Village of Middlefield

RETAIL MARKET STUDY

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CLEVELAND STATE UNIVERSITY
Center for Community Planning and Development
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1. INTRODUCTION

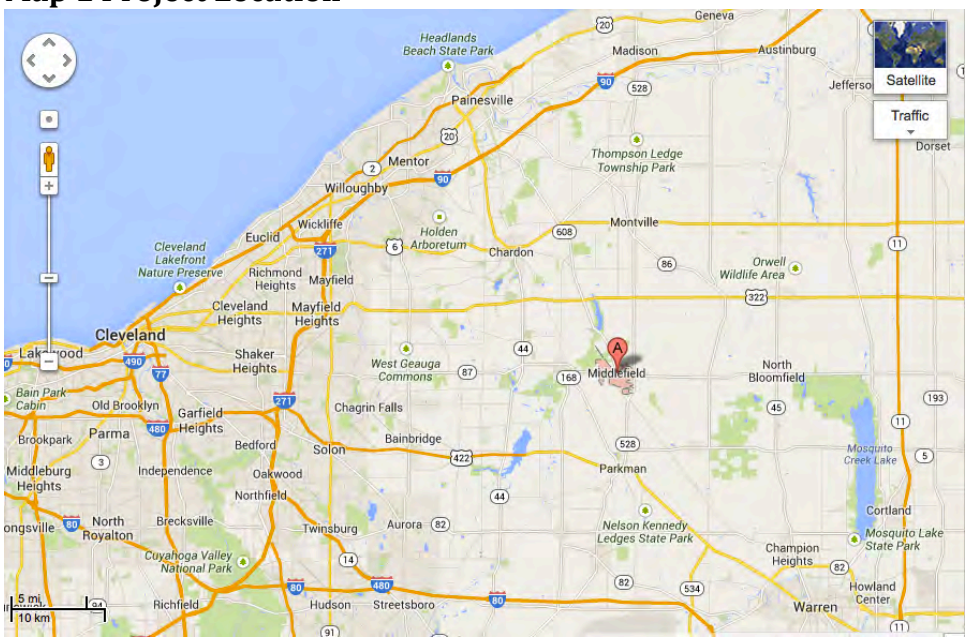
The Village of Middlefield. The Village of Middlefield is located in eastern Geauga County, about 1 hour east of Cleveland. The main routes to the Village are via Route 87 running East-West (Kinsman Rd-High Street), and Route 608 running North-South (Old State Rd-State Avenue). See Map 1 for location. Lacking freeway access and County seat status, Middlefield is nevertheless a thriving small town, home to several significant employers, and the center of the fourth largest Amish settlement in the United States. The Village population in the 2010 census was 2,694; and its businesses employ over 7000 workers. The Village is known for its business-friendly environment, family-oriented community, and the strong work ethic of its workforce. Amish and non-Amish families and businesses live and work together side-by-side and cooperate in a small town community.

Goals of the Study. The Village of Middlefield engaged the services of the CSU Center for Community Planning and Development to do a study of their retail market. The Village had two goals:

1) Develop ideas to fill vacancies in Village retail spaces
2) Make recommendations for strengthening Village retail business

This study was developed to help the Village meet these goals.

Map 1 Project Location



Source: Google Maps

Study Process

The study was conducted during the fall of 2013. Kirby Date, AICP, of the Center for Community Planning and Development, conducted the study as part of her student project for Master's-level study in Real Estate Market Analysis, under Professor Robert Simons, PhD. She met with the Village of Middlefield Economic Development Committee several times over the course of the project, and committee members were key to successful gathering of information.

The study involved detailed reconnaissance to generate new and existing data on retail businesses, customer and merchant characteristics and attitudes, and competitors. Additional interviews and surveys helped to understand the differences in buying patterns and merchant attitudes for Amish families and businesses. Data gathering included:

- Detailed inventory of businesses in PMA (n=400), field check and online
- Visitors Survey (n=96) in-person and online
- Merchants Survey and selected interviews (n=27), online
- Amish merchant and household interviews (n=10), in person
- Customer Zip Code information: local businesses, visitors survey (3)
- PMA: Giant Eagle market analysis report (1)
- Property Manager interview (1)

Surveys. As part of the project, we conducted two surveys of the community: Visitors and Merchants. The information gained from these surveys helped with several key decisions, including which businesses to include in the evaluation. Amish businesses were included because 40% of respondents indicated that they shopped at least once a month at local Amish businesses. More information and analysis of the surveys is addressed under Niche Analysis later in this report. Also see the Appendix for a more detailed summary of survey and interview findings.

Steps in the Analysis. Once data was gathered, the following steps were followed:

1. Define the Middlefield Village Business Area
2. Determine the competitors for the Village Business Area
3. Determine the Primary Market Area for the Village Business Area
4. Determine Supply: Businesses in the Primary Market Area
5. Determine Demand: Buyers, purchasing and capture rates
    a. Identify characteristics of buyers in the Primary Market Area
    b. Identify purchasing patterns for different retail and consumer service categories for three markets: non-Amish local, Amish local, and regional/tourism.
    c. Define capture rates for the three markets identified.
6. Compare Supply and Demand: Perform a niche analysis, comparing supply and demand, to identify categories of retail/service business oversupply and undersupply in the Primary Market Area

7. Opportunities: Identify opportunities and case studies to fill vacancies, aligning with areas of over- and under-supply.
8. Draw conclusions and identify next steps.

Each of these topics is addressed separately in this report.

2. DEFINING THE MIDDLEFIELD BUSINESS AREA

The retail market analysis was done for the Middlefield Business Area as a whole. The Middlefield Business Area is defined as retail and service businesses within the Village of Middlefield and Middlefield Township, plus an area in Burton Township that is just west of the Village borders and effectively works together with other Middlefield businesses. Surrounding the Middlefield Business Area, Amish and farm-based businesses are scattered at homes and farms throughout the countryside, carrying a range of household and specialty goods, usually high quality at a good price.

Middlefield is a Village in Geauga County, Ohio, with a population of 2,694 per the 2010 U.S. Census. Middlefield is the center of the fourth-largest Amish settlement in the United States, with an estimated Amish population of 13,960 living in the area. As the Amish utilize horse transportation for day-to-day activities, most of this population is within a few miles of the Village.

The definition of the Business Area was done carefully with the Village Economic Development Committee to include all businesses that are likely to be visited while people are in town for work, for convenience, or shopping at the Walmart and/or Giant Eagle. It includes all of Middlefield Village and surrounding Middlefield Township, and the eastern part of Burton Township that is adjacent to the Village, and included in its zip code.

The Village of Middlefield Business Area consists of three distinct clusters of businesses:

1) The downtown area, surrounding the main intersection of State and High Streets,
2) A significant retail area ½ mile west along West High Street, comprising a Walmart Supercenter, several strip centers, and many freestanding retail establishments;
3) The Burton-Middlefield area, including a small commercial strip, and several scattered freestanding businesses, including some in the Berkshire Industrial Park.

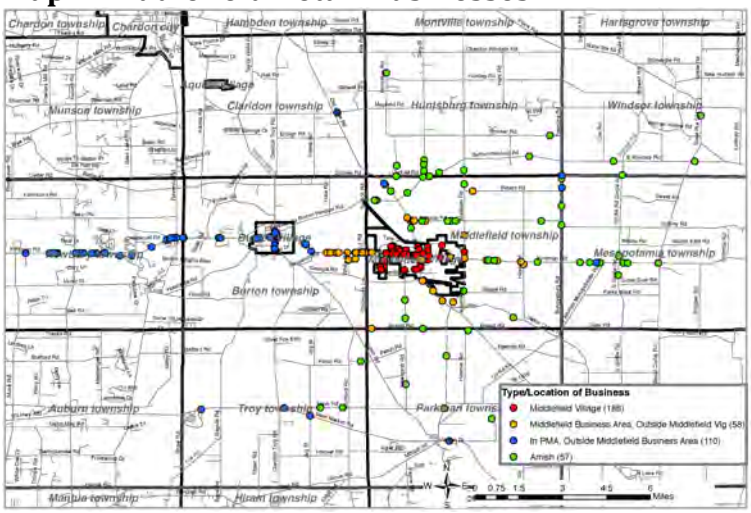
In addition, there are about 177,000 sf in the surrounding area of Middlefield Township that are considered to be in the Middlefield Business area.

See Map 2 showing the location of Middlefield Businesses, and Table 1 summarizing the amount of business in the Middlefield area. A total of 1.09 million square feet of retail/service business is located in the Middlefield Business Area. The current vacancy rate in the Village proper is 14.08%, or about 90,000 Square Feet.

Of note, customers for Middlefield area businesses are drawn from the immediate area, but also from the region and even nationally and internationally. Tour buses often visit Middlefield for one or two days, patronizing several area attractions including Middlefield Cheese Factory, Mary Yoder's Amish Restaurant, Sparrow Christian Bookstore, Amish Home Quilt and Craft Shop, the Mesopotamia General Store, and the Middlefield Flea Market.

See the Appendix for a detailed inventory of businesses by retail category in the Middlefield Business Area.

Map 2 Middlefield Retail Businesses



Map: CSU NODIS, data from the CSU Center for Community Planning and Development

3. VILLAGE BUSINESS AREA COMPETITORS

Key competitors were identified through the Visitors' and Merchants' surveys. Competitors were defined as other areas with a critical mass of retail business that would draw regular shoppers. As shown on Map 3, the main competitors are Chardon, Bainbridge (2 areas, Washington/306 and Tanglewood), Garrettsville, and the Eastwood Mall in Niles. The Mentor Mall to the Northwest was also identified. To the Northeast, Ashtabula is the nearest competitor at 40 miles away.

Map 3 Middlefield and Competitors

Map prepared by Kyle Krewson for Kirby Date, CSU Center for Community Planning and Development

The competitors were identified from the merchant and visitors surveys as the locations people shopped most often besides Middlefield.

Table 1 Middlefield Business Area and Competitors

Competitor Name	City	Zip	miles from Middlefield	Square Footage
Middlefield Business Area	Middlefield	44062	0	1,006,005
Chardon Business Area	Chardon	44024	13	1,568,028
Garrettsville Business Area	Garrettsville	44231	13.3	268,175
Bainbridge-Tanglewood	Bainbridge	44023	19.8	264,300
Bainbridge-Washington Area	Chagrin Falls	44023	17.8	483,670
Warren-Cortland Business Area	Cortland	44410	25.9	402,750
Eastwood Mall Area	Niles	44446	30.6	2,089,175
Great Lakes Mall Area	Mentor	44060	23.2	3,138,400

4. THE MIDDLEFIELD PRIMARY MARKET AREA

Gravity Model. A gravity model was used to define the boundaries of Middlefield's primary market area, in relation to its competitors. Table 8 shows the input to the gravity model calculation.

Table 2 Middlefield and Competitor Business Areas

MIDDLEFIELD RETAIL COMPETITORS
Retail Market Area Information

Type	Store Name	Street	City	Zip	miles from Middlefield	RMA boundary from Middlefield (miles)	Square Footage	Reference Location
Subject	Middlefield Business Area	15925 West High Street	Middlefield	44062	0	0	1,006,005	CVS
Competitor	Chardon Business Area	223 Meadowlands	Chardon	44024	13	5.8	1,568,028	Walmart
Competitor	Garrettsville Business Area	8005 State Street	Garrettsville	44231	13.3	8.78	268,175	Save-A-Lot
Competitor	Bainbridge-Tanglewood	8515 Tanglewood Square	Bainbridge	44023	19.8	13.11	264,300	Giant Eagle
Competitor	Bainbridge-Washington Area	8482 East Washington	Chagrin Falls	44023	17.8	10.51	483,670	Heinens
Competitor	Warren-Cortland Business Area	2016 Millenium Boulevard	Cortland	44410	25.9	15.87	402,750	Walmart
Competitor	Eastwood Mall Area	5555 Youngstown-Warren Rd	Niles	44446	30.6	14.27	2,089,175	Mall
Competitor	Great Lakes Mall Area	7850 Mentor Avenue	Mentor	44060	23.2	8.39	3,138,400	Mall

Sources: Google Maps, Geauga County Auditor, Portage County Auditor, Trumbull County Auditor, CSU Center for Community Planning and Development

Since each area was a town/community center spread out over a geographic area, a centrally located and/or "major magnet" business was chosen as the reference point location for the purposes of calculating the PMA.

Square footage for each business in Middlefield and the competitor areas were measured at 50, 100 or 200-scale on Google maps, with spot checking against the County auditor reference cards (for the appropriate County) for the larger businesses and shopping strips. (over approximately 20,000 SF). In Middlefield, all businesses were checked against the County Auditor's information. In Chardon, all businesses over 20,000 square feet were checked against the County Auditor's information. Please note that a second, more detailed inventory was done within the established PMA for the purposes of the niche analysis. However, for the purposes of the gravity model, all inventory was kept to the same level of detail and scale, in order to properly understand the relationships between competitors and the subject focus area.

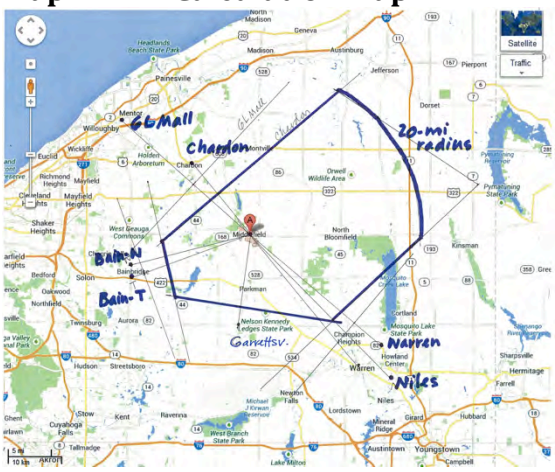
Gravity Model Calculation. See Map 8 and Table 8 for calculation results. PMA boundaries were determined based on the distances measured on the map, using the formula:

$$\textit{Distance of boundary from Middlefield} = \frac{Distance\ between\ Middlefield\ and\ Competitor}{1+\sqrt{\frac{Square\ Footage\ of\ Competitor}{Square\ Footage\ of\ Middlefield}}}$$

Each boundary was calculated separately, and then mapped to determine the Primary Market Area.

The competitors were the primary determinants of the PMA boundaries to the north, west and south. Of note: the northwest boundary is determined by Chardon, which overshadows the Great Lakes Mall; the west boundary is determined by Bainbridge – Washington, which overshadows Bainbridge – Tanglewood; and the southeast boundary is determined by Eastwood Mall-Niles, which overshadows Warren-Cortland. To the east, the boundary is set at a 20-mile radius, due to the likely willingness of rural residents to travel to shop. This is confirmed by the visitor's survey and the zip code analysis. (see below). Further than 20 miles, Ashtabula is seen as a reasonable competitor, about 40 miles away from Middlefield. In addition, low rural densities in these areas mean that an adjustment of boundaries would not likely reduce the available population substantially. Route 11 is not seen as a barrier since people in rural areas are likely to be willing to travel across such boundaries in order to reach the nearest shopping area.

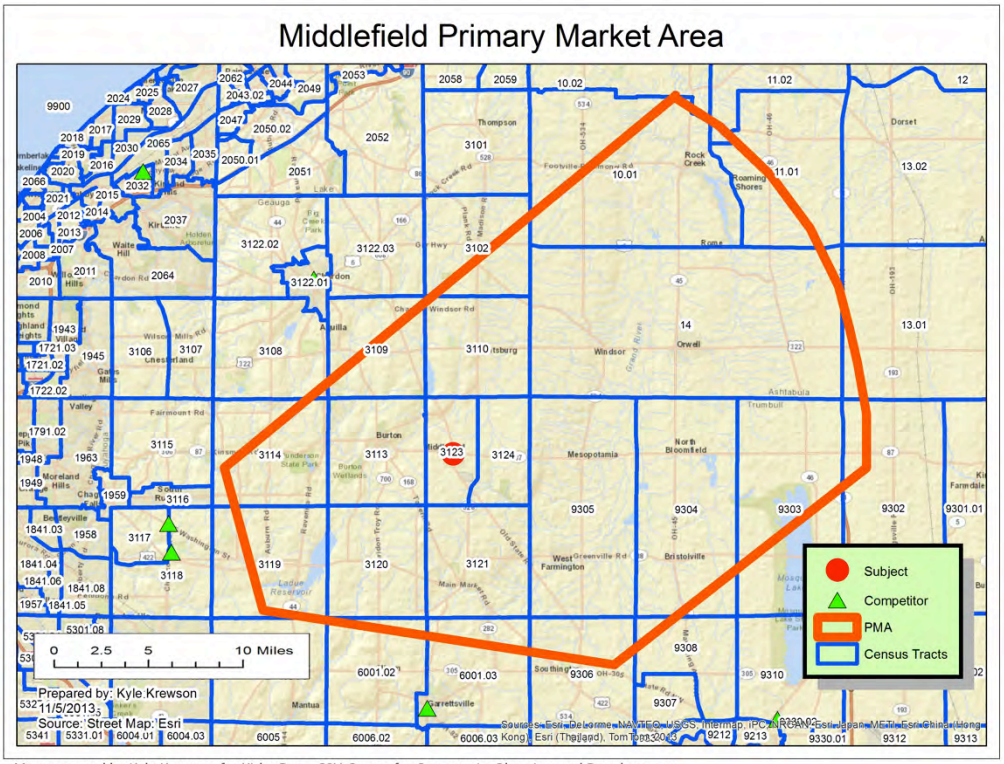
Map 4 PMA Calculation Map



Source: Google maps, CSU Center for Community Planning and Development

See Map 5 for the PMA boundaries, as used in GIS to generate PMA data.

Map 5 Primary Market Area



Map prepared by Kyle Krewson for Kirby Date, CSU Center for Community Planning and Development

5. RETAIL SUPPLY IN THE PRIMARY MARKET AREA

PMA Supply. Within the PMA, retail supply is provided primarily by the Middlefield Business Area. It is supplemented by smaller retail areas in Newbury, Parkman, Burton, and Mesopotamia, and even smaller amounts in outlying townships. Table 3 outlines the total retail supply in the Primary Market Area. A total of 1.53 million square feet is present.

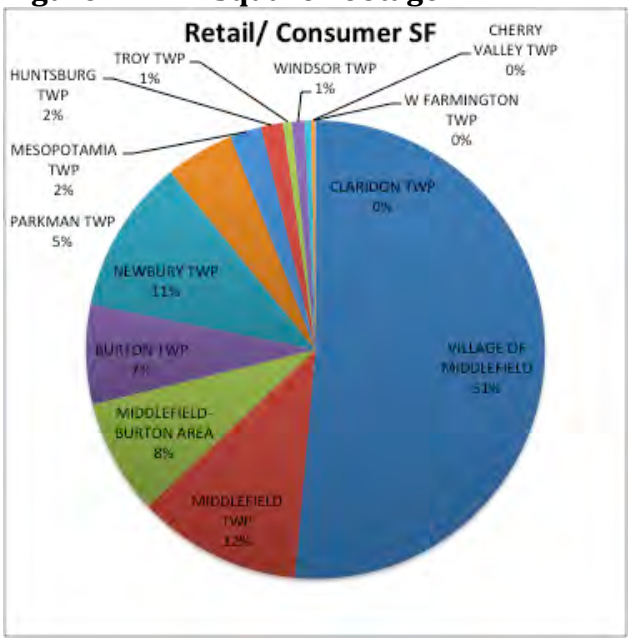
Table 3 Retail Supply in the Middlefield PMA

RETAIL/BUSINESS IN THE PMA	
Community	**Retail/ Consumer SF**
VILLAGE OF MIDDLEFIELD	**786,160**
MIDDLEFIELD TWP	**177,447**
MIDDLEFIELD-BURTON AREA	**123,968**
BURTON TWP	107,547
NEWBURY TWP	167,001
PARKMAN TWP	74,138
MESOPOTAMIA TWP	34,035
HUNTSBURG TWP	23,633
TROY TWP	9,180
WINDSOR TWP	13,620
CLARIDON TWP	7,308
CHERRY VALLEY TWP	3,988
W FARMINGTON TWP	480
Total in PMA	**1,528,505**
Total in Middlefield Business Area (Bold)	**1,087,575**

Source: field measurements, CSU Center for Community Planning

and Development, Google maps, and Geauga County Auditor

Figure 1 PMA Square Footage



Source: Field Inventory, CSU Center for Community Planning and Development; Geauga County Auditor data

A detailed inventory was completed of retail and service square footage in the PMA. Figure 1 shows the breakdown by geographic area. See Table 3 for Retail Supply in the PMA. Of note, the Middlefield Business Area, comprised of the Village of Middlefield, Middlefield Township, and the Middlefield-Burton area, contains 71% of the total retail square footage in the PMA.

6. RETAIL DEMAND IN THE PRIMARY MARKET AREA

A. Population Characteristics in the PMA

There are a total of 61,390 people in the PMA, and 20,739 households. Of these, about 13,960 people are Amish (22% of the total in the PMA), and 2703 households are Amish (13% of the total). These are significant, and drive the average number of people per household well higher than the national average, and drive down the age range in the PMA, which is significantly lower than the national average. The average household income is $54,485, somewhat above the national average. The Amish presence is not seen to have much of an effect on the household income in the area, since 93% of Amish heads of household work off the farm and have similar income sources to non-Amish. The total income in the PMA is $1.13 billion.

It should also be noted that there is significant demand in some retail categories coming from outside the Primary Market Area, due to tourism related to the Amish presence.

See Tables 4 and 5 for a summary of key information gleaned from GIS analysis of the PMA. There are 61,393 people and 20,739 households living within the PMA, and the 2010 income for the PMA is $1,129,166,701.

Table 6 shows the total income for the PMA, inflated per the Consumer Price Index. Note that it is assumed that the 2010 census reflected 2009 income data. As shown in Table 10, the Income Inflation table, the total PMA income, inflated to 2013, is $1,240,336,433, or $1.24 billion dollars.

Note that "income" refers to annual household income.

Table 4 Primary Market Area Data

Source: Kyle Krewson for the CSU Center for Community Planning and Development

MIDDLEFIELD BUSINESS AREA - RETAIL PRIMARY MARKET AREA DATA

Census Tract	County	Total Population	PMA Population	Total Households	PMA Households	Median Household Income	PMA Household Income	Total Area in SF	PMA Area in SF	PMA Percent of Total	PMA Total Income
3119	Geauga	6,443	4,234	2,279	1,498	88,795	88,795	834015379	548020480	65.71%	133,014,910
3120	Geauga	2,801	2,801	941	941	53,083	53,083	717514532	717514560	100.00%	49,951,103
3121	Geauga	4,131	4,131	1,110	1,110	51,713	51,713	752636049	752636032	100.00%	57,401,430
3123	Geauga	4,643	4,643	1,748	1,748	40,833	40,833	351923797	351923808	100.00%	71,376,084
3124	Geauga	2,544	2,544	704	704	50,139	50,139	373760870	373760864	100.00%	35,297,856
3109	Geauga	3,200	1,768	1,227	678	49,402	49,402	631243231	348816096	55.26%	33,494,556
3110	Geauga	3,637	3,629	999	997	63,561	63,561	679758947	678302272	99.79%	63,370,317
3113	Geauga	4,412	4,412	1,616	1,616	55,972	55,972	679294780	679294784	100.00%	90,450,752
3114	Geauga	5,537	3,608	2,162	1,409	64,875	64,875	797430865	519672448	65.17%	91,408,875
6001	Portage	3,817	363	1,136	108	69,421	69,421	672195551	63996824	9.52%	7,497,468
6001	Portage	5,473	1,266	2,131	493	47,548	47,548	744701244	172197040	23.12%	23,441,164
6002	Portage	5,854	8	2,292	3	56,639	56,639	780597780	1034426.563	0.13%	169,917
14	Ashtabula	8,256	8,158	2,779	2,746	44,125	44,125	3026957100	2991193600	98.82%	121,167,250
11.01	Ashtabula	1,973	621	739	233	45,350	45,350	1090806770	343230464	31.47%	10,566,550
3108	Geauga	6,621	96	2,383	35	82,979	82,979	720245786	10433805	1.45%	2,904,265
3102	Geauga	1,991	739	741	275	57,092	57,092	686974513	254986624	37.12%	15,700,300
11.02	Ashtabula	6,060	104	2,423	42	52,645	52,645	1211241758	20769414	1.71%	2,211,090
10.02	Ashtabula	3,465	9	1,327	3	67,000	67,000	1055684719	2635222.5	0.25%	201,000
10.01	Ashtabula	5,564	3,822	2,093	1,438	63,504	63,504	1900817257	1305661824	68.69%	91,318,752
13.01	Ashtabula	3,927	141	1,446	52	40,106	40,106	2077254971	74624224	3.59%	2,085,512
9302	Trumbull	2,743	232	1,059	90	50,855	50,855	1391547911	117862568	8.47%	4,576,950
9303	Trumbull	3,689	2,187	1,409	835	46,083	46,083	1479891441	877489280	59.29%	38,479,305
9304	Trumbull	4,241	3,962	1,522	1,422	51,742	51,742	1424662574	1330962816	93.42%	73,577,124
9305	Trumbull	6,115	6,115	1,576	1,576	44,271	44,271	1515256746	1515256704	100.00%	69,771,096
9306	Trumbull	3,717	1,392	1,414	530	60,378	60,378	740777470	277443872	37.45%	32,000,340
9308	Trumbull	4,870	404	1,915	159	53,665	53,665	502040155	41670596	8.30%	8,532,735
	Totals	**115,724**	**61,390**	**41,171**	**20,739**						**$ 1,129,966,701**

NOTE: All data based on the 2010 U.S. Census

Table 5 Summary of Population Characteristics in the PMA

POPULATION INFORMATION						
Characteristic	Village of Middlefield	Geauga County	In PMA	State of Ohio	USA	Source
Total Population	2,692	93,389	61,390	11,536,502	308,747,508	2010 Census
Population under 18	22.00%	24.50%	29.56%	23.10%	23.50%	2010 Census
Population 18-64	55.50%	58.60%	57.68%	62.10%	62.80%	2010 Census
Population 65 and over	22.50%	16.90%	12.77%	14.80%	13.70%	2010 Census
No. Households	1,182	34,264	20,739	4,603,435	116,796,292	2010 Census
Avge Persons per Household	2.28	2.73	2.96	2.51	2.64	2010 Census
Median HH Income	$43,889	$66,229	$54,485	$48,071	$52,762	American Community Survey
Total Income Available in the PMA			$1,129,966,701			Median HH income x No. Households
Amish population	N/A	N/A	13,960	65,475	282,000	Elizabethtown College Amish web site
Amish Households			2703			Geauga County Amish Directory, 2008
Amish persons per household			5.16			Population/households
No. Employees	7,719	31,648				2007 Economic Census
Corrected 12/7/13						

Source: As Noted. PMA data generated by Kyle Krewson for the CSU Center for Community Planning and Development.

Table 6 Income Inflation

INCOME INFLATION CALCULATION

Item	Amount	Source/Comments
PMA Income, 2010	$ 1,129,966,701	U.S. Census/PMA table
Consumer Price Index 2009	200.491	U.S. Bureau of Labor Statistics; Assumes 2010 census reflected 2009 income dollars
Consumer Price Index 2013	220.074	U. S. Bureau of Labor Statistics
CPI % change	0.097675207	CPI 2013-CPI 2010/CPI 2010
PMA Income, 2013	**$ 1,240,336,433**	**PMA income 2010 x % change 2010-2013**

B. Purchasing Patterns

The demand analysis was performed by defining each parameter separately, in light of specific data and logical deduction, as outlined below. This allowed us to make adjustments to accommodate Amish vs. Non-Amish buying patterns, and to accommodate tourist purchasing as well.

Typical Household Expenditures. The first step in understanding retail demand in the PMA was to define typical purchasing patterns in Non-Amish (typical US) and Amish households. The Consumer Expenditures Survey was used to define typical Midwest Household purchasing patterns, and then an Amish family was interviewed to understand the key differences in an Amish household's expenditures. Table 7 shows a comparison of typical family expenditures for both Amish and Non-Amish families. The amounts in this table were based on a detailed breakdown of retail and service expenditures, allowing a summary of expenditures that were of interest to the study. For example, automobile purchases were not included in the total amount of retail expenditures in the niche

analysis. Table 8 shows the analysis for a typical US household. A similar supporting table was done for Amish households.

Table 7 Household Expenditures Comparison

Item	Percent of Total Consumer Income - NON-AMISH	Percent of Total Consumer Income - AMISH
Consumer Retail (see table)	26.02%	21.80%
Transportation - vehicles	4.93%	0.00%
Subtotal Retail	**30.95%**	**21.80%**
Consumer Services (see table)	6.46%	7.36%
Housing Rent/Mortgage/Utils	18.38%	13.08%
Transportation services (public transp/ins/licenses)	2.89%	13.19%
Health Insurance	3.52%	3.52%
Education	1.81%	2.22%
Other insurance/pensions not retail	7.67%	7.67%
Subtotal Services	**40.73%**	**47.05%**
Cash Contributions	**2.84%**	**5.68%**
Taxes	**3.93%**	**3.93%**
Savings and Unspecified	**21.54%**	**21.54%**
TOTAL	**100.00%**	**100.00%**

Source: CSU Calculations, US Census Consumer Expenditure Survey, Amish interview

Table 8 U.S. Consumer Expenditures

ITEM	2012 expenditures	% of total retail/svce expenditures	% of total HH income	Retail Expense (in % of HH income)	Services Expenses (in % of HH income)
Total HH Expenditures	**48602**	**100.00%**	**74.52%**		
Food Total	**6393**	**13.15%**	**9.80%**	9.80%	
Food at home/grocery	3906	**8.04%**	**5.99%**		
Food away from home	2486	**5.12%**	**3.81%**		
Alcoholic Beverages	**437**	**0.90%**	**0.67%**	0.67%	
Housing Total	**15012**	**30.89%**	**23.02%**		
Rent/mortgage/lodging/mtce	8530	**17.55%**	**13.08%**		
Utilities and Public Svcs	3455	**7.11%**	**5.30%**		
Household Personal Svcs	323	**0.66%**	**0.50%**		0.50%
Other HH Expenses	650	**1.34%**	**1.00%**	0.50%	0.50%
Housekeeping Supplies	588	**1.21%**	**0.90%**	0.90%	
Household furnishings/appliances	1466	**3.02%**	**2.25%**	2.25%	
Apparel	**1564**	**3.22%**	**2.40%**		
Apparel - all types	1382	**2.84%**	**2.12%**	2.12%	
Apparel prods and svcs	182	**0.37%**	**0.28%**		0.28%
Transportation Total	**8604**	**17.70%**	**13.19%**		
Vehicle purchases	3216	**6.62%**	**4.93%**		
Gas/oil	2713	**5.58%**	**4.16%**	4.16%	
Vehicle mtce	790	**1.63%**	**1.21%**		1.21%
Finance, insurance, Licenses, etc	1453	**2.99%**	**2.23%**		
Public and other transportation	432	**0.89%**	**0.66%**		
Health Care Total	**3844**	**7.91%**	**5.89%**		
Health Ins	2295	**4.72%**	**3.52%**		
Health care	858	**1.77%**	**1.32%**		1.32%
Drugs/supplies	691	**1.42%**	**1.06%**	1.06%	
Entertainment Total	**2550**	**5.25%**	**3.91%**		
Fees/admissions	660	**1.36%**	**1.01%**		1.01%
Audio/visual equip	904	**1.86%**	**1.39%**	1.39%	
Pets/toys/hobbies	645	**1.33%**	**0.99%**	0.99%	
Other	340	**0.70%**	**0.52%**	0.26%	0.26%
Personal Care Prods/Svc	**572**	**1.18%**	**0.88%**		0.88%
Reading	**107**	**0.22%**	**0.16%**	0.16%	
Education	**1180**	**2.43%**	**1.81%**		
Tobacco prods	**341**	**0.70%**	**0.52%**	0.52%	
Misc	**808**	**1.66%**	**1.24%**	1.24%	
Cash Contributions	**1851**	**3.81%**	**2.84%**		
Insurance and Pensions Total	**5339**	**10.99%**	**8.19%**		
Life and other Personal Insurance	334	**0.69%**	**0.51%**		0.51%
Subtotal Expenses	**$ 48,602**	**100.00%**	**74.52%**	**26.02%**	**6.46%**
Savings and other expenses not specified	14050	21.54%	21.54%		
Add Taxes	2565	3.93%	3.93%		
Total Income	**$ 65,217**		**100.00%**		

Source: U.S. Bureau of Labor Statistics, Consumer Expenditure Survey, 9/2013 **65217**

Sales Patterns for Retail Categories. Once a total percentage of household income allocated to retail and consumer services was isolated, a separate analysis was done of retail business trade figures to determine what share of total retail sales should be allocated to each store type/category of interest. This was a detailed study using a variety of sources to determine the appropriate share, and as figures for different categories often were for different years, adjustments to same-year dollars had to be made. 2011 was chosen as the typical year because the majority of data were available for that year. Percentage shares were the ultimate goal, so the actual dollar figures were of less interest as long as they were proportional for the same year. Table 9 shows the analysis that was done for Retail store categories. A similar analysis was done for consumer service categories. Two additional tables were done to adjust retail share to household expenditures for Amish households.

Table 9 Retail Category Shares of HH Income

Category	Total Sales (billions of dollars)	Year	CPI multiplier, given year to 2011	2011 dolla	% of all retail expense in our list	% of HH income based on multiplier below	Source (Total Sales) Selected - Best Available Data
Multipliers						26.02%	
RETAIL/FOOD SERVICE SALES							
ALL RETAIL/FOOD SERVICES	4700	2010	1.0315	4848.05			HighBeam
ALL RETAIL/FOOD SERVICES	4631.12	2011	1.00	4631.12	100%	26.02%	Census of Retail Trade
TOTAL IN LIST BELOW				3470.79	100.00%	26.02%	
Automotive Parts/Accessories/Tires	82.688	2011	1.00	82.688	2.38%	0.62%	Census of Retail Trade
Furniture Stores	48.329	2011	1.00	48.329	1.39%	0.36%	Census of Retail Trade
Floor covering stores	15.47	2011	1.00	15.47	0.45%	0.12%	Census of Retail Trade
Other home furnishings stores	26.274	2011	1.00	26.274	0.76%	0.20%	Census of Retail Trade
Electronics/TV	58.918	2011	1.00	58.918	1.70%	0.44%	Census of Retail Trade
Household Appliances	15.08	2011	1.00	15.08	0.43%	0.11%	Census of Retail Trade
Computer/software stores	24.53	2011	1.00	24.53	0.71%	0.18%	Census of Retail Trade
Building/Garden Materials/supplies	236.5	2011	1.00	236.5	6.81%	1.77%	Census of Retail Trade
Paint/Wallpaper	8.435	2011	1.00	8.435	0.24%	0.06%	Census of Retail Trade
Hardware	20.743	2011	1.00	20.743	0.60%	0.16%	Census of Retail Trade
Other Building Materials	13.39	2011	1.00	13.39	0.39%	0.10%	Census of Retail Trade
Grocery Stores	549.109	2011	1.00	549.109	15.82%	4.12%	Census of Retail Trade
Retail Bakeries	7.6	2010	1.03	7.8394	0.23%	0.06%	HighBeam
Specialty Food Stores	20.3	2011	1.00	20.3	0.58%	0.15%	Census of Retail Trade
Beer, wine and liquor stores	42.603	2011	1.00	42.603	1.23%	0.32%	Census of Retail Trade
Pharmacies and Drug Stores	231.456	2011	1.00	231.456	6.67%	1.74%	Census of Retail Trade
Other health and personal care products	40.617	2011	1.00	40.617	1.17%	0.30%	Census of Retail Trade
Convenience/Gas station	529.093	2011	1.00	529.093	15.24%	3.97%	Census of Retail Trade
Clothing Stores	168.883	2011	1.00	168.883	4.87%	1.27%	Census of Retail Trade
Shoe Stores	28.066	2011	1.00	28.066	0.81%	0.21%	Census of Retail Trade
Jewelry Stores	29.714	2011	1.00	29.714	0.86%	0.22%	Census of Retail Trade
Luggage and Leather Goods	2.649	2011	1.00	2.649	0.08%	0.02%	Census of Retail Trade
Sporting Goods and Bicycles	32.4	2011	1.00	32.4	0.93%	0.24%	High Beam
Hobby, Toy and Game Stores	21.78	2009	1.0525	22.92345	0.66%	0.17%	High Beam
Books, periodicals, and music	17.201	2011	1.00	17.201	0.50%	0.13%	Census of Retail Trade
Sewing, Fabric and Crafts Stores	2.00	2009	1.0525	2.105	0.06%	0.02%	HighBeam
Discount Department Stores	122.12	2011	1.00	122.118	3.52%	0.92%	Census of Retail Trade
Warehouse Clubs and Supercenters	390.587	2011	1.00	390.587	11.25%	2.93%	Census of Retail Trade
All other General Merchandise Stores	54.34	2011	1.00	54.34	1.57%	0.41%	Census of Retail Trade
Florists	5.546	2011	1.00	5.546	0.16%	0.04%	Census of Retail Trade
HH Office supplies/stationery	40.1	2009	1.0525	42.20525	1.22%	0.32%	HighBeam
Gift, novelty and souvenir	13.00	2009	1.0525	13.6825	0.39%	0.10%	HighBeam
Used merchandise/antiques/vintage	12.2	2011	1.00	12.225	0.35%	0.09%	Census of Retail Trade
Other miscellaneous retailers	58.2	2010	1.0315	60.00	1.73%	0.45%	Census of Retail Trade
Full Service Restaurants	212.479	2011	1.00	212.479	6.12%	1.59%	Census of Retail Trade
Limited Service Restaurants (Fast Food)	214.685	2011	1.00	214.685	6.19%	1.61%	Census of Retail Trade
Special Food Services	46.887	2011	1.00	46.887	1.35%	0.35%	Census of Retail Trade
Bars and Taverns	20.719	2011	1.00	20.719	0.60%	0.16%	Census of Retail Trade
TOTAL	3464.682					26.02%	

Sources: As Noted.

Average Sales Per Square Foot for Retail Categories. Average sales per square foot were defined per category using ULI's Dollars and Cents of Shopping Centers. Where needed for certain categories, total sales for that category were disaggregated based on total sales for that category and total number of establishments (industry data), and average size of establishment (ULI and industry data as noted, and actual examples in Middlefield). This was especially important for services. Table 10 illustrates the analysis for service categories where there was little ULI data. A similar study was done for retail categories where needed.

Table 10 Selected Service Categories – Average Sales per Square Foot

Services Industry Category	Annual Sales (millions)	Year of Sales Data	No. Stores	Avge Size/Store, SF	Sales/SF (dollars) Data Year	CPI Multiplier to 2013	Sales/SF 2013 (dollars)	Source	Comments
Legal Svcs	266000	2013	406262			0.00		IBIS World	All firms
Legal Svcs - 2-8 lawyer firms, per lawyer	0.367330	2008	1.00	1000	367.33	0.0841	398.22	Altman Weil	Firms w/2-8 lawyers
Fitness/Health Clubs	25000	2011	29960	5000	166.89	0.0429	174.05	HighBeam	
Fitness/Health Clubs	26000	2013	29501	5000	176.27	0.0000	176.27	IBIS World	
Bowling	3000	2011	5160	10000	58.14	0.0429	60.63	High Beam/IBIS World	
Bowling Centers	3000	2013	3523	10000	85.15	0.0000	85.15	IBIS World	
Pet care - vet	32000	2013	38316	5000	167.03	0.00	167.03	IBIS World	
Pet care - groomer	5000	2013	93957	1000	53.22	0.00	53.22	IBIS World	
All Pet Care	37000	2013	132273	2320	120.57	0.00	120.57	Calculated from above	weighted 2/3 groomer, 1/3 vets = no. shops
Automotive Repair franchises	30000	2013	4202	15000	475.96	0.00	475.96	IBIS World	
Automotive Repair - mechanics	58000	2013	87032	2500	266.57	0.00	266.57	IBIS World	
Misc. Repair	4000	2013	50467	1800	44.03	0.00	44.03	IBIS World	
Funeral/Burial Svcs	16000	2013	25429	6000	104.87	0.00	104.87	IBIS World	
Other Svcs	15700	2009	91385	2000	85.90	0.053	90.41	HighBeam	

Inflation Rates. Inflation rates used in the Retail Analysis were based on the Consumer Price Index. Percentages were calculated separately for each different span of years.

C. Capture Rates

Capture rates for individual categories, for Amish, Non-Amish, and outside PMA households, were generalized, based on the visitor's survey, and three available zip code analyses. Table 12 summarizes capture rate groups.

Capture rates inside the PMA were calculated separately for Amish and Non-Amish. For Non-Amish inside the PMA, the visitors' survey zip codes were used, along with information in the visitor's survey about shopping usage, to estimate capture rates. Table 11 shows shopping usage rates in Middlefield. This was supplemented by zip codes provided by a local hardware store, which show that 98% of their customers come from within the Primary Market Area. (Figure 2). The large blue area is cash sales, which cannot be tracked to zip code, but which can reasonably be assumed are local Amish customers. For Amish, interviews and the hardware store figures were taken into account in estimating capture rate. Most importantly, there are several retail categories that are generally patronized by the Amish at a very minimal level, including gas stations, electronic stores, and similar stores. Other stores, such as those providing grocery and household supplies, have a high Amish capture rate because of the distance limitations of their usual modes of transportation.

Figure 2 Local Hardware Customers

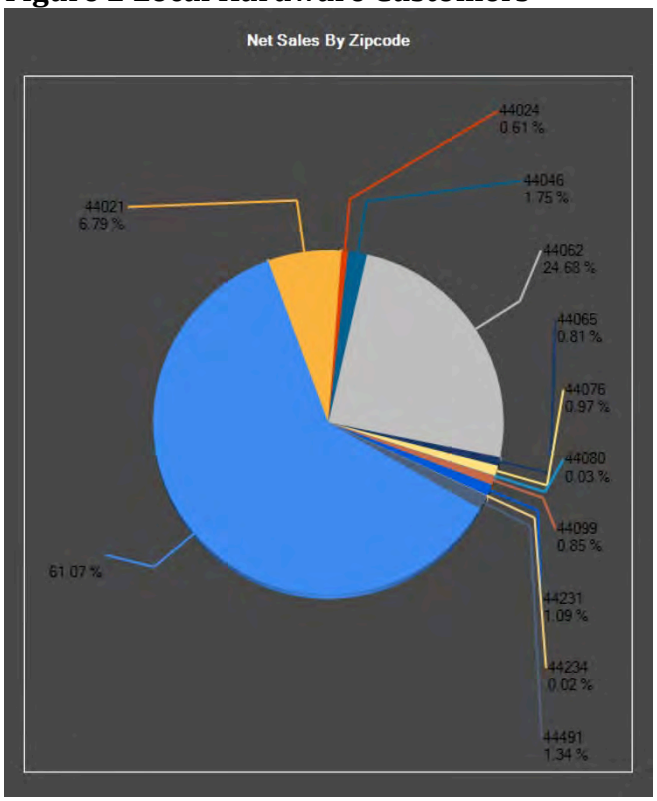


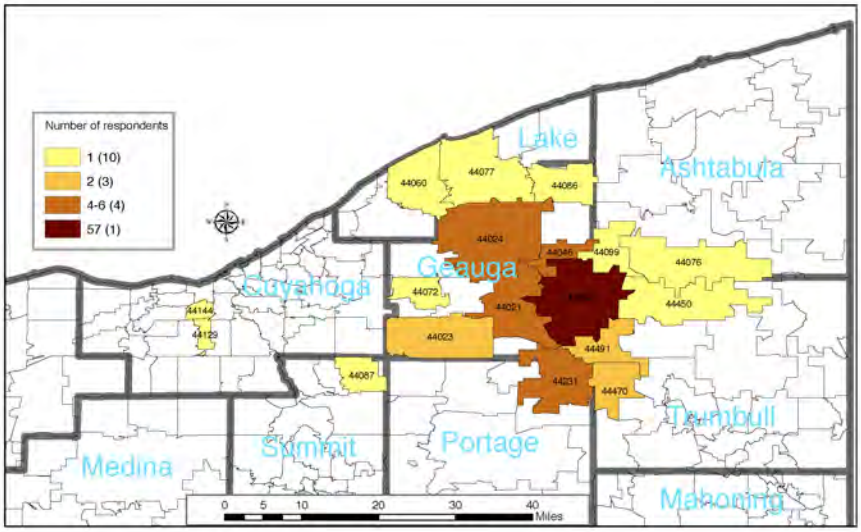
Table 11 Shopping Usage in Middlefield

Shopping Usage in Middlefield	Percent
IN MIDDLEFIELD	
Groceries more than once/week	89.80%
Retail more than once /week	76.90%
Retail more than once/month	90.60%
Restaurants more than once/week	65.00%
Restaurants more than once/month	89.10%
ELSEWHERE	
Chardon, more than once/week	22.10%
Chardon, once/month or less	62.10%
Garrettsville, more than once/week	9.80%
Garrettsville, once/month or less	15.20%
Bainbridge, more than once/week	13.00%
Bainbridge, once/month or less	35.80%
Mentor, more than once/week	11.90%
Mentor, once/month or less	55.90%
Burton, more than once/week	12.60%
Burton, once/month or less	45.20%

Source: Visitors' Survey

Capture rates outside the PMA used zip code analyses from two sources: the Visitors' Survey, done in person at the Farmer's Market and Ace Hardware on successive Saturdays, and online; and customer zip codes provided by a local independent business that is a regular tourist destination. Map 6 shows the visitors' survey zip codes, and Map 7 shows the independent business zip codes. Zip codes 44062 and the ones immediately around it are assumed to be within the PMA.

Map 6 Visitors Survey Zip Codes



Map 7 Independent Store Zip Codes

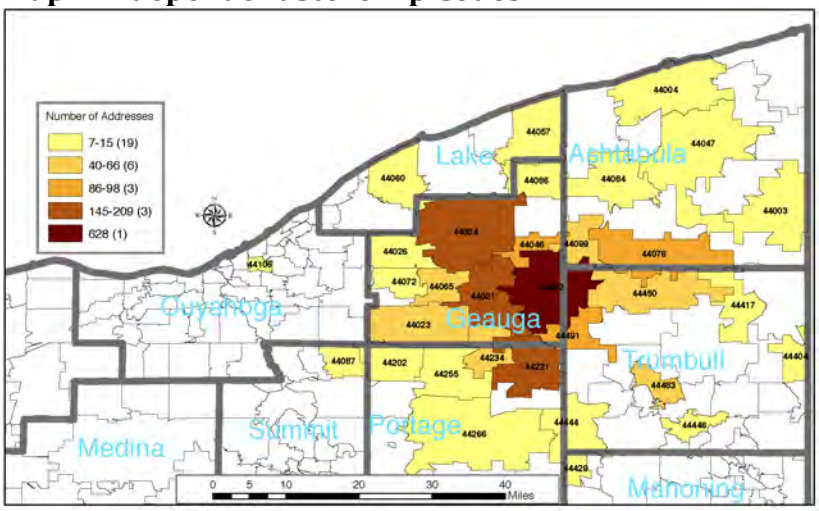
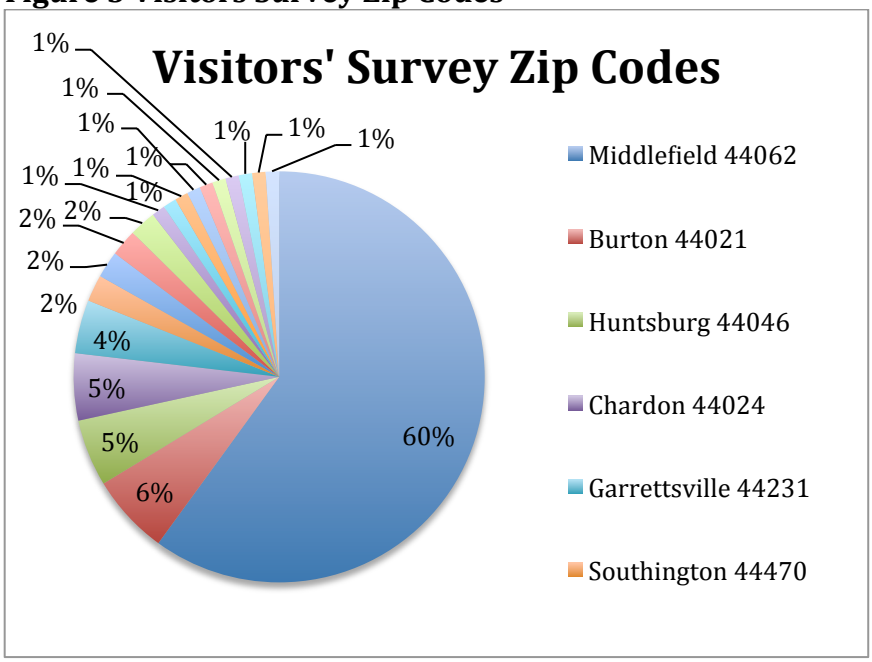


Figure 6 shows the visitors' survey zip codes, arranged by percentages of the total. 80% of the respondents were from zip codes within the Primary Market Area.

Figure 3 Visitors Survey Zip Codes



Finally, capture rates were summarized in Table 12, Capture Rates Groups.

Table 12 Capture Rates Groups

Retail Use	Non-Amish Capture In PMA	Outside PMA Capture Add On	E-Commerce Subtract	Amish Capture in PMA
Weekly/BiWeekly/Twice Weekly: Grocery, Daily Supplies, Fast Food	90%	0%	0%	100%
Monthly, clothing, durable goods: COULD be in Middlefield if available	70%	0%	5%	100%
Goods Amish don't typically buy: Electronic goods, auto-related, alcohol	70%	0%	varies%	0%
Specialty regional retail: Tourist, Gifts, Amish, antiques	50%	50%	0%	0%
Furniture	70%	200%	0%	70%
Full Service Restaurants	70%	50%	0%	70%
Catering	50%	0%	0%	25%
Banks	100%	0%	0%	100%
Daycare	100%	0%	0%	0%
Warehouse Clubs and Supercenters	100%	0%	0%	100%
Most Services	90%	0%	0%	90%

7. COMPARING SUPPLY AND DEMAND

A. Niche Analysis

A retail niche analysis was completed, based on establishment of total income, uses of household income, capture rates, retail and service category shares of total industry expenditures, average business sizes and sales per square foot. Separate tables were prepared for Amish and Non-Amish households due to their markedly different buying patterns, and the high percentage of Amish households in the PMA. In addition, potential demand in some categories due to tourism from outside the PMA was considered.

The tables below illustrate the needed retail and services categories. It is important, given the wide range of business sizes in Middlefield, to note the total square footage needed as well as the number of stores. In the retail group, clothing, shoes, specialty food services, electronics, office supplies, and building supplies are noted as needing additional supply. Clothing, shoes, and a party center in particular were noted in visitors' surveys as needed. While general merchandise – discount department stores is noted as undersupplied, it should be noted that the supercenter is at break even, and variety stores are oversupplied – so general merchandise establishments as a whole likely cancel each other out.

Services are very well supplied, and the only area of additional demand is "miscellaneous repair". This aligns with surveys and the inventory which notes no real services demand except for "things to do in Middlefield". Of note, there is not enough population in

Middlefield to support a cinema or other large entertainment venue, but a smaller venue may be supportable by the “less than one establishment” rating in the table.

All of these assumptions were put together in the Niche Analysis Table. It is shown here in three parts for readability. (Tables 13, 14 and 15)

Table 13 Niche Table Detail – Non-Amish Sales

Category	NON-AMISH SALES - 87% of HH					
	PMA Total HH Income X 87%	% HH Income	Capture Rate	Total In-PMA Potential Sales in $	Additional Outside Sales (Tourism) in $	Total Potential Sales in $
RETAIL/FOOD SERVICE SALES						
Special Food Services/Catering	982,693,448	0.350%	50%	$ 1,719,714		$ 1,719,714
Clothing Stores	982,693,448	1.270%	70%	$ 8,736,145		$ 8,736,145
Other health and personal care products	982,693,448	0.300%	90%	$ 2,653,272		$ 2,653,272
Gen Merch - Disc Dept Stores	982,693,448	0.920%	90%	$ 8,136,702		$ 8,136,702
Shoe Stores	982,693,448	0.210%	70%	$ 1,444,559		$ 1,444,559
Electronics/TV	982,693,448	0.440%	90%	$ 3,891,466		$ 3,891,466
Jewelry Stores	982,693,448	0.220%	70%	$ 1,513,348		$ 1,513,348
HH Office supplies/stationery	982,693,448	0.320%	90%	$ 2,830,157		$ 2,830,157
Pharmacies and Drug Stores	982,693,448	1.740%	90%	$ 15,388,979		$ 15,388,979
Automotive Parts/Accessories/Tires	982,693,448	0.620%	90%	$ 5,483,429		$ 5,483,429
Building/Garden Materials/supplies	982,693,448	1.770%	90%	$ 15,654,307		$ 15,654,307
Books, periodicals, and music	982,693,448	0.130%	90%	$ 1,149,751	$ 574,876	$ 1,724,627
Computer/software stores	982,693,448	0.180%	70%	$ 1,238,194		$ 1,238,194
Beer, wine and liquor stores	982,693,448	0.320%	90%	$ 2,830,157		$ 2,830,157
Luggage and Leather Goods	982,693,448	0.020%	70%	$ 137,577		$ 137,577
Gen Merch - Supercenters	982,693,448	2.930%	100%	$ 28,792,918		$ 28,792,918
Grocery Stores	982,693,448	4.120%	90%	$ 36,438,273		$ 36,438,273
Floor covering stores	982,693,448	0.120%	70%	$ 825,462		$ 825,462
Household Appliances	982,693,448	0.110%	70%	$ 756,674		$ 756,674
Hobby, Toy and Game Stores	982,693,448	0.170%	90%	$ 1,503,521		$ 1,503,521
Furniture Stores	982,693,448	0.360%	90%	$ 3,183,927	$ 6,367,854	$ 9,551,780
Retail Bakeries	982,693,448	0.060%	90%	$ 530,654		$ 530,654
Florists	982,693,448	0.040%	90%	$ 353,770		$ 353,770
Paint/Wallpaper	982,693,448	0.060%	70%	$ 412,731		$ 412,731
Gift, novelty and souvenir	982,693,448	0.100%	70%	$ 687,885	$ 343,943	$ 1,031,828
Sporting Goods and Bicycles (incl. Hunting)	982,693,448	0.240%	90%	$ 2,122,618		$ 2,122,618
Bars and Taverns	982,693,448	0.160%	70%	$ 1,100,617		$ 1,100,617
Convenience/Gas station	982,693,448	3.970%	90%	$ 35,111,637		$ 35,111,637
Used merchandise/antiques/vintage	982,693,448	0.090%	90%	$ 795,982	$ 397,991	$ 1,193,973
Other home furnishings stores	982,693,448	0.200%	70%	$ 1,375,771		$ 1,375,771
Hardware	982,693,448	0.160%	90%	$ 1,415,079		$ 1,415,079
Specialty Food Stores	982,693,448	0.150%	90%	$ 1,326,636	$ 663,318	$ 1,989,954
Limited Service Restaurants (Fast Food)	982,693,448	1.610%	70%	$ 11,074,955		$ 11,074,955
Other miscellaneous retailers	982,693,448	0.450%	70%	$ 3,095,484		$ 3,095,484
Gen. Merchandise - All other Stores	982,693,448	0.410%	90%	$ 3,626,139		$ 3,626,139
Full Service Restaurants	982,693,448	1.590%	70%	$ 10,937,378	$ 10,937,378	$ 21,874,756
TOTAL		26.030%		$ 218,275,869	$ 19,285,359	$ 237,561,228

RETAIL/CONSUMER SERVICES

Category	NON-AMISH SALES - 87% of HH					
	PMA Total HH Income - Adjusted to 2013 dollars	% HH Income	Capture Rate	Total Potential Sales	Additional Outside Sales	Total Potential Sales
Misc. Repair	982,693,448	0.084%	90%	$ 746,454		$ 746,454
Cinemas	982,693,448	0.023%	90%	$ 203,418		$ 203,418
Bowling	982,693,448	0.007%	90%	$ 57,488		$ 57,488
Radio/Television/Electronic repair	982,693,448	0.006%	90%	$ 50,412		$ 50,412
Computer Systems	982,693,448	0.019%	90%	$ 171,578		$ 171,578
Legal Services	982,693,448	0.225%	90%	$ 1,985,532		$ 1,985,532
Other Arts/Entertainment/Recreation	982,693,448	0.431%	70%	$ 2,967,538	$ 1,067,351	$ 4,034,889
Photography	982,693,448	0.009%	70%	$ 63,973		$ 63,973
Funeral/Burial Svcs	982,693,448	0.046%	90%	$ 408,604		$ 408,604
Real Estate	982,693,448	0.615%	25%	$ 1,509,908		$ 1,509,908
Daycare/Nursery	982,693,448	0.026%	100%	$ 259,431		$ 259,431
Travel Agencies	982,693,448	0.024%	70%	$ 161,653		$ 161,653
Fitness and Health Clubs	982,693,448	0.054%	90%	$ 479,358		$ 479,358
Laundromat/Dry Cleaning	982,693,448	0.005%	90%	$ 40,684		$ 40,684
Financial Services/Insurance	982,693,448	2.171%	25%	$ 5,334,551		$ 5,334,551
Pet Care	982,693,448	0.059%	90%	$ 525,348		$ 525,348
Automotive Repair	982,693,448	0.067%	90%	$ 588,142		$ 588,142
Banks	982,693,448	1.350%	100%	$ 13,266,362		$ 13,266,362
Other Services	982,693,448	0.036%	70%	$ 246,263		$ 246,263
Barber/Beauty/Unisex	982,693,448	0.043%	90%	$ 381,187		$ 381,187
Tax Preparation/Accounting	982,693,448	0.017%	90%	$ 152,121		$ 152,121
TOTAL		6.479%		$ 29,600,004	$ 1,067,351	$ 30,667,355

Table 14 Niche Table Detail – Amish Sales

Category	AMISH SALES - 13% of HH			
	PMA Total HH Income x 13%	% HH Income	Capture Rate	Total Potential Sales in $
RETAIL/FOOD SERVICE SALES				
Special Food Services/Catering	$ 147,273,253	$ 0	70%	$ 422,674
Clothing Stores	$ 147,273,253	$ 0	75%	$ 1,645,779
Other health and personal care products	$ 147,273,253	$ 0	100%	$ 530,184
Gen Merch - Disc Dept Stores	$ 147,273,253	0.011	100%	$ 1,575,924
Shoe Stores	$ 147,273,253	0.003	75%	$ 276,137
Electronics/TV	$ 147,273,253	0.000	0%	$ -
Jewelry Stores	$ 147,273,253	0.003	0%	$ -
HH Office supplies/stationery	$ 147,273,253	0.004	100%	$ 544,911
Pharmacies and Drug Stores	$ 147,273,253	0.020	100%	$ 3,004,374
Automotive Parts/Accessories/Tires	$ 147,273,253	0.000	0%	$ -
Building/Garden Materials/supplies	$ 147,273,253	0.021	100%	$ 3,063,284
Books, periodicals, and music	$ 147,273,253	0.002	100%	$ 220,910
Computer/software stores	$ 147,273,253	0.000	0%	$ -
Beer, wine and liquor stores	$ 147,273,253	0.000	0%	$ -
Luggage and Leather Goods	$ 147,273,253	0.000	0%	$ -
Gen Merch - Supercenters	$ 147,273,253	0.034	100%	$ 5,066,200
Grocery Stores	$ 147,273,253	0.048	100%	$ 7,113,298
Floor covering stores	$ 147,273,253	0.000	0%	$ -
Household Appliances	$ 147,273,253	0.001	75%	$ 143,591
Hobby, Toy and Game Stores	$ 147,273,253	0.002	100%	$ 294,547
Furniture Stores	$ 147,273,253	0.004	100%	$ 633,275
Retail Bakeries	$ 147,273,253	0.001	100%	$ 103,091
Florists	$ 147,273,253	0.000	0%	$ -
Paint/Wallpaper	$ 147,273,253	0.001	100%	$ 103,091
Gift, novelty and souvenir	$ 147,273,253	0.001	90%	$ 159,055
Sporting Goods and Bicycles (incl. Hunting)	$ 147,273,253	0.003	100%	$ 427,092
Bars and Taverns	$ 147,273,253	0.000	0%	$ -
Convenience/Gas station	$ 147,273,253	0.000	0%	$ -
Used merchandise/antiques/vintage	$ 147,273,253	0.001	100%	$ 162,001
Other home furnishings stores	$ 147,273,253	0.002	100%	$ 338,728
Hardware	$ 147,273,253	0.002	100%	$ 265,092
Specialty Food Stores	$ 147,273,253	0.002	100%	$ 265,092
Limited Service Restaurants (Fast Food)	$ 147,273,253	0.009	70%	$ 969,058
Other miscellaneous retailers	$ 147,273,253	0.005	100%	$ 780,548
Gen. Merchandise - All other Stores	$ 147,273,253	0.005	100%	$ 706,912
Full Service Restaurants	$ 147,273,253	0.009	70%	$ 958,749
TOTAL		0.218		$ 29,773,497

RETAIL/CONSUMER SERVICES

Category	AMISH SALES - 13% of HH			
	PMA Total HH Income - Adjusted to 2013 dollars	% HH Income	Capture Rate	Total Potential Sales
Misc. Repair	147,273,253	0.103%	100%	$ 151,730
Cinemas	147,273,253	0.014%	75%	$ 15,464
Bowling	147,273,253	0.008%	75%	$ 8,767
Radio/Television/Electronic repair	147,273,253	0.000%	0%	$ -
Computer Systems	147,273,253	0.000%	0%	$ -
Legal Services	147,273,253	0.274%	75%	$ 302,757
Other Arts/Entertainment/Recreation	147,273,253	0.265%	75%	$ 292,264
Photography	147,273,253	0.000%	0%	$ -
Funeral/Burial Svcs	147,273,253	0.056%	100%	$ 83,115
Real Estate	147,273,253	0.750%	100%	$ 1,104,991
Daycare/Nursery	147,273,253	0.000%	0%	$ -
Travel Agencies	147,273,253	0.029%	75%	$ 31,701
Fitness and Health Clubs	147,273,253	0.000%	0%	$ -
Laundromat/Dry Cleaning	147,273,253	0.006%	100%	$ 8,247
Financial Services/Insurance	147,273,253	4.299%	0%	$ -
Pet Care	147,273,253	0.073%	100%	$ 106,920
Automotive Repair	147,273,253	0.000%	0%	$ -
Banks	147,273,253	1.300%	100%	$ 1,914,552
Other Services	147,273,253	0.044%	100%	$ 64,383
Barber/Beauty/Unisex	147,273,253	0.000%	0%	$ -
Tax Preparation/Accounting	147,273,253	0.021%	100%	$ 30,927
TOTAL	$3,092,738,313	7.24%		$ 4,115,819

Table 15 Niche Table Detail – All Sales

Category	ALL SALES TOTAL PMA HH INCOME - 2013 DOLLARS	Total Potential Sales in $	Avge Sales per SF 2008	Avge Sales per SF 2013	Total SF Supported	Less Existing SF	Total Gap in SF Needed	Avge Establishment Size in SF	Total No. Stores Needed
RETAIL/FOOD SERVICE SALES									
Special Food Services/Catering	$ 1,129,966,701	$ 2,142,388	192.61	208.81	10260	725	9535	1000	9.54
Clothing Stores	$ 1,129,966,701	$ 10,381,923	231.00	250.43	41457	0	41457	10000	4.15
Other health and personal care products	$ 1,129,966,701	$ 3,183,456	297.60	322.63	9867	0	9867	3000	3.29
Gen Merch - Disc Dept Stores	$ 1,129,966,701	$ 9,712,526	243.25	263.71	36831	7000	29831	10000	2.98
Shoe Stores	$ 1,129,966,701	$ 1,720,697	189.77	205.73	8364	3300	5064	2000	2.53
Electronics/TV	$ 1,129,966,701	$ 3,891,466	341.27	369.97	10518	3341	7177	3000	2.39
Jewelry Stores	$ 1,129,966,701	$ 1,513,348	303.37	328.88	4601	2602	1999	1000	2.00
HH Office supplies/stationery	$ 1,129,966,701	$ 3,375,068	266.67	289.10	11675	0	11675	6000	1.95
Pharmacies and Drug Stores	$ 1,129,966,701	$ 18,393,354	429.07	465.15	39542	26021	13521	10000	1.35
Automotive Parts/Accessories/Tires	$ 1,129,966,701	$ 5,483,429	195.26	211.68	25904	20320	5584	5000	1.12
Building/Garden Materials/supplies	$ 1,129,966,701	$ 18,717,590	438.9	475.81	39338	36244	3094	3000	1.03
Books, periodicals, and music	$ 1,129,966,701	$ 1,845,537	246.02	266.71	7295	5510	1785	2000	0.89
Computer/software stores	$ 1,129,966,701	$ 1,238,194	280.4	303.98	4073	0	4073	5000	0.81
Beer, wine and liquor stores	$ 1,129,966,701	$ 2,830,157	396.27	429.60	6588	5634	954	2000	0.48
Luggage and Leather Goods	$ 1,129,966,701	$ 137,577	245.69	266.35	517	0	517	1500	0.34
Gen Merch - Supercenters	$ 1,129,966,701	$ 33,859,118	243.25	263.71	128397	150000	-21603	150000	-0.14
Grocery Stores	$ 1,129,966,701	$ 43,551,571	485.75	526.60	82703	86351	-3648	20000	-0.18
Floor covering stores	$ 1,129,966,701	$ 825,462	509.69	552.55	1494	3000	-1506	3000	-0.50
Household Appliances	$ 1,129,966,701	$ 900,265	299.6	324.80	2772	10170	-7398	10000	-0.74
Hobby, Toy and Game Stores	$ 1,129,966,701	$ 1,798,067	476.18	516.24	3483	5719	-2236	3000	-0.75
Furniture Stores	$ 1,129,966,701	$ 10,185,055	176.62	191.47	53193	56198	-3005	3000	-1.00
Retail Bakeries	$ 1,129,966,701	$ 633,746	386.77	419.30	1511	3288	-1777	1500	-1.18
Florists	$ 1,129,966,701	$ 353,770	264.55	286.80	1234	3275	-2041	1500	-1.36
Paint/Wallpaper	$ 1,129,966,701	$ 515,823	291.1	315.58	1635	4522	-2887	2000	-1.44
Gift, novelty and souvenir	$ 1,129,966,701	$ 1,190,883	350.84	380.35	3131	7250	-4119	2000	-2.06
Sporting Goods and Bicycles (incl. Hunting)	$ 1,129,966,701	$ 2,549,710	301.43	326.78	7803	31388	-23585	10000	-2.36
Bars and Taverns	$ 1,129,966,701	$ 1,100,617	357.98	388.09	2836	7590	-4754	2000	-2.38
Convenience/Gas station	$ 1,129,966,701	$ 35,111,637	1321.3	1432.42	24512	30641	-6129	2500	-2.45
Used merchandise/antiques/vintage	$ 1,129,966,701	$ 1,355,973	34.22	37.10	36551	44026	-7475	3000	-2.49
Other home furnishings stores	$ 1,129,966,701	$ 1,714,499	244.08	264.81	6479	11672	-5193	2000	-2.60
Hardware	$ 1,129,966,701	$ 1,680,170	153.3	166.19	10110	36411	-26301	10000	-2.63
Specialty Food Stores	$ 1,129,966,701	$ 2,255,046	192.61	208.81	10800	16726	-5926	1500	-3.95
Limited Service Restaurants (Fast Food)	$ 1,129,966,701	$ 12,044,013	345.84	374.93	32124	43817	-11693	2500	-4.68
Other miscellaneous retailers	$ 1,129,966,701	$ 3,876,033	205.64	222.93	17386	28899	-11513	2000	-5.76
Gen. Merchandise - All other Stores	$ 1,129,966,701	$ 4,333,050	137.09	148.62	29155	52268	-23113	4000	-5.78
Full Service Restaurants	$ 1,129,966,701	$ 22,833,505	300.00	325.23	70207	96115	-25908	3000	-8.64
TOTAL	$ 40,678,801,236	$ 267,334,725							

RETAIL/CONSUMER SERVICES

Category	ALL SALES TOTAL PMA HH INCOME - 2013	Total Potential Sales	Avge Sales per SF 2008	Avge Sales per SF 2013	Total SF Supported	Less Existing SF	Total Gap in SF Needed	Avge Establishment Size in SF	Total No. Stores Needed
Misc. Repair	1,129,966,701	$ 898,184		44.03	20399	1885	18514	1800	10.29
Cinemas	1,129,966,701	$ 218,881	78.47	85.07	2573	0	2573	10000	0.26
Bowling	1,129,966,701	$ 66,254	77.46	83.97	789	0	789	10000	0.08
Radio/Television/Electronic repair	1,129,966,701	$ 50,412	323.17	350.35	144	0	144	3000	0.05
Computer Systems	1,129,966,701	$ 171,578	245.88	266.56	644	1000	-356	1000	-0.36
Legal Services	1,129,966,701	$ 2,288,289		398.22	5746	6136	-390	1000	-0.39
Other Arts/Entertainment/Recreation	1,129,966,701	$ 4,327,152	245.87	266.55	16234	25024	-8790	10000	-0.88
Photography	1,129,966,701	$ 63,973	632.05	685.21	93	1960	-1867	1800	-1.04
Funeral/Burial Svcs	1,129,966,701	$ 491,719		104.87	4689	11793	-7104	6000	-1.18
Real Estate	1,129,966,701	$ 2,614,900	421.46	456.90	5723	7209	-1486	1000	-1.49
Daycare/Nursery	1,129,966,701	$ 259,431	245.86	266.54	973	9556	-8583	5000	-1.72
Travel Agencies	1,129,966,701	$ 193,354	281.02	304.65	635	4473	-3838	2000	-1.92
Fitness and Health Clubs	1,129,966,701	$ 479,358		176.27	2719	15035	-12316	5000	-2.46
Laundromat/Dry Cleaning	1,129,966,701	$ 48,931	168.62	182.80	268	8664	-8396	2000	-4.20
Financial Services/Insurance	1,129,966,701	$ 5,334,551	561.95	609.21	8757	17457	-8700	2000	-4.35
Pet Care	1,129,966,701	$ 632,268		120.57	5244	18546	-13302	2300	-5.78
Automotive Repair	1,129,966,701	$ 588,142		266.57	2206	21993	-19787	2500	-7.91
Banks	1,129,966,701	$ 15,180,914	420.00	455.32	33341	62757	-29416	3500	-8.40
Other Services	1,129,966,701	$ 310,646		90.41	3436	35243	-31807	2000	-15.90
Barber/Beauty/Unisex	1,129,966,701	$ 381,187	215.67	233.81	1630	26696	-25066	1500	-16.71
Tax Preparation/Accounting	1,129,966,701	$ 183,048	421.5	456.95	401	14133	-13732	700	-19.62
TOTAL	$ 23,729,300,721	$ 34,783,174							

B. Retail Sales Conclusions

The niche analysis in table 15 includes the final steps in the analysis. Of particular importance are the last two columns, containing the needed square footage, and the number of stores. Both numbers should be studied, as store sizes vary widely. The needed store categories are sorted to show those with the highest need level at the top, and the lowest at the bottom of the table. Those that are shown to be overserved are worth equal study, as the Village will want to avoid attracting more business in these areas, in order to strengthen and support existing business.

The niche analysis illustrates that retail sales in many categories are at break-even or are overbuilt. Areas of opportunity include:

- Special food services and catering
- Clothing
- Shoe stores

The first three align with identified needs in the visitors' survey and merchants' surveys. Other areas shown to be "opportunities" must be evaluated carefully, due to the presence of Walmart's Supercenter and other variety/general merchandise stores, which provide these products in large quantity. They include:

- Office supplies
- Personal care and body products
- Electronics
- Home and Garden Supplies
- Pharmacy and Drugstores

It should also be noted that, while discount department stores are listed as opportunities, another type of general merchandise, Variety Stores, is identified as overbuilt, and would likely balance out to zero with the discount department stores.

Finally, restaurants are noted as being in oversupply within the Primary Market Area. Many of these are located outside Middlefield, in Newbury, Parkman, Burton, and Bainbridge. It should be noted that the "oversupply" refers to customers within the Primary Market Area; this category is highly likely to serve a sizeable proportion of customers from outside of the Primary Market Area as well, especially those in the area for tourism.

The visitors' survey noted that selection was an important reason why shoppers go to competitors. While the quantity of goods available in Middlefield might be adequate, shoppers noted, and confirmed in interviews, that the variety of goods available was not ideal. In particular, higher quality goods are not available in the Village, and many shoppers go to competitors for higher-quality purchases from clothing to groceries. This indicates that the Village will want to find ways to provide high-quality goods in small

quantities, broadening the availability of selection in the area, while not competing with the quantities available at Walmart and other general merchandise stores.

C. Consumer Services Conclusions

The services table shows that consumer services are well supplied in Middlefield. There is no need to provide additional consumer service space in the Business area. The identified shortfall of "other repair" can be met over time through a wide range of home-based and farm-based businesses in the community.

D. Recommendations

Given the findings of the niche analysis and reconnaissance, recommendations are as follows:

- Fill the need for higher quality and higher selection in retail for: clothing, shoes, and specialty food/catering services.
- With caution, explore the possible success of businesses identified as needed in the analysis, but which might be well-supplied by Walmart and variety stores, including: office supplies, body/health care supplies, electronics, home/garden, and pharmacy/drugstore.
- Seek to expand quality and selection options in grocery – while it is identified in the niche analysis as not needed, surveys and interviews have mentioned them as needed.
- Avoid large quantities of any particular category that would oversupply existing businesses, or compete head-to-head with existing general merchandise stores
- Seek new businesses that would draw customers from outside the Primary Market Area
- Avoid expansions of consumer services unless they can draw from outside the Primary Market Area
- support small-scale repair shops
- Avoid new restaurants, gas stations, sporting goods, home furnishings, hardware, bakery, and gifts/souvenirs, unless they serve an increase in customers from outside the Primary Market Area

8. OPPORTUNITIES

Vacancies. Table 16 shows the vacancies in the Village that are available as of December 2013, in response to identified needs in the niche analysis. While vacancies change constantly and this is just a snapshot of current space available, it is important to note the total amount as an order-of-magnitude quantity. The current vacancy rate is 14.08% of total retail space in the Village. Key vacancies include the former Ames store at 15420

West High Street, at 44,750 SF, and the former Middlefield Hardware store at 14982 South State Street, at 12,856 square feet. Together, they represent 64% of the vacancy in the Village.

Table 16 Middlefield Village Vacancy

Space	Address		SF
VACANT SPACE UNDER 10,000 SF - VILLAGE			
Vacant - upstairs	14895 North State Avenue	Middlefield	4452
Vacant - with Geauga Auto Parts	14906 N State Ave	Middlefield	3940
Vacant	14960 South State Avenue	Middlefield	2200
Vacant - McDupey's Ink	14960 South State Avenue	Middlefield	2900
Vacant	15439 West High Street	Middlefield	2858
Vacant - Retro Al's Internet Café	15423 West High Street	Middlefield	2858
Vacant - ODNR Forestry	15446 West High	Middlefield	760
Vacant - Dollar General strip	15908 West High Street	Middlefield	4300
Vacant - (former Cortland Bank)	15561 West High Street	Middlefield	2070
Vacant - former Alley's Grille Inc.	15561 West High Street	Middlefield	1300
Vacant - Curves	15561 West High Street	Middlefield	1100
Vacant - Marges Smoke Shop Ltd.	15561 West High Street	Middlefield	1936
Vacant - Middlefield Mini Mart tobacco	15965 East High Street	Middlefield	1245
TOTAL			31919
VACANT SPACE 10-50,000 SF - VILLAGE			
Vacant - former Middlefield Hardware	14982 south state avenue	Middlefield	12856
vacant - former Ames	15420 West High	Middlefield	44750
TOTAL			57606
TOTAL VILLAGE VACANT SPACE			**89525**
TOTAL VILLAGE RETAIL/SERVICE			**635857**

Source: Center for Community Planning and Development, field review and Geauga County Auditor web review

National Chain Stores. When considering vacancy in any community, the first question that is often asked is the possibility that national chains may be available, and interested, to use the available space. To that end, we reviewed the real estate requirements of several national chains, and also interviewed a local property manager about his attempts to fill one of the vacancies. Table 17 illustrates the findings of this investigation.

Table 17 National Chain Site Requirements

NATIONAL CHAIN SITE REQUIREMENTS

Chain	Typical SF	Min. Service Area	Min. Distance from Competitor	In Chardon? (13 miles away)	Comments
Peebles	10-20,000	10 miles, 20-50,000 population	20-30 miles	Yes	
Marshalls	31,000			Yes	
TJ Maxx	25,000			Yes	
Marc's				Yes	Giant Eagle prohibits Grocery
Aldi	17000	traffic > 20,000; 35,000 pop within 3 miles		Yes	Giant Eagle prohibits Grocery
Kohl's	55000	"significant" traffic counts; 100,000 pop within trade area			Mentor, Highland Heights, Aurora, Niles
Family Dollar	10,000			No	In Middlefield
Dollar General	10,000			Yes	Two in Middlefield
Big Lots	25-35,000			Yes	

Source: CSU Center for Community Planning and Development, Corporate web sites

Indications are that it is highly unlikely that additional national chains would be interested in siting in Middlefield. Reasons:

- Any business already sited in Chardon or Middlefield would consider Middlefield already served within their market areas
- Some businesses require a higher threshold population than is present in the Middlefield Primary Market Area, i.e. Kohl's, which requires 100,000 people. These businesses are located in Mentor, Solon, Mayfield, Aurora, and other freeway-adjacent sites which allow for a very large market area within driving distance.

While the Village should continue to monitor trends in national chains and explore opportunities to fill vacant spaces as they arise, it is likely that the primary source of retail businesses will be local entrepreneurs selling unique products.

Local/Small Scale Solutions. The lack of interest on the part of chain stores is a trend which is faced by many smaller communities in the U.S. At the same time, larger general merchandise stores such as Walmart and Target effectively meet the retail need in the community, while limiting selection. Many communities have found solutions in locally-based, small-scale businesses that meet the local need for greater selection and quality, while drawing customers from outside the community as well. Middlefield in particular has an opportunity to explore such ideas, due to the Amish presence, which draws tourism and provides high quality specialty goods such as furniture and home crafts; and the presence of many entrepreneurs and home-based businesses, Amish and non-Amish, that have the potential to expand over time. Case studies in the next section illustrate some of the opportunities and ideas that have been explored by other communities, and one in Middlefield itself, to address a similar set of circumstances.

Attracting Regional Customers and Tourism. Certain considerations go into attracting customers from outside the Primary Market Area. In particular, "Quality of Place" becomes very important. Tourism requires attractive, unique, vibrant settings that people will enjoy exploring. Places to socialize, eat, stay overnight, and recreate that are pleasant, comfortable, interesting, and not found anywhere else add to the quality of place that brings people to a location. Places should be well-designed to an appropriate human scale to encourage people to linger. Connections that encourage recreation and walking are a plus.

For example, the Village's current efforts to explore revitalizing the mini-park at the corner of High and State streets will help to improve the Village's pedestrian environment. Improved signage, façade improvements, and similar efforts should continue to be pursued. The overall quality of the exterior environment, including parking lots and buildings, is important to the attractiveness of the downtown for visitors.

Middlefield has several key opportunities that can be capitalized on to enhance the Village's quality of place and attractiveness to tourism. These include:

- The downtown main street buildings, which can be expanded through the intensification of buildings in vacant properties in the first blocks of West and East High, and North and South State Streets; other downtown vacant spaces exist which could provide opportunities for new and enhanced businesses, as well as public spaces to improve the pedestrian environment.
- The newly established outdoor Farmer's Market, which could continue to provide activity in the downtown center, and business customers for artists, farmers and other local vendors
- The immediate access of the downtown to a recreation trail coming in from the north. With attention to trailhead design and signage, recreational trail users could be encouraged to stop downtown for meals and activities.
- The presence of a 3-acre space on North State Street, adjacent to the trailhead, which could be explored as a possible site for a small overnight accommodation to serve tourists and local business travelers, and/or attractive party and event space.
- The former Ames store and Middlefield Hardware store spaces, which provide footprints that could accommodate larger uses attracting regional customers
- The strong Amish presence in the community, and Middlefield's unique character of Amish and non-Amish living and working side-by-side, which could be capitalized on in creating a recognizable "brand" for the Village

Map 8 shows the various opportunities in the Village in graphic form. The three largest vacancies are shown as opportunities, along with enhancing the downtown, locating a possible lodging place in the downtown, and capitalizing on the trail connection into the downtown.

Map 8 Opportunities

Source: Google Maps, CSU Center for Community Planning and Development

9. CASE STUDIES

This section contains several examples of small town businesses which use available vacant space, are locally initiated, complement (but do not compete with) larger merchandisers, and draw customers from outside the community's primary market area.

A. Hartville Marketplace, Hartville, Ohio; And Valley Marketplace, Boardman, Ohio

Two marketplaces have been established in Hartville and Boardman, Ohio, which offer possibilities for Middlefield. As "Marketplaces", they provide an indoor "mall" with small spaces (average 320 square feet) for micro-businesses. Marketplaces are typically higher quality than flea markets, commanding higher rents and offering more programming and amenities (cafés, business offices, tenant support). They provide a venue for higher-quality goods such as hand-crafted furniture, needlework, and artists' studio work, and also can act as an "incubator" for micro business to establish themselves and grow into more traditional sales space over time. They offer an opportunity for unique products to draw tourists and other customers from outside the immediate PMA customer base.

These two marketplaces are the closest to Middlefield, at 50 (Hartville) and 42 (Boardman) miles from Middlefield respectively, creating the possibility that a Marketplace could be successful in Middlefield. While a flea market exists in Middlefield, it fills a different niche, with lower prices and rents. See Table 18 for a comparison of flea markets and marketplaces.

Photo: K.Date

Table 18 Comparing Marketplaces and Flea Markets

Name of Market	Address	City	Traffic AADT	Approx. Market SF	No. Indoor Vendors	Overall Gross SF/vendor	Approx. Vendor Area	Estimated Vendor Area Utilization	Avge SF/Vendor space	Vendor Rent	Rent Unit	Amenities/Comments
Hartville Marketplace	1289 Edison Rd NW	Hartville	10690	98134	117	839	39254	40%	336	$ 3.30	/SF/month	Café, customer service, handpainted murals, vendor assistance; has outdoor flea market in summer; high quality brick on masonry building' programming/events
Valley Marketplace	6151 South Avenue	Boardman	15677	44000	32	1375	22000	50%	688	unknown		Former Pat Catan's; brick exterior
Middlefield Flea Market	15848 Nauvoo	Middlefield	OH	not listed	15-60	200	6000	50%	100	$0.90	/SF/Mo	Middlefield Twp, Pole barn bldg, adjacent pole barn auction; grille café, limited programming, open 2 days/wk
Carlisle Twp Flea Market	430 Oberlin-Elyria Rd	Elyria	not avail	67378	39	1728	26951	40%	691	unknown		Former Kmart building, with restaurant' brick exterior
Jamie's Flea Market	46388 Telegraph Rd	S Amherst	4650	51066	125	409	30640	60%	245	$ 0.46	/SF/month	weighted advertised average rent $28/week/space; lower quality buildings/pole barns; programming/events
Proposed Middlefield Marketplace	**15420 W High St**	**Middlefield**	**10260**	**44750**	**60**	**746**	**17900**	**40%**	**298**	**$ 2.80**	**/SF/month**	**Need to limit food sales due to Giant Eagle lease; but restaurants OK**

Sources: Center for Community Planning and Development, CSU; marketplace and flea market web sites; Google maps

B. Great Lakes Outdoor Supply, Middlefield

This store is one of four in the Geauga-Lake County area, operated by a local entrepreneur. Opening in 2012, it fills a former vacant store building in downtown Middlefield, the site of the former Sparkle Market, which closed in 2006. Locally owned and drawing customers from outside the Primary Market Area, it appears to be a thriving operation which fills a unique niche for outdoor and hunting-oriented quality sporting goods.

Photo: Village of Middlefield

C. Red Maple Inn, Burton

The Red Maple Inn is a small (18 room), locally owned overnight lodging place which also provides a modest meeting/conference/party space. (100 person maximum). With a stunning view of the adjacent countryside, intimate patio and lobby areas, custom hand-crafted furnishings, and sponsored Amish country tours, it capitalizes on the unique flavor

of the town to attract tourists and wedding/event patrons alike. Its size provides greater capacity than a typical bed-and-breakfast, while still allowing for the personal service often associated with those establishments.

Besides smaller 1 to 6-room bed and breakfasts, the only lodging available in the Middlefield area is located in Solon and Beachwood/Woodmere, on freeway interchanges. Middlefield businesses create demand for lodging in the immediate area, and the tourist industry does as well. It seems that it would be worth exploring the potential market for a small inn right in Middlefield.

If a market study proves positive, it is recommended that a location in the traditional downtown be considered. This would be close to business travelers and key tourist destinations (Middlefield Cheese, Mary Yoder's); and would help to strengthen downtown businesses and activities, such as restaurants and the farmer's market. A site adjacent to the trailhead along North State Street would also provide the opportunity to attract recreation tourists.

D. Farmer's Market Structure, Ann Arbor, Michigan

The parking lot location of Middlefield's Farmers Market is an excellent, central site for downtown activity. To enhance the "sense of place" and traditional feel of a downtown retail neighborhood, the city of Ann Arbor installed an open structure to support a similar parking-lot-based farmer's market. Such a structure could also help to create a "destination" that could be an enhanced location for local artist/craft studios, etc. While providing shelter from rain and sun for the regular farmer's market, the structure is also rented out for festivals and events. A smaller version could provide similar opportunities for Middlefield.

E. Village-Home Businesses, Glenwillow, Ohio

The historic homes along the back of the Great Lakes Outdoor Supply parking lot and on Gooding Court present an interesting opportunity to enhance the downtown community area with individual art studio/small business space. The repurposing of a similar row of historic company homes in Glenwillow, Ohio comes to mind. The homes have been renovated and now serve as locations for artists/craftspeople, legal, medical and business services, and the like, as well as homes. The Gooding Court three could be augmented over time with similar structures to enhance downtown character. Their proximity to the downtown center and trailhead, and ample parking in the Great Lakes Outdoor Supply lot, make this an idea worth exploring over the long term.

Photo: Village of Glenwillow

F. Smitty's Cinema, Tilton, New Hampshire

Smitty's Cinemas are now a four-cinema chain in New Hampshire small towns, owned locally by a pair of brothers who started a "cinema pub" in 2009. Encompassing about 25,000 to 40,000 square feet per cinema, they provide an opportunity for patrons to share a meal with friends or family while viewing a current popular movie. The food served is standard family fare, including burgers, pizza, fries, etc. Family night, special offers, birthday party programming, special movie viewings, and other programs keep patrons coming. These small-sized cinemas are successful due to their unique, local flavor.

In Middlefield, visitors' surveys indicated that an increase in recreational opportunities would be desirable. Visitors also identified a need for locations to hold parties and events. The family-oriented nature of the cinema-pub might be an opportunity to meet both needs, while its unique business model could draw people from outside the Primary Market Area.

10. CONCLUSIONS AND CAVEATS

The results of this analysis show that Middlefield has many strengths in its retail and service business environment, and there are also many opportunities for the Village to capitalize on new ideas.

- A sizeable population within the Primary Market Area, with higher-than-average income, and a higher-than-average capture rate for many households, provide a strong customer base for existing retail businesses.
- The Village's strong support for retail business to date has resulted in a sizeable quantity of retail businesses that generally meet the needs of households within the Primary Market Area.
- The enthusiastic support of local business and residents for Middlefield's success is shown by high participation in the Visitors' and Merchants' survey.
- The presence of a strong Amish population, as well as farm-based and home-based non-Amish businesses, present the opportunity for tourism and emphasis on quality, local goods that have the potential to draw customers from outside the Primary Market Area.
- Three of the vacancies in the Middlefield area are large enough to support a sizeable new business venture.
- Local residents who are committed to the success of Middlefield, including the Amish community, present a pool from which local entrepreneurs can be cultivated.
- Opportunities exist to expand selection and quality of products, especially for clothing, shoes, body and health care products, and specialty grocery.
- The Middlefield downtown, with its existing historic buildings, access to a recreational trail, and presence of sites large enough to support business expansion, presents an opportunity to enhance "quality of place", attractiveness to tourism, and strengthening of existing retail business, over time.
- Several case studies show innovative opportunities for local entrepreneurs to strengthen the retail environment in Middlefield.

Caveats

While this study has made an attempt to use methodical analysis to identify Middlefield's strengths and challenges, to identify possible market opportunities in the retail environment, and to generate ideas and opportunities for business expansion, it should be noted that there is no guarantee that any business will succeed. There are many factors that contribute to the success of a business; a preliminary market analysis is only one of them.

It should be noted that small sample sizes were available for the surveys and interviews, and these analyses were not statistically sampled and analyzed. A wide margin of error could result. Similarly, the best available data in many cases dated to 2007 to 2009, prior to the current economic scenario; or was national or state-level, which may not directly apply to the specific Middlefield area; or was based on the American Communities Survey. All of these conditions could likely indicate a wide margin of error. It is likely that

unreported income could have a significant effective influence on the income in the Primary Market Area that is available for retail expenditures. And finally, the influence of web-based purchases on various categories of retail expenditures is constantly changing, and very difficult to measure with reliability at the local-regional level.

For all of these reasons, it is recommended that the Village use this information as a source of general trends and opportunities, while working with individual businesses to encourage them to do their own specific market analysis as appropriate for their product and/or service.

Next steps

This study presents several opportunities for the Village to explore further. Recommended next steps include:

- Identifying possible entrepreneurs who may want to explore ideas, as shown in the case studies, to fill available vacancies, especially the former Ames, Middlefield Hardware, and Wendy's sites, and the vacant property along North State adjacent to the trail corridor. Their explorations should include detailed studies of competitors, comparable projects, possible financing options, and support among local residents and businesses for rents and prices needed to make these projects financially feasible.
- Exploring ways to enhance the "Quality of Place" in the older downtown area to strengthen tourism and existing retail businesses.
- Move forward with a comprehensive planning process that includes the development of the community's vision for the future of the Village.

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Ongoing communication throughout the fall with K. Breyley, Editor, Middlefield Post Newspaper; Mayor Ben Garlich, Village of Middlefield; Dan Weir, Village Administrator, Village of Middlefield; David Dietrich, Director, Geauga County Planning Commission staff; and other members of the Village Economic Development Committee, who are business owners and other representatives of the business community.

12. APPENDICES

A. Visitors' Survey Findings

- 96 Respondents, half online and half in person, paper surveys conducted at the Geauga Outdoor Supply and Ace Hardware on two successive weekends
- Frequency of coming to Middlefield: Half come to Middlefield for work, 40% 2-5 times per week. 65% come for restaurants 2-5 times her week; another 24% come once/month. 46% are passing through 2-5 times a week, another 28% pass through once per month.
- Restaurants: Almost half of paper survey respondents come once/week for restaurants, another ¼ come once/month. ¼ of online survey respondents quarter come once/week for fast food, another ¼ once/month, a fifth come 2-4 times per week; and For full service restaurants, 37% come once a month, 25% once per week.
- Amish businesses: about 70% visit Amish businesses at least once every few months. 43% visit at least once a month, and 12% visit once a week.
- Most important reason for shopping here: 74% listed location; the rest were mixed.
- Competitors: the following were the highest percentages for different locations: Chardon once per month 30%; Garrettsville 10% every few months; Bainbridge 23% every few months; Mentor 43% every few months; Burton 30% every few months
- Other competitors: only 6 of the 90 respondents (7%) cited other locations besides these, and they all cited the main reason as being close to their home.
- Reasons why competitors are attractive, three highest reasons (first is most important): Chardon – selection/quality/location; Garrettsville – location; Bainbridge – selection/quality/location; Mentor – selection/location; Burton – selection/location/quality; Amish – unique products/service/price/quality; other – quality.
- Parking is fine, there are no concerns.
- Reasons for visiting Middlefield: (open ended question) Restaurants 20; food/groceries 22; shopping 16; live here/school is here/closest/local 33.
- Additional shops you'd like to see: (open ended question) movie/recreation 10; clothing 22; others: grocery, produce, quality foods; wider restaurant/store range.

B. Merchants survey findings

- 28 Respondents, online
- Respondents represented a wide mix of merchant and business types, from furniture to grocery to woodworking to medical/dental and banking. There were six personal care/health responders, and 2 banking; all other categories were one respondent.
- 83% of respondents were located inside the Village.
- There was a mix of sizes; 43% were over 3000 square feet.
- 1/3 of respondent businesses had been here less than five years, 1/3 had been here more than 20 years.
- 73% of respondents were owners.
- 46% of them had been owners less than 5 years.
- Number of in-store customers per day: range 0-2510; average 164.
- Amount of repeat business: average 70%, range 30-100%.
- Walk-in customers: average 40%, range 0-100%.
- Amish customers: average 36%, range 0-95%.
- Middlefield area customers: average 60%, range 20-100%.
- Regional customers: average 30%, range 1-70%.
- Beyond region customers: average 16%, range 0-75%.
- Hours of operation were diverse and weighted toward morning and afternoon.
- Best sales times were diverse. Of note, events that spiked sales included start of school, county fair, holidays, rainy days.
- Gross annual sales: average $6 million, range $34,000-28 million.
- Parking is considered fine.
- 55% lease and 45% own their buildings/spaces.
- Competition: (open ended question) Walmart mentioned 4 times; Mentor mentioned 3 times; Gander Mountain, Best Buy. Most competitors identified were in Middlefield.
- What makes Middlefield businesses more competitive: quality, service, selection, location, name brands (in that order).
- Price points: Average 68%, high 21%, low 10% of respondents.
- Businesses that complement yours: Walmart mentioned 4 times, once with a note that it draws business; CVS; Rite Aid; health care; banks/title businesses.
- Needed retail: Clothing mentioned in 8 of 18 responses; quality grocery; entertainment; party center.
- Too much retail: restaurants, especially fast food.

C. Community Business interviews

- 3 Respondents
- Non-Amish attracted by price, bulk availability, unique products, nostalgia
- Middlefield Farmer's Market is new this year

- Tourists typically visit in one or two days: White House Chocolates, Mary Yoder's Restaurant, Middlefield Cheese, Sparrow Christian Books, Middlefield Market Auction/flea market.
- Monday is a big tour day. Tourists drive, some come on buses
- Needed in the area: clothing, entertainment/activity, cinema
- Route 306 is a barrier, no one goes west of there
- Note no real community gathering place in Middlefield, no lodging, no nice meeting/social event space.
- Zoning in the Village can be a barrier to businesses locating there

D. Amish Population Analysis:

- Sources: (D. Kraybill, 2012; Elizabethtown College web site; Amish Church Directory of Geauga County, 2008).
- There are 88 church districts, only one of which is outside the Primary Market Area/PMA (Garrettsville area district). There are about 6 that are right on the border. (Windsor/Ashtabula, Parkman and Chardon areas).
- There were 2703 households, representing 13,960 people, in 2008/9. This is 21.5% of the 2010 census PMA population of 61,390, and 13% of the total households in the Primary Market Area.
- Average Amish household size in the PMA is approximately 5.16 people, compared to 2.68 people/household of non-Amish in the PMA.
- About 11% of Amish adult children have moved outside the PMA. Estimates from Donald Kraybill are that the Amish population doubles approximately every 20 years. We need to estimate Amish population growth since 2008/9.
- Per D. Kraybill, 7% of Amish household heads in Geauga County have their primary (full time) occupation as farming. The rest are in trades, self-employed in small business, or work in local factories.

E. Amish Merchant and Family Interview Findings

- About 8 individuals
- Amish attracted by price, convenience/ease (lack of congestion), service, specific products, friend/family connections
- Holidays: Amish shop for each other at Christmas, have no Christmas Tree
- Gift giving: Amish hold charity auctions for community members, will purchase "quality worthwhile" household goods for auction/donation
- Business has been good and always growing/expanding: "more people/customers"
- Some avoid Walmart because won't carry certain goods; "Walmart is the only game in town, always carries the same goods"
- Some businesses avoid signs on road due to zoning restrictions, and also to avoid attracting crime. There have been some recent issues with shoplifting, need to supervise store well.

- Amish travel a lot, using taxi, bus, train, and carpool; adding in the maintenance of horses and gear, transportation costs are likely the same or higher than Non-Amish families.
- Amish pay for health care, insurance, and education through their community churches. Everyone is covered, so fully employed families bear the costs, likely as much if not more than non-Amish families.
- In past years families would band together and hire a van to do their weekly/biweekly shopping for supplies and groceries. Now with everyone working off the farm, it is harder to coordinate schedules, so it is easier to travel by buggy to local shops. This has likely encouraged the establishment of country stores throughout the area. The farthest one typically travels by buggy for daily errands is 6 to 8 miles (about 30 minutes?). Closer is preferred.

F. Business Inventory in PMA

See attachments for the business inventory table. It is too large to include in this report.