City of Upper Sandusky Downtown Market Analysis

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WIN
WYANDOT IMPROVEMENT NETWORK

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Section 1: Introduction

Purpose

This report is designed to provide a brief analysis of the downtown area of the City of Upper Sandusky, OH. Widespread community and business survey instruments were not used in the compilation of this report, but rather community stakeholders from within Upper Sandusky and the greater Wyandot County area were engaged to inform the effort.

The downtown market analysis was led by the Wyandot Improvement Network (WIN), which is a collaborative organization led by the Wyandot County Office of Economic Development (WCOED) and Wyandot Chamber of Commerce (WCC). The primary purpose of this community-led market analysis was to assess information useful in community and economic development efforts. Specifically, it was compiled to:

- Support business retention and expansion efforts;
- Aid in new business attraction and entrepreneurship;
- Create capacity for action; and
- Inform marketing and branding efforts.

Background

Downtown market analyses were proposed by the WIN as initial efforts to engage multiple stakeholders throughout Wyandot County. The City of Upper Sandusky has experienced steady industrial, commercial, and residential development over the past decade primarily in areas outside of the downtown corridor. While these areas have seen much of that investment, the importance of the downtown area has not wavered.

Unlike many other counties and communities in the region, Wyandot County lacks personnel dedicated to ongoing investments and programs specifically in downtown areas. The Wyandot Chamber of Commerce provides services that would most closely parallel these efforts through its service to many members that have businesses located in the Upper Sandusky downtown area. The Chamber, along with other stakeholders coordinated under the WIN, identified this downtown market analysis as an effort that could be completed collaboratively to provide insight to internal and external audiences.

Process & Analysis Team

Leadership of the WIN, upon realizing the value the Upper Sandusky downtown market analysis could potentially bring, contacted internal community stakeholders to play a role in the effort. Those internal stakeholders included:

- Kyle McColly, City of Upper Sandusky Mayor
- Natalie Mouser, City of Upper Sandusky Parks Department
- Aaron Korte, City of Upper Sandusky Council President

Those from the WIN leadership included:

- Jason Eibling, WIN Board President
- Amanda Fleming, Wyandot Chamber of Commerce
- Gregory Moon, Wyandot County Office of Economic Development

This collaborative group first organized to conduct a community assessment tour, which included a walk through the Upper Sandusky downtown area to inventory assets, wants, needs, and opportunities in a visual setting. The assessment tour was completed in December 2020.

Following the assessment tour, related demographic, retail, and other market data was generated in the remainder of this report. The following report layout, sections, demographic information and market data included in this report were closely adapted from a 2019 University of Wisconsin-Madison Extension report titled, "Brodhead Market Analysis". The generated report data and information gleaned from the assessment tour were then used to drive the outcomes and action plan informed through this downtown market analysis, which were developed and reviewed by members of the Analysis Team.

The City of Upper Sandusky Downtown Market Analysis was solely generated for the benefit of local stakeholders to inform future policy and decision making. No parties involved were directly contracted to develop the analysis.

THE CITY OF UPPER SANDUSKY OHIO

Wyandot Chamber of Commerce

Wyandot County Building a Stronger Community Economic Development

Section 2: The Downtown Market District

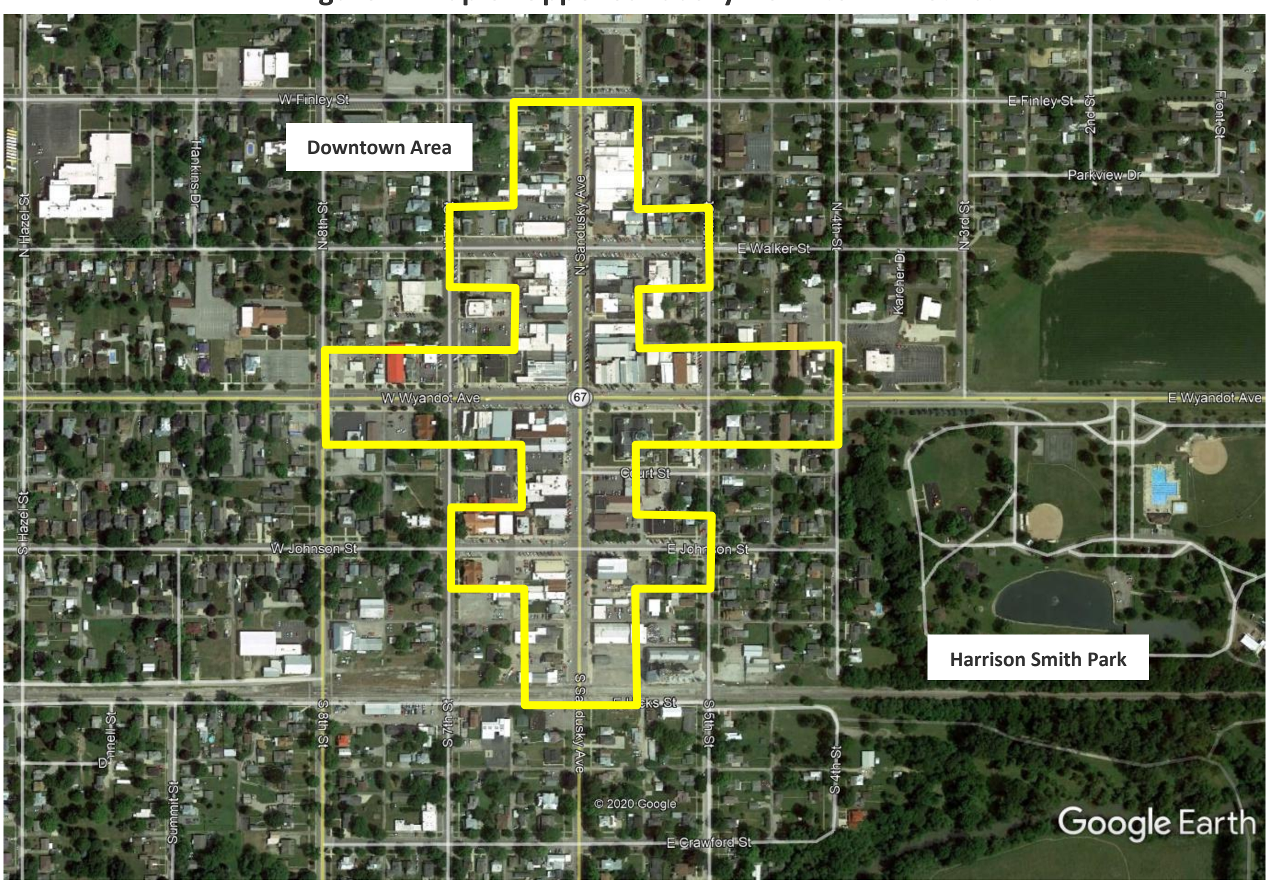
Defining the District

For the purposes of this market analysis, the downtown area was defined by the Upper Sandusky internal stakeholders as the area containing most of the commercial activity found within the central City area. Specifically, the downtown area includes:

- North to South - Sandusky Avenue from the intersection of Finley Street to the intersection of Hicks Street.
- West to East – Johnston Street from S Seventh Street to S Fifth Street; Wyandot Avenue from Eighth Street to Fourth Street; Walker Street from N Seventh Street to N Fifth Street

The area shown in the map below depicts the almost diamond shaped downtown district for the purposes of this analysis:

Figure 1: Map of Upper Sandusky Downtown District



Current Business Mix

A diverse mix of businesses are currently located in the Upper Sandusky Downtown Area and include many that one might expect to find in a rural setting. Simply exploring the quantity in each business category can further help to identify strengths, weaknesses, or gaps in the local market.

The analysis team identified the following listing of active businesses located in the downtown area and categorized them into similar types. The large amount of business and government services as compared to retail and restaurant establishments was noted as a concern by the analysis team. While those service organizations are likely to take care of and invest in their downtown spaces, the small amount of social attractions was noted as a deterrent to downtown traffic during non-business hours.

The recorded businesses in the downtown area by type included:

- Business Services: 25
- Beauty Salons & Barbers: 7
- Financial Institutions: 3
- Churches: 4
- Funeral Homes: 1
- Entertainment: 1
- Restaurants: 7
- Pizza: 4
- Grocery Stores: 1
- Gas Stations & Convenience Stores: 2
- Retail Stores: 10
- Government Services: 8
- Medical / Family Services: 12
- Civic, Private, Fraternal Organizations: 8
- Miscellaneous Retail: 5

For a complete business listing, please reference *Appendix A: Downtown Businesses by Type.*

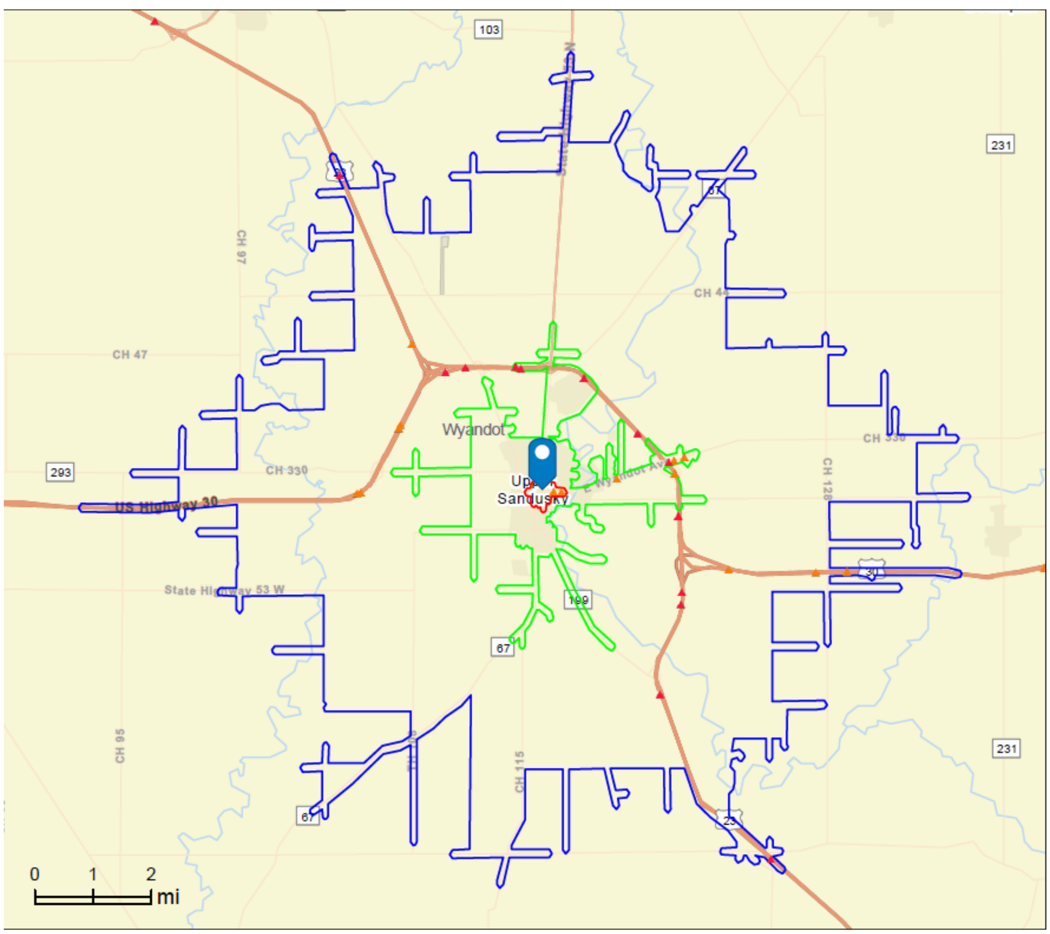
Market Area

The Upper Sandusky Downtown Market Area is defined as the geographic region where it generates or is likely to generate the majority of its trade from residents. The market area is important to identify when considering the number of potential customers, their needs, and spending potential that can create opportunities for needed local retail supply leakages. Even though each type of businesses and the product and service it offers may have a different market area, this analysis will focus on local customers defined within its established trade area.

The analysis team decided to define the trade area based on the origin of area customers. Based on the internal stakeholders' knowledge of spending in the downtown area, a trade/market area was established based on drive-time instead of a simple geographic radius.

A drive-time of ten (10) minutes was used to define the market area. A ten-minute drive-time from the central downtown area was established based on the fact that customers outside those limits would have the option to find similar products and services in other nearby market areas within the same drive time.

Figure 2: Upper Sandusky Downtown Trade Area; 10-Minute Drive Time (depicted in blue)



Economic Makeup

Upper Sandusky is a City of approximately 6,500 people. It is located less than 10 miles from the Village of Carey and less than 20 miles from the Cities of Marion and Bucyrus; its nearest substantial market areas. The downtown market area, extending a 10-minute drive-time from the downtown area center, includes roughly 8,690 people.

Employment and Unemployment

Data for Wyandot County, including downtown Upper Sandusky, indicates a lower than average unemployment rate compared to the state and US, which historically has been the trend throughout the past decade.

Annualized data from the previous year was used in Figure 3 below to demonstrate more representative data than that of current data skewed by the COVID-19 pandemic.

Figure 3: Employment and Unemployment

Area	Year	Period	Labor Force	Employment	Unemployment Rate
WYANDOT COUNTY	2019	Annual	13,000	12,600	3.1
Ohio	2019	Annual	5,802,000	5,564,000	4.1
United States	2019	Annual	163,539,000	157,538,000	3.7

Source: Ohio Dept. of Job and Family Services, Ohio Labor Market Information

Largest Employers

When analyzing the downtown area, it is still important to consider the broader Upper Sandusky market area by looking at the types of employment opportunities contained therein. Taking into account the largest employers in the community can provide good insight into these jobs and their effect on daily traffic into the community.

Figure 4: Largest Employers

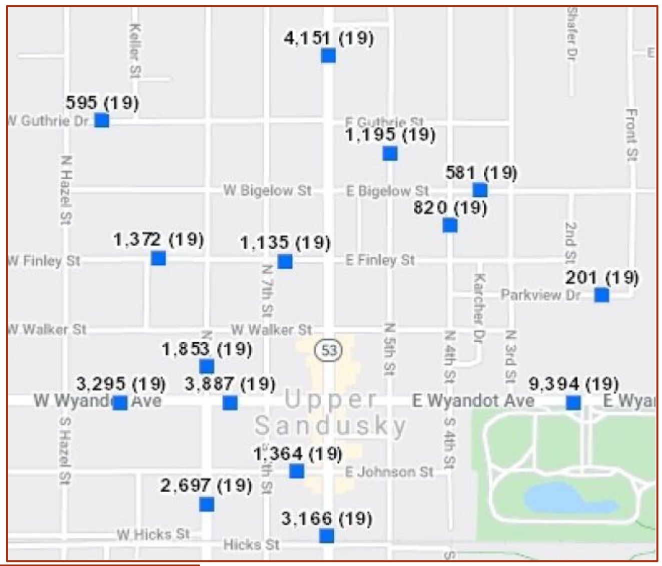
Company	Type of Business	Estimated Number of Local Employees
Bridgestone APM Company	Manufacturing	900
Kasai North America	Manufacturing	500
Kalmbach Feeds	Manufacturing	350
Custom Glass Solutions	Manufacturing	330
Wyandot Memorial Hospital	Healthcare	330
Fairhaven Community	Healthcare	220
Upper Sandusky Exempted Village Schools	Education	220
Wal-Mart Stores	Retail	140
Liberty Engineered Wire Products	Manufacturing	100

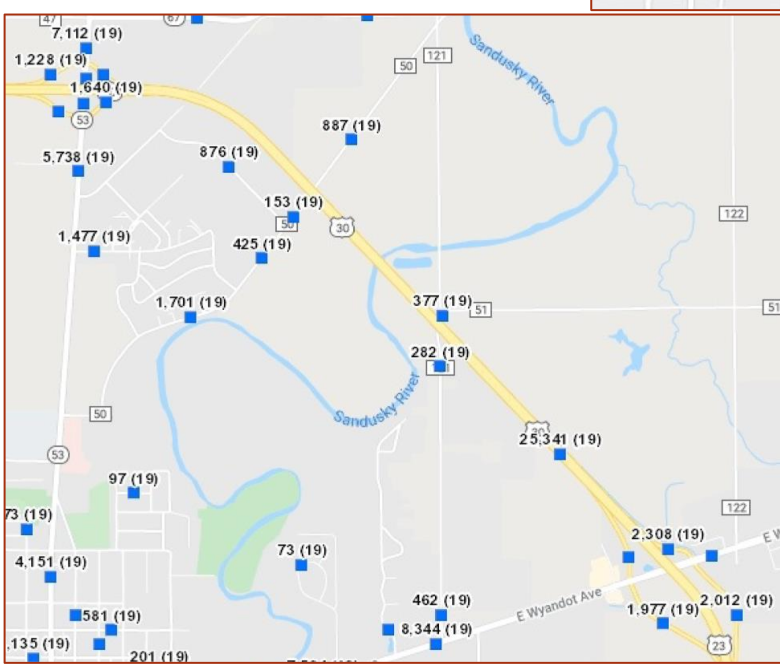
Traffic Volume

Analyzing traffic counts in and around the downtown area is another factor to consider as traffic volume directly impacts sales volume of certain businesses. Figure 5 shows average daily traffic counts, which represent the total number of vehicles passing a particular location (represented by each blue box on the map). The number in parentheses is the year in which the data was collected.

The main thoroughfares intersecting the downtown area see anywhere from 3,800 – 9,400 vehicles per day. The 4-lane, divided highways, US-23 & US-30, traversing the outskirts of the City experience significant traffic volume at over 25,000 vehicles per day.

Figure 5: Maps of Local Traffic Counts





Source: Ohio Dept. of Transportation, Transportation Data Management System

Section 3: Market Area Segments

Resident Demographics

Demographic characteristics of those living in the market analysis area is important as these individuals generate the primary demand for downtown Upper Sandusky businesses. Also included in this section is information surrounding those individuals who commute into the area. These individuals also present an impact to local demand and increase the total available spending power beyond those residents within the market area.

Population

The population within the Upper Sandusky market area slightly decreased over the last 10 years, and is projected to continue that trend over the next 5 years. In comparison, the state of Ohio population slightly increased over the same period, but trails behind the U.S.

Figure 6: Population

	Upper Sandusky Market Area	Ohio	U.S.
2010 Population	8,689	11,536,504	308,745,538
2020 Population	8,378	11,829,645	333,793,107
% Annual Change ('20-'25)	-0.42%	0.23%	0.72%
2020 Median Age	43.0	40.2	38.5
18+ Years Old (2020)	76.9%	76.3%	78%

Source: ESRI

Households & Ownership

Made up of one or more people living together in the same housing unit, household data trends provide valuable insight into local consumer needs. The annual change in the total households in the market area has slightly decreased, but the amount of vacant household is less than those of the state and national rate. The overall level of home ownership also nearly matches or exceeds those outside the area.

Figure 7: Households and Ownership

	Upper Sandusky Market Area	Ohio	U.S.
2010 Households	3,642	4,603,435	116,716,292
2020 Households	3,548	4,754,087	126,083,849
% Annual Change ('20-'25)	-0.35%	0.26%	0.72%
2020 Ave. Household Size	2.31	2.42	2.58
2020 Owner Occupied	58.3%	58.5%	56.4%
2020 Renter Occupied	32.4%	31%	32.3%
2020 Vacant	9.2%	10.5%	11.3%

2010 Households w/ Children	29.4%	31.3%	33.4%

Source: ESRI

Income and Educational Attainment

The spending power of residents is directly related to retail expenditures, and different retailers target residents of certain income ranges. The median household income in Upper Sandusky's downtown market area is about 12% behind than the state, and its per capita income lags that of Ohio by roughly 13%. This data can be paramount for retail and service operations looking at potential expansion options, and possibly detrimental for attracting those operations into the downtown Upper Sandusky area versus another rural downtown location that has a higher area income profile.

Educational attainment in the downtown market area, for individuals 25 years of age and older, lacks that of the state average by close to 40% and the national average by almost 47%. The data presented in Figure 8 can therefore show the correlation between educational attainment and enhanced wages in the local market area being less than the averages of wider geographic areas.

Figure 8: Income & Educational Attainment

	Upper Sandusky Market Area	**Ohio**	**U.S.**
2020 Median HH Income	$49,615	$56,352	$62,203
2020 Per Capita Income	$27,337	$31,425	$34,136
2020 Bachelor Degree or Higher (Age 25+)	17.7%	29.7%	33.1%

Source: ESRI

Figure 9: Demographic Comparison

	City of Upper Sandusky	Upper Sandusky Market Area	Ohio	U.S.
Population				
2010 Population	6,421	8,689	11,536,504	308,745,538
2020 Population	6,137	8,378	11,829,645	333,793,107
% Annual Change ('20-'25)	-0.49%	-0.42%	0.23%	0.72%
2020 Median Age	41.6	43.0	40.2	38.5
18+ Years Old (2020)	77.1%	76.9%	76.30%	78%
Households and Ownership				
2010 Households	2,803	3,642	4,603,435	116,716,292
2020 Households	2,706	3,548	4,754,087	126,083,849
% Annual Change ('20-'25)	-0.39%	-0.35%	0.26%	0.72%
2020 Ave. Household Size	2.22	2.31	2.42	2.58
2020 Owner Occupied	53.7%	58.3%	58.50%	56.40%
2020 Renter Occupied	36.2%	32.4%	31%	32.30%
2020 Vacant	10.1%	9.2%	10.50%	11.30%
2010 Households w/ Children	28.5%	29.4%	31.30%	33.40%
Income & Educational Attainment				
2020 Median HH Income	$45,424	$49,615	$56,352	$62,203
2020 Per Capita Income	$25,061	$27,337	$31,425	$34,136
2020 Bachelor Degree or Higher (Age 25+)	17.0%	17.7%	29.70%	33.10%

Source: ESRI

**Note: This data does not represent that collected in the most recent 2020 U.S. Census.*

Cost of Living

Cost of living has an implication on the purchasing power of market area residents. If average wages are near that of the state and national averages, but the cost of living in a community is significantly higher, the amount of resident's leisure retail spending will be negatively impacted.

In general, the Upper Sandusky area experiences a significantly lower cost of living when compared to the state and national averages. Figure 10 displays the comparative cost of living for primary expense categories.

Figure 10: Cost of Living

COST OF LIVING	Upper Sandusky	Ohio	USA
Overall	74.2	82.6	100
Grocery	91.2	96.1	100
Health	104.9	87.4	100
Housing	42.7	60.9	100
Median Home Cost	$98,700	$140,700	$231,200
Utilities	101.3	100	100
Transportation	63.6	83.9	100
Miscellaneous	96.2	97.4	100

Source: Sperling's Best Places

The cost of living indices are based on a U.S. average of 100. The overall cost of living in Upper Sandusky is 74.2% that of the U.S. As such most primary expense categories listed are less than the national average. The only categories where Upper Sandusky residents pay more are in Health and Utilities costs.

Resident Lifestyles

The lifestyle segmentation of residents within the Upper Sandusky Downtown Market Area provides insight to their purchasing habits and preferences. ESRI Business Information Solutions' lifestyle segmentation system, Tapestry, breaks down purchasing habits and budgeting indexes based on the type of neighborhood and socioeconomic status of those in the market area. Within the downtown Upper Sandusky market area, Tapestry identified 3 segments to describe the area residents.[1]

[1] The source for all following lifestyle information is taken directly from ESRI Tapestry Segment information.

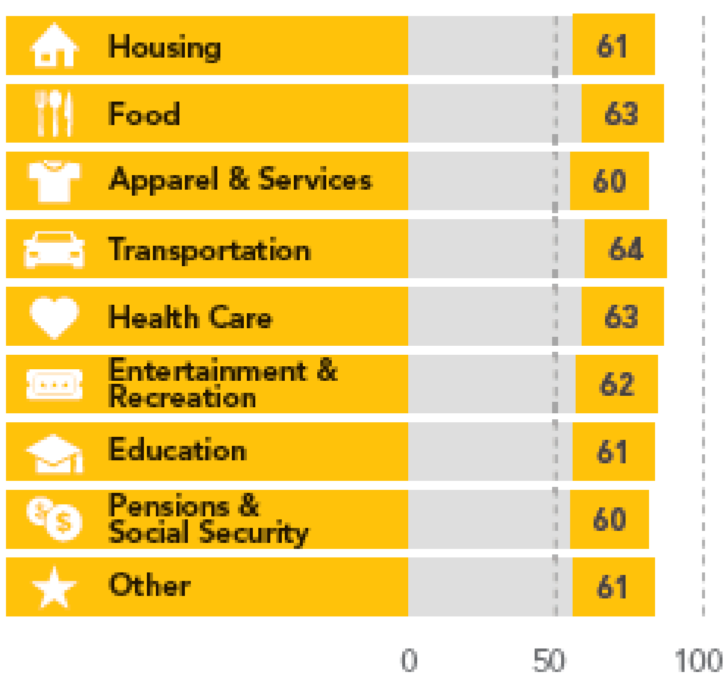
Traditional Living (40.0% of Households in the Market Area)

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

Other segment consumer preferences include:

- They shop for groceries at discount stores such as Walmart supercenters; Kmart is also a favorite for apparel and sundry household and personal care products.
- Convenience stores are commonly used for fuel or picking up incidentals like lottery tickets.
- They tend to carry credit card balances, have personal loans, and pay bills in person.
- Half of households have abandoned landlines for cell phones only.
- They watch their favorite channels including ABC Family, CMT, and Game Show Network.
- They're fast food devotees.
- They enjoy outdoor activities such as fishing and taking trips to the zoo.

Figure 11: Traditional Living Household Budget Index



** The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average.*

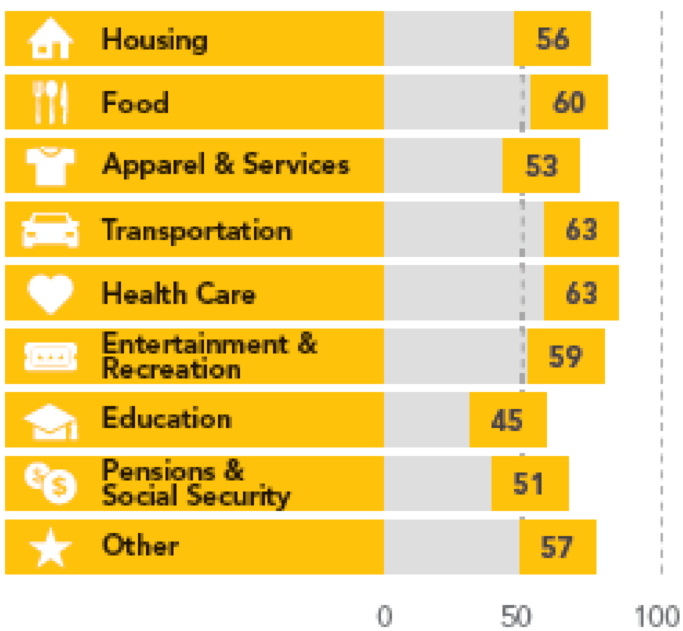
Small Town Simplicity (16.5% of Households in the Market Area)

Small Town Simplicity includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, renting movies, indoor gardening, and rural activities like hunting and fishing. Since 1 in 4 households is below poverty level, residents also keep their finances simple—paying bills in person and avoiding debt.

Other segment consumer preferences include:

- Small Town Simplicity features a semirural lifestyle, complete with trucks and SUVs, ATVs, and vegetable gardens.
- Residents enjoy outdoor activities like hunting and fishing as well as watching NASCAR and college football and basketball on TV.
- A large senior population visit doctors and health practitioners regularly.
- However, a largely single population favors convenience over cooking—frozen meals and fast food.
- Home improvement is not a priority, but vehicle maintenance is.

Figure 12: Small Town Simplicity Household Budget Index



** The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average.*

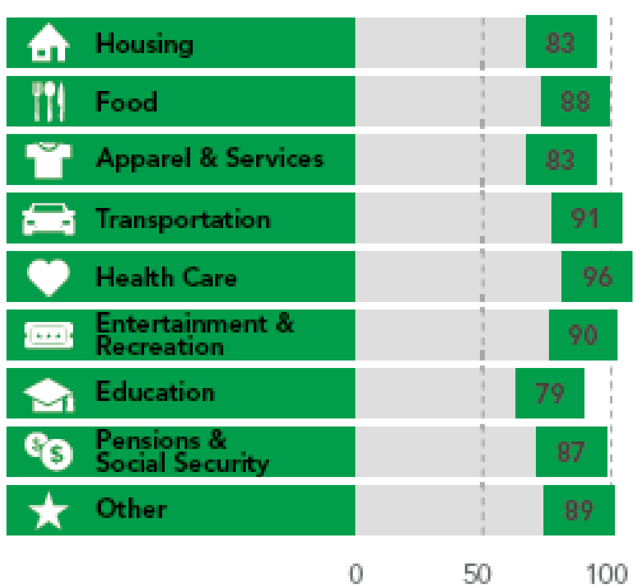
Salt of the Earth (11.2% of Households in the Market Area)

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

Other segment consumer preferences include:

- Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips are popular.
- To support their pastimes, truck ownership is high; many also own an ATV.
- They own the equipment to maintain their lawns and tend to their vegetable gardens.
- Residents often tackle home remodeling and improvement jobs themselves.
- Due to their locale, they own satellite dishes, and have access to high speed internet connections like DSL.
- These conservative consumers prefer to conduct their business in person rather than online. They use an agent to purchase insurance.

Figure 13: Salt of the Earth Household Budget Index



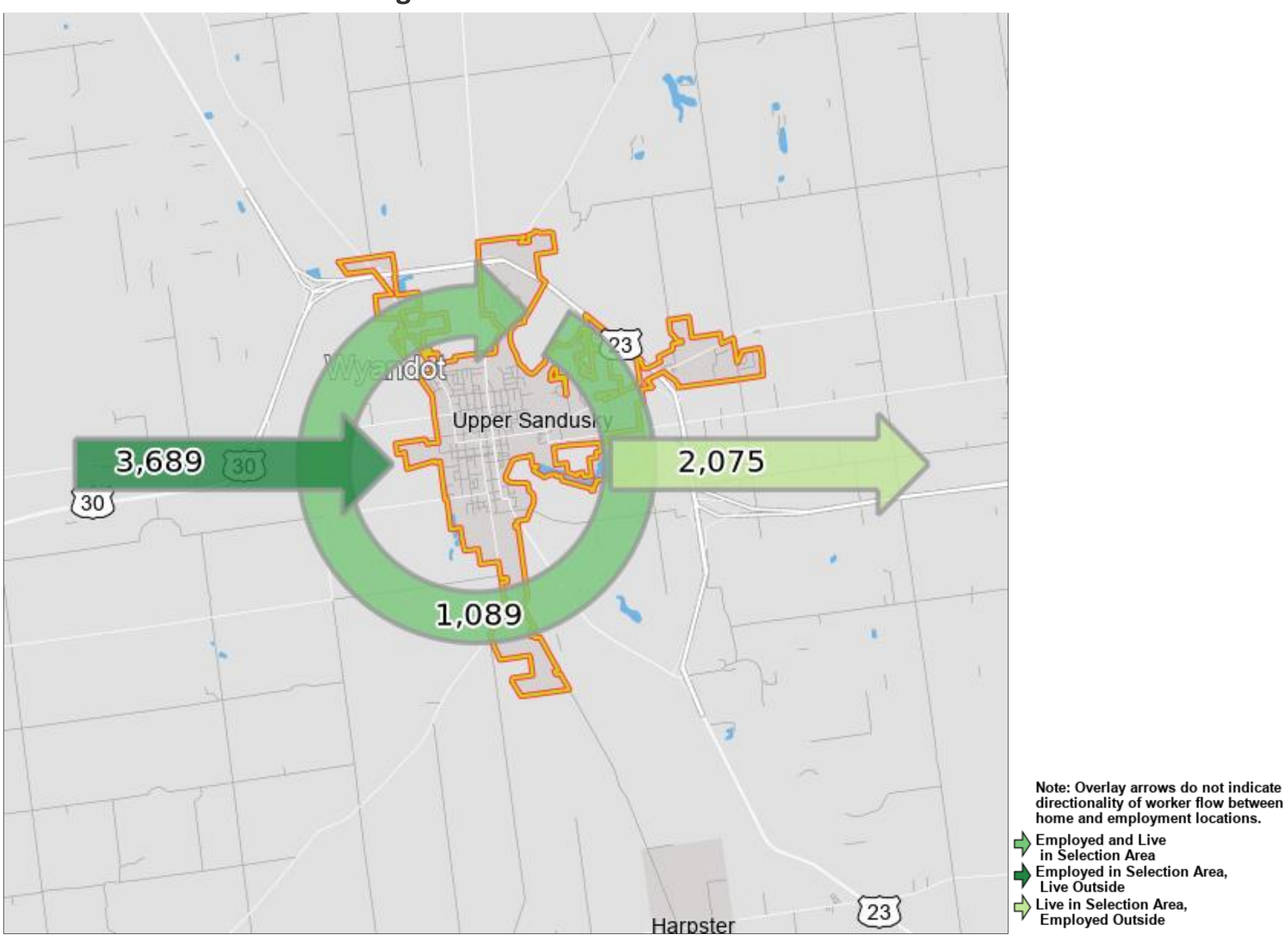
** The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average.*

In-Commuters

The examination of worker flow into and out of a community is another means to better understand the potential spending of commuting workers. Workers who live outside the market area and travel in to their place of work have a likelihood of buying local before or after their work hours, or on a long break.

The map below represents the most recent data (from 2018) for those who travel into, out of, or stay in the City of Upper Sandusky for work. There are 3,689 workers who live outside the Upper Sandusky corporation limits and travel in, 1,089 who live and work within the community, and 2,075 that live locally and travel outside for their work. This implies that the City is a net importer of workers, and the daytime population is likely higher than during off hours.

Figure 14: Commuter Inflow and Outflow



Source: OnTheMap, U.S. Census Bureau, Center for Economic Studies, LEHD

Section 4: Market Demand and Supply

Retail and Restaurant Gap Analysis

Understanding the retail supply and demand located in the Downtown Upper Sandusky Market Area is a sound way to identify the strengths and opportunities of local businesses. Utilizing the tools provided by ESRI and Infogroup, the most current database information used to inform marketplace supply and demand comes from the 2017 calendar year.

Spending Potential / Demand

Spending potential represents demand when speaking to most retail spending. The figures in the following tables are amounts spent by consumers at retail establishments in the Upper Sandusky Downtown Market Area, and do not represent business to business sales.

Figure 15: Market Demand

Industry	Demand
Total Retail Trade	$100,480,017
Total Food & Drink	$9,825,658

Retail Sales / Supply

When looking at supply, or sales, we can examine total sales consumers by establishments. Again, sales to other businesses are excluded.

Figure 16: Market Supply

Industry	Supply
Total Retail Trade	$197,348,380
Total Food & Drink	$11,095,829

Retail Gaps / Opportunity

Where retail demand outweighs supply, opportunity exists. Gaps in retail spending show that consumers are travelling outside the local market area to satisfy their spending needs and wants that for some reason are not being spent locally. Figure 16 below, shows the Downtown Upper Sandusky Market Area has a sizable gap possesses a sizable gap in retail trade, and only slightly in terms of food and drink sales.

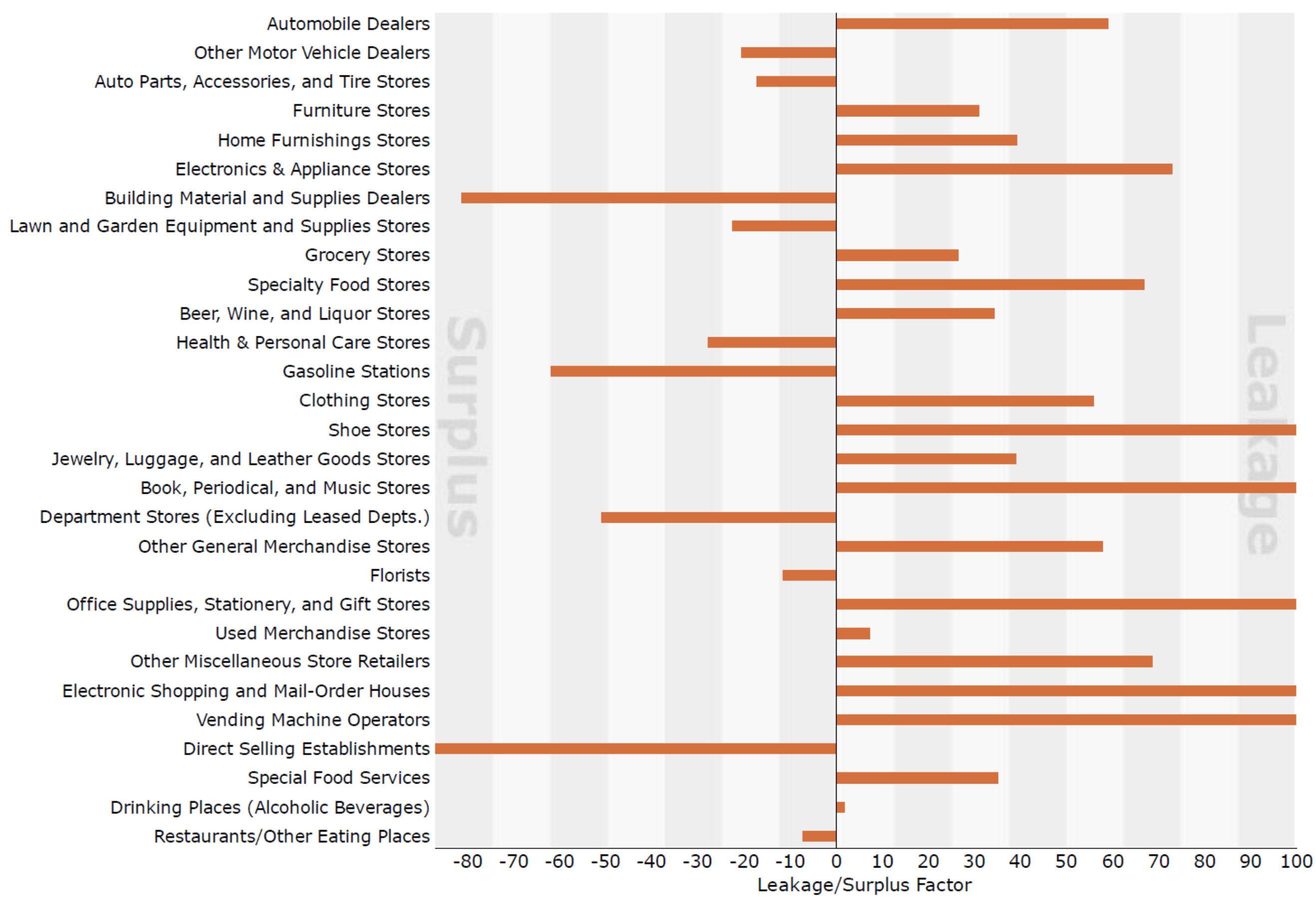
Figure 17: Market Opportunity

Industry	Retail Gap	Leakage Factor
Total Retail Trade	$96,868,363	32.5
Total Food & Drink	$1,270,171	6.1

The retail leakage factor is a measure of supply versus demand in a range from +100 (total leakage) to -100 (total surplus). Again, the leakage factor shows a positive value in both the Upper Sandusky Downtown Market Area's retail and restaurants, but most notably a significant leakage of retail opportunity to outside the market area.

The chart in Figure 18 provides a more detailed graphic representation of surplus and leakage factors by specific retail store categories. This detailed chart shows a market leakage in 19 general types of retail establishments, while only 10 types are providing an adequate supply for local market demand including: Other motor vehicle dealers; Auto parts, accessories, and tire stores; Building materials and supplies dealers, Lawn and garden equipment and supplies stores; Health and personal care stores; Gasoline stations; Department stores; Florists; Direct selling establishments; and Restaurants.

Figure 18: Leakage & Surplus Factors by Establishment Type



Source: ESRI (2020) & Infogroup (2017)

A complete retail marketplace profile report with dollar figure breakdown by each retail type can be found in *Appendix B.*

Section 5: Business Opportunities

Available Retail Space

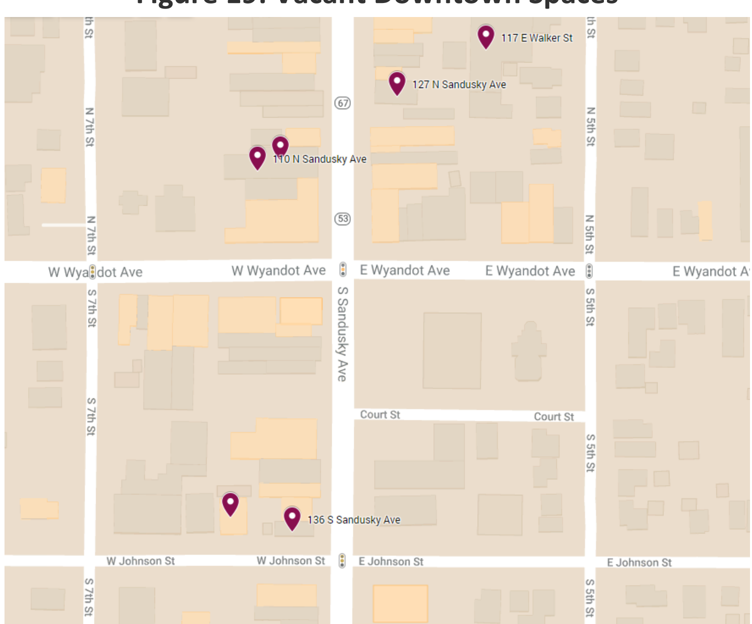
To take advantage of the opportunity provided by leakages in retail market spending, new businesses will have to enter the Downtown Upper Sandusky Area and/or already existing businesses will need to expand. To do so, the availability of adequate square footage in which to conduct this increased business will be a necessity.

During the Analysis Team's community assessment tour (December 2020), a current inventory of available retail space was compiled. This preliminary study showed an inventory including six separate buildings with over 21,405 square feet (currently of 17,608 SF in retail trade plus 3,797 SF food and drink space) in total potential retail space on the ground floor:

1. 136 S Sandusky Ave.
2. 116 W Johnson St.
3. 110 N Sandusky Ave.
4. 112 N Sandusky Ave.
5. 127 N Sandusky Ave.
6. 117 E Walker St.

During the analysis team's tour, the low vacancy rate noted in the Upper Sandusky Downtown Area in addition to the unavailability of vacant lots was also noted as a challenge to further developing new retail space. At the same time, the use of viable, ground level retail space represents a positive vibrancy downtown.

Figure 19: Vacant Downtown Spaces



Assistance Programs

The City of Upper Sandusky and its local partners operate and facilitate business assistance programs that can be of value to entrepreneurs, owners, and operators in the Upper Sandusky Downtown Area.

Community Reinvestment Area

In 2013, the City of Upper Sandusky established a Community Reinvestment Area (CRA) encompassing the entire City corporation limits. The CRA program is an economic development tool administered by municipal government that provides real property tax exemptions for property owners who renovate existing or construct new buildings. Local public leaders can abate an agreed upon portion of increased real property tax liability resulting from new construction and renovations to incentivize investment in the area.

Revolving Loan Fund

The Revolving Loan Fund (RLF) is a gap financing program to supplement traditional private and SBA financing particularly for small businesses located in the City of Upper Sandusky. The fund gets its name from the revolving aspect of loan repayment, where the central fund is replenished as individual projects pay back their loans, creating opportunity to issue other loans for new projects. The City's RLF is managed by a committee of representatives and local resident appointees.

Miscellaneous Resources

Outside of traditional financial institutions located in and around the Upper Sandusky Downtown Area, local business assistance organizations include the Wyandot Chamber of Commerce and Wyandot County Office of Economic Development. These organizations combined encourage local business growth and attraction and can provide access to resources available at the local level and beyond in addition to providing advocacy services. These resources include a variety of assistance areas such as entrepreneurship training, business planning, grant programs, and tax incentives.

Opportunities

Although there exist some forms of assistance, the opportunity to create further avenues for help and encouragement of downtown development is readily available. In many nearby communities, larger and smaller, than the City of Upper Sandusky, downtown façade improvement programs are a regular occurrence. Other cities with historical significance, such as can be found in Upper Sandusky, also use those assets to build out downtown redevelopment districts. While there are many other programs, these two examples are seen often and help to maintain as well as promote private investment and therefore a positive return on investment for public funds committed.

Section 6: Action Plan and Summary

Action Plan

Through the work of the analysis team and the study of data compiled in this report, the following conclusions were drawn. The following recommendations and action items were derived based on this concise analysis report and does not include a holistic survey study of business owners and local consumers.

As stated in Section 1, this analysis was compiled to accomplish the following, which represent the areas of the following action plan:

- Support business retention and expansion efforts;
- Aid in new business attraction and entrepreneurship;
- Create capacity for action; and
- Inform marketing and branding efforts.

Business Retention & Expansion (BR&E)

1. City leadership can work to complement the existing countywide BR&E program facilitated by the Wyandot County Office of Economic Development through ongoing promotion of its available business assistance programs to downtown businesses and property owners.
2. Work with downtown property owners and developers to better inform them of current retail space availability as well as the development of new square footage or expansion space needed by existing businesses.
3. Help local public leaders to better understand the challenges faced by downtown business owners through increased outreach.

Business Attraction and Entrepreneurship

1. Leverage the retail opportunities identified in this report for future attraction efforts.
2. Leverage free entrepreneurship courses and resources to inform and encourage potential business owners in the Upper Sandusky area.

Capacity

1. Explore remedies to the known parking capacity issue in the downtown area. This is echoed as a primary concern of downtown business owners during regular business hours.
2. Perform assessments and analysis of regular frequency to identify strengths and opportunities for downtown Upper Sandusky.
3. Leverage shared resources among county partners and beyond to achieve more resources for downtown Upper Sandusky including the creation of a position focused specifically on downtown and community development.

Marketing and Branding

1. Leverage information found in this report to inform marketing efforts to consumers.
2. Leverage information found in this report to target potential businesses that have opportunity in the downtown market area.
3. Develop a clear brand for the Upper Sandusky community that is inclusive and expresses the advantages the downtown area provides.

Summary

The Upper Sandusky Downtown Market Area includes an abundance of consumer spending potential that has yet to be tapped. According to the gap analysis sourced through ESRI and Infogroup, there is a retail spending leakage, or opportunity, in most of the provided retail categories outside of food and drinking establishments. This presents a unique selling opportunity for new business attraction and encouraging local entrepreneurship.

At the same time, households in the downtown market area have incomes less than that of the state and national averages. This may be disadvantageous in the attraction of high value retail operations to downtown Upper Sandusky, but the significant amount of market leakage shows there is plenty of spending power being done outside the market. Although educational attainment trails significantly behind state and national averages, the general cost of living in the area is less expensive and wages are still in line with those in areas of higher educational attainment.

One of the most significant challenges identified by the analysis team, is the low vacancy rate for ground floor retail space. The low vacancy rate is a positive aspect since much of the downtown area is being utilized, but this is also a challenge to growth. The other challenge identified by the team was the vast amount of downtown space skewed toward business services. While these types of businesses play a major role and are essential in sustaining the downtown area, the skewed mix of them versus more social-focused businesses means there is not much retail serving the market outside of normal business hours. For the downtown area to have a greater draw for customers inside and outside its market area, there must be a draw for those customers outside of the standard workday.

In conclusion, the Upper Sandusky Downtown Area, like many other rural downtowns, has challenges to overcome, but remains a viable and vibrant space for both small businesses and consumers. The appeal of a small, well-kept, traditional downtown is something that retailers cannot find in many suburbs and other newer developments and will always have an appeal. City and area leadership must continue to build on and help to complement these inherent assets to continue building the offerings its downtown area can provide and securing the available spending power of its market.

Appendices

Appendix A: Downtown Businesses by Type

- Business Services: 25
  - A-1 Printing
  - American Family Insurance
  - Baker Financial
  - Bartholemew & Pfiefter
  - Bess Blvd. Realty
  - Buckland & Ellis
  - Edward Jones
  - Fox Ruhlen Co LPA
  - Kimmel Corporation
  - Marc Dann CPA
  - Mizik Miller and Company
  - Pfiefer Hardware
  - Regina Vent Realty
  - Reid Insurance Agency
  - Roth Bacon Moon Attorneys
  - Saull Law Office
  - Savage & Associates
  - State Farm Insurance
  - Sunshine Insurance Agency
  - Surge Staffing
  - Time Staffing
  - UC Walton Realty & Auction
  - Upper Fire Systems
  - Verne Hart Insurance Agency
  - Wagler Badenhop Prof. Services
- Beauty Salons & Barbers: 7
  - A Cut Above
  - Clipper's Barber Shop
  - Headlines Salon & Spa
  - Innovations Hair Studio
  - Kraus Barber Shop
  - New Look Salon
  - Pagnard's Barber Shop
- Financial Institutions: 3
  - Community First Bank
  - The First Citizens National Bank
  - Premier Bank
- Churches: 4
  - First Presbyterian Church
  - John Stewart UMC
  - Liberty Family Center
  - St. Paul UMC
- Funeral Homes: 1
  - Bringman-Clark Funeral Home
- Entertainment: 1
  - The Star Theater
- Restaurants: 7
  - Beca House
  - Cheers 2 You
  - Corner Inn Restaurant
  - Don Tomasso's
  - Glazed Over
  - Shotzy's Bar & Grille
  - TNT Sports Lounge
- Pizza: 4
  - AJ's Heavenly Pizza
  - Domino's Pizza
  - East of Chicago
  - Suzie's Pizza
- Grocery Stores: 1
  - A&A Grocery
- Gas Stations & Convenience Stores: 2
  - Casey's General Store
  - Circle K
- Retail Stores: 10
  - Be Kind Co.
  - Koehler's Drug Store
  - Mustard Seed Marketplace
  - NAPA Auto Parts
  - Neumeister's Candy Shop
  - The Party Pak
  - Practically Perfect
  - Richardson's Flowers & Gifts
  - Sew Nice
  - Woods' Antiques
- Government Services: 8
  - Bureau of Motor Vehicles
  - Dept. of Job & Family Services
  - Post Office

- Upper Sandusky Community Library
- Wyandot County Courthouse
- Wyandot County Health Dept.
- Wyandot County Prosecutor
- Wyandot County Sheriff

- Medical / Family Services: 12
    - Fay Family Dental Care
    - Joan Musgrave, DDS
    - Johnson Orthodontics
    - Kip Newell, OD
    - Knapp Eyecare Center
    - Northern Ohio Medical Equipment
    - Open Door Resource Center
    - Orians Chiropractic
    - Seth M. Pezar, DDS
    - Voice of Hope
    - Woven Yoga
    - Wyandot Counseling Associates
    - Wyandot Council on Aging
- Civic, Private, Fraternal Organizations: 8
    - American Legion
    - AMVETS
    - BPOE / Elks Lodge
    - Fraternal Order of Eagles
    - Knights of Columbus
    - Masonic Center
    - VFW
    - Wyandot Chamber of Commerce
- Miscellaneous Retail: 5
    - Daily Chief Union
    - Fox's Auto Body
    - Gottfried Electric
    - Peacock Water
    - Shampooches

Appendix B: Retail Marketplace Demand & Supply Report

Summary Demographics	
2020 Population	8,363
2020 Households	3,548
2020 Median Disposable Income	$40,944
2020 Per Capita Income	$27,315

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	$110,305,674	$208,444,208	-$98,138,534	-30.8	89
Total Retail Trade	44-45	$100,480,017	$197,348,380	-$96,868,363	-32.5	62
Total Food & Drink	722	$9,825,658	$11,095,829	-$1,270,171	-6.1	28

2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	$22,380,970	$10,925,152	$11,455,818	34.4	9
Automobile Dealers	4411	$18,076,201	$4,610,487	$13,465,714	59.4	3
Other Motor Vehicle Dealers	4412	$2,171,573	$3,294,670	-$1,123,097	-20.5	3
Auto Parts, Accessories & Tire Stores	4413	$2,133,196	$3,019,995	-$886,799	-17.2	3
Furniture & Home Furnishings Stores	442	$2,767,428	$1,354,726	$1,412,702	34.3	3
Furniture Stores	4421	$1,690,421	$887,656	$802,765	31.1	3
Home Furnishings Stores	4422	$1,077,007	$467,069	$609,938	39.5	1
Electronics & Appliance Stores	443	$2,960,335	$455,821	$2,504,514	73.3	1
Bldg Materials, Garden Equip. & Supply Stores	444	$7,384,118	$66,718,712	-$59,334,594	-80.1	10
Bldg Material & Supplies Dealers	4441	$6,709,052	$65,649,021	-$58,939,969	-81.5	7
Lawn & Garden Equip & Supply Stores	4442	$675,067	$1,069,692	-$394,625	-22.6	3
Food & Beverage Stores	445	$17,354,557	$9,576,380	$7,778,177	28.9	7
Grocery Stores	4451	$15,633,624	$9,024,781	$6,608,843	26.8	5
Specialty Food Stores	4452	$983,132	$193,856	$789,276	67.1	1
Beer, Wine & Liquor Stores	4453	$737,802	$357,743	$380,059	34.7	1
Health & Personal Care Stores	446,4461	$7,533,101	$13,386,138	-$5,853,037	-28.0	8
Gasoline Stations	447,4471	$11,606,855	$49,524,360	-$37,917,505	-62.0	5
Clothing & Clothing Accessories Stores	448	$4,208,446	$1,133,146	$3,075,300	57.6	4
Clothing Stores	4481	$2,772,581	$776,478	$1,996,103	56.2	3
Shoe Stores	4482	$618,559	$0	$618,559	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	$817,306	$356,668	$460,638	39.2	1
Sporting Goods, Hobby, Book & Music Stores	451	$2,157,687	$561,984	$1,595,703	58.7	3
Sporting Goods/Hobby/Musical Instr Stores	4511	$1,794,618	$561,984	$1,232,634	52.3	3
Book, Periodical & Music Stores	4512	$363,070	$0	$363,070	100.0	0
General Merchandise Stores	452	$16,132,104	$35,468,100	-$19,335,996	-37.5	3
Department Stores Excluding Leased Depts.	4521	$11,059,940	$34,128,000	-$23,068,060	-51.0	1
Other General Merchandise Stores	4529	$5,072,164	$1,340,100	$3,732,064	58.2	2
Miscellaneous Store Retailers	453	$4,419,040	$1,236,449	$3,182,591	56.3	8
Florists	4531	$189,636	$239,390	-$49,754	-11.6	2
Office Supplies, Stationery & Gift Stores	4532	$852,344	$0	$852,344	100.0	0
Used Merchandise Stores	4533	$554,670	$476,792	$77,878	7.6	3
Other Miscellaneous Store Retailers	4539	$2,822,391	$520,267	$2,302,124	68.9	3
Nonstore Retailers	454	$1,575,374	$7,007,413	-$5,432,039	-63.3	1
Electronic Shopping & Mail-Order Houses	4541	$939,017	$0	$939,017	100.0	0
Vending Machine Operators	4542	$147,493	$0	$147,493	100.0	0
Direct Selling Establishments	4543	$488,864	$7,007,413	-$6,518,549	-87.0	1
Food Services & Drinking Places	722	$9,825,658	$11,095,829	-$1,270,171	-6.1	28
Special Food Services	7223	$294,243	$141,137	$153,106	35.2	2
Drinking Places - Alcoholic Beverages	7224	$348,156	$334,904	$13,252	1.9	2
Restaurants/Other Eating Places	7225	$9,183,258	$10,619,787	-$1,436,529	-7.3	24

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.
http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf

Source: Esri and Infogroup. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace.

December 22, 2020