Final Market Strategy
City of Wyoming, Michigan

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"Turn on 28th"

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progressive|ae

NEDERVELD

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Turn on 28th Subarea Plan

T able of Contents *Page*

Section 1 ~ Executive Summary	1
Section 2 ~ Retail Macro Study	6
Section 3 ~ Retail Micro Study	8
Section 4 ~ Jobs & Office Space	12
Section 5 ~ Residential Analysis	17
Section 6 ~ Work Approach	19
Section 7 ~ Consultant Team	21
Maps ~ Table of Contents	22
Appendix ~ Table of Contents	22

Section 1 ~ Executive Summary

As subcontractors to Nederveld Associates, LandUse|USA has been retained by the City of Wyoming to conduct a Market Assessment and Economic Growth Strategy for the 28th Street Subarea Plan. This preliminary report presents the Market Strategy and work that has been underway since the project commenced in mid-2010. It also provides a succinct explanation of key observations derived from the collaborative work detailed in *Maps A* (Conceptual Plans); *Appendix A through D (*the core analyses supporting the recommended strategy); and *Maps B (*public transit).

The Draft Conceptual Plan

This report represents the final market strategy and replaces all prior drafts and versions that were presented at various stages during the work process. At this stage in the process, the project team and steering committee are working together to decide on a final concept plan, which is expected to reflect an adaptation of the Draft Concept 1, below. A more geographically complete plan is displayed in Map A.1, attached, along with the alternative Concept 2 (Map A.2).

Draft Concept Plan 1. *"Turn on 28th" Subarea Plan*

LandUse|USA has been working directly with the project team to optimize the layout of retail footprints within the Subarea Plan and planned redevelopment project. Many of these recommendations have focused on ensuring that the core of the retail project and its main anchors pivot around the important intersection of DeHoop / Michael Avenue and the new Crescent Street. This would achieve multiple goals, including:

- Connecting the retail core with the existing City Hall through proximity and walkable design elements;
- Minimizing the distance from Highway 131 to the retail core, thereby encouraging traffic on that important connector to exit the highway and shop the new project more frequently;
- Minimizing the distance from the proposed Silver Line rapid transit commuter route which, if adopted as proposed, will connect 28th Street with Downtown Grand Rapids (see Map B.4 in the attached Maps B. Transportation);
- Minimizing the perceived and actual driving distances from the competitive Woodland and Centerpointe shopping center to encourage cross-shopping between retail destinations;
- For the majority of existing businesses on the north side of 28th Street, minimizing the driving distance from the retail core of the new project;
- For the majority of new retail tenants and merchants in the planned open-air retail district, minimizing the walking distance from the retail core of the new project; and
- Helping the project's new anchor stores achieve synergies by clustering together in the heart of the project and at *both* ends; thereby achieving a balanced project that is attractive to smaller, independent merchants, and easy to shop.

Most of these goals are met with the current configuration of anchor stores displayed in Concept 1. We have also recommended that the revised plan include modifications that are intended to improve the project's overall appeal for prospective anchors, tenants, developers, and investors. These recommendations include the following:

- Shifting of the largest anchor in the project's core to the north side of the new Crescent Street, anticipating that this anchor will demand visibility and direct access from the busy 28th Street corridor;
- Redesigning of the east (right) end of the project to provide direct line-of-sight into the new Crescent Street for west-bound traffic along 28th Street; perhaps by using design features similar to those shown on the west end of the project;

- Shifting retail from the easternmost segment of the plan (see Map A.1, attached) into the retail core, and re-allocating that land for and mid-scale office campus; and incorporating pathways into that campus to connect adjacent neighborhoods with the retail project;

- Widening of secondary north-south access roads so they are as wide as the DeHoop / Michael Avenue corridor; providing for The Rapid's buses, bicycle lanes and on-street parking; and ensuring that all streets are two-way to provide for both access and egress at both ends of the project;

- Incorporating public greens and/or plazas into the plan to improve pedestrian connectivity north to the City Hall and former Klingman's facility; and similar to what is shown in Concept 2 (see Map A.2, attached); and

- Improving access into the project for resident shoppers in the surrounding neighborhoods; and improving access for shoppers that cannot afford a car and may be dependent on bicycles, The Rapid buses and sidewalks for necessary trips to grocery stores, pharmacies, banks, and other conveniences.

All of these recommendations have been provided to the planning team of Nederveld, Williams & Works and Progressive A|E, and the team is currently in the process of revising the plan to reflect these improvements. In March 2011, the revised plan will be made available at an open house for public review and comment, and will then be finalized.

Stakeholder Input

Significant stakeholder input has been weighed and incorporated into this Market Strategy and the Turn on 28th Subarea Plan. Stakeholder input was achieved through the combined efforts of Nederveld Associates, William & Works, Progressive A|E, and LandUse|USA. A variety of tools were used, including one-on-one stakeholder interviews; conceptual planning charrettes; public open houses; City Council presentations; and interviews with the media and press. The planning team also set up at station inside a vacant store front (inside Rogers Plaza), and many residents and shoppers stopped by to learn more about the project.

Finally, the following project website and social media links were also created to provide stakeholders with updates and a venue for discussing the strategy and plan:

Project Website: http://www.ci.wyoming.mi.us/About/turnon28th.asp

Social Media: http://www.facebook.com/home.php#!/turnon28thstreet

Optimal Strategy

The 28th Street study area can continue to provide essential shopping choices and fill a need within the local market, and this role is sustainable going forward and even in a tough economic climate. It is not necessary to view it as an expired or exhausted shopping district that has outlived its usefulness for retail or that must now be reinvented into some other type of non-retail use. Rather, it is dated; struggling to serve a transitioning demographic; and to be redefined and reformatted to serve the appropriate types of retail and businesses.

The Market Strategy focuses mainly on testing the opportunities for retail and office space, and also includes a Housing Assessment. Based on the results, the following narrative emphasizes a retail strategy for targeting moderate stores in the general merchandise, clothing and niche grocery categories; focusing on business retention, fostering small business growth and helping seed new ethnic businesses.

The strategy also calls for planning and recruitment of important anchors for build-to-suit office buildings. Targeted categories should include those related to telecommunications; publishing and data management; advanced learning institutions (business and junior colleges, vocational schools, retraining centers, etc.); and general health and medical care facilities. Other types of complementary businesses are also supportable for sublease office space, but the most efficient approach is in targeting anchors first. *Development of speculative office space that lacks anchors should be avoided at all costs.*

Finally, based on the results of the housing assessment, the "best" opportunities (i.e., those with the lowest risk in the current soft housing market) are in affordable and market-rate products beginning at prices of $124,900. Ideal formats would include multi-family attached units; a mix of both owner and renter choices; and an emphasis on unit formats that would meet the needs of working families; up-and-comers working in downtown Grand Rapids; and seniors or other residents with special needs.

Opportunity in Perspective

One of the most singular stakeholder requests was for the project to accommodate an anchor that could be used to woo a discount department store (like Wal-Mart or Target), or some other big-box national chain. There is barely enough retail gap in the local trade area to accommodate one use of this type. However, the location is still a fit for an urban discount store, particularly one that is pursuing an aggressive strategy to compete with the market's local Meijer brand. In this context, we have also cautioned against a supercenter concept that could put local grocery stores at risk.

Stakeholders also expressed interest in mega regional destinations, and a number of specific brands were mentioned like IKEA, Galyan's, Cabela's, Bass Pro Shop, the Great Wolf Lodge, and even an Outlet Mall. Unfortunately, the primary trade area's population and income is not enough to support these types of stores. This is exacerbated by the fact that within the larger region, competition is fierce from Woodland, Centerpointe and Rivertown Crossing regional shopping destinations – which are located in relatively higher-income sectors of the market.

It is certainly possible that these types of mega retailers could open stores in the Grand Rapids market. However, they are far more likely to choose a location with excellent visibility to highway traffic.

As a major route for drive-through visitors, truckers and week-day commuters, Highway 131 has the region's highest Average Daily Traffic (ADT) of 75,000 to 105,000 (see Map B.1). In comparison, the ADT counts drop below 28,000 near the 28th Subarea.

After the 28th Street Subarea strategy is implemented, we expect these counts to exceed 30,000 and eventually reach 40,000. Even so, the project's lack of visibility to Highway 131 remains a detriment to its ability to convert drivers into shoppers. Some of this can be offset with an effective and aggressive marketing campaign, including prominent signage and way-finding along Highway 131.

Section 2 ~ Retail Macro Study

In earlier stages of our work we completed a retail supply-demand analysis that focused on primary and effective trade areas for the 28th Street district. The results of this "macro" level study are provided in Appendix A, and the results validated the district's long-term importance as a distinct shopping district with stores that serve the local market, offer quality shopping choices, and fill the needs and expectations of a diverse and changing consumer demographic.

Since that earlier work, we have conducted additional analyses and "micro" level studies of the market with more detailed comparisons between the "Turn on 28th" Street district and other competitive retail districts in the southern half of Grand Rapids. The results support the earlier findings and have also been used to help identify more specific retail opportunities for the City of Wyoming. This section and the following one focus on the results of these two retail studies.

At its eastern end, the 28th Street district shares an interchange with Highway 131 corridor, which connects many residents with downtown Grand Rapids. At its western end it also shares a highway interchange with I-196, which also provides direct access into downtown Grand Rapids. However, even with these connections, the district is shadowed by established shopping destinations. Some of the most important geographic draws are the unique department stores anchoring Woodland Mall to the east (with Macy's, JC Penney and Sears), and Rivertown Crossing to the west (Macy's, JC Penney, Younkers and Sears).

Although the study area's trade area is shadowed by Woodland Mall and Rivertown Crossings, it is an established urban community with good population density and demographic diversity. Population and per capita income within the trade area are expected to continue growing at slow rates and the Hispanic population is growing in importance. Today, over 22% of the population within one mile of the study area is Hispanic compared to just 3.5% in 1990.

Summary of Retail Gaps

Based on results from the macro analysis, the following categories represent the "best" near-term opportunities: 1) Clothing and Accessories Stores; 2) General Merchandise and Department Stores, including Discount Stores; and 3) Specialty Grocery Stores in niches to create clear synergies.

Other categories of retail are saturated in Kent County and also represent limited if any opportunity for the 28th Street district, particularly furniture stores; and electronics and appliance stores. (Southwest Michigan has a legacy in the furniture manufacturing industry, so the prevalence of furniture stores in Grand Rapids makes sense.)

The home improvement and pharmacy categories also appear to be saturated in Kent County. Both categories have been growth leaders nationwide over the past decade; and aggressive and competitive location strategies have resulted in over-building in many markets. Finally, the local trade area also has a prevalence of neighborhood and local grocery stores, and many of them could be at risk of closure if a supercenter opens in the study area. These and other observations will be elaborated upon when the strategy is incorporated into the Subarea Plan.

Kent County Retail Gap

In conducting the analysis, we utilized 2009 retail data provided by Claritas to conduct a top-level assessment of retail gaps within Kent County, and identified the categories that appear to represent opportunities with the least amount of risk (Exhibit A.1). Results generally indicate that food and beverage stores (i.e. grocery stores); foodservice and drinking places (limited-service restaurants); clothing and accessories; and department stores (including discount) are under-represented in Kent County. In comparison, the county is generally saturated in most other conventional retail categories.

Kent County Import-Export Analysis

We conducted an analysis of net import and net export among transacted retail sales for Kent County and also provided comparisons to a few benchmark markets, including Kalamazoo, Ingham (Lansing) and Saginaw Counties (Exhibit A.6). In general, the results indicate that Kent County is a strong import market for most top-level retail categories, with the exception of food and beverage stores; and motor vehicle and parts dealers.

Transacted Retail Sales

In just the past month the 2007 Economic Census finally released the retail data for counties in the State of Michigan, and the results are summarized in Exhibits A.5 through A.9. Again, the data focuses on comparisons of Kent County (Exhibit A.5) with the State of Michigan (Exhibit A.6); and with Kalamazoo, Ingham and Saginaw Counties.

For this step in the analysis we focused on categories that are considered most likely to have sales import and are most likely to be represented by relatively large anchors, usually including national chains and brands. We then calculated average sales per establishment; sales per capita and market share for each of the generalized categories.

The data results suggest that Kent County could support a *maximum* of up to 6 new anchor stores in the clothing category; 6 anchor stores in the food and beverage (grocery) category; and 2 general merchandise, department or discount store anchors. The other categories have significantly lower sales opportunity but could potentially support one additional store with some sales transfer or aggressive marketing to increase it geographic reach.

Submarket Retail Inventory

We also conducted a more detailed inventory of current (2010) retail establishments and employment within 3 miles of the 28th Street district and within its primary trade area, and then compared the results to the aggregate inventory for Kent County. Each category's share of the total number of listed employees is also provided.

By comparing the results between geographies, it is possible to identify potential gaps for the study area in two main categories, including clothing and accessories; general merchandise and department stores (including discount); plus a relatively small opportunity among sporting goods, hobby, books and music stores.

A more detailed micro-level study was then conducted to compare the district with other destinations in Grand Rapids. Results are described in the following section of this report.

Section 3 ~ Retail Micro Study

After completing the macro level, market-wide study of supply and demand, we then proceeded with a closer look at the mix of retailers within the 28th Street district. Specifically, we aggregated the total number of employees by retail category, with results are provided in Exhibit AA.6 and AA.13 (histograms). A more detailed inventory is also provided in Exhibits AA.14 through AA.18.

Overall, the data shows the prevalence of automotive dealerships, auto parts and services within the 28th Street district. Other prominent categories include limited service restaurants; grocery stores; and traveler accommodations (i.e., hotels and motels). Aside from automotive dealerships, other retail categories that would rely on a regional draw are relatively under-represented, and particularly furniture and department stores. The department store category in particular is also well-served by the competing Rivertown Crossings and Woodland Malls (see Exhibits AA.8 and AA.10).

Rivertown Crossings, Woodland Mall, Centerpointe

The inventory within the study area was also compared to the detailed retail mix of other shopping destinations delineated in Exhibit AA.1 (map). The Woodland and Centerpointe districts also span the 28th Street and Highway 11 corridor, and the districts are split between these two malls. Woodland Mall is a conventional regional shopping center anchored by Macy's, JC Penney and Sears; and Centerpointe is anchored by value stores like TJMaxx, DSW Shoes and Nordstrom Rack, plus Old Navy, David's Bridal, Dunham's Sports, and Best Buy. Rivertown Crossings includes Younker's, which is absent at Woodland Mall.

Byron Town Center and Gaslight Village

For additional perspective, we also weighed tested two smaller districts defined by the emerging Byron Town Center and by the Gaslight Village. Byron Town Center is an emerging retail district leveraging proximity to Highway 6 and a new Metro Health Hospital, and is dominated by personal care retailers and limited service restaurants (Exhibit AA.12). The Gaslight Village has earned its acclaim as an enjoyable, pedestrian shopping environment; and the vast majority of its stores are in the personal care category (Exhibit AA.13).

Other Competing Shopping Destinations

The comparative districts are by no means all-inclusive for competition within the market. Examples of other significant shopping destinations include big-box development in Cutlerville/Gaines Township (at Kalamazoo Avenue); competition along Highway 44 / Beltline Avenue in the northeast sector of the market; and a proposed lifestyle center in the City of Walker (north of I-96) that could include large-format, regional destination types of stores (including a large sporting goods store like Bass Pro Shop, Cabela's or Galyan's).

Summary of Retail Opportunities

Comparing the results between geographies is part of the deductive process for identifying potential opportunities for the 28th Street study area. Through this process, we were also able to verify opportunities in several categories, including apparel/clothing and accessories; general merchandise and discount department stores; and sporting goods, craft, hobby, and music stores.

Exhibit AA.2 provides a detailed list of specific retail categories in the 28th Street district that could be targeted for a number of reasons, and particularly because they:

a) are under-represented based on the macro-market supply-demand analysis;
b) are under-represented based on the micro-market comparisons with other districts;
c) could benefit from synergies with existing businesses;
d) could enhance the existing retail mix; and/or
e) could introduce new opportunities for fostering entrepreneurialism.

New businesses would also bring jobs and ideally meet the wants and needs of resident shoppers and businesses.

Niche Grocery Stores

The grocery store category warrant additional discussion. Among grocery stores, we have identified a few niche types of businesses that would ideally complement established businesses (Duthler's, D&W / Family Fare, Sav-A-Lot, Aldi, etc.), and would provide grocery shopper with more choices and therefore more reasons to "shop local." Introducing another conventional, main-stream grocery store or supercenter into the market is explicitly not recommended. Instead, the mix must be unique and in categories that celebrate ethnic diversity; home and family cooking; access to import goods that might have been relatively rare to prior generations; and growing urban preferences for "green" merchandise and eco-friendly, organic and locally-grown produce.

Clothing and Apparel

The clothing and apparel category is also important while recognizing that full-line department stores (like Younkers' Parisian and Elder Beerman; Nordstrom; and Hennes & Mauritz) are more likely to locate at Woodland Mall or Rivertown Crossings. Finding unique brands to fill the category is also tough because many of the national chain apparel stores (like Kohl's and Old Navy) already operate stores in the vicinity of both malls.

Some of the gap could be filled by a discount department store like Kmart or Wal-Mart. However, these companies also have formats that tend to be generic and create market-wide redundancies and overlap. A more challenging but rewarding approach would involve fostering local entrepreneurs in opening women's ethnic fashions and boutiques that bridge nationalities and age brackets with unique merchandise and urban flair.

Celebrating Ethnic Diversity

With the market's changing demographic in mind, a review of Exhibit AA.5 shows how limited ethnic diversity is evident in the current retail mix. In stretching the definition it is easy to identify a number of Italian pizzerias; European bistros and pub/grills; and Asian buffets. Comparing the list to the growing importance of Hispanics and other ethnic groups in the market suggests a community need and opportunity for helping independent store owners grow their businesses; trade up into better retail space; improve their marketing; and ideally reach more customers. (Note: These ideas will also be explored during public workshops being held in early October.)

Business Retention Strategies

Recognizing that the list of recommended new stores is not robust, Exhibits AA.3 and AA.4 focus on identifying existing stores that would be among some of the best candidates for relocation into new and modern retail space. Some of these tenants might be interested in occupying more efficient space in more compact mixed-use project that includes in-line retail along the streets and sidewalks.

Many strategies and "best business practices" can be used to help existing businesses achieve higher sales and profit margins. The most obvious may be the store's location. However, that must be supported by strategies for developing new tenant space that improves a) visibility to potential customers; b) access, walkability and parking; c) facades and aesthetics; d) signage and way-finding; and e) adjacencies with complementary retailers.

Implementation; Main Street Manager

Community and incubator support services from within the community can also prove very beneficial to growing local businesses. Assistance could cover a broad range of topics like business management, bookkeeping and taxes; staffing, payroll and benefits; sales, promotions and cross-marketing; and customer service. The success of these efforts may depend on a dedicated "Main Street Manager," much like conventional shopping centers have managers dedicated to helping their tenants be successful.

Section 4 ~ Jobs & Office Space

Some of the first steps in the work involved an assessment of local economic conditions, with results provided in Appendix C (supplemental document). The assessment included a study of statewide unemployment trends over time (Exhibits C.1 and C.2); worker flow between Kent and surrounding Counties (Exhibit C.3); and expansion of the supply-demand analysis to include non-retail business categories.

The business supply-demand analysis involved a comparative study of business located within 5 miles of downtown Grand Rapids, Muskegon, Kalamazoo, Battle Creek, Lansing, Ann Arbor, Flint and Saginaw. Specifically, the study measures the number of employees by business category, with adjustments for each market's population. The results for all eight markets were then ranked within each business category, and the relative position of Grand Rapids within the group was used to test for market gaps.

The categories with gaps for Grand Rapids were then clustered to qualify the results and identify opportunities for synergies. Consideration was also given to the unique attributes of the comparative markets, recognizing that Muskegon is different from Flint, and Grand Rapids is different from Ann Arbor.

Finally, a conservative approach was taken in measuring the upside opportunity for new jobs in Grand Rapids. The lowest possible "upside" was applied to most categories, whereas a more aggressive approach may have been acceptable under more favorable economic conditions.

Summary of Opportunities

The results for Grand Rapids are summarized in Exhibit C.4 through C.5, and several general categories surface as the best candidates for build-to-suit anchor office buildings, particularly the following (Exhibit C.4):

- Telecommunications
- Information, Data Processing
- Book, Software Publishing
- Credit Intermediation, Financial
- Professional, Technical Services

Complementary Opportunities

The categories listed above should be targeted as anchors of new office buildings, whereas the following are more likely to follow as sub-lease tenants, and after demand is increased in the business community (Exhibit C.6):

- Advertising and Related Services
- Business Employment Services
- Management of Companies
- Other Business Support Services
- Office Administrative Services
- Architecture, Engineering Services
- Investigation, Security Services
- Services to Buildings, Dwellings
- Agencies and Brokerage Companies

Potential Economic Catalysts

There are two important categories that can be significant economic drivers but that can be particularly discerning on location. In these two categories, the City of Wyoming and stakeholders in the development community may need to aggressively with other attractive locations throughout the Grand Rapids market:

Advanced Education

- Junior Colleges, Business Schools
- Computer and Management Training Centers
- Vocational Rehabilitation Services

Health Care / Medical Services

- General Medical and Surgical Hospitals
- Outpatient Care Centers
- Offices of Health Practitioners
- Mental Health Care Facilities
- Other Residential Care Facilities
- Nursing Care Facilities

Considerable attention has been focused on the Grand Rapids market in recent years for its important role in life sciences, medical research and related high-tech industries. For this reason, we also took a closer look at market-wide growth for Kent County in the services industry sector compared to the state average and Kalamazoo County (see Exhibits C.7 through C.9). We then dissected the data a little further and noted that total employment in professional, scientific and technical industries has been favorable for Kent County compared to other markets, and has also shown good growth (Exhibit C.10).

In comparison, Kent County actually falls to the bottom of the list of tested markets on the basis of employment in health care, and excluding the professional, scientific and technical employment categories. Understanding the differences in these two categories can be important in qualifying the market opportunities for the 28th Street Subarea Plan.

Section 5 ~ Residential Analysis

Under current tough economic conditions with high unemployment; the housing slump that began in 2006; and stringent lending and mortgage practices, it is difficult to quantify clear "gaps" in most tiers of Michigan's housing market. For perspective, some analysts have estimated that the current over-supply of housing in Michigan could take 15 years to absorb; but more resilient markets like Grand Rapids could recover in 5 years.

Even so, we can still help identify the "best" formats for new residential units, particularly if they:

- Provide residents with quality, housing and new choices in product types and formats
- Improve access of residents to affordable and market-rate housing choices
- Improve access of a growing senior population to housing that meets their unique needs
- Add workers and shoppers within walking distance of office and retail space
- Provide shorter commuting distances for families to public schools, hospitals and services
- Support community vision for a mix of uses that can be knit into the urban fabric
- Diversify the investment risk for developers, lenders and funding agencies
- Help "turn on the lights" within the district to conveying a sense of place and community
- Achieve efficiencies through shared parking, public spaces and infrastructure
- Provide for infill of urban places, thereby suburban sprawl in other parts of the market

With these and related objectives in mind, this section of the "Turn on 28th" Market Strategy focuses on an assessment of current housing indices, supply and demand; and uses comparisons between 1, 3 and 5 miles from the City Hall and Kent County to gauge the local market's tolerance for additional housing units. The analysis begins with a review of basic market indices with the following observations and with a caveat that all observations should be qualified as a collective group. No single observation is intended to imply a clear gap or opportunity:

Tenure; Owner v. Renter

Renter occupancy as a share of total for the market does not change much with increasing distance from the City Hall (Exhibit D.2). This suggests that residents within 1 mile of City Hall are not necessarily more likely to be renters, which in turn suggests that new housing products could strive for a "normal" balance between renter and owner-occupied units.

Units per Building

Regardless of distance from the City Hall, detached houses comprise the vast majority of existing housing stock (Exhibit D.3). Within 1 and 3 miles of City Hall, the choices among other product types are particularly limited. This hints at a need to introduce more multi-family housing formats into the study area.

Age of Housing Stock

Within 1 mile of City Hall, a disproportionate share of existing housing stock was built between 1950 and 1959. At 3 and 5 miles, the stock is more likely to have been build before 1940 (Exhibits D.4 and D.5). Perhaps more important, the share of housing stock built since 1990 and within 3 miles of City Hall is disproportionately low, which suggests a need to add more modern housing choices.

Home Values, Vacancy Rates

Owner-occupied home values generally increase with increasing distance from City Hall, but vacancy rates generally decrease Exhibits D.6 and D.7). This suggests that local residents are choosing the most affordable options available. This suggests that new choices among affordable and "market rate" products would be well received, and would probably have lower than average vacancy rates.

Assessment of Market Demand

Housing demand within a market can be gauged based on the distribution of households by income bracket with comparisons between markets. Exhibits D.8 through D.9 demonstrate how the distribution of households by income shifts from 1 to 5 miles from City Hall. The distribution of households by income is clearly more moderate closer to City Hall. This suggests that the demand for affordable and market-rate housing will be higher within 1 mile than within 5 miles.

Renter-Occupied Supply

Exhibits D.12 through D.15 demonstrate the changing shifts among housing stock by value bracket, and with increasing distance from City Hall. Within 1 mile, a disproportionate share of rental units are capturing contract rents of $400 to $450, and there are relatively few choices in the $400 to $450 bracket. Choices in the better rental brackets improve with distance from City Hall. These results hint at a possible opportunity for infill among affordable rents; plus a need to improve the market's competitiveness among better rent brackets.

Owner-Occupied Supply

The last series of charts in the Market Strategy demonstrates the distribution of owner-occupied housing units by value bracket (Exhibits D.16 through D.19), again with increasing distance from City Hall. This data shows the most disproportionate results within 1 mile, and points toward a need for more owner-occupied housing choices in the $125,000 and higher value brackets.

Section 6 ~ Work Approach

In conducting the work for the "Turn on 28th" Market Strategy, we completed a number of research and analysis tasks, and additional work may be added as needed during development of the "Turn on 28th" Subarea Plan. For now, following is a summary of other items weighed in the work approach and in developing recommendations for the Plan.

Discovery and Experience

We listened to what local stakeholders and community leaders had to say during a mobile tour of the study area on July 28, 2010; and during one-on-one interviews conducted during the week of August 23, 2010. We also relied on our local knowledge of the Greater Grand Rapids market developed during other assignments for private and public sector clients and over the past 10 years.

Field Research and Analysis

We conducted field research, market tours and site visits on several occasions during the spring and summer of 2010; photographed area amenities, marketing efforts, attractions, vacancies, and evidence of commercial and real estate activity. We collected an inventory of business and retail along the 28th Street corridor as well as the vicinities of RiverTown Crossing, Centerpointe Mall, and the Gaslight Village shopping district.

Site and Location Analysis

We conducted an assessment of the study area's site and locational attributes, and have weighed things like for access/egress; terrain, line-of-sights and visibility; marketing efforts; existing land uses; adjacencies; connectivity with surrounding neighborhoods; connectivity with other shopping destinations; business clustering and synergies; and myriad related planning and strategic considerations. These items will all be addressed again when we develop recommendations for the optimal market strategy.

Trade Area Delineation

We delineated primary and effective trade areas for the project based on the distribution of population and income throughout the market; the study area's location relative to highway connectors; its location relative to competing shopping and regional destinations; and results of an import-export analysis (Exhibit B.1).

Market Parameters

We developed demographic parameters for the trade areas that are used to measure resident expenditure potential, and forecast population, income and total personal income out to 2020. For perspective, we also included comparisons for Kent, Allegan and Barry Counties (Exhibit B.2).

We also conducted an assessment of other demographic variables like age; educational attainment; housing tenure, vacancy and values; and lifestyle clusters (Exhibit B.3). In general, residents within the primary trade area tend to be younger than average for Kent County, are more likely to be renters; and have lower than average home values. They are also more likely to classified within the "Harlem Getaway", "Espaniola", and "Urban Cliff Climbers and Dwellers" lifestyle segmentations; and less likely to fall within the "Crème de la Crème" group.

Ethnicity, Ancestry, Language

We delineated smaller levels of geography based on 1, 3 and 5-mile radii from the intersection of 28th Street and Cleveland/Michael Avenues (Exhibit B.5), and conducted an analysis of ethnicity, ancestry and primary language spoken at home for these radii (Exhibits B.6 and B.7). To provide some perspective, we also provided comparisons to Kent, Allegan, Barry and Muskegon Counties, and to primary counties for other benchmark metropolitan areas in Michigan (Exhibits B.8 and B.9).

Other Considerations

Here is a summary of other tasks that were completed during this assignment and that will also be weighed during development of the Subarea Plan.

- We conducted an assessment of market-wide quality-of-life attributes and regional amenities, including an inventory of destinations like colleges, vocational schools and health care facilities.
- We expanded the supply-demand analysis to include additional business categories in the non-retail, service-based industries; and testing for additional gaps and opportunities.
- We considered local real estate conditions based on the availability of advertised for-rent and for-sale commercial, retail and office space.
- We reviewed prior work that has been conducted, including prior plans, feasibility studies and retail market studies.
- We weighed site and locational attributes of the study area and subject properties that are candidates for significant redevelopment (mainly Roger's Plaza, Wyoming Village Mall and Studio 28).
- We reviewed average daily traffic count patterns to and along the 28th Street corridor, and an assessment of changes in those counts over time.

Section 7 ~ Consultant Team

This concludes the recommended Market Strategy for the "Turn on 28th" Street Subarea Plan, and as-of January 2011. Questions regarding this document, including the data, analysis, methodology, and related next-steps may be addressed to Sharon M. Woods, CRE; Principal of LandUse|USA, LLC.

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Questions regarding the 28th Street Subarea Plan; Concepts 1 and 2 (see attached Maps A.1 and A.2); process and project management related items can be addressed to Mark Miller, AIA of Nederveld Associates.

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Questions regarding the facilitation of public input; stakeholder comments; branding and implementation of the recommended strategy can be addressed to Jay Kilpatrick, AICP of Williams & Works.

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616.224.1500

Maps - Table of Contents

Maps A - Conceptual Plans

Map A.1	Crescent Street Concept 1
Map A.2	Crescent Street Concept 2
Map A.3	Existing Conditions
Map A.4	Existing Land Use

Maps B – Transportation

Map B.1	MDOT 2009 Average Daily Traffic Counts
Map B.2	The Rapid – Existing Transit Systems
Map B.3	28th Subarea – Bus Routes and Public Property
Map B.4	Silver Line Bus Rapid Transit (Proposed)

Appendix - Table of Contents

Appendix A – Retail Macro Study

Exhibits A.1 – A.3	2009 Retail Gap Analysis (Claritas, Inc.) – Kent Co.
Exhibit A.4	Candidate Retailers for Retention and/or Relocation
Exhibit A.5	Candidate Retailers for Recruitment
Exhibit A.6	Import-Export Results - Counties
Exhibit A.7	2007 Transacted Retail Sales and Upside – Kent Co.
Exhibits A.8 – A.11	2007 Transacted Retail Sales – Benchmark Markets
Exhibits A.12 – A.13	Analysis of Business Inventory – 3 Miles and Trade Area

Appendix AA – Retail Micro Study

Exhibit AA.1	Summary Map; Selected Commercial Districts
Exhibit AA.2	"Turn on 28th" Potential Retail Opportunities
Exhibits AA.3 – AA.4	"Turn on 28th" Candidate Relocations into In-Line Space
Exhibits AA.5	Slight Evidence of Ethnic Diversity in Retail Mix
Exhibits AA.6 – AA.7	"Turn on 28th" Commercial District - Supply
Exhibits AA.8 – AA.13	Other Commercial Districts – Supply
Exhibits AA.14 – AA.18	"Turn on 28th" Retail Inventory

Appendix - Table of Contents (continued)

Appendix B – Demographics

Exhibit B.1	Primary, Effective Trade Areas w/Pop Density – Map
Exhibit B.2	Demographic Parameters for Expenditure Potential
Exhibit B.3	Demographic Variables for Qualifying the Market
Exhibit B.4	Distribution of Per Capita Income - Map
Exhibit B.5	Distribution of Per Capita Income w/mile rings – Map
Exhibits B.6 – B.7	Ethnicity and Ancestry – 1, 3, 5 Mile Rings
Exhibits B.8 – B.9	Ethnicity and Ancestry – Benchmark Counties

Appendix C – Jobs & Office Space

Exhibits C.1 – C.2	Assessment of State Unemployment Trends
Exhibit C.3	Net Worker Analysis for Kent County
Exhibits C.4 – C.6	Upside Opportunity for New Jobs in Grand Rapids
Exhibits C.7 – C.9	Change in County Employment by Industry over Time
Exhibits C.10 – C.11	Professional, Scientific, Technical v. Health Care

Appendix D – Residential Analysis

Exhibit D.1	"Turn on 28th" – Delineation of 1, 3 and 5-mile Radii
Exhibits D.2 – D.7	Fundamental Measures of the Housing Market
Exhibits D.8 – D.11	Demand – Households by Income
Exhibits D.12 – D.15	Supply – Housing Units by Contract Rent (renter)
Exhibits D.16 – D.19	Supply – Housing Units by Value (owner)

Final Market Strategy
City of Wyoming, Michigan

January 01, 2011

"Turn on 28th"

Strategy Tables

Prepared by:

LANDUSE|USA

In Collaboration With:

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Exhibit 1.
"Turn on 28th" Subarea Plan
Aggressive and Fast-Track Development Scenarios

Sq. Ft.	General Category Description
2030 Fast-Track w/Economic Growth	
600,000	Traditional Retail - Recruitment
400,000	Traditional Retail - Relocation
250,000	Traditional Retail - Status Quo
200,000	Other Retail / Small Business - Recruitment
250,000	Other Retail / Small Business - Relocation
420,000	Other Retail / Small Business - Status Quo
300,000	Office Anchors - Recruitment
-	Office Anchors - Relocation
100,000	Office Anchors - Status Quo
2,520,000	Total Redevelopment Project
2020 Aggressive w/Partial Economic Recovery	
300,000	Traditional Retail - Recruitment
300,000	Traditional Retail - Relocation
350,000	Traditional Retail - Status Quo
100,000	Other Retail / Small Business - Recruitment
200,000	Other Retail / Small Business - Relocation
470,000	Other Retail / Small Business - Status Quo
200,000	Office Anchors - Recruitment
-	Office Anchors - Relocation
100,000	Office Anchors - Status Quo
2,020,000	Total Redevelopment Project
2010 Current Year Status Quo; Economic Recession	
650,000	Traditional Retail
670,000	Other Retail / Small Business
100,000	Office Anchors
1,420,000	Total Existing, Status Quo

Traditional retail includes general merchandise, furniture, apparel, and others like sporting goods, office supplies, book stores, etc. Excludes public sector categories. All figures are estimates. Excludes auto dealers, repair, service; funeral service; machine shops; manufacturing; and home repair contractors.

Exhibit 2.

"Turn on 28th" - Grand Rapids, Michigan
Potential Retail Opportunities

General Merchandise, Services	Brands *Like…*
Business Services	FedEx/Kinko's
Branded Car Rental	Dollar, Budget Rental
Mail, Packaging Services	Mailboxes, Etc.
Sporting Goods	Play-It-Again Sports
Computer Supplies	Digilink Computers
Veterinarians	independents
Day Care Centers	Kindercare
Camera, Small Electronics	Ritz Camera
Upholstery, Furniture Repair	independents
Fabric Warehouse, Outlet	independents
Music Store	F.Y.E. Entertainment
Home Furnishings	Old Time Pottery

Urban Grocery Cross-Shopping	Brands Like…
Quality Hispanic Market	El Milagro, Sin Fronteras
Moderate European Market	GB Russo & Son Internt'l
Asian, Indian Imports	Fruits & Leaves Market
Michigan Grown Green Market	Horrock's Market

Clothing and Apparel	Brands Like…
Men's Apparel	Menswear Big & Tall
Men's Apparel	Men's Tux Rental
Women's Fashion Values	Hennes & Mauritz, Vanity Fair
Women's Fashion Values	Loehmann's, Steinmart, Bon Worth
Men's Rugged Wear	Carhartt Shoes
General Merchandise	Wal-Mart
Women's Ethnic Fashions	Clothing Bazaar
Women's Ethnic Fashions	Bohemian Closet
Women's Ethnic Boutiques	independents
Campus, Student Apparel	Urban Outfitters

Source: LandUse|USA, LLC in collaboration with Nederveld Associates; January 2011.

Exhibit 3.
"Turn on 28th" - City of Wyoming, Michigan
Examples of Candidate Retailers for *Recruitment*

	Turn On 28th Subarea Plan		
	Minimum Sq. Ft.	Maximum Sq. Ft.	Store Names *Like…*
General Merchandise	120,000	140,000	Wal-Mart, Target
Women's Fashion Values	60,000	90,000	Hennes & Mauritz, Gordmans
Michigan Grown Green Market	60,000	90,000	Horrock's Market
Women's Fashion Values	15,000	25,000	Vanity Fair Outlet (VF)
Hardware	12,000	15,000	Aco (or relo. True Value, Ace)
Fabric Warehouse, Outlet	2,000	8,000	independents
Day Care Centers	6,000	8,000	Kindercare
Work Apparel	2,000	8,000	Carhartt Shoes
Moderate European Market	3,000	8,000	GB Russo & Son Internt'l
Work Apparel	2,000	6,000	Work'N Gear, Uniforms & Scrubs
Women's Ethnic Fashions	2,000	6,000	Bohemian Closet
Women's Ethnic Fashions	2,000	6,000	Clothing Bazaar
Computer Supplies	4,000	6,000	Digilink Computers
Quality Hispanic Market	2,000	6,000	El Milagro, Sin Fronteras
Music Store	4,000	6,000	F.Y.E. Entertainment
Business Services	2,000	6,000	FedEx/Kinko's
Asian, Indian Imports	2,000	6,000	Fruits & Leaves Market
Veterinarians	3,000	6,000	independents
Women's Ethnic Boutiques	2,000	6,000	independents
Men's Apparel	3,000	6,000	Menswear Big & Tall
Camera, Small Electronics	2,000	4,000	Ritz Camera
Upholstery, Furniture Repair	2,000	3,000	independents
Special Occasion Formalwear	2,000	3,000	Men's Tux Rental, Fantastic Finds
Mail, Packaging Services	1,000	2,000	Mailboxes, Etc.
Sporting Goods	1,000	2,000	Play-It-Again Sports
Branded Car Rental	500	1,000	Dollar, Budget Rental
Subtotal - Recruitment Examples	316,500	473,000	

Exhibit 4.
"Turn on 28th" - City of Wyoming, Michigan
Candidate Relocations into In-Line Retail Space (examples)

Grocery and Specialty

- Rodriguez Supermarket

Specialty Food Stores

- ABC Party Supply Store
- Bagels Bread and Beyond
- Beaners Gourmet Coffee
- Bosna Express
- Marges Donut Den Inc
- Albertus Koeze Confectionary
- R Bakery

Florists

- Annes Queen Floral
- Ask For Plants
- Home Town; Stuyvesant Floral

Photography Studios

- O'Connor Rice Photo Studio
- Go Ritz Photo LLC

Office Supplies, Electronics, Appliances

- Electronic Sound Equipment
- Heritage Music Shop
- Wolf Electronics
- Underground Computers
- Radio Shack
- Business Cards & Stationary
- OfficeMax North America Inc
- Bursma Electronics
- Computer Factory Outlet

Personal Care

- CNS Beauty Supply
- Diplomat Pharmacy Grand Rapids
- General Nutrition CorporationGNC
- Natural Alternative
- Nuvision Optical
- Pearle Vision Inc
- Sally Beauty Supply LLC

Source: Deductive assessment by LandUse|USA in collaboration with Nederveld Associates; September 2010.
Lists are not intended to be all-inclusive; are subject to change; and any omissions are unintentional.

Exhibit 5.

"Turn on 28th" - City of Wyoming, Michigan
Candidate Relocations into In-Line Retail Space (examples)

Apparel and Fashion Accessories

Chrissie 44 Creations	Nancys Handbags & More
Cw For Positive You	T&T Sports Wear Inc
Dots LLC	Triple J's Apparel Store
Max 10 Family Fashions	Mike Marks Pro Shop
Simply Fashion Stores Ltd	K T Leather Designs
Christopher & Banks	Romeros Jewelry
Deb Shop	Sergio V Jewelry
AJ Wright	Rafael Store

Shoe Stores

Famous Footwear	Payless Shoesource Inc
ShoemakersShoemakers	Cobbleshop
Shoes N More	

Sporting Goods, Music, Hobby and Craft

Alger Schwinn Cyclery & Fitness	Jo-Ann Stores Inc
Fire House Music Inc; Guitars	Quilt Factory
MC Sports	Rookies 2 Legends Records
Hobby World Inc	

Novelty Stores, Stationary

All Star Sports Cards Inc	Helen VenstraSilver & Stuff
Great Northern Gifts	J & B Gifts

Pets and Pet Supplies

Casa La Parrot	Pet Supplies Plus
Doggie Doos Pet Grooming	

Personal Care

Sandless Tanning & Spa	Curves For Women

Source: Deductive assessment by LandUse|USA in collaboration with Nederveld Associates; September 2010.
Lists are not intended to be all-inclusive; are subject to change; and any omissions are unintentional.

Exhibit 6.
"Turn on 28th" - City of Wyoming, Michigan
Examples of Candidate Retailers for *Retention and/or Relocation*

	Turn On 28th Subarea Plan		
	Minimum Sq. Ft.	Maximum Sq. Ft.	Store Names *Like…*
Sports, Music, Hobby, Craft	20,000	40,000	Hobby World Inc
Sports, Music, Hobby, Craft	20,000	35,000	MC Sporting Goods
Apparel, Fashion	15,000	20,000	AJ Wright
Office, Elect., Appliance	12,000	20,000	OfficeMax North America Inc
Specialty Food	4,000	15,000	ABC Party Supply Store
Hardware	6,000	15,000	True Value, Ace Hardware
Personal Care	6,000	14,000	Diplomat Pharmacy Grand Rapids
Office, Elect., Appliance	6,000	12,000	Heritage Music Shop
Sports, Music, Hobby, Craft	6,000	12,000	Fire House Music Inc; Guitars
Apparel, Fashion	6,000	10,000	Max 10 Family Fashions
Apparel, Fashion	6,000	10,000	Simply Fashion Stores Ltd
Apparel, Fashion	4,000	10,000	Mike Marks Pro Shop
Office, Elect., Appliance	4,000	10,000	Bursma Electronics
Office, Elect., Appliance	6,000	10,000	Computer Factory Outlet
Sports, Music, Hobby, Craft	6,000	10,000	Jo-Ann Stores Inc
Apparel, Fashion	6,000	8,000	Deb Shop
Personal Care	2,000	8,000	Sally Beauty Supply LLC
Pets, Supplies	6,000	8,000	Pet Supplies Plus
Apparel, Fashion	2,000	6,000	Chrissie 44 Creations
Apparel, Fashion	2,000	6,000	Cw For Positive You
Apparel, Fashion	4,000	6,000	Dots LLC
Apparel, Fashion	2,000	6,000	T&T Sports Wear Inc
Apparel, Fashion	2,000	6,000	Triple J's Apparel Store
Apparel, Fashion	2,000	6,000	Rafael Store
Office, Elect., Appliance	3,000	6,000	Electronic Sound Equipment
Office, Elect., Appliance	2,000	6,000	Wolf Electronics
Office, Elect., Appliance	3,000	6,000	Underground Computers
Personal Care	2,000	6,000	Natural Alternative
Personal Care	4,000	6,000	Curves For Women
Shoes	2,000	6,000	Famous Footwear
Shoes	2,000	6,000	ShoemakersShoemakers
Shoes	2,000	6,000	Shoes N More
Shoes	2,000	6,000	Payless Shoesource Inc
Specialty Grocery	3,000	6,000	Rodriguez Supermarket
Apparel, Fashion	2,000	4,000	K T Leather Designs
Apparel, Fashion	2,000	4,000	Romeros Jewelry
Apparel, Fashion	2,000	4,000	Sergio V Jewelry
Florists	2,000	4,000	Ask For Plants
Novelty, Stationary	2,000	4,000	Great Northern Gifts
Novelty, Stationary	2,000	4,000	Helen VenstraSilver & Stuff
Novelty, Stationary	2,000	4,000	J & B Gifts
Office, Elect., Appliance	2,000	4,000	Radio Shack
Personal Care	2,000	4,000	CNS Beauty Supply
Personal Care	2,000	4,000	General Nutrition CorporationGNC
Sports, Music, Hobby, Craft	2,000	4,000	Rookies 2 Legends Records
Apparel, Fashion	2,000	3,000	Christopher & Banks
Apparel, Fashion	2,000	3,000	Nancys Handbags & More
Florists	1,000	3,000	Annes Queen Floral
Florists	1,000	3,000	Home Town; Stuyvesant Floral
Novelty, Stationary	1,000	3,000	All Star Sports Cards Inc
Office, Elect., Appliance	1,000	3,000	Business Cards & Stationary
Personal Care	2,000	3,000	Sandless Tanning & Spa
Pets, Supplies	2,000	3,000	Casa La Parrot
Photography	2,000	3,000	O'Connor Rice Photo Studio
Photography	1,000	3,000	Go Ritz Photo LLC
Shoes	1,000	3,000	Cobbleshop
Specialty Food	2,000	3,000	Bagels Bread and Beyond
Specialty Food	2,000	3,000	Beaners Gourmet Coffee
Specialty Food	2,000	3,000	Bosna Express
Sports, Music, Hobby, Craft	2,000	3,000	Alger Schwinn Cyclery & Fitness
Personal Care	1,000	2,000	Nuvision Optical
Personal Care	1,000	2,000	Pearle Vision Inc
Pets, Supplies	1,000	2,000	Doggie Doos Pet Grooming
Specialty Food	1,000	2,000	Marges Donut Den Inc
Specialty Food	1,000	2,000	Albertus Koeze Confectionary
Specialty Food	1,000	2,000	R Bakery
Sports, Music, Hobby, Craft	1,000	2,000	Quilt Factory
Subtotal - Retention Examples	233,000	466,000	

Final Market Strategy
City of Wyoming, Michigan

January 01, 2011

"Turn on 28th"

Maps A. Conceptual Plans

Prepared by:

LANDUSE|USA

In Collaboration With:

progressive|ae

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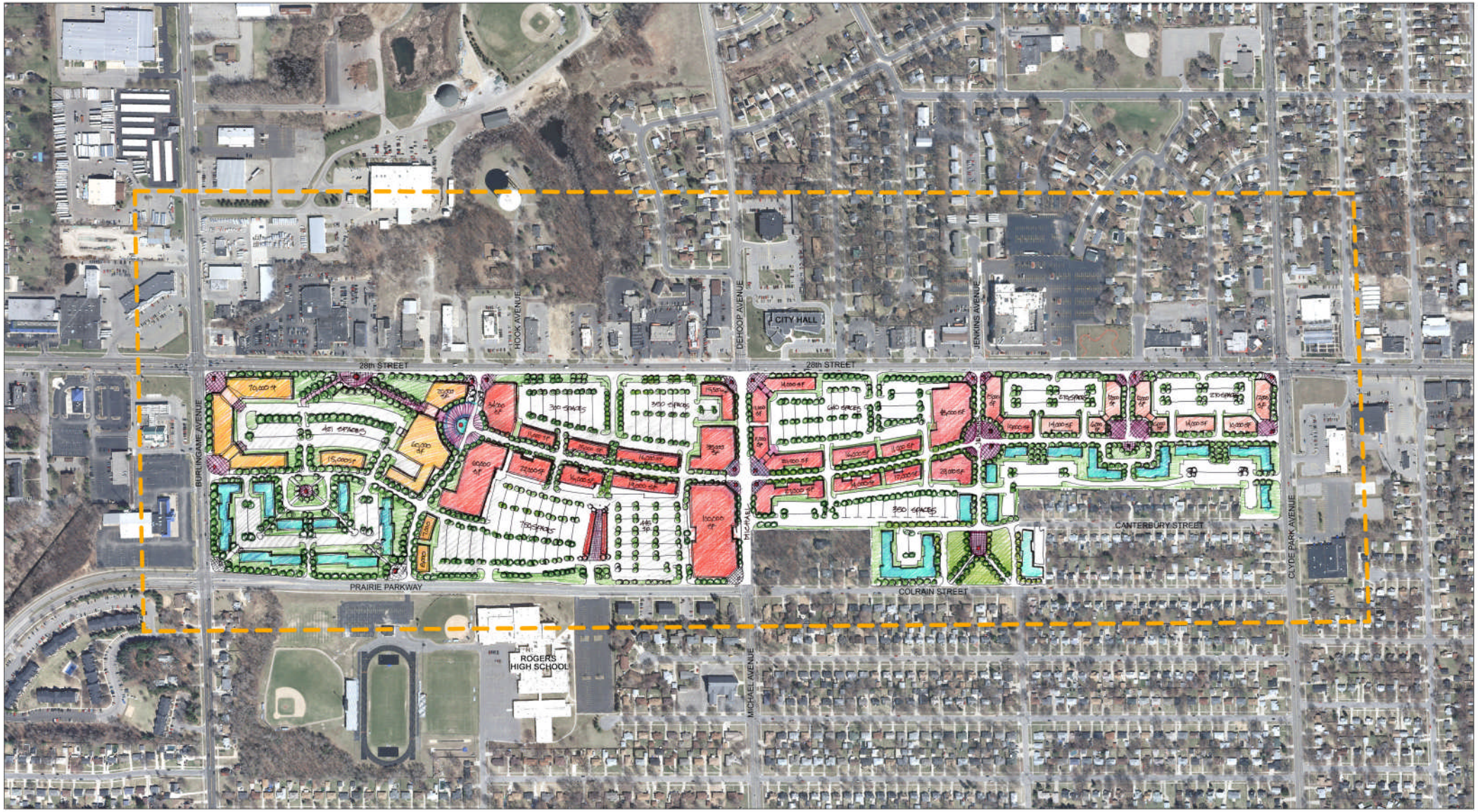
Map A.1
(Recommended - with Some Revisions)



CRESCENT STREET CONCEPT 1
february 2011

TURN ON 28TH STREET

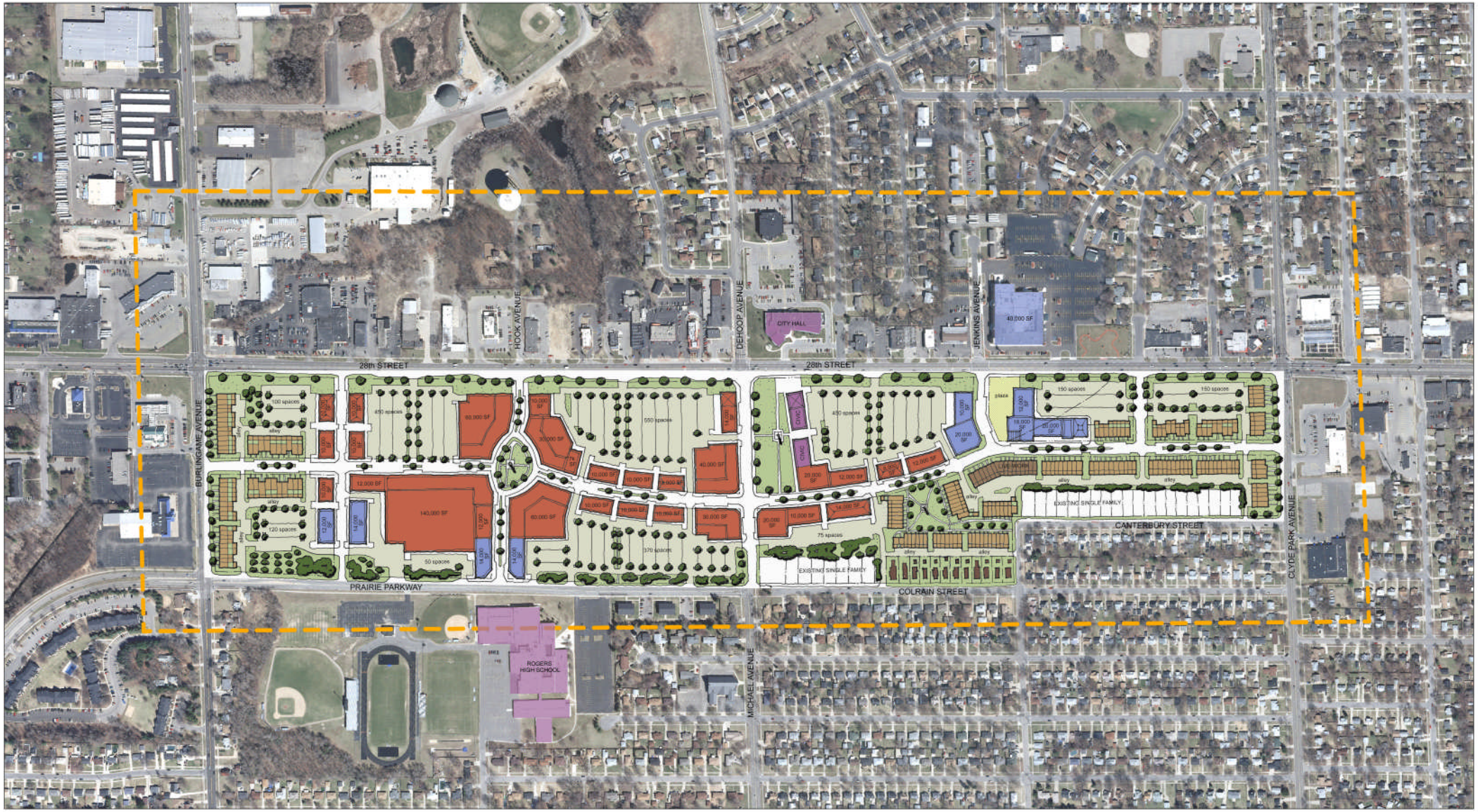
City of Wyoming
and
Wyoming Downtown
Development Authority

N

0 200 400 800 Feet
1 inch = 200 feet

progressive|ae
WONDERGEM
LANDUSE|USA
Williams & Works
NEDERVELD

Map A.2
(Not Recommended)



CRESCENT STREET CONCEPT 2
february 2011

TURN ON 28TH STREET

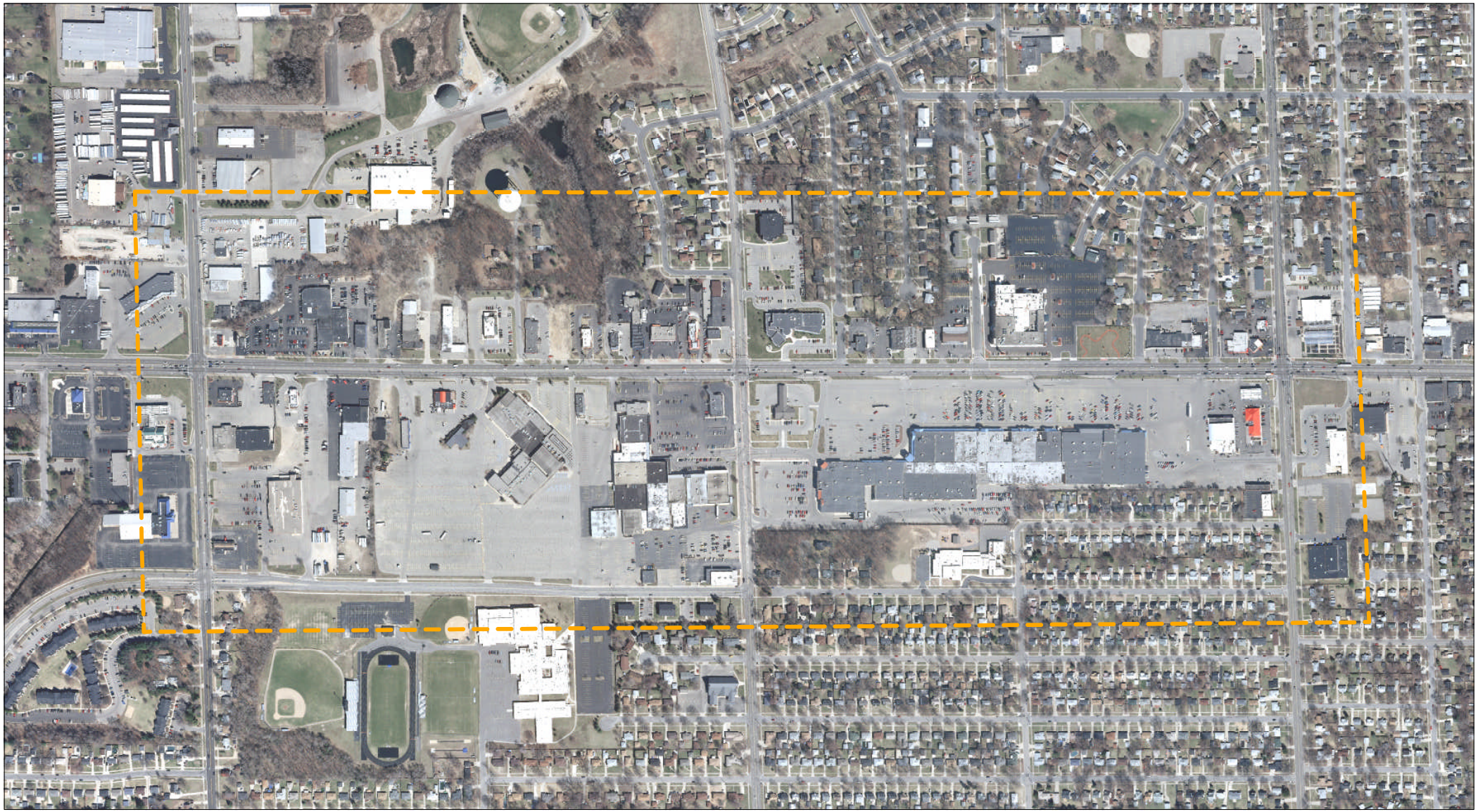
City of Wyoming
and
Wyoming Downtown
Development Authority

N

0 200 400 800 Feet
1 inch = 200 feet

progressive|ae
WONDERGEM
LANDUSE|USA
Williams & Works
NEDERVELD

Map A.3



28th Street Redevelopment Plan

City of Wyoming, Michigan

Existing Conditions

Legend

Study Area

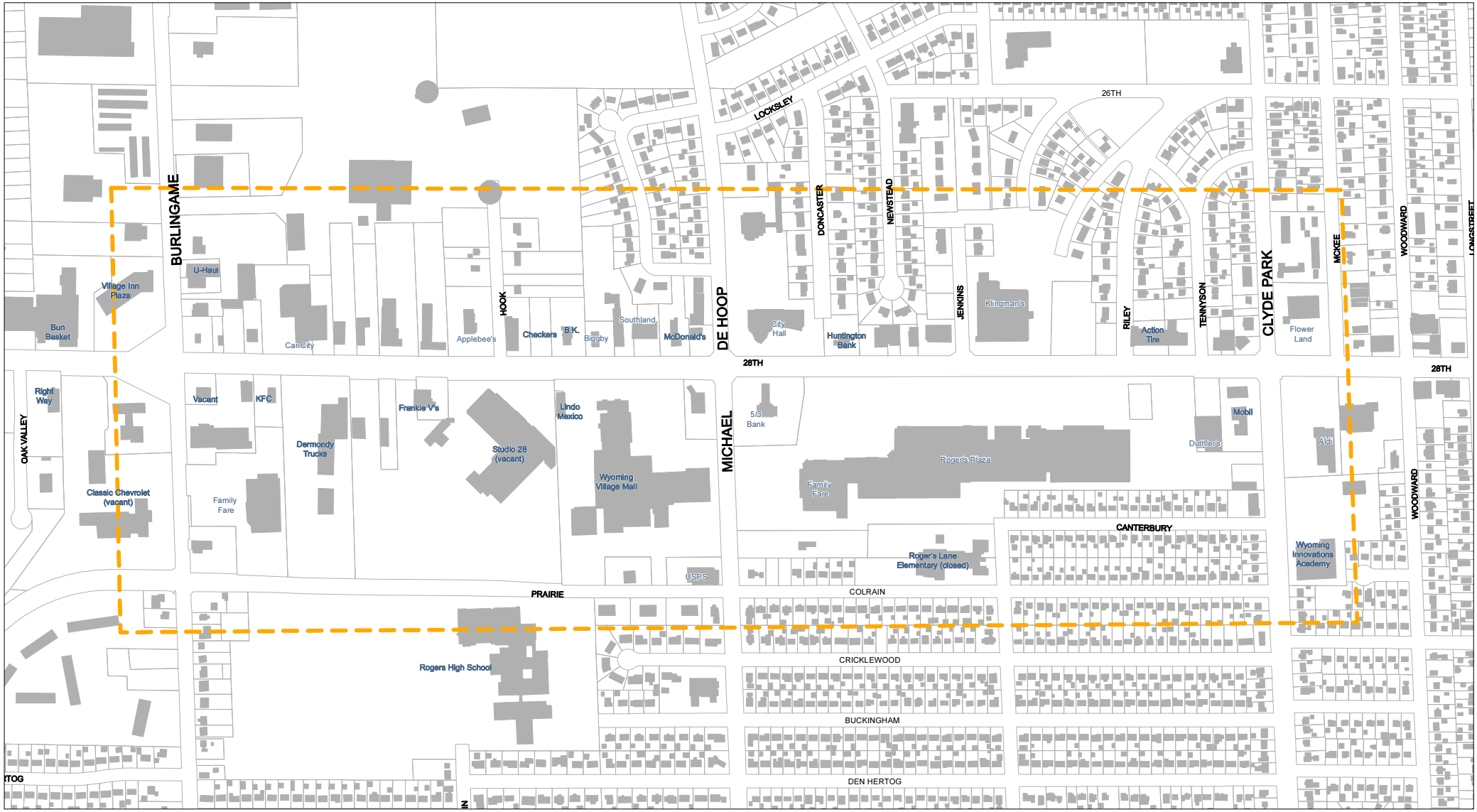
N

1 inch = 200 feet

0 200 400 800 Feet

Williams & Works

Map A.4



28th Street Redevelopment Plan

City of Wyoming, Michigan

Existing Land Use

N

1 inch = 200 feet

0 200 400 800 Feet

Williams & Works

Final Market Strategy
City of Wyoming, Michigan

January 01, 2011

"Turn on 28th"

Maps B. Transportation

Prepared by:

LANDUSE|USA

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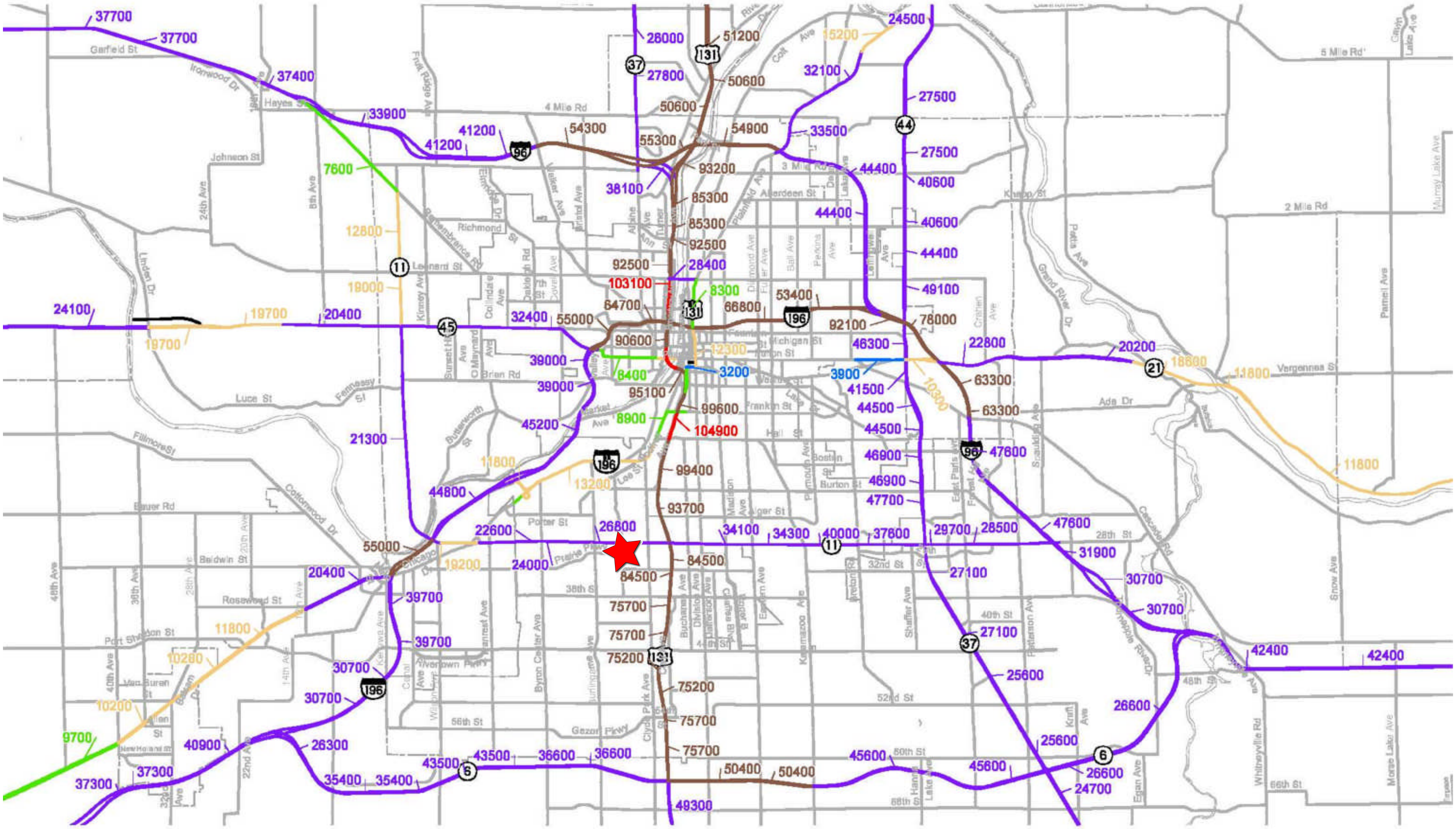
Map B.1

MDOT 2009 Average Daily Traffic Counts



Map B.2
"The Rapid" Existing Transit Systems Map

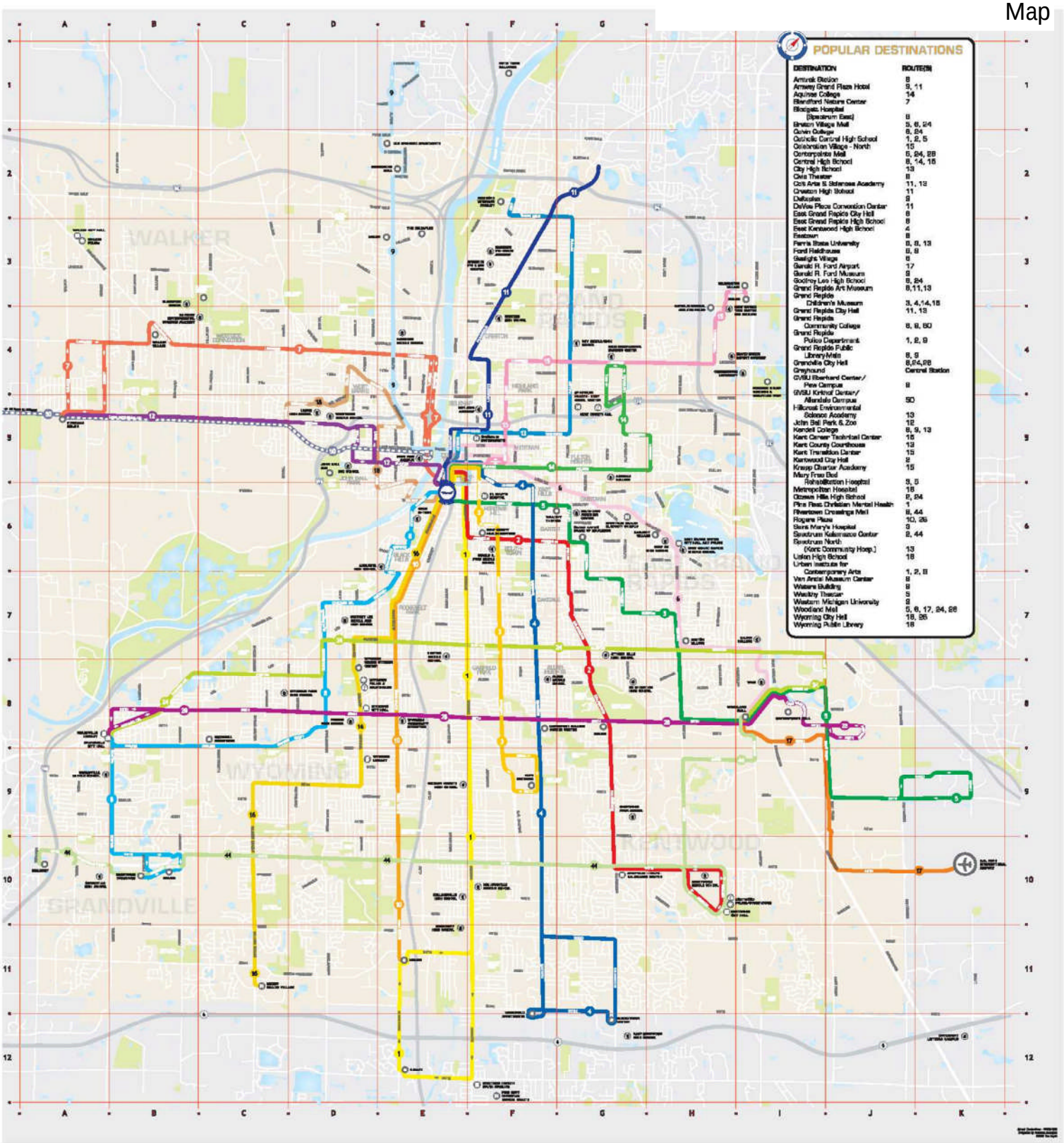
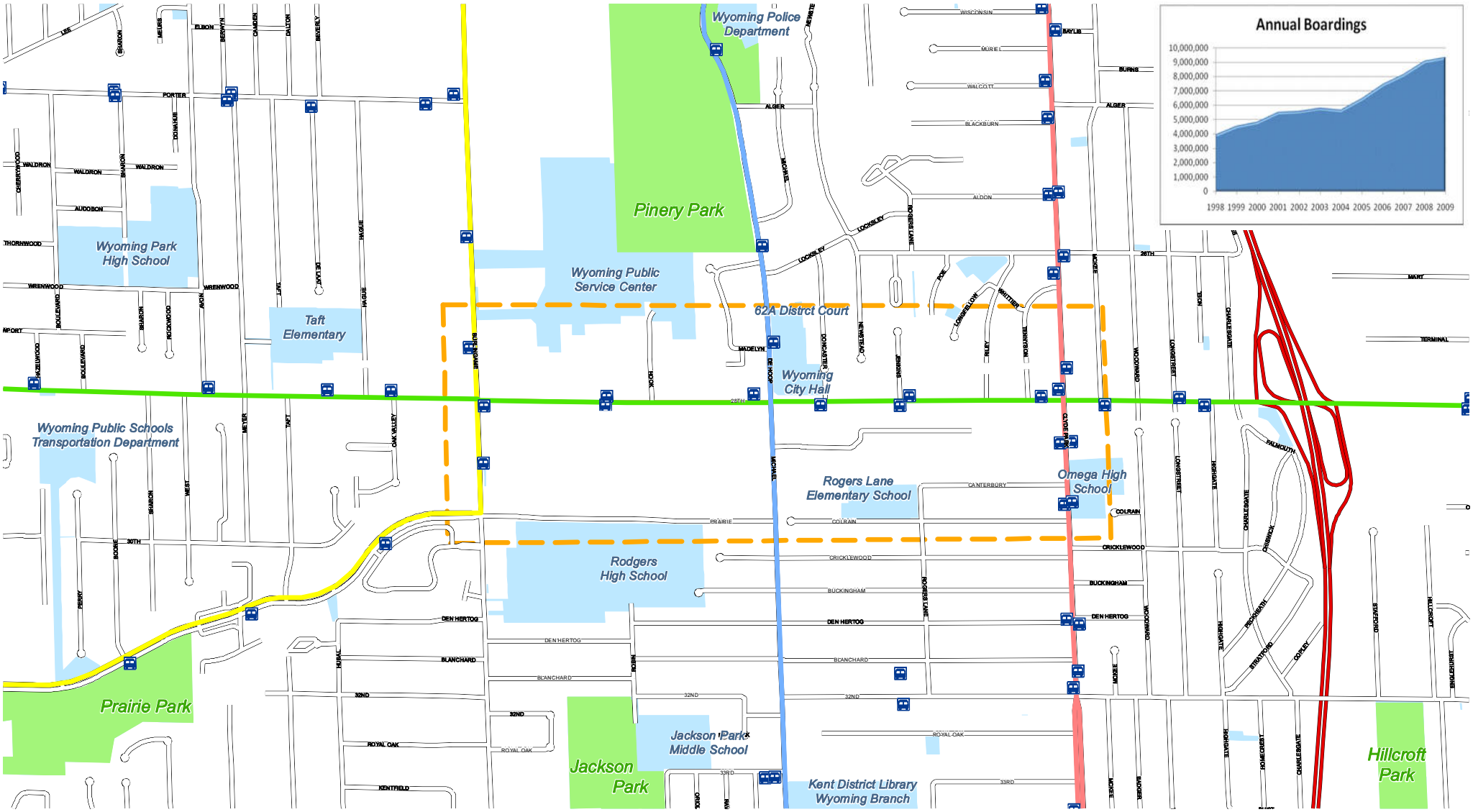


Exhibit B.3



28th Street Redevelopment Plan

City of Wyoming, Michigan

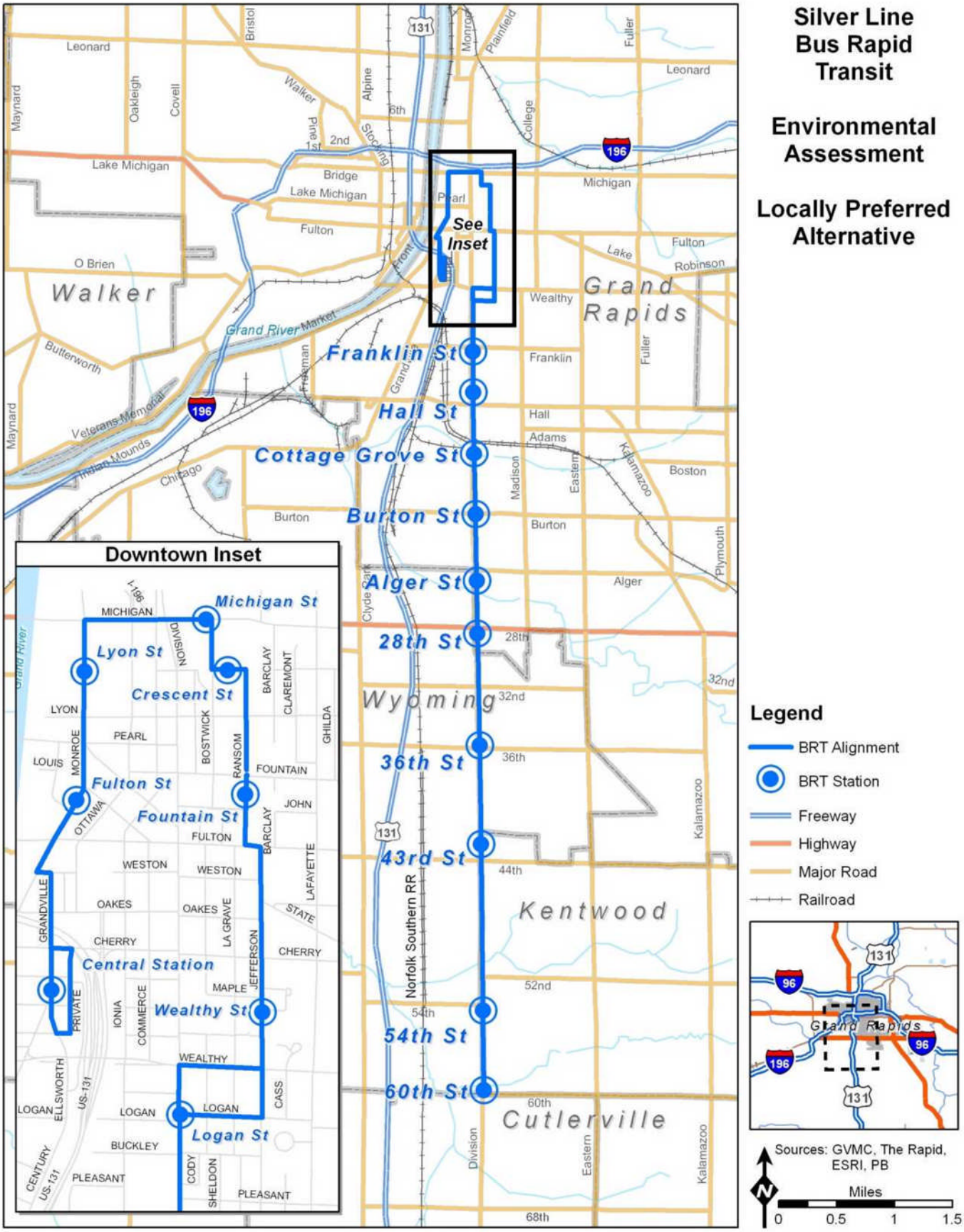
Bus Routes and Public Property

Exhibit B.4

Silver Line Bus Rapid Transit

Environmental Assessment

Locally Preferred Alternative



Final Market Strategy
City of Wyoming, Michigan

January 01, 2011

"Turn on 28th"

Appendix A ~ Retail Macro Study

Prepared by:

LANDUSE|USA

In Collaboration With:

progressive|ae

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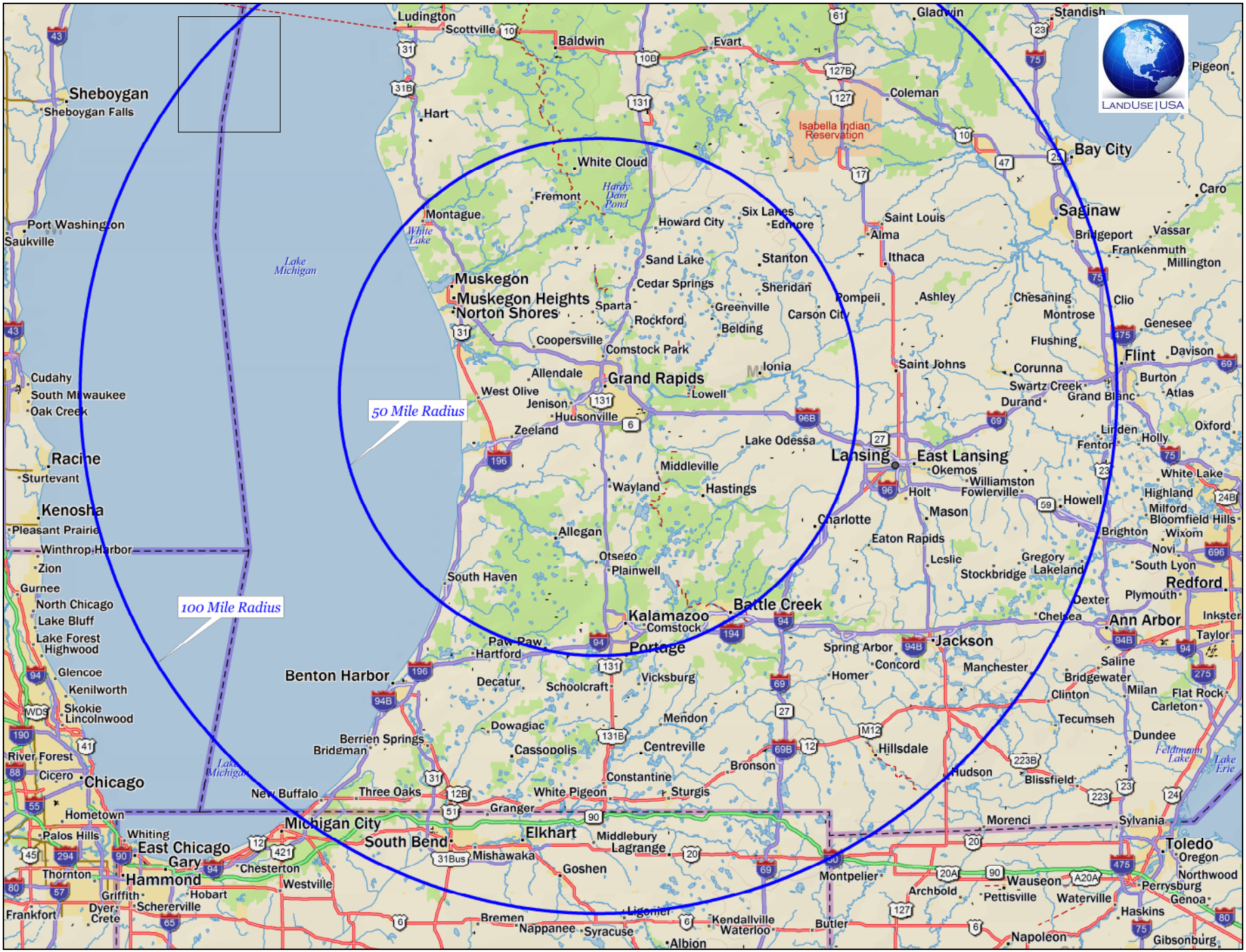


Greater Grand Rapids - Wyoming, Michigan

50 and 100 Mile Radius

Prepared by LandUse|USA in collaboration with Nederveld Associates

TN

MN (5.4°W)

Scale 1 : 1,600,000

1" = 25 miles

Exhibit A.1

2009 Retail Gap; Kent County, Michigan

NAICS Code	Category Description	Share of Total Market Gap
445	Food and Beverage Stores	47%
4451	Grocery Stores	43%
44511	Supermarkets, Grocery (Ex Conv) Stores	42%
44512	Convenience Stores	1%
4452	Specialty Food Stores	1%
4453	Beer, Wine and Liquor Stores	3%
446	Health and Personal Care Stores	2%
44611	Pharmancies and Drug Stores	4%
44612	Cosmetics, Beauty Supplies, Perfume Stores	--
44613	Optical Goods Stores	--
44619	Other Health and Personal Care Stores	--
722	Foodservice and Drinking Places	8%
7221	Full Service Restaurants	--
7222	Limited Service Eating Places	7%
7223	Special Foodservices	3%
7224	Drinking Places; Alcoholic Beverage	0%

Source: Claritas, Inc. 2010;

Analysis by LandUse|USA in collaboration with Nederveld Associates.

Exhibit A.2
2009 Retail Gap; Kent County, Michigan

NAICS Code	Category Description	Share of Total Market Gap
452	General Merchandise Stores	
4521	Department Stores Excl Leased Depts	11%
4529	Other General Merchandise Stores	--
45291	Warehouse Clubs and Super Stores	--
45299	All Other General Merchandise Stores	--
448	Clothing and Clothing Accessories Stores	20%
4481	Clothing Stores	13%
44811	Men's Clothing Stores	1%
44812	Women's Clothing Stores	7%
44813	Childrens, Infants Clothing Stores	1%
44814	Family Clothing Stores	3%
44815	Clothing Accessories Stores	0%
44819	Other Clothing Stores	2%
4482	Shoe Stores	3%
4483	Jewelry, Luggage, Leather Goods Stores	3%
44831	Jewelry Stores	3%
44832	Luggage and Leather Goods Stores	1%
442	Furniture and Home Furnishings Stores	--
4421	Furniture Stores	--
4422	Home Furnishing Stores	1%
444	Building Material, Garden Equip Stores	--
4441	Building Material and Supply Dealers	--
44411	Home Centers	--
44412	Paint and Wallpaper Stores	--
44413	Hardware Stores	2%
44419	Other Building Materials Dealers	--
444191	Building Materials, Lumberyards	--
4442	Lawn, Garden Equipment, Supplies Stores	--
44421	Outdoor Power Equipment Stores	--
44422	Nursery and Garden Centers	1%

Source: Claritas, Inc. 2010;
Analysis by LandUse|USA in collaboration with Nederveld Associates.

Exhibit A.3
2009 Retail Gap; Kent County, Michigan

NAICS Code	Category Description	Share of Total Market Gap
451	Sporting Goods, Hobby, Book, Music Stores	--
4511	Sportng Goods, Hobby, Musical Inst Stores	--
45111	Sporting Goods Stores	--
45112	Hobby, Toys and Games Stores	3%
45113	Sew/Needlework/Piece Goods Stores	--
45114	Musical Instrument and Supplies Stores	--
4512	Book, Periodical and Music Stores	--
45121	Book Stores and News Dealers	--
451211	Book Stores	--
451212	News Dealers and Newsstands	0%
45122	Prerecorded Tapes, CDs, Record Stores	--
443	Electronics and Appliance Stores	--
44311	Appliances, TVs, Electronics Stores	--
443111	Household Appliances Stores	--
443112	Radio, Television, Electronics Stores	--
44312	Computer and Software Stores	--
44313	Camera and Photographic Equipment Stores	0%
441	Motor Vehicle and Parts Dealers	--
4411	Automotive Dealers	2%
4412	Other Motor Vehicle Dealers	--
4413	Automotive Parts/Accsrs, Tire Stores	--
453	Miscellaneous Store Retailers	1%
4531	Florists	
4532	Office Supplies, Stationery, Gift Stores	1%
45321	Office Supplies and Stationery Stores	0%
45322	Gift, Novelty and Souvenir Stores	1%
4533	Used Merchandise Stores	--
4539	Other Miscellaneous Store Retailers	1%
454	Non Store Retailers	--
4541	Electronic Shopping, Mail Order Houses	--
4542	Vending Machine Operators	--
4543	Direct Selling Establishments	--

Source: Claritas, Inc. 2010;
Analysis by LandUse|USA in collaboration with Nederveld Associates.

Exhibit A.4

"Turn on 28th" - City of Wyoming, Michigan
Examples of Candidate Retailers for *Retention and/or Relocation*

	Turn On 28th Subarea Plan		
	Minimum Sq. Ft.	Maximum Sq. Ft.	Store Names *Like…*
Sports, Music, Hobby, Craft	20,000	40,000	Hobby World Inc
Sports, Music, Hobby, Craft	20,000	35,000	MC Sporting Goods
Apparel, Fashion	15,000	20,000	AJ Wright
Office, Elect., Appliance	12,000	20,000	OfficeMax North America Inc
Specialty Food	4,000	15,000	ABC Party Supply Store
Hardware	6,000	15,000	True Value, Ace Hardware
Personal Care	6,000	14,000	Diplomat Pharmacy Grand Rapids
Office, Elect., Appliance	6,000	12,000	Heritage Music Shop
Sports, Music, Hobby, Craft	6,000	12,000	Fire House Music Inc; Guitars
Apparel, Fashion	6,000	10,000	Max 10 Family Fashions
Apparel, Fashion	6,000	10,000	Simply Fashion Stores Ltd
Apparel, Fashion	4,000	10,000	Mike Marks Pro Shop
Office, Elect., Appliance	4,000	10,000	Bursma Electronics
Office, Elect., Appliance	6,000	10,000	Computer Factory Outlet
Sports, Music, Hobby, Craft	6,000	10,000	Jo-Ann Stores Inc
Apparel, Fashion	6,000	8,000	Deb Shop
Personal Care	2,000	8,000	Sally Beauty Supply LLC
Pets, Supplies	6,000	8,000	Pet Supplies Plus
Apparel, Fashion	2,000	6,000	Chrissie 44 Creations
Apparel, Fashion	2,000	6,000	Cw For Positive You
Apparel, Fashion	4,000	6,000	Dots LLC
Apparel, Fashion	2,000	6,000	T&T Sports Wear Inc
Apparel, Fashion	2,000	6,000	Triple J's Apparel Store
Apparel, Fashion	2,000	6,000	Rafael Store
Office, Elect., Appliance	3,000	6,000	Electronic Sound Equipment
Office, Elect., Appliance	2,000	6,000	Wolf Electronics
Office, Elect., Appliance	3,000	6,000	Underground Computers
Personal Care	2,000	6,000	Natural Alternative
Personal Care	4,000	6,000	Curves For Women
Shoes	2,000	6,000	Famous Footwear
Shoes	2,000	6,000	ShoemakersShoemakers
Shoes	2,000	6,000	Shoes N More
Shoes	2,000	6,000	Payless Shoesource Inc
Specialty Grocery	3,000	6,000	Rodriguez Supermarket
Apparel, Fashion	2,000	4,000	K T Leather Designs
Apparel, Fashion	2,000	4,000	Romeros Jewelry
Apparel, Fashion	2,000	4,000	Sergio V Jewelry
Florists	2,000	4,000	Ask For Plants
Novelty, Stationary	2,000	4,000	Great Northern Gifts
Novelty, Stationary	2,000	4,000	Helen VenstraSilver & Stuff
Novelty, Stationary	2,000	4,000	J & B Gifts
Office, Elect., Appliance	2,000	4,000	Radio Shack
Personal Care	2,000	4,000	CNS Beauty Supply
Personal Care	2,000	4,000	General Nutrition CorporationGNC
Sports, Music, Hobby, Craft	2,000	4,000	Rookies 2 Legends Records
Apparel, Fashion	2,000	3,000	Christopher & Banks
Apparel, Fashion	2,000	3,000	Nancys Handbags & More
Florists	1,000	3,000	Annes Queen Floral
Florists	1,000	3,000	Home Town; Stuyvesant Floral
Novelty, Stationary	1,000	3,000	All Star Sports Cards Inc
Office, Elect., Appliance	1,000	3,000	Business Cards & Stationary
Personal Care	2,000	3,000	Sandless Tanning & Spa
Pets, Supplies	2,000	3,000	Casa La Parrot
Photography	2,000	3,000	O'Connor Rice Photo Studio
Photography	1,000	3,000	Go Ritz Photo LLC
Shoes	1,000	3,000	Cobbleshop
Specialty Food	2,000	3,000	Bagels Bread and Beyond
Specialty Food	2,000	3,000	Beaners Gourmet Coffee
Specialty Food	2,000	3,000	Bosna Express
Sports, Music, Hobby, Craft	2,000	3,000	Alger Schwinn Cyclery & Fitness
Personal Care	1,000	2,000	Nuvision Optical
Personal Care	1,000	2,000	Pearle Vision Inc
Pets, Supplies	1,000	2,000	Doggie Doos Pet Grooming
Specialty Food	1,000	2,000	Marges Donut Den Inc
Specialty Food	1,000	2,000	Albertus Koeze Confectionary
Specialty Food	1,000	2,000	R Bakery
Sports, Music, Hobby, Craft	1,000	2,000	Quilt Factory
Subtotal - Retention Examples	233,000	466,000	

Exhibit A.5
"Turn on 28th" - City of Wyoming, Michigan
Examples of Candidate Retailers for *Recruitment*

	Turn On 28th Subarea Plan		
	Minimum Sq. Ft.	Maximum Sq. Ft.	Store Names *Like…*
General Merchandise	120,000	140,000	Wal-Mart, Target
Women's Fashion Values	60,000	90,000	Hennes & Mauritz, Gordmans
Michigan Grown Green Market	60,000	90,000	Horrock's Market
Women's Fashion Values	15,000	25,000	Vanity Fair Outlet (VF)
Hardware	12,000	15,000	Aco (or relo. True Value, Ace)
Fabric Warehouse, Outlet	2,000	8,000	independents
Day Care Centers	6,000	8,000	Kindercare
Work Apparel	2,000	8,000	Carhartt Shoes
Moderate European Market	3,000	8,000	GB Russo & Son Internt'l
Work Apparel	2,000	6,000	Work'N Gear, Uniforms & Scrubs
Women's Ethnic Fashions	2,000	6,000	Bohemian Closet
Women's Ethnic Fashions	2,000	6,000	Clothing Bazaar
Computer Supplies	4,000	6,000	Digilink Computers
Quality Hispanic Market	2,000	6,000	El Milagro, Sin Fronteras
Music Store	4,000	6,000	F.Y.E. Entertainment
Business Services	2,000	6,000	FedEx/Kinko's
Asian, Indian Imports	2,000	6,000	Fruits & Leaves Market
Veterinarians	3,000	6,000	independents
Women's Ethnic Boutiques	2,000	6,000	independents
Men's Apparel	3,000	6,000	Menswear Big & Tall
Camera, Small Electronics	2,000	4,000	Ritz Camera
Upholstery, Furniture Repair	2,000	3,000	independents
Special Occasion Formalwear	2,000	3,000	Men's Tux Rental, Fantastic Finds
Mail, Packaging Services	1,000	2,000	Mailboxes, Etc.
Sporting Goods	1,000	2,000	Play-It-Again Sports
Branded Car Rental	500	1,000	Dollar, Budget Rental
Subtotal - Recruitment Examples	316,500	473,000	

Exhibit A.6

2007 Net Import and Net Export for Kent and Benchmark Counties

NAICS-3	Category Description	Kent County Import	Kent County Export	Kalamazoo County Import	Kalamazoo County Export	Ingham County Import	Ingham County Export	Saginaw County Import	Saginaw County Export
445	Food and beverage stores	--	12%	--	23%	--	8%	1%	--
441	Motor vehicle and parts dealers	--	14%	--	20%	--	6%	12%	--
443	Electronics and appliances	40%	--	32%	--	7%	--	35%	--
442	Furniture and home furnishings	38%	--	14%	--	--	9%	55%	--
451	Sporting goods, hobby, book, music	36%	--	34%	--	51%	--	36%	--
452	General merchandise, dept. stores	26%	--	--	--	22%	--	23%	--
448	Clothing and clothing accessories	24%	--	14%	--	11%	--	62%	--
444	Bdg. materials, garden equipment	17%	--	19%	--	8%	--	22%	--

Source: Underlying data by the 1990, 2000 Population Census; 2007 Economic Census; DemographicsNow by Alteryx.
Iimport is measured as a share of transacted retail sales; export is measured as a share of resident expenditure potential.
LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit A.7

Highly Preliminary

2007 Transacted Retail Sales and Upside - Kent County, Michigan

Not for General Distribution

NAICS-3	Category Description	Reported No. of Estab.	Transacted Sales ($000)	Reported No. of Employees	Sales per Establ. ($Mil.)	Transacted Sales per Capita	Actual Market Share	Maximum Upside ($Mil.)	Maximum No. of Anchors
Primary Opportunities									
448	Clothing and clothing accessories	280	397,920	3,650	$1.4	$661	3.0%	$200.0	6
445	Food and beverage stores	303	685,315	3,580	$2.3	$1,138	5.2%	$150.0	6
452	General merchandise, dept. stores	102	1,772,633	8,124	$17.4	$2,943	13.5%	$75.0	2
Secondary Opportunities									
442	Furniture and home furnishings	136	252,384	1,228	$1.9	$419	1.9%	$4.0	1
441	Motor vehicle and parts dealers	227	1,102,089	3,128	$4.9	$1,830	8.4%	$10.0	1
451	Sporting goods, hobby, book, music	132	238,232	1,967	$1.8	$396	1.8%	$4.0	1
444	Bdg. materials, garden equipment	176	622,458	2,999	$3.5	$1,033	4.7%	$7.0	1
443	Electronics and appliances	113	313,053	1,387	$2.8	$520	2.4%	$6.0	1

Source: Underlying data by the 1990, 2000 Population Census; 2007 Economic Census; DemographicsNow by Alteryx.
Analysis and subjective, highly preliminary estimates of opportunity developed by
LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit A.8

2007 Transacted Retail Sales - State of Michigan

	Category Description	Reported No. of Estab.	Transacted Sales ($000)	Reported No. of Employees	Sales per Establ. ($Mil.)	Transacted Sales per Capita	Actual Market Share
448	Clothing and clothing accessories	4,558	$5,125,478	45,331	$1.1	$511	2.3%
445	Food and beverage stores	5,801	$13,051,874	76,602	$2.2	$1,301	5.9%
452	General merchandise, dept. stores	1,746	$22,053,614	105,937	$12.6	$2,199	10.0%
442	Furniture and home furnishings	1,750	$2,628,559	15,187	$1.5	$262	1.2%
441	Motor vehicle and parts dealers	4,023	$21,672,248	48,960	$5.4	$2,161	9.8%
451	Sporting goods, hobby, book, music	1,896	$2,549,085	21,318	$1.3	$254	1.2%
444	Bdg. materials, garden equipment	3,157	$8,663,275	41,721	$2.7	$864	3.9%
443	Electronics and appliances	1,735	$3,163,693	15,416	$1.8	$315	1.4%

Source: Underlying data by the 1990, 2000 Population Census; 2007 Economic Census; DemographicsNow by Alteryx.
Analysis and subjective, highly preliminary estimates of opportunity developed by
LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit A.9

2007 Transacted Retail Sales - Kalamazoo and Calhoun (Battle Creek) Counties

	Category Description - Kalamazoo County	Reported No. of Estab.	Transacted Sales ($000)	Reported No. of Employees	Sales per Establ. ($Mil.)	Transacted Sales per Capita	Actual Market Share
448	Clothing and clothing accessories	121	$146,346	1,594	$1.2	$592	2.7%
445	Food and beverage stores	124	$246,235	1,797	$2.0	$995	4.5%
452	General merchandise, dept. stores	41					
442	Furniture and home furnishings	49	$74,890	466	$1.5	$303	1.4%
441	Motor vehicle and parts dealers	95	$428,167	1,318	$4.5	$1,731	7.9%
451	Sporting goods, hobby, book, music	49	$94,732	913	$1.9	$383	1.7%
444	Bdg. materials, garden equipment	81	$262,759	1,226	$3.2	$1,062	4.8%
443	Electronics and appliances	42	$113,600	458	$2.7	$459	2.1%

	Category Description - Calhoun County	Reported No. of Estab.	Transacted Sales ($000)	Reported No. of Employees	Sales per Establ. ($Mil.)	Transacted Sales per Capita	Actual Market Share
448	Furniture and home furnishings	65	$39,474	465	$0.6	$288	1.5%
445	Electronics and appliances	60	$106,385	1,002	$1.8	$776	4.0%
452	Bdg. materials, garden equipment	32	$389,275	1,985	$12.2	$2,840	14.6%
442	Food and beverage stores	26	$25,734	188	$1.0	$188	1.0%
441	Motor vehicle and parts dealers	70	$348,482	819	$5.0	$2,543	13.1%
451	Clothing and clothing accessories	28	$26,529	277	$0.9	$194	1.0%
444	Sporting goods, hobby, book, music	48	$122,021	588	$2.5	$890	4.6%
443	General merchandise, dept. stores	27	$41,446	230	$1.5	$302	1.6%

Source: Underlying data by the 1990, 2000 Population Census; 2007 Economic Census; DemographicsNow by Alteryx.
Analysis and subjective, highly preliminary estimates of opportunity developed by
LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit A.10

2007 Transacted Retail Sales - Ingham County (Lansing)

	Category Description	Reported No. of Estab.	Transacted Sales ($000)	Reported No. of Employees	Sales per Establ. ($Mil.)	Transacted Sales per Capita	Actual Market Share
448	Clothing and clothing accessories	146	$155,205	1,744	$1.1	$555	2.6%
445	Food and beverage stores	141	$323,458	2,245	$2.3	$1,156	5.4%
452	General merchandise, dept. stores	43	$761,138	3,480	$17.7	$2,719	12.8%
442	Furniture and home furnishings	41	$64,466	350	$1.6	$230	1.1%
441	Motor vehicle and parts dealers	104	$545,589	1,409	$5.2	$1,949	9.1%
451	Sporting goods, hobby, book, music	60	$139,504	1,265	$2.3	$498	2.3%
444	Bdg. materials, garden equipment	69	$254,752	1,168	$3.7	$910	4.3%
443	Electronics and appliances	51	$91,690	517	$1.8	$328	1.5%

Source: Underlying data by the 1990, 2000 Population Census; 2007 Economic Census; DemographicsNow by Alteryx.
Analysis and subjective, highly preliminary estimates of opportunity developed by
LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit A.11

2007 Transacted Retail Sales - Saginaw County

	Category Description	Reported No. of Estab.	Transacted Sales ($000)	Reported No. of Employees	Sales per Establ. ($Mil.)	Transacted Sales per Capita	Actual Market Share
448	Clothing and clothing accessories	199	$245,288	2,058	$1.2	$1,201	6.1%
445	Food and beverage stores	131	$237,915	1,530	$1.8	$1,165	5.9%
452	General merchandise, dept. stores	46	$519,223	2,775	$11.3	$2,543	13.0%
442	Furniture and home furnishings	59	$104,674	717	$1.8	$513	2.6%
441	Motor vehicle and parts dealers	99	$446,296	1,268	$4.5	$2,186	11.1%
451	Sporting goods, hobby, book, music	51	$71,793	618	$1.4	$352	1.8%
444	Bdg. materials, garden equipment	77	$201,473	935	$2.6	$987	5.0%
443	Electronics and appliances	32	$87,258	394	$2.7	$427	2.2%

Source: Underlying data by the 1990, 2000 Population Census; 2007 Economic Census; DemographicsNow by Alteryx.
Analysis and subjective, highly preliminary estimates of opportunity developed by
LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit A.12

Analysis of Business Inventory - 28th Street v. Kent County

		Kent County, Michigan				Turn on 28th - 3 Mile Ring				Turn on 28th - Primary Trade Area			
		Establishments		Employees		Establishments		Employees		Establishments		Employees	
NAICS-4	PRIMARY Opportunities	No.	Share	No.	Share	No.	Share	No.	Share	No.	Share	No.	Share
Clothing and Accessories													
4481	Clothing Stores	107	6.2%	1,831	3.3%	2	0.8%	14	0.3%	40	7.5%	783	4.8%
4482	Shoe Stores	26	1.5%	286	0.5%	1	0.4%	12	0.2%	13	2.4%	105	0.6%
4483	Jewelry, Luggage, and Leather Goods	29	1.7%	274	0.5%	1	0.4%	6	0.1%	12	2.3%	103	0.6%
General Merchandise, Dept. Stores													
4521	Mass Merchants, Discount, Dept. Stores	47	2.7%	12,220	21.7%	1	0.4%	20	0.4%	17	3.2%	2,551	15.7%
4529	Other General Merchandise Stores	35	2.0%	670	1.2%	8	3.0%	88	1.6%	10	1.9%	122	0.7%
Sporting Goods, Hobby, Book, Music													
4511	Sporting Goods, Hobby, Music Inst.	54	3.1%	1,221	2.2%	6	2.3%	56	1.0%	16	3.0%	269	1.7%
4512	Book, Periodical, and Music Stores	28	1.6%	571	1.0%	1	0.4%	7	0.1%	5	0.9%	105	0.6%

Source: Underlying data provided by DemographicsNow by Alteryx; analysis and conclusions by LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit A.13

Analysis of Business Inventory - 28th Street v. Kent County

		Kent County, Michigan				Turn on 28th - 3 Mile Ring				Turn on 28th - Primary Trade Area			
		Establishments		Employees		Establishments		Employees		Establishments		Employees	
NAICS-4	SECONDARY Opportunities	No.	Share	No.	Share	No.	Share	No.	Share	No.	Share	No.	Share
Food and Beverage Stores													
4451	Grocery Stores	121	7.0%	4,007	7.1%	25	9.4%	545	10.2%	44	8.3%	1,676	10.3%
4452	Specialty Food Stores	38	2.2%	575	1.0%	3	1.1%	68	1.3%	11	2.1%	161	1.0%
4453	Beer, Wine, and Liquor Stores	14	0.8%	103	0.2%	4	1.5%	33	0.6%	6	1.1%	47	0.3%
Furniture and Home Furnishings													
4421	Furniture Stores	29	1.7%	683	1.2%	4	1.5%	76	1.4%	7	1.3%	98	0.6%
4422	Home Furnishings Stores	32	1.9%	557	1.0%	3	1.1%	77	1.4%	10	1.9%	271	1.7%
Motor Vehicle and Parts Dealers													
4411	Automobile Dealers	61	3.5%	2,824	5.0%	11	4.1%	598	11.2%	20	3.8%	970	6.0%
4412	Other Motor Vehicle Dealers	17	1.0%	395	0.7%	3	1.1%	22	0.4%	7	1.3%	97	0.6%
4413	Automotive Parts, Accessories, Tires	65	3.8%	1,281	2.3%	20	7.5%	423	7.9%	28	5.3%	515	3.2%
Building Materials, Garden Equipment													
4441	Building Material and Supplies Dealers	90	5.2%	2,931	5.2%	20	7.5%	265	4.9%	27	5.1%	1,172	7.2%
4442	Lawn and Garden Equipment, Supplies	17	1.0%	322	0.6%	2	0.8%	77	1.4%	2	0.4%	77	0.5%
Electronics and Appliances													
4431	Electronics and Appliance Stores	57	3.3%	1,149	2.0%	8	3.0%	215	4.0%	14	2.6%	368	2.3%

Source: Underlying data provided by DemographicsNow by Alteryx; analysis and conclusions by LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit A.14

Analysis of Business Inventory - 28th Street v. Kent County

		Kent County, Michigan				Turn on 28th - 3 Mile Ring				Turn on 28th - Primary Trade Area			
		Establishments		Employees		Establishments		Employees		Establishments		Employees	
NAICS-4	Other Categories (to be tested)	No.	Share	No.	Share	No.	Share	No.	Share	No.	Share	No.	Share
7211	Traveler Accommodation	68	3.9%	2,897	5.1%	6	2.3%	218	4.1%	13	2.4%	480	2.9%
7221	Full-Service Restaurants	207	12.0%	9,115	16.2%	23	8.6%	907	16.9%	61	11.5%	2,878	17.7%
7222	Limited-Service Eating Places	220	12.8%	5,430	9.7%	30	11.3%	592	11.0%	70	13.2%	1,437	8.8%
7223	Special Food Services	20	1.2%	474	0.8%	3	1.1%	52	1.0%	6	1.1%	154	0.9%
7224	Drinking Places (Alcoholic Beverages)	55	3.2%	852	1.5%	7	2.6%	80	1.5%	8	1.5%	171	1.0%
4461	Health and Personal Care Stores	95	5.5%	1,993	3.5%	14	5.3%	239	4.5%	35	6.6%	620	3.8%
4471	Gasoline Stations	74	4.3%	813	1.4%	13	4.9%	104	1.9%	23	4.3%	322	2.0%
4531	Florists	13	0.8%	238	0.4%	2	0.8%	107	2.0%	3	0.6%	113	0.7%
4533	Used Merchandise Stores	20	1.2%	317	0.6%	6	2.3%	57	1.1%	10	1.9%	155	1.0%
4539	Other Miscellaneous Store Retailers	59	3.4%	826	1.5%	13	4.9%	112	2.1%	24	4.5%	222	1.4%
4542	Vending Machine Operators	6	0.3%	83	0.1%	1	0.4%	33	0.6%	1	0.2%	33	0.2%
4543	Direct Selling Establishments	7	0.4%	79	0.1%	1	0.4%	7	0.1%	1	0.2%	7	0.0%
4532	Office Supplies, Stationery, and Gift Stores	43	2.5%	782	1.4%	4	1.5%	42	0.8%	15	2.8%	193	1.2%
5121	Motion Picture and Video Industries	1	0.1%	8	0.0%	1	0.4%	8	0.1%	1	0.2%	8	0.0%
5311	Lessors of Real Estate	4	0.2%	95	0.2%	2	0.8%	64	1.2%	2	0.4%	64	0.4%
6243	Vocational Rehabilitation Services	1	0.1%	426	0.8%	1	0.4%	426	7.9%	1	0.2%	426	2.6%
7113	Promoters of Performing Arts, Sports, etc.	6	0.3%	91	0.2%	1	0.4%	20	0.4%	2	0.4%	25	0.2%
7114	Agents, Managers of Atletes, Public Figures	3	0.2%	52	0.1%	1	0.4%	41	0.8%	1	0.2%	41	0.3%
7115	Independent Artists, Writers, and Performe	4	0.2%	20	0.0%	1	0.4%	5	0.1%	0	0.0%	0	0.0%
7139	Other Amusement and Recreation Industri	102	5.9%	2,035	3.6%	11	4.1%	197	3.7%	24	4.5%	392	2.4%
8112	Electronic, Precision Equipment Repair, Ma	4	0.2%	38	0.1%	3	1.1%	26	0.5%	3	0.6%	26	0.2%
8121	Personal Care Services	7	0.4%	80	0.1%	2	0.8%	18	0.3%	3	0.6%	24	0.1%
8133	Social Advocacy Organizations	1	0.1%	5	0.0%	1	0.4%	5	0.1%	1	0.2%	5	0.0%

Source: Underlying data provided by DemographicsNow by Alteryx; analysis by LandUse|USA in collaboration with Nederveld Associates; August 2010.

Final Market Strategy
City of Wyoming, Michigan

January 01, 2011

"Turn on 28th"

Appendix AA ~ Retail Micro Study

Prepared by:

LANDUSE|USA

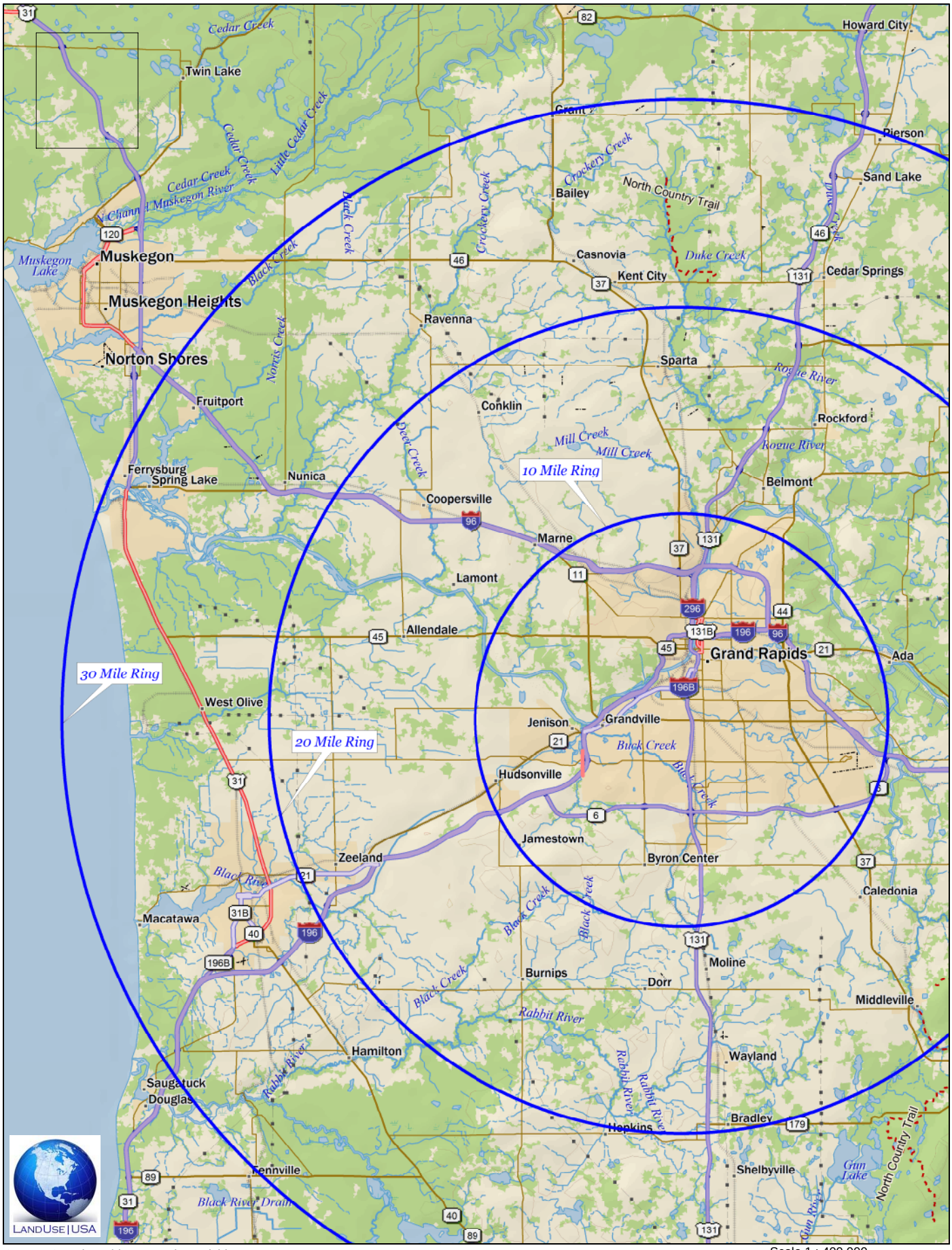
In Collaboration With:

progressive|ae

NEDERVELD

Williams & Works
engineers . planners . surveyors
a tradition of service

Exhibit AA.0



Greater Grand Rapids - Wyoming, Michigan

10, 20 and 30 Mile Rings

Prepared by LandUse|USA in collaboration with Nederveld.

TN

MN (5.2°W)

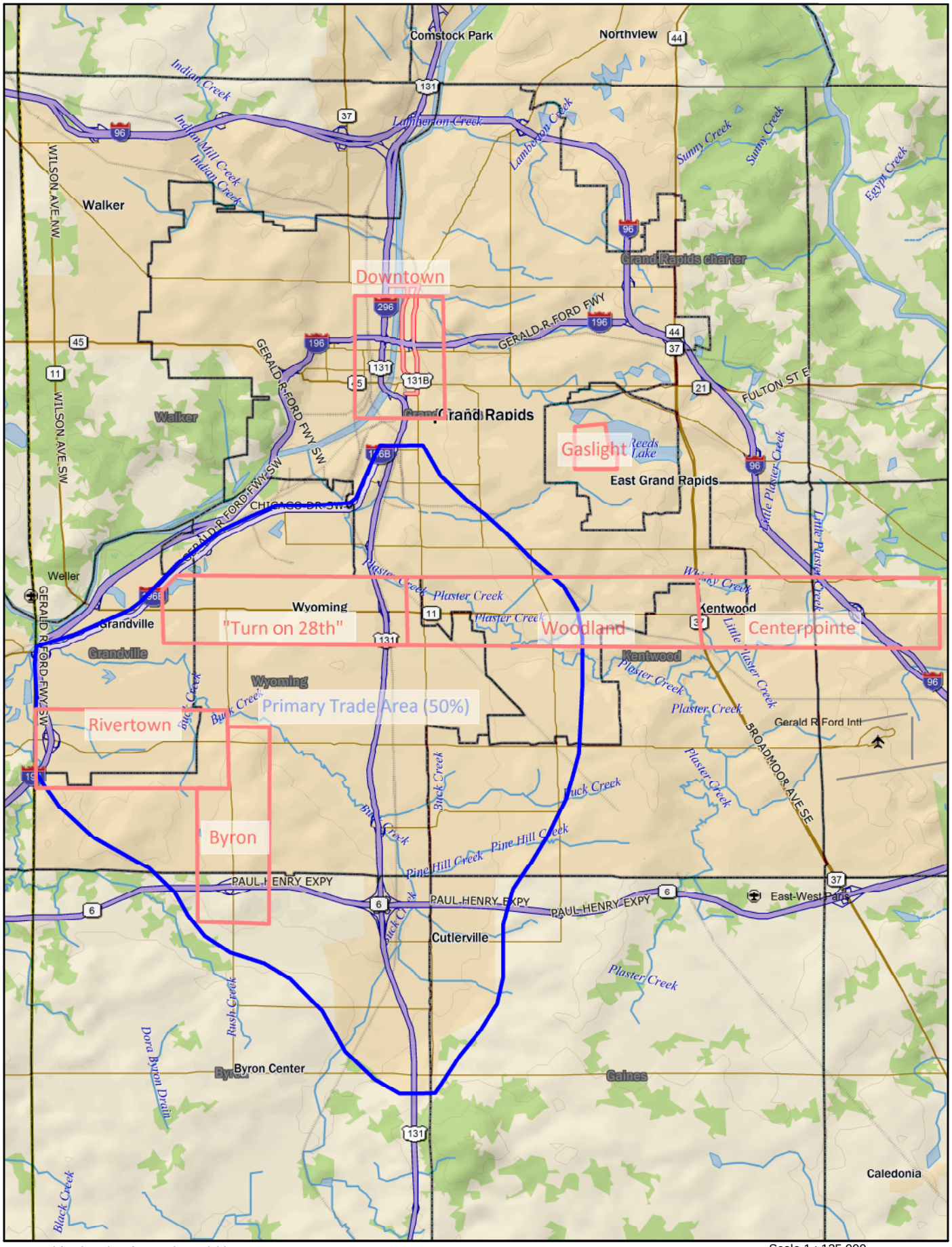
Scale 1 : 400,000

0 2 4 6 8 10 mi

0 3 6 9 12 15 km

1" = 6 miles

Exhibit AA.1



Prepared for the City of Wyoming, Michigan

Prepared by LandUse|USA; January 2011.

in collaboration with Nederveld Associates.

TN

MN (5.4°W)

Scale 1 : 125,000

1" = 1.97 miles

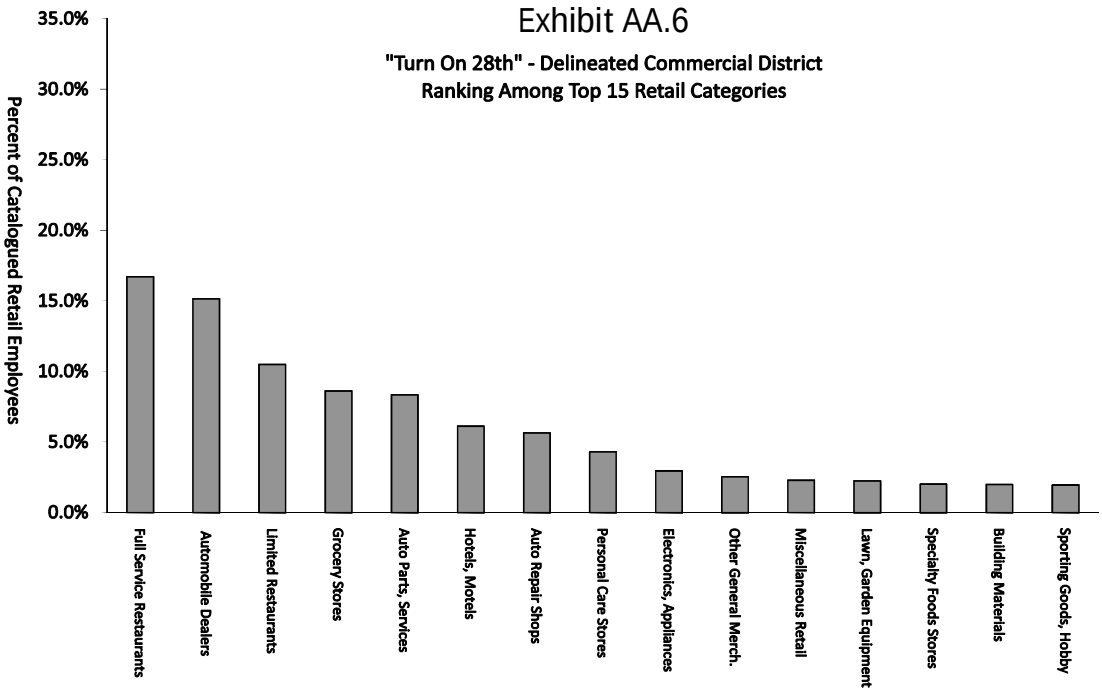
Exhibit AA.5

"Turn on 28th" - City of Wyoming, Michigan

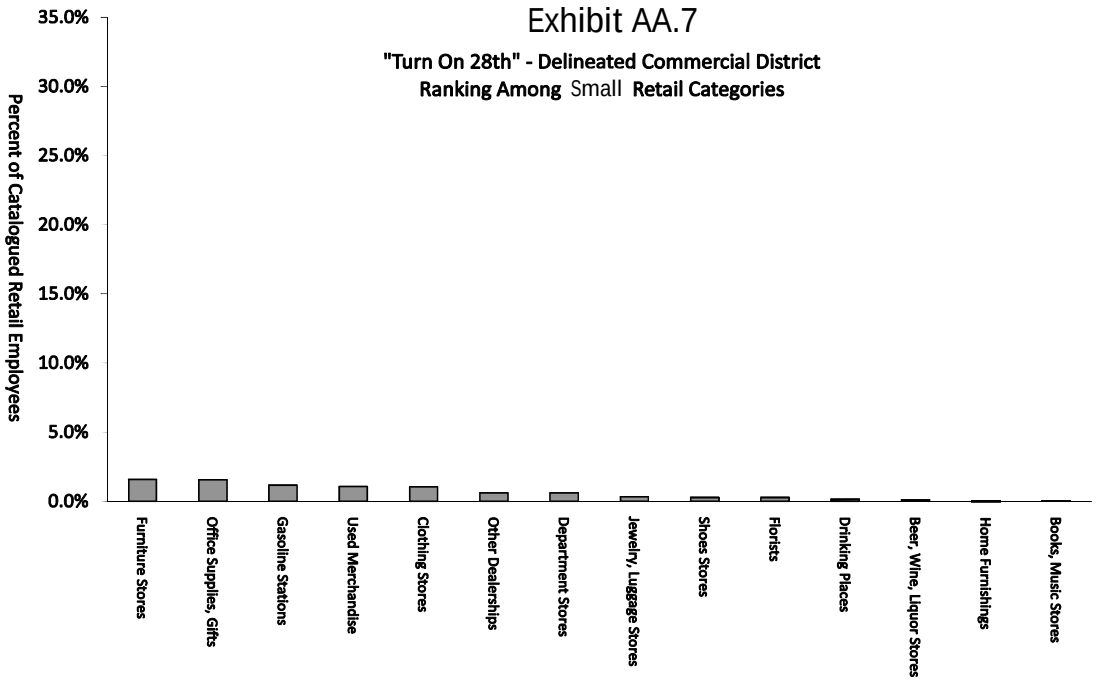
Slight Evidence of Ethnic Diversity in Retail Mix

Probable Ethnic Group	Business Name, Ownership	General Category
Italian	Donald Alan Worst, Inc; Little Caesars	Restaurant
Italian	Happys Pizza	Restaurant
Italian	Frankie V's Pizzeria & Sports Lounge	Restaurant
Italian	Vallones Pizzeria	Restaurant
Italian	Michigan Pizza Hut Inc; Pizza Hut 64	Restaurant
Italian	Roma Pizza	Restaurant
Italian	Tomasello Francesio; Francesco Pizzeria	Restaurant
Italian	Vincenzos Pizza	Restaurant
Hispanic	Casa La Parrot	Pet Supplies
Hispanic	Labanderia Jalisco	Laundromat
Hispanic	Chicago Diversified Foods Inc; Taco Bell	Restaurant
Hispanic	Mexico Lindo	Restaurant
Hispanic	Taqueria Betos	Restaurant
Hispanic	Tacos El Caporal	Restaurant
Hispanic	Casa Del Rey Iglesia	Restaurant
European	Irish Design & Build	Home Furnishings
European	Sergio V Jewelry	Jewelry
European	E3 Bistro & Entertainment Revu	Restaurant
European	Private Chef Cafe LLC	Restaurant
European	Winner Circle Sports Bar IncE-3 Bistro	Restaurant
European	Charleys Pub & Grill	Restaurant
European	Bellagio Salon	Personal Care
European	Sin Fronteras Supermarket	Grocery, Market
Arabic	Anazeh Sands Pool Tables; A & S Distributing	Entertainment
Asian	Pro-Karate	Fitness
Asian	Polynesian Home Center	Home Furnishings
Asian	Royal Cafe IncChina Seafood Buffet	Restaurant
Asian	Tsing Tao Chinese Restaurant	Restaurant
Asian	Bangkok Palace Restaurant	Restaurant
Asian	Asian Palace Restaurant	Restaurant
Asian	Bangkok View	Restaurant
Asian	Chicken N Egg Roll IncChicken & Eggroll	Restaurant
Asian	Chinatown Restaurant Japanese Steak House	Restaurant
Asian	Great Wall Chinese Restaurant; Abacus	Restaurant
Other	International Dollars Buys LLC	Value
Other	Romeros Jewelry	Jewelry

Source: Underlying inventory by DemographicsNow, Alteryx and PopStats, and best-guesses on ethnic influence by LandUse|USA; September 2010.



Source: Underlying data provided by DemographicsNow, PopStats and Alteryx; and field-verified by LandUse|USA; September 2010.
District delineation and comparative analysis conducted by LandUse|USA in collaboration with Nederveld Associates.



Source: Underlying data provided by DemographicsNow, PopStats and Alteryx; and field-verified by LandUse|USA; September 2010.
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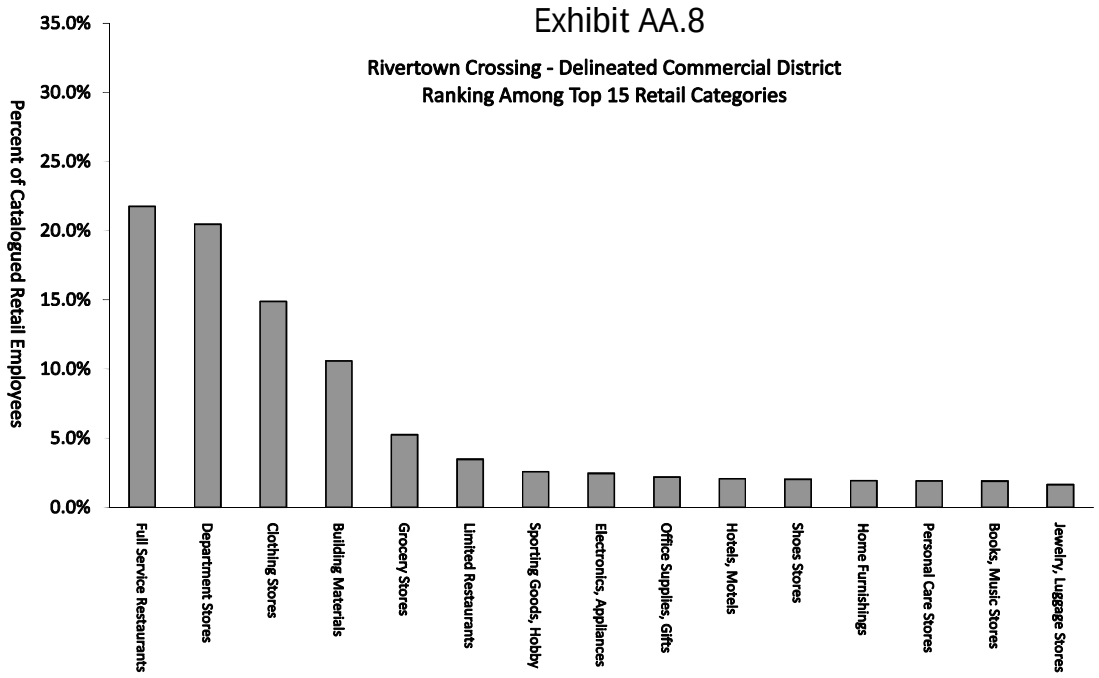
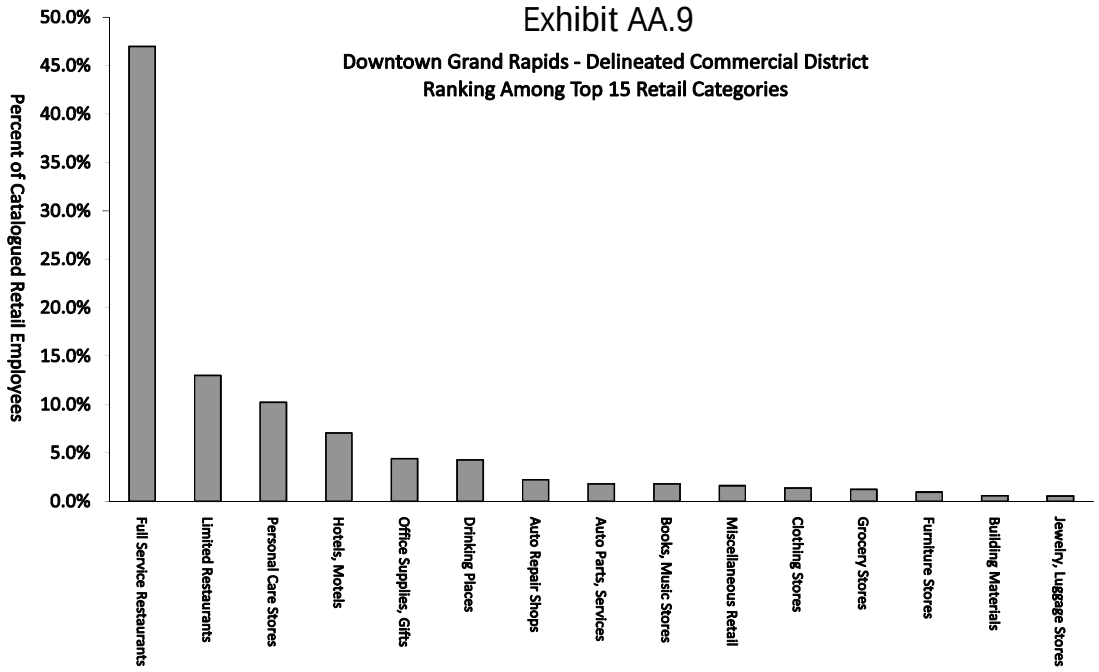
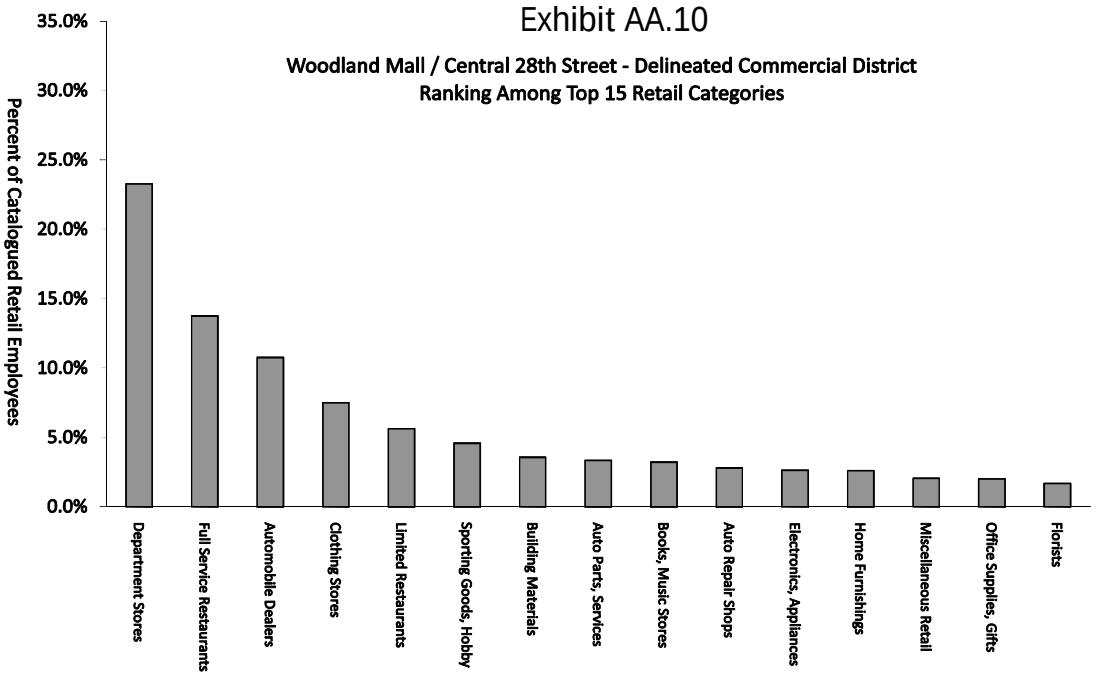


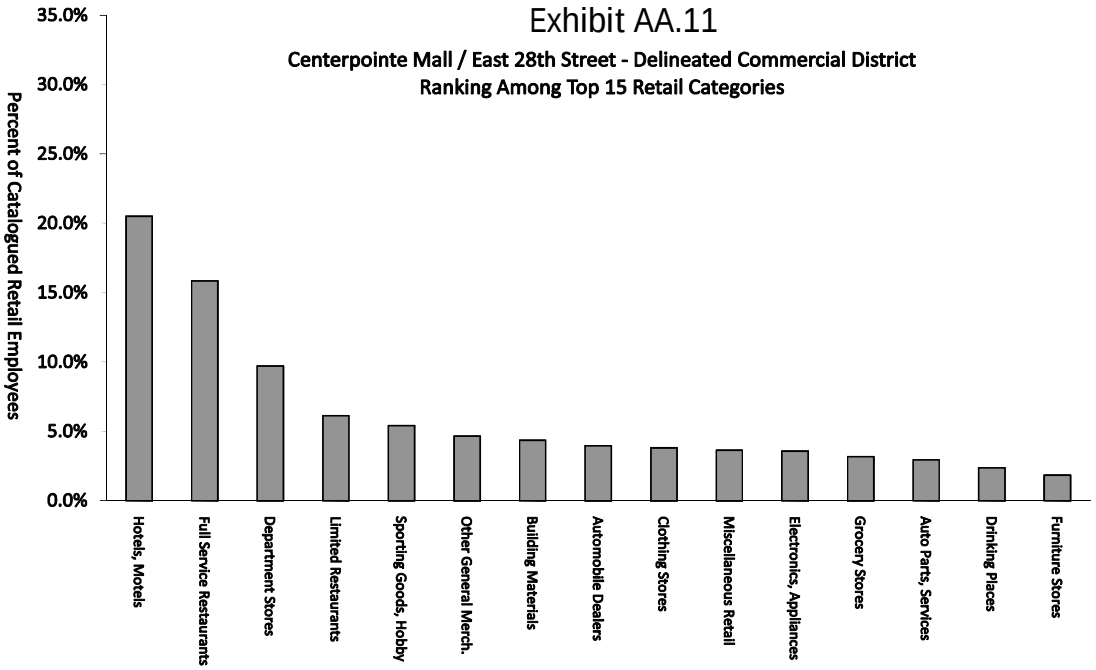
Source: Underlying data provided by DemographicsNow, PopStats and Alteryx; and field-verified by LandUse|USA; September 2010.
District delineation and comparative analysis conducted by LandUse|USA in collaboration with Nederveld Associates.



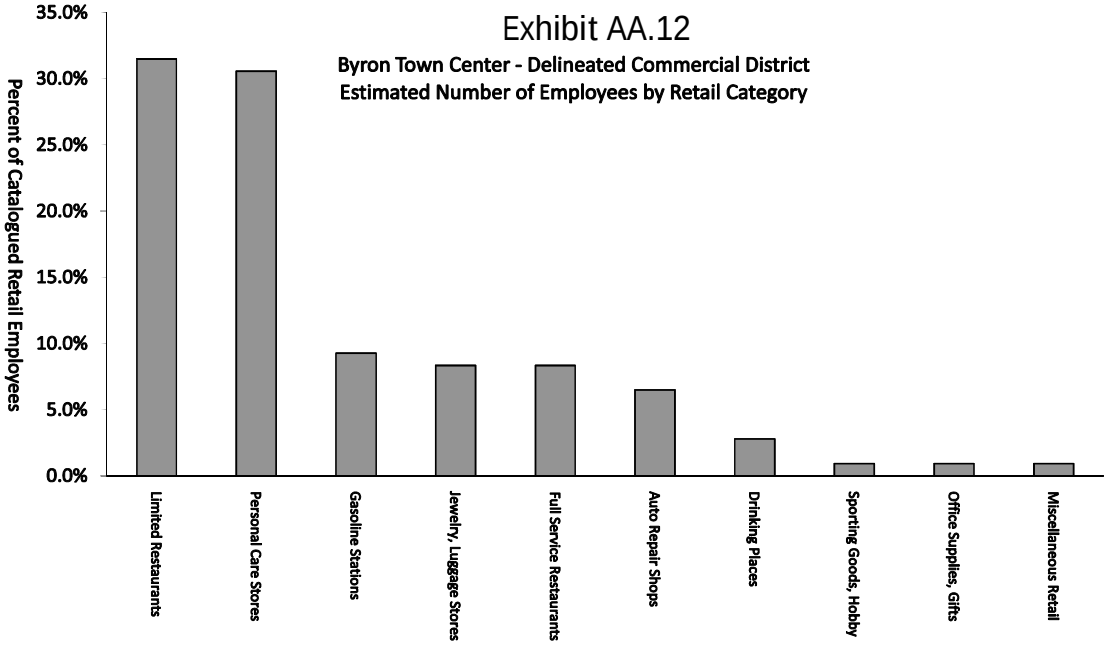
Source: Underlying data provided by DemographicsNow, PopStats and Alteryx; and field-verified by LandUse|USA; September 2010.
District delineation and comparative analysis conducted by LandUse|USA in collaboration with Nederveld Associates.



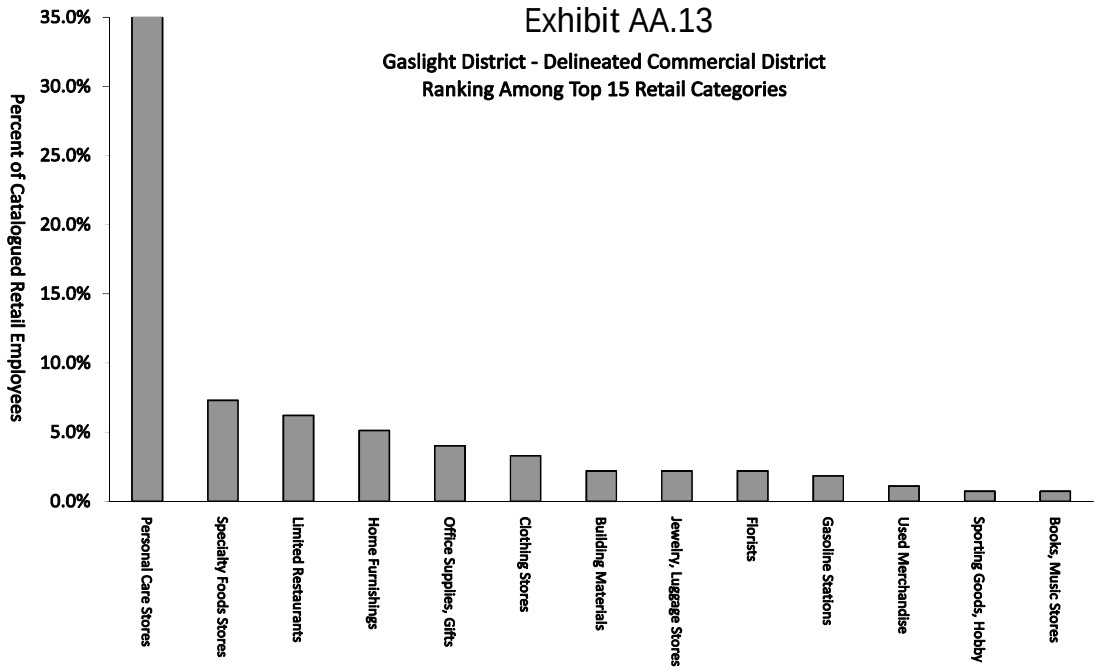
Source: Underlying data provided by DemographicsNow, PopStats and Alteryx; and field-verified by LandUse|USA; September 2010.
District delineation and comparative analysis conducted by LandUse|USA in collaboration with Nederveld Associates.



Source: Underlying data provided by DemographicsNow, PopStats and Alteryx; and field-verified by LandUse|USA; September 2010.
District delineation and comparative analysis conducted by LandUse|USA in collaboration with Nederveld Associates.



Source: Underlying data provided by DemographicsNow, PopStats and Alteryx; and field-verified by LandUse|USA; September 2010.
District delineation and comparative analysis conducted by LandUse|USA in collaboration with Nederveld Associates.



Source: Underlying data provided by DemographicsNow, PopStats and Alteryx; and field-verified by LandUse|USA; September 2010.
District delineation and comparative analysis conducted by LandUse|USA in collaboration with Nederveld Associates.

Exhibit AA.14 PRELIMINARY
"Turn on 28th" - City of Wyoming, Michigan
Retail Inventory within the Generalized Commercial District

FURNITURE AND HOME FURNISHINGS

Irish Design & Build
Family Favorites
Klingman Furniture Company
Mag Wheel Furniture
R.A.C. Rent-A-Center
Williams Furniture Co
Floor Concepts Inc

HOME IMPROVEMENT, BUILDING SUPPLIES

American Heating; Cooling
Ersco Building Supply
Ace Fencing Installation
Basement Store
C & S Tool Repair
Harbor Freight Tools Usa Inc
Hoeksema Tool Service Inc
Michigan Architectural Do
Polynesian Home Center
Stained Glass Creat By Paul
Superior Factory Finishing
Tool Authority
Van Der Kolk Painting LLC

GROCERY AND CONVENIENCE STORES

Marathon Gasoline Station
D & W Food Center
7-Eleven Inc7-Eleven
D & P Gasoline
Gator Fore IncDuthlers Family Foods
Phoenicians LLC
Rodriguez Supermarket
Save-A-Lot Food Stores Ltd
Sin Fronteras Supermarket
Family Fare Burlingame; Spartan
Family Fare Wyoming; Spartan
ABC Party Store

GASOLINE STATIONS

Admiral Petroleum Company
Dons Service Inc; BP
Metro Tcp
Mobile Plaza
Speedway Superamerica LLC 01
Speedway Superamerica LLC 02
28th St Value Mart; N & M BP Gas & Food

SPECIALTY FOOD STORES

Bagels Bread and Beyond
Beaners Gourmet Coffee
Bosna Express
Marges Donut Den Inc
Albertus Koeze; Confectionary
R Bakery

PHARMACIES, PERSONAL CARE STORES

CNS Beauty Supply
Grand Rapids Hearing Center
Carelinc Medical Equipment
Cvs IncCVS 8290
Diplomat Pharmacy Grand Rapids
General Nutrition Corporation
Natural Alternative
Nuvision Optical
Pearle Vision Inc
Rx Optical Laboratories Inc
Sally Beauty Supply LLC
Sonus-Usa IncSonusSONUS-USA Hearing
Walgreen Co 01
Walgreen Co 02

SPORTING GOODS

Alger Schwinn Cyclery & Fitness
Fire House Music Inc; Guitars
LP Archery Products LLC
Michigan Sptg Gds Distrs Inc; Mc Sports

CRAFT, HOBBY SHOPS

Marshall Music Co.
Hobby Recycling
Hobby World Inc
Jo-Ann Fabrics & Crafts
Quilt Factory
Rpa Sales
Tc Paintball
Rookies 2 Legends Records

Note: Lists are not necessarily to be all-Inclusive or perfect; omissions are unintentional.
Excludes all automotive related categories; finance, insurance, and non-retail businesses.

Exhibit AA.15 PRELIMINARY
"Turn on 28th" - City of Wyoming, Michigan
Retail Inventory within the Generalized Commercial District

WOMEN'S FASHIONS AND APPAREL

Chrissie 44 Creations
Cw For Positive You
Dots LLC
Max 10 Family Fashions
Simply Fashion Stores Ltd
Christopher & Banks
Deb Shop
AJ Wright; Concord Buying

SHOE STORES

Famous Footwear
ShoemakersShoemakers
Shoes N More
Payless Shoesource Inc
Cobbleshop

OTHER CLOTHING STORES, ACCESSORIES

Nguyen Alterations
Rafael Store
Adom Tailoring
Educational Outfitters
Kostume Room LLC
Nancys Handbags & More
T&T Sports Wear Inc
Triple J's Apparel Store
Mike Marks Pro Shop
International Dollars Buys LLC
K T Leather Designs
Gloria Independent Avon Sales

JEWELERS

Romeros Jewelry
Ace Coins & Jewelry; Accent Collectables
Sergio V Jewelry

VALUE and DOLLAR STORES

Big Lots Stores IncBig Lots
Dollar General 01
Dollar General 02
Dollar Tree Stores Inc
Family Dollar Stores Inc
Suburban 5 & 10 1 Inc

THRIFT STORES, USED MERCHANDISE

Youngs Army/Navy Surplus
Valueland Mission Thrift
Dinacy Inc; Once Upon A Child Wyoming
Winmark Corp.; Once Upon A Child
Earthly Treasures
Goodwill Industries of Greater
Reiughes Liquidating Corp
Worldwide Christian Schools; Valueland
Wyoming Outlet; Bills
Modern History Resale Shoppe

FLORISTS and RELATED DISTRIBUTORS

Envirosafe Fuel Tanks; Distributor
Fruit Basket Gardens Inc; Flowerland
Annes Queen Floral
Ask For Plants
Home Town Floral; Wyoming Stuyvesant

PHOTO, MEDIA, ENTERTAINMENT STUDIOS

O'Connor Rice Photo Studio
Go Ritz Photo LLC
Weddings Galore
Die Tech Services Inc
Alterntv Entertainment Inc
Avalon Calligraphy
Express Writers LLC
Hagan Streamside Studio
Marching Band Music & Drill
Pioneer Entertainment
Viacom Outdoor Advertising

Note: Lists are not necessarily to be all-Inclusive or perfect; omissions are unintentional.
Excludes all automotive related categories; finance, insurance, and non-retail businesses.

Exhibit AA.16 PRELIMINARY
"Turn on 28th" - City of Wyoming, Michigan
Retail Inventory within the Generalized Commercial District

NOVELTY, SPECIALTY, GIFTS

A & S Enterprises
All Star Sports Cards Inc
Grand Valley Party Store Inc
Great Northern Gifts
Helen Venstra; Silver & Stuff
J & B Gifts
R & S Party Store
Paradigm Gifts Repackaging LLC
Shepherd Specialty Merchandise

SMOKE AND TOBACCO SHOPS

Smoker's Express
Admiral Petro.; Discount Tobacco
Indian River Tobacco Traders
Tinder Box

OFFICE SUPPLIES

Cartridge World Wyoming
Business Cards & Stationary
North Americn Cartridge W
OfficeMax North America Inc
Eye on Video
Electronic Sound Equipment
Gerrits; G&G Coin Laundry Distrib.
Nortek Co LLC
Skyline VideoA-Skyline Video
Sprint Spectrum LP

ELECTRONICS, MUSIC, COMPUTERS

Underground Computers
Bursma Electronics
Computer Factory Outlet
Heritage Music Shop
Wolf Electronics
Radio Shack Corporation
Partake Co Inc; Vac Shack

PETS AND PET SUPPLIES

Doggie Doos Pet Grooming
Jsh Enterprises Inc; Pet Supplies Plus
Casa La Parrot

POOL SUPPLIES, PATIO AND HEARTH

Emerald Leisure Spas and Pools
Leslies Poolmart Inc; Supplies
Pool Place of Grand Rapids

FITNESS, BOWLING

Fitzone for Women
Anazeh SandsA & S Distributing
Endurance Fitness Center WY
Fitness For Every Body LLC
Greater Grand Rapids Bowling A
Greater Grand Rapids Womens
Lomonaco Bowling; Park Center Lanes
Paragon Bowling Center Inc
Sandless Tanning & Spa
Skra
West Walker Sportsmens Club
Curves For Women
Pro-Karate

TRAVEL ACCOMMODATIONS

Americas Best Inn & Suites
Country Inn
Grand Rapids Inn
Oxford Fund Select; Hyatt Place
Rjs Operations LLC; Howard Johnson
Travel Lodge

Note: Lists are not necessarily to be all-Inclusive or perfect; omissions are unintentional.
Excludes all automotive related categories; finance, insurance, and non-retail businesses.

Exhibit AA.17 PRELIMINARY

"Turn on 28th" - City of Wyoming, Michigan

Retail Inventory within the Generalized Commercial District

LIMITED SERVICE RESTAURANTS, EATERIES

Porter Street Ice Cream
Jumbo Buffet
Bookworm Cafe
Cafe Connection
Gorilla Grinders
Mr Burger
Arbys
Biggby Coffee
Boston Market Corporation
Bravograng Inc; Burger King
CG Maverick Inc; Subway
Chicago Diversified Foods Inc; Taco Bell
Donald Alan Worst Inc; Little Caesars
Happys Pizza
Monica MacurrikerMcDonalds
Ocb Restaurant Company LLC; Old Country Buff
Quiznos Subs
Starbucks Corporation
Subway 01
Subway 02
Wendys of Michigan 36
Wmcr Corporation; KFC 01
Wmcr Corporation; KFC 02
Royal Cafe Inc; China Seafood Buffet

FULL SERVICE RESTAURANTS, EATING ESTAB.

Tsing Tao Chinese Restaurant
Bangkok Palace Restaurant
Asian Palace Restaurant
Bangkok View
Chicken N Egg Roll IncChicken & Eggroll
Chinatown & Asian Market Inc; Steakhouse
Great Wall Chinese Restaurant; Abacus
Mexico Lindo
Taqueria Betos
Tacos El Caporal
Frankie V's Pizzeria & Sports Lounge
Vallones Pizzeria
Michigan Pizza Hut Inc
Roma Pizza
Tomasello Francesio Pizzeria
Coco Salon LLC
Luxur LLC
Sky Chefs Inc; Chef Solutions
Potters Entps.; Log Cabin Cocktail Lounge
Vincenzos Pizza
E3 Bistro & Entertainment Revu
Private Chef Cafe LLC
Winner Circle Sports Bar Inc; E-3 Bistro
Charleys Pub & Grill
Beltline Bar
Café 28
Agons Restaurant Inc
Applebees International Inc
Bob Evans Farms Inc
Dicks Galley
Fwv LLC
Gallery Restaurant LLC
Ledyard Restaurants; Rhythm Kitchen Café
Main Street Pub
Rogers Plaza Big Boy Restaurant
Rstrant De Haan Operations LLC
Golden 28
BR Associates Inc; Long John Silvers

HOUSEHOLD SERVICES

AA Budget Clock Doctor
Casa Del Rey Iglesia
Jeffs Appliance Svc
Klifmans Custom Upholstering
Labanderia Jalisco
Mr Duds
Saw Blade Production
Upholstery Speclst
Vanduinen Elevator Company

Note: Lists are not necessarily to be all-Inclusive or perfect; omissions are unintentional.
Excludes all automotive related categories; finance, insurance, and non-retail businesses.

Exhibit AA.18 PRELIMINARY

"Turn on 28th" - City of Wyoming, Michigan

Retail Inventory within the Generalized Commercial District

PERSONAL CARE SERVICES

Bo Rics
Haircuts Plus
Mimi's Hair Care
Timeless Hair Studio
4 Seasons Nails
A Perfect Touch Hair Salon
Alley Cat Tattoo
Alterations By Karen & Becky
Beauty Stars
Bellagio Salon
Body and Sol
Cutting Edge Machining Service
Diamond Nail Salon
Exclusive Hair Design
Family Hair Salon
Great ClipsGreat Clips
Kings Room
Lamar Hair Studio
Laura & Co
LI Ly Hair & Tanning Salon
Magnum Tattooing Inc
MI Mis Family Hair Care
Minhs Nail Art Dezine
Monicas Kuts and More
Nail 2000
Neon Sun & Style
Rapture Beauty
Regis CorporationCutter; BoRics
Reynas Hair & Nail Salon
Rogers Heights Barber Shop
Styles Urban
Suzy Beauty Salon
T & T Nails
T N T Tanning
Tanners Touch Beauty Salon
Vadas Hair Design
Wyoming Nails
Wyoming Park Barber Shop
Creative Hair

DRYCLEANERS, LAUNDRY

Dawns Dry Cleaning; Snow White
Monas Cleaners
Rowe Mngmt Co Inc; Bunny Cleaners

Note: Lists are not necessarily to be all-Inclusive or perfect; omissions are unintentional.
Excludes all automotive related categories; finance, insurance, and non-retail businesses.

Final Market Strategy
City of Wyoming, Michigan

January 01, 2011

"Turn on 28th"

Appendix B ~ Demographics

Prepared by:

LANDUSE|USA

In Collaboration With:

progressive|ae

NEDERVELD

Williams & Works
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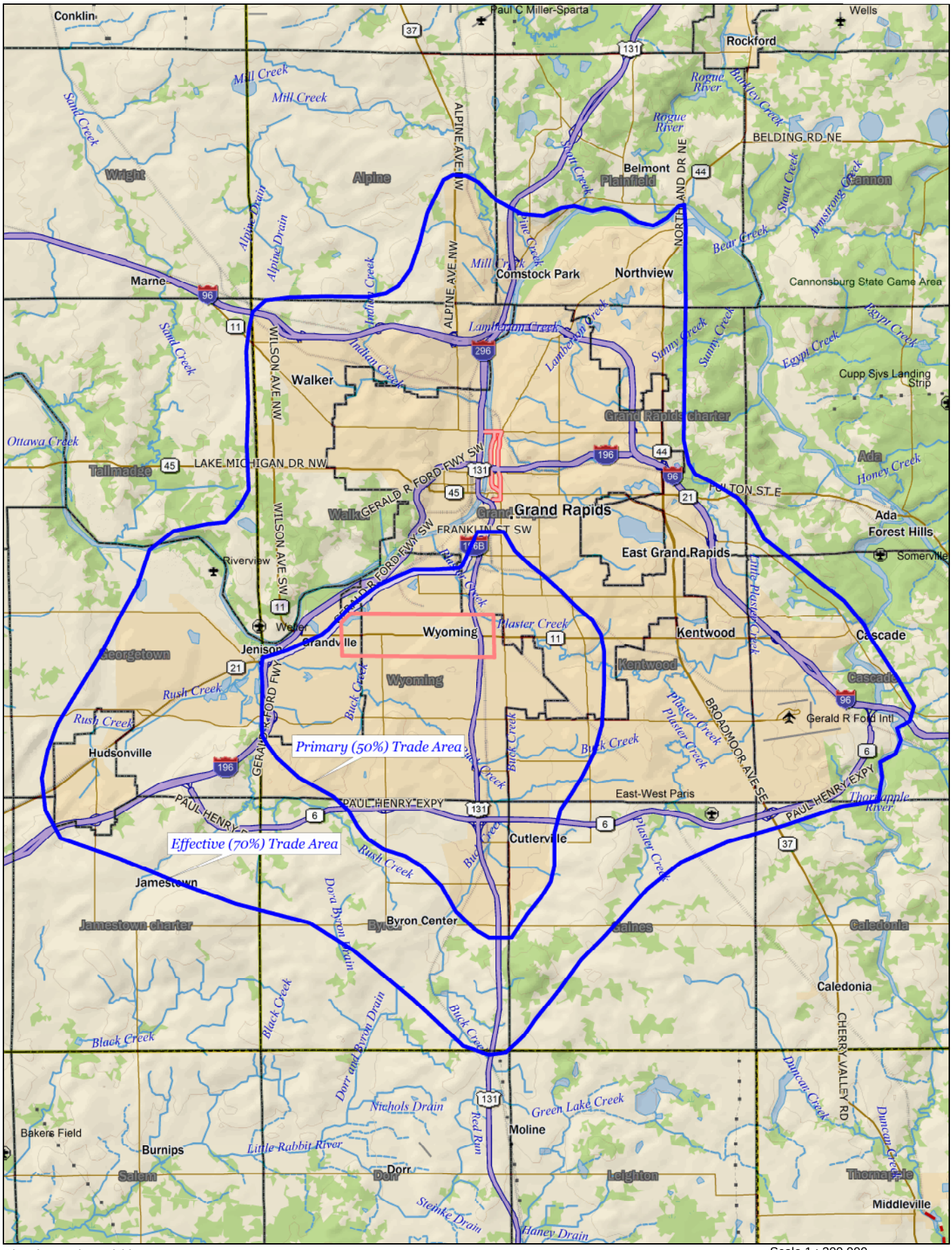
Exhibit B.0



City of Wyoming, Michigan

Primary and Effective Trade Areas

Prepared by LandUse|USA in collaboration with Nederveld.

TN

MN (5.4°W)

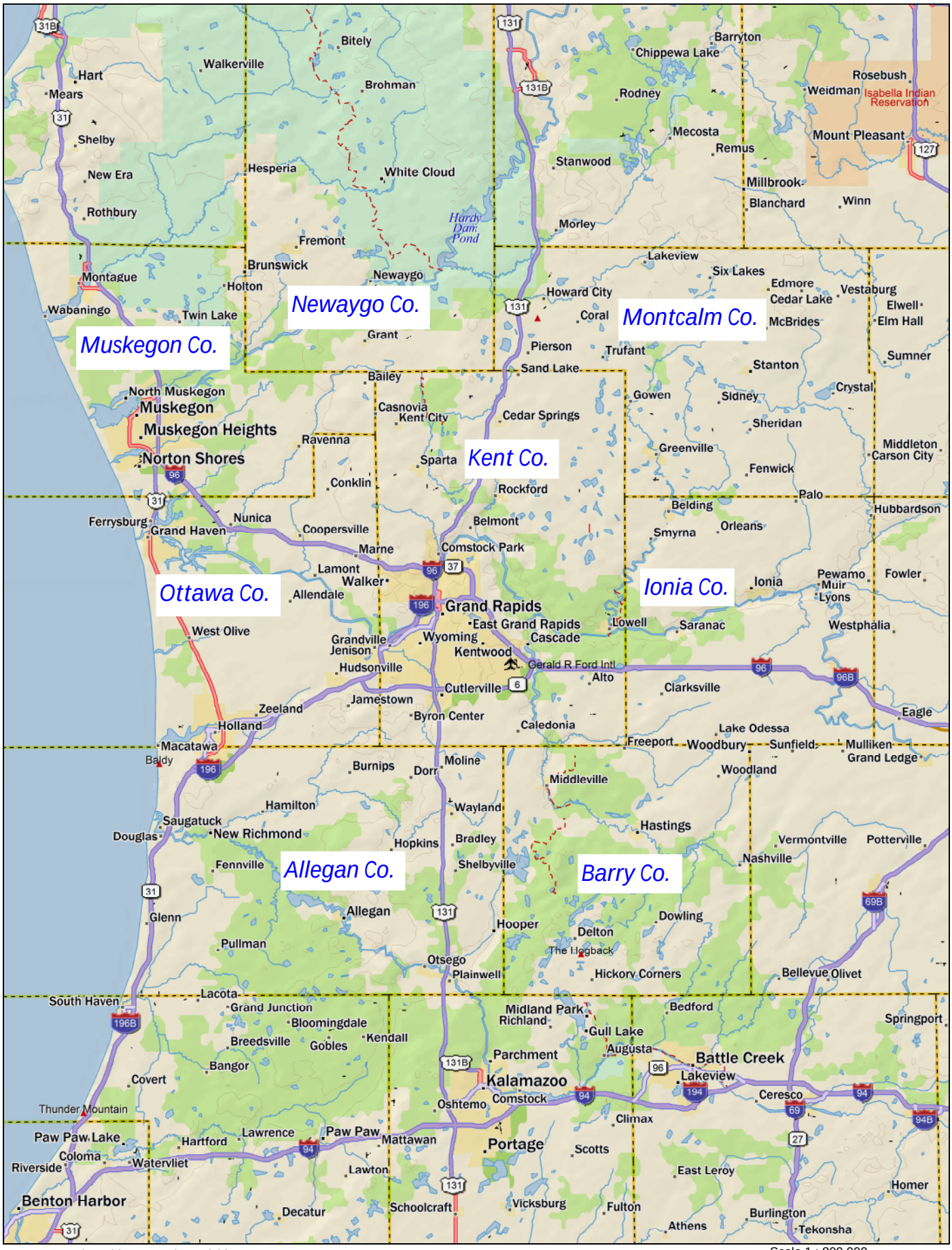
Scale 1 : 200,000

0 1 2 3 4 5 mi

0 1 2 3 4 5 km

1" = 3 miles

Exhibit B.1



Greater Grand Rapids - Wyoming, Michigan

Kent County and All Adjacent Counties

Prepared by LandUse|USA in collaboration with Nederveld

TN

MN (5.4°W)

Scale 1 : 800,000

0 4 8 12 16 20 mi

0 6 12 18 24 30 km

1" = 12.5 miles

Exhibit B.2
Demographic Parameters for Expenditure Potential

Demographic Variables	Wyoming, MI PTA (50%)	Wyoming, MI ETA (70%)	Kent County	Allegan County	Barry County
1990 Population	185,914	466,384	500,631	90,509	50,057
2000 Population	205,037	528,539	574,335	105,665	56,755
2007 Population	206,200	551,334	602,318	111,822	58,254
2009 Population Est 4th Quarter	206,700	561,402	614,724	114,570	58,908
2010 Population Est 2nd Quarter	205,847	561,083	614,297	114,394	58,820
2015 Population	210,188	587,742	644,247	119,545	60,246
2020 Population	217,659	617,550	675,971	124,703	61,561
c.a.g.r. 1990 - 2000	1.0%	1.3%	1.4%	1.6%	1.3%
c.a.g.r. 2000 - 2010	0.1%	0.6%	0.7%	0.8%	0.4%
c.a.g.r. 2010 - 2015	0.4%	0.9%	1.0%	0.9%	0.5%
c.a.g.r. 2015 - 2020	0.7%	1.0%	1.0%	0.8%	0.4%
1989 Per Capita Income - Census	$13,338	$14,698	$14,378	$12,498	$12,417
1990 Per Capita Income	$13,894	$15,311	$14,977	$13,094	$13,064
1999 Per Capita Income - Census	$20,065	$22,110	$21,629	$19,918	$20,636
2000 Per Capita Income	$20,901	$23,032	$22,530	$20,868	$21,711
2007 Per Capita Income	$20,262	$22,328	$21,842	$20,111	$20,852
2010 Per Capita Income	$22,565	$24,866	$24,325	$22,356	$23,400
2015 Per Capita Income	$24,024	$26,473	$25,897	$23,755	$24,930
2020 Per Capita Income	$25,576	$28,184	$27,570	$25,241	$26,561
c.a.g.r. 1989 - 1999	4.2%	4.2%	4.2%	4.8%	5.2%
c.a.g.r. 1999 - 2010	1.1%	1.1%	1.1%	1.1%	1.1%
c.a.g.r. 2010 - 2015	1.3%	1.3%	1.3%	1.2%	1.3%
c.a.g.r. 2015 - 2020	1.3%	1.3%	1.3%	1.2%	1.3%
1990 Total Personal Income ($Mil.)	2,583.1	7,140.6	7,498.1	1,185.1	653.9
2000 Total Personal Income ($Mil.)	4,285.4	12,173.3	12,940.0	2,205.0	1,232.2
2007 Total Personal Income ($Mil.)	4,178.0	12,310.3	13,155.8	2,248.9	1,214.7
2010 Total Personal Income ($Mil.)	4,645.0	13,952.0	14,942.7	2,557.4	1,376.4
2015 Total Personal Income ($Mil.)	5,049.5	15,559.4	16,684.0	2,839.7	1,502.0
2020 Total Personal Income ($Mil.)	5,566.9	17,405.0	18,636.8	3,147.6	1,635.1

Source: DemographicsNow by Alteryx; analysis, interpolations and forecasts provided by LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit B.3
Demographic Variables for Qualifying the Market

Demographic Variables	Wyoming, MI PTA (50%)	Wyoming, MI ETA (70%)	Kent County	Allegan County	Barry County
2010 Average Age	35.7	36.6	36.7	37.8	39.1
% Some College Education	22.6%	22.6%	22.9%	21.1%	25.6%
2010 Owner Occupied Housing	51,917	144,402	160,604	34,229	18,714
2010 Renter Occupied Housing	24,185	64,306	66,815	7,062	3,035
2010 Percent Renter Occupied	31.8%	30.8%	29.4%	17.1%	14.0%
2010 Vacant Housing	3,552	9,993	11,446	4,707	2,476
2010 Percent Vacancy	4.5%	4.6%	4.8%	10.2%	10.2%
2010 Median Housing Value	$102,600	$120,400	$119,986	$113,971	$119,670
2010 Lifestyle Segmentation					
Category A - Crème de la Crème	0.8%	4.7%	4.8%	0.0%	0.0%
Category B - Urban Cliff Climbers	31.2%	23.4%	19.8%	7.3%	12.8%
Category C - Urban Cliff Dwellers	13.1%	11.2%	9.8%	8.9%	1.9%
Category D - Seasoned Urban Dwellers	2.4%	3.7%	2.9%	3.5%	0.0%
Category E - Thriving Alone	0.0%	0.6%	0.6%	0.0%	0.0%
Category F - Going It Alone	0.9%	3.0%	2.7%	0.9%	0.0%
Category G - Struggling Alone	5.5%	9.2%	8.8%	3.3%	0.0%
Category H - Single in the Suburbs	10.3%	9.8%	9.2%	1.1%	0.0%
Category I - Married in the Suburbs	10.2%	11.9%	10.4%	2.2%	2.0%
Category J - Retired in the Suburbs	2.7%	5.9%	5.0%	2.5%	2.3%
Category K - Living With Nature	0.3%	5.1%	14.1%	58.8%	50.6%
Category L - Working With Nature	0.5%	0.7%	2.0%	11.7%	30.4%
Category M - Harlem Gateway	11.5%	5.5%	5.1%	0.0%	0.0%
Category N - Espaniola	7.0%	3.0%	2.7%	0.0%	0.0%
Category O - Specialties	3.5%	2.2%	2.2%	0.0%	0.0%

Source: DemographicsNow by Alteryx; analysis, interpolations and forecasts provided by LandUse|USA in collaboration with Nederveld Associates; August 2010.

Reference for Lifestyle Segmentation (Exhibit B.3)

			Family		Educ.		Occ.		Sources of Income				Groups	
		Urbanization	Married	Children	College	High School	White Collar	Blue Collar	Wage/Salaried	Self Employed	Interest Income	SS/Public Asst.	Median Age	HH Income
	A1: Empire Builders	●	●	◑	●	●	●	○	●	●	●	○	3	E
	A2: Grand Masters	●	●	●	●	●	●	○	●	●	●	○	3	D
	A3: Marquis Class	●	●	◑	●	●	●	○	●	◑	●	○	3	D
	A4: American Knights	●	●	●	●	●	●	○	●	○	◑	○	1	D
	A5: Urban Squires	●	●	◑	●	●	●	○	●	○	●	○	2	D
	A6: Regents	●	●	◑	◑	●	●	○	●	○	◑	○	3	D
	B1: Charmed Life	●	●	●	◑	●	●	○	●	○	◑	○	1	C
	B2: Sitting Pretty	●	●	◑	◑	●	●	○	●	○	○	○	1	C
	B3: Kindred Spirit	●	●	◑	◑	●	●	○	●	○	○	○	1	B
	B4: Middle of the Road	●	●	◑	○	●	○	●	●	○	○	○	1	B
	B5: White Collar Status	●	●	◑	○	●	●	○	●	○	○	●	1	A
	B6: Blue Collar Starts	●	●	◑	○	◑	○	●	●	○	○	●	1	A
	C1: Social Whirls	●	●	◑	○	●	●	○	●	○	○	○	2	C
	C2: Managing Business	●	●	○	○	●	●	○	●	○	○	○	2	C
	C3: Nest Builders	●	●	◑	○	●	●	○	●	○	○	○	2	B
	C4: Gainfully employed	●	●	○	○	●	●	○	●	○	○	○	2	B
	C5: Strapped	●	●	○	○	◑	◑	◑	●	○	○	◑	2	A
	D1: Gray Eminence	●	●	○	○	●	●	○	●	○	○	◑	3	C
	D2: Fall Years	●	●	○	○	●	◑	◑	◑	○	○	◑	3	B
	D3: Still in the Game	●	●	○	○	◑	○	●	◑	○	○	●	3	A
	E1: Gurus	●	○	○	●	●	●	○	●	○	◑	○	3	C
	E2: Wizards	●	○	○	●	●	●	○	●	○	◑	○	2	C
	E3: Apprentices	●	○	○	●	●	●	○	●	○	○	○	1	C
	F1: Hard Act to Follow	●	◑	○	○	●	●	○	●	○	○	○	2	B
	F2: SM seeks SF	●	◑	○	○	●	●	○	●	○	○	○	1	B
	F3: Solo Acts	●	◑	●	○	●	●	○	●	○	○	○	1	B
	F4: Down But Not Out	●	◑	◑	○	●	●	○	●	○	○	◑	3	B
	G1: Urban Moms	●	○	●	○	◑	○	●	●	○	○	●	1	A
	G2: Apron Strings	●	◑	●	○	◑	○	●	●	○	○	●	2	A
	G3: Solemn Widows	●	◑	◑	○	◑	○	●	◑	○	○	●	3	A

		Family		Educ.		Occ.		Sources of Income				Groups	
	Urbanization	Married	Children	College	High School	White Collar	Blue Collar	Wage/Salaried	Self Employed	Interest Income	SS/Public Asst.	Median Age	HH Income
H1: Educated Earners	◑	○	◑	◑	●	●	○	●	○	○	○	1	B
H2: Suburban Singles	◑	◑	●	○	●	●	○	●	○	○	○	1	B
H3: Hard Hats/Hair Nets	◑	◑	●	○	◑	○	●	●	○	○	●	1	A
I1: Bonds and Babies	◑	●	●	●	●	●	○	●	◑	●	○	2	D
I2: Great Generations	◑	●	●	●	●	●	○	●	○	◑	○	2	D
I3: Couples with Capital	◑	●	○	●	●	●	○	●	○	◑	○	2	D
I4: Kith and Kin	◑	●	●	◑	●	●	○	●	○	○	○	2	C
I5: Sublime Suburbia	◑	●	○	○	●	●	○	●	○	○	○	2	C
J1: Stocks and Scholars	◑	●	○	●	●	●	○	●	◑	●	○	3	D
J2: Marmalade & Money	◑	●	○	●	●	●	○	●	○	●	○	3	D
J3: Stately Suburbs	◑	●	○	○	●	●	○	●	○	◑	○	3	D
K1: Country Villas	○	●	◑	◑	●	●	○	●	●	◑	○	2	D
K2: Pastoral Vistas	○	●	◑	○	●	○	●	●	◑	○	○	2	C
K3: Terra Firma	○	●	◑	○	●	○	●	●	●	○	○	2	B
K4: Stock in Trade	○	●	○	○	●	○	●	●	○	○	○	2	B
K5: Rough and Ready	○	●	○	○	●	○	●	●	◑	○	○	2	A
K6: The Outback	○	●	○	○	◑	○	●	●	○	○	●	2	A
K7: Cornucopia	○	●	◑	○	◑	○	●	●	◑	○	◑	1	X
L1: Land Barons	○	●	○	●	●	●	○	●	●	●	○	3	D
L2: Fertile Acres	○	●	○	○	●	○	●	●	●	○	○	3	C
L3: Breadbasket	○	●	○	○	●	○	●	●	●	◑	◑	3	B
L4: Farmers Circle	○	●	○	○	●	○	●	●	○	○	◑	3	B
L5: Crops and Tractors	○	●	○	○	●	○	●	●	◑	○	●	3	A
M1: Harlem Gentry	●	●	○	○	●	◑	◑	●	○	○	○	2	C
M2: East Side	●	○	●	○	●	◑	◑	●	○	○	●	2	B
M3: Upper East Side	●	○	●	○	◑	●	○	●	○	○	●	1	A
M4: Lower East Side	●	○	●	○	◑	○	●	●	○	○	●	1	A
M5: Between jobs	●	○	●	○	◑	○	○	○	○	○	●	1	A

		Family		Educ.		Occ.		Sources of Income				Groups	
	Urbanization	Married	Children	College	High School	White Collar	Blue Collar	Wage/Salaried	Self Employed	Interest Income	SS/Public Asst.	Median Age	HH Income
N1: Anos de Quincenera	●	●	◑	○	◑	○	●	●	○	○	●	3	X
N2: Los Padres	●	●	●	○	◑	○	●	●	○	○	●	2	X
N3: Los Novios	●	●	●	○	◑	○	●	●	○	○	●	1	X
N4: Los Padrinos	●	○	●	○	◑	○	●	●	○	○	●	3	B
N5: Los Solteros	●	○	●	○	◑	○	●	●	○	○	●	2	B
N6: Los Trabajadores	●	○	●	○	◑	○	●	●	○	○	●	1	B
O1: Golden Heritage	●	◑	○	○	●	●	○	○	○	●	●	4	C
O2: East Meets West	●	●	◑	○	◑	◑	◑	●	○	○	●	2	C
O3: Group Quarters	●	○	○	○	◑	○	●	●	○	○	◑	2	B
O4: Doublewides	●	●	◑	○	◑	○	●	●	○	○	◑	2	B
O5: Centurions	●	●	●	◑	●	◑	◑	●	○	○	○	1	B
O6: Legacy Years	●	◑	○	○	◑	◑	◑	○	○	○	●	4	A
O7: Collegian	●	○	○	●	●	◑	◑	●	○	○	○	1	A

Table Legend

By using table descriptions, the user of STI: LandScape is able to quickly ascertain the meaning of a segment, as well as, compare the segments to one another. The following synopsis defines the meaning of the symbols that are shown in the preceding tables. A very simple explanation of the symbols are: the darkened circle means 'Yes' or 'Mostly', the partial circle means 'Some' or 'Partially', and the empty circle means 'No' or 'None' relative to their demographic topic. **Important**, the demographic characteristics of individual block groups may differ from the table descriptions provided.

Urbanization
- ● Urban - densely populated and very commercial
- ◑ Suburban - densely populated, but very little commercial enterprise
- ○ Rural - lightly populated and very little commercial enterprise

Family Status

Married
- ● Married - Vast majority are married
- ◑ Mixed - Majority married
- ○ Single - Vast majority are single

Children
- ● Families - Most households have children
- ◑ Some Children - children presence or very small families
- ○ No Children - little to no presence of children

Education

College	● College - Vast majority hold a 4 year degree ◑ Some College - Many with a 4 year or 2 year degree ○ No College - Very few college educated
High School	● Vast majority have a high school degree ◑ Most have a high school degree ○ Most do not have a high school degree

Occupation

White Collar	● Heavily populated with white-collar workers ◑ Evenly split between white and blue collar ○ Very few white-collar workers
Blue Collar	● Heavily populated with blue-collar workers ◑ Evenly split between white and blue collar ○ Very few blue-collar workers

Income Sources

Wage/Salaried	● Majority are employed ◑ Most are employed ○ Very few are employed
Self Employed	● High percentage of self-employed ◑ Many are self-employed ○ Very little self-employment
Interest Income	● High percentage receiving income from interest, rents, and royalties ◑ Some income generating assets ○ Very little income generating assets
SS/Public Asst.	● Heavily dependent on Social security **or** government assistance ◑ Moderately dependent on Social security **or** government assistance ○ Very little dependence on government programs

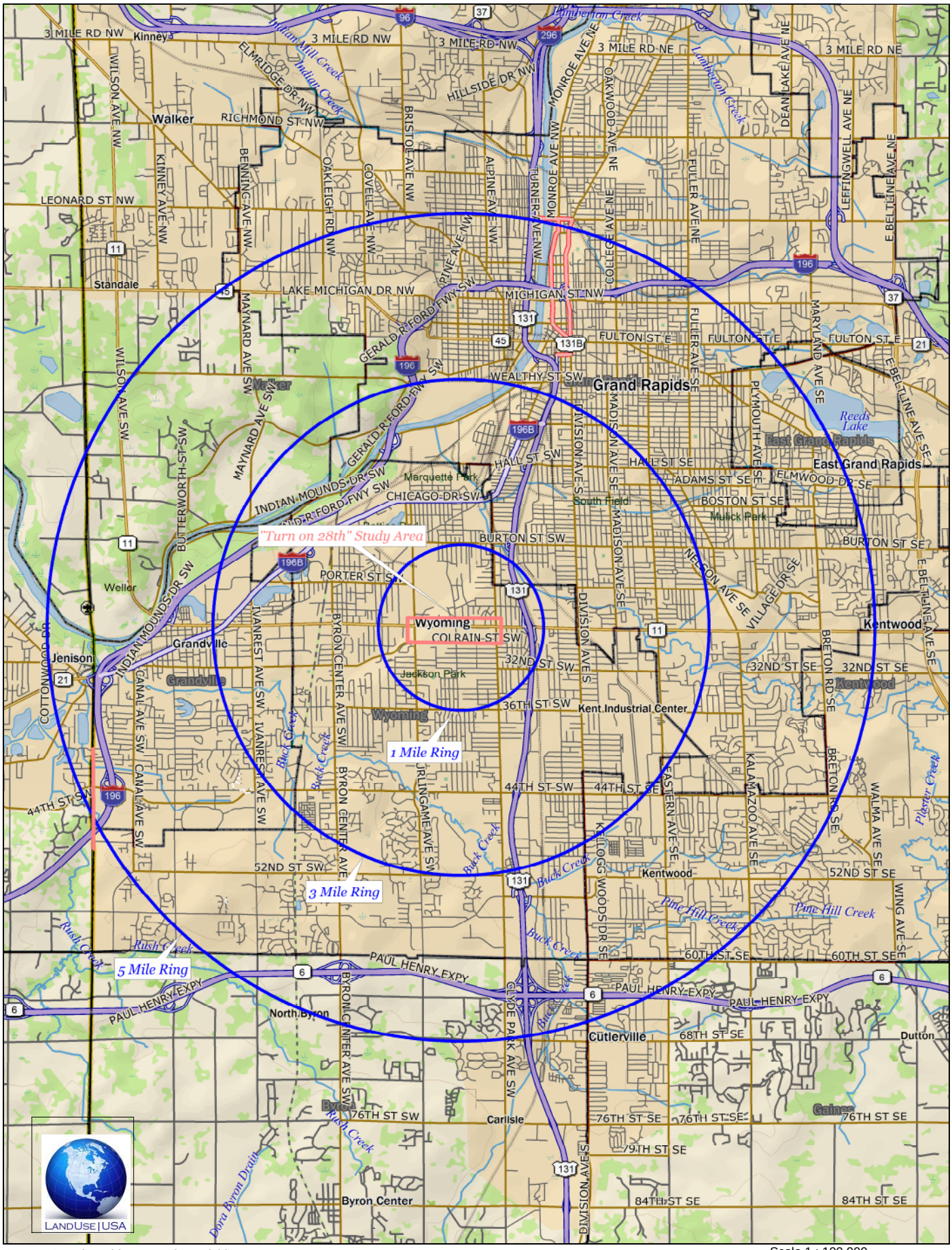
Age

Median Age	1 - Median age in the 20's and low 30's 2 - Median age in the 30's 3 - Median age in the 40's 4 - Median age in the 50's and low 60's

Household Income

HH Income	A - Median Household Income in the low 30's or less B - Median Household Income in the 40's and high 30's C - Median Household Income in the 50's and 60's D - Median Household Income in the 70's and 80's E - Median Household Income over 90,000 X - Median Household Income to broad to classify without misleading the reader

Exhibit B.4



Greater Grand Rapids - Wyoming, Michigan Area

1, 3 and 5 Mile Rings

Prepared by LandUse|USA in collaboration with Nederveld.

TN

MN (5.4°W)

Scale 1 : 100,000

1" = 1.6 miles

Exhibit B.6
Ethnicity and Ancestry

	Kent County	Wyoming 1 Miles	Wyoming 3 Miles	Wyoming 5 Miles	Allegan County	Barry County	Muskegon County
ETHNICITY OVER TIME							
Percent Hispanic Ethnicity							
Hispanic - 2015	11.5%	26.9%	29.3%	20.1%	7.6%	3.6%	5.6%
Hispanic - 2010	9.8%	22.4%	26.8%	17.6%	6.9%	2.0%	4.6%
Hispanic - 2000	7.0%	12.7%	19.4%	12.1%	6.0%	1.2%	3.4%
Hispanic - 1990	2.6%	3.5%	6.1%	4.0%	2.9%	0.9%	2.0%
DOMINANT ANCESTRY 1Q 2010							
Total Ancestry	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
American	4.1%	3.8%	3.2%	3.2%	6.8%	8.3%	5.4%
Other	13.4%	16.4%	19.6%	19.9%	8.7%	6.4%	17.2%
Unclassified	15.1%	12.3%	12.2%	13.2%	20.4%	28.8%	20.4%
Native American (Indian/Eskimo)	0.5%	0.5%	0.5%	0.6%	0.5%	0.4%	0.7%
Middle Eastern	0.5%	0.4%	0.5%	0.6%	0.1%	0.1%	0.2%
Hawaiian/Pacific Islander	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Subtotal	33.7%	33.4%	35.9%	37.5%	36.5%	44.0%	43.8%
European Detail	54.4%	40.9%	35.0%	42.6%	55.9%	53.6%	51.0%
Dutch	15.1%	11.3%	11.8%	13.6%	18.7%	8.9%	7.4%
German	11.7%	8.1%	6.9%	8.2%	13.5%	15.4%	13.3%
Scotch - Irish	7.2%	5.4%	4.2%	5.5%	6.8%	8.5%	6.6%
British	6.3%	4.6%	3.6%	4.4%	6.4%	9.6%	5.7%
Polish	5.3%	3.7%	3.0%	4.1%	3.4%	2.7%	4.2%
Italian	1.8%	2.2%	1.4%	1.6%	1.6%	1.7%	1.8%
Other European (Greek, Russian)	2.8%	1.9%	1.5%	2.1%	1.9%	2.3%	3.0%
Scandinavian	2.7%	1.9%	1.4%	1.8%	1.7%	2.1%	5.6%
French	1.7%	1.8%	1.2%	1.4%	1.9%	2.4%	3.3%
Hispanic Detail	9.8%	22.4%	26.8%	17.6%	6.9%	2.0%	4.6%
Mexican	6.0%	13.9%	16.6%	10.7%	5.4%	1.2%	3.3%
Other Hispanic	1.4%	3.3%	3.4%	2.3%	1.1%	0.6%	0.8%
Puerto Rican	1.0%	2.3%	2.6%	1.8%	0.2%	0.1%	0.3%
Cuban	0.4%	1.1%	1.0%	0.7%	0.1%	0.0%	0.1%
Central American	0.7%	1.1%	2.1%	1.3%	0.1%	0.0%	0.1%
Dominican	0.3%	0.6%	1.0%	0.6%	0.0%	0.0%	0.0%
South American	0.1%	0.2%	0.2%	0.2%	0.1%	0.1%	0.1%
Asian Detail	2.1%	3.3%	2.4%	2.4%	0.7%	0.4%	0.5%
South East Asian (Vietnamese)	1.0%	2.5%	1.7%	1.5%	0.4%	0.1%	0.1%
Chinese	0.3%	0.5%	0.3%	0.3%	0.1%	0.0%	0.1%
Korean	0.4%	0.2%	0.2%	0.3%	0.1%	0.1%	0.2%
South Central Asian (Indian)	0.4%	0.2%	0.2%	0.2%	0.1%	0.0%	0.1%
Other Asian	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Japanese	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%

Source: Underlying data provided by DemographicsNow by Alteryx, Inc.;
Analysis by LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit B.7
Ethnicity and Ancestry

PRIMARY LANGUAGE 1Q 2010	Kent County	Wyoming 1 Miles	Wyoming 3 Miles	Wyoming 5 Miles	Allegan County	Barry County	Muskegon County
Total Population Age 5 and above	574,605	12,705	94,664	241,011	107,698	55,509	165,074
Total All Languages	100%	100%	100%	100%	100%	100%	100%
Subtotal English, Spanish / Creoloe	95.9%	95.1%	96.0%	95.5%	98.4%	98.8%	98.2%
Speaking only English	90.2%	85.1%	79.4%	85.4%	93.3%	97.8%	95.7%
Speaking Spanish / Creoloe	5.7%	10.0%	16.7%	10.1%	5.1%	1.0%	2.6%
Asian/Pacific	1.3%	2.6%	2.0%	1.7%	0.3%	0.0%	0.3%
Vietnamese	0.7%	2.0%	1.5%	1.2%	0.1%	0.0%	0.1%
Chinese	0.2%	0.4%	0.2%	0.1%	0.1%	0.0%	0.0%
Other Asian Languages	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%
Japanese	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%
Tagalog and Other Pacific Languages	0.1%	0.0%	0.1%	0.1%	0.1%	0.0%	0.0%
Korean	0.2%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%
European/Indo-European	2.4%	2.2%	1.7%	2.2%	1.1%	1.1%	1.4%
Other Slavic Languages	0.7%	0.8%	0.4%	0.6%	0.1%	0.1%	0.4%
Other Indo-European Languages	0.6%	0.4%	0.5%	0.6%	0.4%	0.2%	0.2%
German	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
French or French Creole	0.3%	0.3%	0.3%	0.3%	0.2%	0.4%	0.3%
Other Indic Languages	0.2%	0.2%	0.1%	0.2%	0.0%	0.0%	0.0%
Portguese or Portguese Creole	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Italian	0.1%	0.0%	0.1%	0.1%	0.0%	0.1%	0.1%
Yiddish or Hebrew	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Languages	0.4%	0.1%	0.3%	0.5%	0.2%	0.1%	0.2%
Other and Unspecified Languages	0.2%	0.1%	0.2%	0.3%	0.1%	0.1%	0.1%
Arabic	0.2%	0.0%	0.1%	0.2%	0.0%	0.0%	0.1%

Source: Underlying data provided by DemographicsNow by Alteryx, Inc.;
Analysis by LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit B.8
Ethnicity and Ancestry

	Kent County	Kalamazoo County	Calhoun County	Ingham County	Washtenaw County	Oakland County	Genesee County	Saginaw County
ETHNICITY OVER TIME								
Percent Hispanic Ethnicity								
Hispanic - 2015	11.5%	4.7%	5.4%	6.7%	4.6%	4.4%	3.4%	8.5%
Hispanic - 2010	9.8%	3.5%	4.1%	6.2%	3.5%	3.3%	2.5%	7.4%
Hispanic - 2000	7.0%	2.7%	3.2%	5.7%	2.8%	2.5%	2.3%	6.7%
Hispanic - 1990	2.6%	1.6%	1.8%	4.6%	1.9%	1.6%	1.9%	5.5%
DOMINANT ANCESTRY 1Q 2010								
Total Ancestry	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
American	4.1%	5.4%	9.1%	4.6%	3.8%	4.3%	6.9%	4.2%
Other	13.4%	14.6%	14.4%	18.4%	19.1%	17.2%	22.2%	21.3%
Unclassified	15.1%	19.7%	28.5%	18.7%	15.1%	14.0%	22.0%	16.8%
Native American (Indian/Eskimo)	0.5%	0.3%	0.7%	0.5%	0.3%	0.2%	0.6%	0.4%
Middle Eastern	0.5%	0.4%	0.1%	0.9%	1.5%	3.1%	0.9%	0.3%
Hawaiian/Pacific Islander	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%
Subtotal	33.7%	40.5%	52.7%	43.0%	39.8%	38.7%	52.5%	42.9%
European Detail	54.4%	53.6%	41.6%	46.3%	48.5%	52.3%	44.0%	48.6%
Dutch	15.1%	8.9%	2.3%	1.9%	1.2%	0.9%	1.1%	0.7%
German	11.7%	14.0%	13.4%	13.9%	13.7%	11.7%	11.7%	21.9%
Scotch - Irish	7.2%	8.7%	7.7%	8.4%	9.0%	9.9%	8.9%	6.3%
British	6.3%	8.5%	9.1%	8.0%	7.7%	7.5%	7.8%	4.8%
Polish	5.3%	3.4%	2.1%	3.3%	4.1%	6.7%	3.9%	5.5%
Italian	1.8%	2.4%	1.8%	2.6%	3.0%	4.6%	2.1%	1.9%
Other European (Greek, Russian)	2.8%	3.2%	2.0%	3.6%	5.5%	6.2%	3.6%	3.0%
Scandinavian	2.7%	2.6%	1.4%	2.7%	2.5%	2.4%	1.9%	1.1%
French	1.7%	1.9%	1.9%	2.0%	2.0%	2.5%	3.1%	3.4%
Hispanic Detail	9.8%	3.5%	4.1%	6.2%	3.5%	3.3%	2.5%	7.4%
Mexican	6.0%	2.1%	2.9%	4.0%	1.5%	1.9%	1.7%	5.9%
Other Hispanic	1.4%	0.7%	0.7%	1.2%	0.7%	0.6%	0.5%	1.3%
Puerto Rican	1.0%	0.3%	0.3%	0.3%	0.4%	0.4%	0.2%	0.2%
Cuban	0.4%	0.2%	0.0%	0.4%	0.2%	0.1%	0.1%	0.0%
Central American	0.7%	0.1%	0.1%	0.1%	0.3%	0.1%	0.0%	0.0%
Dominican	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
South American	0.1%	0.2%	0.1%	0.2%	0.4%	0.2%	0.0%	0.1%
Asian Detail	2.1%	2.4%	1.6%	4.5%	8.3%	5.7%	0.9%	1.1%
South East Asian (Vietnamese)	1.0%	0.4%	0.2%	1.4%	0.8%	0.8%	0.2%	0.3%
Chinese	0.3%	0.6%	0.2%	0.9%	2.9%	1.2%	0.2%	0.2%
Korean	0.4%	0.3%	0.2%	0.8%	1.4%	0.6%	0.1%	0.2%
South Central Asian (Indian)	0.4%	0.9%	0.4%	1.0%	2.4%	2.5%	0.3%	0.3%
Other Asian	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%
Japanese	0.1%	0.1%	0.5%	0.2%	0.7%	0.6%	0.0%	0.1%

Source: Underlying data provided by DemographicsNow by Alteryx, Inc.;
Analysis by LandUse|USA in collaboration with Nederveld Associates; August 2010.

Exhibit B.9
Ethnicity and Ancestry

PRIMARY LANGUAGE 1Q 2010	Kent County	Kalamazoo County	Calhoun County	Ingham County	Washtenaw County	Oakland County	Genesee County	Saginaw County
Total Population Age 5 and above	574,605	235,195	128,333	260,644	327,821	1,144,433	399,206	189,549
Total All Languages	100%	100%	100%	100%	100%	100%	100%	100%
Subtotal English, Spanish / Creoloe	95.9%	96.1%	97.7%	93.8%	89.6%	89.5%	97.3%	97.2%
Speaking only English	90.2%	93.4%	95.2%	90.1%	87.0%	87.6%	95.5%	93.7%
Speaking Spanish / Creoloe	5.7%	2.7%	2.5%	3.7%	2.6%	2.0%	1.8%	3.5%
Asian/Pacific	1.3%	1.2%	0.8%	2.5%	4.3%	2.6%	0.4%	0.6%
Vietnamese	0.7%	0.1%	0.0%	0.5%	0.1%	0.1%	0.0%	0.0%
Chinese	0.2%	0.3%	0.1%	0.6%	1.8%	0.8%	0.1%	0.1%
Other Asian Languages	0.1%	0.2%	0.1%	0.5%	0.7%	0.7%	0.1%	0.1%
Japanese	0.1%	0.2%	0.3%	0.2%	0.5%	0.4%	0.0%	0.1%
Tagalog and Other Pacific Langua	0.1%	0.2%	0.1%	0.2%	0.2%	0.3%	0.1%	0.1%
Korean	0.2%	0.2%	0.1%	0.5%	0.9%	0.3%	0.1%	0.1%
European/Indo-European	2.4%	2.4%	1.3%	3.0%	4.9%	5.5%	1.7%	1.9%
Other Slavic Languages	0.7%	0.4%	0.3%	0.7%	1.0%	1.5%	0.4%	0.4%
Other Indo-European Languages	0.6%	0.5%	0.2%	0.3%	0.6%	0.7%	0.2%	0.1%
German	0.4%	0.5%	0.5%	0.5%	0.9%	0.7%	0.4%	0.9%
French or French Creole	0.3%	0.4%	0.2%	0.5%	0.7%	0.6%	0.4%	0.3%
Other Indic Languages	0.2%	0.4%	0.1%	0.7%	1.1%	1.2%	0.2%	0.1%
Portguese or Portguese Creole	0.0%	0.0%	0.0%	0.1%	0.2%	0.1%	0.0%	0.0%
Italian	0.1%	0.1%	0.0%	0.2%	0.2%	0.3%	0.1%	0.1%
Yiddish or Hebrew	0.0%	0.0%	0.0%	0.1%	0.2%	0.3%	0.0%	0.0%
Other Languages	0.4%	0.4%	0.1%	0.7%	1.2%	2.4%	0.6%	0.3%
Other and Unspecified Languages	0.2%	0.2%	0.0%	0.4%	0.3%	1.4%	0.2%	0.1%
Arabic	0.2%	0.2%	0.1%	0.4%	0.9%	1.0%	0.4%	0.2%

Source: Underlying data provided by DemographicsNow by Alteryx, Inc.;
Analysis by LandUse|USA in collaboration with Nederveld Associates; August 2010.

Final Market Strategy
City of Wyoming, Michigan

January 01, 2011

"Turn on 28th"

Appendix C ~ Jobs & Office Space

Prepared by:

LANDUSE|USA

In Collaboration With:

progressive|ae

NEDERVELD

Williams & Works
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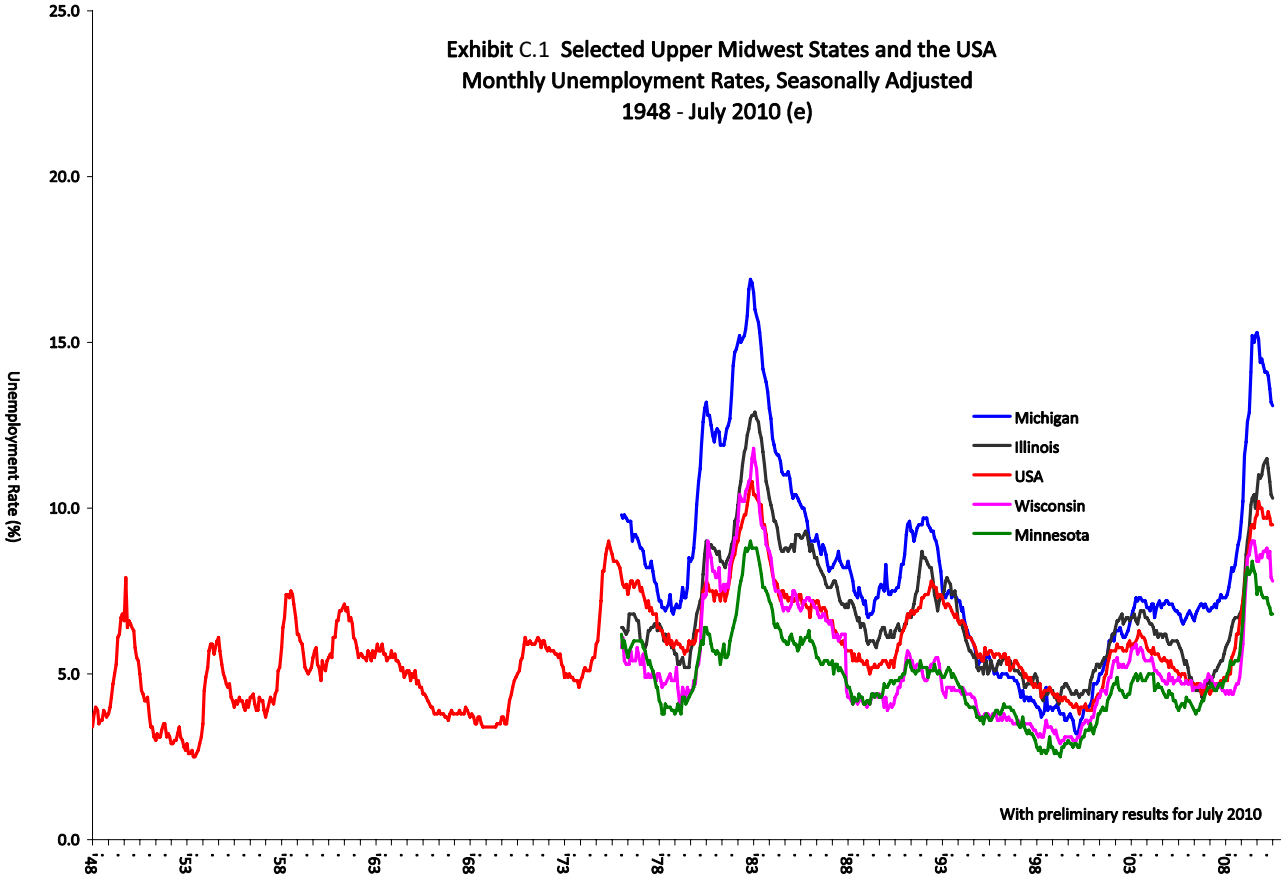
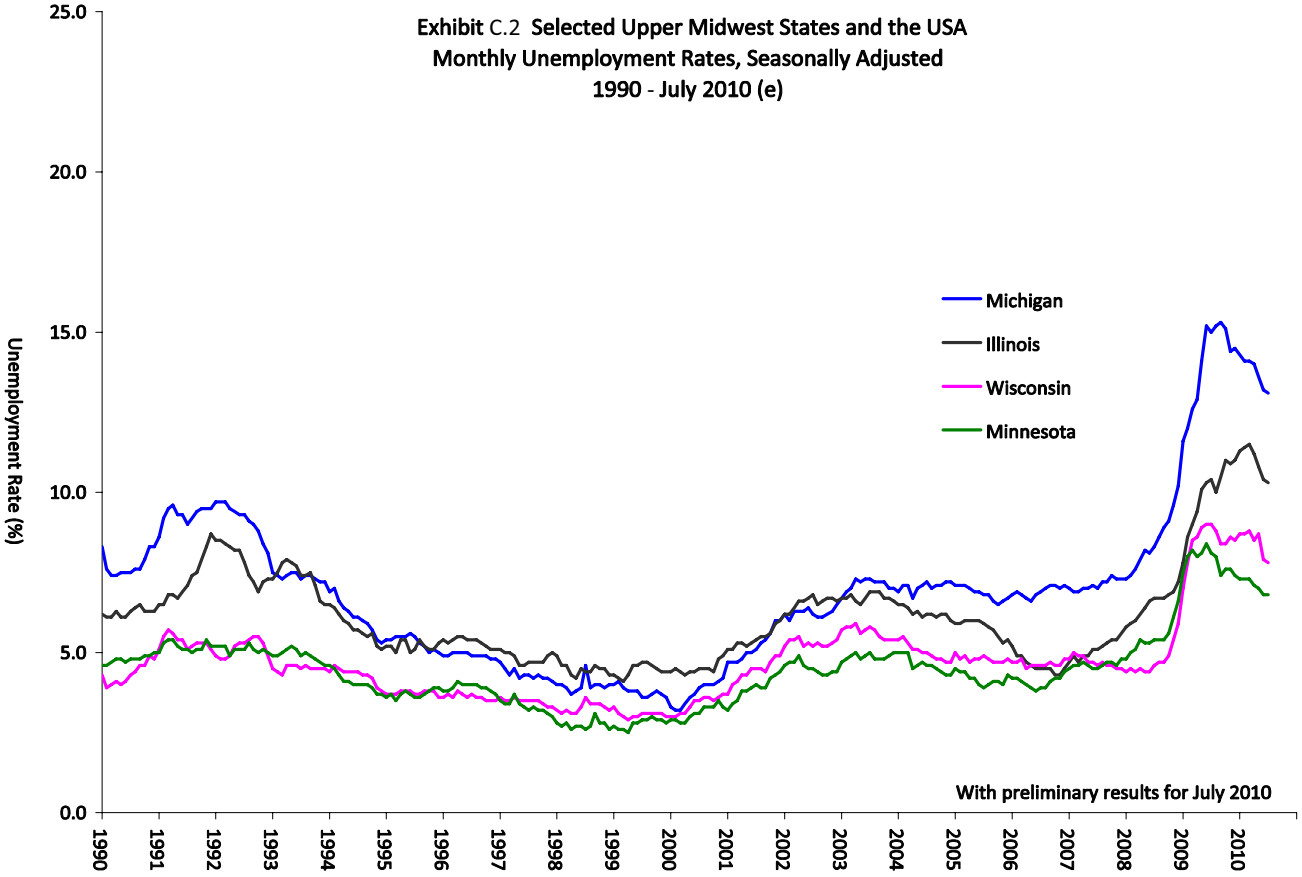
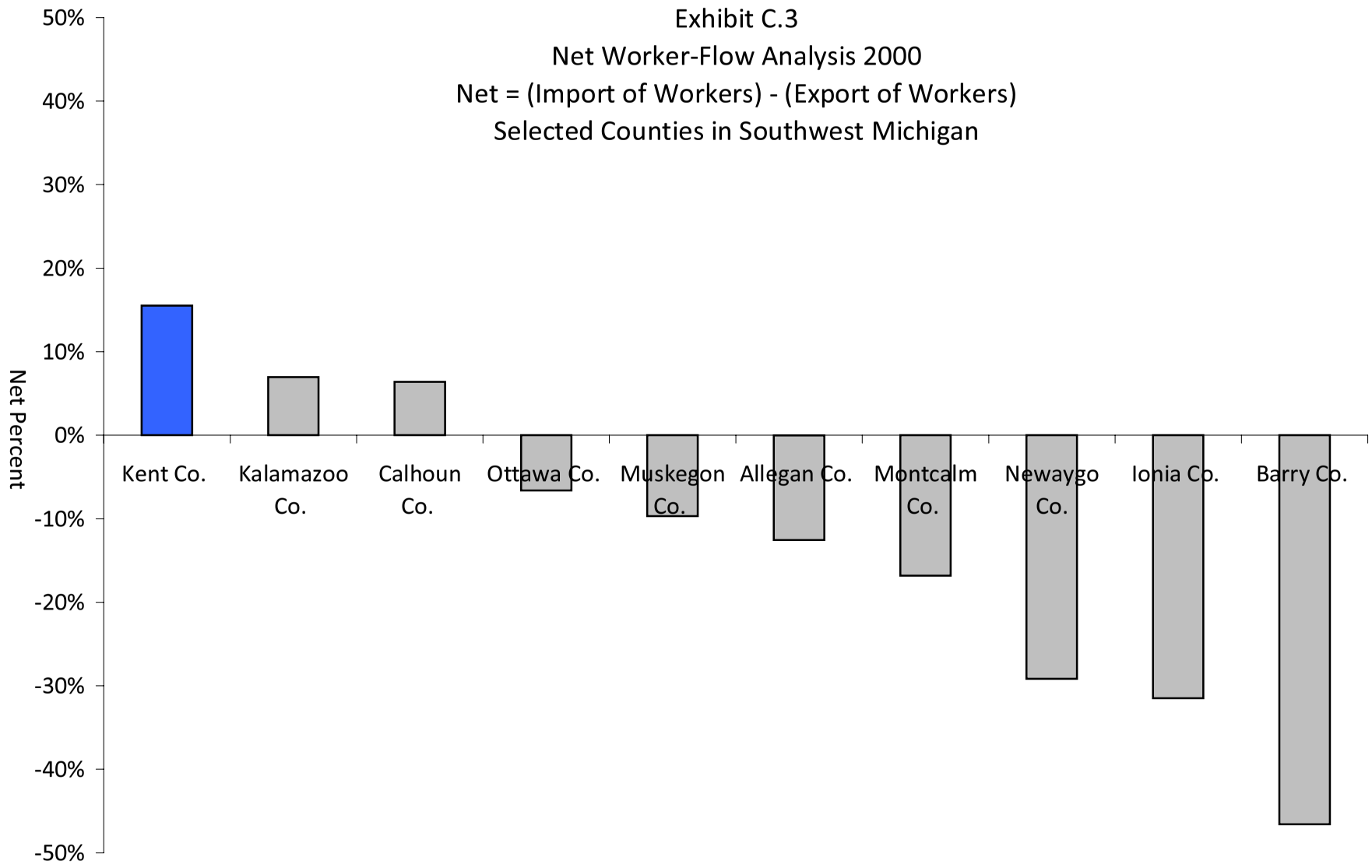


(e) All numbers are seasonally adjusted; figures for November are preliminary estimates. All figures are percents of the total Labor Force Age 16+.
Source: Bureau of Labor Statistics; Analysis by LandUse|USA in collaboration with Nederveld Associates; August 2010.



(e) All numbers are seasonally adjusted; November figures are preliminary estimates. All figures are percents of the total Labor Force Age 16+.
Source: Bureau of Labor Statistics; Analysis by LandUse|USA in collaboration with Nederveld Associates; August 2010.



Source: 2000 Population Census; Analysis by LandUse|USA in collaboration with Nederveld Associates; July 2010.

Exhibit C.4
Grand Rapids, Michigan - 5 Mile Ring
Upside Opportunity for New Jobs

NAICS-4[1]	Actual Percent[2]	Upside Percent[3]	Upside New Jobs	Categories That Warrant Near-Term Pursuit
5111	0.25%	0.28%	86	Newspaper, Book, Directory, Software Publishers
5179	0.07%	0.10%	84	Other Telecommunications
5182	0.00%	0.02%	49	Data Processing, Hosting, Related
5151	0.38%	0.40%	46	Radio and Television Broadcasting
5191	0.09%	0.10%	35	Other Information Services
5172	0.01%	0.02%	32	Wireless Telecomm. Carriers (except Satellite)
5121	0.02%	0.03%	30	Motion Picture and Video Industries
5152	0.01%	0.02%	18	Cable, Other Subscription Programming
5171	0.01%	0.02%	17	Wired Telecommunications Carriers
5221	0.40%	0.45%	120	Depository Credit Intermediation
5223	0.07%	0.09%	59	Activities Related to Credit Intermediation
5222	0.03%	0.04%	27	Nondepository Credit Intermediation
5231	0.14%	--	--	Securities, Commodity Contracts Intermediation, Brokerage
5239	0.05%	--	--	Other Financial Investment Activities
5419	0.07%	0.11%	88	Professional, Scientific, Technical Services
5415	0.17%	0.20%	71	Computer Systems Design, Related
5416	0.61%	--	--	Management, Scientific, Technical Consulting Services
5417	0.18%	--	--	Scientific Research and Development Services

Source: Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

[1] NAICS indicates the North American Industrial Classification System defined by the 2007 Economic Census.

[2] Number of employees (among establishments with at least 10 employees) as a percent of total population.

[3] Based on the performance of Muskegon, Kalamazoo, Battle Creek, Lansing, Ann Arbor, Flint and Saginaw and qualified based on the range of performance and Grand Rapids' ranking among the group.

-- Indicates minimal or no upside opportunity based on the model results.

Exhibit C.5
Grand Rapids, Michigan - 5 Mile Ring
Upside Opportunity for New Jobs

NAICS-4[1]	Actual Percent[2]	Upside Percent[3]	Upside New Jobs	Categories That Tend To Follow Growth In Other Industries
5242	0.32%	0.35%	77	Agencies, Brokerages, Insurance Related Activities
5241	1.61%	--	--	Insurance Carriers
5259	0.02%	--	--	Insurance, Employee Benefits, Investment Funds
5312	0.02%	--	--	Offices, Activities of Real Estate Agents, Brokers
5413	0.20%	0.22%	40	Architectural, Engineering, Related Services
5418	0.12%	0.14%	38	Advertising and Related Services
5414	0.07%	--	--	Specialized Design Services
5411	0.79%	--	--	Legal Services
5412	0.37%	--	--	Accounting, Tax Prep., Bookkeeping, Payroll Services
5616	0.11%	0.14%	85	Investigation and Security Services
5613	0.39%	0.42%	83	Employment Services
5617	0.36%	0.38%	46	Services to Buildings and Dwellings
5614	0.21%	0.23%	39	Business Support Services
5611	0.33%	0.34%	36	Office Administrative Services
5511	0.02%	0.03%	24	Management of Companies, Enterprises
5612	0.08%	--	--	Facilities Support Services
5615	0.05%	--	--	Travel Arrangement, Reservation Services
5619	0.22%	--	--	Other Support Services

Source: Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

[1] NAICS indicates the North American Industrial Classification System defined by the 2007 Economic Census.

[2] Number of employees (among establishments with at least 10 employees) as a percent of total population.

[3] Based on the performance of Muskegon, Kalamazoo, Battle Creek, Lansing, Ann Arbor, Flint and Saginaw and qualified based on the range of performance and Grand Rapids' ranking among the group.

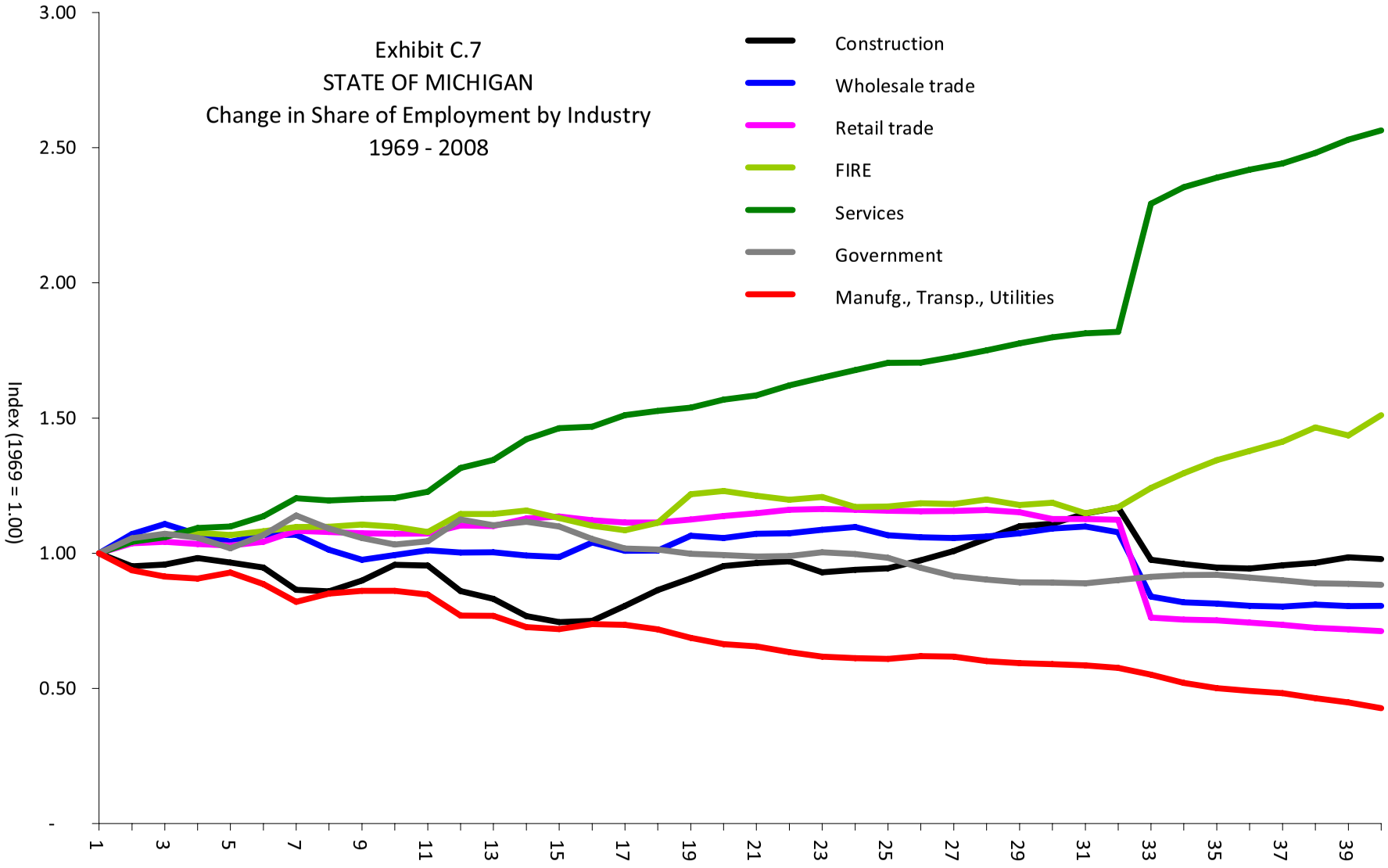
-- Indicates minimal or no upside opportunity based on the model results.

Exhibit C.6
Grand Rapids, Michigan - 5 Mile Ring
Upside Opportunity for New Jobs

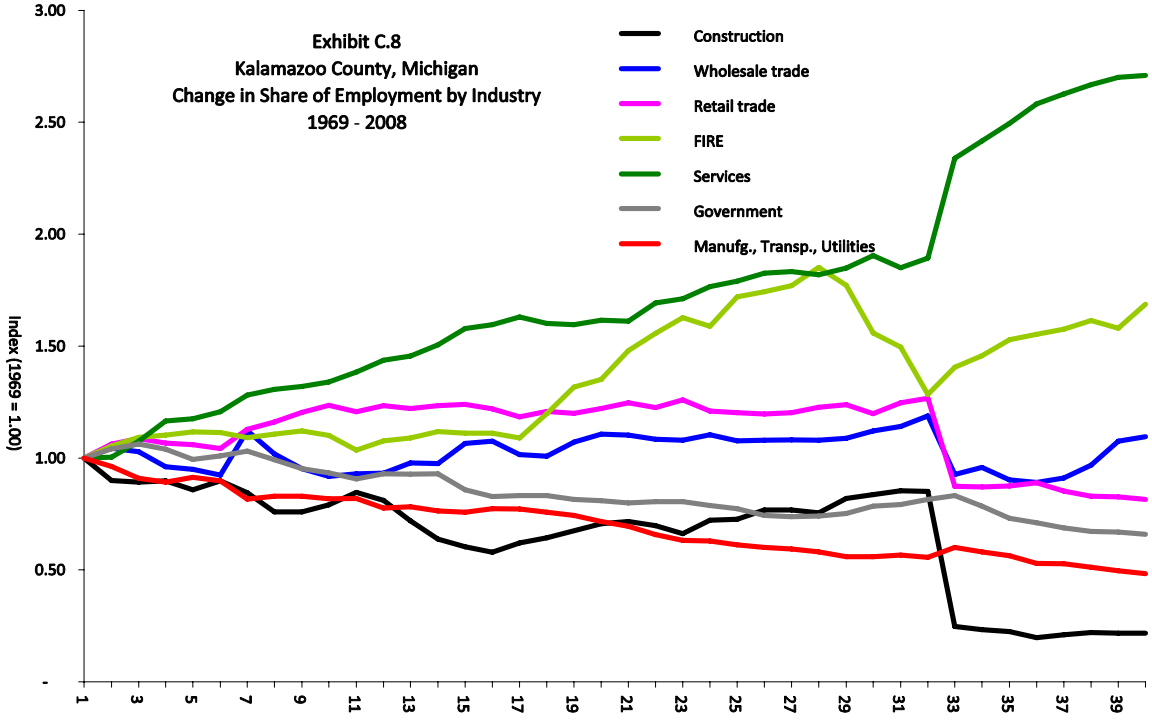
NAICS-4[1]	Actual Percent[2]	Upside Percent[3]	Upside New Jobs	Bigger Economic Drivers; Very Discerning On Location
6113	0.38%	0.45%	166	Colleges, Universities, Professional Schools
6116	0.08%	0.12%	93	Other Schools and Instruction
6112	0.30%	0.34%	93	Junior Colleges
6114	0.00%	0.02%	49	Business Schools, Computer / Management Training
6111	1.78%	1.80%	48	Elementary and Secondary Schools
6115	0.14%	--	--	Technical and Trade Schools
6117	0.00%	--	--	Educational Support Services
6212	0.10%	0.12%	60	Offices of Dentists
6213	0.03%	0.05%	44	Offices of Other Health Practitioners
6215	0.01%	0.03%	41	Medical and Diagnostic Laboratories
6214	0.22%	0.24%	37	Outpatient Care Centers
6216	0.24%	0.25%	26	Home Health Care Services
6219	0.13%	0.14%	24	Other Ambulatory Health Care Services
6211	0.94%	--	--	Offices of Physicians
6221	0.08%	0.20%	303	General Medical and Surgical Hospitals
6222	0.36%	--	--	Psychiatric, Substance Abuse Hospitals
6223	0.54%	--	--	Specialty (except Psychiatric, Substance Abuse) Hospitals
6232	0.04%	0.07%	67	Mental Health, Retardation, Substance Abuse Facilities
6239	0.18%	0.20%	60	Other Residential Care Facilities
6231	0.33%	0.35%	43	Nursing Care Facilities
6233	0.59%	--	--	Community Care Facilities for the Elderly
6243	0.07%	0.11%	91	Vocational Rehabilitation Services
6244	0.20%	0.21%	30	Child Day Care Services
6241	0.70%	--	--	Individual and Family Services
6242	0.04%	--	--	Community Food, Housing, Emergency, Relief Services

Source: Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

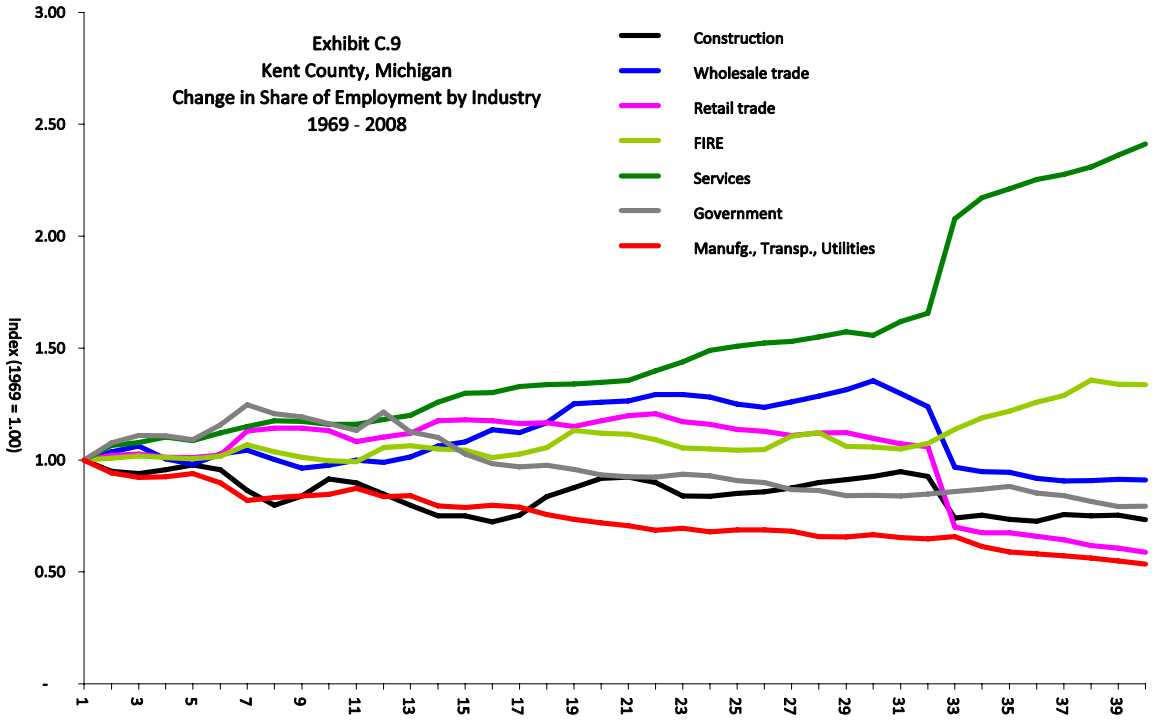
[1] NAICS indicates the North American Industrial Classification System defined by the 2007 Economic Census.
[2] Number of employees (among establishments with at least 10 employees) as a percent of total population.
[3] Based on the performance of Muskegon, Kalamazoo, Battle Creek, Lansing, Ann Arbor, Flint and Saginaw and qualified based on the range of performance and Grand Rapids' ranking among the group.
-- Indicates minimal or no upside opportunity based on the model results.



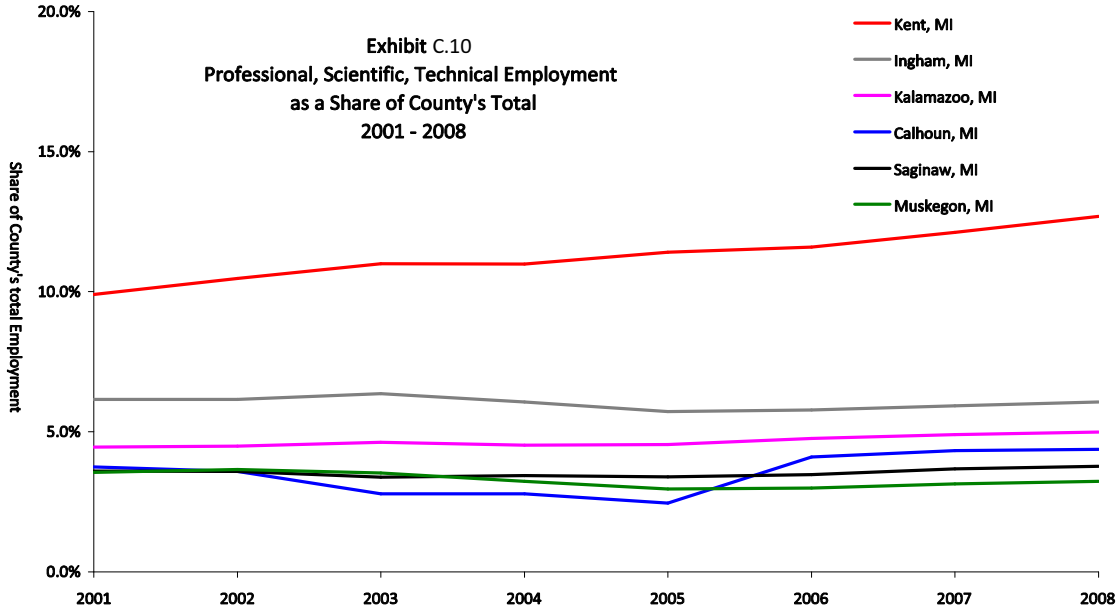
Source: Underlying data by the Bureau of Economic Analysis; Analysis by LandUse|USA in collaboration with Nederveld Assoc.; July 2010.
Excludes Farming, Forestry, Fishing, Agricultural Services and Mining.



Source: Underlying data by the Bureau of Economic Analysis; Analysis by LandUse|USA in collaboration with Nederveld Associates; July 2010.
Excludes Farming, Forestry, Fishing, Agricultural Services and Mining.



Source: Underlying data by the Bureau of Economic Analysis; Analysis by LandUse|USA in collaboration with Nederveld Assoc.; July 2010.
Excludes Farming, Forestry, Fishing, Agricultural Services and Mining.



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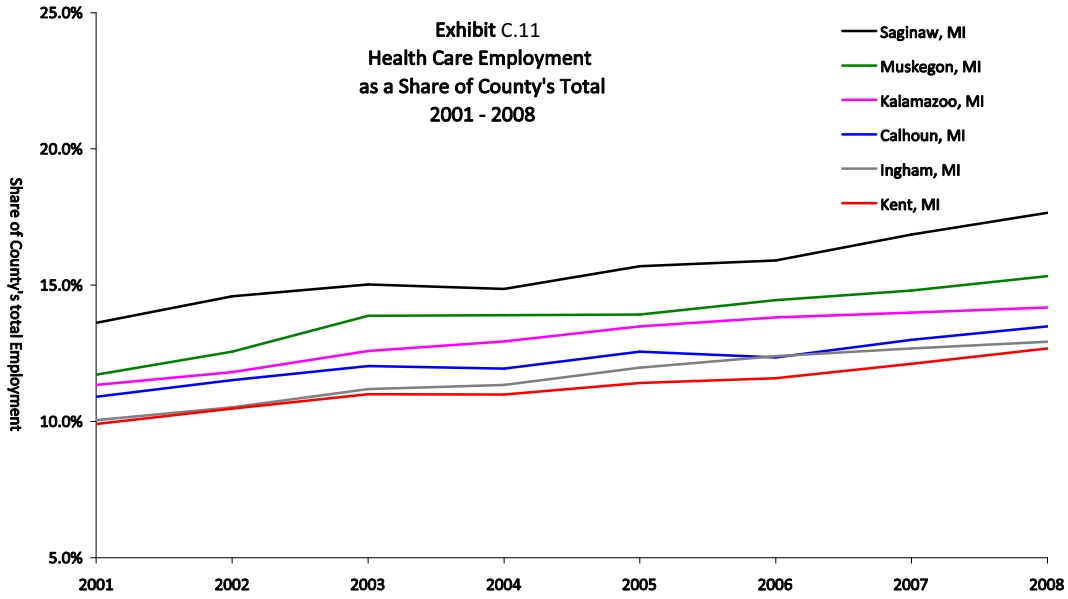

Source: Underlying data by the Bureau of Economic Analysis; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Final Market Strategy
City of Wyoming, Michigan

January 01, 2011

"Turn on 28th"

Appendix D ~ Residential Analysis

Prepared by:

LANDUSE|USA

In Collaboration With:

progressive|ae

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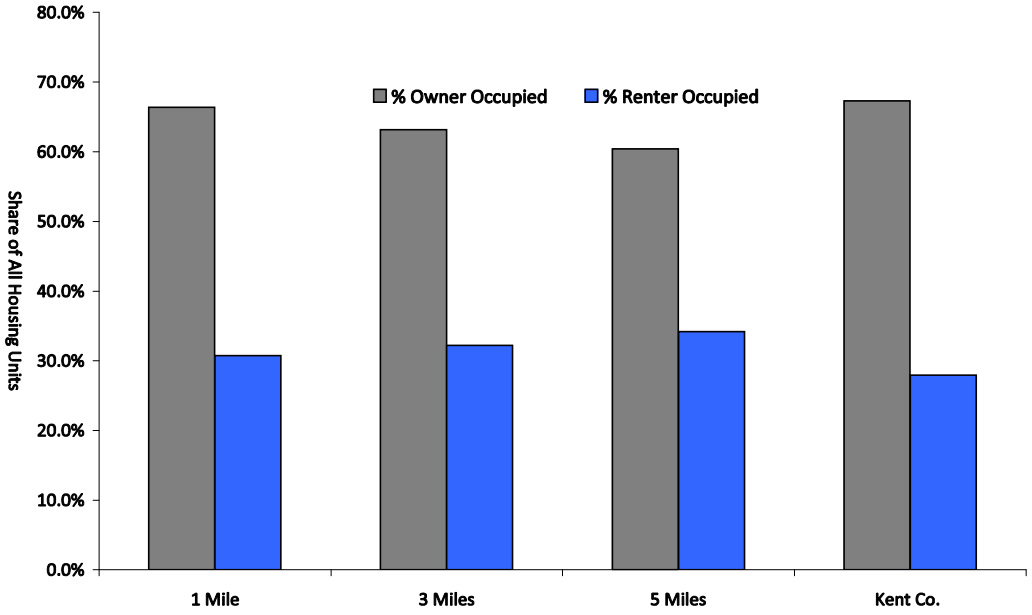
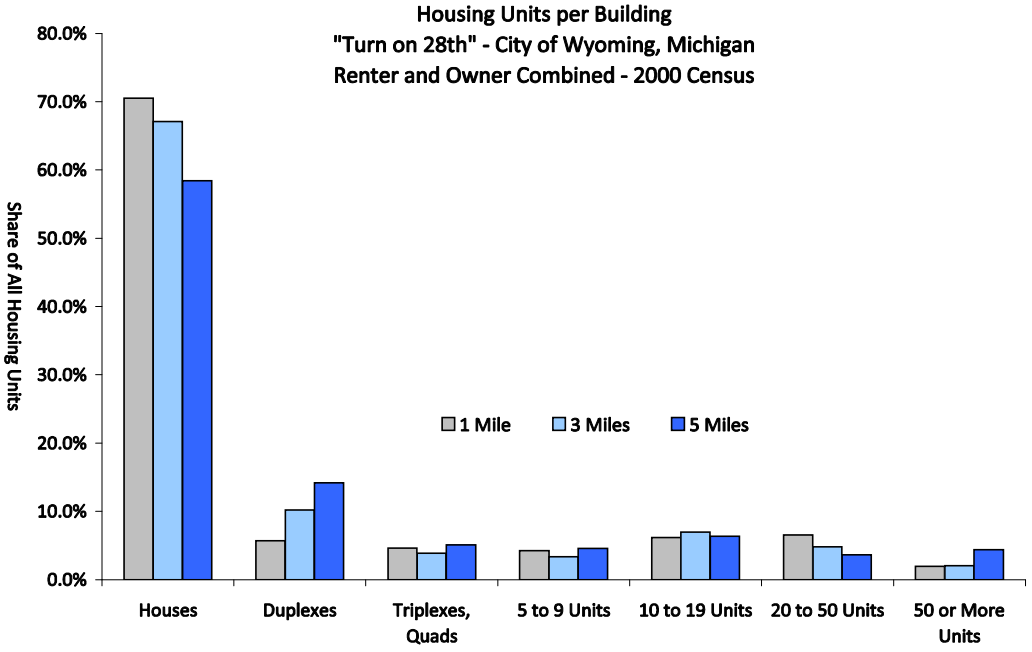
Exhibit D.2
Tenure: Owner v. Renter Occupancy
"Turn on 28th" - City of Wyoming - 2010

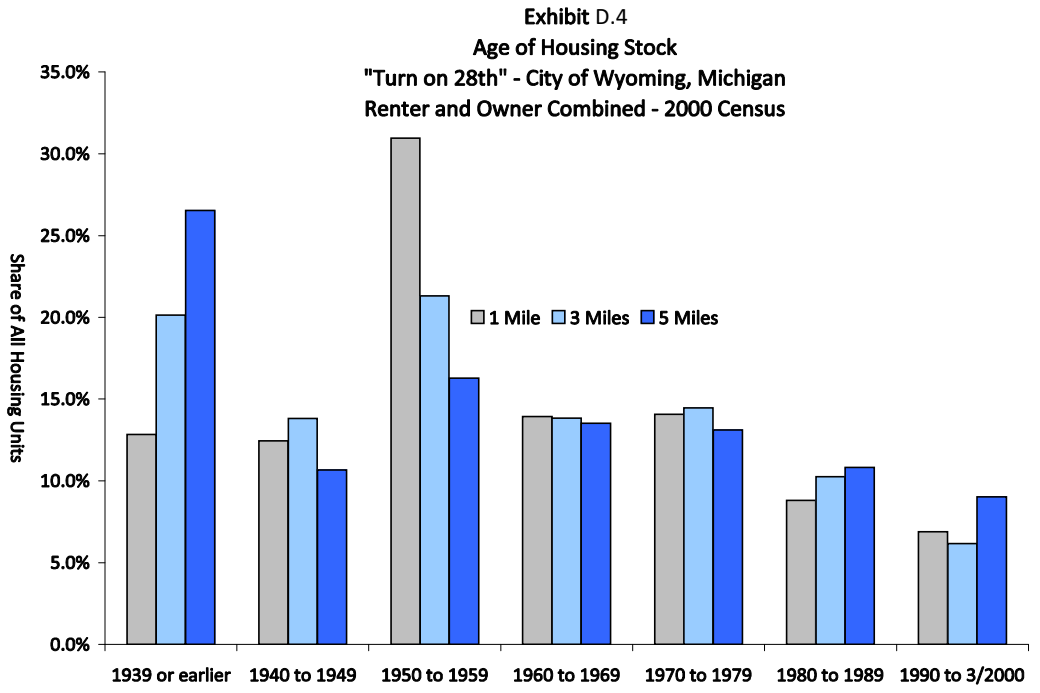


Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

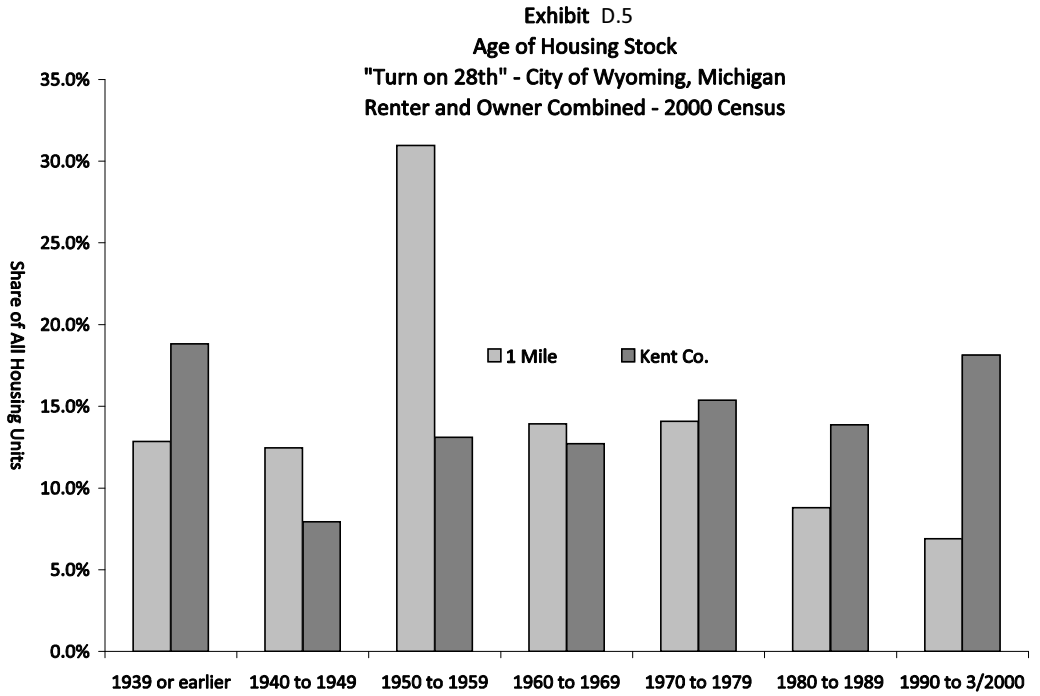
Exhibit D.3
Housing Units per Building
"Turn on 28th" - City of Wyoming, Michigan
Renter and Owner Combined - 2000 Census



Source: Underlying data by 2000 US Census; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

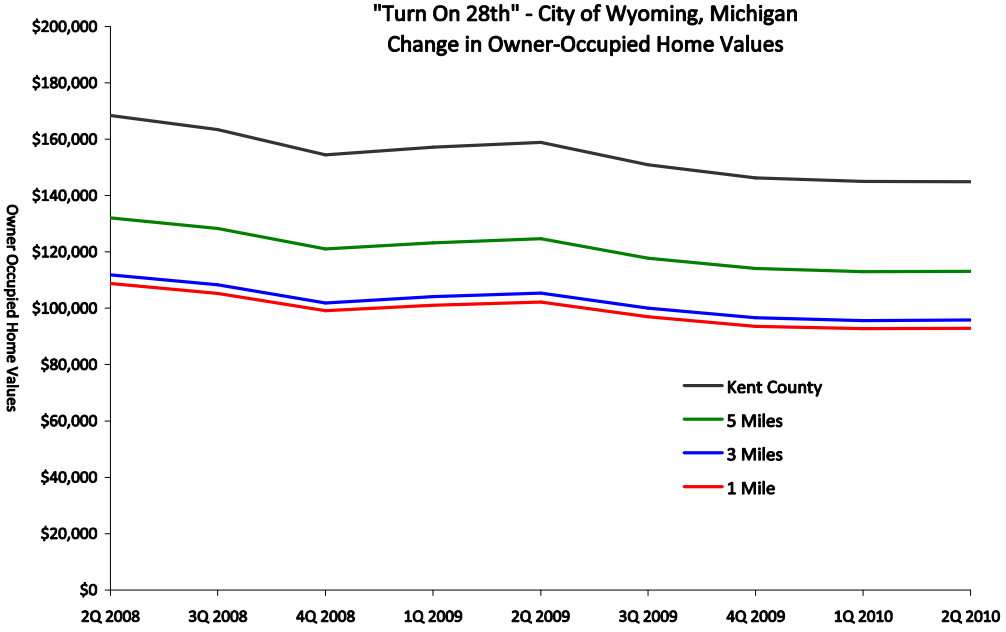


Source: Underlying data by 2000 US Census; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.



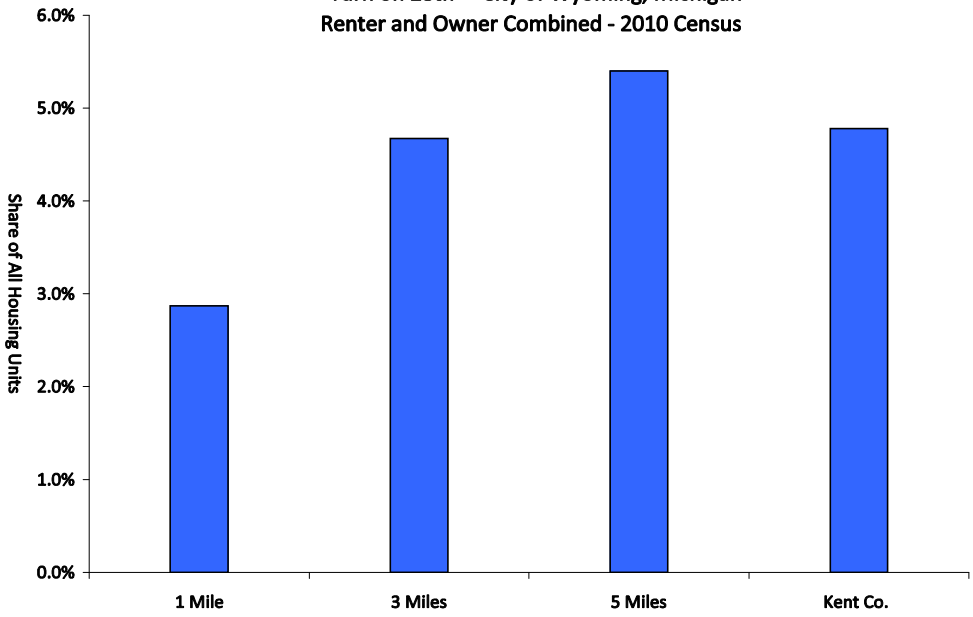
Source: Underlying data by 2000 US Census; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.6
"Turn On 28th" - City of Wyoming, Michigan
Change in Owner-Occupied Home Values



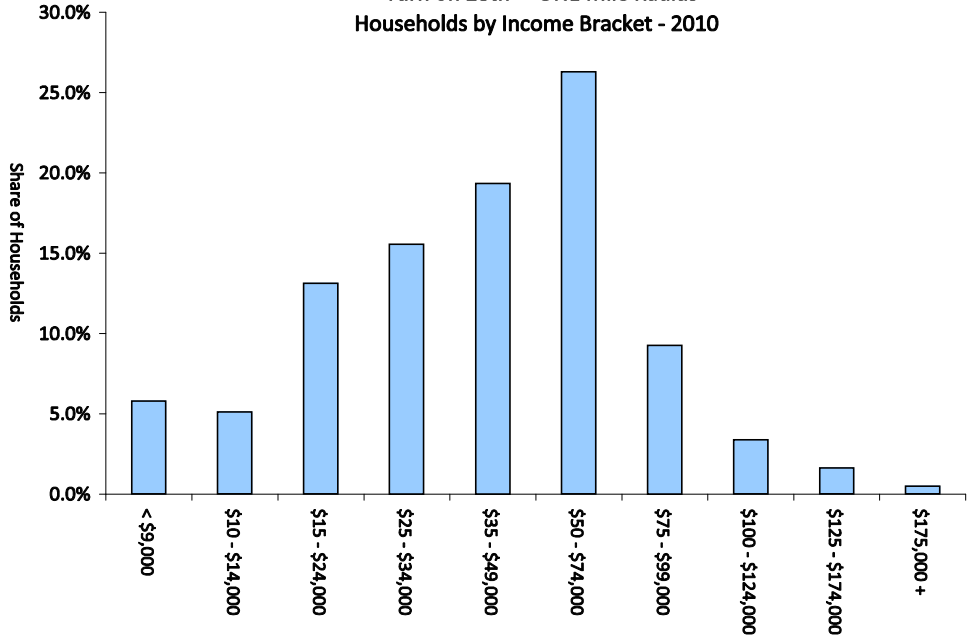
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.7
Vacancy Rate (includes seasonally occupied)
"Turn on 28th" - City of Wyoming, Michigan
Renter and Owner Combined - 2010 Census



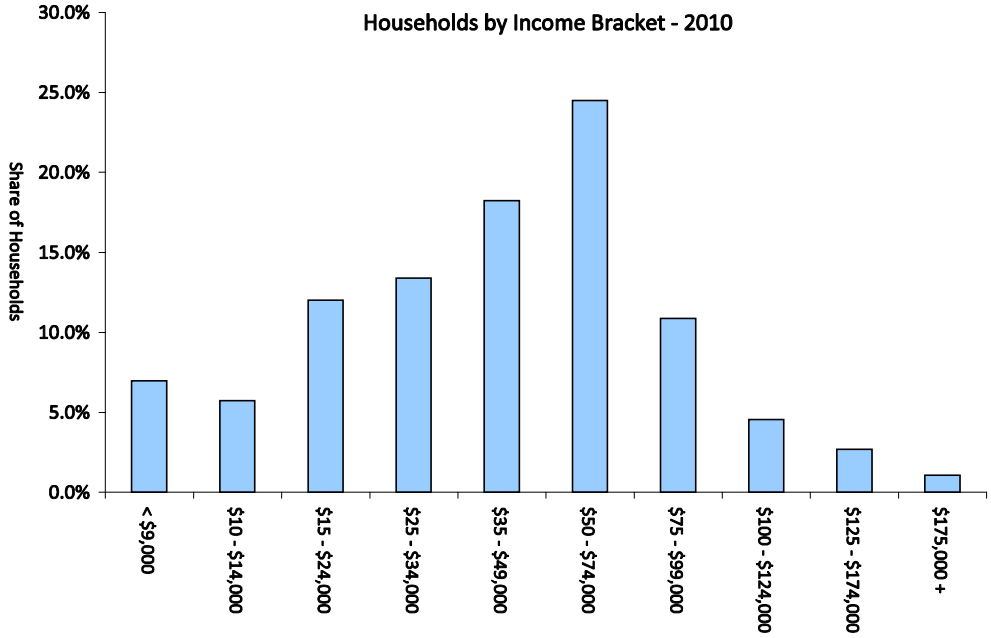
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.8
"Turn on 28th" - ONE Mile Radius
Households by Income Bracket - 2010



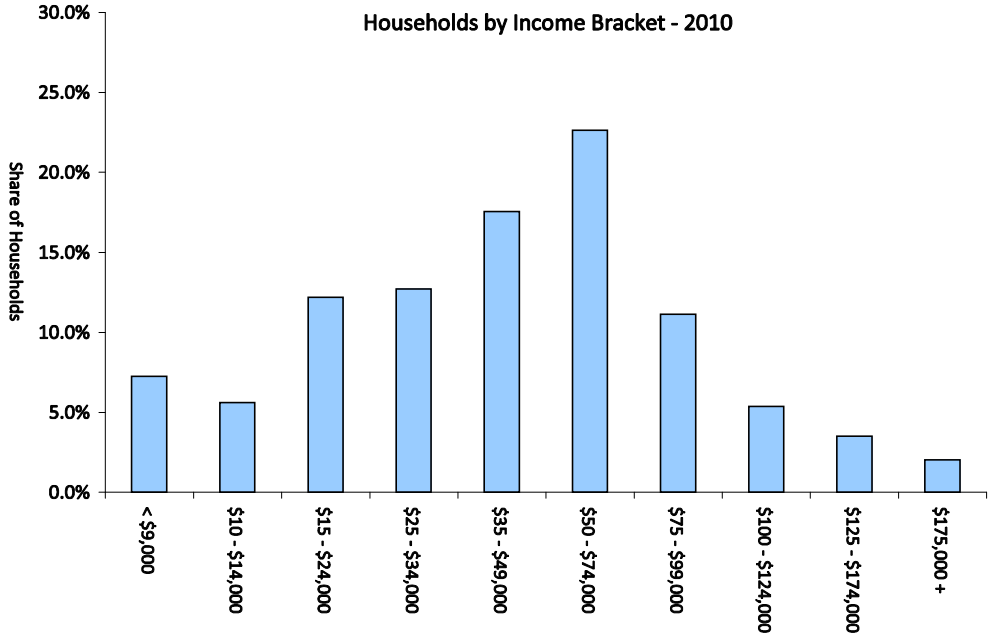
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.9
"Turn on 28th" - THREE Mile Radius
Households by Income Bracket - 2010



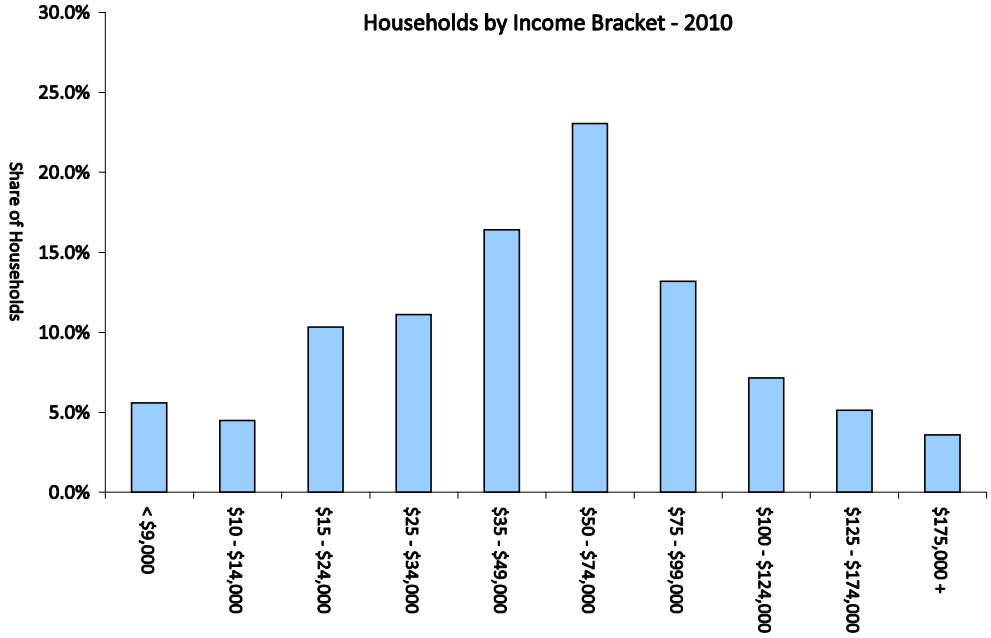
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.10
"Turn on 28th" - FIVE Mile Radius
Households by Income Bracket - 2010



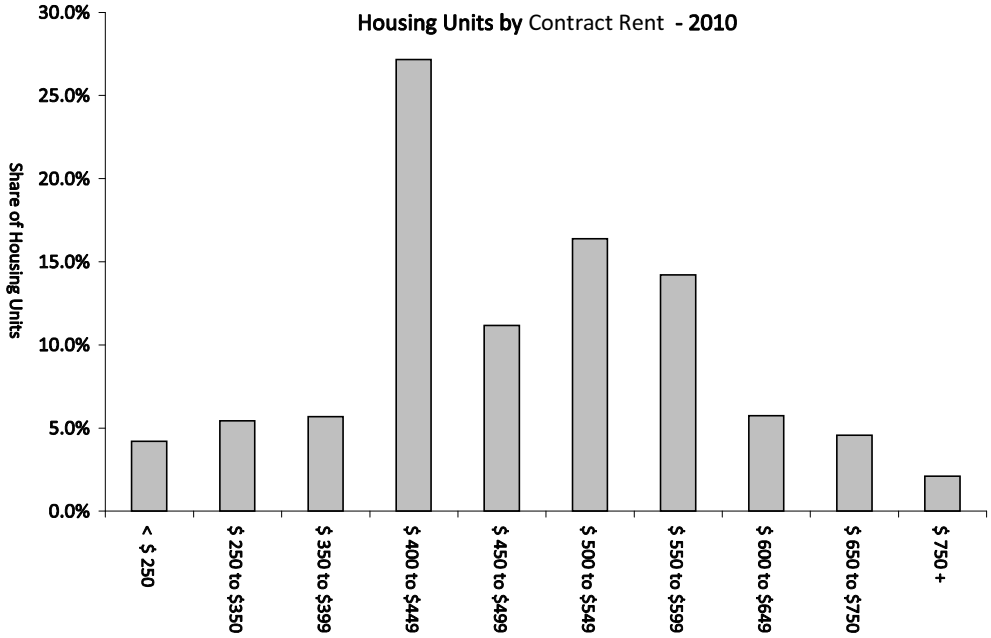
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.11
KENT COUNTY
Households by Income Bracket - 2010



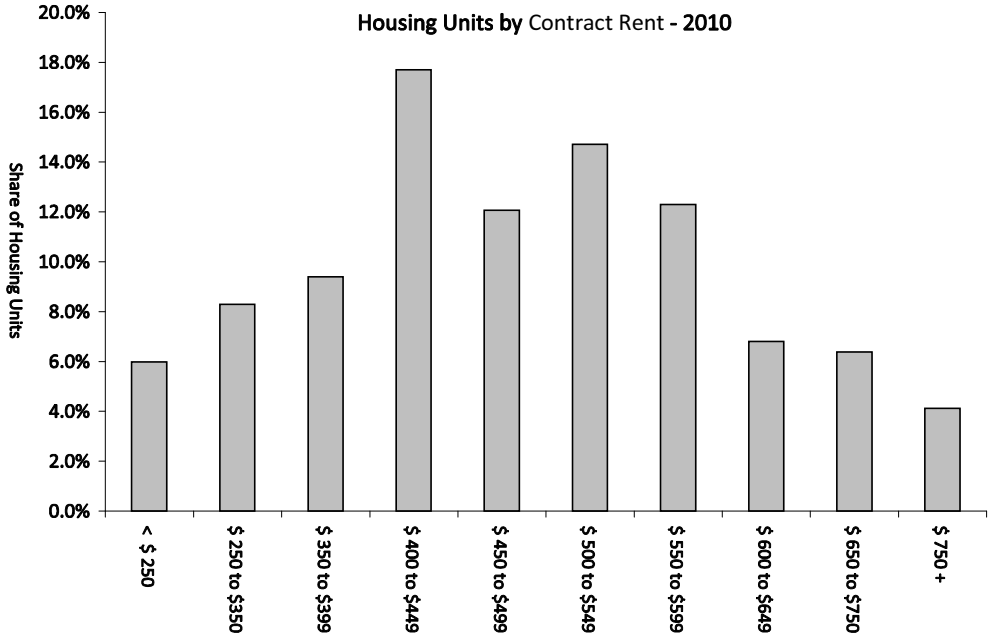
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.12
"Turn on 28th" - ONE Mile Radius
Housing Units by Contract Rent **- 2010**



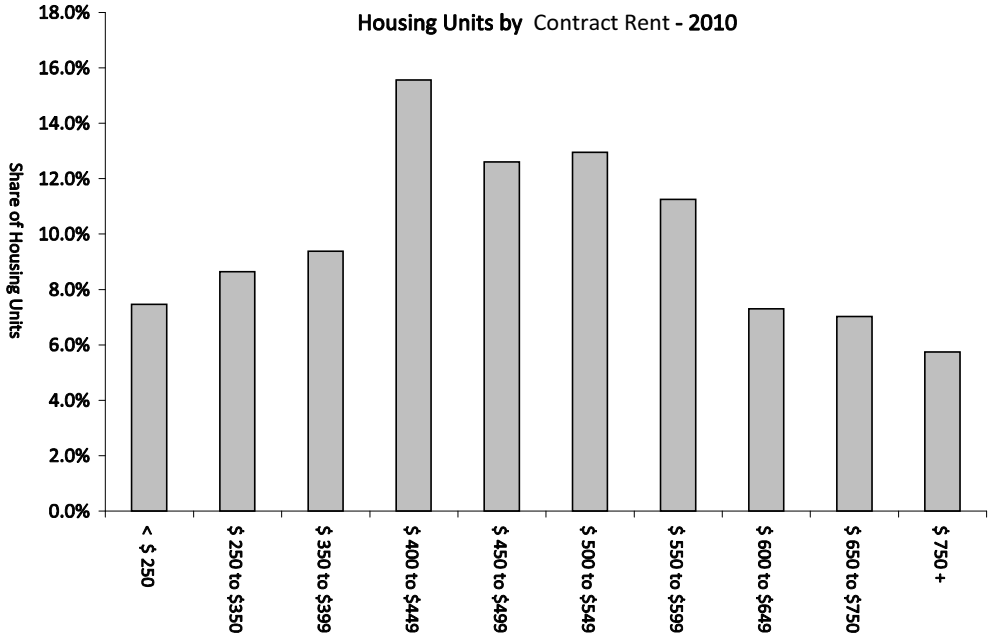
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.13
"Turn on 28th" - THREE Mile Radius
Housing Units by Contract Rent **- 2010**



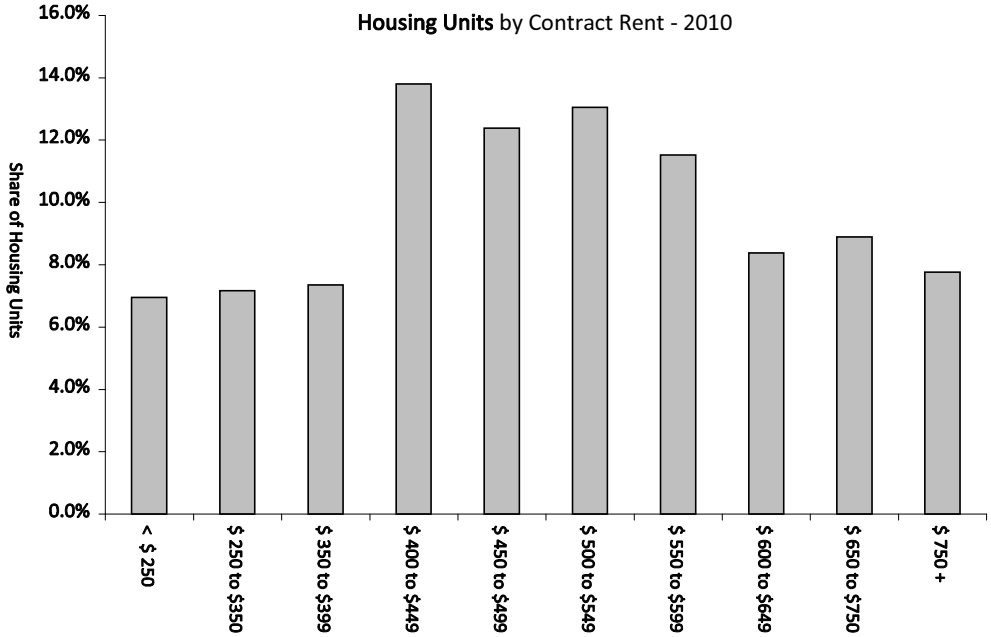
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.14
"Turn on 28th" - FIVE Mile Radius
Housing Units by Contract Rent **- 2010**



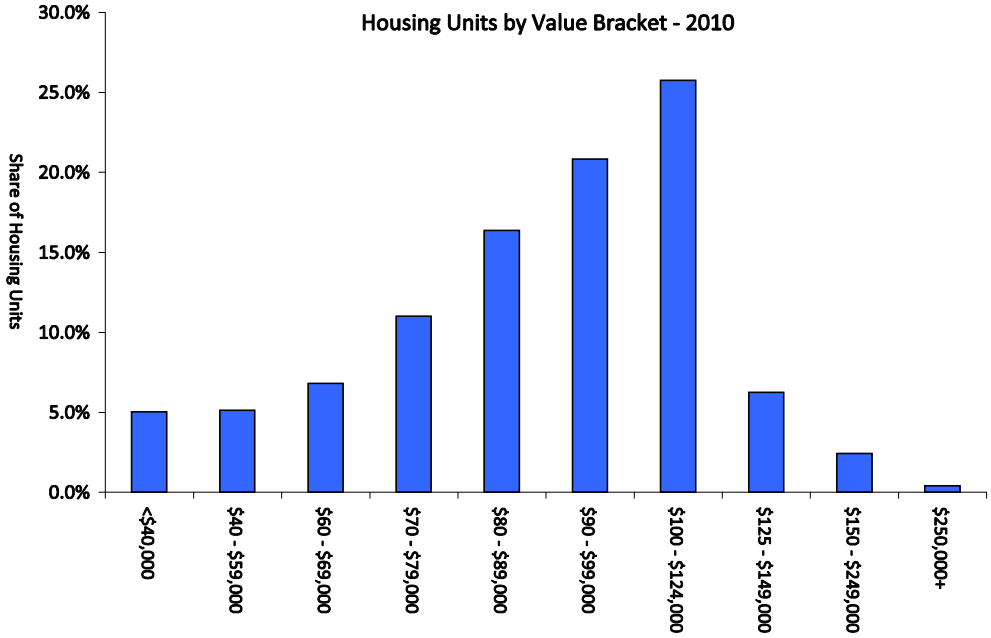
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.15
KENT COUNTY
Housing Units by Contract Rent - 2010



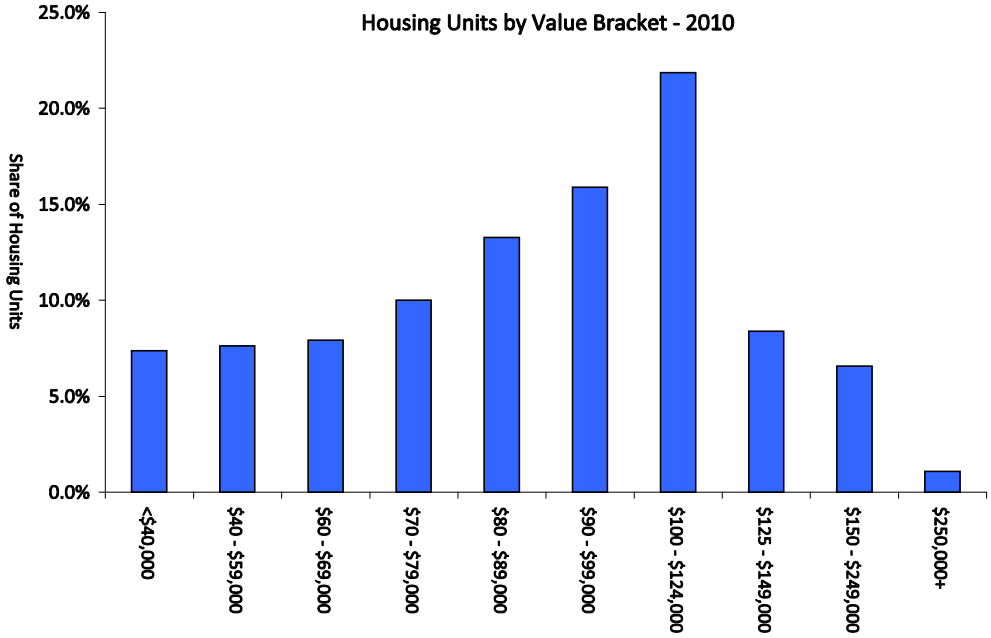
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.16
"Turn on 28th" - ONE Mile Radius
Housing Units by Value Bracket - 2010



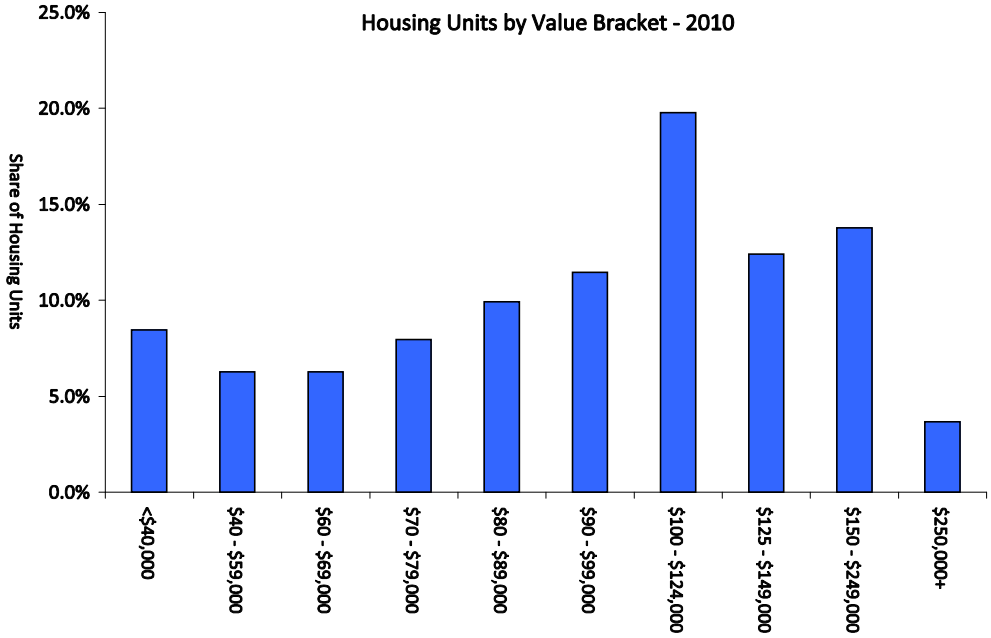
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.17
"Turn on 28th" - THREE Mile Radius
Housing Units by Value Bracket - 2010



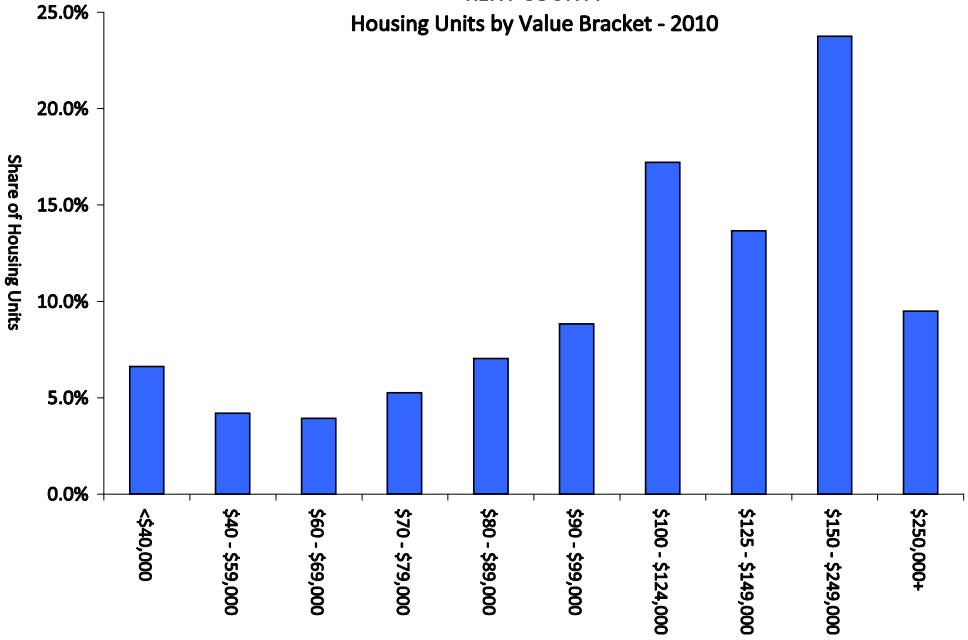
Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.18
"Turn on 28th" - FIVE Mile Radius
Housing Units by Value Bracket - 2010



Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.

Exhibit D.19
KENT COUNTY
Housing Units by Value Bracket - 2010



Source: Underlying data by DemographicsNow, PopStats and Alteryx; Analysis by LandUse|USA in collaboration with Nederveld Associates; September 2010.