brad	Pauly	District President Wells Fargo Bank
Harvey	Link	Vice President, Institutional Advancement and Government Relations
Mitzi	Moc	Publisher Daily News
Ron	Cizek	Imation Manufacturing Director
Craig	Caspers	Wahpeton CDC Member
Mike	Connell	Wahpeton Public School Superintendent
Jim	Oliver	Executive Vice President Chamber
Jim	Sturdevant	Wahpeton City Mayor
Alisa	Mitskog	City of Wahpeton Councilmember/Chiropractor/Business Owner
Perry	Miller	Property Manager & County Commissioner
Roger	Jensen	Wahpeton Park Board President
Steve	Hinsverk	Sales
Bill	Dablow	Radio Station manager
Rick	Steckler	Market President-Wahpeton-Bank of the West
Darcie	Huwe	Finance Director - Wahpeton
Shawn	Kessel	City Coordinator - Wahpeton
Randy	Nelson	Public Works Director - Wahpeton

BRECKENRIDGE

Clifford	Barth	Breckenridge Mayor
Mark	Lorenz	Breckenridge Public Utility Commission Member
Jason	Arndahl	Pharmacist Snyder Drug
Jana	Berndt	President Bremer Bank/Breck and Wahp
Gordon	Martinson	Breckenridge Public Utility Commission Member
Dave	Nelson	President/CEO St. Francis Healthcare Campus
Dave	Pace	Breckenridge Public School Superintendent
Neal	Folstad	Wilkin County Commissioner
Jay	Stillwell	Breckenridge Planning Commission Chairman
Mike	Matz	Branch Manager-Bank of the West
Blaine	Hill	City Clerk Treasurer - Breckenridge

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Introduction



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INTRODUCTION

In 1992, as America's largest membership organization representing the elected officials of this nation, the National League of Cities (NLC) decided to assume a more aggressive role in the areas of Downtown enhancement and local economic development. That role would involve offering technical assistance to local elected officials concerned about the economic success of their Downtowns.

To fill this role, the National League of Cities approached HyettPalma, Inc. Together, NLC and HyettPalma designed an advanced new pilot program. The new pilot would offer on-site, technical assistance to a limited number of communities.

The new Downtown pilot was presented under the banner of *ACCEPTING THE CHALLENGE: THE REBIRTH OF AMERICA'S DOWNTOWNS*. It was structured to guide local governing bodies – working in partnership with local business owners, property owners and concerned citizens – in rethinking ways to rebuild our nation's Downtowns.

Availability of the Downtown pilot was limited to eleven cities. The purpose of limiting the number of communities that could participate in the pilot was to ensure quality service delivery to the participating cities. In addition, the pilot required the local governing body in each participating city to be the agency that contracted with NLC for services. This was done to ensure the involvement of the governing body from the very start of the local Downtown enhancement effort.

Once the pilot was completed, NLC and HyettPalma evaluated its effectiveness and whether or not to continue offering Downtown technical assistance. This was done with the assistance of local officials from the eleven pilot communities. Based on that evaluation, and specifically on the advice and needs expressed by the pilot's local officials, a new comprehensive technical assistance program was developed titled *AMERICA DOWNTOWN® – NEW THINKING. NEW LIFE*.

America Downtown® – New Thinking. New Life. was structured to provide the help local officials need to reverse their Downtown's cycle of decline and help it evolve to a brighter future. The program brings together the political insight of the

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National League of Cities and the Downtown expertise of HyettPalma, Inc. Together, they offer individualized assistance and a combination of strengths not available anywhere else.

America Downtown® – New Thinking. New Life. provides direct, hands-on help to city officials and community leaders who want to start, refocus, or energize their Downtown enhancement efforts. In 2006, thanks to the leadership of the Mayors and City Councils of both Wahpeton and Breckenridge, the Twin Towns became members of this Downtown program.

The program's strengths are built on the following convictions.

- The assistance provided is implementation-oriented – not another Downtown plan or study but an aggressive course of action that local officials and community leaders can start to implement immediately.
- The recommendations made for each Downtown are pragmatic – tailored to local resources so that they can be realistically implemented.
- The solutions offered are success-oriented – designed to improve each Downtown's economy so that the results are long-lasting.
- The on-site assistance is inclusive – providing a forum that brings public and private sector constituents together to identify Downtown issues, define a Downtown vision, and take needed actions in partnership.

Project Overview

I. PROJECT OVERVIEW

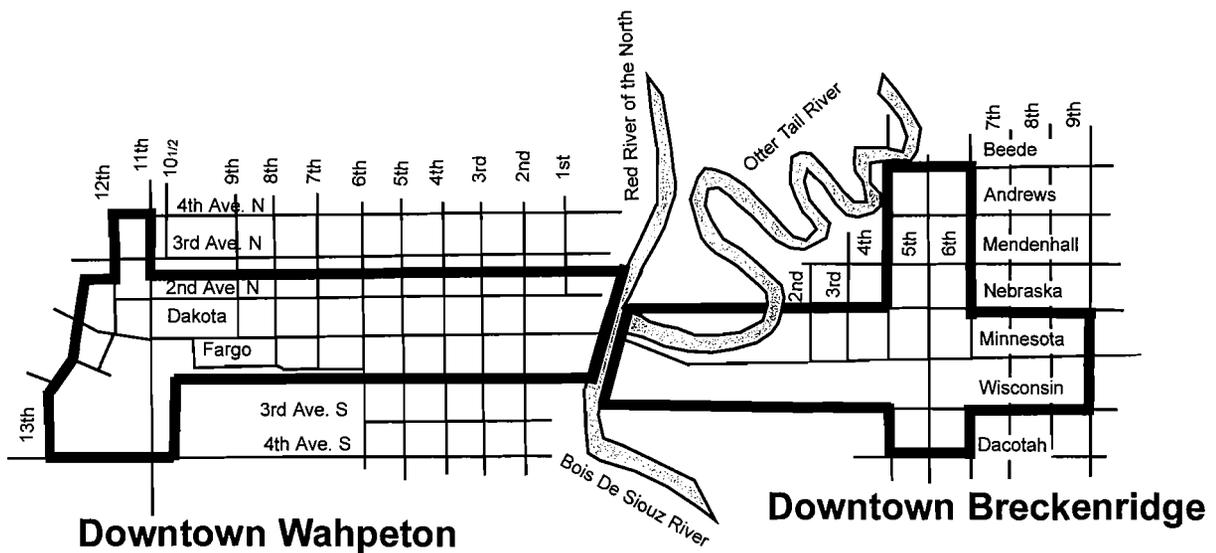
In 2006, the Mayors and City Council Members of both Wahpeton, ND, and Breckenridge, MN, determined that a joint Downtown enhancement strategy was needed to further strengthen the Downtown of their Twin Towns. The ***Wahpeton-Breckenridge Downtown Action Agenda 2006*** was defined with involvement from the City governments, the local business sector, representatives of non-profit organizations, and members of the Wahpeton and Breckenridge communities. The ***Wahpeton-Breckenridge Downtown Action Agenda 2006***, shown in the following pages, incorporates the desires, preferences, and concerns expressed by the people of Wahpeton-Breckenridge for their joint Downtown. This local input was used as the foundation of the project.

Based on the desires and concerns expressed by the people of Wahpeton and Breckenridge – combined with a realistic analysis of Downtown's market potentials – a ***Course of Action*** was defined for public and private sector implementation. The ***Course of Action*** is meant to enable Downtown Wahpeton-Breckenridge to reach the vision defined locally, to overcome the key issues it faces, and capture the identified market potentials. The ***Course of Action*** is contained in this document along with a suggested ***Implementation Sequence***.

Finally, this document contains advice regarding a private-public partnership. This is the vehicle that would be responsible for implementing the recommended ***Course of Action*** in a timely and quality manner.

A map of Downtown Wahpeton-Breckenridge, as defined for this project, is shown on the following page.

Downtown Wahpeton, ND and Downtown Breckenridge, MN Project Boundaries



Downtown Wahpeton- Breckenridge Today

II. DOWNTOWN WAHPETON-BRECKENRIDGE TODAY

Following is a snapshot of Downtown Wahpeton-Breckenridge at this point in time.

Strengths

The joint Downtown project area enjoys a number of strengths, which can be leveraged for a brighter future. These include the following:

- The confluence of the Otter Tail and Bois de Sioux Rivers, which creates the Red River of the North – whose headwaters afford Downtown a truly unique, one-of-a-kind setting;
- Historic buildings and a rich history, which can be used to set Downtown apart from the competition;
- Successful businesses, multi-generational businesses, and very popular restaurants;
- The presence of anchors in the Breckenridge portion of Downtown, which include City Hall, Headwaters Park, Welles Memorial Park, Railroad Park, the Wilkin County Courthouse, the Wilkin County Historical Museum, the library, the post office, and a six-screen movie theater;
- The presence of anchors in the Wahpeton portion of Downtown, which include the Richland County Courthouse, the Richland County Historical Museum, the library, and the post office;
- Beautification projects have occurred in the Breckenridge portion of Downtown – such as flower plantings and Angelique’s Arbor – which are greatly appreciated by the community;
- Banners and hanging baskets have been used to beautify the Wahpeton portion of Downtown;

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- Dakota Avenue is a state highway, which – although posing pedestrian-comfort challenges – affords businesses there high visibility;
- A “bed tax” has been instituted in Wahpeton, affording funds for marketing the community and its Downtown;
- Both Wahpeton and Breckenridge have created Tax Increment Financing Districts, which include the joint Downtown project area;
- Both communities have created financial incentives which are available to those in Downtown;
- Wahpeton enjoys a growing job base, while Breckenridge is experiencing housing growth – both of which are very positive in terms of the Downtown enhancement effort, since both afford Downtown the opportunity to appeal to and attract an increasing number of area employees and residents;
- The Mayors and City Council Members of both communities are involved in and supportive of the Downtown enhancement effort;
- A number of organizations are involved in and supportive of the joint Downtown enhancement project, including the Wahpeton Breckenridge Area Chamber of Commerce, the Breckenridge Port Authority, Project Breckenridge, the Wahpeton Economic Development Corporation, and the Wahpeton Visitor’s Center;
- There are a variety of facilities, institutions, and attractions in the Twin Towns themselves, and throughout the area, which attract large numbers of users, including the St. Francis Healthcare Campus, medical clinics, North Dakota State College of Science (NDSCS), Chahinkapa Park and Zoo, the restored Prairie Rose Carousel, “Wahpper” – the world’s largest catfish – a wealth of fishing and boating opportunities, Bois de Sioux Golf Course (which, uniquely, spans two states), the King of Trails Scenic Byway, the Red River International Canoe and Boating Route, Fort Abercrombie, Bagg Bonanza Farm, and the Ringling Brothers Circus Monument;

- The Twin Towns are within an easy drive of Fargo, giving Downtown the opportunity to appeal to and attract a large population base; and
- Very importantly, the leadership of both communities – both from the public and private sectors – appear to be ready to make the commitment necessary to move the joint Downtown enhancement effort forward.

Concerns

Those involved in the **Downtown Action Agenda** process were asked to voice the concerns they have regarding Downtown's future. In response, the following concerns were raised most frequently:

1. Business mix, niche, turnover, and duplication – what is appropriate for the joint Downtown project area as a whole, and for the Wahpeton portion and the Breckenridge portion individually, to ensure that businesses can succeed;
2. Cleanliness;
3. "Eyesore" buildings – more so in the Wahpeton portion of Downtown;
4. Building vacancies, again, more so in Wahpeton;
5. Lack of "things to offer" that will draw people;
6. The impact Wal-Mart's opening will have on Downtown; and
7. The impact the Dakota Avenue reconstruction project, which is slated for 2009, will have on Downtown's businesses – in both communities.

Desires

Those participating in the **Downtown Action Agenda** process were asked what they would like to see addressed or achieved by the Downtown enhancement effort. In response, the following desires were most often mentioned:

1. A plan, which will result in a stronger, better Downtown and more viable businesses – and the steps necessary to implement that plan;

2. A joint Downtown that “flows together” and has a better image;
3. Property owners taking greater care of and showing more pride in their structures, particularly in Wahpeton;
4. Filling buildings with more places to shop and with more things to do;
5. More customers;
6. Increased communication and joint cooperation among all involved in Downtown’s enhancement;
7. Professional guidance regarding Downtown’s appropriate business mix; and
8. In Wahpeton, making Dakota Avenue more pedestrian-friendly via traffic calming techniques.

Image

Those participating in the ***Downtown Action Agenda*** process were asked to describe the image they hoped the joint Downtown project area would have by the year 2011. A summary of that image is shown below.

*An enticing, appealing, and unique Downtown
That is warm and fun for people of all ages.*

*A pretty, clean, and well-kept Downtown
That has a quaint, small town feeling, yet is
Alive and vibrant.*

*A Downtown that is filled with
More “draws,” more destinations, and
More choices of interesting things to do.*

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*A Downtown of friendly people, personal attention, and
Visual unity that is
Charming, bright and cheery, and
Different from that of any other community.*

*A Downtown that makes you feel safe,
Gives you a “coming home” feeling, and
Makes you want to park your car and
Shop, shop, shop!*

*A Downtown that spans two cities, but
Where you can feel the unity of
People working together as one community.*

*An intriguing Downtown that
Makes you want to walk from one block to the next and
Then even farther.*

*A Downtown where
Customer service is personal and great,
“In our Downtown, you’re not just another sheep.”*

*An up-to-date Downtown with
Small town quaintness and charm;
A Downtown that offers lots to do
Yet is relaxing and peaceful.*

*A Downtown that is dignified and
Where people work together, but
Retain their individuality.*

*A Downtown that makes you say,
“The people in this community are so friendly!
What a place!
I’m coming back and bringing my friends!”*



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Guidelines

Given Downtown's strengths – as well as the concerns, desires, and preferred image voiced by community members – HyettPalma believes that the following principles must be embraced locally in order to successfully implement the ***Downtown Action Agenda***.

1. Fear/Impact of Wal-Mart

There appears to be great concern, particularly among business owners in Downtown Wahpeton, about the impact Wal-Mart's opening will have on small, local businesses. While this is a legitimate concern, Downtown's current business owners must understand that Downtowns nationwide are thriving despite the proximity of a Wal-Mart. This can be the situation in Downtown Wahpeton-Breckenridge as well, if the following occurs.

- Business owners cannot attempt to compete directly with Wal-Mart by trying to sell the same exact merchandise. This would create a no-win situation for the small business.
- Business owners who are now selling exactly what Wal-Mart will be selling must re-orient their businesses. This can be done by selling merchandise that is not sold at Wal-Mart stores. Or, this can be accomplished by selling the same items but in a different brand, style, or quality.
- Every Downtown retail business must provide those value-added features that Wal-Mart can't – e.g., exceptional customer service, personalized attention, and local owners who get to know and who value each and every one of their customers.
- Downtown's businesses – and Downtown as a whole – must offer consumers an experience that cannot be found elsewhere.
- Downtown business owners, for whom Wal-Mart will offer competition, must make the necessary changes to their businesses NOW, well in advance of Wal-Mart opening its doors.

Downtown business owners must also realize that the advent of Wal-Mart will make the Twin Towns even more of a regional hub than they are today. Residents of small towns in the region will, most likely, choose to shop in Wahpeton-Breckenridge rather than driving to Fargo or Fergus Falls. Therefore, Wal-Mart's decision to locate in the Twin Towns, rather than in another community nearby, should be viewed as fortunate. And, Downtown business owners should prepare to market their shops to those residents as an additional Twin Towns destination.

2. *Common Ground Project*

Over the past several years, the communities of Wahpeton and Breckenridge have worked more closely together than ever before, as they dealt jointly and cooperatively with the aftermath of flooding, creation of the new St. Francis Healthcare Campus, and merger of their Chambers of Commerce. These were progressive and fortuitous steps that can only bring about mutually beneficial results for both communities. Now, with creation of this joint ***Downtown Action Agenda***, Downtown's enhancement should be viewed – and used – as a common ground project that further unites the two cities, engages them in additional cooperative efforts, and provides mutually beneficial gains for both.

3. *Act Now/Act Quickly*

With the local Wal-Mart store opening in the near future, and with the Dakota Avenue reconstruction project slated for 2009, the time to further enhance the joint Downtown project area is NOW. This is very important in order to strengthen Downtown's market and businesses so that they are better able to withstand the new competition and the road construction period. In addition, projects and initiatives taken to strengthen Downtown must be implemented quickly, with truncated timelines, so that their impact can be seen and felt as immediately as possible.

4. *Coordinate Actions*

All groups and entities involved in Downtown's enhancement – from the public and private sectors – must plan projects and take actions in a cooperative and collaborative manner. This is essential in order to leverage resources and ensure the best results. No single group, regardless of how well-meaning, should unilaterally design or implement improvements that will be highly visible.

5. **Government Sets the Standard**

In the business of Downtown revitalization, it is a truism that “government sets the standard.” This means that the community cannot expect private property owners to maintain their investments to a higher standard than that established by the public sector. Therefore, the City governments of both Wahpeton and Breckenridge must establish a high standard of quality by:

- Ensuring that all public spaces – whether sidewalks, streets, parks, etc. – are well-maintained and attractive at all times; and
- Acting quickly to deal with any private property whose owners have allowed those properties to fall into a state of disrepair.

6. **Aesthetics vs. Utilitarianism**

It is understood that public improvements – such as sidewalks, streetlights, street furniture, trees, etc. – must be cost-effective and easy to maintain. However, for a Downtown to be alluring and enticing to the public, its public spaces cannot be strictly utilitarian in nature. Therefore, as the recommendations of the **Downtown Action Agenda** are implemented, care should be taken to design and select public improvements that elevate Downtown’s aesthetic appeal, as well as being functional.

7. **Theme**

There is a question locally as to whether or not a “theme” should be “created” for Downtown. The answer is “no” – if the question implies that a fake look or persona should be imposed on Downtown. On the other hand, an image should be created for Downtown that is true to Downtown’s character. This should include:

- Preservation of Downtown’s older buildings in its two historic cores (defined later in this document); and
- Quality, throughout Downtown, in all things.

8. Keep Downtown Unique

There is also a question locally about whether or not “we should demolish Downtown and start over.” The answer to this question is an emphatic “NO.” The reason for this is simple: Downtown’s older architecture is, in large part, what makes Downtown distinctive and, therefore, able to compete with other commercial facilities – whether that entails other cities or the generic sameness of “Anywhere USA” embodied by big box retailers. And, a Downtown’s older architecture is well suited to attract real estate investors, business prospects, and customers looking for unique experiences.

9. Attitude

Those involved in and with Downtown must adopt, exhibit, and convey a “can do” and “will do” attitude in terms of Downtown’s further enhancement. And, those in Wahpeton and Breckenridge must embrace a “we” attitude toward implementation of this **Downtown Action Agenda**.

10. Confidence

An investment adage that holds true in Downtowns is:

$$\begin{array}{c} \textit{Government Confidence} \\ + \\ \textit{Lender Confidence} = \\ \textit{Investor Confidence.} \end{array}$$

It is clear that the City administrations of Wahpeton and Breckenridge have confidence in Downtowns future. And, the same is true of area lenders. Therefore, these facts need to be widely conveyed throughout the region in order to spur greater investment confidence and involvement in Downtown.

11. Social Gathering Place

Downtown must become, and be positioned as, the social gathering place and hub of the Twin Towns region, and not solely a place of commerce. To do this, all anchors that serve the community-at-large must be retained in Downtown, all new anchors should be located in Downtown, and any anchors now located outside of Downtown should be returned to Downtown, if at all possible, in the future.

Resident and Business Surveys

III. RESIDENT AND BUSINESS SURVEYS

As a part of this project, two types of surveys were conducted to gauge the health of Downtown Wahpeton-Breckenridge, as perceived locally. These were a survey of the owners/managers of Downtown businesses and a telephone survey of residents living in Downtown's primary trade area. A summary of the survey responses follows.

Use of Downtown

Trade area residents reported coming to Downtown with great frequency, with 82% saying they come to the Wahpeton portion between 1 and 7 times a week and 72% saying they come to the Breckenridge portion between 1 and 7 times a week.

Purpose of Trips

Residents surveyed were asked to list the primary reasons they now come to Downtown. The responses show that residents come to both the Wahpeton and Breckenridge portions of the joint Downtown primarily to shop (47% and 51%, respectively).

The next most frequently cited reasons were mentioned far less frequently. For the Wahpeton portion of Downtown, these were:

- Work (11%);
- Banking (9%); and
- Eating in restaurants (8%).

Therefore, 75% of residents surveyed said they now come to the Wahpeton portion of the joint Downtown project area to shop, work, bank, or eat in restaurants.

For the Breckenridge portion, the next most frequently mentioned reasons for Downtown trips were:

- Eating in restaurants (12%);
- Work (8%);
- Conducting personal business (6%); and



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- Using service businesses (5%).

Therefore, 82% of residents surveyed said they now come to the Breckenridge portion of the joint Downtown to shop, eat in restaurants, work, conduct personal business, or use service businesses.

Shopping Area of Choice

Residents surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. The responses given to this question were:

- Downtown Wahpeton (56%);
- Fargo (16%);
- Fergus Falls (13%);
- Downtown Breckenridge (7%);
- Fargo or Fergus Falls (6%); and
- Other (2%) – on-line, Wahpeton in general, Breckenridge in general, Lidgerwood.

When asked why they choose to shop in a particular area, residents cited:

- Convenience (36%);
- Variety/selection offered (28%);
- Price (16%);
- Closeness to home (13%);
- To support local businesses (3%);
- Service (2); and
- Other (2%) – closeness to work, parking.

Downtown Characteristics

Residents and business owners surveyed were asked to rate the Wahpeton and Breckenridge portions of the Downtown project area as being “good,” “fair,” or “poor” at this time – in terms of 19 characteristics.

Regarding the Wahpeton portion of the joint Downtown project area, ten characteristics were rated “good” by a majority of residents. And, only two received this rating from a majority of Downtown Wahpeton business owners.

The ten characteristics of Downtown Wahpeton rated “good” by a majority of residents were:

- Feeling of safety (73% residents, 70% business owners);
- Helpfulness of salespeople (72% residents, 53% business owners);
- Cleanliness of area (72% residents, 40% business owners);
- Traffic circulation (71% residents, 36% business owners);
- Availability of parking (68% residents, 37% business owners);
- Quality of service businesses (65% residents, 47% business owners);
- Convenience of parking (64% residents, 36% business owners);
- Attractiveness of the area (58% residents, 23% business owners);
- Knowledge of salespeople (53% residents, 45% business owners); and
- Business hours (51% residents, 42% business owners).

Regarding the Breckenridge portion, twelve characteristics were rated "good" by a majority of residents. And, nine of those same characteristics received this rating from a majority of business owners located in Downtown Breckenridge.

The twelve characteristics of the Breckenridge portion of Downtown rated “good” by a majority of residents surveyed, were:

- Feeling of safety (83% residents, 93% business owners);
- Helpfulness of salespeople (81% residents, 70% business owners);
- Cleanliness of area (73% residents, 59% business owners);
- Knowledge of salespeople (71% residents, 59% business owners);
- Quality of service businesses (68% residents, 65% business owners);
- Traffic circulation (66% residents, 45% business owners);
- Availability of parking (65% residents, 50% business owners);
- Quality of restaurants (63% residents, 64% business owners);
- Convenience of parking (62% residents, 55% business owners);
- Business hours (62% residents, 66% business owners);
- Quality of retail goods (55% residents, 52% business owners); and
- Attractiveness of the area (53% residents, 43% business owners).

Therefore, trade area residents agreed that both the Wahpeton and Breckenridge portions of Downtown could be rated “good” in terms of ten characteristics. These were safety, helpfulness of salespeople, cleanliness of the area, traffic circulation, parking availability and convenience, service business quality, area attractiveness, knowledge of salespeople, and business hours. In addition, a majority of trade area residents rated two other characteristics as being “good” in the Breckenridge portion of Downtown. These were the quality of restaurants and the quality of retail goods.

Downtown Improvements

Residents and business owners were asked to rate a list of possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

For the Wahpeton portion of Downtown, a majority of trade area residents surveyed thought it “very important” to make the following two improvements:

- Increase the variety of retail goods (66% residents, 74% business owners); and
- Recruit additional retail businesses (65% residents, 76% business owners).

For the Breckenridge portion, a majority of residents surveyed thought the following four improvements were “very important:”

- Recruit additional retail businesses (78% residents, 68% business owners);
- Increase the variety of retail goods (76% residents, 58% business owners);
- Increase the variety of restaurants (52% residents, 36% business owners); and
- Improve the quality of retail goods (51% residents, 27% business owners).

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The above lists illustrate that trade area residents surveyed would like to see the same two improvements made in both the Wahpeton and Breckenridge portions of Downtown. These are recruit additional retail businesses and increase the variety of retail goods. And, trade area residents would like to see two additional improvements made in the Breckenridge portion of Downtown: increase the variety of restaurants and improve the quality of retail goods.

***Downtown
Wahpeton-
Breckenridge
Tomorrow***

IV. DOWNTOWN WAHPETON-BRECKENRIDGE **TOMORROW**

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Wahpeton-Breckenridge as it would ideally exist in the year 2011. A compilation of the thoughts and preferences expressed during those sessions is shown below.

By the year 2011, the joint Downtown Wahpeton-Breckenridge would be an extremely friendly place – “everybody says hello!” – and it would “reflect our history and culture.” Downtown would have more popular destinations, magnets, and attractions that appeal to larger numbers of people and that make Downtown more vibrant. There would be an increased “feeling of community” and “togetherness” in Downtown. People would care about and help each other even more than they do today and see each other as part of a team. And, the Twin Towns would “view ourselves as one community,” while retaining their individuality.

Downtown would be economically vibrant. Buildings would be occupied with restaurants, cafes, entertainment, boutiques – that are unique, different, and “not run of the mill.” Downtown would have more art – visual arts, performing arts, fine arts, crafts – and there would be greater support for and development of the arts. Professional offices and government services would continue to be located in Downtown. And, the upper floors of Downtown’s buildings would include quality loft apartments that offer “a nice mix of upscale and affordable housing.”

Downtown’s buildings and storefronts would be “restored to their original look,” becoming more attractive and “eye appealing.” This would entail no buildings being in disrepair, all buildings being clean, and a degree of “unity” among how buildings are improved. Downtown’s “bad buildings” – meaning those in great disrepair, particularly in Wahpeton – would be fixed-up or demolished. However, Downtown’s historic buildings would be improved, saved, and used. And, building rears would be as clean and attractive as their fronts.

The Breckenridge depot would become “a romantic area” that is renovated and put to new uses, making it an attraction. And, steps would be taken to make it easier for

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traffic to cross the railroad tracks. This is especially important since “the hospital is on the north side.”

Downtown would have a “central gathering place” that would be used for entertainment and would be a place groups could meet.

While “a dramatic improvement has been made” on the Breckenridge side, greater advantage would be taken of the river – with trails, sitting areas, and public art. The Twin Towns would come together and jointly “brain storm” about how to better use the river. And, in Wahpeton, the riverfront would be “cleaned-up,” making needed improvements more quickly than has been done in the past.

The Wahpeton portion of Downtown would have more green spaces and greenery – including flowers and landscaping – rather than being “all concrete.” Welles Memorial Park would see greater use.

The Wahpeton portion of Downtown would be made more pedestrian-safe and friendly by slowing traffic, and thereby, making it safer and easier to cross Dakota Avenue. As a result of the planned 2009 reconstruction project, Dakota Avenue’s sidewalks would include benches, landscaping, and “pavers that tie in with the street lights.” And, the new improvements would be attractive, easy to maintain, and cost-effective.

In the Breckenridge portion of Downtown, sidewalks would be more user-friendly – and “not made narrower.” Sidewalks here would also have pavers and benches, bringing “aesthetics and pedestrians back to Downtown.”

Both the Wahpeton and Breckenridge portions of Downtown would have attractive, “old-fashioned” streetlights.

All in all, “an appreciation for aesthetics” would be evident throughout Downtown.

Downtown parking would be improved by keeping parking lots well-maintained, eliminating potholes, and paving those that are not now paved. And, Downtown would have adequate parking for those who live in Downtown.

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The priorities of the Downtown enhancement effort would be to:

- Clean-up Downtown – paint the buildings, wash the windows, pull the weeds, sweep the sidewalks, all of which are “quick and cheap” – to make a good first impression;
- Fill building vacancies with strong, unique businesses;
- “Bring people down” and attract customers by creating draws; and
- Provide great customer service and satisfaction, so “people want to come back.”

An added priority in the Wahpeton portion of Downtown would be to repair buildings that are useable – inside and out – and demolish those that are beyond repair, taking care to save Downtown’s historic buildings.

A strong marketing campaign would be in place for Downtown. This, along with Downtown’s businesses and attractions, would allow Downtown to attract a great variety of users, including:

- Residents of Wahpeton, Breckenridge, Richland County, and Wilkin County;
- Residents of Downtown’s primary trade area, including residents of southeast North Dakota;
- NDSCS students;
- Those visiting to the zoo, carousel, Wahpper, golf course, Fort Abercrombie, area parks, and other area attractions;
- Library users and museum-goers;
- Medical facility users;

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- Those attending area sporting events;
- Future Wal-Mart shoppers;
- Employees who work in the Twin Towns and live elsewhere;
- Those traveling on the bypass and interstate;
- Campers and fishermen;
- Those drawn to the Red River of the North;
- Guests at area lodging facilities;
- Those attending family reunions in the area;
- Summer travelers; and
- Young families with young children.

By the year 2011, Downtown Wahpeton-Breckenridge would be on its way to having the following image.

*An enticing, appealing, and unique Downtown
That is warm and fun for people of all ages.*

*A pretty, clean, and well-kept Downtown
That has a quaint, small town feeling, yet is
Alive and vibrant.*

*A Downtown that is filled with
More “draws,” more destinations, and
More choices of interesting things to do.*

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*A Downtown of friendly people, personal attention, and
Visual unity that is
Charming, bright and cheery, and
Different from that of any other community.*

*A Downtown that makes you feel safe,
Gives you a “coming home” feeling, and
Makes you want to park your car and
Shop, shop, shop!*

*A Downtown that spans two cities, but
Where you can feel the unity of
People working together as one community.*

*An intriguing Downtown that
Makes you want to walk from one block to the next and
Then even farther.*

*A Downtown where
Customer service is personal and great,
“In our Downtown, you’re not just another sheep.”*

*An up-to-date Downtown with
Small town quaintness and charm;
A Downtown that offers lots to do
Yet is relaxing and peaceful.*

*A Downtown that is dignified and
Where people work together, but
Retain their individuality.*

*A Downtown that makes you say,
“The people in this community are so friendly!
What a place!
I’m coming back and bringing my friends!”*

Downtown Market Analysis

V. DOWNTOWN MARKET ANALYSIS

To ensure long-term economic results and success, the Wahpeton-Breckenridge Downtown enhancement effort must be market-driven. This means that the effort must be one that results in all of Downtown Wahpeton and Downtown Breckenridge's – hereafter referred to as ***Downtown's*** – investors, including business owners, property owners, developers, patrons, the local government, etc., being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown's economic potentials. The following chapter quantifies Downtown's economic potentials in terms of retail, office, and housing development.

Downtown Retail Opportunities

Retail Trade Area

The Downtown Wahpeton-Breckenridge primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers. Based on current customer travel patterns, discussions with local business leaders and government officials, past market analyses completed for the area, and the opinion of HyettPalma, Inc., Downtown's primary retail trade area is identified on the map presented on the next page.

Retail Economic Indicators

Downtown's primary retail trade area can be currently characterized by the following economic indicators.

THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 41,055 – WITH AN ESTIMATED 16,057 HOUSEHOLDS (Source: ESRI estimate)

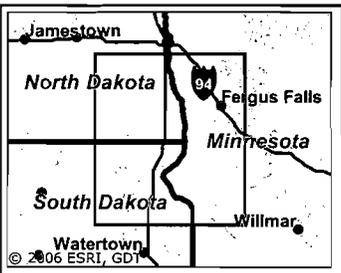
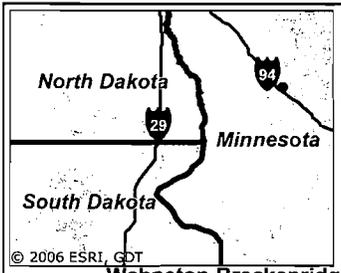
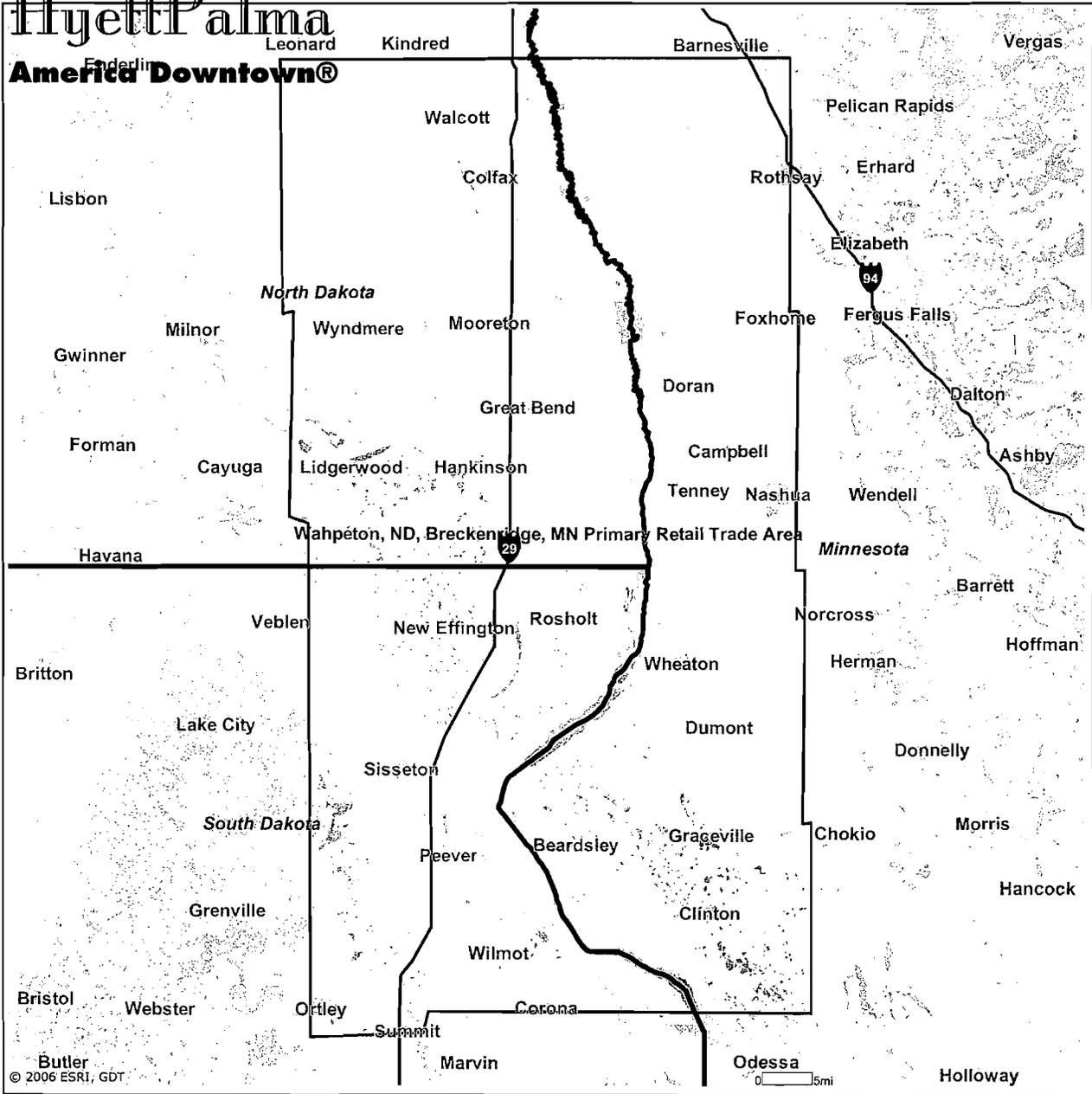
THE AVERAGE HOUSEHOLD SIZE IS 2.44 PERSONS, WHICH IS SLIGHTLY LESS THAN THE NATIONAL AVERAGE OF 2.59 (Source: ESRI estimate)

Site Map

Wahpeton, ND, Breckenridge, MN Primary Retail Trade Area

June 15, 2006

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THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$797,000,000 PER YEAR
(Source: ESRI estimate)

THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$49,650 AND IS PROJECTED TO INCREASE TO \$60,933 ANNUALLY BY 2010 (Source: ESRI estimate)

Current Retail Businesses

Downtown Wahpeton currently contains approximately 76 retail businesses, which occupy approximately 387,000 square feet of building space.

Downtown Breckenridge currently contains approximately 40 retail businesses, which occupy approximately 176,000 square feet of building space.

The retail inventory was completed by the Downtown Wahpeton-Breckenridge Process Committee and is shown in **Appendix A** of this document.

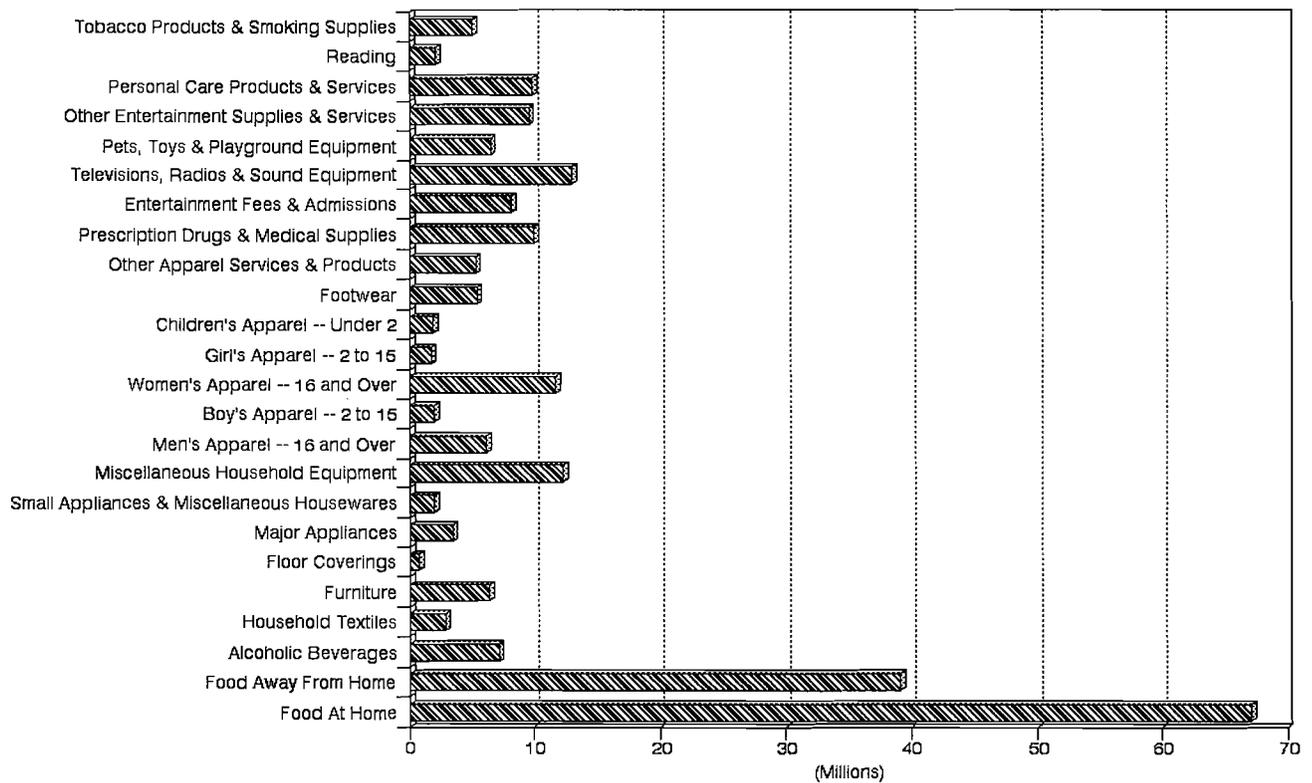
Retail Potential

Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$240,000,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand for the primary trade area is shown in **THE RETAIL REPORT®**, contained in **Appendix B** of this document.

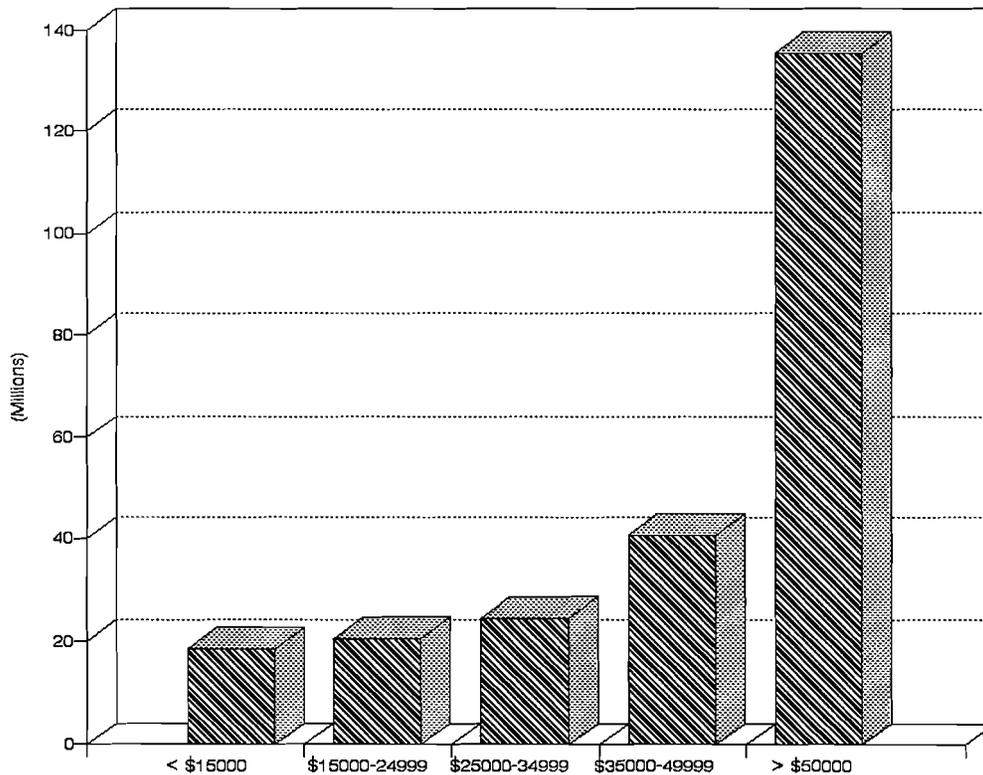
As a conservative estimate, it is assumed that Downtown Wahpeton-Breckenridge retail businesses now generate an average (blended figure) of approximately \$175 per year per square foot in retail sales.

Since Downtown currently contains approximately 563,000 combined square feet of occupied retail space, Downtown Wahpeton-Breckenridge should currently be generating approximately \$99,000,000 in retail sales per year.

TOTAL PRODUCT DEMAND BY PRODUCT TYPE



TOTAL PRODUCT DEMAND BY INCOME GROUP



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By dividing the project area's estimated annual retail sales – \$99,000,000 – by the total estimated demand for retail products within the primary trade area – \$240,000,000 – it can be concluded that Downtown Wahpeton-Breckenridge may currently be capturing approximately 41% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

Taking steps to further enhance Downtown Wahpeton-Breckenridge, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 41% to between 44% and 46% by the year 2011. This should be considered a goal of the economic enhancement program.

If Downtown Wahpeton-Breckenridge is able to increase its market share to between 44% and 46% by the year 2011, it is possible that the project area may be able to increase its total capture of retail sales to between \$106,000,000 and \$110,000,000 by the year 2011 – considered in constant 2006 dollars.

This increase in total retail sales could potentially support the development of between approximately 40,000 and 63,000 net square feet of additional retail space by the year 2011 – which could include expansions or sales increases by existing Downtown Wahpeton-Breckenridge retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented – on an on-going basis – the actual growth in Downtown's market share could potentially be much higher than projected. Conversely, by the year 2011, the Downtown Wahpeton-Breckenridge market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

It should also be noted that if either Downtown is successful in attracting a large retailer, the total capture of retail dollars could be much higher and the associated net new square feet of retail space in Downtown could be much higher than is conservatively projected above.

NOTE:

No attempt was made to determine the condition of vacant space. Therefore, no judgment is made concerning the marketability of space based on condition.

Retail Business Development

Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Wahpeton-Breckenridge. In addition, the opportunity also exists to attract additional businesses to Downtown. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled ***Course of Action***.

Downtown Office Opportunities

Office Market Indicators

Several key economic indicators that characterize the current office operations within Downtown Wahpeton-Breckenridge follow.

- Downtown Wahpeton-Breckenridge currently has a significant number of office occupants, with a combined total of approximately 75 various office occupants occupying approximately 458,000 square feet of building space in both Downtown areas.
- Wahpeton is the seat of Richland County, North Dakota, and Breckenridge is the seat of Wilkin County, Minnesota, government. As such, the joint Downtown project area is the professional services center of the region.

- Downtown's occupied office space serves the personal needs of those who live within the community and primary trade area, with the most significant concentrations of offices ranging from news media, lenders, insurance carriers, personal services, business services, health services, legal services, membership organizations, and government.

Current Office Uses

The variety of office occupants found in Downtown can be seen in the SIC matrices presented in **Appendix A** of this document. The office inventory was completed by the Downtown Wahpeton-Breckenridge Process Committee.

Office Potential

It is anticipated that most of Downtown's office market growth will continue to consist of office uses which serve, primarily, the personal needs of those who live in, or in proximity to, Downtown Wahpeton-Breckenridge's primary trade area. Communities nationwide have experienced the fact that – as improvements are made in the overall economic and physical conditions of their Downtowns – an associated increase in demand for office space normally follows. This is also expected to hold true for Downtown Wahpeton-Breckenridge.

Therefore, it is conservatively estimated that approximately 25,000 to 40,000 square feet of additional office space could potentially be supported in Downtown Wahpeton-Breckenridge between now and the year 2011. This should be considered an economic goal for the enhancement effort.

It must be noted that the actual growth in Downtown's office demand could be higher if Downtown is able to attract general offices, or back office operations from outside the area; to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current Downtown office operations. Also, if one or more of Downtown's currently vacant and/or underutilized large building spaces is appropriately renovated, additional uses, including office occupants, can be anticipated to locate in Downtown Wahpeton-Breckenridge.

NOTE:

No attempt was made to determine the condition of vacant space. Therefore, no judgment is made concerning the marketability of space based on condition.

Office Business Development

A listing of office types recommended for recruitment and expansion in Downtown Wahpeton-Breckenridge is presented in the chapter of this document titled ***Course of Action***.

Downtown Housing Opportunities

Downtown Wahpeton-Breckenridge currently contains several housing units at this time. While a complete inventory of housing units in the commercial area was not completed in association with this project, field observation indicates that, in addition to occupied units, Downtown currently contains a significant amount of vacant upper story space which could likely accommodate housing units, several larger vacant and/or underutilized buildings which could accommodate housing, and some amount of partially renovated residential space in upper floors that could be completed to provide additional housing units in Downtown.

Downtown Wahpeton-Breckenridge is also fortunate to be literally surrounded by people living in neighborhoods that are adjacent and in proximity to Downtown, who enjoy the convenience of being able to walk or drive a short distance to the heart of Downtown Wahpeton-Breckenridge.

There are several properties in Downtown with upper floors that do not have any housing units and are used for either storage or no purpose at this time. And, based on successful housing development in similar Downtowns throughout the nation, the potential for development of additional Downtown housing units, particularly market-rate, loft-style units above shops or in large, older, underutilized buildings, should be explored with and promoted to property owners and interested developers.

As has been found throughout the nation during the past three decades plus – regardless of community size – as a Downtown’s physical environment and mix of

businesses is improved, it is very likely that the demand for housing in and near Downtown will also increase. This can also be expected in Downtown Wahpeton-Breckenridge. In addition, as the community continues to improve the beautiful riverfronts in both Downtowns, it is anticipated that an increased demand for housing will surface in proximity to the riverfronts and for housing which affords views of the water.

Every effort should be made, consistent with the implementation of the ***Downtown Action Agenda***, to introduce more quality housing – particularly market-rate housing – in and in proximity to Downtown Wahpeton-Breckenridge.

As market conditions allow, every effort should be made to introduce:

- Loft apartments in the upper floors of existing structures throughout Downtown;
- Townhouses and garden-style housing – market-rate and affordable – at the edges of Downtown and along the riverfronts where possible; and
- Both owner-occupied and rental units.

A concerted effort should also be made to protect and enhance housing in Downtown's valuable adjacent neighborhoods. These units will always be home to patrons of extreme importance to Downtown Wahpeton-Breckenridge.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Wahpeton-Breckenridge – and in neighborhoods near Downtown – it is suggested that the absorption of units in the marketplace be used as the indicator of demand. And, that every effort be made to develop the greatest number of quality units possible in and near Downtown when market conditions allow.

Course of Action

VI. COURSE OF ACTION

This chapter includes a **Course of Action** specifically designed to help Downtown Wahpeton-Breckenridge attain the community's vision, take advantage of the economic opportunities revealed through the market analysis, and become more economically successful and self-sustaining.

The specific recommended **Course of Action** is shown following a reiteration of the guidelines which HyettPalma suggests be embraced as the basis of this **Downtown Action Agenda**.

Guidelines

Given Downtown's strengths – as well as the concerns, desires, and preferred image voiced by community members – HyettPalma believes that the following principles must be embraced locally in order to successfully implement the **Downtown Action Agenda**.

1. Fear/Impact of Wal-Mart

There appears to be great concern, particularly among business owners in Downtown Wahpeton, about the impact Wal-Mart's opening will have on small, local businesses. While this is a legitimate concern, Downtown's current business owners must understand that Downtowns nationwide are thriving despite the proximity of a Wal-Mart. This can be the situation in Downtown Wahpeton-Breckenridge as well, if the following occurs.

- Business owners cannot attempt to compete directly with Wal-Mart by trying to sell the same exact merchandise. This would create a no-win situation for the small business.
- Business owners who are now selling exactly what Wal-Mart will be selling must re-orient their businesses. This can be done by selling merchandise that is not sold at Wal-Mart stores. Or, this can be accomplished by selling the same items but in a different brand, style, or quality.

- Every Downtown retail business must provide those value-added features that Wal-Mart can't – e.g., exceptional customer service, personalized attention, and local owners who get to know and who value each and every one of their customers.
- Downtown's businesses – and Downtown as a whole – must offer consumers an experience that cannot be found elsewhere.
- Downtown business owners, for whom Wal-Mart will offer competition, must make the necessary changes to their businesses NOW, well in advance of Wal-Mart opening its doors.

Downtown business owners must also realize that the advent of Wal-Mart will make the Twin Towns even more of a regional hub than they are today. Residents of small towns in the region will, most likely, choose to shop in Wahpeton-Breckenridge rather than driving to Fargo or Fergus Falls. Therefore, Wal-Mart's decision to locate in the Twin Towns, rather than in another community nearby, should be viewed as fortunate. And, Downtown business owners should prepare to market their shops to those residents as an additional Twin Towns destination.

2. Common Ground Project

Over the past several years, the communities of Wahpeton and Breckenridge have worked more closely together than ever before, as they dealt jointly and cooperatively with the aftermath of flooding, creation of the new St. Francis Healthcare Campus, and merger of their Chambers of Commerce. These were progressive and fortuitous steps that can only bring about mutually beneficial results for both communities. Now, with creation of this joint ***Downtown Action Agenda***, Downtown's enhancement should be viewed – and used – as a common ground project that further unites the two cities, engages them in additional cooperative efforts, and provides mutually beneficial gains for both.

3. Act Now/Act Quickly

With the local Wal-Mart store opening in the near future, and with the Dakota Avenue reconstruction project slated for 2009, the time to further enhance the joint Downtown project area is NOW. This is very important in order to strengthen

Downtown's market and businesses so that they are better able to withstand the new competition and the road construction period. In addition, projects and initiatives taken to strengthen Downtown must be implemented quickly, with truncated timelines, so that their impact can be seen and felt as immediately as possible.

4. *Coordinate Actions*

All groups and entities involved in Downtown's enhancement – from the public and private sectors – must plan projects and take actions in a cooperative and collaborative manner. This is essential in order to leverage resources and ensure the best results. No single group, regardless of how well-meaning, should unilaterally design or implement improvements that will be highly visible.

5. *Government Sets the Standard*

In the business of Downtown revitalization, it is a truism that "government sets the standard." This means that the community cannot expect private property owners to maintain their investments to a higher standard than that established by the public sector. Therefore, the City governments of both Wahpeton and Breckenridge must establish a high standard of quality by:

- Ensuring that all public spaces – whether sidewalks, streets, parks, etc. – are well-maintained and attractive at all times; and
- Acting quickly to deal with any private property whose owners have allowed those properties to fall into a state of disrepair.

6. *Aesthetics vs. Utilitarianism*

It is understood that public improvements – such as sidewalks, streetlights, street furniture, trees, etc. – must be cost-effective and easy to maintain. However, for a Downtown to be alluring and enticing to the public, its public spaces cannot be strictly utilitarian in nature. Therefore, as the recommendations of the ***Downtown Action Agenda*** are implemented, care should be taken to design and select public improvements that elevate Downtown's aesthetic appeal, as well as being functional.

7. Theme

There is a question locally as to whether or not a “theme” should be “created” for Downtown. The answer is “no” – if the question implies that a fake look or persona should be imposed on Downtown. On the other hand, an image should be created for Downtown that is true to Downtown’s character. This should include:

- Preservation of Downtown’s older buildings in its two historic cores (defined later in this document); and
- Quality, throughout Downtown, in all things.

8. Keep Downtown Unique

There is also a question locally about whether or not “we should demolish Downtown and start over.” The answer to this question is an emphatic “NO.” The reason for this is simple: Downtown’s older architecture is, in large part, what makes Downtown distinctive and, therefore, able to compete with other commercial facilities – whether that entails other cities or the generic sameness of “Anywhere USA” embodied by big box retailers. And, a Downtown’s older architecture is well suited to attract real estate investors, business prospects, and customers looking for unique experiences.

9. Attitude

Those involved in and with Downtown must adopt, exhibit, and convey a “can do” and “will do” attitude in terms of Downtown’s further enhancement. And, those in Wahpeton and Breckenridge must embrace a “we” attitude toward implementation of this **Downtown Action Agenda**.

10. Confidence

An investment adage that holds true in Downtowns is:

$$\begin{aligned} & \textit{Government Confidence} \\ & \quad + \\ & \textit{Lender Confidence} = \\ & \textit{Investor Confidence.} \end{aligned}$$

It is clear that the City administrations of Wahpeton and Breckenridge have confidence in Downtown's future. And, the same is true of area lenders. Therefore, these facts need to be widely conveyed throughout the region in order to spur greater investment confidence and involvement in Downtown.

11. Social Gathering Place

Downtown must become, and be positioned as, the social gathering place and hub of the Twin Towns region, and not solely a place of commerce. To do this, all anchors that serve the community-at-large must be retained in Downtown, all new anchors should be located in Downtown, and any anchors now located outside of Downtown should be returned to Downtown, if at all possible in the future.



Economic Orientations

The Twin Towns Downtown should be enhanced to create the following economic orientations.

1. Overall Context

The Breckenridge portion of Downtown should contain a cluster of convenience, retail, and service businesses. These business types should be blended with housing, food establishments, and entertainment options. And, the area should reflect and offer a small town, village atmosphere.

The Wahpeton portion of Downtown should contain a cluster of traditional retail businesses, specialty retail businesses, and professional offices. These uses should be blended with housing, food establishments, art venues, and meeting/social activity facilities that serve the greater community. And, the area should reflect and offer a larger town atmosphere.

2. Economic Tie

An economic tie should be created to fully connect the Wahpeton and Breckenridge portions of Downtown. This economic tie should consist of a large, public greenspace located at the headwaters of the Red River. The greenspace should:

- Include both sides of the river – so that a portion of it is located in Breckenridge and a portion is located in Wahpeton;
- Be professionally designed by a landscape architect, who is retained jointly by the Cities of Wahpeton and Breckenridge;
- Be designed as one, integrated public space, despite the fact that it spans two cities; and
- Create a seamless, natural connection of the two portions of Downtown.

3. *Historic Cores*

Both the Breckenridge and Wahpeton portions of Downtown contain a historic core. These are:

- In Wahpeton, Dakota Avenue, from 7th to 3rd Streets; and
- In Breckenridge, 5th Street, from Minnesota Avenue to Mendenhall Avenue, and one-half block east and west of 5th Street on the north side of Minnesota.

These are the most pedestrian-oriented portions of the joint Downtown and the areas that offer an opportunity to create the “enticing, appealing, and unique Downtown that has a quaint, small town feeling,” desired by the Wahpeton and Breckenridge communities. Therefore, these historic cores should be treated in the following manner:

- Older buildings in these areas should be saved, rehabbed, and reused – using sound preservation practices;
- The Cities of Wahpeton and Breckenridge should require that any new structures built in the historic cores be of zero lot line development – meaning, built at the sidewalk’s edge in order to recreate/maintain the streetwall and the pedestrian-orientation of these areas;
- In Wahpeton’s historic core, first floor spaces should be filled primarily with retail, food, and art establishments;
- In Breckenridge’s historic core, first floor spaces should be filled primarily with retail, food, and entertainment establishments; and
- In both historic cores, office uses should not be encouraged to locate in first floor spaces – but should be urged to locate in the remaining portions of the joint Downtown.

4. *Wahpeton's 2nd Avenue North*

This corridor is seeing the conversion of homes to commercial uses. And, new structures built here have, for the most part, respected and complemented the avenue's residential character. This is fortunate, since the current character of Wahpeton's 2nd Avenue North provides a good transition between the more intense commercial nature of Dakota Avenue and the residential areas to the north of 2nd Avenue North. Therefore, the appropriate economic orientation and uses for this avenue include offices, financial institutions, and housing – and not retail.

5. *Balance of Downtown*

The economic orientation of the balance of the joint Downtown should be:

- A mix of convenience retail businesses (not specialty), service businesses, and offices; and
- Auto-oriented in physical configuration, as opposed to pedestrian-oriented.

Anchors

The following anchors should be augmented and created in Downtown, to establish Downtown as the social activity and gathering place of the Twin Towns.

1. *Riverfront Park*

As was stated earlier, a greenspace should be created on both sides of the Red River, as a unifying element that ties together and connects the Breckenridge and Wahpeton portions of Downtown. With Headwaters Park, the City of Breckenridge has made a good start in creating public space along the Red River. And, the City of Wahpeton has plans to create an overlook, park, and trails along the river. Now, the following steps should be taken to amplify and augment existing and planned public space along the river.

- The Cities of Wahpeton and Breckenridge should jointly retain a landscape architect to design a master plan for a new and expanded Riverfront Park.

- The plan should aim at creating a grand statement and central gathering place at the location where the Red River of the North meets Downtown.
- A unified system of trails should be created in both the Wahpeton and Breckenridge portions of the park.
- A decorative pedestrian bridge should be created and designed to make crossing the river a special experience.
- Welles Memorial Park should be converted to a passive recreation space.
- Riverfront Park should include a gazebo that can be used for free, weekly outdoor concerts in summer months.
- High quality and highly visible public art, that reflects the history of Wahpeton and Breckenridge, should be included on both sides of the river.
- Furnishings and amenities – such as tables, benches, and trash receptacles – should be of one unified, and uniform design throughout Riverfront Park.
- Riverfront Park should be created ASAP.

2. Recreation/Community Center

Consideration has recently been given to creating a recreation center in Wahpeton, which proved to be a contentious issue. If it is determined locally to revisit this issue, consideration should be given to:

- Locating such a facility in Downtown, since doing so would create a new Downtown anchor on “common” ground that would allow it to draw users from Wahpeton, Breckenridge, and North Dakota State College of Science;
- Including community meeting and gathering space in the facility – in addition to recreation functions;

- Including art and art spaces in the facility – e.g., gallery space, art classrooms, etc.; and
- If located in Wahpeton’s historic core, designing the first floor spaces to accommodate retail and other impulse-oriented uses – such as a bookstore, coffee house, music store, a NDSCS logo shop, and food businesses.

3. *Art Center*

It appears that the Three Rivers Arts Council has been “dreaming” of creating an art center. Those leading the Downtown enhancement effort should work with the Arts Council to ensure that such a facility is located in Downtown Wahpeton, since it has the potential of becoming a strong Downtown anchor. In doing so, the art center could be located in the recreation/community center discussed above or in a separate Downtown building.

4. *Upper Floor Housing*

In cities all across the country – and in cities of all sizes – Downtown housing is enjoying great popularity and proving to be very much in demand. A degree of upper story housing now exists in the Downtown project area, particularly in Wahpeton. The community has expressed a desire for Downtown’s housing to “have a better image” and to be of “a better quality.” Making this a goal of the enhancement effort would be in Downtown’s best interest, since quality housing acts as a strong Downtown anchor. Therefore, consideration should be given to the following.

- There appear to be many opportunities to create additional upper floor housing in the historic cores of both Wahpeton and Breckenridge.
- A goal of the Downtown enhancement effort should be to seize those opportunities by creating quality upper floor housing that appeals to a range of income levels.
- There appears to be a degree of local skepticism regarding the cost of creating such housing, due to current building conditions. Therefore, investor interest and confidence in creating Downtown housing units should be stimulated by:

- Creating a program that offers matching grants or attractive loans, on a limited basis, to encourage quick action; and
- Where residential parking cannot be created on-site, allowing Downtown residents to park in public parking lots.

5. *Riverview Restaurants*

Outdoor, waterfront seating at restaurants is very popular with the buying public. Therefore:

- In the Breckenridge portion of Downtown – where waterfront dining is now available – as large an outdoor seating space as possible should be provided; and
- In the Wahpeton portion of Downtown, private investors should be encouraged to create at least one eating establishment having outdoor, waterfront seating – possibly on the south side of Dakota, adjacent to the river.

6. *Breckenridge Depot*

The City of Breckenridge has expressed interest in seeing this structure be used as an information center and railroad museum. This is an important venture, since:

- Putting the structure to a public-oriented use – such as a combined information center, museum, and restaurant – would create a significant draw and anchor for Downtown; and
- The depot is an important historic structure that is a remaining part of and a symbol of Breckenridge's heritage.

Therefore, while it is understood that the railroad company has safety concerns regarding the public's use of the depot, the City of Breckenridge – and those leading the overall Downtown enhancement effort – should continue to pursue this initiative and urge the railroad company to donate the structure to the City of Breckenridge.

7. Farmers Market

Currently, area growers individually sell produce from stands that are placed on Downtown parking lots. This should be organized into a more structured farmers market, in order to create a Downtown anchor on which customers can rely. Doing so should entail:

- Holding the market on Saturday mornings in the Breckenridge City Hall parking lot;
- If and when demand appears to be sufficient, expanding the market by opening it a second day – possibly Wednesday – and holding it in Wahpeton’s historic core on that day; and
- Including prepared food, art, crafts, and entertainment in the market – along with produce – so that the market becomes a social experience and community gathering place.

Public Improvements

The following actions should be taken to improve the public spaces of Downtown.

1. Dakota Avenue Reconstruction

The State of North Dakota and the City of Wahpeton are planning to make major improvements to Dakota Avenue in 2009. These improvements will entail reconstructing Dakota Avenue from building line to building line. The Dakota Avenue reconstruction project is expected to have an extremely important economic impact on Downtown that will enhance the thoroughfare and its pedestrian-amenities. Therefore, this project is strongly desired locally. At the same time, however, there is great concern locally – and rightfully so – regarding the economic impact the construction period will have on Downtown’s businesses. To address these concerns, and ensure that the project results in the greatest benefits for Downtown, the following should be included in the project.

- The State of North Dakota, the Cities of Wahpeton and Breckenridge, and the Downtown business owners in both portions of Downtown should

come together and design a mitigation plan. The purpose of the mitigation plan should be to enable Downtown businesses – in both Wahpeton and Breckenridge – to withstand the construction period with as little loss of business as possible. At a minimum, the mitigation plan should include:

- Naming a liaison person, whose job it would be to act as the link between the selected contractor and Downtown business owners;
- Establishing a “hot line” to the liaison person, which business owners could call to get immediate answers to questions and immediate help with problems or concerns;
- Using the City Web sites to provide the buying public with up-to-the-minute information about how to best access Downtown’s businesses during construction;
- Ensuring that the selected contractor is committed to lessening the disruption of Downtown commerce in every way possible;
- Working with the selected contractor to ensure that a useable door to every Downtown business – either front or rear – is kept open everyday throughout construction;
- Giving consideration to conducting as much of the construction as possible when businesses are closed – meaning at night and on Sundays;
- Speeding up implementation of the improvements so that the construction period is as short as possible;
- In advance of 2009, making needed improvements to alleys where rear doors to businesses can be used by customers;

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- Urging owners to take advantage of the City's financial incentives that are available to improve the rears of buildings, in advance of 2009; and
- Making the construction period as "fun" for the buying public as possible, by holding a groundbreaking party at the start of the project and a ribbon cutting party at its completion.
- To ensure that the Dakota Avenue reconstruction project results in the greatest benefits for Downtown, the project should include the following:
 - All pertinent and possible traffic calming techniques should be incorporated into the project, in order to improve Downtown's pedestrian-orientation, safety, and comfort level;
 - New sidewalks should be wide enough to allow for outdoor dining;
 - Appropriate street trees – defined as those that do not block business signs or display windows – along with flowers should be placed along Dakota, and should include irrigation systems;
 - Sidewalks and all sidewalk amenities should be designed for ease of maintenance, sweeping, and snow removal;
 - At the same time, the design of sidewalks and all sidewalk amenities should add to Downtown's aesthetic appeal – therefore, a landscape architect should be retained to design these improvements along with the City's and State's engineers;
 - Street lights should be pedestrian-oriented in scale;
 - Street lights, benches, and trash receptacles should be of a design that is in keeping with and complements Downtown's older architecture;

- The greatest intensity of streetscape elements and pedestrian amenities should be located in the historic core – defined earlier as Dakota Avenue, from 3rd to 7th Streets;
- Banners of a customized design – that can be changed seasonally – should be hung from street light poles; and
- The City should make needed improvements to the roadway surfaces of side streets and alleys in Downtown, in association with the Dakota Avenue enhancement project.

2. **Breckenridge Streetscape**

The following streetscape improvements should be made in the Breckenridge portion of Downtown:

- The excellent job now being done with quality flower plantings and distinctive banners should be continued;
- “Historic,” pedestrian-scale street lights should be added to the historic core of Breckenridge’s portion of Downtown;
- Benches and trash receptacles should be added to the historic core;
- Benches, trash receptacles, and street lights chosen should all be of a coordinated style and should complement the historic core’s older buildings and reinforce this area’s small town, village feel; and
- The style of street lights, benches, and trash receptacles chosen should complement – but not be identical to – those used in Wahpeton’s historic core, so that each portion of Downtown remains unique while being compatible and complementary.

3. **Breckenridge Roads**

Consideration should be given to resurfacing the roadways of Minnesota Avenue and 5th Street, so that they do not appear to be inferior in comparison to the improved Dakota Avenue.

4. Public Art

Public art should be incorporated into Downtown by:

- Working with the Three Rivers Arts Council to define a public art placement plan and strategy;
- Focusing on placing public art in the two historic cores of Downtown and in Riverfront Park; and
- Ensuring that all public art is of high quality and reflects the history/character of the communities.

Property Improvements

The following steps should be taken to encourage the improvement of, and reinvestment in, Downtown's privately owned property.

1. Design Guidelines

Design guidelines should be prepared by a qualified preservation architect or architectural historian to guide the appropriate exterior rehabilitation of older buildings in Downtown, the appropriate design and placement of newer structures in Downtown, and the design and placement of business signs. The guidelines should include both graphics and text, which can be easily understood and followed by both building owners and contractors, and which can be followed by other design professionals working to further enhance Downtown.

2. Design Assistance

To further stimulate a higher level of quality building renovation, new building construction, and business sign placement, preliminary design assistance, provided by a qualified preservation architect or architectural historian, should be offered to any building owner willing to follow the above noted design guidelines. The design assistance does not need to be extensive, but should be sufficient to ensure that the design guidelines are followed and are understood by all parties – building owners, contractors, sign makers, lenders, etc.

3. **Goals**

The goals for the improvement of property in Downtown should be to:

- Remove fake façades;
- Upgrade façades of older structures using sound preservation practices, especially in the historic cores;
- Require that permanent materials be used on the façades of all new buildings;
- Place more attractive and appropriate business signs on buildings; and
- Require that all new buildings in the historic cores be of zero lot line development.

4. **Building Demonstrations**

In both the Wahpeton and Breckenridge portions of Downtown, owners should be encouraged to improve the façades of their structures well before the 2009 Dakota Avenue reconstruction project begins. This should be done by:

- Aggressively marketing the availability of all applicable financial incentives;
- Requiring adherence to the design guidelines for receipt of those incentives;
- Offering preliminary design assistance for buildings and signs; and
- Broadly publicizing all renovation projects started and completed in association with the overall Downtown enhancement effort through all forms of local media, including the placement of signs in building windows or front façades which indicate *“Another project being completed to make your Downtown the place you’ve said you want to see and be seen!”*

5. *Financial Incentives*

Both the City of Wahpeton and the City of Breckenridge have done an admirable job of creating financial incentives aimed at stimulating private investment. In addition to those existing incentives, both cities should:

- Offer façade and sign improvement grants of up to \$7,500 per building;
- Require a 50-50 match for each grant;
- Require adherence to the design guidelines for grant receipt; and
- Concentrate use of the grant funds in the Downtown's historic cores.

6. *Problem Properties*

Unfortunately, virtually every Downtown faces the situation of having some buildings with owners who do not maintain their properties to the standards expected by a community – standards which are increasingly being defined through a process comparable to the complete this ***Downtown Action Agenda***. These neglected properties are commonly referred to as “problem properties.”

And, Downtown Wahpeton-Breckenridge is not immune to this unfortunate situation – of having problem properties.

An aggressive effort should be made to enhance problem properties in Downtown through the following actions:

- Work with existing owners to urge and assist them in making needed improvements;
- Help existing owners – who are unable or unwilling to make needed improvements – market their properties to those who will;
- Have the Wahpeton Economic Development Corporation and the Breckenridge Port Authority purchase problem properties to resell to those

who will make needed improvements or to demolish structures that are determined to be structurally unsound by a qualified structural engineer; and

- Apply aggressive code enforcement to remove the incident of sub-standard structures, which compromise life-safety, in such a way that does not result in the demolition of valuable historic buildings.

Business Development

The following actions should be taken immediately to strengthen Downtown's businesses, so that they can best withstand the opening of new commercial venues and the reconstruction of Dakota Avenue.

1. *Customer Service*

Downtown Wahpeton-Breckenridge should become known for exceptional customer service. This one attribute can make Downtown unique in the minds and hearts of customers, particularly in a marketplace which is about to experience a higher level of mass and discount offerings.

The most profitable Downtown businesses today are those that provide the highest levels of customer service — and continuously promote the fact that they do.

In a Downtown where the majority of businesses become known for exceptional customer service, customers become accustomed to regarding Downtown as the place one can expect to find this amenity.

It must be noted that, for a Downtown to earn this reputation, the customer service provided must be memorable — and not simply run-of-the-mill, "same as everywhere else" customer service.

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While there are a plethora of different techniques which could be employed, the following customer service practices should be considered, as a minimum, by all Downtown Wahpeton-Breckenridge businesses:

- Keeping hours that are convenient for the customer, rather than for the business owner;
- Cherishing employees who are “problem solvers” and “people people” rather than merely “sales help;”
- Hiring employees who are knowledgeable about the products and services offered by the business;
- Training employees well before they are put on the floor;
- Displaying a greater interest in helping and satisfying the customer than in making the sale;
- Offering free minor alterations and repair of purchases;
- Offering free gift wrapping;
- Offering reasonable return policies;
- Accepting all major credit cards (without an added surcharge);
- Faxing or e-mailing product information to the customer immediately after the request is made;
- Delivering or shipping products to the purchaser;
- Special ordering of products requested by individual customers;
- Buying at market with specific customer needs and desires in mind;

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- Calling frequent customers when new merchandise arrives;
- Holding a “private sale” for frequent customers a few days prior to a “public sale;”
- Opening before or after regular business hours to meet the special needs of loyal customers;
- Offering customer use of in-store rest rooms;
- Offering soft drinks, coffee, tea, water or other beverages to customers while they shop;
- Standing behind the product long after the sale is made;
- Continually looking for new ways to serve and thank loyal customers;
- Referring customers to other area businesses when customers express an interest in goods and services that are not available at your business;
- And, of course, providing a business environment that is clean, convenient, and appealing both inside and out.

2. *Specialize and Differentiate*

Not unlike the need to offer exceptional customer service, in this world of mass and discount merchandising it is becoming even more important for small businesses in Downtowns to specialize in both products and services in order to profitably co-exist with the commercial giants of this day and age, and with each other.

Therefore, for Downtown Wahpeton-Breckenridge small businesses to hold their own with the big boxes, discounters, and the next new commercial venue in the next newer commercial center, it is essential for every Downtown business owner – retail and service – to focus their energy and resources toward becoming more specialized in their products and service offerings.

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For example, rather than a Downtown shoe store simply offering shoes, they should focus on offering a unique product or blend of products, such as dress shoes, sports shoes, dance shoes, or a combination of all, with emphasis on quality, fit, price-point, and brand.

Blended with exceptional customer service, special products and services will always present Downtown's marketplace with an alternative to the sameness of big boxes and discounters.

In addition, all retail business owners in Downtown should differentiate their merchandise by ensuring that they are not selling the same merchandise as other Downtown businesses.

3. **Business Signs**

The Cities of Wahpeton and Breckenridge should consider passing ordinances that require the removal of all business signs at the time that a business vacates a Downtown building space.

4. **Aesthetics/Pride**

Every Downtown business owner should strive to improve Downtown's aesthetic appeal, show greater pride in their operation, and demonstrate greater respect for their customers by maintaining:

- Quality, attractive, and professionally made business signs;
- Creative display windows that are changed at least every two weeks;
- Interiors that are clean and that smell pleasant;
- Entries that are swept daily;
- The regular removal of weeds from sidewalks and other outdoor spaces that are adjacent to businesses; and
- The diligent removal of snow.

5. *Outdoor Seating*

As has been seen in Downtown Wahpeton-Breckenridge with the recent introduction of more outdoor seating, residents of the Twin Towns seemingly love to eat outdoors. This is a normal happening, particularly in cooler climates throughout the nation. Therefore, every effort should be made to offer more outdoor seating in dining venues throughout both Downtown areas, embracing the adage “the more the merrier.”

Consideration should also be given to creating outdoor dining space on rooftops, in addition to sidewalks and other outdoor patio space.

6. *Business Hours*

Without question, the American buying public is becoming more nocturnal in its buying habits. This is especially the situation in communities with big boxes and discounters who, in many cases, are open 24/7/365, and in communities with a large concentration of dual-working heads of households and households with heads that work out-of-town, and in college and university communities. Contemporary coffee houses are even proving that people will get up early and travel great distances to buy specialty coffee and tea, if establishments are open during the early morning hours as they travel to work or school.

Rather than suggest that Downtown Wahpeton-Breckenridge businesses simply shift their hours of operation to better reflect this nocturnal shift in customer preference, every Downtown business owner should talk with their identified customer base to determine the most appropriate hours of operation. This can, and should, result in every Downtown business being open when their customers have the opportunity and desire to patronize their establishment. This will likely result in some shifting of hours – likely more evening hours for many businesses – but might not necessarily mean that a business has to stay open more hours in a day. This is commonly referred to as “market-driven” hours – meaning being open when the market can support your establishment.

As Downtown’s vacancies are filled and business mix is strengthened, every Downtown business owner should consider adjusting hours, if needed, to better serve their identified customer base. The shifting of hours to more evening offerings

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will be especially important for those businesses that desire to attract NDSCS students as well as families in which one or both parents work during the daytime.

7. *Open Doors*

More Downtown business owners should consider creating internal doorways between shops. This should be undertaken in an effort to better connect businesses and enable customers to shop from store to store during inclement weather without having to go outside.

8. *Parking*

To make Downtown parking as convenient and available to customers as possible:

- All business owners and their employees should not park in on-street spaces located on Dakota Avenue in Wahpeton or on 5th Street in Breckenridge;
- All gravel parking lots should be paved; and
- All parking lots that can be used by customers – whether public or private – should be well-maintained at all times.

9. *Technical Assistance*

The Wahpeton Breckenridge Area Chamber of Commerce now holds seminars on a variety of topics that are of interest to business owners. These should be continued and Downtown business owners should avail themselves of this information by attending. In addition, one-on-one, in-store consultations should be offered to every Downtown business owner – since personalized technical assistance has proven to be a very effective Downtown business retention/expansion tool. Such technical assistance should be requested from the SBDC located in Fargo and the SBDC located in Fergus Falls.

10. *Recruitment*

All efforts to further enhance Downtown Wahpeton-Breckenridge will help set-the-stage for the attraction of new businesses. However, it is likely that some level of pro-active business recruitment will be necessary, particularly if desired target businesses do not seek a location in Downtown.

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Following is a listing of the business types most appropriate for Downtown Wahpeton-Breckenridge and a recommended system which should be employed to attract new businesses to Downtown.

- Top List – The following types of additional businesses should be sought first for Downtown:
 - Restaurants, particularly those offering outdoor dining and entertainment;
 - Art galleries and studios;
 - Specialty foods for the home, such as health foods, organic foods, etc.;
 - Casual apparel;
 - Home furnishings and accessories;
 - Gifts;
 - Fine antiques; and
 - Professional offices.
- Full List – Following is the full listing of businesses appropriate for Downtown Wahpeton-Breckenridge:

Prepared Food

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros;
- Coffee Houses;
- Delis;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Pubs/Taverns -- with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods -- i.e., Italian, Greek, French, Chinese, Mexican, etc.

Food for Home

- Grocery;
- Green Grocer;
- Health Foods; and
- Meat/Fish Market.

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Entertainment

- Live Theater;
- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc.; and
- Movie Theater.

Specialty Retail

- Antiques;
- Appliances;
- Art Galleries, Framing and Supplies;
- Bike Shop;
- Books;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Children's Apparel;
- Computers/Software;
- Florist;
- Gifts, Stationery and Cards;
- Hardware;
- Home Decorating Products and Design Services;
- Men's Apparel;
- Music (Recorded and Sheet);
- Nurseries/Garden Supply;
- Office/School Supplies;
- Optical Products;
- Radio/TV/Electronics;
- Sewing Supplies;
- Shoes, Dress and Casual;
- Small Variety Store;
- Sporting Goods;
- Tobacco Shop;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry;
- Wall Coverings and Paint; and
- Women's Apparel and Accessories.

Convenience Retail/Select Services

- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;

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- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Gas Service Station;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

Offices

- Accounting, Auditing, Bookkeeping;
- Administration of Educational Programs;
- Administration of Public Health Programs;
- Administration of Veterans' Affairs;
- Administration of Economic Programs;
- Administration of Utilities;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Courts;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Executive Offices of Government;
- Fire, Marine Casualty Insurance;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Library;
- Life Insurance;
- Management and Public Relations;
- Medical Service and Health Insurance;
- National Security;
- Newspapers, Radio, and Other Media Outlets;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Post Office;

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- Print Shops;
- Public Order and Safety;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

Housing and Other Uses

- Housing above first floor uses;
 - Housing as infill on redeveloped lots, underutilized lots and surface parking lots;
 - Museums;
 - Churches in buildings designed as churches, not storefronts; and
 - Hotel facilities, if market conditions prove feasible in the future.
- Internal Business Recruitment – Initially, every opportunity for the creation of a new Downtown business should be afforded to those who currently operate businesses in Downtown Wahpeton-Breckenridge through line expansion/contraction, store expansion, or the opening of new doors. This form of business creation/attraction is referred to as “internal recruitment.” All incentives – financial and technical – should be offered to existing business owners in their efforts to better serve the marketplace and take advantage of the opportunities identified through the market analysis contained in this ***Downtown Action Agenda***.
 - External Business Recruitment – After existing business owners have been offered the opportunity to open new doors or offer new services or new products, and there are still identified voids in the desired Downtown mix of businesses, an effort should be made to seek business prospects from outside the community through aggressive prospecting. Prospects should be sought from throughout the broader trade area, southeastern North Dakota, northeastern South Dakota, and western Minnesota.

Prospects should be sought by visiting the types of businesses desired for Downtown Wahpeton-Breckenridge, discussing with the owner of each business the possibility of opening an additional shop in Downtown

Wahpeton-Breckenridge or relocating to the community, and inviting the prospect to visit Downtown Wahpeton-Breckenridge to examine the community, Downtown, particular building spaces, and, hopefully, opening a new business in Downtown Wahpeton-Breckenridge ASAP. All incentives offered through the enhancement program – both financial and technical – should be offered to new business prospects in an effort to induce them to locate in Downtown Wahpeton-Breckenridge.

Marketing

The following actions should be taken to more fully market Downtown in a coordinated, comprehensive, and aggressive manner.

1. Story Placement

An all-out, concerted, and non-stop effort should be made to get positive stories placed about Downtown and its enhancement. This should include:

- Continuing to work with local media;
- Contacting and developing a working relationship with all key print and electronic media located in Richland and Wilkin Counties; and
- Touting the allure of a “Twin Towns Downtown.”

2. Columns

A monthly “News from the Twin Towns Downtown” column should be written and distributed by:

- Asking the *Daily News* to run the column each month;
- Including the column in the City of Wahpeton’s quarterly newsletter; and
- Inserting a reprint of the column into the City of Breckenridge’s public utility bills.

3. *Web*

Web sites are now operated by the Wahpeton Breckenridge Area Chamber of Commerce (www.wahpetonbreckenridgechamber.com), the Red River Valley Concierge (www.rrvc.net), the City of Wahpeton (www.wahpeton.com), and the City of Breckenridge (www.breckenridgemn.net). To further attract area tourists, NDSCS students, and area residents to Downtown, a Web presence must be established for Downtown. This should be done by:

- Creating a “Twin Towns Downtown” icon;
- Including that icon on all four Web sites listed above;
- Listing Downtown under the “Attractions” section of the Red River Valley Concierge site; and
- Including information on the above four sites that depicts Downtown as an alluring and unique destination.

4. *Students*

The following steps should be taken to attract and welcome NDSCS students to Downtown.

- Students should be made aware of the “Chamber Bucks” discounts.
- Consideration should be given to creating and marketing a “We love students” discount” program.
- All Downtown businesses should have a presence at student orientation.
- Downtown should host an annual “Wildcat’s Night,” held from 10:00 PM to 2:00 AM. NDSCS students should be shuttled to and from Downtown at no charge and businesses should stay open for the four-hour time frame.

5. *Wayfinding*

The beginnings of a wayfinding system are now in place, with brown and white signs that lead motorists to local attractions. This is a good start that should be augmented by the following.

- The Cities of Wahpeton and Breckenridge, NDSCS, and St. Francis should come together and create a coordinated wayfinding sign system.
- The sign system should be comprised of signs that are more decorative than the current brown and white signs.
- A single, decorative design should be used for all wayfinding signs, with a different color scheme for each of the participating entities – e.g., the City of Wahpeton, the City of Breckenridge, NDSCS, and St. Francis.
- At the entrances to the cities, welcome signs should read “Welcome to the Twin Towns.”
- At the entrances to Downtown, signs should be erected that say “Welcome to Downtown” – and opposed to using the too generic phrase of “business district.”
- The system should include signs that direct motorists to all major attractions in Downtown and within Wahpeton and Breckenridge – including parks, the zoo, the carousel, Wahpper, etc. – in addition to the college and hospital.
- The system should also include signs that direct motorists to Downtown’s public parking lots and that identify those lots as being for public use.

6. *Events*

The Chamber of Commerce now hosts three major events in Downtown. These are:

- The Holiday Parade, held in both portions of Downtown in November;
- Crazy Daze, held in both portions of Downtown in July; and

- Headwaters Day Parade, held in the Breckenridge portion of Downtown in September.

These events should be continued and augmented via the following:

- Care should be taken to ensure that annual events are kept fun, fresh, and inviting from one year to the next;
- Consideration should be given to adding activities before and after the Holiday Parade so that it becomes more of a signature Downtown event; and
- Once the Riverfront Park has been created, the Headwaters Day Parade should become an expanded event that includes both portions of Downtown.

7. Brochure

Currently, the Visitor's Center uses bed tax revenues to produce a brochure for Wahpeton, the *Daily News* produces a print piece titled "One Great Vacation," and the joint Chamber of Commerce produces a Wahpeton Breckenridge map, which includes a good deal of information about area attractions.

These should be augmented through the following.

- When reprinted, "One Great Vacation" and the Wahpeton Breckenridge map should more prominently feature the Twin Towns Downtown as a unique, not-to-be-missed destination.
- In particular, the historic cores of Downtown should be featured in all print pieces related to Downtown.
- A rack tax should be created for Breckenridge along with, ideally, a joint Wahpeton-Breckenridge Visitor's Center. Once the rack tax has been created, a single brochure should be produced to market the joint Downtown.

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- The Twin Towns Downtown brochure should be widely made available by placing it at:
 - All Downtown businesses and attractions;
 - The Twin Towns City Halls, County buildings, libraries, and post offices;
 - All area parks;
 - Chahinkapa Park and Zoo;
 - The Prairie Rose Carousel;
 - Wahpper;
 - St. Francis Healthcare Campus and area medical clinics;
 - NDSCS;
 - Area museums;
 - Bois de Sioux Golf Course;
 - The Breckenridge Family Aquatic Center;
 - The new Wal-Mart;
 - The employee break rooms of area industries;
 - Area lodging facilities;
 - Special events held throughout the area;
 - Sporting events held throughout the area;
 - Area facilities where family reunions are held;
 - Visitor centers throughout the region;
 - In small towns throughout Richland and Wilkin Counties;
 - In Fargo and Fergus Falls; and
 - All locations where area visitors and residents tend to gather in numbers.

8. **Advertising**

It should go without saying that all Downtown business owners should advertise their businesses on a regular and continual basis throughout the year. In addition, the following types of advertising should be conducted for the Twin Towns Downtown:

- Image ads, that convey, portray, and promote the image of Downtown as a whole;

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- Cross-advertising, in which businesses having the ability to share customers should participate – such as a movie theater and food establishments; and
- Category advertising, in which businesses of a similar type should participate to demonstrate Downtown’s depth in a particular business category – such as home furnishings businesses.

9. *Tourism*

The Wahpeton-Breckenridge Visitor’s Center – when created – should market the Twin Towns Downtown to the following three segments of the hospitality industry:

- Cultural tourists, who seek out art, entertainment, and historic areas;
- Eco-tourists, who seek out unique natural environments; and
- Agri-tourists, who seek out agricultural attractions.

Downtown has a unique opportunity to attract all three hospitality segments, given its historic cores, current and future art/entertainment venues, setting at the headwaters of the Red River of the North, and location in a region having a rich agricultural past and present.

In addition, the joint Visitor’s Center should consider spearheading an effort to create an agricultural museum in Downtown. The museum should:

- Be positioned to complement the Bagg Bonanza Farm, by featuring the area’s agricultural history that occurred after bonanza farming;
- Feature the area’s present-time and very innovative agricultural ventures; and
- Be cross-marketed with the Bagg Bonanza Farm.

10. Postcards

Currently, a private company produces glossy postcards depicting Wahpeton scenes and Project Breckenridge produces black and white postcards of historic Breckenridge scenes. Both should be urged to create postcards that depict the Twin Towns Downtown.

Partnership for Success

VIII. PARTNERSHIP FOR SUCCESS

The most successful Downtown enhancement efforts nationwide are those that are implemented by a partnership between the private and public sectors. For Downtown Wahpeton-Breckenridge to reach its full potential, Downtown's key private and public sector leaders and constituents *must*:

- Build on, leverage, and grow the momentum already in place in Downtown Wahpeton-Breckenridge;
- Plan together and implement together – in partnership;
- Embrace a shared direction;
- Provide the strong and persistent leadership needed for implementation to occur;
- Take *action* – and stimulate others to take action – that is in the best interest of Downtown as a whole; and
- Act as a true partnership of the private and public sectors.

This is essential for Downtown success. The recommendations shown below will allow this to occur in Downtown Wahpeton-Breckenridge.

Existing Entities

The following entities are now, and should continue to be, involved in Downtown's enhancement:

- The Breckenridge Port Authority and Project Breckenridge;
- The Economic Development Corporation, Park Board, and Visitor's Center of Wahpeton;

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- The Wahpeton Breckenridge Area Chamber of Commerce, including its Twin Town Ambassadors and Twin Town Business Partners;
- NDSCS; and
- The City governments of Wahpeton and Breckenridge.

Downtown Partnership

A Downtown Partnership should be formed as a consortium of the above entities. To do so, the Process Committee – formed to oversee completion of this ***Downtown Action Agenda*** – should morph into the Downtown Partnership. This would be appropriate, since the “CEOs” (e.g., Mayors, Executive Directors, Board Chairs, etc.) of each of the above entities were on the Process Committee.

The Downtown Partnership should meet, initially, to determine which of the involved entities should assume responsibility for implementing each of the actions shown in the ***Implementation Sequence*** of this document. Once that has been accomplished, the Downtown Partnership should meet quarterly to ensure that implementation of the ***Downtown Action Agenda*** is occurring on schedule – and, if it is not, to take whatever steps necessary to tackle issues and obstacles that are impeding swift implementation.

Document

To promote the strides being made in Downtown, a Downtown annual report should be published and widely distributed.

In addition, to quantify improvements being made in Downtown’s economy, the following benchmarks should be recorded annually.

- Total taxable value of property in Downtown
- Number of new jobs created
- Dollar amount of new private investment
- Public improvements and their costs
- Number of business openings
- Number of business closings
- Total number of businesses in Downtown

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- Total number of housing units
- Occupied retail space (sq. ft.)
- Vacant retail space (sq. ft.)
- Occupied office space (sq. ft.)
- Vacant office space (sq. ft.)
- Occupied residential space (sq. ft.)
- Vacant residential space (sq. ft.)
- New investment or economic development projects (and their value) that occurred outside of the Downtown project area, in part, due to Downtown's enhanced image.

Adopt

The Downtown Partnership – and all of the entities participating in the Partnership – should adopt the ***Downtown Action Agenda*** as the official guide for Downtown's enhancement. And, it is hoped that the City Councils of both Wahpeton and Breckenridge will adopt the ***Downtown Action Agenda*** as the Downtown elements of their comprehensive plans.

Funding

TIF funds, sales tax revenues, and bed tax revenues should continue to be targeted to economic development and tourism initiatives – and, should be used to implement the ***Downtown Action Agenda***, as appropriate and available.

In addition, if additional funds are needed to implement the ***Downtown Action Agenda*** in a timely and quality manner, the following funding sources should be considered:

- City, County, State, and Federal government programs;
- Industry, large corporations, and major employers located throughout the Counties and region;
- Business owners, commercial property owners, and real estate developers;
- Banks and other financial institutions;

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- Utilities, foundations, institutions, and non-profit groups;
- Service clubs (to sponsor projects recommended in the enhancement strategy); and
- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Wahpeton-Breckenridge.

Implementation Sequence

VII. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Wahpeton-Breckenridge. This chapter shows the recommended actions that should be carried out during the **first year** of the enhancement effort.

At the end of each year, the implementation sequence should be updated by the Downtown Partnership. And, within five to six years, consideration should be given to updating the entire ***Wahpeton-Breckenridge Downtown Action Agenda 2006***, depending on the level of program accomplishments realized.

Year-1 Implementation Sequence Wahpeton-Breckenridge Downtown Action Agenda 2006

Partnership and Management Actions

- Formal adoption by the City of Wahpeton and City of Breckenridge of the ***Wahpeton-Breckenridge Downtown Action Agenda 2006*** as the official guide for the further economic enhancement of Downtown Wahpeton-Breckenridge.
- Formation of the Downtown Partnership and formal adoption by the Downtown Partnership of the ***Wahpeton-Breckenridge Downtown Action Agenda 2006*** as the official guide for the further economic enhancement of Downtown Wahpeton-Breckenridge.
- Prepare Downtown annual report and distribute.

Economic Orientation Actions

- Place businesses in accordance with recommended economic orientations.

Anchors Actions

- Retain landscape architect and design Riverfront Park as connector on both sides of the Red River and create ASAP.
- If revisited, consider construction of recreation/community center in Downtown Wahpeton.
- Work with Arts Council to consider creation of art center in Downtown Wahpeton.
- Stimulate more quality upper story housing, as per recommendations of the ***Downtown Action Agenda***.
- Seek ownership and/or use of Breckenridge Depot for information center, museum, restaurant, etc.
- Create Saturday farmers market in Breckenridge City Hall parking lot.

Year-1 Implementation Sequence Wahpeton-Breckenridge Downtown Action Agenda 2006 (Continued)

Public Improvements Actions

- Design mitigation plan for Dakota Avenue reconstruction project.
- Work with NDDOT to ensure Dakota Avenue reconstruction project includes considerations recommended in the ***Downtown Action Agenda***.
- Plan recommended Downtown Breckenridge streetscape improvements, to be undertaken in association with the Dakota Avenue reconstruction project.
- Work with Arts Council to prepare public art placement plan for Downtown.

Property Improvements Actions

- Prepare design guidelines.
- Offer design assistance.
- Seek building demonstration projects.
- Design and offer financial incentives, as per recommendations of the ***Downtown Action Agenda***.
- Work with owners to correct problem properties ASAP.

Business Development Actions

- Work with and encourage business owners to provide the highest levels of customer service, prior to the opening of Wal-Mart.
- Work with and encourage business owners to continue specialization and differentiation of product lines and services, prior to the opening of Wal-Mart.
- Require the removal of all business signs at the time that a business vacates a Downtown building space.
- Encourage and allow the greatest amount of outdoor seating at restaurants.
- Encourage all business owners and their employees to park in appropriate areas of Downtown, as per recommendations of the ***Downtown Action Agenda***.
- Continue Chamber of Commerce seminars.
- Seek technical assistance from SBDC.
- Recruit businesses as needed.

**Year-1 Implementation Sequence
Wahpeton-Breckenridge
Downtown Action Agenda 2006 (Continued)**

Marketing Actions

- Place positive stories about Downtown enhancement.
- Run monthly column “News from the Twin Towns Downtown.”
- Enhance Web presence of Downtown, as per recommendations of the *Downtown Action Agenda*.
- Attract students to Downtown, as per recommendations of the *Downtown Action Agenda*.
- Enhance wayfinding system.
- Augment Downtown events, as per recommendations of the *Downtown Action Agenda*.
- Augment brochure, as per recommendations of the *Downtown Action Agenda*.
- Create Downtown advertising program, as per recommendations of the *Downtown Action Agenda*.
- Create new Twin Town Downtown postcards.

Appendices

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Appendix – A

**WAHPETON
SIC**

SIC CODE/BUSINESS TYPE	# BUSINESSES	TOTAL OCCUP. SQ VACANT
52 Building Materials and Garden Supplies		
5211 Lumber/Building Materials	1	20500
5231 Paint/Glass/Wallpaper	1	5280
5251 Hardware	1	
5261 Nurseries/Garden		
		2160
53 General Merchandise		
5311 Department Store	1	7714
5331 Variety Store	2	22411
5399 Misc. General Merchandise	1	5536
54 Food Store		
5411 Grocery Store	1	50000
5421 Meat/Fish Mkt		
5431 Fruit/Veg Mkt		
5441 Candy/Nut/Confect		
5451 Dairy Products		
5461 Retail Bakery		
5499 Misc Foods		
55 Automotive Dealers and Service Stations		
5511 New/Used Cars	1	23472
5521 Used Cars		
5531 Auto/Home Supply	2	7345
5541 Gas Service Station	5	10565
5451 Boat Dealer		
5561 Rec Veh. Dealer		
5571 Motorcycle Dealer		
56 Apparel/Accessories		
5611 Men's/Boy's		
5621 Women's	1	2184
5632 Women's Acces./Spec		
5641 Childrens		
5651 Family	2	18309
5661 Shoes		
5699 Misc		
57 Furniture/Home Furn		
5712 Furniture Store		
5713 Floor Coverings	1	10000
5714 Drapery/Upholstery		
5719 Misc Home Furnish	1	5719
5722 Home Appliances	2	18580
5731 Radio/TV/Electronics		
5734 Computers/Software	2	5292
5735 Records/Tapes/CD's		
5736 Musical Instrument		

**WAHPETON
SIC**

	# BUSINESSES	TOTAL OCCUP. SQ FT / VACANT	
58 Eating and Drinking			
5812 Eating Places	10	25968	11670
5813 Drinking Places	4	6992	5720
59 Miscellaneous Retail			
5912 Drug Store	3	9100	
5921 Liquor Store	2	5552	
5932 Used Merchandise/Antiques			
5941 Sporting/Bikes	1	1200	
5942 Books	1	1700	
5943 Stationery			
5944 Jewelry	1	1800	
5945 Hobby/Toy/Games	1	12400	
5946 Camera/Supply			
5947 Gift/Novelty			
5948 Luggage/Leather			
5949 Sewing/Piece Gds	1	3250	
5961 Catalog/Mail Order			
5992 Florists	1	3000	
5993 Tobacco Stand			
5994 Newsstand			
5995 Optical (optometrists)	2	4000	
5999 Miscellaneous Retail	5	56782	25120
Select Support Services			
5112 Office Supplies			
7216 Dry Cleaners/Tailors	3	6345	
7231 Beauty Shops	6	10976	
7241 Barber Shops	4	8200	
7251 Shoe Repair/Shine			
7832 Motion Picture Theater			
7841 Video Rental	3	8547	
Amusement and Recreation Services			
7911 Dance Studios/Schools	1	2000	
7991 Physical Fitness Facilities	2	6572	
7993 Coin Operated Amusements			
7999 Misc Amusement Rec			
Total # of Retail Businesses	76		
Total Square Feet of Occupied Downtown Retail Space		387291	
Total Square Feet of Vacant Retail Space Downtown			44670

**WAHPETON
SIC**

SIC CODE/OFFICE TYPE	# BUSINESSES	TOTAL OCCUP. SQ VACANT
27 Publishing		
271 Newspapers	1	8145
272 Periodicals		
47 Transportation Services		
472 Passenger Transportation Arrangement	1	3080
48 Communications		
483 Radio & Television Broadcasting	1	6520
60 Depository Institutions		
601 Central Reserve Depositories		
602 Commercial Banks	5	38266
603 Savings Institutions		
606 Credit Unions	1	2000
608 Foreign Banks/Branches/Agencies		
609 Functions Closely Related to Banking		
61 Non-Depository Credit Institutions		
611 Federal and Fed-Sponsored Credit		
614 Personal Credit Institutions	1	6250
615 Business Credit Institutions		
618 Mortgage Bankers and Brokers		
62 Security and Commodity Brokers		
621 Security Brokers and Dealers	3	3200
622 Commodity Contracts Brokers/Dealers		
623 Security and Commodity Exchanges		
628 Security and Commodity Services		
63/64 Insurance		
631 Life Insurance		
632 Medical Service and Health Insurance		
633 Fire, Marine Casualty Insurance		
635 Surety Insurance		
636 Title Insurance		
637 Pension, Health, Welfare Funds		
639 Insurance Carriers, NEC		
641 Insurance Agents, Brokers, Service	5	9780
65 Real Estate		
651 Operators and Lessors		
653 Real Estate Agents and Managers	3	3403
654 Title Abstract Offices		
655 Subdividers and Developers		
72 Personal Services		
722 Photographic Studios	2	12100
723 Beauty School		
727 Funeral Home		

**WAHPETON
SIC**

	# BUSINESSES	TOTAL OCCUP. SQ	VACANT
73 Business Services			
731 Advertising			
732 Credit Reporting and Collection			
733 Mailing, Reproduction, Commercial, Art, Photography and Steno Services	1	2000	
734 Services to Buildings	2	7720	
736 Personnel Supply Services	1	1000	
737 Computer and Data Processing			
738 Miscellaneous Businesses Services	4	3539	4235
80 Health Services			
801 Offices, Clinics of Doctors	3	36207	
802 Offices and Clinics of Dentists	3	16182	
803 Offices of Osteopathic Physicians			
804 Office of Other Health Practitioners	6	18252	
805 Nursing, Personal Care Facilities			
806 Hospitals			
807 Medical, Dental Laboratories			
808 Home Health Care Services			
809 Health and Allied Services	2	11800	
81 Legal Services			
811 Legal Services	7	17510	
82 Educational Services			
822 College			
823 Library			
824 Vocational Schools			
83 Social Services			
832 Individual and Family Services			
833 Job Training and Related Services			
835 Child Day Care Services	3	8875	
836 Residential Care			
86 Membership Organizations			
861 Business Associations			
862 Professional Membership Organizations			
863 Labor Unions and Similar Labor Organizations			
864 Civic and Social Associations	1	5632	
865 Political Organizations			
866 Religious Organizations	1	3840	
869 Other Membership Organizations	1	12350	
87 Engineering and Management Services			
871 Engineering, Architectural Services	2	7583	
872 Accounting, Auditing, Bookkeeping			
873 Research, Development and Testing			
874 Management and Public Relations			

**WAHPETON
SIC**

	# BUSINESSES	TOTAL OCCUP. SQ VACANT
89 Services, Not Elsewhere Classified		
899 Services	3	16465
91 Executive, Legislative and General		
911 Executive Offices		
912 Legislative Bodies		
913 Legislative, Executive Combined		
919 General Government, NEC	4	34210
92 Justice, Public Order and Safety		
921 Courts		
922 Public Order and Safety		
93 Finance, Taxation and Monetary Policy		
931 Finance, Taxation and Monetary Policy		
94 Administration of Human Services		
941 Admin of Educational Programs		
943 Admin of Public Health Programs		
944 Admin of Social/Manpower Programs		
945 Admin of Veteran's Affairs		
95 Environmental Quality and Housing		
951 Environmental Quality		
953 Housing and Urban Development		
96 Administration of Economic Programs		
961 Admin of General Economic Programs		
962 Regulation, Admin of Transportation		
963 Regulation, Admin of Utilities		
964 Regulation of Agricultural Marketing		
965 Regulation Misc. Commercial Sectors		
966 Space Research and Technology		
97 National Security and International Affairs		
971 National Security		
972 International Affairs		
Offices not Elsewhere Classified		
Total # of Office Businesses	55	
Total Square Feet of Occupied Downtown Office Space		295909
Total Square Feet of Vacant Office Space Downtown		4235

**BRECKENRIDGE
SIC CODES**

SIC CODE/BUSINESS TYPE	# BUSINESSES	OCCUP SF	VACANT
52 Building Materials and Garden Supplies			
5211 Lumber/Building Materials			
5231 Paint/Glass/Wallpaper	1	2904	
5251 Hardware	1	15964	
5261 Nurseries/Garden			
53 General Merchandise			
5311 Department Store			
5331 Variety Store	1	17000	
5399 Misc. General Merchandise			
54 Food Store			
5411 Grocery Store	1	16338	
5421 Meat/Fish Mkt			
5431 Fruit/Veg Mkt			
5441 Candy/Nut/Confect			
5451 Dairy Products			
5461 Retail Bakery	1	1540	
5499 Misc Foods			
55 Automotive Dealers and Service Stations			
5511 New/Used Cars			
5521 Used Cars			
5531 Auto/Home Supply	1	4714	
5541 Gas Service Station	4	12677	
5451 Boat Dealer			
5561 Rec Veh. Dealer			
5571 Motorcycle Dealer			
56 Apparel/Accessories			
5611 Men's/Boy's			
5621 Women's			
5632 Women's Acces./Spec			
5641 Childrens			
5651 Family			
5661 Shoes	1	1296	
5699 Misc			
57 Furniture/Home Furn			
5712 Furniture Store	1	11760	
5713 Floor Coverings			
5714 Drapery/Upholstery			
5719 Misc Home Furnish			
5722 Home Appliances	1	1440	
5731 Radio/TV/Electronics			
5734 Computers/Software			
5735 Records/Tapes/CD's			
5736 Musical Instrument	1	4000	3888

**BRECKENRIDGE
SIC CODES**

	# BUSINESSES	OCCUP SF	VACANT
58 Eating and Drinking			
5812 Eating Places	6	17057	2080
5813 Drinking Places	6	24546	
59 Miscellaneous Retail			
5912 Drug Store	2	6023	
5921 Liquor Store	1	1944	
5932 Used Merchandise/Antiques			
5941 Sporting/Bikes			
5942 Books			
5943 Stationery			
5944 Jewelry			
5945 Hobby/Toy/Games			
5946 Camera/Supply			
5947 Gift/Novelty			
5948 Luggage/Leather			
5949 Sewing/Piece Gds	1	2720	
5961 Catalog/Mail Order			
5992 Florists	1	800	
5993 Tobacco Stand			
5994 Newsstand			
5995 Optical	1	3120	
5999 Miscellaneous Retail	2	3464	1560
Select Support Services			
5112 Office Supplies			
7216 Dry Cleaners/Tailors			
7231 Beauty Shops			
7241 Barber Shops	1	700	
7251 Shoe Repair/Shine	1	700	
7832 Motion Picture Theater	1	9108	
7841 Video Rental			
Amusement and Recreation Services			
7911 Dance Studios/Schools	1	5016	
7991 Physical Fitness Facilities	2	10808	
7993 Coin Operated Amusements			
7999 Misc Amusement Rec			
Total # of Retail Businesses	40		
Total Square Feet of Occupied Downtown Retail Space		175639	
Total Square Feet of Vacant Retail Space Downtown			7528

**BRECKENRIDGE
SIC CODES**

SIC CODE/OFFICE TYPE	# BUSINESSES	OCCUP. SQ FT	VACANT
27 Publishing			
271 Newspapers			
272 Periodicals			
47 Transportation Services			
472 Passenger Transportation Arrangement			
48 Communications			
483 Radio & Television Broadcasting			
60 Depository Institutions			
601 Central Reserve Depositories			
602 Commercial Banks	3	14238	
603 Savings Institutions			
606 Credit Unions			
608 Foreign Banks/Branches/Agencies			
609 Functions Closely Related to Banking			
61 Non-Depository Credit Institutions			
611 Federal and Fed-Sponsored Credit			
614 Personal Credit Institutions			
615 Business Credit Institutions			
616 Mortgage Bankers and Brokers	1	1440	
62 Security and Commodity Brokers			
621 Security Brokers and Dealers			
622 Commodity Contracts Brokers/Dealers			
623 Security and Commodity Exchanges			
628 Security and Commodity Services			
63/64 Insurance			
631 Life Insurance			
632 Medical Service and Health Insurance			
633 Fire, Marine Casualty Insurance			
635 Surety Insurance			
636 Title Insurance			
637 Pension, Health, Welfare Funds			
639 Insurance Carriers, NEC			
641 Insurance Agents, Brokers, Service	1	798	
65 Real Estate			
651 Operators and Lessors			
653 Real Estate Agents and Managers	1	4725	
654 Title Abstract Offices			
655 Subdividers and Developers	1	2625	
72 Personal Services			
722 Photographic Studios			
723 Beauty School			
727 Funeral Home	1	7281	

**BRECKENRIDGE
SIC CODES**

	# BUSINESSES	OCCUP. SQ FT	VACANT
73 Business Services			
731 Advertising			
732 Credit Reporting and Collection			
733 Mailing, Reproduction, Commercial, Art, Photography and Steno Services			
734 Services to Buildings	1	7080	
736 Personnel Supply Services			
737 Computer and Data Processing			
738 Miscellaneous Businesses Services	3	10620	1188
80 Health Services			
801 Offices, Clinics of Doctors			
802 Offices and Clinics of Dentists	1	5280	
803 Offices of Osteopathic Physicians			
804 Office of Other Health Practitioners	2	7820	
805 Nursing, Personal Care Facilities			
806 Hospitals			
807 Medical, Dental Laboratories			
808 Home Health Care Services			
809 Health and Allied Services	1	3224	
81 Legal Services			
811 Legal Services	2	4226	
82 Educational Services			
822 College			
823 Library			
824 Vocational Schools			
83 Social Services			
832 Individual and Family Services	1	4992	
833 Job Training and Related Services	1	2508	
835 Child Day Care Services			
836 Residential Care			
86 Membership Organizations			
861 Business Associations			
862 Professional Membership Organizations			
863 Labor Unions and Similar Labor Organizations			
864 Civic and Social Associations			
865 Political Organizations			
866 Religious Organizations	3	26677	
869 Other Membership Organizations	1	2508	
87 Engineering and Management Services			
871 Engineering, Architectural Services			
872 Accounting, Auditing, Bookkeeping			
873 Research, Development and Testing			
874 Management and Public Relations			

**BRECKENRIDGE
SIC CODES**

	# BUSINESSES	OCCUP. SQ FT	VACANT
89 Services, Not Elsewhere Classified			
899 Services	11	33185	
91 Executive, Legislative and General			
911 Executive Offices			
912 Legislative Bodies			
913 Legislative, Executive Combined			
919 General Government, NEC	3	17118	
92 Justice, Public Order and Safety			
921 Courts			
922 Public Order and Safety	1	5443	
93 Finance, Taxation and Monetary Policy			
931 Finance, Taxation and Monetary Policy			
94 Administration of Human Services			
941 Admin of Educational Programs			
943 Admin of Public Health Programs			
944 Admin of Social/Manpower Programs			
945 Admin of Veteran's Affairs			
95 Environmental Quality and Housing			
951 Environmental Quality			
953 Housing and Urban Development			
96 Administration of Economic Programs			
961 Admin of General Economic Programs			
962 Regulation, Admin of Transportation			
963 Regulation, Admin of Utilities			
964 Regulation of Agricultural Marketing			
965 Regulation Misc. Commercial Sectors			
966 Space Research and Technology			
97 National Security and International Affairs			
971 National Security			
972 International Affairs			
Offices not Elsewhere Classified			
Total # of Office Businesses	20		
Total Square Feet of Occupied Downtown Office Space		161788	
Total Square Feet of Vacant Office Space Downtown			1188

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Appendix - B

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Making Downtown Renaissance a Reality

THE RETAIL REPORT®

**Downtown Wahpeton, ND and
Breckenridge, MN
Primary Retail Trade Area**



Making Downtown Renaissance a Reality

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THE RETAIL REPORT®

THE RETAIL REPORT, presented within this document, was specifically prepared for Downtown Wahpeton, ND/Breckenridge, MN. This document presents information concerning the characteristics of the Downtown Wahpeton/Breckenridge primary retail trade. The report was prepared in 2006 by HyettPalma, Inc.

THE RETAIL REPORT presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Wahpeton/Breckenridge primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Wahpeton/Breckenridge primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Wahpeton/Breckenridge primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Wahpeton/Breckenridge primary retail trade area.

TABLE OF CONTENTS

Demographic and Socio-Economic Characteristics of Residents in Trade Area and Five-Year Projection of Changes	1
Total Retail Product Demand by Residents in Trade Area, By Income Group	3
Total Retail Product Demand by Residents in Trade Area, By Product Type	5
Dollar Demand for Food Products	7
Dollar Demand for Home Products	13
Dollar Demand for Apparel Products	22
Dollar Demand for Personal Care and Entertainment Products	32
The Retail Report User Guide	43

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Making Downtown Renaissance a Reality

DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS



Demographic and Income Profile

Wahpeton, ND, Breckenridge, MN Primary Retail Trade Area

Study Area: Custom Shapes

Shape: 1

Summary	2000	2005	2010
Population	42,132	41,055	40,150
Households	16,152	16,057	15,817
Families	10,866	10,488	10,059
Average Household Size	2.49	2.44	2.42
Owner Occupied HUs	11,898	12,028	11,886
Renter Occupied HUs	4,254	4,030	3,931
Median Age	37.4	38.7	39.8

Trends: 2005-2010 Annual Rate	Area	State	National
Population	-0.44%	0.13%	1.22%
Households	-0.3%	0.67%	1.27%
Families	-0.83%	0.26%	1.00%
Owner HHs	-0.24%	0.76%	1.46%
Median Household Income	3.32%	3.76 %	3.25%

Households by Income	2000		2005		2010	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	3,276	20.3%	2,613	16.3%	2,128	13.5%
\$15,000 - \$24,999	2,570	15.9%	2,144	13.4%	1,748	11.1%
\$25,000 - \$34,999	2,527	15.7%	2,123	13.2%	1,756	11.1%
\$35,000 - \$49,999	3,334	20.7%	3,020	18.8%	2,685	17.0%
\$50,000 - \$74,999	2,813	17.5%	3,315	20.6%	3,348	21.2%
\$75,000 - \$99,999	919	5.7%	1,474	9.2%	1,799	11.4%
\$100,000 - \$149,999	473	2.9%	974	6.1%	1,570	9.9%
\$150,000 - \$199,000	110	0.7%	213	1.3%	439	2.8%
\$200,000+	98	0.6%	178	1.1%	342	2.2%
Median Household Income	\$33,576		\$40,382		\$47,541	
Average Household Income	\$39,945		\$49,650		\$60,933	
Per Capita Income	\$15,642		\$19,874		\$24,520	

Population by Age	2000		2005		2010	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	2,569	6.1%	2,672	6.5%	2,541	6.3%
5 - 14	6,414	15.2%	5,403	13.2%	5,115	12.7%
15 - 19	3,908	9.3%	3,513	8.6%	3,307	8.2%
20 - 24	2,542	6.0%	3,333	8.1%	2,939	7.3%
25 - 34	4,202	10.0%	3,968	9.7%	4,353	10.8%
35 - 44	6,274	14.9%	5,367	13.1%	4,418	11.0%
45 - 54	5,224	12.4%	6,044	14.7%	6,051	15.1%
55 - 64	3,662	8.7%	3,886	9.5%	4,736	11.8%
65 - 74	3,464	8.2%	3,092	7.5%	2,872	7.2%
75 - 84	2,571	6.1%	2,431	5.9%	2,419	6.0%
85+	1,300	3.1%	1,347	3.3%	1,400	3.5%

Race and Ethnicity	2000		2005		2010	
	Number	Percent	Number	Percent	Number	Percent
White Alone	38,044	90.3%	36,663	89.3%	35,646	88.8%
Black Alone	85	0.2%	90	0.2%	94	0.2%
American Indian Alone	3,446	8.2%	3,711	9.0%	3,779	9.4%
Asian Alone	108	0.3%	131	0.3%	161	0.4%
Pacific Islander Alone	10	0.0%	12	0.0%	14	0.0%
Some Other Race Alone	64	0.2%	69	0.2%	74	0.2%
Two or More Races	375	0.9%	378	0.9%	382	1.0%
Hispanic Origin (Any Race)	351	0.8%	387	0.9%	426	1.1%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2005 and 2010.



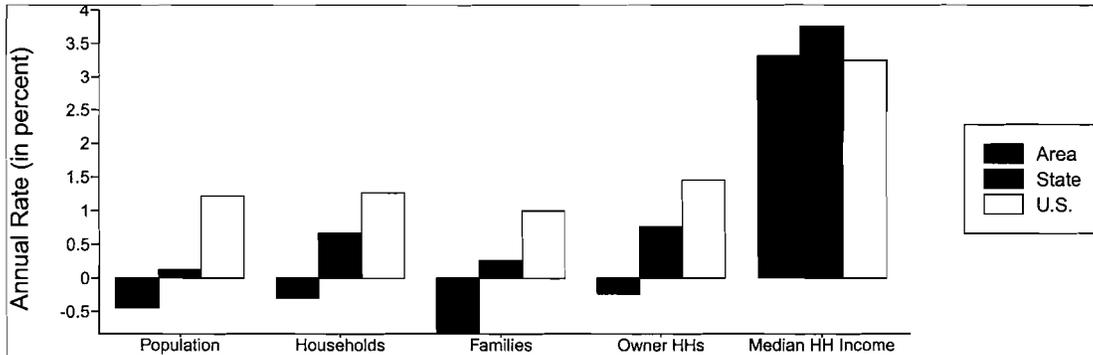
Demographic and Income Profile

Wahpeton, ND, Breckenridge, MN Primary Retail Trade Area

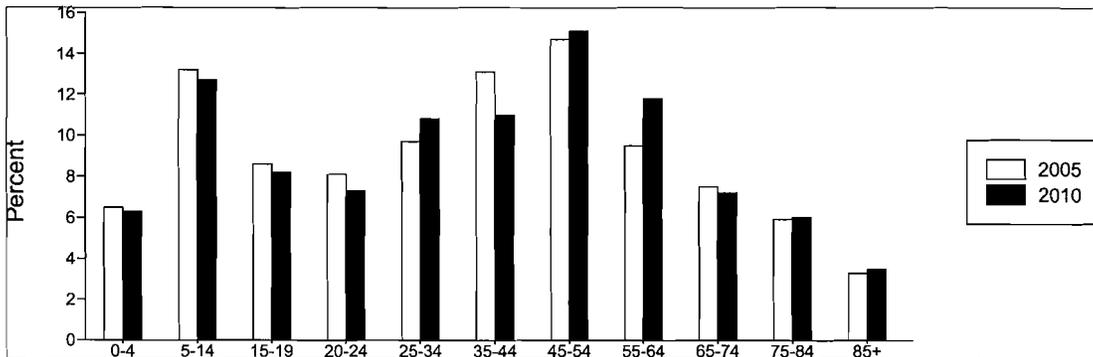
Study Area: Custom Shapes

Shape: 1

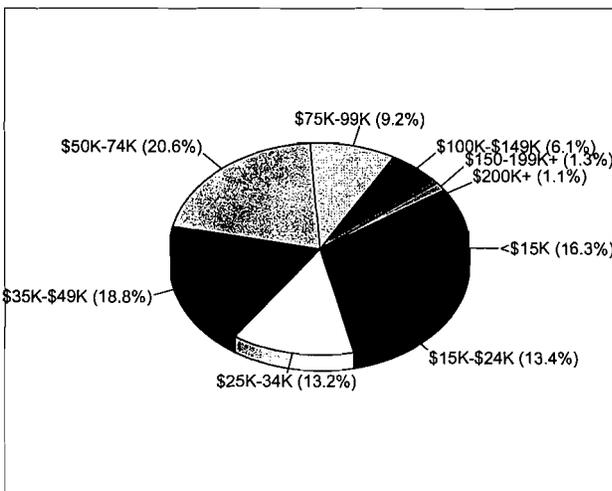
Trends 2005-2010



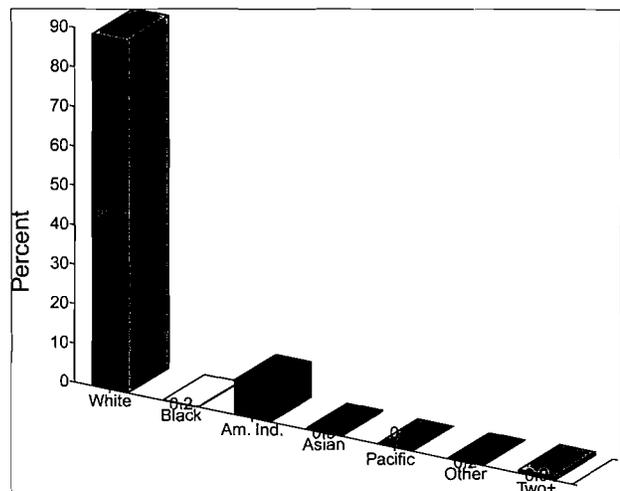
Population by Age



2005 Household Income



2005 Population by Race



2005 Percent Hispanic Origin: 0.9%

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Making Downtown Renaissance a Reality

PRODUCT DEMAND BY INCOME GROUP



Making Downtown Renaissance a Reality

**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY INCOME GROUP**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	7,019	18,340,647
\$15000-24999	2,144	9,633	20,653,152
\$25000-34999	2,123	11,594	24,614,062
\$35000-49999	3,020	13,518	40,824,360
> \$50000	6,154	21,979	135,258,766
TOTAL DEMAND FOR PRODUCT			= \$239,690,987

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, play-ground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

HyettPalma

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PRODUCT DEMAND BY PRODUCT TYPE



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DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND
BY PRODUCT TYPE

PRODUCT	DEMAND
Food At Home	67,110,064
Food Away From Home	39,136,211
Alcoholic Beverages	7,170,423
Household Textiles	2,811,879
Furniture	6,465,091
Floor Coverings	799,028
Major Appliances	3,491,594
Small Appliances & Miscellaneous Housewares	1,982,011
Miscellaneous Household Equipment	12,302,678
Men's Apparel -- 16 and Over	6,110,068
Boy's Apparel -- 2 to 15	2,068,047
Women's Apparel -- 16 and Over	11,636,958
Girl's Apparel -- 2 to 15	1,764,980
Children's Apparel -- Under 2	1,900,110
Footwear	5,376,459
Other Apparel Services & Products	5,254,665
Prescription Drugs & Medical Supplies	10,010,586
Entertainment Fees & Admissions	8,167,292
Televisions, Radios & Sound Equipment	13,037,017
Pets, Toys & Playground Equipment	6,479,147
Other Entertainment Supplies & Services	9,616,967
Personal Care Products & Services	9,861,198
Reading	2,098,251
Tobacco Products & Smoking Supplies	5,040,263
TOTAL DEMAND BY PRODUCT TYPE	= \$239,690,987

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

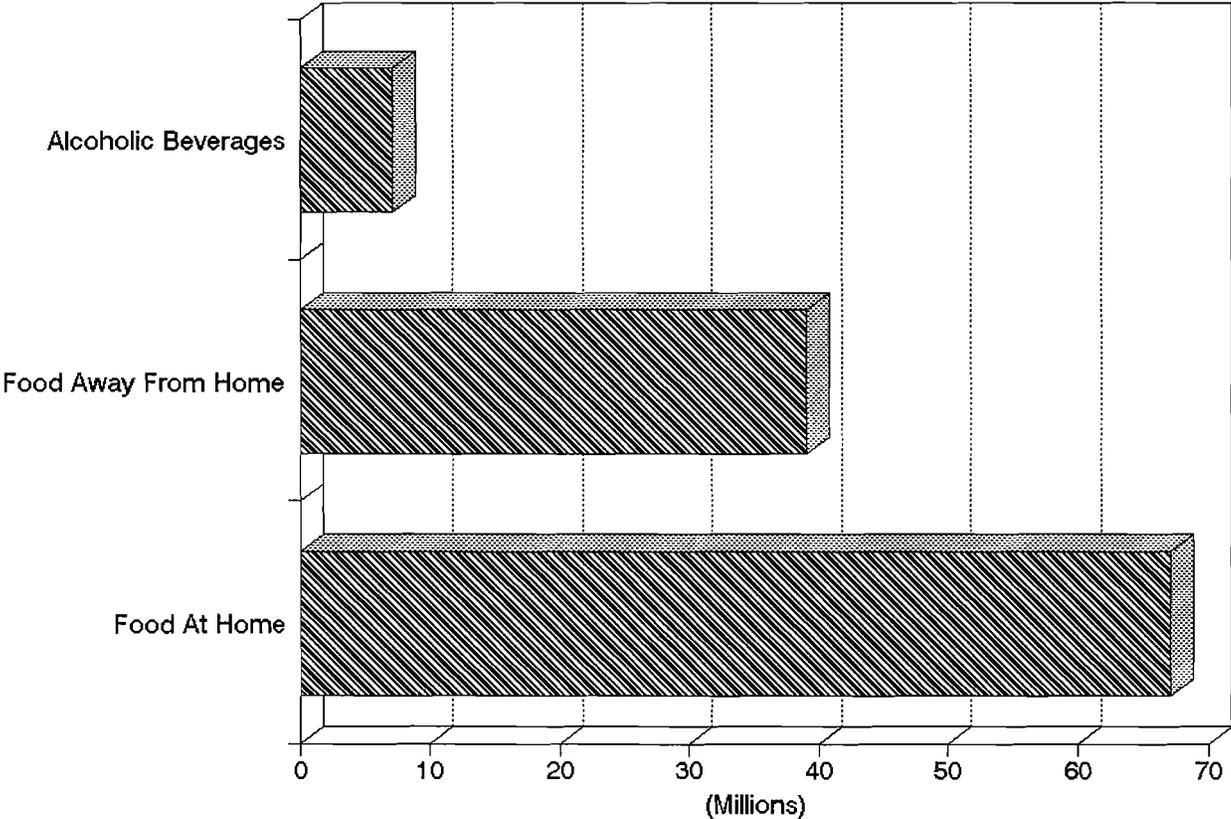
HyettPalma

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DEMAND FOR FOOD PRODUCTS

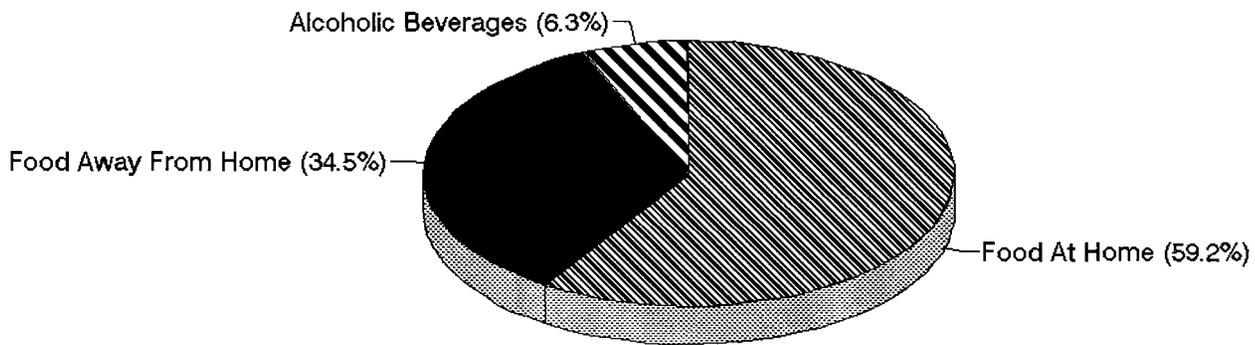
FOOD PRODUCTS

\$ DEMAND BY PRODUCT TYPE



FOOD PRODUCTS

% DEMAND FOR EACH DOLLAR





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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	2,429	6,346,977
\$15000-24999	2,144	3,164	6,783,616
\$25000-34999	2,123	3,575	7,589,725
\$35000-49999	3,020	4,033	12,179,660
> \$50000	6,154	5,559	34,210,086
TOTAL DEMAND FOR PRODUCT =			\$67,110,064

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOD AWAY FROM HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	976	2,550,288
\$15000-24999	2,144	1,400	3,001,600
\$25000-34999	2,123	1,827	3,878,721
\$35000-49999	3,020	2,209	6,671,180
> \$50000	6,154	3,743	23,034,422

TOTAL DEMAND FOR PRODUCT = \$39,136,211

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All food at restaurants, carryouts and vending machines.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: ALCOHOLIC BEVERAGES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	208	543,504
\$15000-24999	2,144	190	407,360
\$25000-34999	2,123	313	664,499
\$35000-49999	3,020	413	1,247,260
> \$50000	6,154	700	4,307,800
TOTAL DEMAND FOR PRODUCT =			\$7,170,423

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All alcoholic beverages.

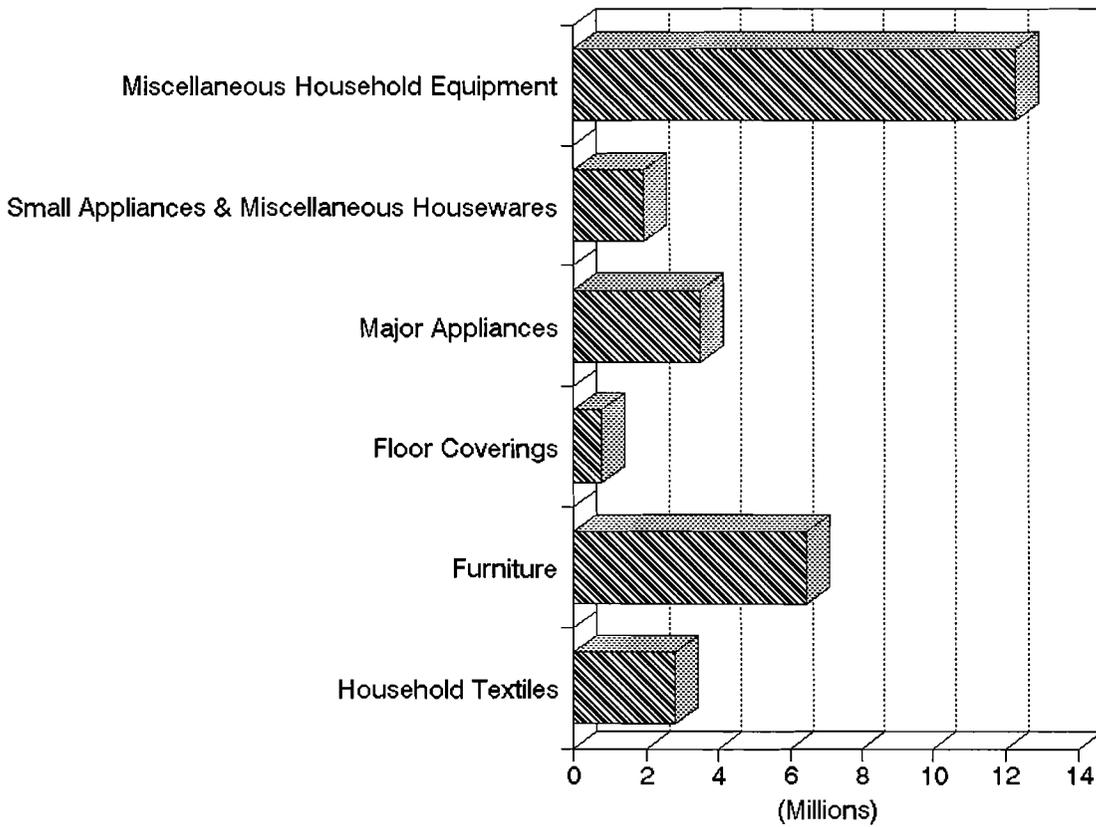
HyettPalma

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DEMAND FOR HOME PRODUCTS

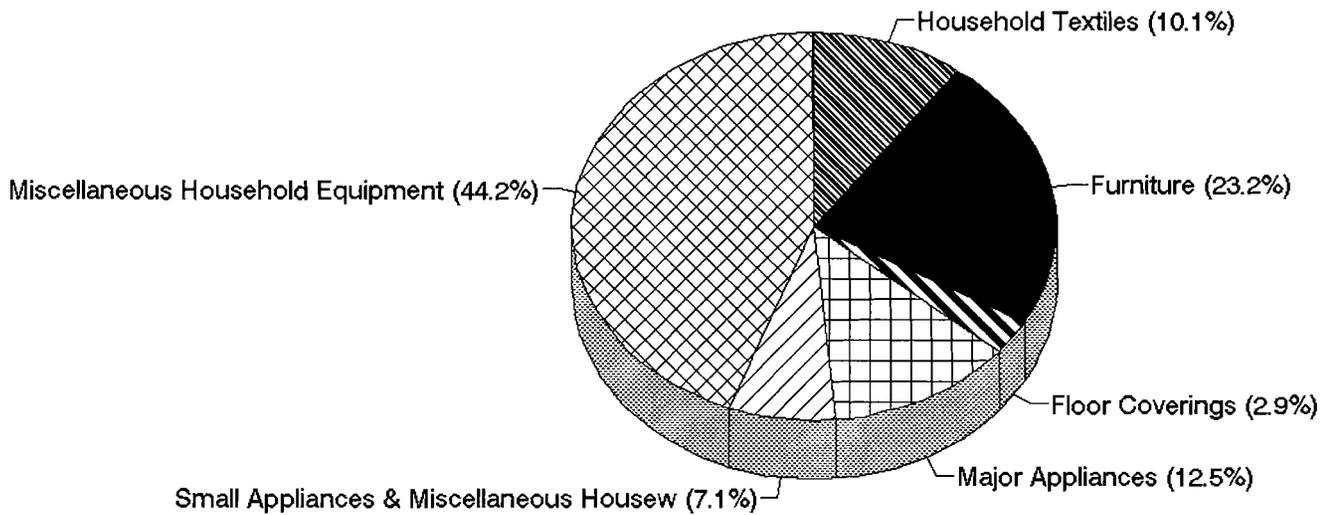
HOME PRODUCTS

\$ DEMAND BY PRODUCT TYPE



HOME PRODUCTS

% DEMAND FOR EACH DOLLAR





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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: HOUSEHOLD TEXTILES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	59	154,167
\$15000-24999	2,144	116	248,704
\$25000-34999	2,123	140	297,220
\$35000-49999	3,020	145	437,900
> \$50000	6,154	272	1,673,888
TOTAL DEMAND FOR PRODUCT =			\$2,811,879

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Bathroom, bedroom, kitchen, dining room, and other linens, curtains and drapes, slipcovers, pillows and sewing materials.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	132	344,916
\$15000-24999	2,144	191	409,504
\$25000-34999	2,123	209	443,707
\$35000-49999	3,020	285	860,700
> \$50000	6,154	716	4,406,264

TOTAL DEMAND FOR PRODUCT = \$6,465,091

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	10	26,130
\$15000-24999	2,144	15	32,160
\$25000-34999	2,123	18	38,214
\$35000-49999	3,020	37	111,740
> \$50000	6,154	96	590,784
TOTAL DEMAND FOR PRODUCT =			\$799,028

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	57	148,941
\$15000-24999	2,144	137	293,728
\$25000-34999	2,123	145	307,835
\$35000-49999	3,020	225	679,500
> \$50000	6,154	335	2,061,590
TOTAL DEMAND FOR PRODUCT =			\$3,491,594

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: SMALL APPLIANCES & MISC. HOUSEWARES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	43	112,359
\$15000-24999	2,144	85	182,240
\$25000-34999	2,123	114	242,022
\$35000-49999	3,020	122	368,440
> \$50000	6,154	175	1,076,950
TOTAL DEMAND FOR PRODUCT =			\$1,982,011

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	259	676,767
\$15000-24999	2,144	361	773,984
\$25000-34999	2,123	519	1,101,837
\$35000-49999	3,020	610	1,842,200
> \$50000	6,154	1,285	7,907,890
TOTAL DEMAND FOR PRODUCT =			\$12,302,678

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

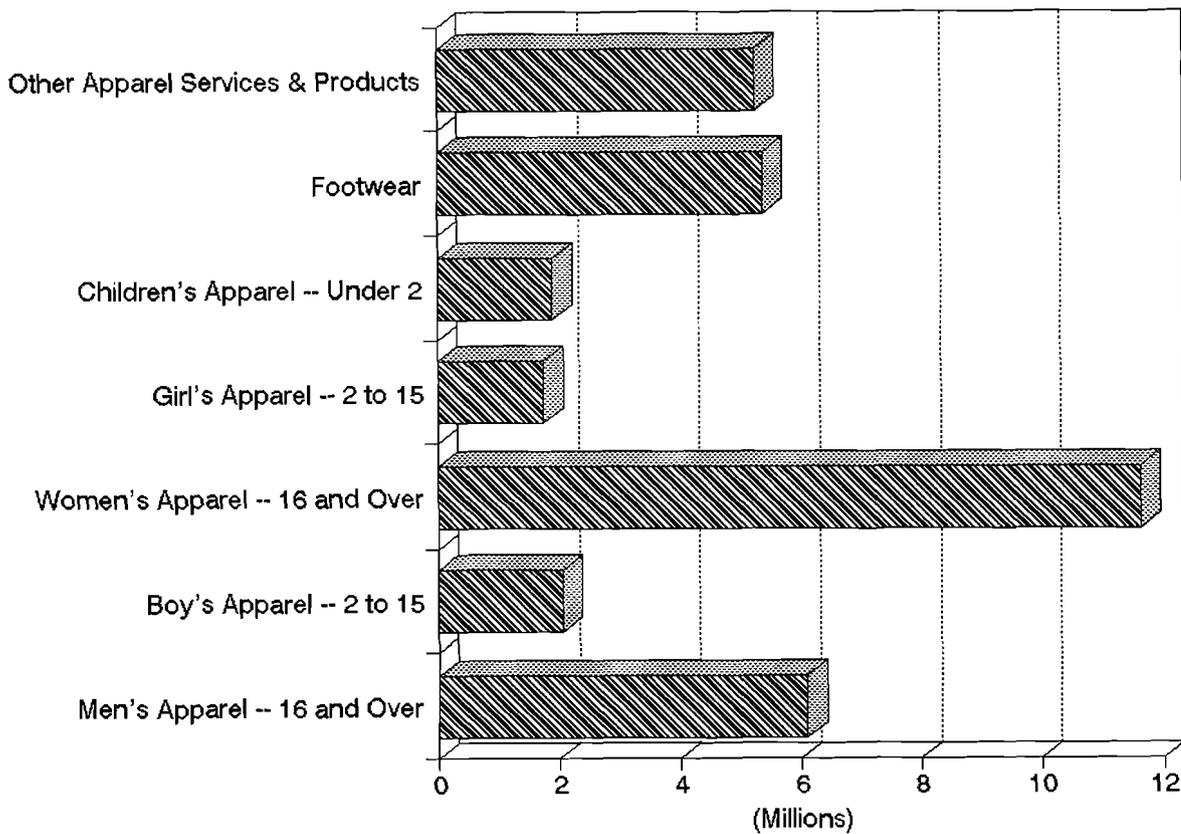
HyettPalma

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DEMAND FOR APPAREL PRODUCTS

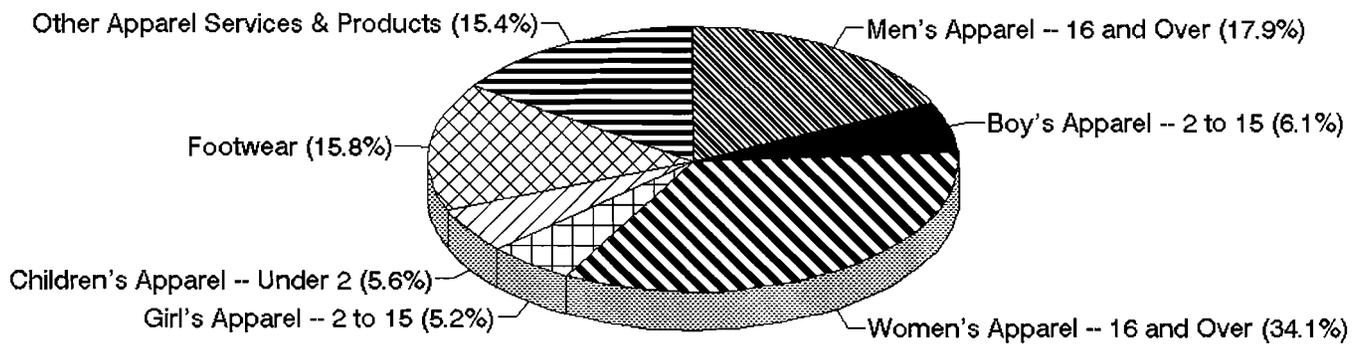
APPAREL PRODUCTS

\$ DEMAND BY PRODUCT TYPE



APPAREL PRODUCTS

% DEMAND FOR EACH DOLLAR





Making Downtown Renaissance a Reality

**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	147	384,111
\$15000-24999	2,144	186	398,784
\$25000-34999	2,123	247	524,381
\$35000-49999	3,020	331	999,620
> \$50000	6,154	618	3,803,172
TOTAL DEMAND FOR PRODUCT =			\$6,110,068

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	61	159,393
\$15000-24999	2,144	93	199,392
\$25000-34999	2,123	108	229,284
\$35000-49999	3,020	109	329,180
> \$50000	6,154	187	1,150,798
TOTAL DEMAND FOR PRODUCT =			\$2,068,047

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	359	938,067
\$15000-24999	2,144	419	898,336
\$25000-34999	2,123	503	1,067,869
\$35000-49999	3,020	591	1,784,820
> \$50000	6,154	1,129	6,947,866
TOTAL DEMAND FOR PRODUCT =			\$11,636,958

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	42	109,746
\$15000-24999	2,144	71	152,224
\$25000-34999	2,123	90	191,070
\$35000-49999	3,020	88	265,760
> \$50000	6,154	170	1,046,180
TOTAL DEMAND FOR PRODUCT =			\$1,764,980

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	68	177,684
\$15000-24999	2,144	88	188,672
\$25000-34999	2,123	96	203,808
\$35000-49999	3,020	96	289,920
> \$50000	6,154	169	1,040,026
TOTAL DEMAND FOR PRODUCT =			\$1,900,110

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, including footwear.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	208	543,504
\$15000-24999	2,144	217	465,248
\$25000-34999	2,123	285	605,055
\$35000-49999	3,020	333	1,005,660
> \$50000	6,154	448	2,756,992
TOTAL DEMAND FOR PRODUCT =			\$5,376,459

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All footwear, except for children under 2 and special footwear used for sports such as bowling or golf shoes.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: OTHER APPAREL SERVICES & PRODUCTS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	154	402,402
\$15000-24999	2,144	188	403,072
\$25000-34999	2,123	219	464,937
\$35000-49999	3,020	278	839,560
> \$50000	6,154	511	3,144,694
TOTAL DEMAND FOR PRODUCT =			\$5,254,665

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

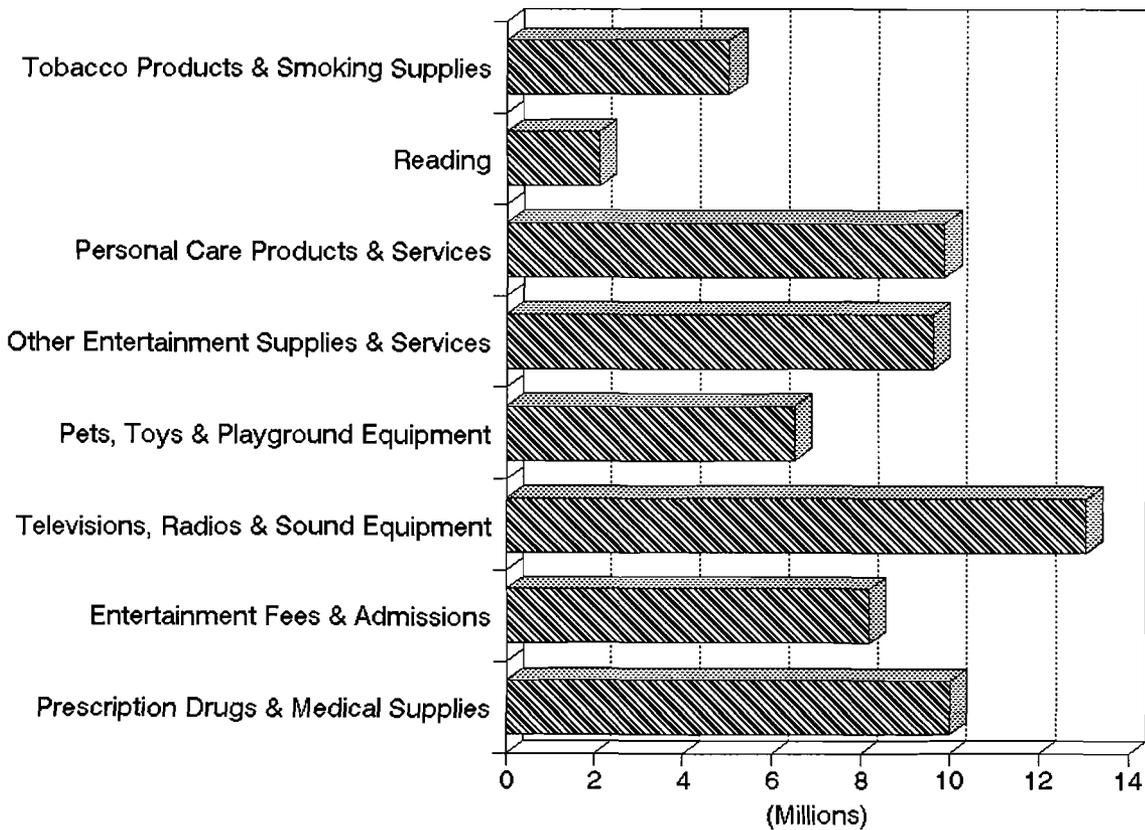
Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

HyettPalma

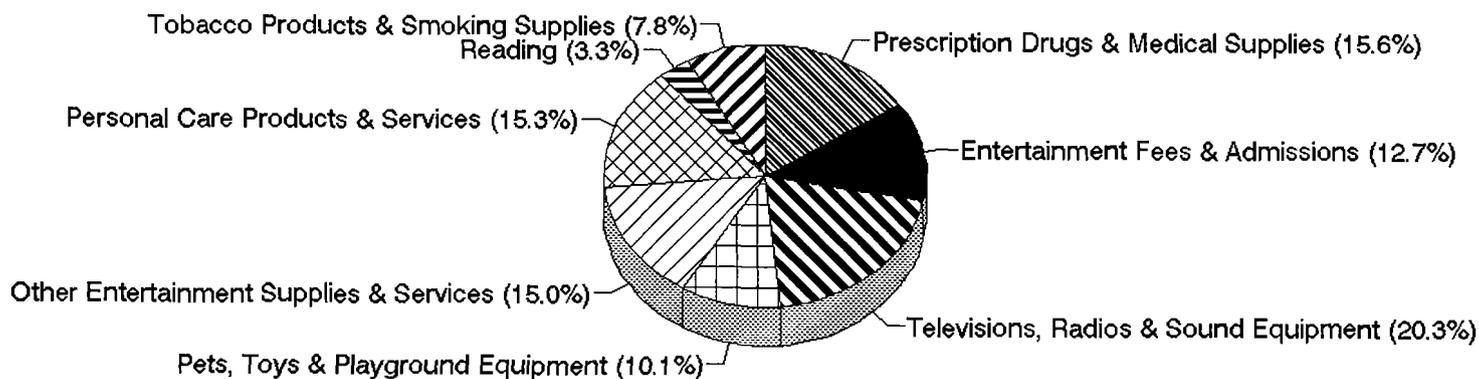
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DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS

PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR





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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PRESCRIPTION DRUGS & MEDICAL SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	396	1,034,748
\$15000-24999	2,144	586	1,256,384
\$25000-34999	2,123	614	1,303,522
\$35000-49999	3,020	641	1,935,820
> \$50000	6,154	728	4,480,112
TOTAL DEMAND FOR PRODUCT =			\$10,010,586

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: ENTERTAINMENT FEES & ADMISSIONS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	153	399,789
\$15000-24999	2,144	183	392,352
\$25000-34999	2,123	263	558,349
\$35000-49999	3,020	356	1,075,120
> \$50000	6,154	933	5,741,682
TOTAL DEMAND FOR PRODUCT =			\$8,167,292

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Admissions to sporting events, movies, concerts, plays, and movie rentals.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	400	1,045,200
\$15000-24999	2,144	562	1,204,928
\$25000-34999	2,123	669	1,420,287
\$35000-49999	3,020	752	2,271,040
> \$50000	6,154	1,153	7,095,562
TOTAL DEMAND FOR PRODUCT =			\$13,037,017

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	167	436,371
\$15000-24999	2,144	220	471,680
\$25000-34999	2,123	312	662,376
\$35000-49999	3,020	362	1,093,240
> \$50000	6,154	620	3,815,480
TOTAL DEMAND FOR PRODUCT =			\$6,479,147

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.



Making Downtown Renaissance a Reality

**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	133	347,529
\$15000-24999	2,144	360	771,840
\$25000-34999	2,123	424	900,152
\$35000-49999	3,020	480	1,449,600
> \$50000	6,154	999	6,147,846

TOTAL DEMAND FOR PRODUCT = \$9,616,967

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Indoor exercise equipment, athletic shoes, bicycles, camping equipment, sporting goods, and photographic equipment and supplies.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	284	742,092
\$15000-24999	2,144	414	887,616
\$25000-34999	2,123	482	1,023,286
\$35000-49999	3,020	561	1,694,220
> \$50000	6,154	896	5,513,984
TOTAL DEMAND FOR PRODUCT =			\$9,861,198

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	58	151,554
\$15000-24999	2,144	85	182,240
\$25000-34999	2,123	95	201,685
\$35000-49999	3,020	114	344,280
> \$50000	6,154	198	1,218,492

TOTAL DEMAND FOR PRODUCT = \$2,098,251

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.



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**DOWNTOWN WAHP/BRECK'S RETAIL TRADE AREA
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	2,613	216	564,408
\$15000-24999	2,144	302	647,488
\$25000-34999	2,123	327	694,221
\$35000-49999	3,020	347	1,047,940
> \$50000	6,154	339	2,086,206
TOTAL DEMAND FOR PRODUCT =			\$5,040,263

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Tobacco products and smoking accessories.

The Retail Report[®]

USER GUIDE

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

What Does The Retail Report Tell You ?

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2006.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

Who Can Benefit By Using The Retail Report ?

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

- showing existing business owners what trade area residents are spending their money on;

- helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and

- enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

- showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

- showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

- targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

How Can Business Owners Use The Retail Report ?

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.

How Can Entrepreneurs Use The Retail Report ?

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

- compare the markets for a variety of different retail products;
- determine what type of retail business to open;
- complete a realistic business plan before opening that business; and
- persuade bankers and investors that a strong market exists for the type of retail business being opened.