DOWNTOWN HOUGHTON MARKETING PLAN

Prepared by the Marketing Department Inc.
From June 2009 – December 2009
Successful downtown marketing programs are a result of:

- An organized team of people with interest in downtown that are all on the same page, have a goal and stick to a plan
- Clean downtown with clean, updated storefronts
- An attraction (business and residential) plan
- Regular and irregular Events
- Strong brand
- Regular professional, well-executed promotional program
- Partnerships with other cities and within their own community (i.e. Tech)

Statement encapsulates review of 10 successful downtown programs, from outside the Upper Peninsula, during development of this plan
Downtown Houghton will only be as vibrant and successful as the retail stores, restaurants, pubs and entertainment venues that consumer research indicates draws people to Downtown on a regular basis.
OBJECTIVES OF PLAN

Create an objective, research driven marketing plan.

Provide the City of Houghton with reliable consumer feedback on perceptions and desires for continued growth and development of Downtown Houghton.

Establish a process including feedback protocol (marketing team) to drive development of the plan itself. Focus development of the plan based on the needs and expectations of the City of Houghton government/leadership and its people. (Including interface with Michigan Technological University)

Identify marketing objectives and strategies for Downtown Houghton that define direction for the next 3-5 years.
OBJECTIVES OF PLAN (continued)

Develop and test Downtown Houghton brand concepts to guide future promotional activities.

Make tactical recommendations for various marketing activities for Downtown Houghton.

Align the overall short and long-term marketing strategies with the brand strategy and promotional planning.
PROCESS TO DEVELOP PLAN

1. Define Downtown Houghton area coverage and focus for plan
2. Develop and coordinate marketing group for feedback and direction
3. Coordinate Downtown business group communication
4. Develop consumer research - strategy through implementation
5. Research assessment
6. Conduct SWOT session
7. Establish Downtown Houghton situation analysis (including target market assessment)
8. Establish marketing plan objectives
9. Propose starting marketing strategies
10. Develop Downtown Houghton branding concepts for testing
1 Define Downtown Houghton coverage area for the purpose of this plan:

Downtown Houghton covers the area starting east at Franklin Square pushing west down Shelden past the turn to the bridge and around to Montezuma Avenue as a feeder street to downtown. Downtown also includes the lakefront development beginning at The Park Service and ending at the Bridge just past Aspirus Keweenaw Medical Arts. Downtown for the purpose of this proposal, does not cover M26 past Hardees, or Shelden Avenue towards Michigan Tech past Franklin Square. It does not include the shopping corridor (Shopko/Wal-Mart, Mall, Razorback), or the areas beyond the downtown, including Nara Park.
PROCESS DETAILS

2 Develop and coordinate “Core Marketing Group” for feedback and direction.

In order to facilitate feedback and direction for development of the marketing plan a team of Houghton based community and business leaders was assembled at the onset of the plan development.

The group was facilitated to reflect diverse interests related to Downtown Houghton including professional services, building and construction, retail, restaurant, hotel and city management.
PROCESS DETAILS

“Core Marketing Group” ongoing deliverables:

The people in our group will be a delivery vehicle for positive buzz and vibes regarding downtown activities the city is pursuing.

This group should also drive the ongoing pursuit of gathering information on the marketing activities of 2-3 downtowns (similar to Houghton) outside the area. We need to gain benchmarks to compare our activities and ideas to. This activity should be an annual undertaking.

Develop the group for the long-term to include the City Manager, the Marketing Consultant and a select (and diverse) group of business and community people.

This group would be the driver and assessor of the ongoing marketing program.
The Downtown Houghton Core Marketing Active Group Members:

Scott Maclnnes, City of Houghton- City Manager
Robert Megowen, Houghton City Council/Mayor Pro-Term. Armando’s- Restaurant Owner
Stephanie Cook, Wicker & Willow- Gift Shop Manager
Jason Mack, GE Aviation- Engineer and Site Manager
Joe Schwenk, Rhythm Skate Shop/ Industrial Graphics- Store & Sign Shop Owner
Adam Yeoman, Rhythm Skate Shop- Store Owner
Steve Maki, Cyberia Café- Coffee Shop Owner
John Julian, LLJ Construction- Construction Company Owner
Amy Romps, Downtowner- Bar/ Restaurant Owner & Hotel
Brian Waters, General Manager, Best Western
Dave Olsson, The Marketing Department Inc.- Co-Owner
Karyn Hanks, The Marketing Department Inc.- Co-Owner
PROCESS DETAILS

The Downtown Houghton Core Marketing Group
Meeting Dates & Agenda Points

June 26
• Project Overview
• Introductions
• Reviewed Proposal

July 10
• Discussed Research Methodology
• Reviewed Survey Questions

July 26
• Reviewed Marketing Plan Process, steps and timelines

September 25
• Reviewed the Survey Results and talked about finding

October 30
• Reviewed the SWOT process
• Presented the Combined Survey Results
November 7th SWOT. Attendees:

Carlton Crothers, SmartZone
Ellen Sherry, SmartZone and recent Michigan Tech Grad
Paul Crowl, Wells Fargo Downtown
Dallas Bond, Chamber of Commerce
Shawn Leche, Director, Portage Lake District Library
Elise Nelson, Carnegie Cultural Museum
Jake Heikkinen, City of Houghton and recent Michigan Tech Grad
Dave Olsson, The Marketing Department Inc.
Karyn Hanks, The Marketing Department Inc.
Scott MacInnes, City of Houghton
Bubba, City of Houghton Board/ Armando’s
Joe Schwenk, Rhythm Skate Shop/ Industrial Graphics
Jason Mack, Engineer Location Manager/ GE Aviation
Adam Yeoman, Rhythm Skate Shop
Steve Maki, Cyberia Café
John Julian, LLJ Construction
Communicate with Existing Downtown Business Advertising Group

Representatives from the Marketing Department Inc, attended meetings of the Downtown Business Association in order to keep the group informed of the activities surrounding development of the plan.

The Downtown Business Association has been very active, especially during the summer of 2009, when the Downtown Houghton Streetscape Construction project was in full swing.

The Downtown Business Association developed promotional events and activities to encourage visits and shopping downtown despite the major construction project. The city supported these events with resources, staff and equipment in 2009 and should factor in associated costs for the future. The impact of these activities has been weighted into the plan development.
PROCESS DETAILS

4 Develop consumer research - strategy through implementation

The most significant driver of the development of this marketing plan is the creation and implementation of an in-depth consumer perception and feedback research project.

*The full details of the program are outlined in this plan in the section “Research Methodology, Implementation and Results”.*

Over 650 consumers were surveyed via on-line interviews and in-person “Street” surveys. 17 individuals were responsible for the development and implementation of the surveys.
PROCESS DETAILS

4 Develop consumer research - strategy through implementation

The demographic focus of the research closely mirrored the city/area demographics in age, gender, family income, local residents, students and visitors. In particular, in-person street surveys mirrored demographic data gathered from the last census.

On-line surveys skewed towards a younger population.

The complete survey approach was reviewed and collaborated through the Core Marketing Group and City management.

In addition, Michigan Technological University, with the support of Les Cook, VP, Student Affairs, helped facilitate the completion of 950 student surveys.
PROCESS DETAILS

5 Research assessment

Included in the section “Research Methodology, Implementation and Results” is an executive summary of the research findings.

The Marketing Department also consulted with a local research consultant, named John Haeussler, to confirm assessment logic and approach. Mr. Haeussler was also consulted prior to implementing the research to gain feedback on the research format and methodology. Mr. Haeussler is actively engaged in comprehensive student research development and strategies for the University of Michigan.

Mr. Haeussler was kind enough to contribute his time free of charge to our project.
The following statements have been extracted and generalized from the research data, shared and reviewed by the core marketing group and presented informally to City Council members.
Research Assessment EXECUTIVE SUMMARY STATEMENTS

Downtown Houghton needs to do a better job of communicating the diverse offerings of products and entertainment it already has.

Downtown Houghton needs to focus on creating more diverse, unique retail and restaurant offerings that differentiate it from other areas of the Keweenaw.

Downtown Houghton is already perceived as appealing in terms of bars and pubs.

Downtown Houghton retailers should keep longer hours and offer more diversity in their product offerings.

Over 650 consumers were surveyed. These statements are drawn from the full research report in section RESEARCH METHODOLOGY, IMPLEMENTATION AND RESULTS.
Downtown Houghton is not perceived as a great place to live or buy/rent property.

Downtown Houghton is not perceived as a great place to start a business.

Downtown Houghton should consider a few key locations to create displays for consumer information and events.

While survey respondents in general felt that the parking was adequate, some indicated parking was inconvenient.

Many similar open ended comments pointed to the condition of Downtown Houghton parking decks. They show obvious signs of wear and are perceived as impractical. Downtown should seriously consider the future of parking and accessibility, and the effectiveness of existing parking structures.
Events should not be perceived as the core driver of marketing promotion. Events (at least those Downtown Houghton has been a part of), can be effective to bring people downtown, but may not drive residual shopping/dining visits or even produce significant shopping/dining visits the day of the event. Events (such as parades and art shows) are simply a “good vibe” for Downtown and should be perceived in this way.

Finding ways to bring new retail stores and restaurants to downtown should be the driver of marketing efforts for Downtown Houghton.

Communication about Downtown Houghton should be integrated reaching across multiple media. Prioritizing one media venue for future advertising could mean missing the opportunity to communicate with the public.
The current “brand” has clear perceptions of clean, friendly and safe, but not intriguing, exciting or filling diverse consumer shopping and eating desires.

Currently Downtown Houghton does not have a clear brand or logo. It is simply a location that respondents identified with.
A “SWOT” session was conducted in November of 2009 to:

Review research findings with an additional group of participants, including the Core Marketing Team and various business and community leaders.

Gain additional feedback and insight on the perceived strengths, weaknesses, opportunities and threats facing Downtown Houghton. (S.W.O.T.)

Over 20 people participated in the session, including representation from retailing, banking, real estate, Chamber of Commerce, KEDA, Houghton Rotary Club, community library, cultural museum, engineering consulting, MTEC SmartZone and Michigan Tech students. 6 members of our Core Marketing Group were part of the SWOT session, including city management and city council members.
The following statements are organized by strengths, weaknesses, brainstorm/discussion of the November 2009 SWOT participants...
**PROCESS DETAILS**

**6** SWOT SESSION EXECUTIVE SUMMARY

**STRENGTHS - DOWNTOWN HOUGHTON**

- Streetscape Project.
- Geography/location in the Keweenaw.
- Community has ability to work together.
- MTU Students give the downtown life.
- The waterfront views.
- Readily available space to work with.
- Supportive & aggressive City Administrative.
SWOT SESSION EXECUTIVE SUMMARY

STRENGTHS - DOWNTOWN HOUGHTON

Historical Architecture.
Safe and Clean.
Economically and demographically diverse.
A neat look and feel.
Positive feedback going back and forth between the city and community.
Public Library & Post Office.
Volume (numbers) in people traffic.
Low cost per square foot to rent office space.
WEAKNESSES - DOWNTOWN HOUGHTON


Perceived lack of parking. Condition of parking decks.

Open store fronts. Visible lack of excitement and interest by businesses. Some locations vacant for years and years with no movement.

Communication- directional signs, kiosks, highway info non-existent.

Lack of diverse retail shopping.
PROCESS DETAILS

SWOT SESSION EXECUTIVE SUMMARY

WEAKNESSES - DOWNTOWN HOUGHTON

Storefront upkeep compliance. Storefront pride is generally weak.

Clean and updated façade. Compliance to city programs on part of building owners inconsistent.

Trash and litter in “off main street” locations is common.

Lack of updated and upscale “cool” housing to attract more upscale tenants.

Separation of Tech Campus and Downtown is a significant distance.

The walk between campus and downtown is not satisfactory (at times awful).

Too high a ratio of service businesses to retail businesses.
OPPORTUNITIES - DOWNTOWN HOUGHTON

Develop a brand that showcases the positive image of Downtown Houghton.

Restructure traffic flow – keep angled parking.

Promote more winter activities (winter carnival downtown).

Offer incentives or cheaper retail rent for business.

Growth of SmartZone and Lakeshore Center means increased “consumer” traffic.
OPPORTUNITIES - DOWNTOWN HOUGHTON

Utilize the waterfront trails – develop the waterfront more completely.

From the Dee to the powerhouse waterfront retail opportunity.

Upgrade downtown residential living – make it more desirable and attractive.

More professional downtown in the way we get things done.
More defined process. More goals and direction.

Port/cruise ship docking station.
THREATS - DOWNTOWN HOUGHTON

New developments outside of downtown.
Snow removal and climate.
Mall.
US-41 goes through downtown. No easy way to just stop.
Loss of acre store.
Traffic.
Trucks.
Can’t close the street.
IDEAS FOR DOWNTOWN HOUGHTON (from SWOT participants)

One week test of making Montezuma a two-way street
Develop an off-campus Student Union
Make waterfront more practical for smaller boats
Create an architectural vision
Create an ”Entrance” into Downtown
Business Recruitment Program
Increase Bike Traffic and decrease the car traffic- be more pedestrian friendly
Create a strong brand. Use as part of attraction to business and residents
Kiosk in high-traffic area for posters...such as post office and city centre
Kiosk on-campus
Color coded signage--- more obvious signage
7. SITUATION ANALYSIS

It is important to stress that the writing of the situation analysis for Downtown Houghton was started AFTER accumulating data and insight from consumer research and community perceptions.

Additionally, over 20 hours of additional web research has been conducted to identify downtown’s outside of the Keweenaw for their various marketing approaches, successes, failures, ideas, direction and vision.

The following Situation Analysis factors in the multiples of information and data input, including consumer research, business leader participation, SWOT session and feedback from city management and council.

*Information in this section provides rationale and support for the marketing objectives, plans, and strategies. The situation analysis works to provide a framework for encapsulating variables related to the Downtown Houghton mix of product, value, distribution accessibility and promotional efforts.*
SITUATION ANALYSIS

Overview statement:

Downtown Houghton is a vibrant, constantly upgrading community epicenter, with reliable city leadership and a core of successful retail entities. Its 1.5 square mile footprint lies in close proximity to the student population of Michigan Tech, the cities of Houghton and Hancock and the surrounding Keweenaw. Downtown Houghton is a location “sweet spot” in the Keweenaw that makes it a natural center of business, entertainment and retail commerce.

Downtown Houghton is distinguished in the Keweenaw by its “traffic centric” location. As the “through-point” for highway 41 leading to the Portage Canal Lift Bridge (gateway to the upper Keweenaw) and a landing point for highway M-26 downtown is a “must drive through” location.

As a center of commerce, research shows the US Post Office being the number one business destination. Business consulting services also scored high as resident, visitor and student destination points. Three hotels sit in Downtown Houghton that bring a steady flow of tourist and business visitors (many related to Michigan Tech). Downtown features a visitor center at the front of town that houses the Keweenaw Peninsula Chamber of Commerce.
SITUATION ANALYSIS

Overview statement (continued):

Research shows that residents, students and visitors to the area frequent Downtown predominantly for its restaurants and pubs. Followed by movie theaters and other entertainment including live music where/when it occurs. Downtown Houghton is a place where people shop for retail products, but research shows a consumer desire for more diverse, unique shopping opportunities.

Downtown Houghton is in a key position to directly benefit its commerce and retail businesses from the influx of new business activities associated with Michigan Tech. The lakefront at the base of downtown is the home of the newly renovated Michigan Tech Lakeshore center, which houses the MTEC SmartZone technology business incubator and administrative personnel from MTU. Projections indicate the additional impact of 100 (estimated) professional employees working in the downtown area by 2011 directly linked to the new Lakeshore Center. This compliments the 60 SmartZone employees already in place at the PowerHouse location directly at the western end of the Downtown Houghton boundary.

Downtown Houghton has recently completed a comprehensive streetscape upgrade, which has given the area new paved streets, expanded sidewalks, new lighting fixtures and a city water/sewer upgrade that will last for the next 50 years.
Despite many strong attributes, Downtown Houghton has significant challenges/opportunities that revolve around gaining full retail occupancy and presenting a truly dynamic, diverse set of product offerings that will regularly orient the community towards downtown. At the time of this writing, 11 vacant business spaces exist. A recent count shows over 100 businesses located in Downtown Houghton, with 40% of them oriented towards the business to business service sector and 10% geared towards lodging. Out of the approximately 50 remaining business spaces devoted to retail/restaurant, having 20% unoccupied is both a challenge and a great new opportunity.

Another challenge/opportunity is the desire of many people to see more residential living spaces upgrade and be offered. The infrastructure of downtown shows that in order for more residential locations to be made available, new construction or significant property upgrades and add-ons must occur.

Finally, while the streetscape project is complete, another level of attention to detail and character upgrades is needed for the downtown Houghton area to evolve to the next level of “attractive and desirable as a place to work, live and play”
SITUATION ANALYSIS

Based on input from community and business leaders, Downtown Houghton sees the following as challenges/opportunities for the future:

Advertising/Promotional Visibility for Downtown

*Begin the process of actually developing a brand* for Downtown Houghton that creates a distinct identity from the City of Houghton. Develop a more all-inclusive brand position and support it through various out-reach activities to the Keweenaw population. Communicate and add excitement to the many events and city activities taking place throughout any year – all seasons.

Residential Development

Creating/enhancing real-estate spaces for both local and student population.

New Business Development

Attracting unique new businesses that compliment the current mix and expand the depth of product offerings downtown.
SITUATION ANALYSIS

Building-on Downtown Retail/Restaurant/Pub Traffic
Support the mix of retail, restaurant and pubs that research shows is the number one reason people come to Downtown Houghton.

Resource Allocation Priorities
Assess city-sponsored attractions such as the Cultural Museum and the Dee for financial viability. Determine how these locations could be enhanced or changed to compliment the mix of attractions to Downtown Houghton.

Ongoing City Image Beautification Upgrades
Enhance existing destination points (including parks, parking decks and side streets) and create new locations for people to visit and experience events and recreational activities.
SITUATION ANALYSIS

Macro and Micro environmental factors

For the purpose of time and budget, the following common marketing situation analysis illustration tools combine macro-environmental factors (issues outside of our direct control) and micro-environmental factors (issues within our direct control).
SITUATION ANALYSIS

Key Demographic Factors

Downtown Houghton is at the northern point of the City of Houghton.
As a downtown, the area is a destination for all city residents and visitors.

Because of its location and focal point, Downtown Houghton must be
functional for a cross-section of demographic needs, including a dominant student
population from Michigan Tech and a resident population which skews towards
young families.

The senior citizen population is significant with some residents living in close proximity
to downtown and others in the surrounding city area. However, the presence of seniors living
downtown skews against the demographic trends of Houghton.
A significant population trend for the City of Houghton is 67% of the population aged 0-26. More effort must be made to cater to the youth population. A mix of retail stores, activities and destination points should encourage individual and family traffic patterns regularly towards Downtown Houghton.
SITUATION ANALYSIS

7 Key Demographic Factors (continued)

OUR DOWNTOWN HOUGHTON “TARGET MARKET”

Some key facts that should influence our strategic marketing development:

City of Houghton residents aged 18-24 make up 55% of the overall population
City of Houghton residents under 18 make up 12% of the population
Houghton County residents aged 18-24 make up 22% of the overall population
Houghton County residents under 18 make up 22% of the overall population

% of population 0-24 for the City of Houghton = 67%
% of population 0-24 for Houghton County = 44%
SITUATION ANALYSIS

7 Key Demographic Factors (continued)

OUR DOWNTOWN HOUGHTON “TARGET MARKET”

Key targets: ages 18 – 24 heavily weighted on students
ages 20 – 50 weighted on residents with families

Secondary targets: age 50+

Our market situation is viewed as stable.
No significant growth or decline in population is anticipated.
SITUATION ANALYSIS

Key Economic Factors

Over 11 vacant buildings with potential retail/residential opportunities exist in the 1.5 square mile area occupies downtown. Input from research and SWOT idealistically point to these vacant properties as opportunity versus threat.

Conversely, prior to the economic downturn, a similar amount of vacancies existed, but efforts such as the streetscape project and incentive based building ownership programs sponsored by the city itself have resulted in the upgrade and remodeling efforts to over 15 properties. While economic downturn is a current reality, Downtown Houghton itself has continued to thrive and grow.
SITUATION ANALYSIS

7 Key Economic Factors (continued)

The economic vitality impact of the population actually living in downtown Houghton needs to be assessed. We have some affordable student apartments and multiple senior living buildings. At our recent SWOT session, participants identified a potential to “shift” thinking as to the development of new residential spaces from cheap and affordable, to more upscale and exclusive – or at least to introduce options in this area with new construction, renovations and upgrades. Downtown Houghton could start the process of building an “exclusive” allure for residents, which in turn would enhance the value perception of downtown retail locations.
SITUATION ANALYSIS

Key “Technological” Factors

The impact of one of America’s leading technology colleges, Michigan Technological University is clearly an integral part of the past, present and future of Downtown Houghton. Not only through student impact on the local economy, but of the faculty and staff who also contribute to the overall city bottom line as well as the tax contribution of the university.

The success of Michigan Tech will always be a critical driver towards the vitality of Downtown Houghton. The university is driving people and start-up businesses to the immediate Houghton area, and this means potential for services and products that link to this market. Every effort should be made to continue to cater to the connectivity between Tech and Downtown Houghton.
SITUATION ANALYSIS

Key “Technological” Factors (continued)

Along with the impact of high-tech business development on the future of Downtown Houghton, the impact of technology may best be felt in increasing outlets of communication connectivity with the local population. When the Marketing Department announced the opportunity to participate in an on-line survey, people of the community were quick to respond taking the surveys and providing numerous open-ended comments. The population is generally internet savvy. Future marketing efforts should factor-in this trend.

Despite the use of technology to communicate, Downtown Houghton cannot be perceived as or position itself as a high-tech town. In fact, much of the character of Downtown is “low tech”. The streetscape program pursued a historical charm instead of modern and aggressive architectural building rehabs. Information systems such as signage and event calendars are still promoted predominantly via traditional print media.
SITUATION ANALYSIS

7 Key “Technological” Factors (continued)

Regardless of the high tech enterprise surrounding Houghton, downtown itself is more charming than advanced and progressive.

An opportunity exists to create linked community and visitor information systems via a common web portal.
SITUATION ANALYSIS

Key Political Factors

The impact of State and Federal support of Downtown Houghton is significant. The city itself ranks well in the receipt of grant dollars and public funding programs linked to multiple interests such as the SmartZone. The City Manager has been very aggressive and proactive applying for federal and state dollars.

However, with state and federal dollars becoming less available, Downtown Houghton faces a significant challenge in achieving creative opportunities to continue investment in its architectural, landscaping and physical plant improvements.

A political opportunity may exist in the development/pursuit of creative incentive based programs for the attraction and retention of new retail and business interest to locate in the vacant areas currently evident in Downtown Houghton.

Additionally, many discussions have evolved that focus on the desire to create more residential living opportunities in Downtown Houghton. While free economy opportunity based strategies can drive development, the political climate of city leadership and its connectivity to local and regional development interests could be enhanced.
SITUATION ANALYSIS

Key Social/Cultural Factors

Downtown Houghton has a positioning quandary. The foundational history of the region, from mining impact and influence to the birthplace of professional hockey are significant points of interest to the community. However, these areas of focus on are not necessarily drivers of vibrant attractions or activities.

Evident by marginal attendance and interest in the historical photo exhibit at the Dee and poor attendance to the Carnegie Cultural Museum, dedicating limited dollars towards supporting these efforts should be evaluated carefully. A real evaluation of support of these activities versus the desires of our key target markets should be considered.
Despite a progressive, university influenced population, the impact of arts and culture on city-driven programs and events seems underserved. Indeed, respondents to the survey indicated a desire for more diverse entertainment in the form of live music in particular, but there are limited venues currently for this type of activity.

If Downtown Houghton chooses to grow as an entertainment destination, attention should be paid to the encouragement of development of programs and activities to support social and cultural growth.
SITUATION ANALYSIS

Key Social/Cultural Factors (continued)

Equally important is the impact that venues such as art galleries and theatres might have on the perceived vibrancy of the downtown as a great place to live. Along with business and residential development, this plan places a premium on the pursuit of social/cultural influences.

Increasing connectivity to the Michigan Tech cultural efforts, along with support of arts and culture at the local K-12 schools would be a start.
SITUATION ANALYSIS

7 Key Social/Cultural Factors (continued)

A new generation of art shows, music events and grass roots theatre might all be considerations. A key note – at the 2009 art/music fair (that took place on the main street of downtown while under construction) a key attraction was the performance of the PJ Olsson Rock Camp. 23 children, aged 6-18 were involved. Over 500 people came to see their performance on the street in Downtown Houghton. The real attraction were the kids- each Performer attracted several family members and friends.

Additionally, for 2010, the new “Jibba Jabba” snowboard event is projected to bring 1,500 people to Downtown- many of them younger in age aligned directly with our key demographic target.

Activities involving kids and families create the vibrancy we need more of. More diverse events such as Jibba Jabba and music festivals would seem to be ideally suited for Downtown Houghton.
SITUATION ANALYSIS

Key Competitive Factors

In comparison to the downtowns of Hancock, Calumet, Chassell, South Range and Copper Harbor, downtown Houghton is the clearly more dominant in terms of retail stores, professional services, and number of restaurants, pubs and coffee shops.

Downtown Houghton has a visitor center, a movie theatre, a museum and the DEE stadium as destination points for locals and visitors. Downtown Houghton also has a Post Office, City Offices, a Public Library and Police Department integrally mixed into its core offerings to the community.

Downtown Houghton, because of its proximity to Michigan Tech and the core population center, is already the most active downtown in the Keweenaw. The “visitor traffic” pattern of students and working professionals associated with Tech naturally land in downtown Houghton.
SITUATION ANALYSIS

Key Competitive Factors (continued)

Downtown Houghton shares “consumer traffic” with downtown Hancock, but the two cities have difficulty both physically and practically connecting their retail/service line offerings as a cohesive, impactful destination for residents of the Keweenaw.

Downtown Hancock is not seen as a competitive threat to Downtown Houghton.

Above all, the shopping corridor of M26 is a critical driver of the overall future of downtown Houghton. While many, (including some downtown retailers) view the shopping corridor as a threat to the vibrancy of downtown, The Marketing Department Inc. views the corridor as a differentiated collection of business entities that offer certain key advantages to the public. The mix of the corridor is not a threat. Instead it is painting the picture for the future for the types of businesses and entities that downtown Houghton must have to compliment the mix in order to be unique and different.
SITUATION ANALYSIS

Key Competitive Factors (continued)

A new competitive issue facing Downtown Houghton is the new business interest of Moyle, Inc in the Copper Country Mall. The mall has been in steady decline for the past decade, with store losses and dramatic downturns in consumer traffic. Along with low consumer traffic and dynamic population to support significant retailing, the presence of Wal-Mart and ShopKo have influenced the mall's ability to retain anchor stores. With Moyle, local ownership and interest in the mall could mean revived success. Moyle’s connectivity to outside retail and restaurant interest might have an impact on attracting new business to the mall. With a few new anchor stores and another chain restaurant to drive traffic, new interest from local small business interest could shift towards the mall instead of towards Downtown Houghton, resulting in increased competition for consumer destination shopping dollars.
SITUATION ANALYSIS

Key City Infrastructure Factors

The major construction project enhancing the downtown streetscape is complete as of November 2009. Great improvements to the street and downtown water/sewer system were achieved at the same time.

In addition, multiple buildings have received “facelifts” as part of the downtown streetscape incentive program. The town is indeed more attractive and presentable than it has been in years.
SITUATION ANALYSIS

Key City Infrastructure Factors

As of December 2009, new consideration is being given to concept of “angled” parking on Shelden, with two-way traffic returned to Montezuma as it was during the streetscape project. A strong majority of retailers and consumers have expressed a great desire for this concept to live in Downtown Houghton for the long-term. If it does, many aspects of marketing the downtown will be impacted by this dramatic shift.
From a marketing perspective, the appearance/image of Downtown Houghton has been improved. **What has not been improved is the vibrancy of the retail and restaurant locations available to the public.** 11 vacant spaces still push out into the public eye. Now that the buildings have been revitalized, the lack of business presence is even more evident. “For Rent” signs appear in locations, and only a few new retail stores have opened since this plan process was initiated. In fact, more stores have closed/moved than opened in 2008/2009. For instance:

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<th>Studio pizza</th>
<th>opened: Farmers insurance</th>
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<td>Sew sisters</td>
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<td>Leland’s SPA</td>
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<td>California Connections</td>
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<td>Alltell phone</td>
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SITUATION ANALYSIS

Key City Infrastructure Factors (continued)

IMPORTANT

Downtown Houghton is not currently a sporting venue, a museum or school complex, it is a collection of business and retail stores that coexist to build commerce.

For the near future –

*Downtown Houghton will only be as vibrant and successful as the retail stores, restaurants, pubs and entertainment venues that research shows draws people to Downtown.*
SITUATION ANALYSIS

Key City Infrastructure Factors (continued)

The new cityscape compliments the enormous amount of positive work that has been done, but behind the scenes in our parking structures and back streets, pigeons wander through dirt and crumbling walls of parking decks which illuminate our weak spots. Indeed for all visitors, these are points of contact with downtown. Our parking decks are in need of serious attention both physically and practically.

Regarding parking, while some data from the research show parking as being “acceptable”, other data including open-ended comments point to the lack of parking accessibility. Consideration should be given for a “parking satisfaction” survey and a real-time assessment of parking deck usage.

Finally, from both a practicality and opportunity standpoint, this plan recommends a comprehensive action plan assessment be given to the long term viability of the parking structures.
SITUATION ANALYSIS

Key Consumer Motivation Factors

While the research results go into detail, it is important to stress that Downtown Houghton is perceived as clean, accessible and safe across the majority of the population.

Downtown Houghton is not perceived as diverse and attractive in the form of multiple places to eat and shop with residents or visitors.

People want more from Downtown Houghton:

- They want downtown to be different from the shopping corridor.
- They do not want fast food, they want Italian and Mexican.
- They do not want a department store; they want a specialty shoe store and unique apparel shopping.
SITUATION ANALYSIS

Key Consumer Motivation Factors (continued)

Residents also clearly stated that while they enjoy events such as Bridgefest and the Art Fair, these events don’t necessarily influence their desire to make Downtown Houghton their key destination for shopping and eating. Events and promotions do not clearly result in improved traction for long-term sales before and/or after any given event. Events are a nice thing to do, but not the silver bullet to marketing to the resident and visitor population.

The research shows clear opportunities for increasing retail vibrancy for Downtown Houghton. Evaluation from business leaders in various feedback sessions including SWOT show that another prime potential for increasing the vibrancy of Downtown Houghton lies in our ability to create more appealing and dynamic residential living spaces.

The challenge now is to identify potential marketing product development efforts to move forward with.
OUTSIDE ASSESSMENT AND INFLUENCE – compliment situation analysis

From efforts to review success in other areas, The Marketing Department is able to summate the following:

**Successful downtown marketing programs are a result of:**

- An organized team of people with interest in downtown that are all on the same page, have a goal and stick to a plan
- Clean downtown with clean, updated storefronts
- An attraction (business and residential) plan
- Regular and irregular Events
- Strong brand
- Regular professional, well-executed promotional program
- Partnerships with other cities and within their own community (i.e. Tech)
OUTSIDE ASSESSMENT AND INFLUENCE - compliment situation analysis

Notes & websites of particular interest:
Downtown Zeeland
www.Feelthezeel.com
Well organized effort, clean downtown, updated storefronts, strong brand.

Main Street Ann Arbor, Michigan
http://mainstreetannarbor.org/
Well organized effort, VERY clean downtown, VERY updated storefronts, strong brand, partnerships with surrounding downtowns, an attraction plan.

Downtown Appleton
http://www.appletondowntown.org/appletondt/adi/about/
Downtown Appleton has made major, successful strides in defeating the “shopping corridor” down the road. A majority of their investment went into “attraction”. These efforts have resulted in a great living spaces, downtown condos, record restaurants, a state-of-the art theatre and a variety of shops. We can think about their formula, but on a smaller scale. This town thought beyond cute windows, logos and parking- and focused more on economic development.
OUTSIDE ASSESSMENT AND INFLUENCE - compliment situation analysis

Notes & websites of particular interest:

Downtown Northville, Michigan
Kept focus on maintaining their four areas of differentiation from surrounding downtowns-Active, Neighborly, Walk-able, Historic.

Downtown Austin, TX
Attraction packages with façade grants.

Redwing, MN
http://www.downtownredwing.org/index.htm
Similar in size, landscape and structure as Houghton. Red Wing has a “Downtown Action Plan” which keeps designated committees on track. They also aggressively go after grant dollars- this is their biggest success in achieving improvements.
OUTSIDE ASSESSMENT AND INFLUENCE - compliment situation analysis

Notes & websites of particular interest:

Minoqua, WI
http://www.thewatersofminocqua.com/attractions/#
http://minocqua.org/index.php?option=com_content&view=frontpage&Itemid=8
MARKETING OBJECTIVES
DOWNTOWN HOUGHTON 2010-2013
Objectives focused on the following factors identified in research, SWOT and interchange

- Residential Development
- New Business Development
- Building-on Downtown Retail/Restaurant/Pub Traffic
- Advertising/Promotional Visibility for Downtown
- Resource Allocation Priorities
- Ongoing City Image Beautification Upgrades

**Successful downtown marketing programs are a result of:**

- An organized team of people with interest in downtown that are all on the same page, have a goal and stick to a plan.
- Clean downtown with clean, updated storefronts
- An attraction (business and residential) plan
- Regular and irregular Events
- Strong brand
- A Consistent and professional, well-executed promotional program
- Partnerships with other cities and within their own community
MARKETING OBJECTIVES
DOWNTOWN HOUGHTON 2010-2013

Increase Downtown Houghton visits from the current average of 2-3 times a week (based on our research) to 6 times a week by 2013. (Using a similar research program in 2013 across a similar research respondent base)

Fill 100% of available retail/restaurant space by 2013.

Add 100 new upscale residents to the 1.5 square mile downtown by 2013.

Create preference as a “first choice destination” with at least 50% of area consumers for shopping, eating and finding entertainment in Downtown Houghton (Using a similar research program in 2013 across a similar research respondent base).
Develop an ACTUAL BRAND for Downtown Houghton and launch plan. Achieve awareness of the brand with 50% of research respondents in 2013.

By 2011, integrate the new Downtown Houghton brand seamlessly into all city communication:

Across all internal and external communication, engage professionally prepared promotions/communication that surround the brand with engaging news and information about Downtown Houghton destinations, events and activities.

- Reinforce through communication the accomplishments of Downtown Houghton to date. More aggressively communicate activities and plans for the future of downtown to residents, students and visitors.

- Give the Downtown Houghton brand increased visibility at key areas outside of the downtown, on city or state property where accessible and allowable (signage).
MARKETING OBJECTIVES
DOWNTOWN HOUGHTON 2010-2013

Continue connectivity to Michigan Tech that results in a positive perception level for Downtown Houghton products and services on the part of students. Achieve a 75% positive response in a survey of at least 300 students in 2013.

Create a new venue for live music and cultural activities by 2011.

By 2010, determine the viability of existing museums and historical photo exhibits in order to either support them more completely or develop alternative attractions for the community and visitors.
MARKETING OBJECTIVES
DOWNTOWN HOUGHTON 2010-2013

Create a more ongoing, inclusive methodology for interchange between the city management and downtown business/community leaders to drive discussion and development of ideas and projects that focus on Downtown Houghton.

Make commitments to ongoing marketing efforts by linking the annual marketing budget to team of people who can create turn-key activities based on a marketing plan – especially in the area of branding and promotion.
9. STARTING MARKETING STRATEGIES

To deliver on meeting objectives
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

FIRST, develop a new strategic component of city management and marketing through the establishment of “support team” groups.

While not critical to any given strategy pursued, the plan recommends that Downtown Houghton, through the City of Houghton create sub groups of various business and community leaders to address key strategic initiatives outlined here.

Task forces can diversify voices heard, add energy and vision, create connectivity to stakeholders and offset limited budget and staff resources by allowing certain citizens to participate in the development process.

Task groups also promote improved organization and focus. Task forces could be given budget dollars and decision making ability within reason.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a marketing communication/activity support team.

This group would focus on the ongoing development of brand communication and Downtown Houghton promotions.

*Develop informational kiosks* at key points in the downtown for display of event and promotional information (Post Office, City Center, Hellman center, Daily Mining Gazette).

*Create an annual promotional calendar of events* that starts by coordinating and publicizing information on all existing city sponsored events, parades and business community promotions. Support these events with advertising budget that links to the Downtown Houghton brand.

*Develop a sponsored digital display program* for use in all hotels, post office, restaurants, pubs that promotes Downtown Houghton activities.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a marketing communication/activity support team.

This group would focus on the ongoing development of brand communication and Downtown Houghton promotions.

*Develop a dynamic looking Downtown Houghton presence on the City of Houghton website. Or a stand-alone website.*

*The website should include information about downtown events, retail space, grant details, living opportunities, directory, coupons, downtown gift certificate purchases, parking maps.*
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a marketing communication/activity support team.

Create more coordinated, stylistic/character driven Downtown Houghton Signage program (that reflects a new brand) to include:

- Welcome to Downtown Houghton
- Downtown Street Signs
- Downtown Parking codes
- Downtown Parking deck signs (directional)
- Downtown information signs (including business/restaurant lists and maps)
- Downtown promotional/event kiosks
- Municipal building signs (including city offices, police, post)
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a marketing communication/activity support team.

Consider the inclusion of the Downtown Houghton brand on the welcome/visitor center of the Chamber of Commerce.

In addition, place “Come to Downtown Houghton" signage at the front of town, before Tech and before the Wal-Mart.

Develop a consumer frequency “downtown-customer” program focused on restaurants/pubs. (Buy, scan cards, earn points, and redeem points for downtown Houghton bucks). Use scanner displays to promote Downtown in every venue.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

9. Develop a **marketing communication/activity** support team.

*Create an annual sweepstakes program that drives people to visit downtown and creates a reward-payout that generates excitement and interest. Build off of the Chamber programs and shop locally ideas.*
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a marketing communication/activity support team.

Develop a marketing effort surrounding the Dee stadium, the impact of hockey events on the downtown and the connectivity to the “birthplace of professional hockey”

In order to fully understand the impact of the Dee and hockey events on the downtown economy, create a research discovery program to understand perceptions of people who use the Dee, and of the downtown businesses who may be impacted by its growth or decline.

Evaluate the effectiveness of the way Downtown Houghton businesses and events are “Cross-sold” within the Dee environment. In turn, find ways to grow awareness of Dee events across downtown merchants and other consumer destination points.

Create stronger marketing for the Dee in downtown communication, and grow the significance of the birthplace of professional hockey museum.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a marketing communication/activity support team

_Spend wisely on advertising – SAVE significant investment for when there is more substance to Downtown than today._

Begin setting resources aside for the next 3 years in order to support a regional advertising campaign in 2013. Target $75,000 for a year-long campaign in 2013 to advertise Downtown Houghton in a more aggressive manner once retail spaces are predominantly filled and new residential opportunities realized.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a marketing communication/activity support team.

Create a PR program for downtown and its retailers.

Develop a PR schedule to include “news” about events and updates on positive progress to downtown. Also allow retailers access to the PR resources for major announcements.

Create a promotional calendar and work “ahead of the schedule” allowing proper planning and build up excitement about the event or promotion. Use the promotional calendar as a link to area media – always giving them something to talk about regarding what is coming next in Downtown Houghton.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a marketing communication/activity support team.

Create one major revenue generating event that can be used as a fundraiser for marketing downtown. Research identified that bars and restaurants bring people Downtown. The idea of an “Oktoberfest” would be an obvious success if done well.

Create a few smaller weekly events that can be used to get people downtown weekday evenings and weekends.

- Research clearly says events make people feel good about Downtown. As long as we understand that this is the “net net” of most events (a feel good) we should continue to find ways to create events that support good vibes.

- Ideas like weekday music venues or movies on the parking deck during the summer months would help continue achieving this. Also consider a Saturday morning farmers & art market as a regular event.

- It would be important that retailers are open later to help support these events.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a **residential development** support team.

This group would focus on the process of identifying traditional and creative methods for encouraging investment into Downtown Houghton residential focused property.

Assist the City Manager in pursuing new grant opportunities for residential development.

*Special attention should be given to the status of the parking decks, with consideration for the possibility of consolidating certain decks in order to acquire space for additional residential/community development projects.*

*Special attention should be given to prime waterfront real-estate for new construction, such as areas by the parking decks, the space between the public Library and the new Lakeshore Center, the land the Dee sits on and the area currently occupied by Isle Royal park if it moves to the Smelter location (more on next page).*
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

9 Develop a **residential development** support team.

*The downtown waterfront landscape is grossly skewed towards the presence of dilapidating parking decks that are not overused - on KEY REAL ESTATE.*

*Becoming a more vibrant downtown should take a bold vision forward to create a waterfront living and community complex that enhances the value of all businesses and property around it.*
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a residential development support team.

Encouraging unit updates to city landowners. Find 2 to 3 Downtown Living scenarios where we could feature the property in public relations and the lifestyle.

*Pursue a regional public relations campaign featuring “living in Downtown Houghton”.*

Introduce the positioning concept of living downtown as a “higher-rent” district versus low-cost affordable to landowners. Encourage new and upgraded apartments condos for residents and students with higher disposable income.

*Create a new park/event venue more centrally located near downtown.*

*Find a place for art fairs and live music to exist and thrive— for parades to “start or land”. Consider investing in structures and landscaping for the area between the Library and Lakeshore Center.*
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

9 Develop a residential development task-force.

The Marketing Department (with qualified support from commentary from research), feels that Downtown Houghton needs a dedicated group of people outside the city offices to pay attention to the details of the city – to move from macro design to micro aesthetics.

This is less about the street construction, and more about the side streets, signage, paint jobs and maintaining the clean, safe appearance that people in research said they like most about Downtown Houghton.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Create a beautification committee that works to make every nook & cranny and corner of Downtown Houghton clean, neat and attractive.

The Marketing Department Inc. has another 170 pictures just like these.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a new business and business development support team.

This group would focus on helping the City Manager and City Council to better plan and influence the business of business development, attraction and retention.

Make every effort to impact and influence the property at the front of downtown – in front of the old Burger King. Turn this property into key residential/retail center at the front of the town.

Create incentive based exchange programs for business property development with key property stakeholders and developers such as Moyle, Inc., Yalmer Mattila, Julian Construction. Investigate creative ways to incentivize new business to start in Downtown Houghton, including land trades and building sellout programs such as the tactics used with Rhythm Skate Shop.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a **new business and business development** support team.

*Based on research findings, work to attract/build/develop the following business types in Downtown Houghton:*

- A *Mexican restaurant*
- An *Italian restaurant*
- A *Deli-type restaurant*
- A *Steakhouse*
- An *Ice Cream shop*
- A *Full-line shoe store*
- Home *Housewares (improve on the hardware offering in downtown!)*
- More *diversity in apparel stores – from casual to professional*
- *Keweenaw gift shop*
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a new business and business development support team.

Create a new business opportunity effort geared at existing successful downtown business owners helping them to identify and pursue additional opportunities in downtown.

Use our research data to create an “opportunity based” presentation for local and regional stakeholders with potential investment dollars.

Directly partner with developers, such as Moyle to leverage their retailer attraction expertise. Encourage their representation on the task force.

Adapt to decisions made regarding angled parking and two-way traffic projections for Montezuma avenue.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a new business and business development support team.

Provide new levels of leadership to the Downtown Houghton Business Group/Association.

Develop a set of business growth standards and targeted training programs:

- Enhancing product mix offerings and identifying marketplace gaps
- Storefront design and upgrades
- In-store merchandising, displays & signage
- Advertising and promotion consultation and leadership
- Employee education and training programs

Consider a DIRECT PARTNERSHIP with the Chamber of Commerce to grow this program specifically for Downtown Houghton.
STARTING MARKETING STRATEGIES

To deliver on meeting objectives

9. Develop a new business and business development support team.

Develop incentive programs for Downtown Businesses who pay attention and care for their businesses in areas of window displays, cleanliness and design of store fronts and in-store merchandising.

Consider designating a “Downtown Business of the Year” program which regularly monitors and publicizes the good work of Downtown Houghton businesses.
STARTING MARKETING STRATEGIES
To deliver on meeting objectives

Develop a student oriented “Tech connectivity” support team. 
Team to include downtown business owners and Tech students

*Reinvent the Carnegie Cultural Museum into Kids “technology discovery center”* that incorporates displays and projects run by Michigan Tech and Houghton High students. Use the center as a community outreach activity linking Houghton to Tech and families with kids in the Keweenaw and visitors.

*Develop a Michigan Tech student shuttle service* targeted at nights and weekends. Dedicate and wrap a city bus in graphics specifically for this activity. Use the bus to carry promotional messages for Downtown. Consider the same or similar bus program for Finlandia.

*Upgrade College Avenue leading from Tech into downtown. Fix street and enhance sidewalks and lighting to visually tie-in to the new downtown streetscape. Make the walk from Campus to Downtown safer and more enjoyable.*
10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

What is the current brand for Downtown Houghton?

Downtown Houghton currently does not have a formal brand.

Downtown Houghton is currently perceived as a part of the City of Houghton.

The City of Houghton brand has a elements of history and a conservative image. We position ourselves as “A Nice Place to Live”.

“A Nice Place to Live”
10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

The foundational driver of this plan is to market Downtown Houghton. Our team has concluded that Downtown Houghton needs a specific Downtown focused brand identity in order to accomplish the following:

Downtown Houghton is perceived as a unique space versus the rest of the City of Houghton, including the M-26 shopping corridor.

Magnify Downtown Houghton significance as a premier destination for the entire Keweenaw.

Assist us in developing a core driver to increase visibility, awareness, attraction and desire for Downtown Houghton product and services.

Stimulate and unite the Downtown Houghton retail business sector specifically.
10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

Our observations from consumer research and SWOT sessions indicate that the following key words will influence the meaning and perception of a new Downtown Houghton brand.

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<thead>
<tr>
<th>What people see Downtown Houghton as:</th>
<th>What people want Downtown Houghton to be:</th>
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<tbody>
<tr>
<td>Historical</td>
<td>Unique</td>
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10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

THE BRANDING PROCESS

1. Developed consumer Research, Marketing Plan Objectives, Strategies and initial tactic recommendations.

2. Developed brand positioning statements which mesh to the objectives, strategies and tactics.

3. Develop Design concepts for Downtown Houghton logos and positioning statements, including font exploration and review of other Downtown logo presentations.

4. Test the concepts

5. Use the test results to provide input for the formalization of a new downtown Houghton brand identity.
10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

**POSITIONING** RECOMMENDATIONS TO TEST AGAIN THE KEY WORDS FROM RESEARCH

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10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

Downtown Houghton

History in the Making
10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

Everyone’s Downtown
Houghton

- Historical
- Building/ Changing
- Improving/ Updating/
- Remodeling
- Friendly
- Safe/ Clean
- Unique
- Vibrant
- Progressive
- Differentiated
- Special
- Entertaining
- Friendly
- More Fun
- Confident
- Safe/ Clean
Downtown Houghton
The Good Life
10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

Go Downtown Houghton! Going someplace special.
10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

Lets Get to It!
Downtown houghton
10. DOWNTOWN HOUGHTON BRANDING & POSITIONING

**LOGO RECOMMENDATIONS TO TEST AGAIN THE KEY WORDS FROM RESEARCH**

**What people see Downtown Houghton as:**
- Historical
- Building/ Changing
- Improving/ Updating/ Remodeling
- Friendly
- Safe/ Clean

**What people want Downtown Houghton to be:**
- Special
- Unique
- Entertaining
- Vibrant
- Friendly
- Progressive
- More Fun
- Historical
- Confident
- Differentiated
- Safe/ Clean
10. DOWNTOWN HOUGHTON BRANDING & POSITIONING
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RESEARCH METHODOLOGY, IMPLEMENTATION AND RESULTS