Preliminary Market Assessment
City of Wyoming, Michigan

October 25, 2010

"Turn on 28th"

(Excludes Appenix A through C)

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Section 1 ~ Introduction

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 on the market analysis since the project commenced. It also provides a succinct explanation of key observations that can be derived from Appendix A through C, which are supplemental documents to this narrative report.[1]

Work Status

This report is provided to the project team and the City steering committee to help facilitate discussion during a meeting scheduled for September 30, 2010. At this stage in the project the team is still in the process of reviewing the analytic results and discussing its implications for the "Turn on 28th" Subarea Plan.

Ideas Workshop

The Nederveld team is also in the discovery and listening stage with the public and community stakeholders. Specifically, a community workshop is scheduled for October 7 and our recommendations may be revised based on public input during that workshop. Until then, this Market Strategy report highlights the most salient results from the work completed to-date, including with some preliminary conclusions and recommendations.

Executive Summary

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.

[1] Appendix A through C are extensive attachments with over 100 pages of graphs charts and tables. They will be released with the Final Market Strategy report in early 2011, together with the complete "Turn on 28th" Sub Area Plan.

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.

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Section 3 ~ 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 (supplemental document), 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.4). 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 4 ~ 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.2 and AA.3 (histograms). A more detailed inventory is also provided in Exhibits AA.14 through AA.18.[2]

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. These department store category in particular is also well-served by the competing Rivertown Crossings and Woodland Malls (see Exhibits AA.4 and AA.6).

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.8). 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.9).

[2] The detailed inventory is intended to provide perspective on the overall quality and mix of retail within each category, and is not intended to capture every retailer with perfect accuracy. Minor omissions and imperfections in the data are unlikely to have a significant bearing on the analytic results, conclusions or recommendations.

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.10 provides a detailed list of specific retail categories in the 28th Street district that could be targeted for a number of reasons, particularly if 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.13 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.11 and AA.12 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 5 ~ 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 6 ~ 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.[3] 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.

[3] "Contract Rent" usually excludes the extra costs for security and pet deposits, utilities, monthly pet fees, parking, storage and related items.

Section 7 ~ 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 8 ~Next-Steps

After weighing public comments and stakeholder input in October, the Market Strategy will be finalized and incorporated into the Subarea Plan. We anticipate that many of the strategy recommendations will continue being developed while working on that plan. In particular, the following tasks will continue throughout the process:

- Development of strategies for adaptive reuse of existing, vacant facilities, including Studio 28, the former Chevrolet Dealership, and two elementary schools. Development of related strategies for addressing potential scenarios for future store closings.
- Discussion with other members of Nederveld Associates' team of consultants on their observations, information and questions; and collaboration with the team to reach a consensus on the optimal strategy.
- Development of marketing ideas, suggestions and recommendations; plus planning related recommendations for the ideal project scale, format, style, configuration; and contributions by to the Subarea Plan that is being prepared by other consultants on the team.

In developing the strategy recommendations, we will also relied considerably on our professional experience in the industries of retail site selection and location analysis; land use economics; community and downtown planning; real estate investment and development; human geography and demographics; and interrelated topics. Finally, we also rely on sound professional judgment; experience in assisting other communities throughout the Upper Midwest; and subjective observations during our field work in Grand Rapids.

Section 9 ~ Consultant Team

This concludes the Market Strategy as the preliminary step to development of the "Turn on 28th" Street Subarea Plan, and as-of September 30, 2010. Questions regarding this document, including the data, analysis, methodology, and related next-steps may be addressed to Sharon M. Woods, Principal of LandUse|USA, LLC.

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More general questions regarding the 28th Street Subarea Plan, process and project management related items can be addressed to Mark Miller of Nederveld Associates and Project Manager.

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Questions regarding the facilitation of public input, stakeholder comments and branding for the study area can be addressed to Jay Kilpatrick of Williams & Works.

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