

The City of Muskegon Heights, Michigan Retail Target Market Analysis

The Final Market Study

October 1, 2021

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Retail Market Analysis

The Narrative Report

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Acknowledgements

Through a collaborative effort among public and private stakeholders, and with funding assistance from the State of Michigan, LandUseUSA | Urban Strategies has been engaged to conduct Retail Market Analyses (TMA) for the City of Muskegon Heights, plus six cities within Wayne County. This work has been funded by the Community Services Division within the Michigan Department of Treasury, and through a program designed to focus on some of the state's most economically distressed communities.

In order of completion, the cities analyzed in Muskegon and Wayne Counties include Hamtramck (2019), Inkster (2020), Muskegon Heights (2020 – 2021), Harper Woods (2020 – 2021), and the three Downriver Communities of River Rouge, Ecorse, and Melvindale (2020 – 2021). Apart from the City of Hamtramck, the work on of the other places has included a Residential Target Market Analysis, and a Retail Market Study. The Hamtramck work focused on housing only and did not include a retail study.



Most of the seven cities (including Muskegon Heights) have also received technical support in the form of housing strategic plans; master plan updates; corridor or subarea plans; zoning code reviews; preparation of developer request for qualifications; and related types of consultation services. Some of these technical services have sponsored by the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities (RRC) program, or with additional funding from the Department of Treasury's Community Services Division.

The Retail Market Analyses for all seven cities, including Muskegon Heights, have been prepared by Sharon Woods, President of LandUseUSA | Urban Strategies. The firm was founded in 2008 and is located in the Greater Lansing Metropolitan Area. Lansing is also home to the state capital, department of treasury, state land bank, and economic development corporation. LandUseUSA's contact information is provided below:

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This study has also been completed with considerable support and dedication by city staff and local ambassadors. The enclosed report has been prepared and customized for the City of Muskegon Heights; and the local leadership team includes the following:

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General Work Approach

Introduction

The Retail Market Analysis approach used in this study focuses on identifying the magnitude of potential for adding missing merchants, small businesses, and local entrepreneurs within economically challenged places like the City of Muskegon Heights.

To help keep this narrative short and succinct, it deliberately focuses on the most salient findings, observations, conclusions, and recommendations. It does not include an in-depth description of data sources, work approaches, or analytic methodologies. This is intentional and designed to help keep the reports succinct and easy to navigate. Readers are encouraged to study the sections and exhibits to identify correlations and patterns in the information that support the conclusions and recommendations.

All of the Retail Market Analysis studies and reports completed by LandUseUSA in Michigan in 2020 and 2021 share a similar structure and outline. This is intentional and designed to enable easy comparisons between several cities, such as Muskegon Heights, Harper Woods, and Melvindale. These three cities are geographically comparable because they are proximate to (but not directly on) one of Michigan's Great Lakes.

The reports are also organized with the most essential information provided first, and the least important information provided last. For example, the location strategies, building formats, and market potential are presented toward the front of the report, and demographic data and other market parameters are located near the end.

Again, the study results are documented in four reports that have been customized for the City of Muskegon Heights. Results of the [Retail Market Analysis](#) are assembled into one report; and results of the [Residential TMA](#) are assembled into a second and separate report. The retail and housing studies also share appendices, including [Appendix One](#) with TMA resources, and [Appendix Two](#) with demographics.

Target Market Analysis
Four Documents | The City of Muskegon Heights

[Retail TMA](#) – Retail Market Analysis

[Residential TMA](#) – Target Market Analysis

[Appendix One](#) – TMA Resources

[Appendix Two](#) – Demographics

This Retail Market Analysis for Muskegon Heights includes an assessment of optimal locations for new retail within the city (see Section A, attached); assessment context-sensitive building formats (Section B); summary of retail gaps and opportunities (Section C); import-export or leakage analysis (Section D); study of existing sales and revenues per establishment (Section E); competitive retail inventory (Section F); assessment of traffic volumes and worker inflow (Section G); and a study of demographics and market parameters used to measure resident expenditure potential (Sections H and Section I).

In addition, the last set of attachments demonstrate national retail trends prior to and during the recent Covid-19 pandemic and economic crisis (Section J). They have also been refined based on the known shopping preferences of lifestyle clusters living in the City of Muskegon Heights, Muskegon County, and the State of Michigan (Appendix One). All of this data, information, and analytic results have been triangulated and carefully weighed while identifying opportunities for new retail and formulating recommendations for Muskegon Heights.

Location Strategies

Section A

Adding New-Build Retail – A variety of strategies can be used to introduce new retail space and shopping choices within the City of Muskegon Heights. New retail space can be added by restoring and improving existing vacancies; and by constructing new buildings on infill or redevelopment sites along the following corridors, in order of importance: Broadway Avenue, Sherman Boulevard, Seaway Drive, and Getty Street.

Section A attached to this narrative report includes six aerial photos demonstrating examples of retail reinvestment opportunities in Muskegon Heights, listed in order of priority. The first aerial identifies several reinvestment opportunities in the downtown and near the cross streets of Broadway Avenue (east-west), the Airline Highway (north-south), and Peck Street (north-south). This priority recognizes the importance of the historic shopping environment and its potential appeal to shoppers seeking convenience and alternatives to big-box formats and national chain stores.

The second priority is Seaway Drive along the city's southern boundary, and it is important because if the available redevelopment sites are relatively large and could enable the development of catalytic types of projects, such as additional motels or entertainment venues. Those projects would have excellent visibility to high traffic volumes along Seaway Drive, which could potentially be converted into impulse shoppers.

The third priority is a cluster of sites located proximate to the intersection of Sherman Boulevard (east-west) and Peck Street (north south). These sites are important because they are clustered together and because they would have good visibility to moderate traffic volumes along the two streets.

The fourth priority is a relatively large redevelopment site located in the northeast quadrant of the city; along Getty Street (north-south); and near the intersections with Barney and Hovey Avenues (east-west). This site is important because it is large enough to accommodate a catalytic type of project that could be anchored by a neighborhood grocery store or supermarket.

The fifth and sixth priorities are relatively small sites scattered west of the downtown and along Broadway Avenue (east-west); and small strip centers and a redevelopment site in fragmented locations along Seaway Drive (north-south). The existing strip centers located along Seaway Drive are well-suited for non-retail types of small businesses; and will help ensure that they do not occupy downtown space that is traditionally intended for retail merchants.

Building Formats

Section A

New building formats for the City of Muskegon Heights should focus on formats typically found in traditional shopping districts, with street-front retail on the main level and loft-style apartments or offices on the upper levels. This strategy is consistent with the draft Form Based Code that the city recently prepared for its downtown. For reference, Section A of this report includes three pages excerpted from that document.

Section A also includes three sheets of Step Buildings © that have been developed and provided by the Incremental Development Alliance. The first sheet generally aligns with the city's Form Based Code; and the images are intended to convey a Mainstreet setting and shopping environment.

The second sheet of Step Buildings demonstrates how small business could initially be incubated in tents and trucks; then "step" up into pop-up space or makerspace; and then incrementally trade up into traditional retail spaces and buildings. The tents, trucks, pop-ups, and makerspaces could all be used on smaller infill sites to provide small businesses with opportunities to have exposure to drive-by traffic along the city's established retail corridors.

The third sheet demonstrates how small businesses could operate in home offices, workshops, shophouses, live-work, and combo spaces. These formats are best suited along tertiary commercial corridors and scattered locations within the established neighborhoods. They would not represent the highest and best use of redevelopment sites that are better suited for catalytic types of mixed-use projects with retail, such as along Seaway Drive near the city's southern boundary.

Retail Potential

Section B

Based on the results of this analysis, LandUseUSA has identified seventy (70) new retailers and complementary types of businesses that represent potential opportunities for local entrepreneurs in the City of Muskegon Heights. Most of them are small businesses with no more than 2,000 square feet; and only a few could be small-to-medium sized anchors with 2,000 square feet of space or more.

Recommended small-to-medium anchors include may specialize in any mix of the following retail categories: ethnic and import foods (with or without a fish market); consignment apparel store; deck / patio / hearth supplies; lighting and electrical supplies; lawn and garden décor; moderate furniture and home furnishings; office supplies; computers and small electronics; crafts and party supplies; fitness supplies (with or without bicycles); and pet supplies.

In addition, there is also a market potential and need for arts, entertainment, and recreational venues. Examples include a makerspace building for local artisans and for incubating other small businesses; fitness center; dance and fitness studios; billiard hall and bowling alley; and bounce house, arcade, or other family fun center. A cluster of three or more unique restaurants could also serve as an anchor.

Anchor stores are emphasized in the strategy because they are essential for generating the shopper traffic and activity needed to support smaller businesses. Anchor stores can boost retail sales for smaller merchants on the order of +20% or more. This boost could provide the profit margin needed for smaller merchants to be self-sustaining and profitable. Without anchors, smaller businesses will struggle to achieve the sales needed to pay rents and remain profitable.

Retailers within each category should also strive to cluster together rather than choose scattered locations. This especially applies to specialty food stores (which should seek locations on the west side of Muskegon Heights to be proximate to the Walmart and Meijer Supercenters or Gordon Food Service stores along Seaway Drive / Henry Street); furniture and other hardlines (which should also seek locations on the west side of the city to be proximate to Home Depot, Square 1 / Art Van, and Blended Furniture Market).

Although 70 retailers and small businesses have been identified as opportunities for Muskegon Heights, it is unlikely that they would all open right away. Assuming that a meaningful retail or mixed-use project is developed in the city over the next few years, then it would be reasonable to plan for a few anchors and a mix of 10 to 20 small anchors and complementary merchants. As the community stabilizes and grows, up to 70 new businesses could be realized over the span of five to ten years.

Collectively, the 70 new retailers and businesses could fill up to 90,000 gross square feet of existing and new commercial space. This figure represents a maximum that should not be exceeded with the addition of new retailers, either in new or existing space. Said another way, up to 90,000 square feet of retail space can be developed and/or rehabbed for new tenants within the City of Muskegon Heights over the next five to ten years.

The retail market potential described above does not include overnight accommodations like hotels and motels. The city currently has two national chain hotels (Clarion and Wyndham) and three locally owned and operated motels, all clustered near the Mona Lake area and near the convergence of the Airline Highway and Seaway Drive.

If new regional destinations are added in Muskegon County, then new chain hotels could also become feasible in the market. For example, the Little River Band of Ottawa Indians has proposed development of a new casino resort on 60 acres in Fruitport Township, near the Lakes Mall, and at the former site of the Great Lakes Downs racetrack (which was demolished in 2008).

As currently envisioned, the new casino resort could include a 220-room hotel. Feasibility studies for the resort suggest that up to 300 additional rooms could also be supportable in other locations throughout Muskegon County – such as the Mona Lakes area within Muskegon Heights.

Import-Export Analysis

Section C

Histograms are used to summarize the net import and export by retail category for Muskegon County and the City of Muskegon Heights. Muskegon County is included because the data for the relatively small city is comparatively sparse. Relationships between the two geographies have been used to deduce some probable market gaps for Muskegon Heights – even in the absence of detailed data for the full spectrum of retail categories.

Based on 2017 Economic Census data, the City of Muskegon Heights had a -54% net export of its resident expenditure potential. In other words, -54% of retail expenditures among local resident shoppers are being exported to destinations outside of the city. (Note: The next census will be completed in 2022, and results will become available in 2024. Until then, the 2017 data is a reasonable and conservative benchmark – even with Covid-19 impacts.)

Muskegon Heights' high net export of -54% is a good indicator of the of the large market potential for new retailers and businesses, and the need to intercept the current leakage of retail sales. The city can add new stores without worrying about over-supply or market saturation; and it can do so in every retail category reported by the economic census.

Additional Note: Based on a detailed retail inventory and cluster analysis documented in attached Section E, the following retail categories do not represent significant growth opportunities for Muskegon Heights: used car dealerships, automotive repair shops, car washes, gasoline stations with or without convenience, used merchandise stores, personal care salons, and telecommunications stores.

Smaller geographies tend to have higher net export; and larger geographies tend to have lower net export or some net import. Nationwide, the net import-export is 0%, with a blending of imports and exports that effectively balance each other out. With that in mind, Muskegon County has a net import of +9% that is a blending of highs and lows throughout the market.

The import-export and net leakage analysis relies on a comparison of transacted retail sales per establishment, sales per capita, and market share (sales per capita as a share of per capita income). These variables have been measured for Muskegon Heights and Muskegon County; and then compared to Kent County and other cities within Muskegon County.

Results have been sorted by market share and used to calculate net import or export, with averages for the State of Michigan used as the basis or standard of measure. If the market share for Muskegon Heights is higher than the Michigan State average, then the result is net import for the city. Similarly, if the market share for Muskegon Heights is lower than the state average, then the result is a net export for the city.

If Muskegon Heights is excelling in net import within any given retail category, then it could be because: a) local lifestyle preferences are bolstering the demand, and stores have stepped up to serve the need; and/or b) existing stores have clustered and achieved critical mass, which has expanded the trade area and corresponding market potential.

On one hand, retail categories with high import might be saturated with limited opportunity for more stores. On the other hand, high import could be indicative of market strengths that could be leveraged for smaller or specialty niche categories.

For example, if any given city has a concentration of destination-type restaurants and the category appears to be saturated, there could still be a niche opportunity for one unique eatery with a cuisine that is not yet represented. This example applies to Muskegon Heights, which currently has fifteen (15) restaurants, eateries, and drinking establishments. Even so, there is room in the market for Asian, Middle Eastern, Mediterranean, and Italian Pizzeria restaurants; a microbrewery; and an ice cream parlor.

Again, some retail categories benefit from the synergies of clustering and critical mass, whereas other do not. In particular, specialty food stores, apparel shops, home improvement suppliers and contractors, furniture and home furnishings stores, artisans, and entertainment venues tend to benefit from clustering and critical mass.

Sales per Establishment

Section D

This Retail Market Study includes an analysis of the average sales per establishment by retail category for the City of Muskegon Heights with comparisons to averages for Muskegon County. Comparing average sales per establishment is one good method for identifying retail categories that could represent good anchors for new or existing retail destinations. The data can also help identify and verify market gaps and opportunities for Muskegon Heights.

In general, soft-line categories like apparel stores tend to have lower sales per square foot, whereas hardline categories like electronics, office supplies, and automotive dealerships tend to have higher sales productivities. Apart from department stores, most other apparel stores also tend to be relatively small. So, some of the differences between geographies can be attributed to variances in store sizes; and others can be attributed to sales per square foot or productivity.

Throughout Muskegon County, the average department store has annual sales of about \$26.5 million; and they typically include chains like Macy's, JC Penney, Sears, and Kohl's; plus supercenters like Target, Meijer, and Walmart. Similarly, the average new car dealership achieves annual sales of \$16.4 million; family amusement centers tend to exceed \$10 million in sales; and pharmacy and drug stores tend to average \$6.6 million per store.

Muskegon Heights has four (4) conventional retail categories that are significantly out-performing countywide averages. Specifically, the city has a used merchandise store that is achieving annual sales of \$3.5 million; a butcher shop (Scott Meats) with sales of \$1.4 million; a boat dealership (Hall's Boat Center) with sales of \$2.4 million; and a used car dealership with sales of \$1.9 million.

Most other retail categories in Muskegon Heights are under-performing relative to the Muskegon County. Within each retail category, existing stores might struggle under any number of limitations, such as: a) they might be too small and lack the selling floor area needed to achieve higher sales; b) they might not have the right merchandise, density, marketing, advertising, signage, or service levels to appeal to customers; c) they might not be in locations that are visible or convenient for shoppers; d) they might be in fragmented or scattered locations that do not have the synergistic benefits of retail clustering; and/or e) the market could be saturated with too many stores in the category, with insufficient expenditures to support them all.

Due to these market complexities, this analysis has not been used as the sole basis for identifying market gaps or potential opportunities. However, it has been used to help validate or refute observations from other analyses within the study. The average sales per establishment have been triangulated with the import-export analysis (Section C); detailed retail inventory (Section E); and national retail trends (Section I) to formulate recommendations for the City of Muskegon Heights. The detailed retail inventory is described in the following section of this report and is an essential step in this comprehensive analysis and study.

Retail Competition

Section E

This section of the narrative report provides a brief description of local and regional retail competition for the City of Muskegon Heights. The first (1st) page in Section E attached to this report is a map and general guide to the shopping destinations described below.

The Lakes Mall – Muskegon County currently has one enclosed regional shopping center named the Lakes Mall. The one-level mall was developed in 2001 by CBL & Associates; and it has about 645,000 square feet of gross leasable area (GLA). It is located at the southeast quadrant of Sternberg Road and Harvey Street (about three miles southeast of Muskegon Heights); and is easy to access for shoppers arriving from I-96 and Highway 31.

The Lakes Mall originally opened with JC Penney, Sears, and Youngers as primary anchors; and secondary anchors include Bed, Bath & Beyond and Dick's Sporting Goods. It has been negatively impacted by the closure of Youngers in 2018 (with the closure of all Bon-Ton stores) and Sears in 2019 (as part of a nationwide downsizing by Sears Holdings). Sears continues to operate an appliance repair department out of its building; and the Youngers building is still vacant.

Downtown Muskegon – A significant part of downtown Muskegon's traditional shopping district was demolished to make way for the 1976 development of the Muskegon Mall. The mall was anchored by a pre-existing Hardy's-Herpolsheimer, which closed in 1989 and was later occupied by Burlington Coat Factory (which also closed and relocated in 2001). It was also anchored by Steketee's (which closed 2001) and Sears (which relocated to Lakes Mall in 2001).

The Muskegon Mall was so impacted by the newer Lakes Mall that it completely closed in 2001 and was demolished in 2003. However, the demolition also enabled restoration of the traditional street grid and the redevelopment of new commercial and residential buildings in Downtown Muskegon.

Power Centers – Two power centers are also located along Harvey Street and proximate to the Lakes Mall. The Lakes Crossing power center is anchored and tenanted by Menards, Kohl's JoAnn Fabrics and Crafts, Ulta Beauty, Shoe Carnival, Pet Supplies Plus, and Best Buy. The Lakeshore Market Place is anchored and tenanted by Target, Hobby Lobby, T. J. Maxx, Home Goods, DSW Shoes, Burlington, Dunham's Sports, Petco, Dollar Tree, Branes & Noble, Old Navy, and Five Below. Meijer Supercenter, Aldi, and AutoZone also have freestanding stores nearby.

Other Destinations – Other shopping destinations in Muskegon County are generally aligned along Highway 31 interchanges and Seaway Drive intersections. They tend to be anchored by supercenters like Meijer, Walmart, and Target; membership warehouse clubs like Sam's; and home improvement megastores like Menards, Home Depot, and Lowes. Destination retail located along highway 31 and Seaway Drive is described in more detail below.

Highway 31 – Westshore Plaza is located in the vicinity of Sherman Boulevard and Highway 31; and it is anchored by Walmart, Sam's Club, Lowe's, and Staples. Other chain stores nearby include Harbor Freight Tools, Ollie's Bargain Outlet, Big Lots, and Petsmart (all located in the Sherman Center), plus a freestanding Walgreens.

In addition, the Apple Avenue corridor near Highway 31 includes national chains like Dollar Tree and Dollar General; Aaron's Rental Center; AutoZone, and CVS and Walgreens (pharmacy). There is also a vacant Kmart located at the southwest quadrant of Highway 31 and Apple Avenue.

Seaway Drive – At the intersection of Seaway Drive (north-south) and Sherman Boulevard (east-west), there is a Home Depot along with other smaller chains like Aldi and Gordon Food Service (grocery); Rite Aid and Walgreens (pharmacy); Advance Auto Parts, AutoZone, and West Marine; Planet Fitness; and a Discount Home Improvement Store located in Muskegon Heights.

Walmart and Meijer have also faced off near the intersection of Seaway Drive (north-south) and Norton Avenue (east-west); and Square 1 Furniture (formerly Art Van) and O'Reilly's Auto Parts also have stores nearby. There is also a vacant Kmart located in front and west of the Square 1 Furniture.

RiverTown Crossing – Aside from Lakes Mall, the next closest regional shopping center is RiverTown Crossing in the City of Grandville, southeast of Grand Rapids and about 45 miles driving distance from Muskegon Heights. RiverTown is a two-level, 1.27 million gross square foot mall anchored by Macy's, Kohl's, JC Penney, and a 20-screen Celebration Cinema. Muskegon County does not have a Macy's Department Store – so RiverTown Crossing is the nearest option for Macy's shoppers.

Other active tenants in Rivertown Crossing include Barnes & Noble, Dick's Sporting Goods, and Old Navy. The mall also has two former anchors that are currently vacant, including Younkers (closed in 2018) and Sears (closed in 2021).

Detailed Retail Inventory

Section E

The market gaps and opportunities identified in this Retail Market Study rely upon deductive reasoning and extrapolation from a detailed inventory of existing businesses and retailers located throughout the City of Muskegon Heights. The recommendations have also been qualified based on other steps of the work, including the import-export analysis and existing sales per establishment for the city; and national retail trends since the recent Covid-19 pandemic and economic crisis.

The business and retail inventory is provided in a detailed nineteen (19) page list that is enclosed in Section E attached to this narrative report. Businesses in the list are color-coded with the following guide:

Green = Gaps and potential opportunities

Blue / Black = Existing businesses (numbered)

Red = Closed businesses

Based on street addresses only, the City of Muskegon Heights has about twenty-five (25) retailers, restaurants, and complementary types of small businesses located along Broadway Avenue. There are also about fifteen (15) establishments with a Peck Street address; ten (10) establishments with a Getty Street address; and ten (10) with a Sherman Boulevard address.

This narrative report does not attempt to address every business category, and instead highlights a few of the most key and salient observations. In general, gaps and opportunities have been identified based on two criteria: 1) there is an absence of existing choices within the category, or very few choices; and/or 2) there is strength within the category with a few niche opportunities to leverage the cluster and enhance the mix.

For example, Muskegon Heights already has three (3) used car dealerships; eleven (11) automotive repair shops; and three (3) car washes. Therefore, it generally is not recommended that additional businesses open in these categories. However, the city does not have a truck rental service; or an auto parts store specializing in stereo sales and installation. Therefore, they represent niche opportunities for new small businesses.

As another example, Muskegon Heights already has seven (7) convenience stores without gasoline stations; two (2) other gasoline stations (either with or without gas); and one dollar store (Family Dollar). They all help meet some of the need for neighborhood conveniences in the food and snack categories. The larger grocery stores and supermarkets are monopolized by Meijer and Walmart Supercenters along Seaway Drive / Henry Road; and Save A Lot, Aldi, and Gordon Food Service also have stores nearby.

The competition by existing national chain grocery stores undermines the market potential for other large grocery stores in the market – including in Muskegon Heights. Even so, the city's smaller merchants have demonstrated an ability to operate establishments in niche categories, such as bakeries, candy shops, butcher shops, and farmers' markets. Two niches remain as opportunities for other entrepreneurs, specifically in the seafood / fish market and ethnic / import food categories.

As another example, Muskegon Heights currently has three (3) small apparel shops (Urban Apparel, Sang Sports Wear, and Steve's Foxy Boutique); four (4) used merchandise stores; three (3) beauty supply stores; an alterations shop; an eyewear store, a shoe store; and several small home-based businesses specializing in fashion and accessories. Even so, there is still room in the market for new merchants to offer choices in the following niche apparel categories: men's rugged wear; men's big & tall tux rental; bridal and intimates; apparel consignment; and fashion accessories; and luggage, purses, and other leather goods.

Nearly every hardline retail category is either under-represented or absent altogether. The city has a tile / carpet / flooring store, fence supply company, plumbing and heating / venting / air conditioning supplier, locksmith, and window tinting services. New small businesses and entrepreneurs could focus on the following categories to enhance the mix: siding / roofs / gutters; windows and doors; storage sheds; garage doors; decks / patio / hearth; and lighting and electrical supplies. Home improvement contractors offering plumbing, security system installation, home repair, and painting services would help enhance the mix.

There is also an opportunity for additional stores in the following categories: garden décor; landscaping services; moderate furniture and home furnishings; decorative rugs; kitchen supplies; window treatments; used appliances; sewing machines / vacuums; office supplies; computers and electronics; crafts and artisan supplies; sporting goods; and pet supplies. Most of these businesses should be locally owned and operated with 2,000 square feet or less of retail space.

There is also an opportunity to create some co-working space with a business center, a human resources center, and complementary types of marketing and small business services. The city should also consider creating a makerspace facility that could accommodate local artisans; small merchants; and arts, gift, craft, game, music, pet, and other novelty stores. However, this latter strategy would be complementary only, and should not be viewed as a catalyst for shifting the entire retail landscape for the City of Muskegon Heights.

In the entertainment and recreation industries, there are also niche opportunities for a community center; fitness center and fitness studios; billiard hall and/or bowling alley; bounce house and/or arcade; youth and/or senior center; skate park; DJ and/or recording studio, and membership clubs.

Among restaurants and eateries, there is room in the market for new and unique establishments focused on the following cuisine and themes: Asian, Middle Eastern, Mediterranean, and Italian Pizzeria; plus a microbrewery and an ice cream parlor. However, additional bars, taverns, and adult nightclubs are not recommended.

Additional Resources

Sections F - H

This market study has included a review of additional resources that are enclosed among the attachments, including an assessment of 2019 traffic volumes; commuter in-flow; and daytime population (see Section F). In general, the results demonstrate an overall competitive disadvantage for Muskegon Heights relative to Muskegon County overall.

To begin, traffic volumes in Muskegon Heights are highest along Seaway Drive (a.k.a., Business 31), which is a major north-south connector between the Lakes Mall, State Highway 31, and Downtown Muskegon. Many of Muskegon Heights' retail competitors are also located along Seaway Drive or just one block west along Henry Street. In 2019, Seaway Drive through Muskegon Heights had an average traffic volume of about 20,000 vehicles daily, with a peak of about 30,000 vehicles daily near the Highway 31 interchange.

In comparison, traffic volumes along the east-west Sherman Boulevard peaked ranged between 15,000 and 17,000 vehicles daily; and volumes along other corridors like Peck Street and the Airline Highway were 10,000 vehicles daily or less. Traffic volumes were not available for the east-west Broadway Avenue through downtown Muskegon Heights, but deduction suggests that they were less than 15,000 vehicles daily.

Muskegon Heights has a net commuter outflow of -433 daily workers, including retention of 326 workers; inflow of 2,286 workers; and outflow of 2,719 workers. In other words, the city is losing more workers than it is retaining and attracting. Finally, the city has a daytime population of 6,960 (ages 16+ only), which is higher than Roosevelt Park (3,250) and North Muskegon (2,995); but significantly lower than Norton Shores (19,805) and the City of Muskegon (37,155).

These differences are partly overcome by the city's location within the much larger Muskegon County and its high population density. This is demonstrated with a comparison of demographics within a 15-minute drive time distance of Muskegon Heights, which can also be referred to as its primary trade area (see Section G).

Within the context of this Retail Market Study, the most important variables in the demographic analysis are population and per capita income, which yield a total personal income when multiplied together. Total personal income is the basis for calculating the resident expenditure potential for the Muskegon Heights primary trade area; and it has also been used in the import export analysis (see Section C).

Based on the demographic profiles (Section G), Muskegon Heights' 15-minute drive time and primary trade area included about 114,770 residents in 2019 (i.e., prior to Covid-19); and they had a per capita income of about \$23,770. When multiplied together, these two variables yield a total personal income of about \$2.7 billion (or \$2,728.2 million).

Based on industry-wide data, the average American consumer was spending about 50% of their income on retail in 2019 (that figure has fallen to 45% for 2020 and 2021). When this 50% factor is applied to the total personal income for Muskegon Heights, it yields a retail expenditure potential of about \$1.36 billion (\$1,364.1 million).

This large figure highlights the benefit of a small city being located within a much larger metropolitan area and urban setting with relatively high population densities. For the City of Muskegon Heights' municipal boundary (which is much smaller than the primary trade area), the resident expenditure potential on retail sales is about \$172.5 million (see the exhibits in Section H). For a sense of perspective only, this is roughly equivalent to the sales volume of three (3) super centers, home improvement superstores, or membership warehouse clubs.

Reference Maps

Section J

This Target Market Analysis has been designed to focus on the City of Muskegon Heights within Muskegon County, Michigan. Section J attached to this report includes several maps demonstrating the city's geographic setting relative to neighboring jurisdictions within Muskegon County. There are also several maps excerpted from the city's 2018 draft comprehensive plan, demonstrate its future land use, current zoning, and DDA district. Readers are also encouraged to review the complete master plan for additional context.

Appendix One and Two

This Retail Market Study for the City of Muskegon Heights is also accompanied by two appendices with additional exhibits and resources. Appendix One includes information about the 71 lifestyle clusters currently living within the city; and the behavioral attributes of those lifestyle clusters – particularly their inclination to consume various retail goods and patron entertainment venues.

Appendix Two includes some supporting demographic data used to calculate market parameters for Muskegon Heights – particularly population and per capita income. Comparisons are also provided for Muskegon County and the State of Michigan. Again, readers are encouraged to browse these materials and contact LandUseUSA directly with any questions regarding data sources, methodology and approach, findings, conclusions, recommendations, and next steps.

National Retail Trends

Section I

Disclaimer – The following narrative focuses on retail trends across the United States rather than local or regional trends for the City of Muskegon Heights, Muskegon County, or the State of Michigan. This narrative is available for universal use and has not been customized for Muskegon Heights. Furthermore, this same narrative has been replicated in several other Retail Market Studies that were completed in 2021 for the cities of Harper Woods, Melvindale, River Rouge, Ecorse, and Inkster.

Introduction - “Retail Apocalypse” is a concept being actively promoted through media headlines, and largely based on closures among national chain stores across the nation – both before and during the recent Covid-19 pandemic and economic crisis. However, it is only a myth and can be easily debunked with real data.

It is important to debunk the myth and change the dialogue about the future of retail nationwide, in our cities, and all urban settings. By challenging mainstream media and shifting the conversation, we can instill new faith and encouragement for urban and town planners, developers, merchants, and small businesses.

This section of the report explores real data and demonstrates that the total number of retail establishments and aggregate retail sales are increasing; new chain stores and restaurant openings are offsetting closures; e-commerce still represents just 15% of total retail trade; and the annual growth of rate of e-commerce has slowed to the low teens, with a temporary boost during the pandemic shutdown. This narrative also touches on some emerging retail trends, including leveraging the “Halo Effect” of Omni-channel marketing to optimize retail sales.

Increasing Number of Retail Establishments – The media-purported Retail Apocalypse should be supported by a decline in the total number of retail establishments – but nothing could be farther from the truth. In fact, the United States had over 1 million retail establishments in 2020, and +415 more than the prior year of 2019.

More specifically, the Bureau of Labor Statistics (BLS) reported 1,044,175 establishments for 2020, with a net gain of +415 establishments since 2019 (1,043,760). The 2020 figure also represents a net gain of +20,480 establishments since the trough in 2011. Considering that nine months of 2020 were during the Covid-19 pandemic, this is quite remarkable.

The same BLS source also provides data on the timeline of e-commerce establishments and mail order houses (i.e., non-stores). They currently total about 60,000 businesses and represent about 6% of all retail establishments. E-commerce sales are addressed in greater detail later in this narrative.

New Stores Offset the Closings – The growth of retail trade can be tough to imagine given the ongoing announcements of store closings across the nation, and particularly with media channels fanning the flames. Chain store closings get negative and inflated media coverage because it helps sell the news. With that primary objective, reports too quickly ignore new store and restaurant openings that offset the closures.

To further debunk the myth of the Retail Apocalypse, we conducted an in-depth survey of the Top 52 announced chain store closings and the Top 45 chain store openings. Based on these inventories, at least -10,038 chain store closings closed in 2019 and early 2020, including -2,590 Payless shoe stores. Other chain closings are in the hundreds and include Gymboree (-805), Dress Barn (-650), Charlotte Russe (-520), Family Dollar (-390), Shopko (-363), Sears/Kmart (-96), and the Gap (-230).

Here are some more facts to help keep the record straight. First, the Top 52 chain store closures represent less than 1% (one percent) of all retail establishments reported in 2019. That is 10 stores out of every one thousand (10/1,000); and the other 99% of all retail establishments are actually growing in total numbers.

In addition, the nation's new store and restaurant openings totaled about +5,283 in 2019, representing 0.5% of all establishments for that same year. There were also about +2,500 new restaurants that opened in 2019 (this is a conservative estimate), which helps make up most of the remaining gap between store closings and openings.

It is also worth noting that the Payless shoe store closings represent about 25% of the Top 52 chain store closures. If Payless Shoes is removed from the tally, then all other losses are nearly offset by new store openings. If the new restaurants (+2,500) are added to the mix, then there is actually a net gain rather than a net loss.

Increasing Retail Sales – The hypothetical Retail Apocalypse should also be supported by a decline in brick-n-mortar retail sales – but again, that notion can be refuted with real data. Exhibits are provided demonstrating the modest growth in total retail sales and sales by retail subcategory.

Results demonstrate that monthly sales for total retail trade, grocery stores, and restaurants have continued to grow. However, grocery store sales experienced a spike during the Covid-19 pandemic, offsetting the plummet in restaurant sales. In comparison, sales among general merchandise stores have been volatile; sales for building materials have steadily increased; sales for apparel stores plummeted and were slow to recover; and sales for furniture, electronics, and appliances plummeted and then rebounded fast.

Many of the post-pandemic rebounds can be attributed to shifting lifestyles, and particularly investment into home offices due to stay-at-home orders; and investment into other remodel projects that had been deferred during the Great Recession.

The Lion in the Room: E-Commerce – It is quite popular to blame the purported “Retail Apocalypse” myth on the growth of e-commerce, with Amazon leading the charge. The impact of e-commerce is real, but not as profound or as negative as the media would have us believe. Contrary to popular belief, e-commerce has not killed retail. It has certainly had a negative impact on some relatively small retail subcategories, namely electronics, appliances, sporting goods, and books. However, the Halo Effects of Omni-Channel marketing and e-commerce can also be leveraged by physical stores to build and solidify customer loyalties.

E-Commerce Market Share – There currently are about 60,000 non-store e-commerce businesses in the nation, and they represent about 6% of all retail establishments. Based on data provided by the United State Census with Monthly Retail Sales through 2020, e-commerce also represents about 15% of total retail sales. This is considerably higher than the early 1990's when e-commerce represented less than 5% of total retail sales. Most retail analysts and forecasters seem to agree that it will plateau at about 30%.

E-Commerce Growth is Slowing Down – The growth of e-commerce was exceptionally high during the late 1990's and then slowed to about 14% annually over the past five years. E-commerce experienced a boost during the Covid-19 pandemic and grew 36% between 2019 and 2020. However, we anticipate that the growth between 2020 and 2021 will drop off considerably, and that it will then plateau at about 10% annually.

The Halo Effect of Omni-Channeling – The costs of building and maintaining an e-commerce presence can seem to be prohibitively expensive because it can require considerable up-front investment into information technology, marketing, fulfillment, returns, and customer service. Yet, even with the high upstart costs, many chain stores have been defying Amazon with their own online and Omni-channel marketing strategies.

In fact, a market transformation is currently underway (and bolstered by the pandemic), with brick-n-mortar stores leveraging e-commerce to build Omni-channel experiences that solidify brand loyalties among shoppers. The fastest growing trend is e-commerce sales bolstered by brick-n-mortar stores that enable shoppers to explore and test the merchandise; check sizes, colors, and quality; click online and then collect at the store ("click and collect"); and avoid delivery fees for returns. E-commerce and brick-n-mortar are now building a symbiotic relationship, with channel generating a halo effect for the other.

The ongoing cycle of chain store closings and new store openings reflects a market in flux and transformation, and this will continue through the balance of 2020 and beyond. Consumers are seeking unique merchandise, high service levels, and a complete sensory experience with their shopping excursions. Omni-channel shopping helps bridge these preferences with the convenience of online shopping and the gratification of an enjoyable shopping experience in brick-n-mortar stores. The combination is powerful and is being used by many retailers to help solidify brand loyalties during and while recovering from the recent economic crisis.

Next Steps

Public Stakeholders

This narrative describes steps that the City of Muskegon Heights, its ambassadors, and stakeholders can take to help pave the road to success and help make real projects happen. Topics generally focus on a) becoming well-organized and collaborating; b) leveraging statewide programs; c) facilitating a process of stakeholder engagement; and d) getting some technical assistance with support from professional town and urban planners.

The following strategies are also intended to help with placemaking, talent and economic development, downtown development, and implementation of the TMA market potential. This narrative is also followed by additional recommendations for private developers, investors, and builders, with an emphasis on missing housing formats and shopping choices.

State Agency Outreach – Meet with the State of Michigan Community Development Specialist, CATeam Leader, and/or RRC Manager for the Detroit Metro region. The meeting agenda should include discussion of the TMA results and implications for economic growth; placemaking processes that help catalyze reinvestment; and implementation strategies for making real projects happen.

Redevelopment Ready Community (RRC) Program – Leverage the CCD's Redevelopment Ready Community (RRC) initiative. Regardless of whether they are seeking full certification in the program, local communities should follow the RRC process with some self-initiative. Following RRC steps will help demonstrate to prospective developers that appropriate due-diligence tasks are being completed to ease project review and permitting processes.

Department Collaboration – Have the city mayor, city manager, community development director, and/or downtown development authority work together as a team on shared initiatives for economic growth and prosperity. Organizational or policy changes should be considered if necessary to ensure collaboration between municipal departments, the city councils, the planning commission, and sub-committees.

In particular, community development divisions should always look for new opportunities to contribute to local planning efforts. In turn, municipal planners and consultants should actively seek input from community development staff in the planning process. Both divisions should be proactive in collaborating on common goals and objectives.

Volunteer Recruitment – Follow the National Main Street Center's Four Point Approach® (Organization, Promotion, Design, and Economic Restructuring) for recruiting and organizing volunteers who can assist with implementation. Volunteers with specialized skills and qualifications can help with the technical process of making sites shovel ready; pursuing grants and funding; and recruiting new developers.

Public-Private Partnerships – Public-private partnerships should be pursued and built by meeting with local developers to review the TMA results and discuss implementation strategies. Topics should include ways for both parties to help ease the process and help get real projects done. Developers should consider a variety of investment strategies outlined in this TMA, including rehabilitation of existing retail space; conversion and adaptive reuse of existing buildings; and development of new space that includes anchors as well as small tenants.

Stakeholder Engagement – Cities should ensure that at least one municipal staff person is trained and certified by the National Charrette Institute (NCI) to facilitate stakeholder engagement, including forums, workshops, and/or design studios. Alternatively, cities should retain the services of urban planning firms (or town planners) with NCI-certified professionals to assist with the process.

Public Open Houses – Open houses should be facilitated for the general public and/or special interest groups. Events may include a combination of presentations, charrettes, workshops, focus groups, and interactive surveys. A variety of media tools can also be used to conduct preference services, either by phone, internet, or regular mail.

Outreach to the Investment Community – In addition to public open houses, one or more developer summits could also be hosted for the local real estate investment community. One-on-one meetings with local developers can also be facilitated to discuss the TMA results, implications, and next steps. Again, developers are encouraged to use the TMA reports to help secure gap financing; and to customize and refine their individual development projects.

Hard and Soft Incentives – After receiving input during the developer forums and open houses, the city's hard and soft incentives should be re-evaluated and refined. Examples of hard incentives include tax credits, loans, and other financial tools (revolving funds, bond programs, tax increment financing, etc.). Examples of soft incentives include flexible terms when buying publicly owned land, infrastructure, brownfield remediation, technical assistance and educational resources, collaborative marketing, land bank assistance, and streamlined review and approval processes.

Financial Institutions – City leaders should also meet with financial institutions and local lenders; and ask them to offer low-interest loans and negotiable terms for developers that propose and plan projects in alignment with the TMA recommendations. Ask the lenders to advertise the incentives; and to also announce public open houses and other events on their electronic news boards.

Incremental Development Alliance – IncDev is a not-for-profit organization that helps cities strengthen their neighborhoods through small-scale real estate projects. The alliance focuses on training small developers through seminars, one-day workshops, and two-day boot camps.

IncDev's services also include a process of stress testing to identify impediments to small scale development. Impediments are often hidden within the fine print of master plans, zoning ordinances, design guidelines, strategic plans, TIF plans, fiscal budgets, and similar types of documents. The end goal with stress-testing is not to anti-regulate, but rather to make the rules clear and the process easier for local, small scale developers.



Disclaimer: Sharon Woods of LandUseUSA is a faculty member with the Incremental Development Alliance. The alliance is the creator of all step building diagrams used within the residential and retail Target Market Analysis. All step buildings images and renderings are copyright protected by the Incremental Development Alliance.

BuildMIPlace – Michigan’s professional planning firms are available to provide technical assistance with a variety of tools designed to promote reinvestment and support development. For example, an innovative BuildMIPlace system has been created by Community Image Builders (CIB Planning), with a focus on five steps:

1. Target Market Analysis
2. Strategic Planning
3. Funding and Incentives
4. Implementation and Development
5. Additional Technical Support

Professional Planning Services – Cities should also retain the professional services of urban planners, town planners, and/or landscape architects to prepare preliminary site plans or artist renderings for site-specific projects. Results can be integrated into developer Requests for Qualifications. Design competitions could also be hosted, with the winner being granted a contract for related consultation services.

Marketing Plan – Cities should also consider retaining the services of a local and professional marketing firm to prepare a municipal marketing plan. The plan should focus on reinvestment opportunities and transformative projects in downtowns and urban neighborhoods, with an emphasis on mixed-use projects, missing housing formats, and new shopping choices. (Note: Property listings by real estate brokers can help, but they are not a substitute for municipal marketing strategies.)



Marketing firms can also prepare magazine-quality brochures, flyers, and other promotional materials that summarize and highlight the TMA results along with local community assets. They can also help create websites and online content promoting site-specific investment opportunities and incentives.

Email Outreach – City staff and/or volunteers should also gather and review existing email lists of local stakeholders in the real estate investment community. These stakeholders may include building and landowners, property managers, real estate agents and brokers, developers, builders, and investors. The TMA report should be emailed to all of these stakeholders as a .pdf electronic file; and they should be invited to use the report to secure gap financing with prospective lenders.

News Media Outreach – Media releases and event invitations should be created by city staff who can then ask the local media to print them as written. Writing media releases internally can help ensure thorough and accurate coverage of the TMA results, community-wide goals and objectives, stakeholder engagement processes, and success stories.

Internet and World Wide Web – An electronic .pdf copy of the TMA should be posted on local websites, including city planning and economic development departments, downtown development authorities (or similar downtown associations), chambers of commerce, and neighborhood associations.

Social Media Outreach – The TMA results should also be announced and promoted on social media websites, such as Facebook, LinkedIn, and Twitter. A staff person can be designated to help steer online discussions in a positive direction and to keep the content current and relevant.

Note: This narrative is intentionally generic and designed to be shared with cities and stakeholders throughout the State of Michigan and Muskegon County and is not exclusively for the City of Muskegon Heights.

Next Steps

Private Developers

It is recommended that developers and investors align their projects with the market potential outlined in this Target Market Analysis for the City of Muskegon Heights. Ideally, they will focus on a mix of traditional houses, missing housing formats, new shopping choices, and mixed-use projects.

Recommended Project Strategies for Developers

- Mixed-use projects that include retail, shopping conveniences, and services.
- Projects designed for a spectrum of target markets and lifestyle clusters, and not just one.
- Projects designed for income integrated and multicultural communities.
- Projects that meet the needs of both low-income and market-rate households; and not just affluent households seeking luxury units.
- New building formats that align with IncDev's typology of small and mid-sized step buildings.
- Locations that support urban infill, redevelopment, and reinvestment.
- Locations in, adjacent to, and walkable to traditional downtown districts.
- Locations walkable to shopping destinations, public schools, health care, public transit centers, places of worship, and other community and civic institutions.
- Locations with vista views of waterfronts, downtowns, bridges, railroads, public plazas, town squares, and parks.
- Projects that involve public-private partnerships and regional collaboration.
- Projects that involve adaptive reuse and support the preservation of historic buildings, downtowns, and neighborhoods.
- Projects that include Placemaking amenities that help create and convey a sense of place.
- High-quality projects that support environmental sustainability.

Site-Specific Feasibility Studies – The Target Market Analysis studies and reports are intended to serve as platform for more detailed studies; and they are not intended to supersede them. Developers will inevitably and unavoidably need to prepare site-specific pro forma analyses for underwriting purposes and to qualify for loans, grants, tax rebates, or other incentive programs.

The underwriting requirements of lenders and grantors will probably include specifications on the following: a) building format, size, scale, height, mix of uses, and amenities; b) unit sizes, tenures, prices, and amenities; c) parking, access, and related impacts on infrastructure; d) ownership, zoning, land use regulations, and related planning implications; e) labor, materials, taxes and fees, and related costs; and f) taxes revenues and related fiscal impacts.

Retail TMA

The Market Study

Narrative Report

Section A	Location Strategies
Section B	Retail Potential
Section C	Import-Export Analysis
Section D	Existing Sales, Revenues
Section E	Retail Inventory
Section F	Traffic, Potential In-Flow
Section G	Primary Trade Area
Section H	Retail Expenditure Potential
Section I	National Retail Trends
Section J	Reference Maps

Section A

Examples of Retail Reinvestment Opportunities
The City of Muskegon Heights | May 2021



Source: Exhibit prepared by LandUseUSA | Urban Strategies with input from the City of Muskegon Heights; May 2021.

Examples of Retail Reinvestment Opportunities The City of Muskegon Heights | May 2021

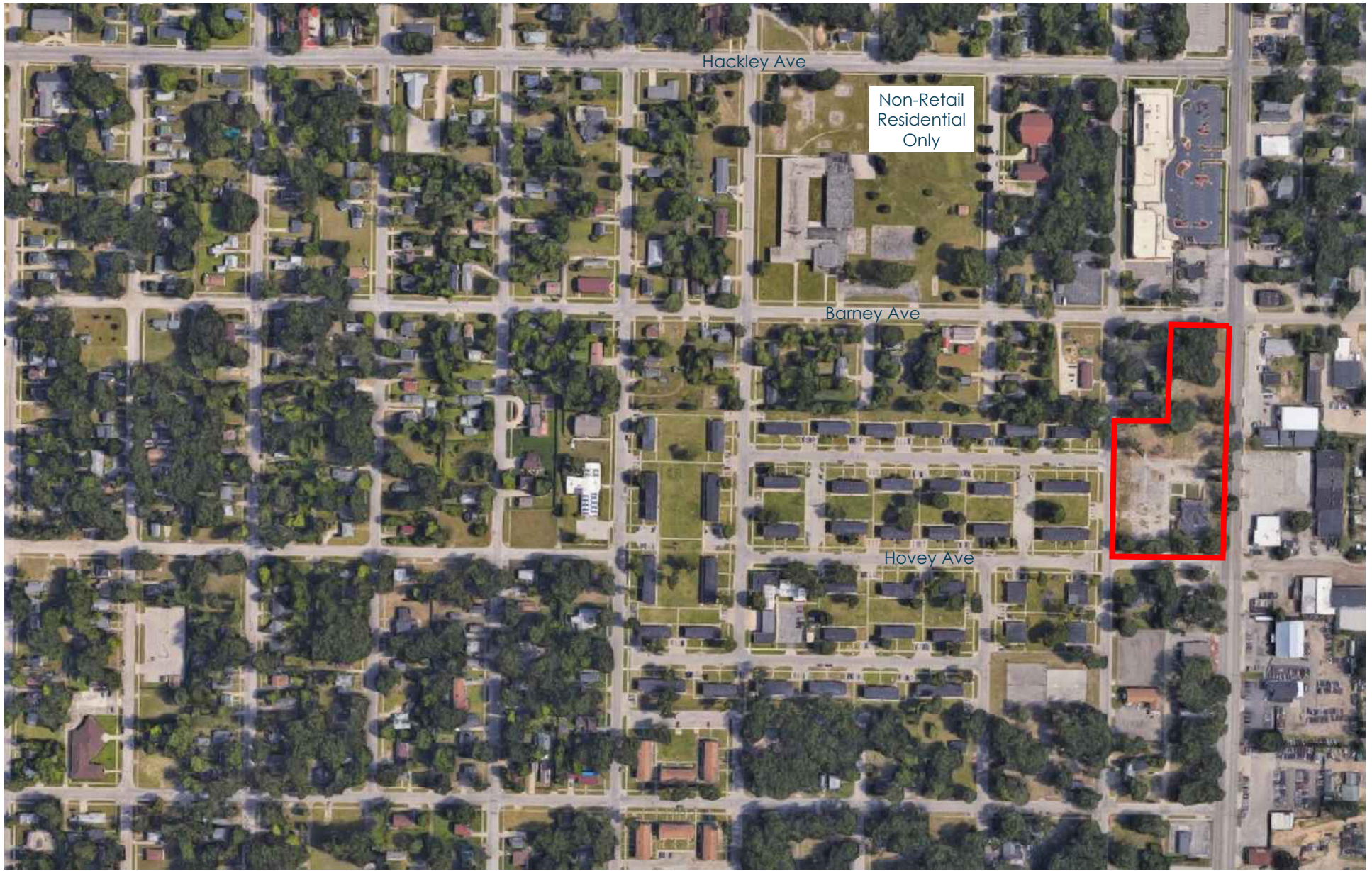


Source: Exhibit prepared by LandUseUSA | Urban Strategies with input from the City of Muskegon Heights; May 2021.

Examples of Retail Reinvestment Opportunities
The City of Muskegon Heights | May 2021



Source: Exhibit prepared by LandUseUSA | Urban Strategies with input from the City of Muskegon; May 2021.



Source: Exhibit prepared by LandUseUSA | Urban Strategies with input from the City of Muskegon Heights; May 2021.

Examples of Retail Reinvestment Opportunities The City of Muskegon Heights, Michigan | 2021



Source: Exhibit prepared by LandUseUSA | Urban Strategies with input from the City of Muskegon Heights; May 2021.



Mixed-Use Building Type

1. Building Type Description

A medium- to large-sized, attached structure. It is intended to provide a vertical mix of uses with ground floor retail or service uses and upper floor service or residential uses. This Building Type makes up the primary component of a main street and downtown, and is a Building Type that can provide street vibrancy and enhanced walkability.



2. Pedestrian Access

- a. Entrances to ground floor units are required at the front street.
- b. Entrances to ground floor units shall occur at intervals of not greater than 50 feet along the front street.
- c. Optional angled building corner with required entry door. Maximum length of angled wall shall be 12 feet.

3. Number of Units

- a. Two-unit minimum (one unit on top, one unit on bottom)

4. Use

- a. Uses are regulated by Context Area

5. Façade Requirements

- a. Building shall have a flat roof with parapet.
- b. Building shall have a cornice expression line at roofline.
- c. Transparency at Street Level: Storefront window glass shall be eight feet high minimum and extend at least 80% of the building width. Pilasters up to 36" wide may be placed every 20 to 40 feet and extend vertically between windows. Storefront windows shall have a Visual Light Transmittance of that least 75%.
- d. Transparency Upper Stories: Building facades facing streets shall have 10% to 50% of the façade be windows between the finish floor line of the second story and bottom of cornice expression line.
- e. Entry door is required to be recessed three feet to eight feet from the facade wall of the building and have a minimum transparency of 50%. All entry doors require an overhead awning or other architectural element.

Source: The City of Muskegon Heights' draft form based code; February, 2021.

Commercial Building Type

1. Building Type Description

A medium- to large-sized, attached structure. It is intended to provide a single story building with ground floor retail, office or service uses. This Building Type makes up the secondary component of a main street and is a Building Type that can provide street vibrancy and enhanced walkability.



2. Pedestrian Access

- d. Entrances to ground floor units are required at the front street.
- e. Entrances to ground floor units shall occur at intervals of not greater than 50 feet along the front street.
- f. Optional angled building corner with required entry door. Maximum length of angled wall shall be 12 feet.

3. Number of Units

- a. One-unit maximum (one unit at street level)

4. Use

- b. Uses are regulated by Context Area

5. Façade Requirements

- a. Building shall have a flat roof with parapet.
- b. Building shall have a cornice expression line at roofline.
- c. Façade shall be a minimum of 14 feet tall.
- d. Transparency: Storefront window glass shall be eight feet high minimum and extend at least 80% of the building width. Pilasters up to 36" wide may be placed every 20 to 40 feet and extend vertically between windows. Storefront windows shall have a Visual Light Transmittance of that least 75%.
- e. Entry door is required to be recessed three feet to eight feet from the facade wall of the building and have a minimum transparency of 50%. All entry doors require an overhead awning or other architectural element.

Flex Building Type

1. Building Type Description

A medium- to large-sized, attached or detached structure, typically built on a large lot. It can be used to provide a vertical mix of uses with ground floor industrial, service, retail, or residential uses; or it may be a single-use building. This Building Type is a primary component in a variety of urban context areas and can provide street vibrancy and enhanced walkability.



2. Pedestrian Access

- a. Entrances to ground floor units are required at the front street.
- b. Entrances to ground floor units shall occur at intervals of not greater than 100 feet along the front street.
- c. Upper floor units may be accessed by a common entry or lobby along the front or side street or at the rear of the building.

3. Number of Units

- a. One-unit minimum / No maximum (one unit at street level)

4. Use

- a. Uses are regulated by Context Area

5. Façade Requirements

- a. Building shall have a flat roof with parapet.
- b. Building shall have a cornice expression line at roofline.
- c. Transparency at Street Level: Storefront window glass shall be eight feet high minimum and extend at least 80% of the building width. Pilasters up to 36" wide may be placed every 20 to 40 feet and extend vertically between windows. Storefront windows shall have a Visual Light Transmittance of that least 75%.
- f. Transparency Upper Stories: Building facades facing streets shall have at least 40% of the façade be windows between the finish floor line of the second story and bottom of cornice expression line.
- d. Entry door is required to be recessed three feet to eight feet from the facade wall of the building and have a minimum transparency of 50%. All entry doors require an overhead awning or other architectural element.

Incremental Development Alliance Mainstreet Retail | Step Buildings[©]

Mainstreet
Corner



Mainstreet
Corner



Mainstreet
Narrow



Mainstreet
Midblock

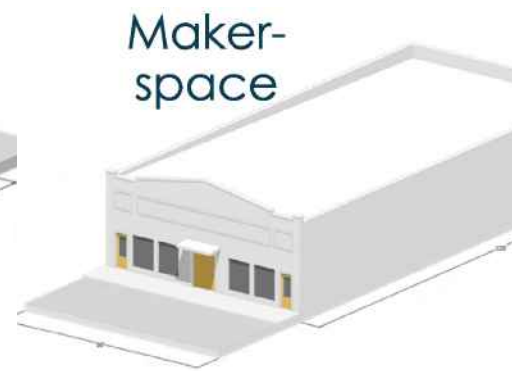


Mainstreet
Wide



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Incremental Development Alliance Incubator Retail | Step Buildings[©]



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Incremental Development Alliance Neighborhood Retail | Step Buildings[©]

Home
Office



Home
Workshop



Shophouse
Detached



Flex
Live
Work



Shophouse
Combo



Source: Collage prepared by LandUseUSA | Urban Strategies. Step Buildings[©] created by the Incremental Development Alliance[©] with all copyrights reserved; 2020 - 2021. The alliance is available to facilitate educational seminars, workshops, and boot camps for public-sector clients and their investment community.

Section B

Retail and Business Gaps and Potential Opportunities The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Retail Sq. Ft.
70	Indoor Retail Square Feet (Total)	90,000
1	Auto Rental - Trucks, U-Haul	500
2	Auto Parts Supply - Stereos Only	500
1	Specialty Food - Seafood, Fish Mkt	1,500
2	Specialty Food - Ethnic, Imports	2,000
1	Tobacco - Hydroponics, Grow	1,000
1	Apparel - Men's Rugged Wear	1,500
2	Apparel - Big & Tall, Tux Rental	1,500
3	Apparel - Bridal, Intimates	1,500
4	Apparel - Consignment Only	2,000
5	Accessories - General	1,000
6	Accessories - Leather Luggage Purse	500
1	Home Improv - Siding Roofs Gutters	1,000
2	Home Improv - Windows and Doors	1,000
3	Home Improv - Storage Sheds	1,000
4	Home Improv - Garage Doors	1,000
5	Home Improv - Deck Patio Hearth	3,000
6	Home Improv - Lighting Electrical	2,000
1	Contractor - Plumber, HVAC	500
2	Contractor - Security System Alarms	500
3	Contractor - Home Repair	500
4	Contractor - Painting	500
1	Cleaning Svc - Window Cleaning Svc	500
2	Cleaning Svc - Home Cleaning Svc	500

Retail and Business Gaps and Potential Opportunities The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Retail Sq. Ft.
70	Indoor Retail Square Feet (Total)	90,000
1	Lawn Garden - Garden Décor	2,000
2	Lawn Garden - Landscaping Svc	500
1	Furniture - Ready to Assemble	1,500
2	Furniture - Dinettes, Patio Furniture	2,000
3	Furniture - Upholstery Repair	1,000
1	Furnishings - General Décor	2,000
2	Furnishings - Decorative Rugs	2,000
3	Furnishings - Kitchen Supplies	1,500
4	Furnishings - Window Treatments	1,000
1	Appliances - Used, Refurbished	2,000
2	Appliances - Sewing, Vacuums	1,000
1	Office Supply - General Supplies	1,500
2	Office Supply - Shipping, Mailing	1,000
1	Electronics - Computers - General	1,500
2	Electronics - Computers - Repair	500
1	Business Services - Coworking Space	.
2	Business Services - Business Center	.
3	Business Services - Human Resources	.

Retail and Business Gaps and Potential Opportunities The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Retail Sq. Ft.
70	Indoor Retail Square Feet (Total)	90,000
1	Arts, Gifts, Novelty - Pawn	2,000
2	Art Studio - Pottery, Painting	1,500
3	Art Studio - Framing Gallery	1,000
4	Art Studio - Studio, Classroom	2,000
5	Art Studio - Photography	1,000
6	Art Studio - Music Video Recording	1,000
7	Music - Musical Instruments	1,000
8	Music - Records, Vinyls	1,000
1	Craft Party Artisan Supply Store	2,000
2	Games, Hobby Supply Store	1,000
1	Sporting Goods - Fitness Supply	2,000
2	Sporting Goods - Bicycle Shop	2,000
3	Sporting Goods - Gun Shop	1,000
4	Sporting Goods - Fishing Supply	500
1	Pets, Supplies - General	2,000
2	Pets, Supplies - Grooming	500
3	Pets, Supplies - Shelter	.
4	Pets, Supplies - Boarding	.

Retail and Business Gaps and Potential Opportunities The City of Muskegon Heights, Michigan | May 2021

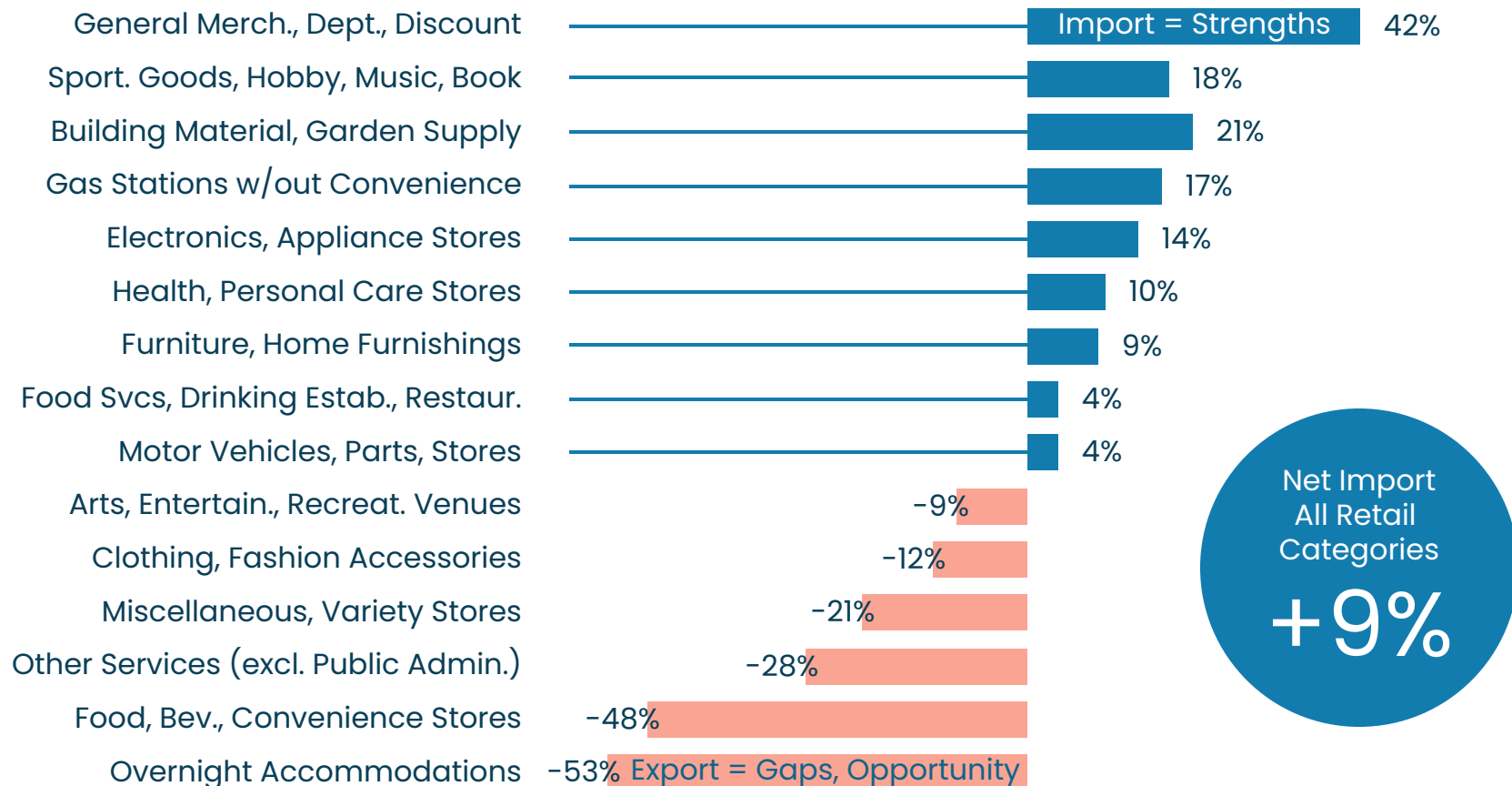
Count	General Business Category	Retail Sq. Ft.
70	Indoor Retail Square Feet (Total)	90,000
1	Fitness - Community Center	.
2	Fitness - Yoga Studio	1,500
3	Fitness - Dance Studio	2,000
4	Fitness - Fitness Center, Gym	4,000
5	Fitness - Martial Arts	2,000
1	Entertain - Billiard Hall Bowling Alley	.
2	Entertain - Bounce House Arcade	3,000
3	Entertain - DJ, Recording Studio	1,000
4	Entertain - Membership Clubs	.
5	Entertain - Youth Center	.
6	Entertain - Senior Center	.
7	Recreation - Skate Park	.
1	Peacemaking Center	.
2	Job Training Center	.
3	Pop-Up Resource Village	.
4	Center for Transformative Justice	.
1	Restaurant - Asian	1,500
2	Restaurant - Middle Eastern	1,500
3	Restaurant - Mediterranean	1,500
4	Restaurant - Pizzeria, Italian	1,500
5	Restaurant - Microbrewery	2,000
6	Restaurant - Ice Cream	500

Section C

Net Retail Import-Export | Muskegon County

Based on 2017 transacted annual sales compared to the expenditure potential of local residents.

Net Import and Export by Retail Subcategory



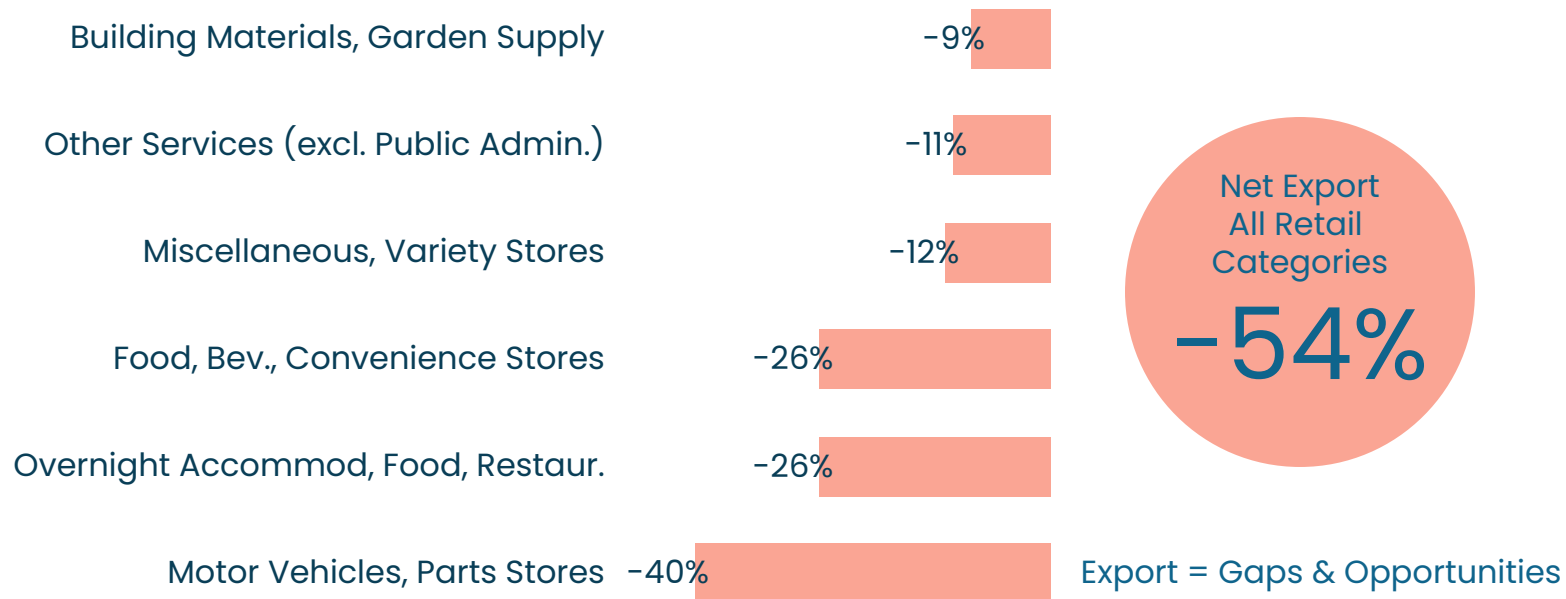
Underlying data (number of establishments and annual revenues) were provided by the Economic Census for the year 2017. Results based on a quantitative market share analysis by LandUseUSA | Urban Strategies, 2020 - 2021. In calculating net import and export, averages for the State of Michigan serve as the basis or standard of measure.



Net Retail Import-Export | Muskegon Hts

Based on 2017 transacted annual sales compared to the expenditure potential of local residents.

Net Import and Export by Retail Subcategory



Underlying data (number of establishments and annual revenues) were provided by the Economic Census for the year 2017. Results based on a quantitative market share analysis by LandUseUSA | Urban Strategies, 2020 - 2021. In calculating net import and export, averages for the State of Michigan serve as the basis or standard of measure.

Net Import-Export Analysis | 2017 Economic Census

The City of Muskegon Heights, West Michigan

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales (\$Mil.)	Average Sales per Estab.	Implied Sales per Capita ¹	Implied Share of Local Income ²	Implied Net Import or Export (Leakage) ³
Total Retail Trade Establishments							
Michigan	44-45	34,201	\$143,437.1	\$4,195,000	\$14,360	45.3%	basis
Roosevelt Park City	44-45	21	\$111.2	\$5,295,000	\$29,360	106.5%	57%
Fruitport Township	44-45	84	\$352.2	\$4,195,000	\$24,920	80.8%	44%
Muskegon City	44-45	117	\$512.0	\$4,375,000	\$13,600	77.8%	42%
Muskegon Township	44-45	62	\$334.5	\$5,395,000	\$18,710	77.7%	42%
Norton Shores City	44-45	105	\$473.6	\$4,510,000	\$19,360	58.4%	22%
Kent County	44-45	2,214	\$11,021.5	\$4,980,000	\$17,010	52.3%	13%
Muskegon County	44-45	564	\$2,191.2	\$3,885,000	\$12,640	49.7%	9%
Muskegon Heights City	44-45	31	\$33.5	\$1,080,000	\$3,120	21.0%	-54%
Motor Vehicles and Parts Dealers							
Michigan	441	3,894	\$38,391.6	\$9,860,000	\$3,840	12.1%	basis
Fruitport Township	441	10	\$114.8	\$11,475,000	\$8,120	26.3%	54%
Muskegon City	441	18	\$155.6	\$8,645,000	\$4,140	23.6%	49%
Muskegon Township	441	10	\$66.6	\$6,660,000	\$3,730	15.5%	22%
Muskegon County	441	74	\$558.7	\$7,550,000	\$3,220	12.7%	4%
Kent County	441	239	\$2,626.9	\$10,990,000	\$4,050	12.5%	3%
Norton Shores City	441	8	\$100.7	\$12,595,000	\$4,120	12.4%	2%
Muskegon Heights City	441	5	\$11.7	\$2,330,000	\$1,080	7.3%	-40%

Source: Underlying data provided by the 2017 Economic Census and 2019 American Community Survey.

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Net Import-Export Analysis | 2017 Economic Census

The City of Muskegon Heights, West Michigan

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales (\$Mil.)	Average Sales per Estab.	Implied Sales per Capita ¹	Implied Share of Local Income ²	Implied Net Import or Export (Leakage) ³
Furniture and Home Furnishings Stores							
Michigan	442	1,340	\$3,048.9	\$2,275,000	\$310	1.0%	basis
Norton Shores City	442	9	\$23.4	\$2,605,000	\$960	2.9%	67%
Fruitport Township	442	6	\$6.9	\$1,145,000	\$490	1.6%	39%
Kent County	442	103	\$256.4	\$2,490,000	\$400	1.2%	21%
Muskegon County	442	31	\$46.5	\$1,500,000	\$270	1.1%	9%
Electronics and Appliance Stores							
Michigan	443	1,093	\$2,665.0	\$2,440,000	\$270	0.8%	basis
Norton Shores City	443	5	\$24.5	\$4,905,000	\$1,000	3.0%	72%
Muskegon County	443	18	\$43.1	\$2,390,000	\$250	1.0%	14%
Fruitport Township	443	4	\$4.2	\$1,040,000	\$290	1.0%	12%
Kent County	443	73	\$277.8	\$3,805,000	\$430	1.3%	36%
Building Materials, Garden Supply Stores							
Michigan	444	2,611	\$11,284.9	\$4,320,000	\$1,130	3.6%	basis
Muskegon City	444	13	\$67.9	\$5,220,000	\$1,800	10.3%	65%
Muskegon County	444	41	\$198.8	\$4,850,000	\$1,150	4.5%	21%
Kent County	444	152	\$825.6	\$5,430,000	\$1,270	3.9%	9%
Muskegon Heights City	444	4	\$5.2	\$1,295,000	\$480	3.2%	-9%
Muskegon Township	444	5	\$8.1	\$1,615,000	\$450	1.9%	-47%

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Net Import-Export Analysis | 2017 Economic Census

The City of Muskegon Heights, West Michigan

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales (\$Mil.)	Average Sales per Estab.	Implied Sales per Capita ¹	Implied Share of Local Income ²	Implied Net Import or Export (Leakage) ³
Food, Grocery, and Beverage Stores							
Michigan	445	5,170	\$17,560.0	\$3,395,000	\$1,760	5.5%	basis
Muskegon Heights City	445	5	\$6.6	\$1,315,000	\$610	4.1%	-26%
Kent County	445	289	\$839.8	\$2,905,000	\$1,300	4.0%	-28%
Muskegon City	445	19	\$24.2	\$1,275,000	\$640	3.7%	-34%
Muskegon County	445	83	\$127.5	\$1,535,000	\$740	2.9%	-48%
Fruitport Township	445	3	\$8.2	\$2,745,000	\$580	1.9%	-66%
Norton Shores City	445	21	\$12.3	\$585,000	\$500	1.5%	-73%
Pharmacies and Drugs Stores							
Michigan	446	3,536	\$9,851.7	\$2,785,000	\$990	3.1%	basis
Muskegon Township	446	6	\$47.9	\$7,985,000	\$2,680	11.1%	72%
Muskegon City	446	9	\$37.1	\$4,120,000	\$990	5.6%	45%
Roosevelt Park City	446	3	\$4.9	\$1,620,000	\$1,280	4.7%	33%
Muskegon County	446	42	\$152.4	\$3,630,000	\$880	3.5%	10%
Norton Shores City	446	5	\$23.6	\$4,720,000	\$960	2.9%	-6%
Kent County	446	193	\$542.8	\$2,810,000	\$840	2.6%	-17%
Fruitport Township	446	7	\$6.4	\$920,000	\$460	1.5%	-53%

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Net Import-Export Analysis | 2017 Economic Census

The City of Muskegon Heights, West Michigan

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales (\$Mil.)	Average Sales per Estab.	Implied Sales per Capita ¹	Implied Share of Local Income ²	Implied Net Import or Export (Leakage) ³
Gas Stations without Convenience							
Michigan	447	3,630	\$13,898.4	\$3,830,000	\$1,390	4.4%	basis
Muskegon Township	447	9	\$48.6	\$5,395,000	\$2,720	11.3%	61%
Roosevelt Park City	447	3	\$10.5	\$3,505,000	\$2,780	10.1%	56%
Fruitport Township	447	6	\$31.7	\$5,285,000	\$2,240	7.3%	40%
Muskegon County	447	58	\$233.9	\$4,030,000	\$1,350	5.3%	17%
Norton Shores City	447	10	\$33.5	\$3,355,000	\$1,370	4.1%	-6%
Kent County	447	142	\$861.4	\$6,065,000	\$1,330	4.1%	-7%
Muskegon City	447	7	\$13.4	\$1,915,000	\$360	2.0%	-54%
Clothing, Fashion Accessories Stores							
Michigan	448	3,816	\$5,351.7	\$1,400,000	\$540	1.7%	basis
Fruitport Township	448	33	\$30.6	\$925,000	\$2,160	7.0%	76%
Norton Shores City	448	11	\$21.3	\$1,935,000	\$870	2.6%	36%
Kent County	448	327	\$495.6	\$1,515,000	\$760	2.4%	28%
Muskegon County	448	60	\$65.7	\$1,095,000	\$380	1.5%	-12%
Muskegon City	448	6	\$8.0	\$1,340,000	\$210	1.2%	-28%
Muskegon Township	448	4	\$3.0	\$745,000	\$170	0.7%	-59%

Source: Underlying data provided by the 2017 Economic Census and 2019 American Community Survey.

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Net Import-Export Analysis | 2017 Economic Census

The City of Muskegon Heights, West Michigan

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales (\$Mil.)	Average Sales per Estab.	Implied Sales per Capita ¹	Implied Share of Local Income ²	Implied Net Import or Export (Leakage) ³
Sporting Goods, Hobby, Music, Book Stores							
Michigan	451	1,466	\$2,467.1	\$1,685,000	\$250	0.8%	basis
Norton Shores City	451	9	\$23.4	\$2,600,000	\$960	2.9%	73%
Fruitport Township	451	4	\$11.8	\$2,945,000	\$830	2.7%	71%
Kent County	451	117	\$285.7	\$2,440,000	\$440	1.4%	43%
Muskegon County	451	26	\$41.6	\$1,600,000	\$240	0.9%	18%
Muskegon City	451	7	\$4.9	\$695,000	\$130	0.7%	-5%
General Merch., Department, Discount Stores							
Michigan	452	2,043	\$27,175.8	\$13,300,000	\$2,720	8.6%	basis
Fruitport Township	452	6	\$130.3	\$21,720,000	\$9,220	29.9%	71%
Muskegon City	452	9	\$166.5	\$18,500,000	\$4,420	25.3%	66%
Norton Shores City	452	9	\$140.3	\$15,585,000	\$5,730	17.3%	50%
Muskegon County	452	46	\$649.4	\$14,115,000	\$3,750	14.7%	42%
Kent County	452	127	\$2,395.5	\$18,865,000	\$3,700	11.4%	24%

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Net Import-Export Analysis | 2017 Economic Census

The City of Muskegon Heights, West Michigan

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales (\$Mil.)	Average Sales per Estab.	Implied Sales per Capita ¹	Implied Share of Local Income ²	Implied Net Import or Export (Leakage) ³
Variety, Miscellaneous Stores							
Michigan	453	3,557	\$3,089.0	\$870,000	\$310	1.0%	basis
Roosevelt Park City	453	3	\$1.3	\$440,000	\$350	1.3%	23%
Kent County	453	268	\$248.1	\$925,000	\$380	1.2%	17%
Muskegon Township	453	11	\$4.7	\$430,000	\$270	1.1%	11%
Muskegon Heights City	453	3	\$1.4	\$455,000	\$130	0.9%	-12%
Muskegon County	453	56	\$34.1	\$610,000	\$200	0.8%	-21%
Arts, Entertainment, Recreational Venues							
Michigan	71	3,469	\$4,998.3	\$1,440,000	\$500	1.6%	basis
Muskegon City	71	14	\$17.2	\$1,230,000	\$460	2.6%	40%
Kent County	71	249	\$447.7	\$1,800,000	\$690	2.1%	26%
Muskegon County	71	54	\$63.1	\$1,170,000	\$360	1.4%	-9%
Norton Shores City	71	10	\$6.9	\$695,000	\$280	0.9%	-46%
Other Services excluding Public Admin							
Michigan	81	16,545	\$13,205.0	\$800,000	\$1,320	4.2%	basis
Muskegon City	81	58	\$48.3	\$835,000	\$1,280	7.3%	43%
Kent County	81	1,204	\$1,004.5	\$835,000	\$1,550	4.8%	13%
Muskegon Heights City	81	13	\$5.9	\$455,000	\$550	3.7%	-11%
Muskegon County	81	248	\$132.7	\$535,000	\$770	3.0%	-28%
Norton Shores City	81	38	\$21.7	\$570,000	\$890	2.7%	-36%
Roosevelt Park City	81	11	\$2.6	\$235,000	\$690	2.5%	-40%

Source: Underlying data provided by the 2017 Economic Census and 2019 American Community Survey.

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Net Import-Export Analysis | 2017 Economic Census

The City of Muskegon Heights, West Michigan

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales (\$Mil.)	Average Sales per Estab.	Implied Sales per Capita ¹	Implied Share of Local Income ²	Implied Net Import or Export (Leakage) ³
Overnight Accom., Food Svc							
Michigan	72	20,696	\$23,056.4	\$1,115,000	\$2,310	7.3%	basis
Muskegon City	72	85	\$73.2	\$860,000	\$1,940	11.1%	34%
Kent County	72	1,326	\$1,540.6	\$1,160,000	\$2,380	7.3%	0%
Muskegon County	72	351	\$288.0	\$820,000	\$1,660	6.5%	-10%
Muskegon Heights City	72	13	\$8.6	\$665,000	\$800	5.4%	-26%
Norton Shores City	72	48	\$37.0	\$770,000	\$1,510	4.6%	-37%
Overnight Accommodations Only							
Michigan	721	1,807	\$5,771.4	\$3,195,000	\$580	1.8%	basis
Muskegon City	721	5	\$12.2	\$2,445,000	\$320	1.9%	2%
Kent County	721	82	\$245.3	\$2,990,000	\$380	1.2%	-36%
Muskegon County	721	32	\$37.6	\$1,175,000	\$220	0.9%	-53%
Norton Shores City	721	8	\$4.6	\$580,000	\$190	0.6%	-69%
Food Services, Drinking Estab., Restaurants							
Michigan	722	18,889	\$17,284.9	\$915,000	\$1,730	5.5%	basis
Roosevelt Park City	722	18	\$15.5	\$860,000	\$4,090	14.8%	63%
Muskegon City	722	80	\$60.9	\$760,000	\$1,620	9.3%	41%
Kent County	722	1,244	\$1,295.3	\$1,040,000	\$2,000	6.1%	11%
Muskegon County	722	319	\$250.5	\$785,000	\$1,450	5.7%	4%
Norton Shores City	722	40	\$32.4	\$810,000	\$1,320	4.0%	-27%

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Section D

Average Sales, Revenues per Establishment
Muskegon Heights v. Muskegon County | 2017-2018

	Muskegon Heights # Estab.	Muskegon Heights \$/Estab.	Muskegon County # Estab.	Muskegon County \$/Estab.
Furniture, Home Furnishings, Electronics				
Furniture Stores	2	\$342,000	20	\$1,227,000
Home Furnishings Stores	.	.	6	\$1,819,000
Household Appliance Stores	.	.	6	\$1,503,000
Home Electronic Stores	.	.	18	\$1,868,000
Home Improvement Stores				
Building, Construction Supply Stores	1	\$964,000	37	\$1,139,000
Hardware Stores	2	\$443,000	13	\$999,000
Home Improvement Stores	.	.	10	\$6,123,000
Flooring and Floor Covering Stores	.	.	9	\$862,000
Paint and Wallpaper Stores	.	.	6	\$552,000
Nursery and Garden Supply Stores				
Nursery, Garden, Farm Supply Stores	.	.	11	\$1,191,000
Outdoor Power Equipment Stores	.	.	1	\$807,000

Source: Underlying data provided by CoStar, 2019;
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Average Sales, Revenues per Establishment
Muskegon Heights v. Muskegon County | 2017-2018

	Muskegon Heights # Estab.	Muskegon Heights \$/Estab.	Muskegon County # Estab.	Muskegon County \$/Estab.
Other, Miscellaneous Retail Categories				
Used Merchandise, Antiques	1	\$3,543,000	34	\$1,886,000
Other General Merch Stores	1	\$1,331,000	38	\$1,254,000
Miscellaneous stores	1	\$260,000	24	\$537,000
Gift and Souvenir Shops	1	\$183,000	28	\$395,000
Art Dealers, Artisans, Studios	.	.	2	\$130,000
Sporting Goods Stores	.	.	28	\$922,000
Hobby, Toy, Game Stores	.	.	10	\$460,000
Music Instrument, Supply Stores	.	.	1	\$2,991,000
Book Stores	.	.	5	\$326,000
Office Supplies, Stationery Stores	.	.	1	\$3,426,000
Pet and Pet Supply Stores	.	.	4	\$2,112,000
Electronic Shpg, Mail-Order Houses	.	.	1	\$579,000
Softline Retail Categories, Apparel				
Department Stores	.	.	10	\$26,460,000
Women's Clothing Stores	2	\$302,000	11	\$575,000
Family, Children Clothing Stores	1	\$106,000	16	\$980,000
Specialty Clothing Stores	1	\$106,000	13	\$438,000
Men's Clothing Stores	.	.	2	\$940,000
Shoes, Travel Luggage, Leather	.	.	11	\$1,607,000
Jewelry, Fashion Accessories	.	.	12	\$633,000
Sewing and Needlecraft Stores	.	.	6	\$1,393,000

Source: Underlying data provided by CoStar, 2019;

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Average Sales, Revenues per Establishment
Muskegon Heights v. Muskegon County | 2017-2018

	Muskegon Heights # Estab.	Muskegon Heights \$/Estab.	Muskegon County # Estab.	Muskegon County \$/Estab.
Pharmacies and Drug Stores				
Pharmacies and Drug Stores	3	\$3,594,000	36	\$6,551,000
Beauty Supply Stores	2	\$1,076,000	15	\$1,277,000
Medical Equipment, Supply Stores	2	\$455,000	14	\$529,000
Eyeglass, Eyewear Stores	.	.	12	\$507,000
Vitamin, Nutrition Stores	.	.	6	\$517,000
Grocery, Convenience, and Gas				
Convenience with Gas	3	\$2,885,000	49	\$3,717,000
Butcher Shops	1	\$1,365,000	3	\$592,000
Grocery Stores, Supermarkets	2	\$996,000	34	\$7,868,000
Liquor Stores	2	\$812,000	8	\$840,000
Convenience without Gas	2	\$399,000	50	\$1,789,000
Vending Machine Operators	1	\$104,000	1	\$104,000
Fuel Dealers, Distributors	1	.	66	\$242,000
Seafood Markets	.	.	1	\$410,000
Produce Markets	.	.	3	\$271,000
Candy Shops	.	.	3	\$131,000
Specialty Food Stores	.	.	5	\$836,000
Florists	.	.	9	\$638,000
Tobacco Stores	.	.	10	\$562,000
One-hour Film Developing, Printing	.	.	2	\$116,000
Miscellaneous direct sellers	.	.	2	\$172,000

Source: Underlying data provided by CoStar, 2019;

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Average Sales, Revenues per Establishment
Muskegon Heights v. Muskegon County | 2017-2018

	Muskegon Heights # Estab.	Muskegon Heights \$/Estab.	Muskegon County # Estab.	Muskegon County \$/Estab.
Eating and Drinking Establishments				
Full-Service Restaurants	7	\$335,000	269	\$817,000
Bars	1	\$271,000	18	\$497,000
Banquet halls and catering staff	.	.	10	\$305,000
Snacks, Nonalcoholic Beverages	.	.	25	\$627,000
Overnight Accommodations				
Lodging	3	\$424,000	38	\$670,000
Campsites and Camps	.	.	15	\$2,841,000
Performing Arts, Cultural Attractions				
Independent entertainers	2	\$323,000	4	\$226,000
Fairs, Concerts, Festivals w/Facilities	1	\$149,000	9	\$2,180,000
Galleries and museums	1	.	14	.
Performing Arts, Theaters	.	.	11	\$255,000
Sports and Related Entertainment				
Recreational Halls, Clubs	1	\$212,000	34	\$650,000
Gymnasium (gym)	1	\$84,000	21	\$371,000
Family Amusement, Arcades	.	.	3	\$10,159,000
Athletic Orgs, Race Tracks, Boat Clubs	.	.	26	\$713,000
Bowling alleys	.	.	6	\$606,000
Gambling facilities	.	.	2	\$227,000
Nature Reserves, Animal Exhibits	.	.	11	.

Source: Underlying data provided by CoStar, 2019;

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Average Sales, Revenues per Establishment
 Muskegon Heights v. Muskegon County | 2017-2018

	Muskegon Heights # Estab.	Muskegon Heights \$/Estab.	Muskegon County # Estab.	Muskegon County \$/Estab.
Automotive Dealerships				
Boat Dealers	1	\$2,387,000	12	\$697,000
Used Car Dealerships	1	\$1,883,000	48	\$1,323,000
New Car Dealerships	.	.	11	\$16,440,000
RV Dealerships	.	.	6	\$11,036,000
Motorcycle, ATV, Other Dealers	.	.	10	\$1,480,000
Auto Parts & Supplies				
Tire Stores	1	\$645,000	10	\$1,597,000
Auto Parts, Supply Stores	.	.	25	\$1,295,000
Auto and Other Repair Services				
Business, Office Restoration Svcs	1	\$1,247,000	20	\$363,000
Automotive Repair, Svc	14	\$241,000	130	\$473,000
House, yard equip restoration, support	1	\$107,000	5	\$128,000
Hhld appliance repair svc, support	1	\$57,000	7	\$111,000
Auto Washing Services	.	.	11	\$446,000
Furniture Restoration, Misc Hhld Svc	.	.	23	\$169,000

Source: Underlying data provided by CoStar, 2019;
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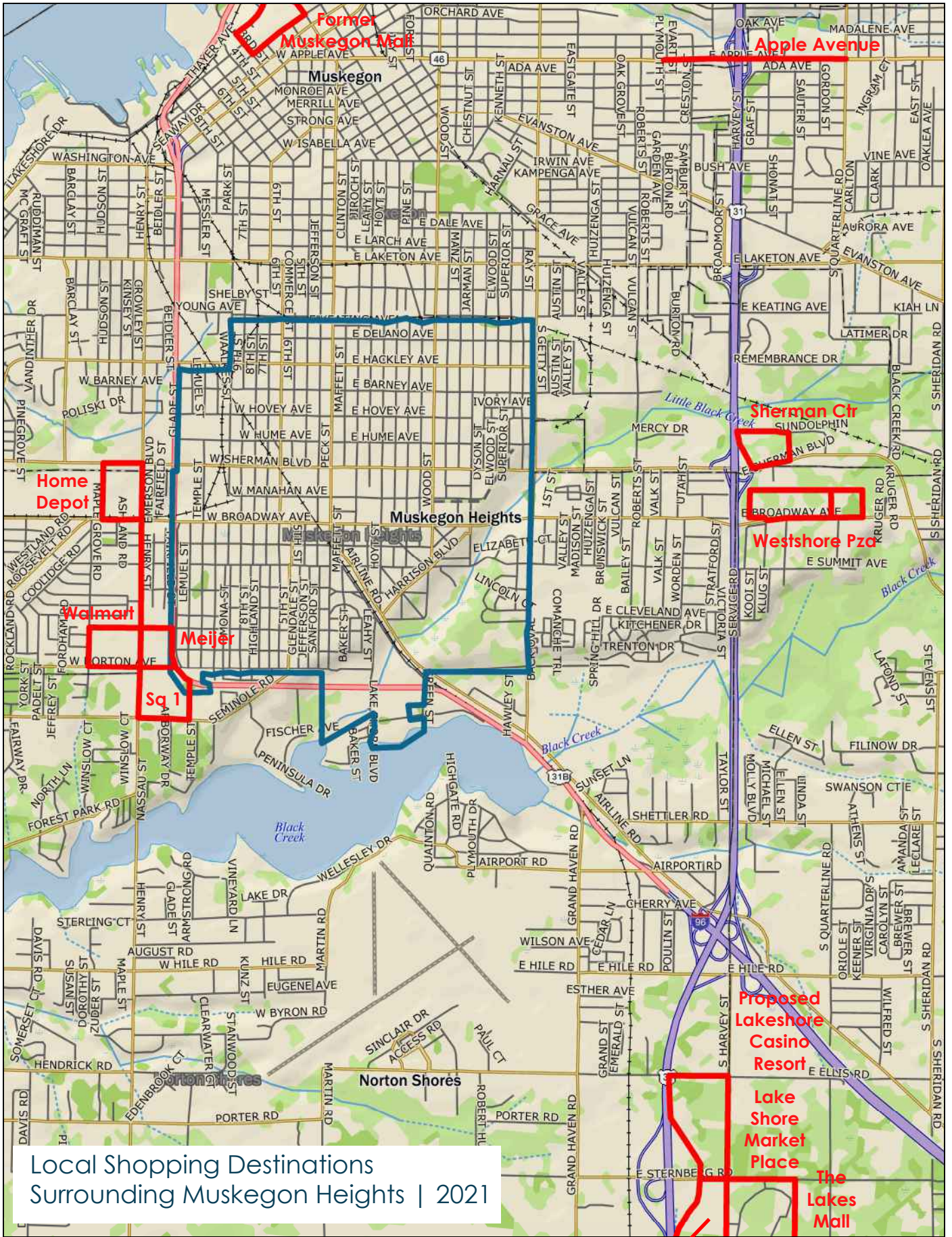
Average Sales, Revenues per Establishment
Muskegon Heights v. Muskegon County | 2017-2018

	Muskegon Heights # Estab.	Muskegon Heights \$/Estab.	Muskegon County # Estab.	Muskegon County \$/Estab.
Personal Care Services, Salons				
Laundry and Drycleaning Svc	3	\$297,000	12	\$359,000
Beauty Shops, Salons, Grooming	3	\$103,000	120	\$146,000
Mens, Boys hair cutting, Barbers	3	\$38,000	12	\$38,000
Animal and Pet care services	.	.	29	\$97,000
Miscellaneous Personal services	.	.	11	\$900,000
Organizations, Clubs, Associations				
Social service advocacy orgs	5	\$116,000	48	\$20,000
Business organizations	2	.	17	\$10,000
Religious societies	32	.	216	.
Community clubs	1	.	28	.
All Other Orgs, Clubs, Assocs	1	.	21	\$81,000
Other Complementary Categories				
Real Estate and Rentals	7	\$871,000	227	\$554,000
Entombment, Cremation Svcs	3	\$631,000	27	\$1,028,000
Health Care, Weight Loss, Social Svc	102	\$424,000	1,797	\$1,185,000
Banking, Finance and Insurance	28	\$332,000	511	\$674,000
Education	6	.	146	\$28,000

Source: Underlying data provided by CoStar, 2019;

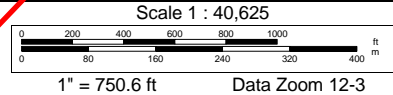
analysis and exhibit prepared by LandUseUSA | Urban Strategies, 2020 - 2021.

Section E



Local Shopping Destinations
Surrounding Muskegon Heights | 2021

Lakes Crossing



Data Zoom 12-3

Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Indoor Retail Square Feet (Total)	Total = 90,000 square feet	.	.	.	Muskegon Hts
1	Auto Dealership - Trucks	West Michigan International	.	.	274 W Sherman Blvd	Muskegon Hts
.	Auto Dealership - New Cars	Chrysler Dodge Jeep Ram	.	.	3146 Henry St	Muskegon
.	Auto Dealership - New Cars	Chevrolet GMC Cadillac	.	.	2474 Henry St	Muskegon
.	Auto Dealership - New Cars	Honda Dealership	.	.	2501 Henry St	Muskegon
.	Auto Dealership - Motorcycles	Babbitts Power Sports Honda	.	.	3712 Airline Rd	Norton Shores
1	Auto Dealership - Used Cars	Shoreline Motors	.	.	2221 Henry St	Muskegon Hts
2	Auto Dealership - Used Cars	Jim's Auto Sales II	.	.	3079 S Getty St	Muskegon Hts
3	Auto Dealership - Used Cars	ASAP Auto Sales	.	.	2101 S Getty St	Muskegon Hts
.	Auto Dealership - Used Cars	Anytime Auto	.	.	5100 E Apple Ave	Muskegon
.	Auto Dealership - Used Cars	Car City	.	.	2190 Henry St	Muskegon
.	Auto Dealership - Used Cars	Tradewind Car Co	.	.	2281 Henry St	Muskegon
.	Auto Dealership - Used Cars	Rightway Auto	.	.	580 W Hackley Ave	Muskegon
.	Auto Dealership - Used Cars	My Certified Pre-Owned	.	.	3692 Airline Rd	Norton Shores
.	Auto Dealership - Used Cars	Port City Cars	.	.	3668 Airline Hwy	Norton Shores
.	Auto Dealership - Used Cars	Bowen - Fischer Motors Inc	.	.	3550 Airline Rd	Norton Shores
.	Auto Rental - Trucks, U-Haul	Gap and potential opportunity	.	.	.	Muskegon Hts
1	Auto Rental - Cars, Limos	Enterprise Rent-A-Car	.	.	3062 Henry St	Norton Shores
.	Auto Parts Supply - Stereos Only	Gap and potential opportunity	.	.	.	Muskegon Hts
1	Auto Parts Supply - Used Parts	ASAP Auto Parts	.	.	2486 S Getty St	Muskegon Hts
2	Auto Parts Supply - General	AGS Co Automotive Solutions	.	.	2651 Hoyt St	Muskegon Hts
.	Auto Parts Supply - General	Advance Auto Parts	.	.	2703 Henry St	Muskegon
.	Auto Parts Supply - General	O'Reilly Auto Parts	.	.	3082 Henry St	Norton Shores
.	Auto Parts Supply - General	Auto Value	.	.	907 E Broadway	Muskegon
.	Auto Parts Supply - Motorcycle	C C Cycle	.	.	2222 S Getty St	Muskegon

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
1	Auto Repair - General	Gonyo's Radiator Equipment	.	.	2029 9th St	Muskegon Hts
2	Auto Repair - General	Bolduc's Complete Auto	.	.	2245 S Getty St	Muskegon Hts
3	Auto Repair - General	Ade's Collision Services	.	.	2525 S Getty St	Muskegon Hts
4	Auto Repair - General	Essing's Auto Body	.	.	770 E Broadway	Muskegon Hts
5	Auto Repair - General	Waters Edge Surplus	.	.	2724 Riordan St	Muskegon Hts
6	Auto Repair - General	A2Z Service Center	.	.	431 E Broadway	Muskegon Hts
7	Auto Repair - General	Cluchey Radiator Service	.	.	201 W Broadway	Muskegon Hts
8	Auto Repair - General	Nogueira Auto Mechanic	.	.	3308 Maffett St	Muskegon Hts
9	Auto Repair - General	The Dentest	.	.	3451 Merriam St	Muskegon Hts
10	Auto Repair - General	All Speed Custom Restoration	.	.	143 W Sherman Blvd	Muskegon Hts
11	Auto Repair - Glass	Arnold's Auto Glass	.	.	480 W Sherman Blvd	Muskegon Hts
.	Auto Repair - General	Van's Quick Lube	.	.	2208 Henry St	Muskegon
.	Auto Repair - General	Midas	.	.	3385 Henry St	Roosevelt Pk
1	Auto - Tire, Battery, Alignment	Tire Lady	.	.	2294 S Getty St	Muskegon Hts
2	Auto - Tire, Battery, Alignment	Smith Tire	.	.	499 W Broadway	Muskegon Hts
.	Auto - Tire, Battery, Alignment	Walmart Auto Care Ctr	.	.	3285 Henry St	Roosevelt Pk
.	Auto - Tire, Battery, Alignment	Discount Tire	.	.	647 W Norton Ave	Norton Shore
.	Auto - Tire, Battery, Alignment	Firestone Auto Care	.	.	700 W Sherman Blvd	Muskegon
1	Auto Maintenance - Car Wash	Marathon Quality Car Wash	.	.	2204 Glade St	Muskegon Hts
2	Auto Maintenance - Car Wash	DLS Hand Auto Wash	.	.	2417 S Getty St	Muskegon Hts
3	Auto Maintenance - Car Wash	Fast Eddie's Car Wash & Oil	.	.	2740 Henry St	Norton Shores
.	Auto Maintenance - Car Wash	Suds Auto Wash	.	.	850 W Broadway	Roosevelt Pk
1	Boating Related - Boat Sales	Hall's Pre-Owned Boat Ctr	.	.	759 E Broadway	Muskegon Hts
2	Boating Related - Storage	Brightwork Storage	.	.	476 W Sherman Blvd	Muskegon Hts
3	Boating Related - Sails	Bluffton Bay Sails	.	.	555 W Hackley Ave	Muskegon Hts
4	Boating Related - Boat Launch	Mona Lake Boat Launch	.	.	411 Lake Shore Blvd	Muskegon Hts
.	Boating Related - Marine Supply	West Marine	.	.	2492 Henry St	Muskegon

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Existing Retailers, Merchants, and Businesses

The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Grocery - Supermarket	Save A Lot	.	.	870 W Sherman Blvd	Muskegon
.	Grocery - Supercenter	Meijer Supercenter	.	.	700 W Norton Ave	Norton Shores
.	Grocery - Supercenter	Walmart Supercenter	.	.	3285 Henry St	Roosevelt Pk
.	Grocery - Supermarket	ALDI	.	.	2715 Henry St	Roosevelt Pk
.	Grocery - Supermarket	Gordon Food Service Store	.	.	885 W Sherman Blvd	Roosevelt Pk
.	Specialty - Seafood, Fish Market	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Specialty - Ethnic	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Specialty - Bakery	DoDo'S Does & Don'ts	.	.	3229 Sanford St	Muskegon Hts
2	Specialty - Sweets, Snacks	I'sis Candy Shop	.	.	3319 Highland St	Muskegon Hts
3	Specialty - Bakery	Piece A Cake	.	.	3236 Glade St	Muskegon Hts
4	Specialty - Farmers' Market	City Farmer's Market	.	.	E Center St Baker St	Muskegon Hts
5	Specialty - Farmers' Market	Beal & Sons Produce Market	.	.	474 E Sherman Blvd	Muskegon Hts
6	Specialty - Meat, Butcher, Deli	Scott Meats Inc	.	.	260 E Broadway	Muskegon Hts
.	Specialty - Nutrition, Health	Revive Nutrition	.	.	2514 Henry St	Muskegon
.	Specialty - Nutrition, Health	Health Hutt	.	.	3112 Henry St	Norton Shores
.	Specialty - Bakery	Aunt Millie's	.	.	3980 Airline Rd	Norton Shores
1	Pharmacy, Drug	Comm Care Center Pharm	.	.	2700 Baker St	Muskegon Hts
2	Pharmacy, Drug, Medi Supply	Air-Caire Home Medi Equip	.	.	2440 Glade St	Muskegon Hts
.	Pharmacy, Drug	Walgreens	.	.	840 W Sherman Blvd	Muskegon
.	Pharmacy, Drug	Rite Aid	.	.	2635 Henry St	Roosevelt Pk
.	Pharmacy, Drug	Meijer Pharmacy	.	.	700 W Norton Ave	Norton Shores
.	Pharmacy, Drug	Walmart Pharmacy	.	.	3285 Henry St	Roosevelt Pk
1	Variety - Dollar Store	Family Dollar	.	.	120 E Broadway	Muskegon Hts
.	Variety - Dollar Store	Dollar General	.	.	2160 Henry St	Muskegon
.	Variety - Dollar Store	Dollar Tree	.	.	2695 Henry St	Roosevelt Pk

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Existing Retailers, Merchants, and Businesses

The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
1	Convenience without Gas	JR's Corner Store	.	.	2500 Peck St	Muskegon Hts
2	Convenience without Gas	Stop N Shop	.	.	256 W Broadway	Muskegon Hts
3	Convenience without Gas	Ruby Mart	.	.	3000 Peck St	Muskegon Hts
4	Convenience without Gas	Hackley Liquor	.	.	2146 Hoyt St	Muskegon Hts
5	Convenience without Gas	Blue Bird Liquor	.	.	3408 Hoyt St	Muskegon Hts
6	Convenience without Gas	JB's Liquor	.	.	3374 Hoyt St	Muskegon Hts
7	Convenience without Gas	Ken Bea Complete Food Mkt	.	.	334 W Broadway	Muskegon Hts
.	Convenience without Gas	Lighthouse Liquors	.	.	860 W Sherman Blvd	Muskegon
.	Convenience store	Sunny Mart	.	.	1100 W Hackley Ave	Muskegon
1	Gas, some with Convenience	Shell Mart	.	.	1 W Sherman Blvd	Muskegon Hts
2	Gas, some with Convenience	Glade Marathon	.	.	2212 Glade St	Muskegon Hts
.	Gas, some with Convenience	Norton Shores E-Z Mart	.	.	3416 Henry St	Norton Shores
.	Gas, some with Convenience	Speedway	.	.	2797 Henry St	Roosevelt Pk
.	Gas, some with Convenience	Mobil	.	.	3416 Henry St	Norton Shores
.	Gas, some with Convenience	Citgo	.	.	2628 Henry St	Norton Shores
.	Gas, some with Convenience	Meijer Express Gas Station	.	.	650 W Norton Ave	Norton Shores
.	Gas, some with Convenience	bp Gasoline	.	.	782 W Norton Ave	Norton Shores
.	Tobacco - Hydroponics, Grow	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Tobacco - Smoke Shop	Great Lakes Vape Center	.	.	2045 S Getty St	Muskegon Hts
.	Tobacco - Smoke Shop	Psyche Sam's Heady Glass	.	.	1865 Henry St	Muskegon
.	Tobacco - Smoke Shop	3rd Base Smoke Shop	.	.	793 W Laketon Ave	Muskegon
.	Tobacco - Smoke Shop	Admiral Discount Tobacco	.	.	2695 Henry St C	Roosevelt Pk
.	Tobacco - Smoke Shop	Vapor Club	.	.	3115 Henry St	Roosevelt Pk

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Apparel - Men's Rugged Wear	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Apparel - Big & Tall, Tux Rental	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Apparel - Bridal, Intimates	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Apparel - Mens Urban Attire	Urban Apparel LLC	.	.	2713 Peck St	Muskegon Hts
2	Apparel - Family	Sang Sports Wear	.	.	19 W Broadway	Muskegon Hts
3	Apparel - Intimates	Steve's Foxy Boutique	.	.	2515 Peck St	Muskegon Hts
4	Apparel	Legit Clothing	Home	.	3109 Mona St	Muskegon Hts
5	Apparel	Savage Summers	Home	.	3008 Mona St	Muskegon Hts
6	Apparel	Honey's Kollection	Home	.	3009 Mona St	Muskegon Hts
7	Apparel	Ruthel's Boutique	Home	.	3033 Mona St	Muskegon Hts
.	Apparel	City Styles	.	Closed	2540 Peck St	Muskegon Hts
1	Apparel - Custom	Coffee Kustom Teez	Home	.	E Hovey Ave	Muskegon Hts
2	Apparel - Custom	Clista Custom Designs	Home	.	147 E Hovey Ave	Muskegon Hts
.	Apparel - Custom	Trophy House Jones Sports	.	.	2350 Henry St	Muskegon
.	Apparel - Consignment Only	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Apparel - Used Merch, Thrift	Hope's Outlet Ministries	.	.	2424 Glade St	Muskegon Hts
2	Apparel - Used Merch, Thrift	World Mission Thrift	.	.	525 W Sherman Blvd	Muskegon Hts
3	Apparel - Used Merch, Thrift	MWWJ Press Ministries	.	.	2237 Jefferson St	Muskegon Hts
4	Apparel - Used Merch, Thrift	Hope Lighthouse Ministries	.	.	Peck St & Center St	Muskegon Hts
.	Apparel - Used Merch, Thrift	Rescue Mission Thrift Store	.	.	2570 Henry St	Muskegon
.	Apparel - Used Merch, Thrift	Goodwill Store, Donations	.	.	950 W Norton Ave	Roosevelt Pk
.	Apparel - Used Merch, Thrift	New 2 You Consignment Shop	.	.	925 W Broadway	Roosevelt Pk
1	Apparel - Alterations	Bessie's Alterations	.	.	2540 Maffett St	Muskegon Hts

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Existing Retailers, Merchants, and Businesses
The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Accessories - General	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Accessories - Leather Luggage Purse	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Accessories - Eyewear	Co-Optical Eyecare Express	.	.	499 W Norton Ave	Muskegon Hts
2	Accessories - Shoes	W Mich Pedorthics Shoes	.	.	3324 Glade St	Muskegon Hts
.	Accessories - Shoes	Tru-Fit Comfort Shoe Store	.	.	2644 Henry St	Norton Shores
.	Accessories - General	Insani - T's	.	.	2336 Henry St	Muskegon
.	Accessories - Jewelry	Sanborn's Jewelers	.	.	821 W Broadway	Roosevelt Pk
.	Accessories - Eyewear	America's Best Eyeglasses	.	.	3295 Henry St Ste C	Roosevelt Pk
1	Beauty Supplies	Doni Beauty	.	.	160 E Broadway	Muskegon Hts
2	Beauty Supplies	Hair Plus Beauty Supply	.	.	2761 Peck St	Muskegon Hts
3	Beauty Supplies - Wigs	Lyn Garets World of Wigs	.	.	2376 S Getty St	Muskegon Hts
1	Personal Care Laundry Dryclean	Sunshine Laundromat	.	.	2300 Glade St	Muskegon Hts
2	Personal Care Laundry Dryclean	Suds Laundromat	.	.	2719 Sanford St	Muskegon Hts
.	Personal Care Laundry Dryclean	Plantenga's Cleaners	.	.	3089 Henry St	Roosevelt Pk
.	Personal Care - Ink	Sei Bella Tattoo LLC	.	.	857 W Summit Ave	Roosevelt Pk
.	Personal Care - Psychic	Reiki, Healing, Divination	Home	.	865 Oak Ridge Rd	Roosevelt Pk

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Existing Retailers, Merchants, and Businesses
The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
1	Personal Care - Salon	Fancy Yancey's	.	.	2754 Peck St	Muskegon Hts
2	Personal Care - Salon	Genesis Nail Hair Salon	.	.	280 W Broadway	Muskegon Hts
3	Personal Care - Salon	BraidsWLove	.	.	3208 9th St	Muskegon Hts
4	Personal Care - Salon	Boss Savage Beauty	.	.	3310 Glade St	Muskegon Hts
.	Personal Care - Salon	Salon Westend	.	.	1147 W Hackley Ave	Muskegon
.	Personal Care - Salon	Riah Salon	.	.	2238 Henry St	Muskegon
.	Personal Care - Salon	Classy Cuts Hair Studio	.	.	2084 Henry St	Muskegon
.	Personal Care - Salon	Xanadu Salon	.	.	3108 Henry St	Norton Shores
.	Personal Care - Salon	Salon Bella Vida	.	.	907 W Norton Ave	Norton Shores
.	Personal Care - Salon	Foxy Nails	.	.	2737 Henry St	Roosevelt Pk
.	Personal Care - Salon	Lok's Hair Studio	.	.	954 W Norton Ave	Roosevelt Pk
.	Personal Care - Salon	Kim Nail & Spa	.	.	948 W Norton Ave	Roosevelt Pk
.	Personal Care - Salon	Great Clips	.	.	3355 Henry St	Roosevelt Pk
.	Personal Care - Salon	Sun Beauty Supply	.	.	3089 Henry St	Roosevelt Pk
.	Personal Care - Salon	Finishing Touch	.	.	865 W Summit Ave	Roosevelt Pk
1	Personal Care with Barber Shop	White Barber Beauty Shop	.	.	2301 Jarman St	Muskegon Hts
2	Personal Care with Barber Shop	Burt's Barber Beauty Shop	.	.	2230 Hoyt St	Muskegon Hts
3	Personal Care with Barber Shop	JT's Starting Lineup Barber	.	.	5th St	Muskegon Hts
4	Personal Care with Barber Shop	Classic Cuts Barber Shop	.	.	Sanford St	Muskegon Hts
5	Personal Care with Barber Shop	Doc's Taper House	Home	.	2101 W Delano Ave	Muskegon Hts
.	Personal Care with Barber Shop	Sport Clips Haircuts	.	.	3295 Henry St	Roosevelt Pk

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Existing Retailers, Merchants, and Businesses

The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Home Improv - Supercenter	Home Depot	.	.	2699 Henry St	Roosevelt Pk
.	Home Improv - Siding Roofs Gutters	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Home Improv - Windows and Doors	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Home Improv - Storage Sheds	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Home Improv - Garage Doors	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Home Improv - Deck Patio Hearth	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Home Improv - Lighting Electrical	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Home Improv - Tile Carpet Flooring	Cohn's Carpeting	.	.	2781 Peck St	Muskegon Hts
2	Home Improv - Fences	Affordable Fence Company	.	.	3005 S Getty St	Muskegon Hts
3	Home Improv - Plumbing, HVAC	Ferguson Supply Co	.	.	505 W Barney Ave	Muskegon Hts
4	Home Improv - Security Supplies	Bergman Lock Security	.	.	80 E Lincoln Ave	Muskegon Hts
5	Home Improv - Window Tinting	Muskegon Window Tinting	.	.	2937 S Getty St	Muskegon Hts
.	Home Improv - Kitchens, Baths	Style Trend Kitchens & Bath	.	.	792 W Laketon Ave	Muskegon
.	Home Improv - Awnings	Muskegon Awning Fabrication	.	.	2333 Henry St	Muskegon
.	Home Improv - Paint	Sherwin-Williams Paint Store	.	.	964 W Sherman Blvd	Muskegon
.	Home Improv - Paint	O'Leary Paint Company	.	.	3530 Airline Rd	Norton Shores
.	Home Improv - Window Treatments	Quigley Draperies	.	.	860 W Broadway	Roosevelt Pk

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 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Contractor - Plumber, HVAC	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Contractor - Security System Alarms	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Contractor - Home Repair	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Contractor - Painting	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Contractor - Electrician	Foster Electric Company	.	.	332 W Delano Ave	Muskegon Hts
2	Contractor - Water Propane	Kohley Superior Water Propane	.	.	2404 Glade St	Muskegon Hts
3	Contractor - Bldg Construction	ADR Construction Co	.	.	2400 Sanford St	Muskegon Hts
.	Contractor - Remodeling	Carbon Footprint Home Improv	.	.	950 W Norton Ave	Roosevelt Pk
.	Contractor - Electrician	Amp Electric West MI	.	.	427 Seminole Rd	Norton Shores
.	Cleaning Svc - Window Cleaning Svc	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Cleaning Svc - Home Cleaning Svc	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Cleaning Svc - Home Restoration	Complete Restore Cleaning	.	.	500 W Broadway	Muskegon Hts
2	Cleaning Svc - Carpet Cleaning	Stanley Steemer	.	.	560 W Broadway	Muskegon Hts
.	Cleaning Svc - Home Restoration	SERVPRO of Muskegon	.	.	4075 Airline Rd	Norton Shores
.	Lawn Garden - Garden Décor	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Lawn Garden - Landscaping Svc	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Lawn Garden - Tree Cleanup Svc	Clean - Up Crew RV Trees	.	.	3527 Hoyt St	Muskegon Hts
.	Lawn Garden - General Supply	Fisher-Pawlowski Greenhouse	.	.	373 Seminole Rd	Norton Shores
.	Lawn Garden - General Supply	Landscape Supply	.	.	3770 Airline Hwy	Norton Shores

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Furniture - Ready to Assemble	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Furniture - Dinettes, Patio Furniture	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Furniture - Upholstery Repair	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Furniture - Auction House, Used	Shoreline Top Bid Auctions	.	.	2240 Glade St	Muskegon Hts
2	Furniture - Office	Lakeshore Furniture LLC	.	.	450 W Hackley Ave	Muskegon Hts
3	Furniture - Gallery, General	Cohn's Furniture	.	.	2781 Peck St	Muskegon Hts
.	Furniture - Gallery, General	Blended Furniture Market	.	.	730 Seminole Rd	Norton Shores
.	Furniture - Gallery, General	Square 1 Furniture / Art Van	.	.	630 Seminole Rd	Norton Shores
.	Furniture - Gallery, General	Langlois Appliances, Furniture	.	.	3000 Henry St	Muskegon
.	Furniture - Mattresses	Loves Furniture, Mattresses	.	.	3455 Tanglewood	Norton Shores
.	Furniture - Mattresses, Beds	BEDZ	.	.	2838 Henry St	Norton Shores
.	Furniture - Gallery, General	R J K Furniture	.	Closed	115 W Broadway	Muskegon Hts
.	Furnishings - General Décor	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Furnishings - Decorative Rugs	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Furnishings - Kitchen Supplies	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Furnishings - Window Treatments	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Appliances - Used, Refurbished	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Appliances - Sewing, Vacuums	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Appliances - Rental	Aaron's	.	.	2685 Henry St	Roosevelt Pk
.	Appliances - General Sales	Seaway Appliance Center	.	.	2006 Henry St	Muskegon

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Office Supply - General Supply	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Office Supply - Shipping, Mailing	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Office Supply - Shipping, Mailing	United States Postal Service	.	.	2517 Peck St	Muskegon Hts
.	Office Supply - Shipping, Mailing	UPS Store	.	.	2743 Henry St	Roosevelt Pk
.	Office Supply - Shipping, Mailing	US Post Office	.	.	700 W Norton Ave	Norton Shores
.	Electronics - Computers - General	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Electronics - Computers - Repair	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Electronics - Computers - Repair	CrashMasters Computer Repair	.	.	3108 Henry St	Norton Shores
.	Electronics - Games	GameStop	.	.	3355 Henry St	Roosevelt Pk
.	Electronics - Games	Moxie Games llc	Home	.	945 W Summit Ave	Roosevelt Pk
.	Electronics - Cameras	Camera Shop	.	.	2634 Henry St	Norton Shores

Source: Field and internet research by LandUseUSA | Urban Strategies; 2019 - 2021.
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 List is not intended to be all-inclusive and imperfections are unlikely to alter the conclusions.

Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
1	Telecommunications	Metro by T-Mobile	.	.	101 E Broadway	Muskegon Hts
2	Telecommunications	Boost Mobile	.	.	60 E Broadway	Muskegon Hts
3	Telecommunications	The Minute Man	.	.	2815 Sanford St	Muskegon Hts
.	Telecommunications	Total Wireless Store	.	.	2735 Henry St	Roosevelt Pk
.	Telecommunications	Cricket Wireless Authorized Retailer	.	.	2881 Henry St	Roosevelt Pk
.	Telecommunications	AT&T Store	.	.	3295 Henry St	Roosevelt Pk
.	Telecommunications	Boost Mobile	.	.	874 W Sherman Blvd	Muskegon
.	Business Services - Coworking Space	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Business Services - Business Center	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Business Services - Human Resources	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Business Services - Marketing	GH Commercial Printing	.	.	2632 Peck St	Muskegon Hts
2	Business Services - Marketing	Ajax Imaging Digital Printing	.	.	777 E Sherman Blvd	Muskegon Hts
.	Business Services - Marketing	JP Imprints	.	.	3100 Henry St	Norton Shores
.	Business Services - Marketing	Tischco Signs	.	.	2107 Henry St	Muskegon

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Arts, Gifts, Novelty - Pawn	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Arts, Gifts, Novelty - Novelty	P U F F Novelty Store	.	.	2750 Peck St	Muskegon Hts
2	Arts, Gifts, Novelty - Gifts	De/Avon	.	.	2713 Peck St	Muskegon Hts
3	Arts, Gifts, Novelty - Florist	Flower Connection Florist	.	.	2512 Peck St	Muskegon Hts
4	Arts, Gifts, Novelty - Wreaths	Masterpiece Wreaths	.	.	2532 5th St	Muskegon Hts
.	Arts, Gifts, Novelty - Gifts	Di's Hallmark Shop	.	.	2560 Henry St	Muskegon
.	Arts, Gifts, Novelty - Gifts	Wildwood Art Studio	.	.	1055 W Norton Ave	Norton Shores
.	Art Studio - Pottery, Painting	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Art Studio - Framing Gallery	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Art Studio - Studio, Classroom	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Art Studio - Photography	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Art Studio - Music Video Recording	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Music - Musical Instruments	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Music - Records, Vinyls	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Music - CD's	CD Exchange	.	.	2818 Henry St	Norton Shores
.	Music - DJ, Karaoke Svc	J Ron Karaoke Tunes	Home	.	689 E Norton Ave	Norton Shores
.	Music - DJ, Karaoke Svc	DJ OsCAR FlsH Party Svcs	Home	.	884 Post Rd	Roosevelt Pk

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Craft Party Artisan Supply Store	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Games, Hobby Supply Store	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Games, Hobby Supply Store	House of Hobbies Muskegon	.	.	962 W Broadway	Roosevelt Pk
.	Sporting Goods - Fitness Supply	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Sporting Goods - Bicycle Shop	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Sporting Goods - Gun Shop	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Sporting Goods - Fishing Supply	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Pets, Supplies - General	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Pets, Supplies - Grooming	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Pets, Supplies - Shelter	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Pets, Supplies - Boarding	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Pets, Supplies - Breeding	Glenwood Jack Russell Terriers	.	.	3005 9th St	Muskegon Hts
2	Pets, Supplies - Veterinary	Grace Animal Hospital	.	.	3304 Glade St	Muskegon Hts
.	Pets, Supplies - Veterinary	Faith Animal Care	.	.	854 W Norton Ave	Roosevelt Pk
.	Pets, Supplies - Grooming	Bow Wow's Bath House	.	.	870 W Broadway	Roosevelt Pk

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Fitness - Community Center	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Fitness - Yoga Studio	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Fitness - Dance Studio	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Fitness - Fitness Center, Gym	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Fitness - Martial Arts	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Fitness - Fitness Center, Gym	Planet Fitness	.	.	2520 Henry St	Muskegon
.	Fitness - Martial Arts	Island Jiu Jitsu Michigan	.	.	960 W Sherman Blvd	Muskegon
.	Entertain - Billiard Hall Bowling Alley	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Entertain - Bounce House Arcade	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Entertain - DJ, Recording Studio	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Entertain - Membership Clubs	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Entertain - Youth Center	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Entertain - Senior Center	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Entertain - Museum	Jackson African Amer History	.	.	7 E Center St	Muskegon Hts
2	Entertain - Party Planning	Redi Rental Party Equipment	.	.	2232 Glade St	Muskegon Hts
3	Entertain - Radio	iHeart Media	.	.	3565 Green St	Muskegon Hts
4	Entertain - LGBT Center	LGBT Support Services	.	.	Peck St	Muskegon Hts
5	Entertain - Membership Club	Fraternal Order of Eagles	.	.	465 W Broadway	Muskegon Hts
.	Entertain - Movie Rental	Family Video	.	.	2669 Henry St	Roosevelt Pk
.	Entertain - Games	Gaming Annex, Club	.	.	851 W Laketon Ave	Muskegon

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Recreation - Skate Park	Gap and potential opportunity	.	.	.	Muskegon Hts
1	Recreation - Disc Golf	Sweet Spot Disc Golf	.	.	3142 Glade St	Muskegon Hts
2	Recreation - Volleyball	Inside Out Volleyball	.	.	3367 Hoyt St	Muskegon Hts
.	Recreation - Soccer	Mona Shores Soccer Sailor Ctr	.	.	899 Seminole Rd	Norton Shores
.	Peacemaking Center	Gap and potential opportunity	.	.	.	Muskegon Hts
.	Job Training Center	Gap and potential opportunity	.	.	.	Muskegon Hts
.	Pop-Up Resource Village	Gap and potential opportunity	.	.	.	Muskegon Hts
.	Center for Transformative Justice	Gap and potential opportunity	.	.	.	Muskegon Hts
1	Meeting Space - City Hall	Muskegon Heights City Hall	.	.	2724 Peck St	Muskegon Hts
2	Meeting Space - Library	City Branch Library of MADL	.	.	2808 Sanford St	Muskegon Hts
.	Meeting Space - Library	Norton Shores Branch Library	.	.	705 Seminole Rd	Norton Shores
.	Overnight Accommodations	< 300 rooms IF Casino proceeds	.	.	Mona Lake area	Muskegon Hts
1	Overnight Accommodations	Clarion Inn & Suites	.	.	150 S Seaway Dr	Muskegon Hts
2	Overnight Accommodations	Travelodge by Wyndham	.	.	3380 Hoyt St	Muskegon Hts
3	Overnight Accommodations	OYO Hotel Mona Lake	.	.	3450 Hoyt St	Muskegon Hts
4	Overnight Accommodations	Mona Lake Inn	.	.	3420 Hoyt St	Muskegon Hts
5	Overnight Accommodations	The Heights Hotel	.	.	3300 Hoyt St	Muskegon Hts

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
1	Restaurant - Chicken	Chicken Coop	.	.	2544 Sanford St	Muskegon Hts
2	Restaurant - Sandwiches	Kenny's Sandwich Shop	.	.	323 E Broadway	Muskegon Hts
.	Restaurant - American	Tootie's Diner & Catering	.	.	1125 W Hackley Ave	Muskegon
.	Restaurant - American	Russ' Restaurant	.	.	3225 Henry St	Roosevelt Pk
.	Restaurant - American	Next Door	.	.	948 W Norton Ave	Roosevelt Pk
.	Restaurant - full service	Station Grill	.	.	910 W Broadway	Roosevelt Pk
.	Restaurant - Smokehouse	Gene & Jean Smokehouse	.	Closed	2301 Superior St	Muskegon Hts
1	Restaurant - Soul Food	Soul Filled Eatery, at	.	.	3232 Glade Street	Muskegon Hts
2	Restaurant - Soul Food	Teresa's Food for the Soul	.	.	2723 Peck St	Muskegon Hts
3	Restaurant - Soul Food, Fish, Chicken	Lott and Big Wheezy's Kitchen	.	.	169 E Broadway	Muskegon Hts
.	Restaurant - Soul Food	This is It	.	Closed	2723 Peck St	Muskegon Hts
.	Restaurant - Southern	Dickey's Barbecue Pit	.	.	3035 Henry St	Roosevelt Pk
.	Restaurant - Southern	Long John Silver's	.	.	3055 Henry St	Roosevelt Pk
.	Restaurant - Southern	J Burger N Wings	.	.	2590 Henry St	Muskegon
.	Restaurant - Southern	Popeyes Louisiana Kitchen	.	.	715 W Norton Ave	Norton Shores
.	Restaurant - Asian	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Restaurant - Middle Eastern	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Restaurant - Meditteranean	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Restaurant - Bistro	Hearthstone Bistro	.	.	3350 Glade St	Muskegon Hts
.	Restaurant - Bistro	Joe Chan's Bistro	.	.	2675 Henry St	Roosevelt Pk
.	Restaurant - Pizza by Name	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Restaurant - Pizza by Name	Pizza Hut	.	.	2747 Henry St	Roosevelt Pk
.	Restaurant - Pizza by Name	Domino's Pizza	.	.	3275 Henry St	Roosevelt Pk
.	Restaurant - Pizza by Name	Papa Murphy's Take 'N' Bake	.	.	3355 Henry St	Roosevelt Pk
.	Restaurant - pizza delivery	Jet's Pizza	.	.	950 W Norton Ave	Roosevelt Pk
1	Restaurant - Hispanic	Rosita's Tacos	.	.	2811 Sanford St	Muskegon Hts
2	Restaurant - Hispanic	Navarro's Mexican Take Out	.	.	2537 8th St	Muskegon Hts
.	Restaurant - Hispanic	Taco Bell	.	.	2860 Henry St	Norton Shores
.	Restaurant - Fast Food Chain	Subway	.	.	2977 Henry St	Roosevelt Pk
.	Restaurant - Fast Food Chain	Arby's	.	.	3211 Henry St	Roosevelt Pk
.	Restaurant - Fast Food Chain	Wendy's	.	.	801 W Norton Ave	Norton Shores
.	Restaurant - Fast Food Chain	Burger King	.	.	3436 Henry St	Norton Shores
.	Restaurant - Fast Food Chain	McDonald's	.	.	730 W Norton Ave	Norton Shores

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Existing Retailers, Merchants, and Businesses
 The City of Muskegon Heights, Michigan | May 2021

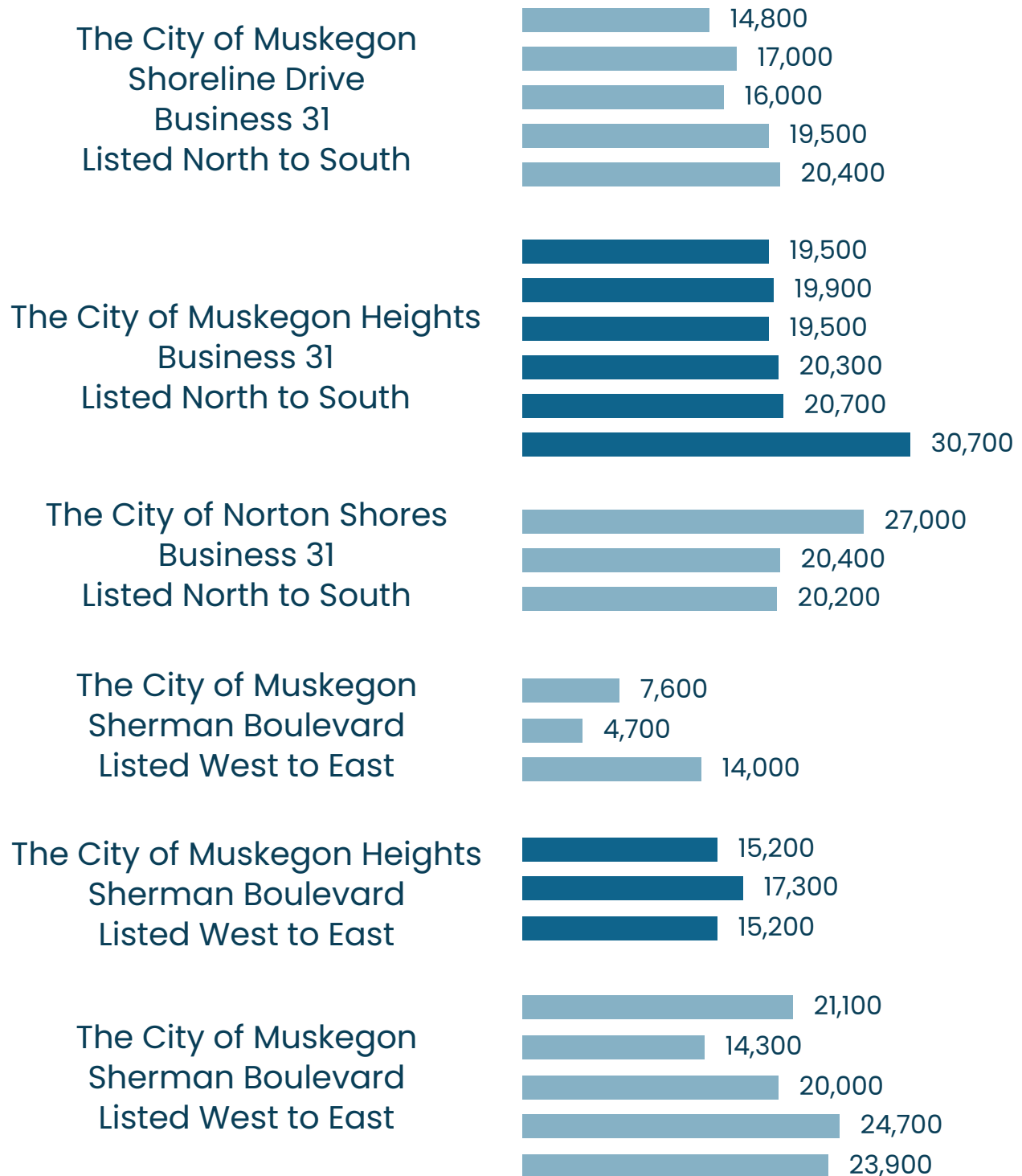
Count	General Business Category	Business Name	Home Based	Closed	Street Address	Community
.	Restaurant - Café	Brunch House	.	.	3065 Henry St	Roosevelt Pk
.	Restaurant - Café	Biggby Coffee	.	.	3295 Henry St	Roosevelt Pk
.	Restaurant - Café	Brooklyn's Bagles	.	.	3007 Henry St	Roosevelt Pk
.	Restaurant - Café	Tim Hortons	.	.	3334 Henry St	Norton Shores
.	Restaurant - Café	Driftwood Café	.	.	560 Seminole Rd	Norton Shores
.	Restaurant - Microbrewery	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
1	Restaurant - Bar by name	Airline Bar	.	.	2801-2899 Leahy St	Muskegon Hts
2	Restaurant - Bar by name	Schultz Haus Bar Food	.	.	395 W Broadway	Muskegon Hts
3	Restaurant - Bar by name	The Hideout	.	.	100 E Broadway	Muskegon Hts
4	Restaurant - Bar by name	Club Fantasy	.	.	80 South Seaway Dr	Muskegon Hts
.	Restaurant - Bar by Name	Pop a Top	.	.	2185 Henry St	Muskegon
.	Restaurant - Bar by Name	Hank's Tavern	.	.	2536 Henry St	Muskegon
.	Restaurant - Bar by Name	DJ's Pub & Grill	.	.	2064 Henry St	Muskegon
.	Restaurant - Bar by Name	Pints & Quarts	.	.	950 W Norton Ave	Roosevelt Pk
1	Restaurant - Adult Entertainment	Uptown Ego Lounge	.	.	2926 Peck St	Muskegon Hts
2	Restaurant - Adult Entertainment	Stars Sports Bar Adult Entertain	.	.	501 W Broadway	Muskegon Hts
3	Restaurant - Adult Entertainment	Odyssey Entertainment	.	.	700 E Broadway Ave	Muskegon Hts
.	Restaurant - Ice Cream	Gap and potential opportunity	.	.	Broadway Ave	Muskegon Hts
.	Restaurant - Catering	Harris Hospitality	.	.	948 W Norton Ave	Roosevelt Pk

Source: Field and internet research by LandUseUSA | Urban Strategies; 2019 - 2021.
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Section F

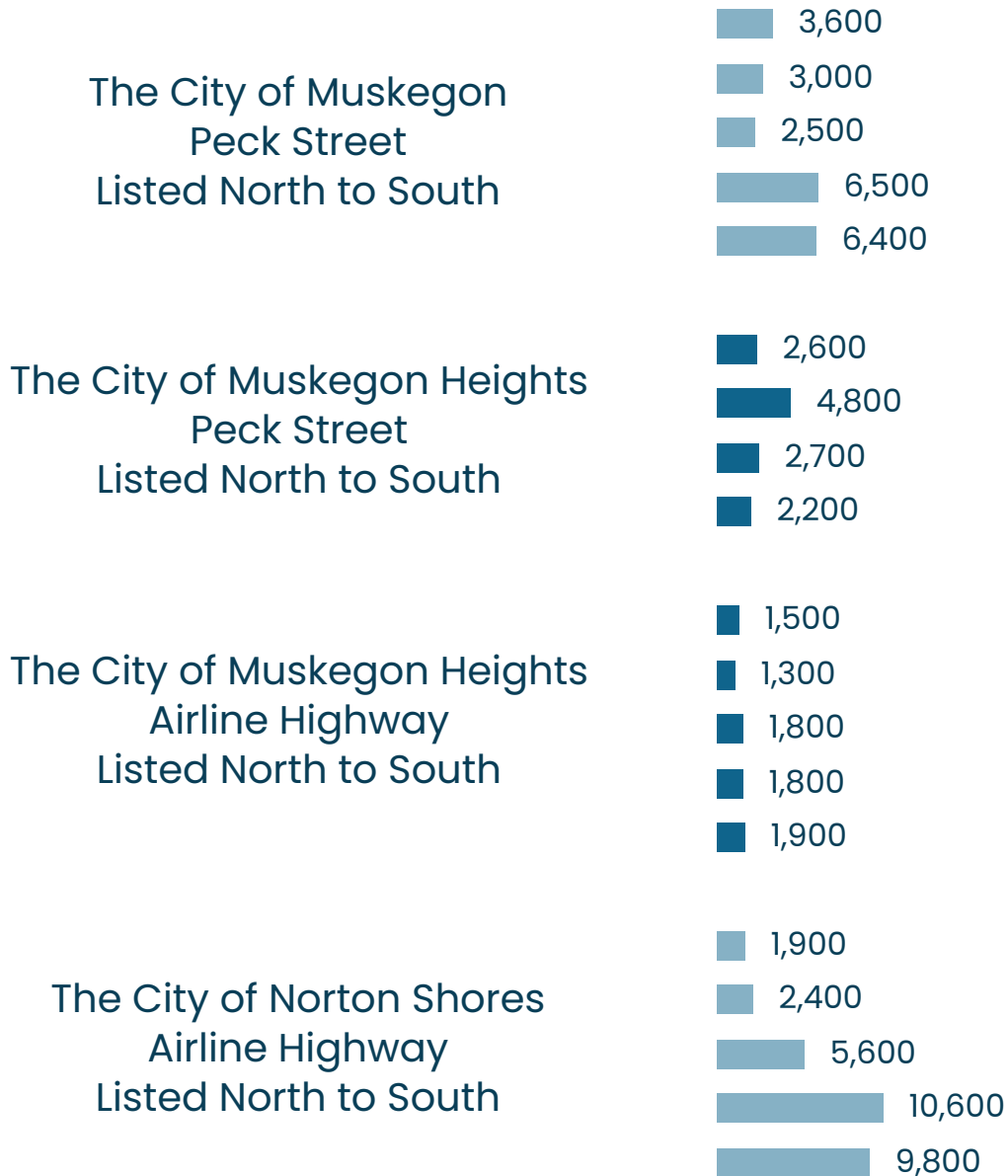
Average Daily Traffic | Muskegon Hts

Generates potential impulse shopping and provides advertising exposures.



Average Daily Traffic | Muskegon Hts

Generates potential impulse shopping and provides advertising exposures.

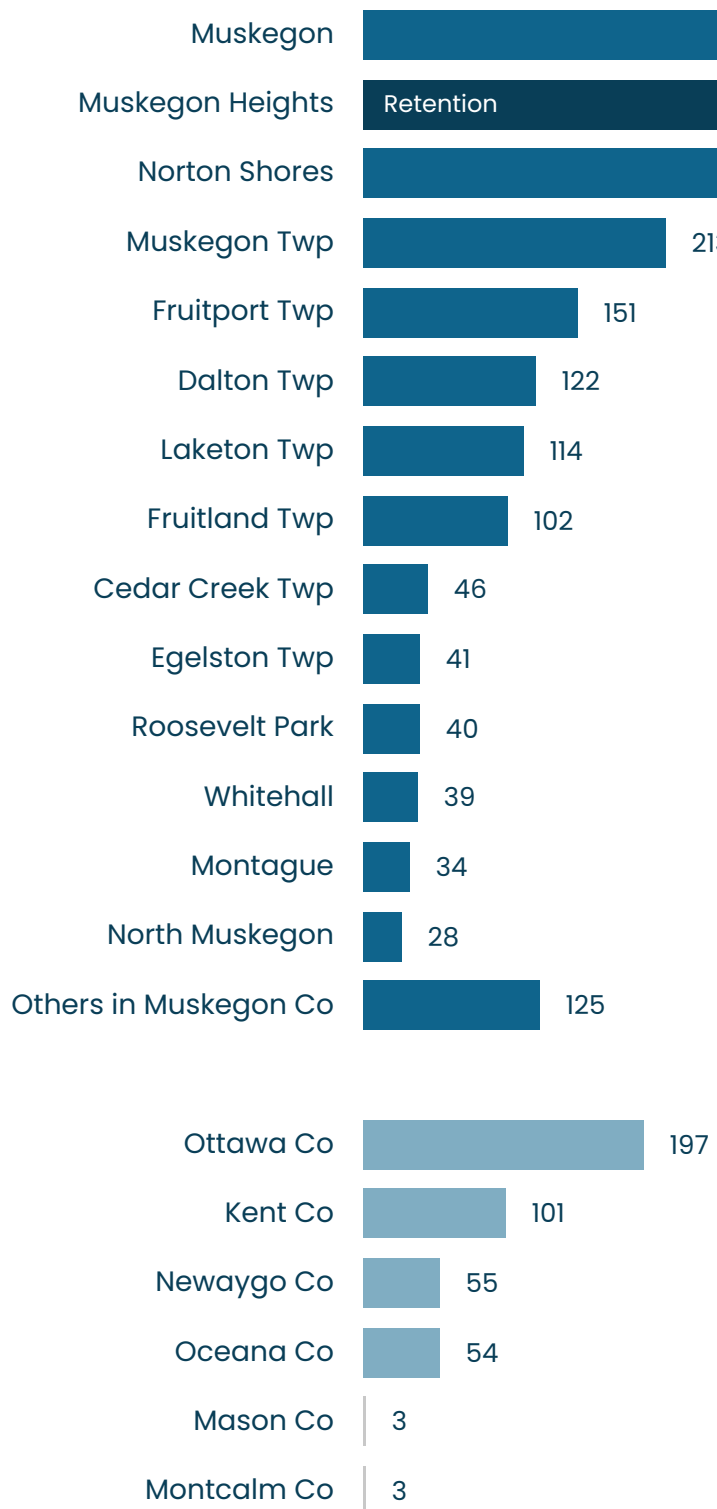


Average daily traffic (ADT) provided by the Michigan Dept. of Transportation through 2019. Analysis and exhibit prepared by LandUseUSA | Urban Strategies, 2020 - 2021.



Commuter In-Flow | Muskegon Hts

The origins of local workers commuting into the city each day, plus local retention.



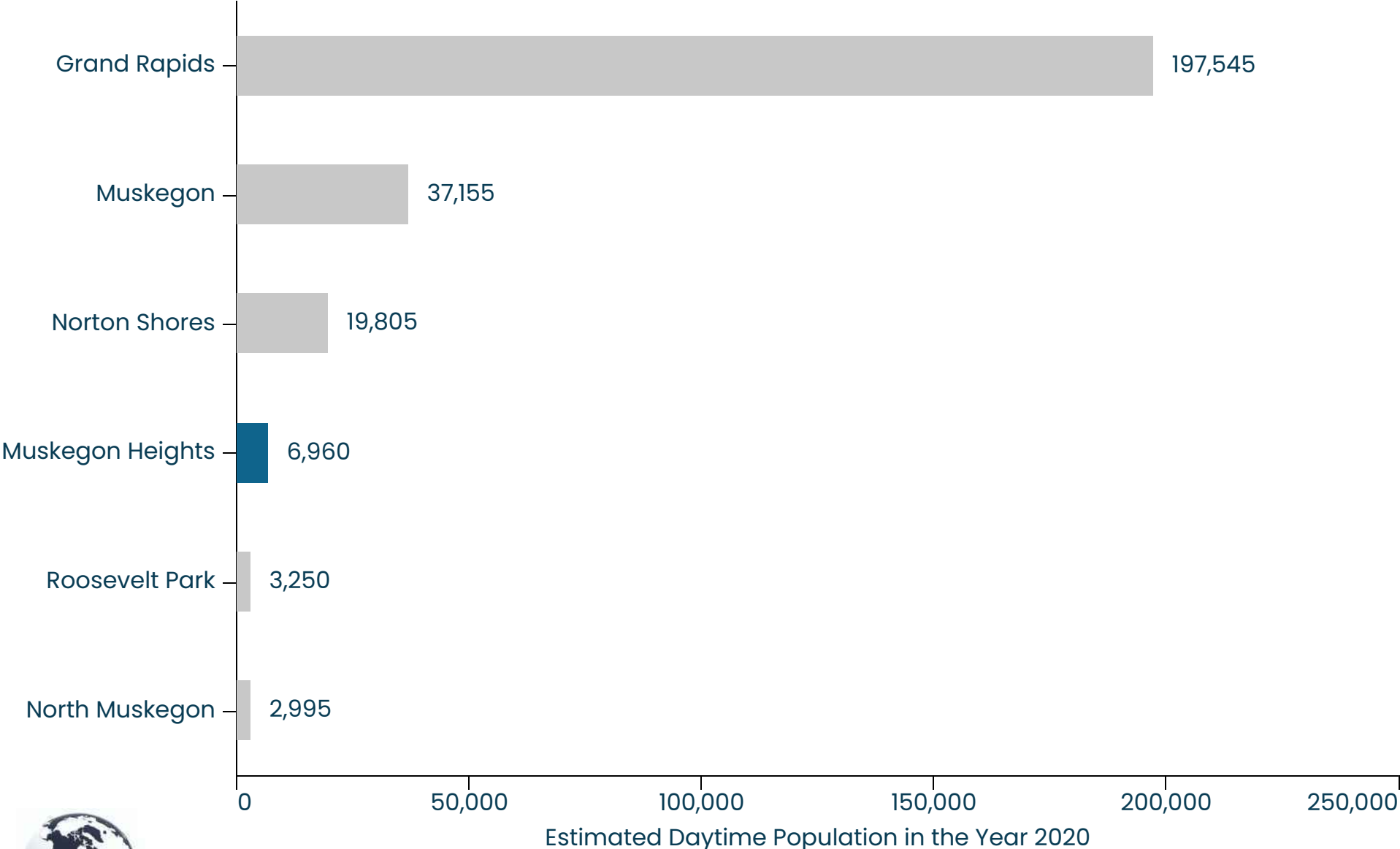
THE CITY OF MUSKEGON HEIGHTS

Retention of Local Workers = 326
 In-Flow of Commuters = +2,286
 Total Daily Local Workers = 2,612

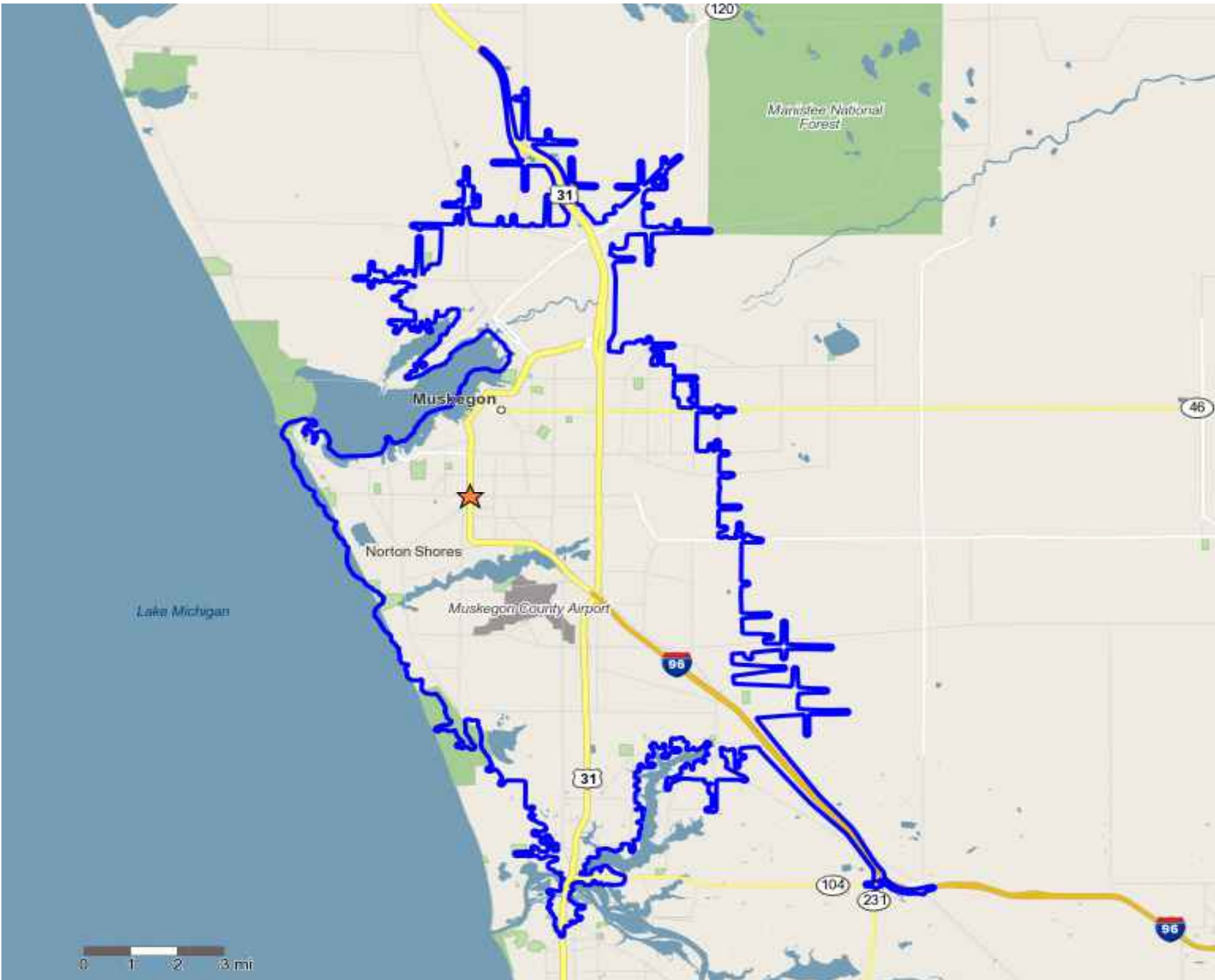
In-Flow of Commuters = +2,286
 Out-flow of Commuters = -2,719
 Net Outflow of Commuters = -433



Daytime Population | Muskegon Heights



Section G



Population Demographics for the Primary Trade Area 15-Minute Drive-Time for the City of Muskegon Heights, Michigan

Population by Age	2000		2010		2019		2024		c.a.r.	c.a.r.
	Census	Share	Census	Share	Estimates	Share	Projections	Share	2000-10	2010-19
0 to 4	7,731	7%	7,634	7%	7,333	6%	7,331	6%	-0.1%	-0.8%
5 to 14	17,398	15%	15,069	13%	14,739	13%	14,556	13%	-1.4%	-0.4%
15 to 19	7,837	7%	8,286	7%	7,229	6%	6,871	6%	0.6%	-2.7%
20 to 24	7,280	6%	7,630	7%	7,595	7%	7,391	6%	0.5%	-0.1%
25 to 34	15,124	13%	14,601	13%	15,670	14%	15,675	14%	-0.4%	1.4%
35 to 44	17,694	16%	14,008	12%	13,727	12%	13,900	12%	-2.3%	-0.4%
45 to 54	14,709	13%	16,434	14%	14,041	12%	12,855	11%	1.1%	-3.1%
55 to 64	9,239	8%	13,708	12%	15,457	13%	14,512	13%	4.0%	2.4%
65 to 74	7,770	7%	7,861	7%	10,622	9%	11,921	10%	0.1%	6.2%
75 to 84	6,138	5%	5,485	5%	5,546	5%	6,562	6%	-1.1%	0.2%
85+	<u>2,038</u>	<u>2%</u>	<u>2,640</u>	<u>2%</u>	<u>2,810</u>	<u>2%</u>	<u>2,798</u>	<u>2%</u>	2.6%	1.3%
Total Population	112,958	100%	113,356	100%	114,769	100%	114,374	100%	0.0%	0.2%
Seasonal Population	2,559	.	2,568	.	2,600	.	2,591	.	0.0%	0.2%
Density per Square Mile	1,207	.	1,279	.	1,226	.	1,222	.	0.6%	-0.8%
Median Age	36	.	38	.	38	.	39	.	0.5%	0.4%

Source: Underlying data provided by the 2000 and 2010 US Census
with estimates and projections by Experian Decision Analytics.

Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

Population Demographics for the Primary Trade Area 15-Minute Drive-Time for the City of Muskegon Heights, Michigan

Educational Attainment	2000		2010		2019		2024		c.a.r.	c.a.r.
	Census	Share	Census	Share	Estimates	Share	Projections	Share	2000-10	2010-19
Grade K - 8	3,245	4%	2,549	3%	1,935	2%	1,892	2%	-2.4%	-5.4%
Grade 9 - 11	9,161	13%	6,793	9%	6,130	8%	6,054	8%	-2.9%	-2.0%
High School Graduate	24,519	34%	25,648	34%	26,372	34%	26,381	34%	0.5%	0.6%
Some College No Degree	17,869	25%	17,515	23%	19,071	24%	19,227	25%	-0.2%	1.7%
Associates Degree	6,050	8%	7,807	10%	8,378	11%	8,439	11%	2.6%	1.4%
Bachelor's Degree	7,453	10%	8,635	12%	10,313	13%	10,525	13%	1.5%	3.6%
Graduate Degree	3,657	5%	4,606	6%	4,723	6%	4,776	6%	2.3%	0.5%
No Schooling Completed	<u>615</u>	<u>1%</u>	<u>1,184</u>	<u>2%</u>	<u>950</u>	<u>1%</u>	<u>928</u>	<u>1%</u>	6.8%	-4.3%
Age 25+ Population	72,570	100%	74,737	100%	77,872	100%	78,223	100%	0.3%	0.8%
Percent with some College	48%	.	52%	.	55%	.	55%	.		

Marital Status	2000		2010		2019		2024		c.a.r.	c.a.r.
	Census	Share	Census	Share	Estimates	Share	Projections	Share	2000-10	2010-19
Married, Spouse Present	40,777	46%	37,415	41%	36,801	40%	36,573	40%	-0.9%	-0.3%
Married, Spouse Absent	5,365	6%	4,144	5%	3,445	4%	3,419	4%	-2.5%	-3.6%
Divorced	10,892	12%	14,461	16%	13,591	15%	13,607	15%	2.9%	-1.2%
Widowed	6,697	8%	6,008	7%	6,185	7%	6,151	7%	-1.1%	0.6%
Never Married	<u>23,994</u>	<u>27%</u>	<u>28,625</u>	<u>32%</u>	<u>32,674</u>	<u>35%</u>	<u>32,735</u>	<u>35%</u>	1.8%	2.7%
Age 15+ Population	87,830	100%	90,653	100%	92,696	100%	92,486	100%	0.3%	0.4%
Single for Any Reason	.	53%	.	59%	.	60%	.	60%	.	.

Source: Underlying data provided by the 2000 and 2010 US Census with estimates and projections by Experian Decision Analytics.

Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

Population Demographics for the Primary Trade Area 15-Minute Drive-Time for the City of Muskegon Heights, Michigan

	2000		2010		2019		2024		c.a.r.	c.a.r.
Employment	Census	Share	Census	Share	Estimates	Share	Projections	Share	2000-10	2010-19
Total Labor Force	52,046	60%	52,193	59%	55,889	61%	55,979	61%	0.0%	1.4%
Civilian, Employed	48,905	94%	44,373	85%	53,173	95%	53,074	95%	-1.0%	3.7%
Civilian, Unemployed	3,098	6%	7,811	15%	2,705	5%	2,895	5%	9.7%	-19.1%
In Armed Forces	44	0%	9	0%	11	0%	11	0%	-14.7%	4.1%
Not In Labor Force	<u>34,126</u>	<u>40%</u>	<u>36,843</u>	<u>41%</u>	<u>35,354</u>	<u>39%</u>	<u>35,064</u>	<u>39%</u>	0.8%	-0.8%
Total Population 16+	86,172	100%	89,036	100%	91,243	100%	91,043	100%	0.3%	0.5%
% Blue Collar	22,528	46%	20,513	46%	25,800	49%	25,778	48%	-0.9%	4.7%
% White Collar	26,306	54%	23,860	54%	27,373	51%	27,296	51%	-1.0%	2.8%
Per Capita Income	\$17,384	.	\$20,307	.	\$23,771	.	\$26,668	.	1.6%	3.2%
Total Personal Income (\$Mil.)	\$1,963.7	.	\$2,301.9	.	\$2,728.2	.	\$3,050.1	.	1.6%	3.5%
Retail Expenditure Pot (\$Mil.)	\$981.8	.	\$1,151.0	.	\$1,364.1	.	\$1,525.1	.	1.6%	3.5%

Source: Underlying data provided by the 2000 and 2010 US Census with estimates and projections by Experian Decision Analytics.
Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

Population Demographics for the Primary Trade Area
 15-Minute Drive-Time for the City of Muskegon Heights, Michigan

Population by Race	2000		2010		2019		2024		c.a.r.	c.a.r.
	Census	Share	Census	Share	Estimates	Share	Projections	Share	2000-10	2010-19
White/Caucasian	84,144	74%	82,346	73%	82,653	72%	81,349	71%	-0.2%	0.1%
Black/African American	23,217	21%	23,978	21%	23,885	21%	23,932	21%	0.3%	-0.1%
Amer Indian/Alaska Native	763	1%	900	1%	972	1%	989	1%	1.7%	1.6%
Asian/Hawaiian/Pacific Isl	659	1%	815	1%	1,020	1%	1,114	1%	2.2%	4.6%
All Other Races	<u>1,416</u>	<u>1%</u>	<u>1,752</u>	<u>2%</u>	<u>2,066</u>	<u>2%</u>	<u>2,229</u>	<u>2%</u>	2.2%	3.4%
Summation	110,199	100%	109,791	100%	110,596	100%	109,613	100%	0.0%	0.1%
Two or More Races	2,759	2%	3,564	3%	4,173	4%	4,761	4%	2.6%	3.2%

Ethnicity (of any race)	2000		2010		2019		2024		c.a.r.	c.a.r.
	Census	Share	Census	Share	Estimates	Share	Projections	Share	2000-10	2010-19
Hispanic/Latino	4,316	4%	5,972	5%	7,110	6%	7,709	7%	3.3%	3.5%
Not Hispanic/Latino	108,642	96%	107,384	95%	107,659	94%	106,665	93%	-0.1%	0.1%

Source: Underlying data provided by the 2000 and 2010 US Census with estimates and projections by Experian Decision Analytics. Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

Household Demographics for the Primary Trade Area 15-Minute Drive-Time for the City of Muskegon Heights, Michigan

Household Income	2000		2010		2019		2024		c.a.r.	c.a.r.
	Census	Share	Census	Share	Estimates	Share	Projections	Share	2000-10	2010-19
\$0 - \$15,000	8,213	19%	8,199	19%	7,326	16%	6,320	14%	0.0%	-2.2%
\$15,000 - \$24,999	6,635	15%	6,575	15%	5,994	13%	5,484	12%	-0.1%	-1.8%
\$25,000 - \$34,999	6,350	15%	6,268	14%	5,439	12%	4,996	11%	-0.1%	-2.8%
\$35,000 - \$49,999	7,342	17%	7,009	16%	6,648	15%	6,166	14%	-0.5%	-1.1%
\$50,000 - \$74,999	8,168	19%	7,459	17%	8,515	19%	8,950	20%	-0.9%	2.7%
\$75,000 - \$99,999	3,220	8%	4,151	9%	4,410	10%	4,998	11%	2.6%	1.2%
\$100,000 - \$149,999	1,923	4%	2,993	7%	4,143	9%	5,130	11%	4.5%	6.7%
\$150,000 +	<u>1,008</u>	<u>2%</u>	<u>1,229</u>	3%	<u>2,246</u>	5%	<u>2,785</u>	6%	2.0%	12.8%
Total Households	42,819	100%	43,883	100%	44,720	100%	44,829	100%	0.2%	0.4%
Average Hhld Income	\$45,860	.	\$50,617	.	\$59,197	.	\$66,234	.	1.0%	3.2%
Median Hhld Income	\$35,406	.	\$36,580	.	\$42,631	.	\$48,512	.	0.3%	3.1%

Source: Underlying data provided by the 2000 and 2010 US Census with estimates and projections by Experian Decision Analytics.

Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

Household Demographics for the Primary Trade Area 15-Minute Drive-Time for the City of Muskegon Heights, Michigan

	2000		2010		2019		2024		c.a.r.	c.a.r.
Housing Units	Census	Share	Census	Share	Estimates	Share	Projections	Share	2000-10	2010-19
Occupied Housing Units	.	.	43,883	89%	44,720	90%	44,829	90%	.	0.4%
Owner Occupied	.	.	29,995	68%	30,035	67%	30,090	67%	.	0.0%
Renter Occupied	.	.	13,888	32%	14,685	33%	14,740	33%	.	1.1%
Total Vacant Units	3,515	8%	5,435	11%	4,917	10%	5,056	10%	4.5%	-2.0%
Total Housing Units	46,333		49,319		49,636		49,885		0.6%	0.1%
Vehicles Available	2000		2010		2019		2024		c.a.r.	c.a.r.
	Census	Share	Census	Share	Estimates	Share	Projections	Share	2000-10	2010-19
0 Vehicles Available	3,984	9%	4,760	11%	4,708	11%	4,688	10%	1.8%	-0.2%
1 Vehicle Available	15,907	37%	16,842	38%	17,409	39%	17,455	39%	0.6%	0.7%
2+ Vehicles Available	<u>22,928</u>	<u>54%</u>	<u>22,282</u>	<u>51%</u>	<u>22,603</u>	<u>51%</u>	<u>22,686</u>	<u>51%</u>	-0.3%	0.3%
Summation	42,819	100%	43,884	100%	44,720	100%	44,829	100%	0.2%	0.4%
Vehicles per Household	2		2		2		2		1.9%	-0.1%

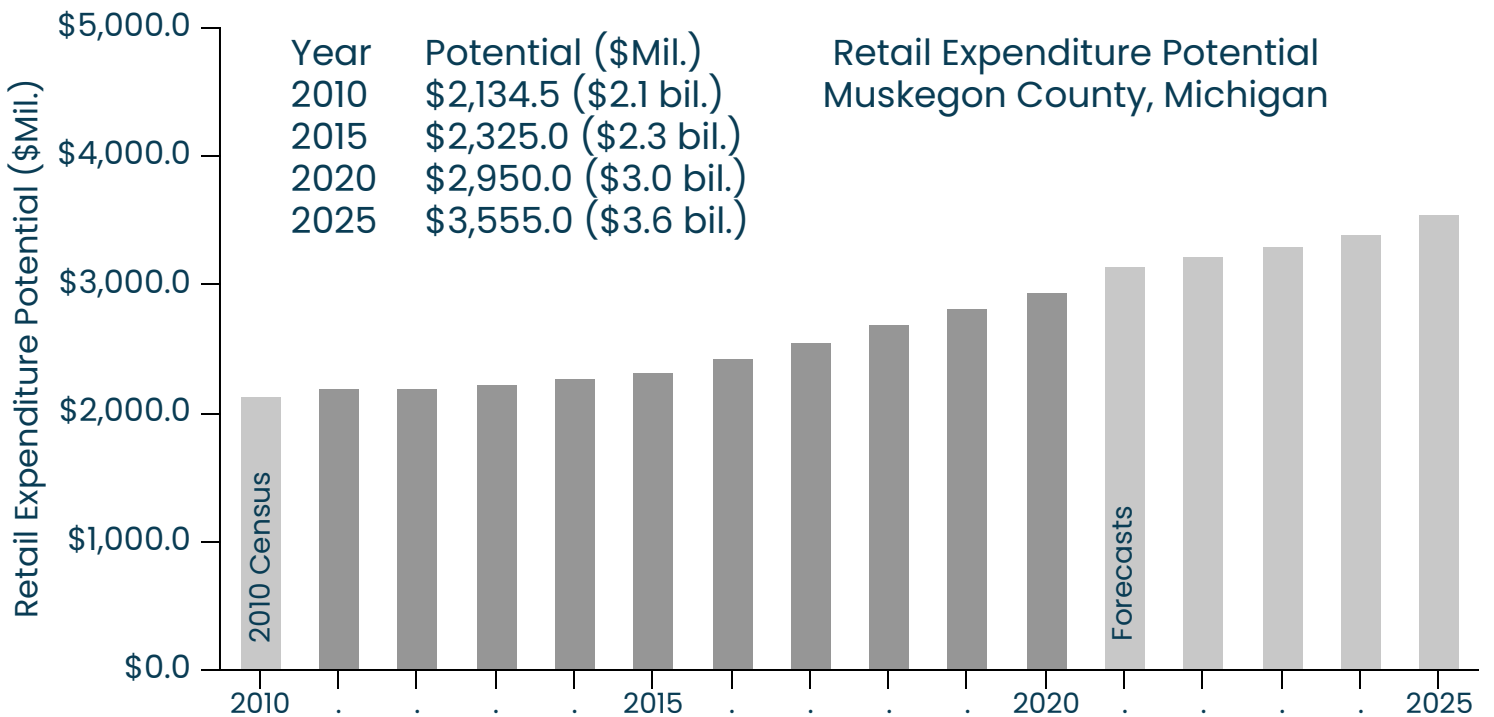
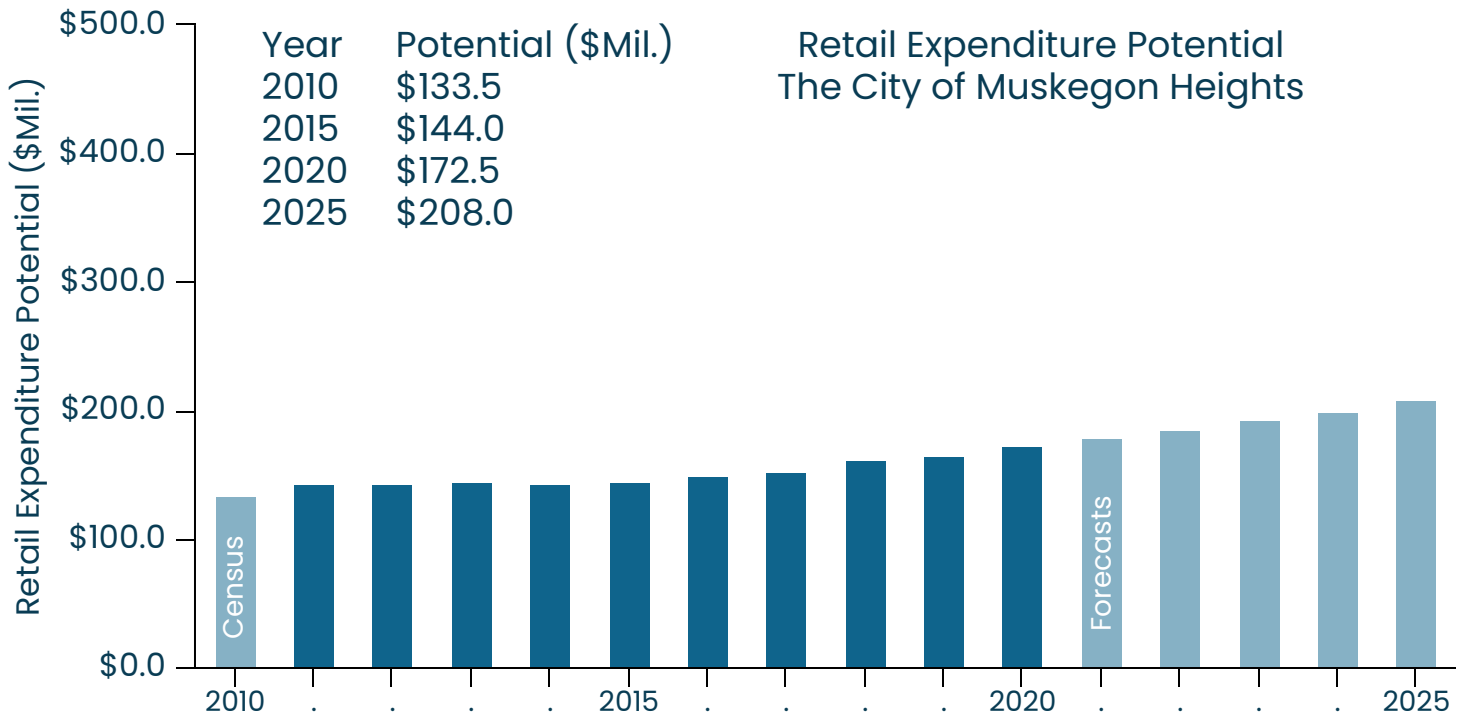
Source: Underlying data provided by the 2000 and 2010 US Census with estimates and projections by Experian Decision Analytics.
Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

Section H

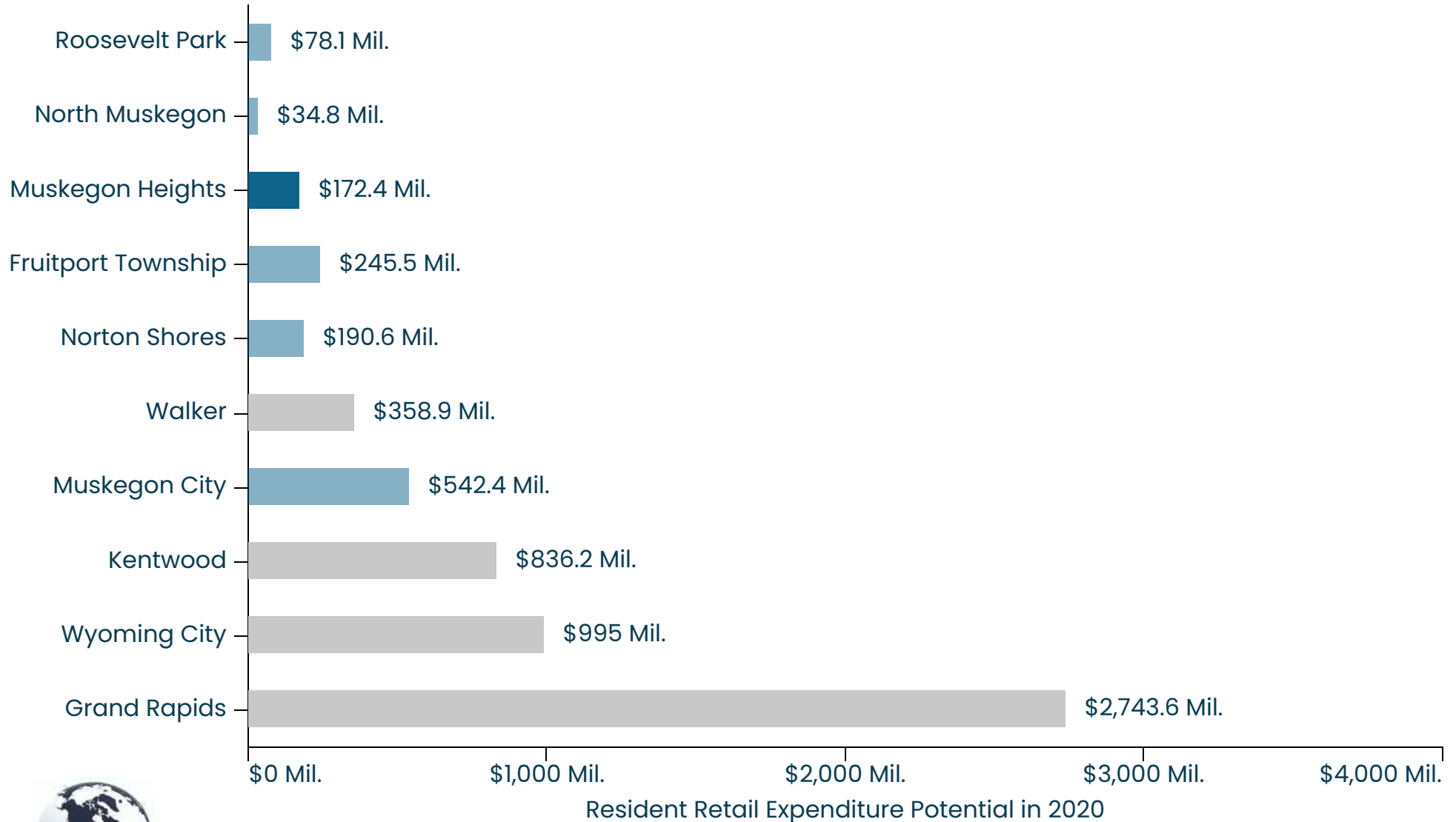
Expenditure Potential | Muskegon Heights

(Population) * (Per Capita Income) * 50% = Retail Expenditure Potential

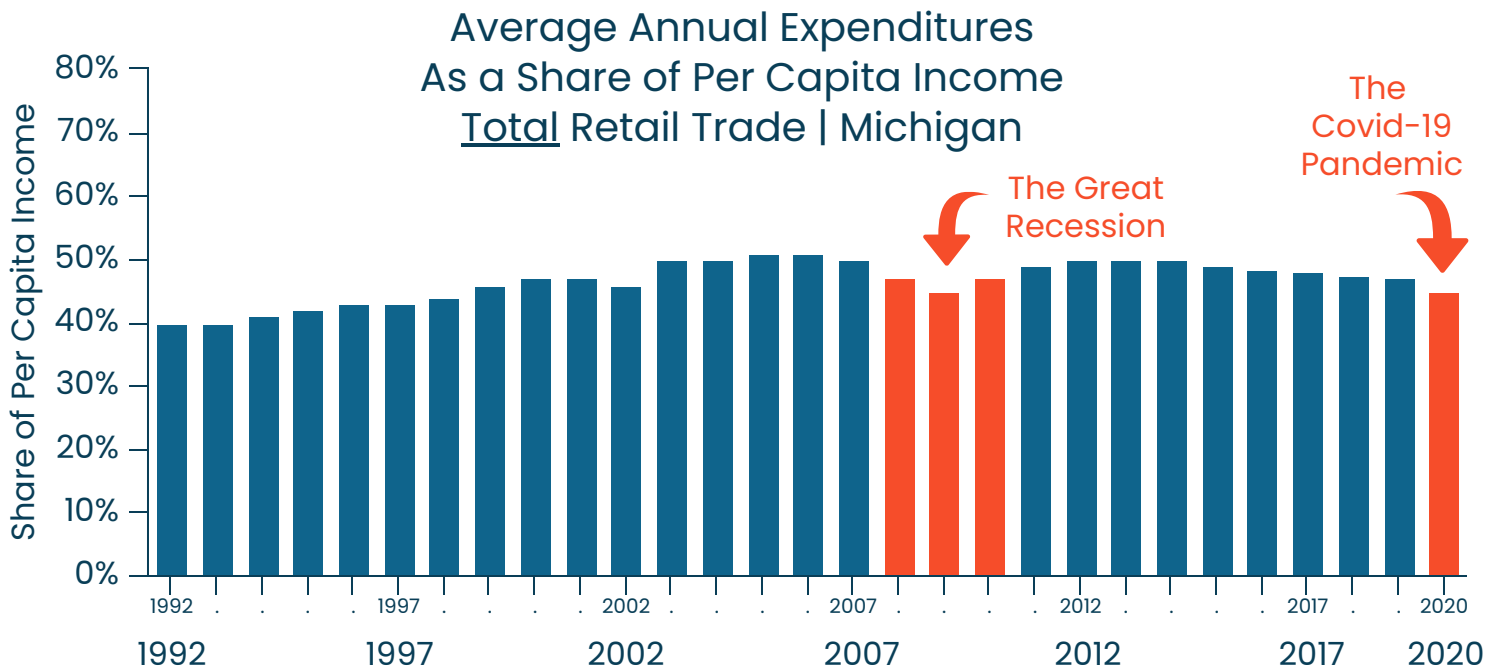
Note: Excludes leakage and also excludes potential import from non-residents.



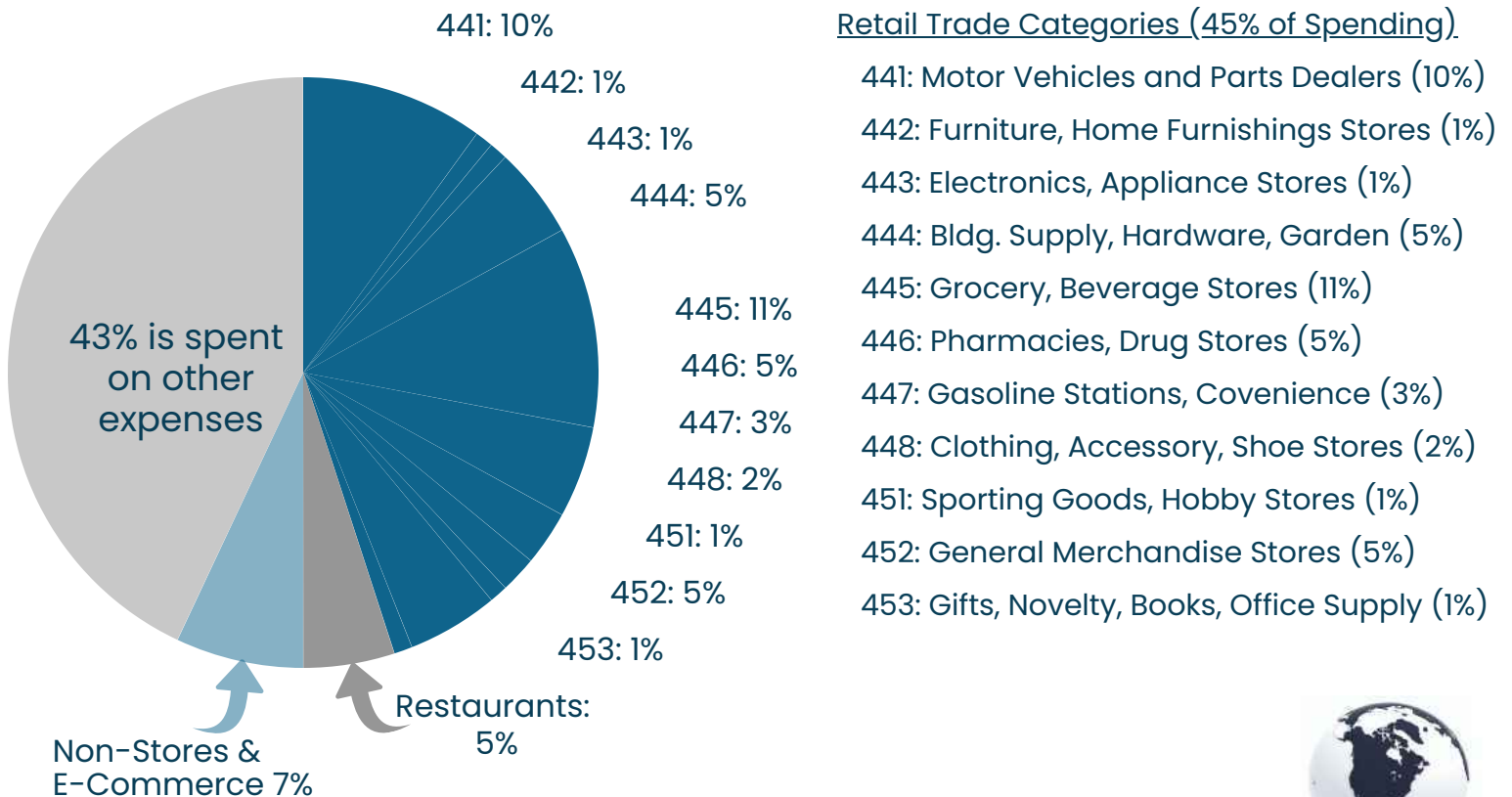
2020 Resident Retail Expenditure Potential Places in Muskegon and Kent Counties



Retail Expenditures | Michigan



2020 Annual Expenditures As a Share of Per Capita Income by Retail Category | Michigan



Underlying data represents estimates only; analysis based on the U.S. Census Bureau's Advance Monthly Retail Trade Survey through 2020. Prepared by LandUseUSA | Urban Strategies © with full copyrights and all rights reserved.



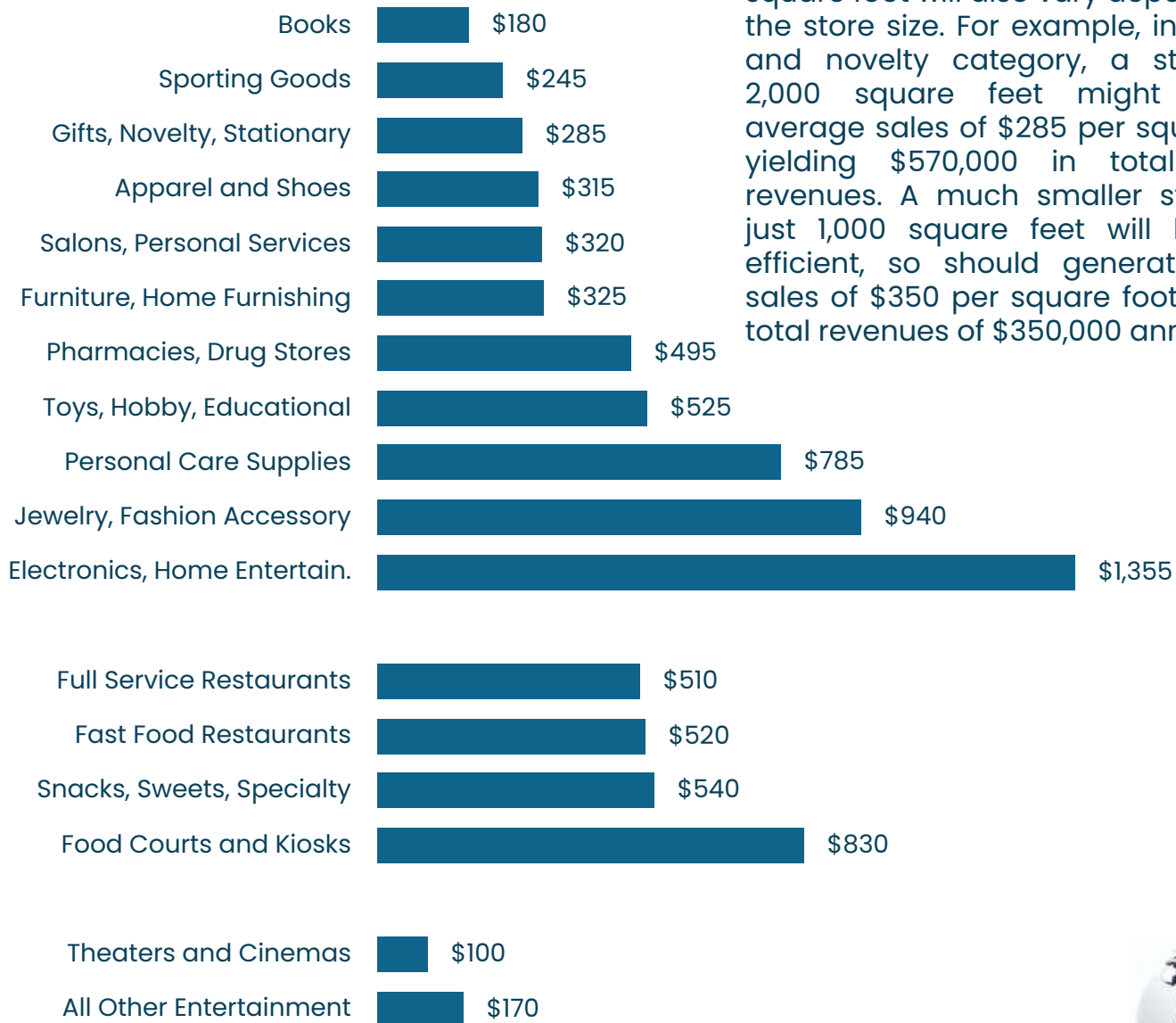
Retail Sales per Square Foot | Michigan

Demonstrates variations in sale productivity by retail category, forecast to 2020.

Average sales per square foot will vary by retail category, stores size, geographic location, visibility to vehicular traffic, resident and visitor incomes, and many related factors. This chart demonstrates the variations between retail categories, with averages for the State of Michigan and forecast to the year 2020.

Drug stores, pharmacies and personal care stores, jewelry, and electronics categories tend to have the high sales per square foot. In contrast, categories like gifts, novelty, apparel, salons, books, cinemas, and entertainment have lower sales per square foot. The average across the entire retail trade category is about \$350 per square foot.

Within each category, the sales per square foot will also vary depending on the store size. For example, in the gifts and novelty category, a store with 2,000 square feet might achieve average sales of \$285 per square foot, yielding \$570,000 in total annual revenues. A much smaller store with just 1,000 square feet will be more efficient, so should generate higher sales of \$350 per square foot, yielding total revenues of \$350,000 annually.



Underlying data provided by the International Council of Shopping Centers through year-end 2017. Analysis & exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

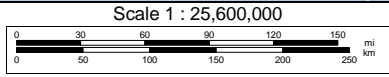


Section I

Geographic Setting and State Boundaries The United States of America



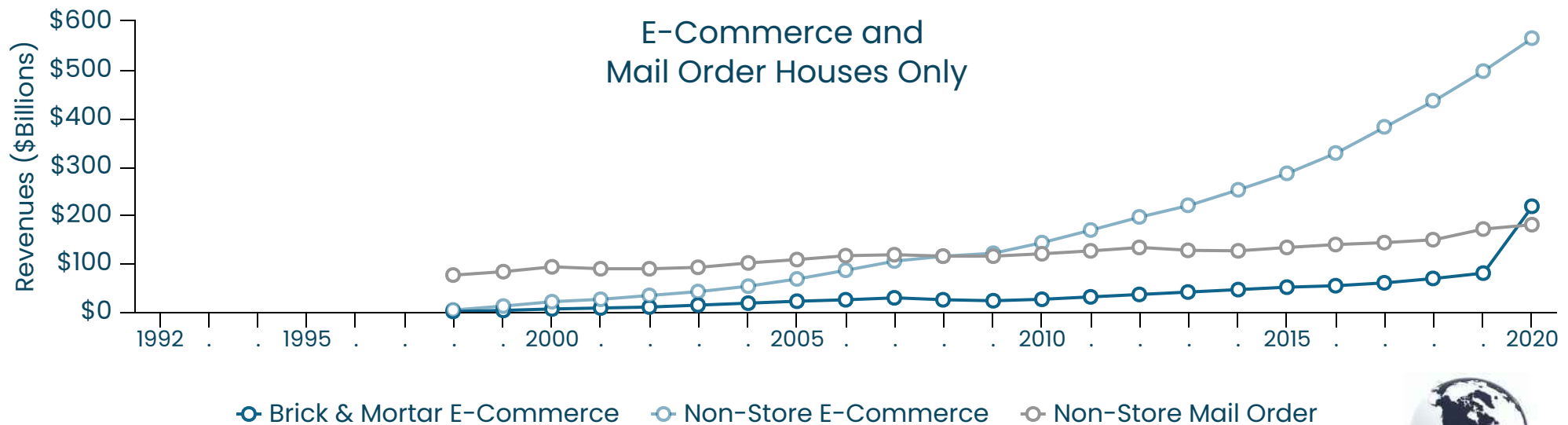
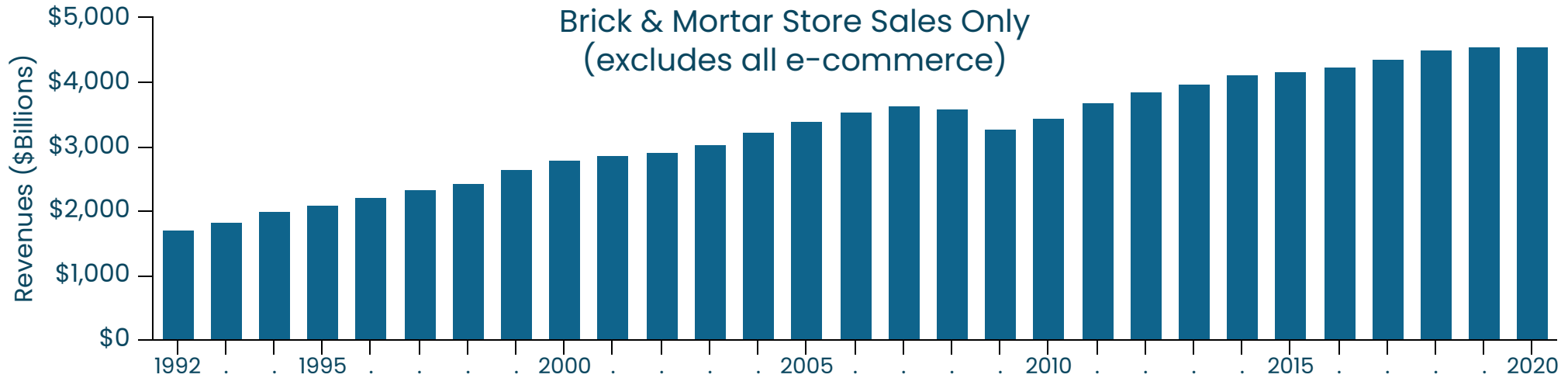
Underlying map provided by Delorme; exhibit prepared by LandUseUSA
Urban Strategies for the City of Portage; May, 2020.



1" = 89.5 mi

Annual Sales for the United States | 1998 - 2020

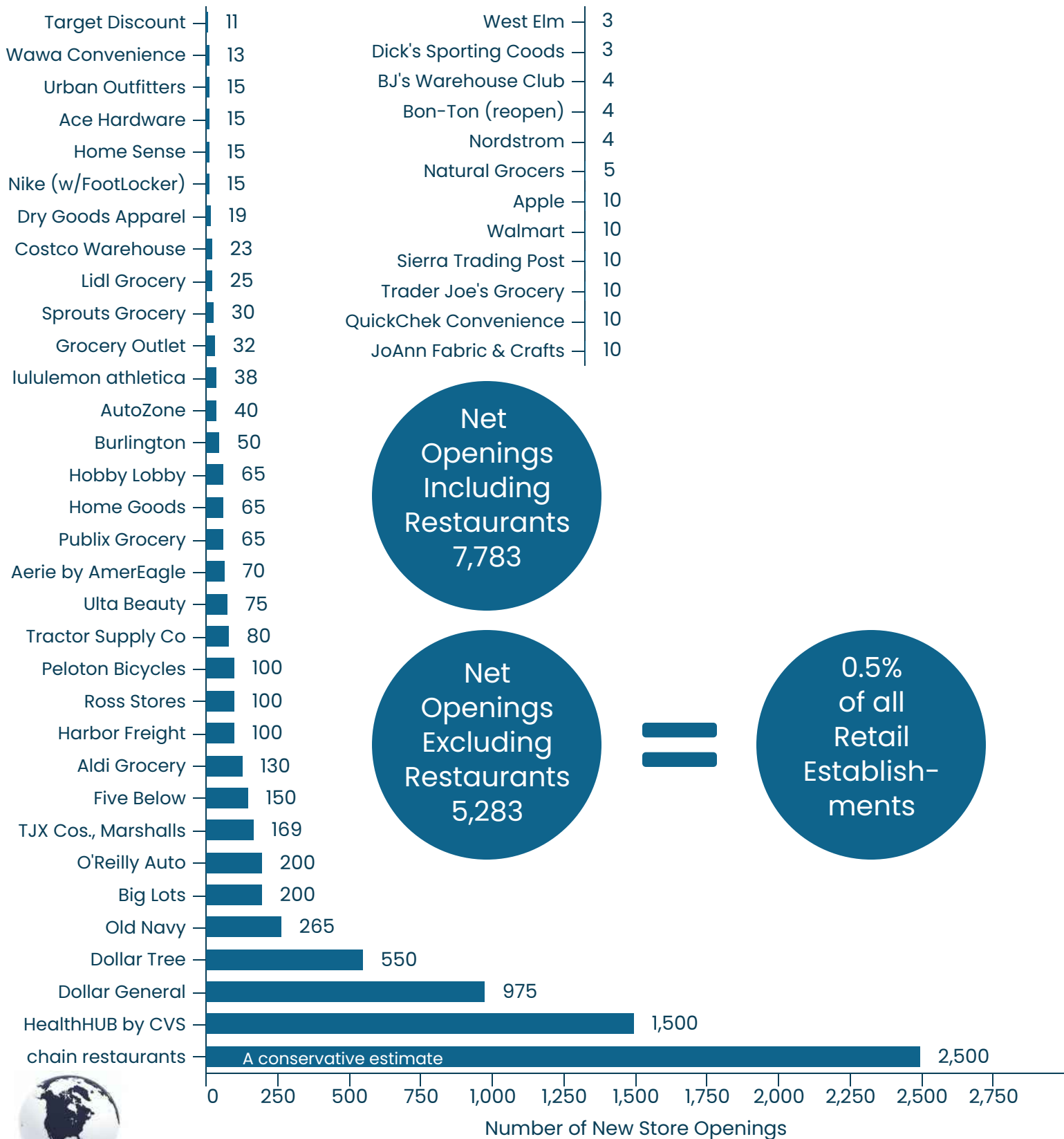
Brick & Mortar, E-Commerce, and Mail Order Sales



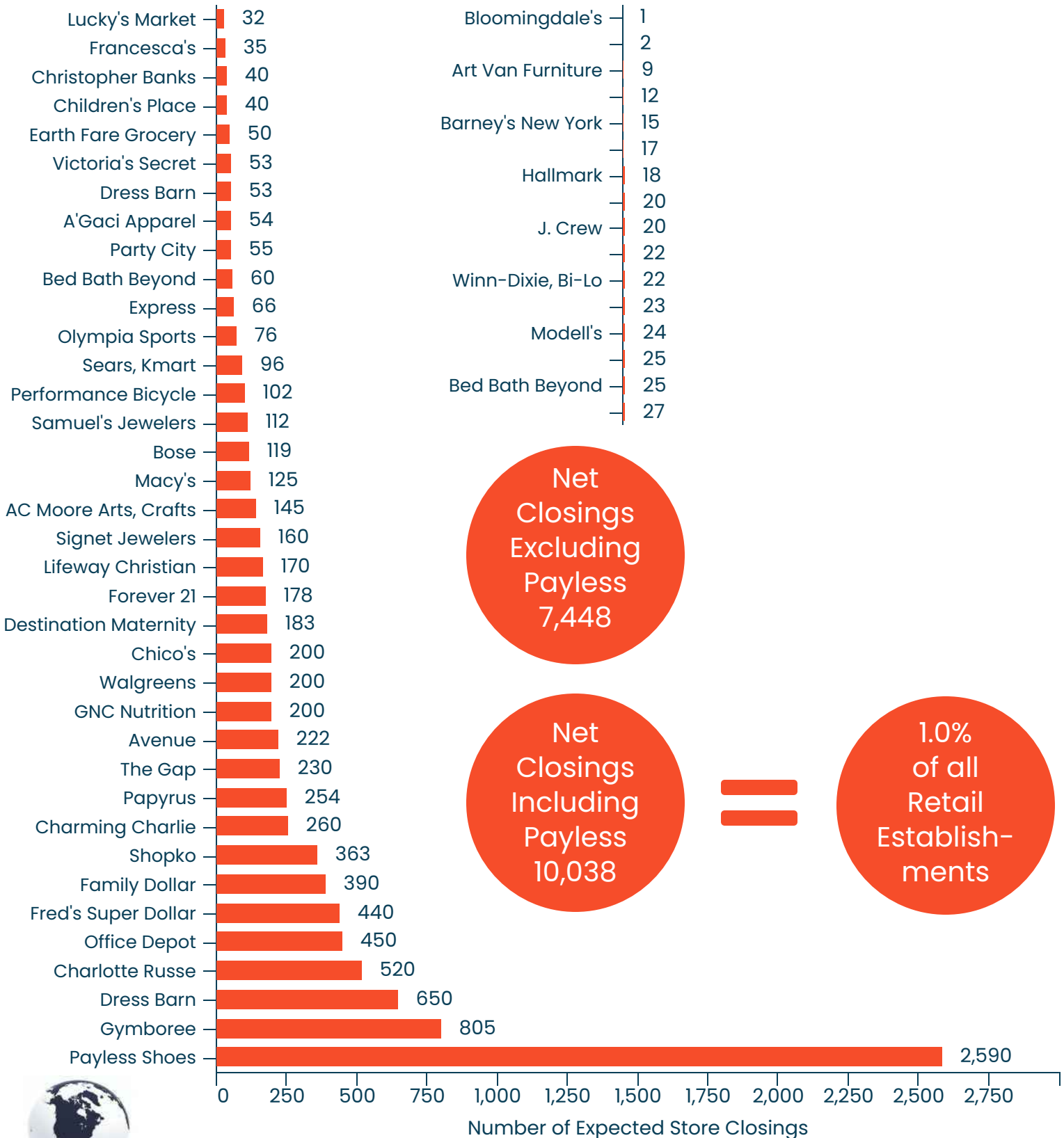
● Brick & Mortar E-Commerce
 ○ Non-Store E-Commerce
 ○ Non-Store Mail Order



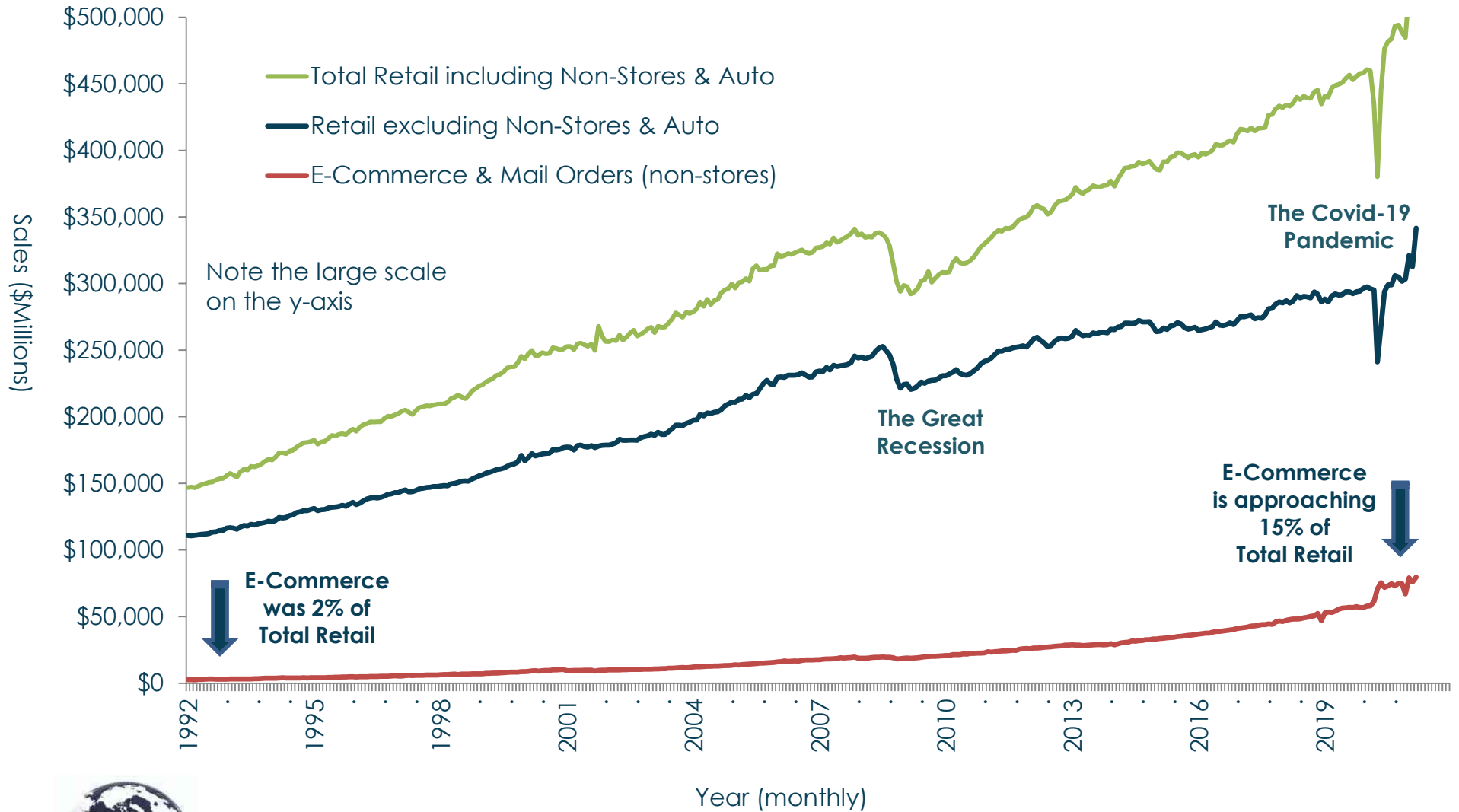
Net Store Openings | 45 Chains Nationwide | Annually 2019-2020



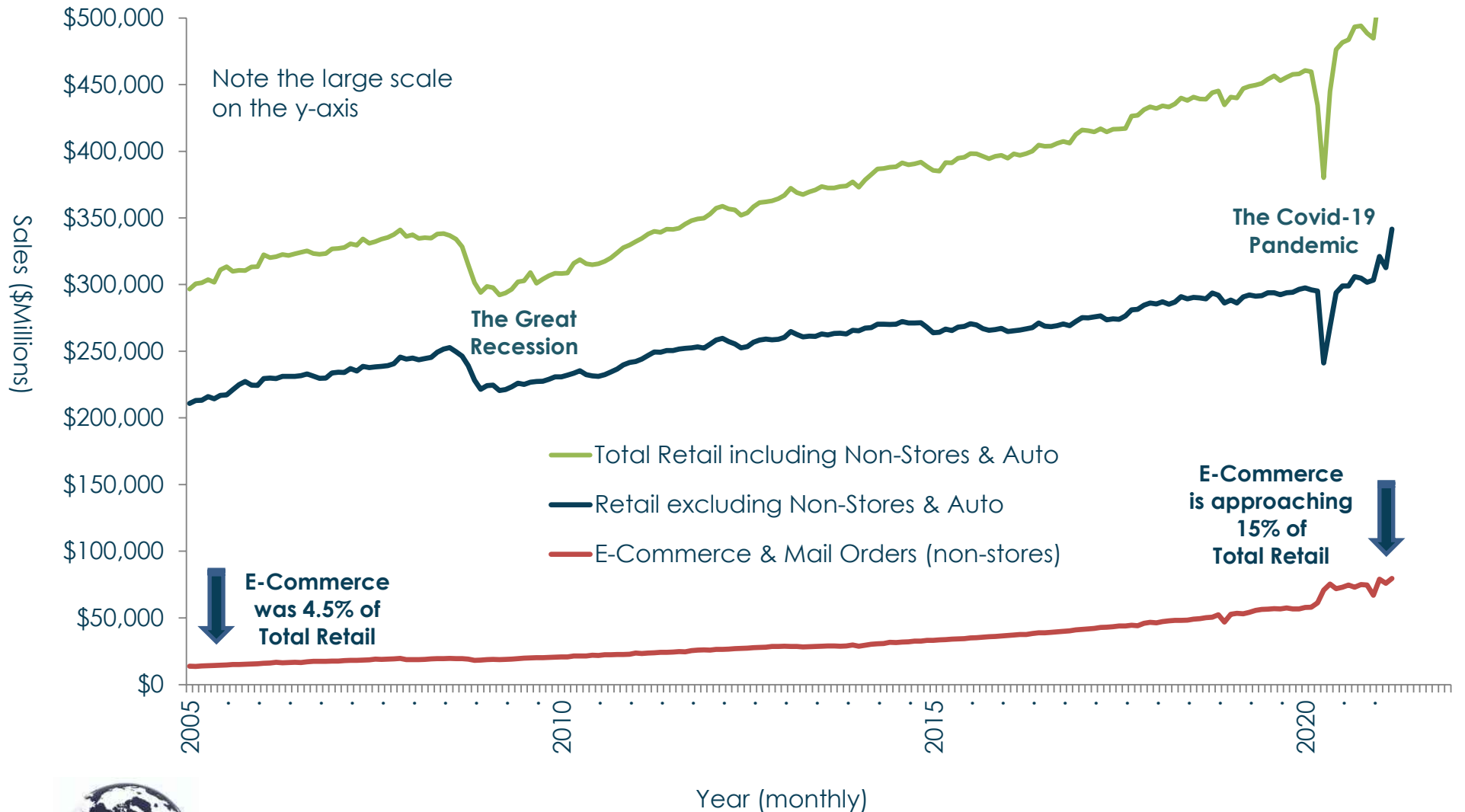
Net Store Closings | 52 Chains Nationwide | Annually 2019-2020



Monthly Sales | Total Retail Trade v. E-Commerce The United States | 1992 - March 2021

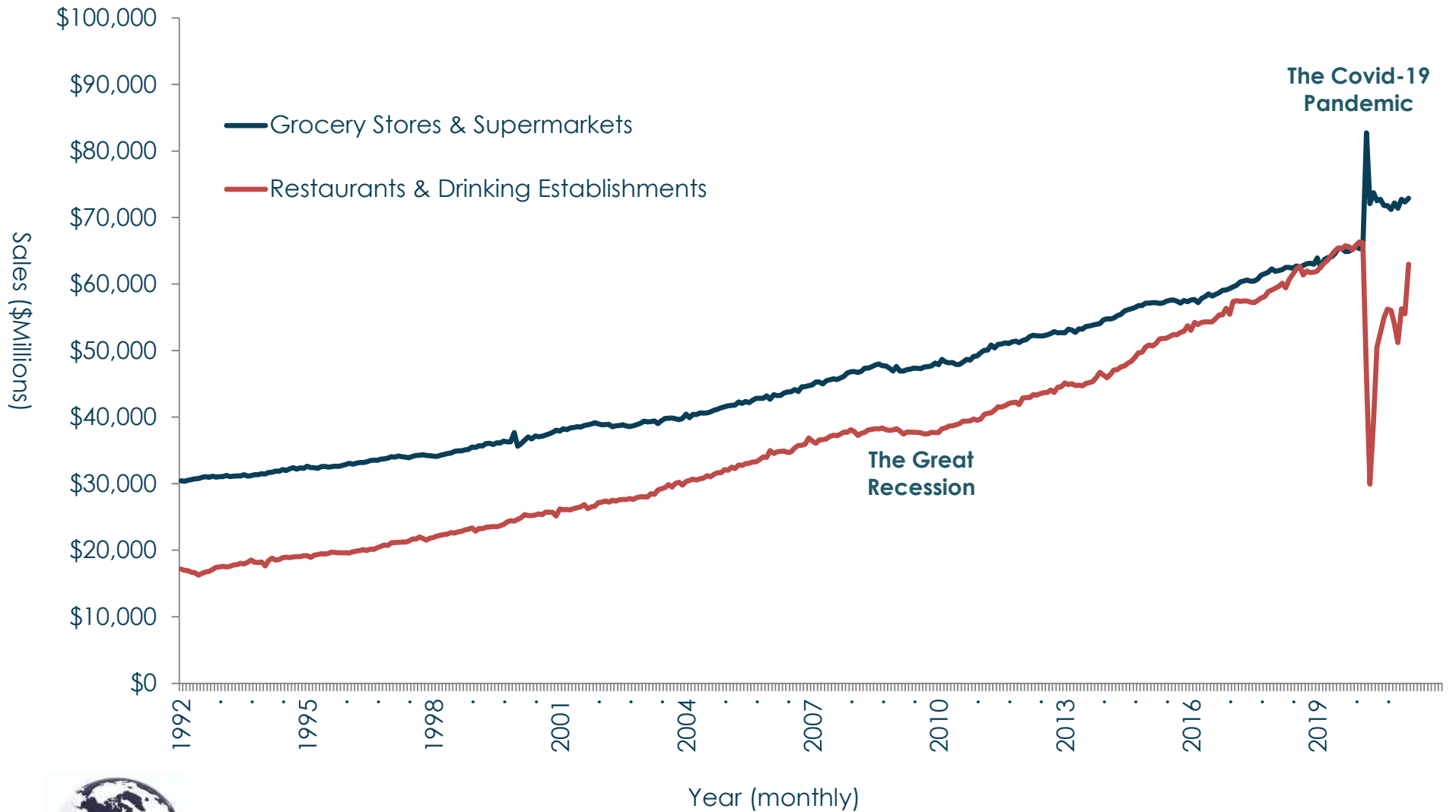


Monthly Sales | Total Retail Trade v. E-Commerce The United States | 2005 - March 2021



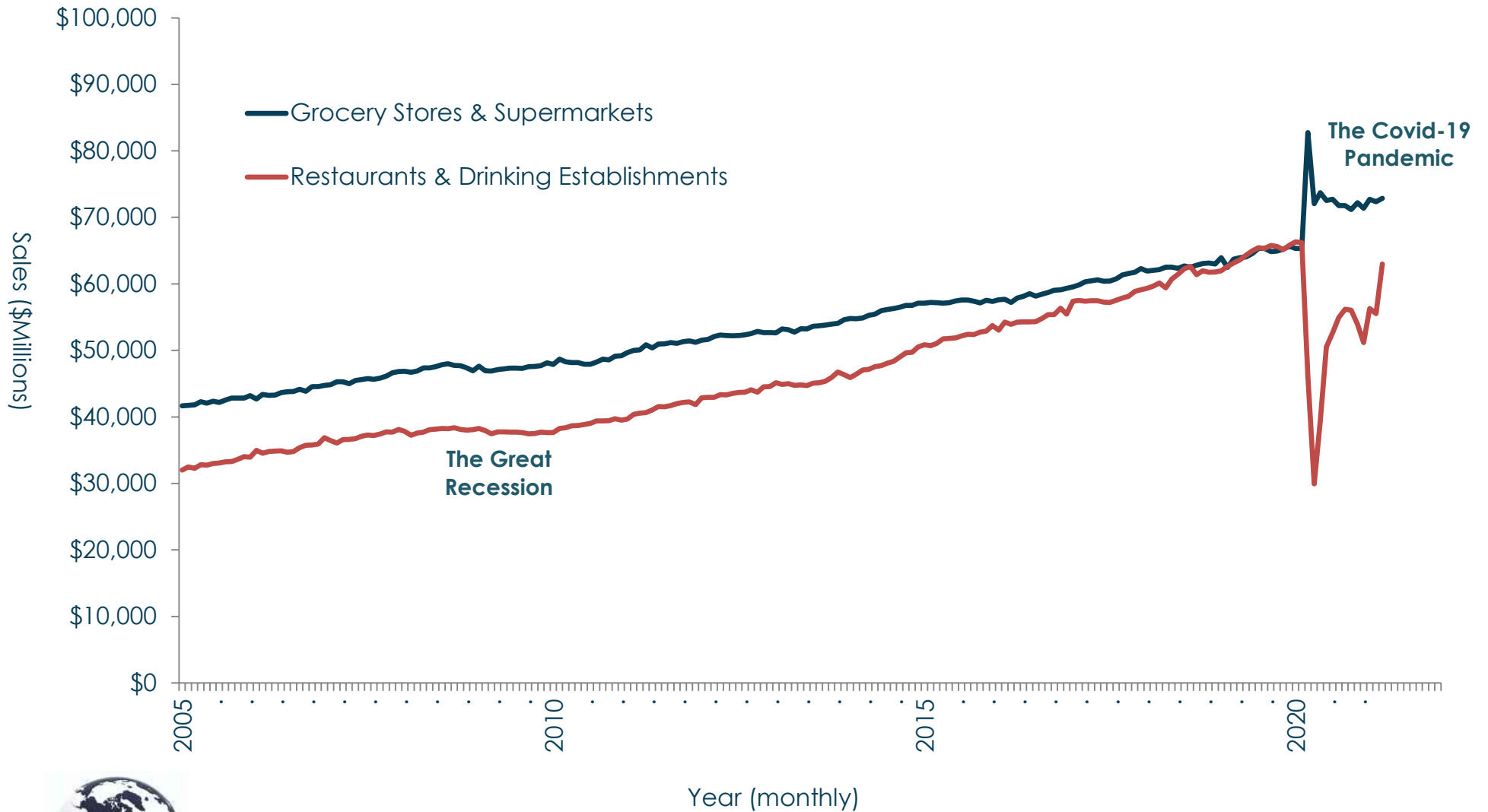
Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Non-Stores include all electronic shopping (e-commerce), mail order houses (catalogs), and miscellaneous vendors. All figures are seasonally adjusted; but they are not

Monthly Sales | Grocery Stores v. Restaurants The United States | 1992 - March 2021



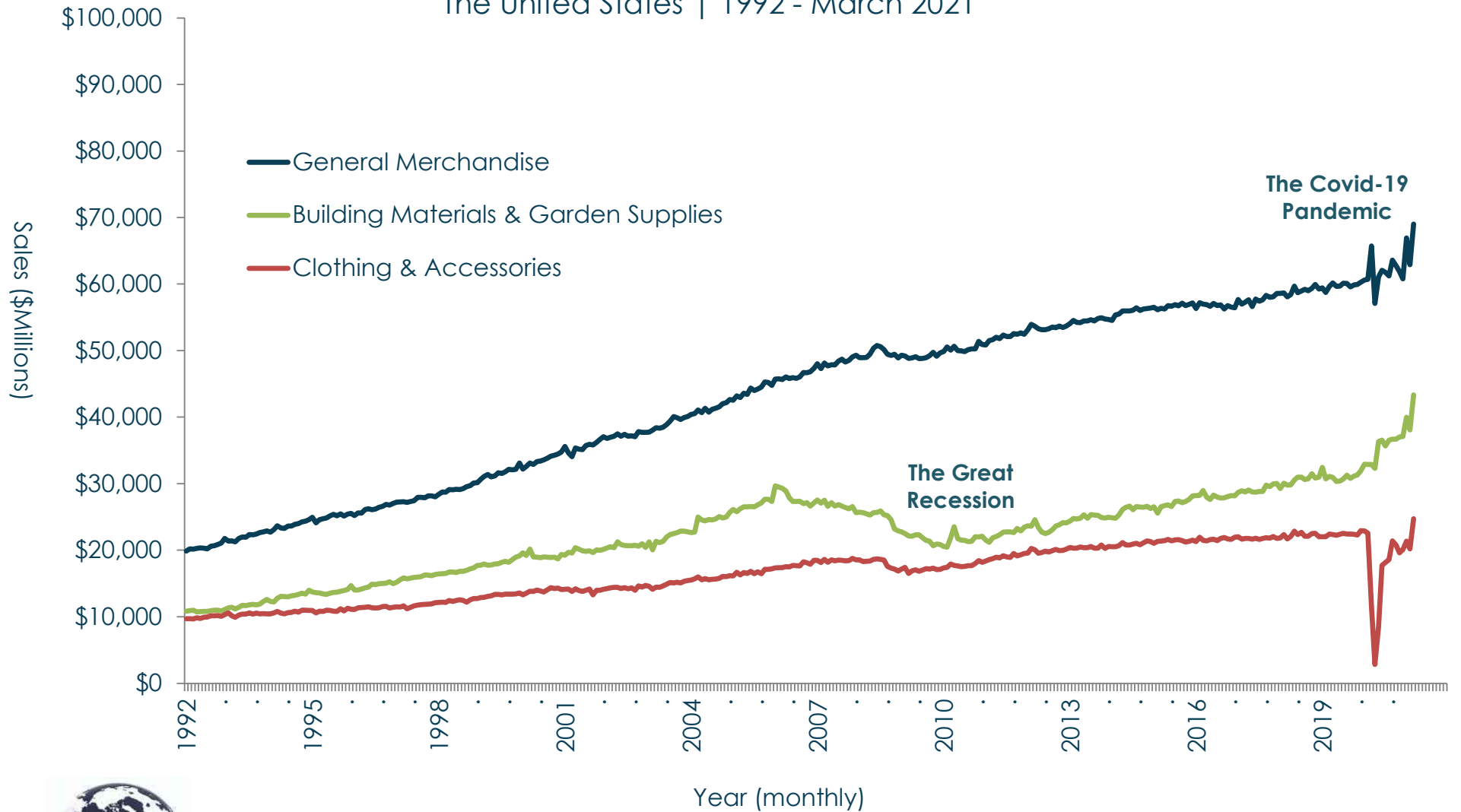
Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Grocery stores and supermarkets include liquor stores. All figures are seasonally adjusted; but they are not adjusted for inflation.

Monthly Sales | Grocery Stores v. Restaurants The United States | 2005 - March 2021



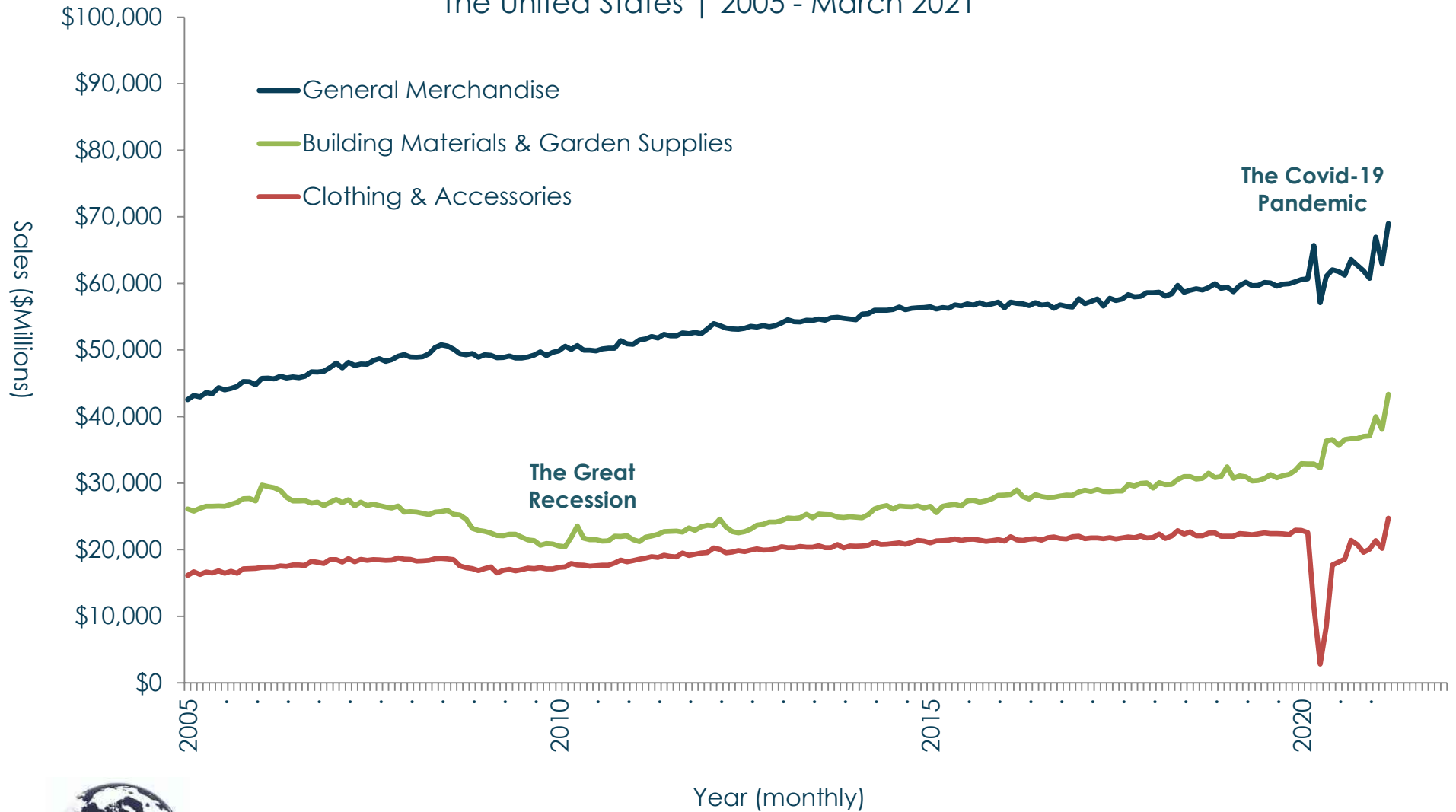
Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Grocery stores and supermarkets include liquor stores. All figures are seasonally adjusted; but they are not adjusted for inflation.

Monthly Sales | General Merchandise v. Clothing Building Materials & Garden Supplies The United States | 1992 - March 2021



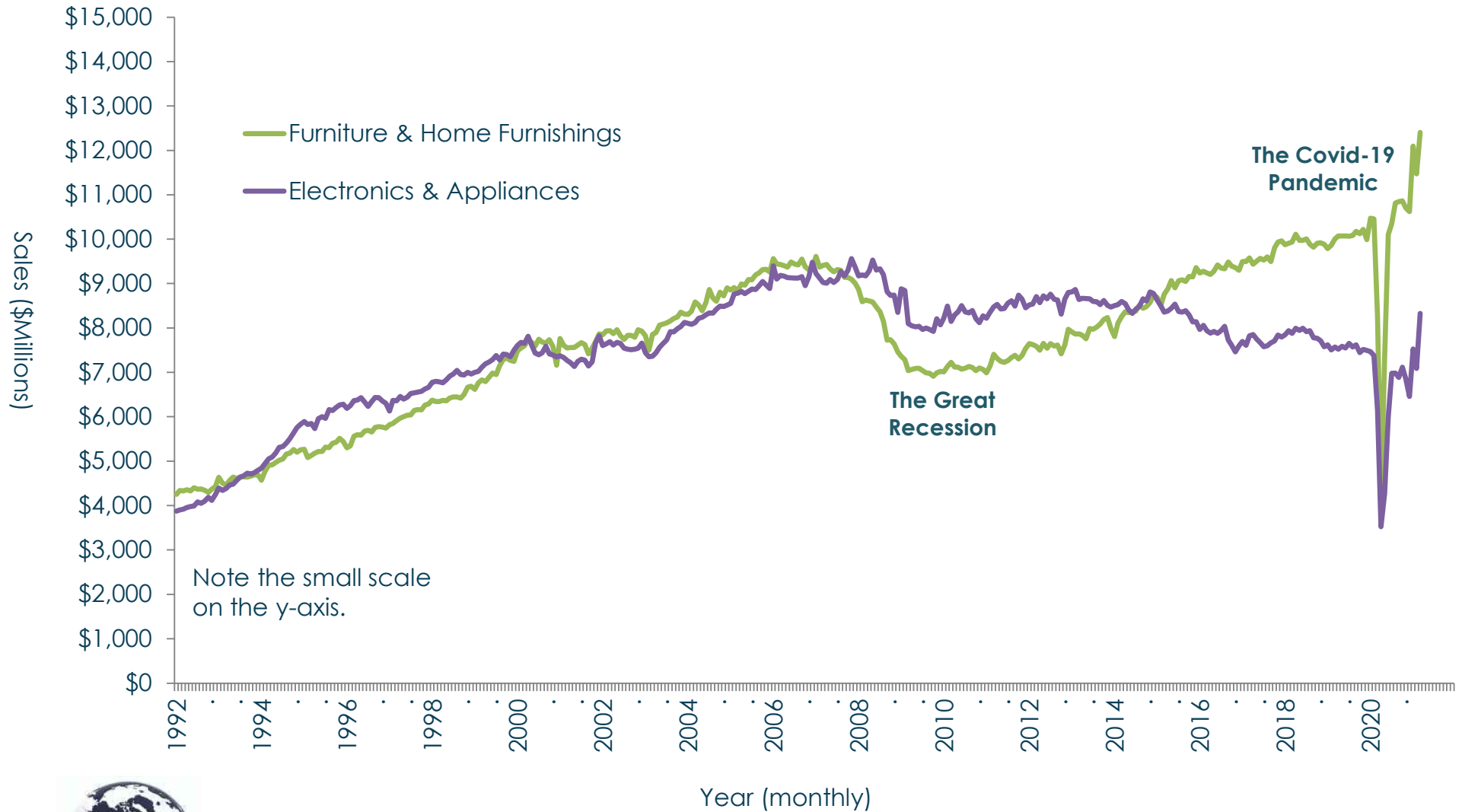
Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. General Merchandise includes all department, discount, dollar, membership warehouse, and other stores. All figures are seasonally adjusted; but they are not adjusted for

Monthly Sales | General Merchandise v. Clothing Building Materials & Garden Supplies The United States | 2005 - March 2021



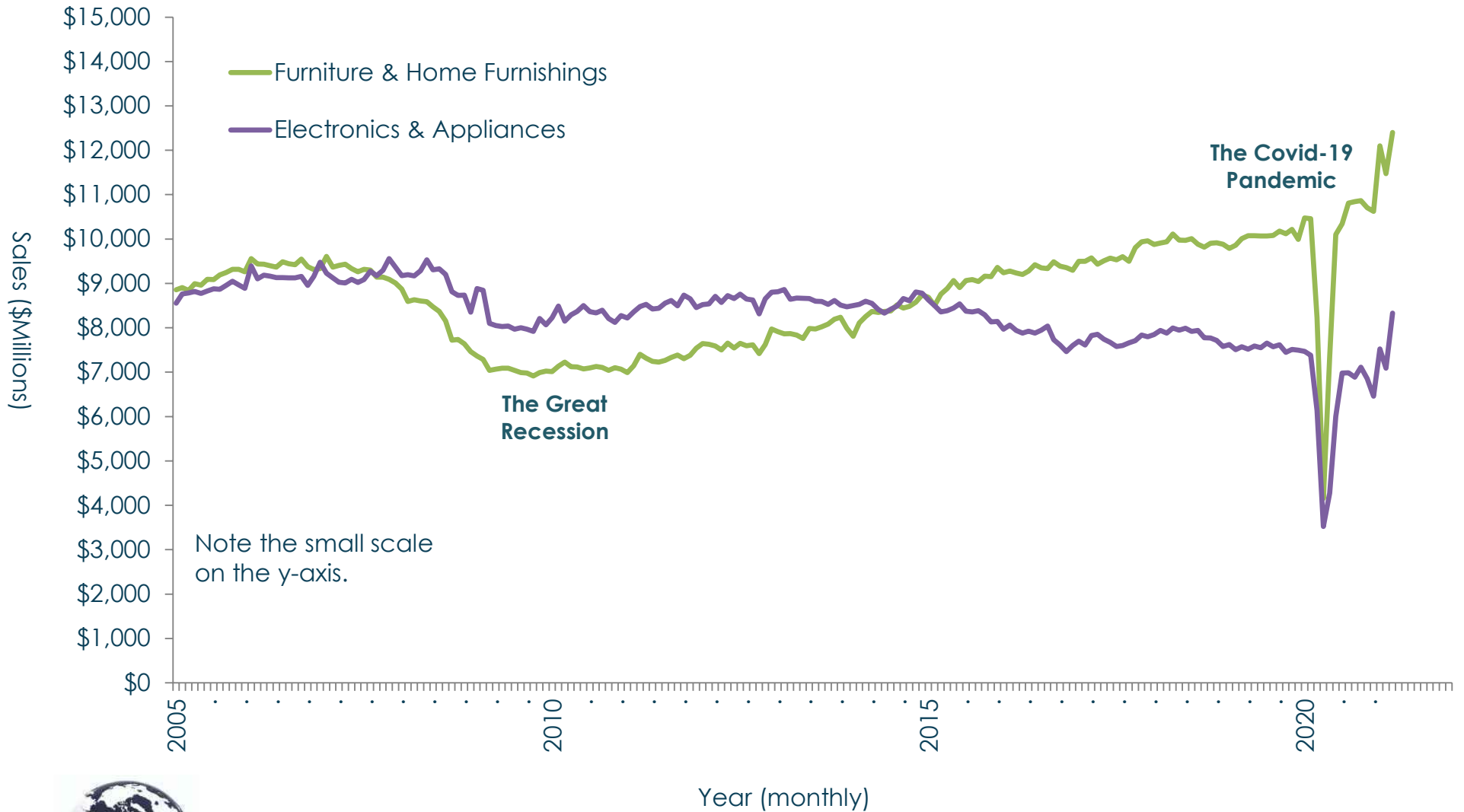
Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. General Merchandise includes all department, discount, dollar, membership warehouse, and other stores. All figures are seasonally adjusted; but they are not adjusted for

Monthly Sales | Small Retail Categories The United States | 1992 - March 2021



Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Office supplies, gifts & novelty stores include antique and other used merchandise stores. All figures are seasonally adjusted; but they are not adjusted for inflation.

Monthly Sales | Small Retail Categories The United States | 2005 - March 2021



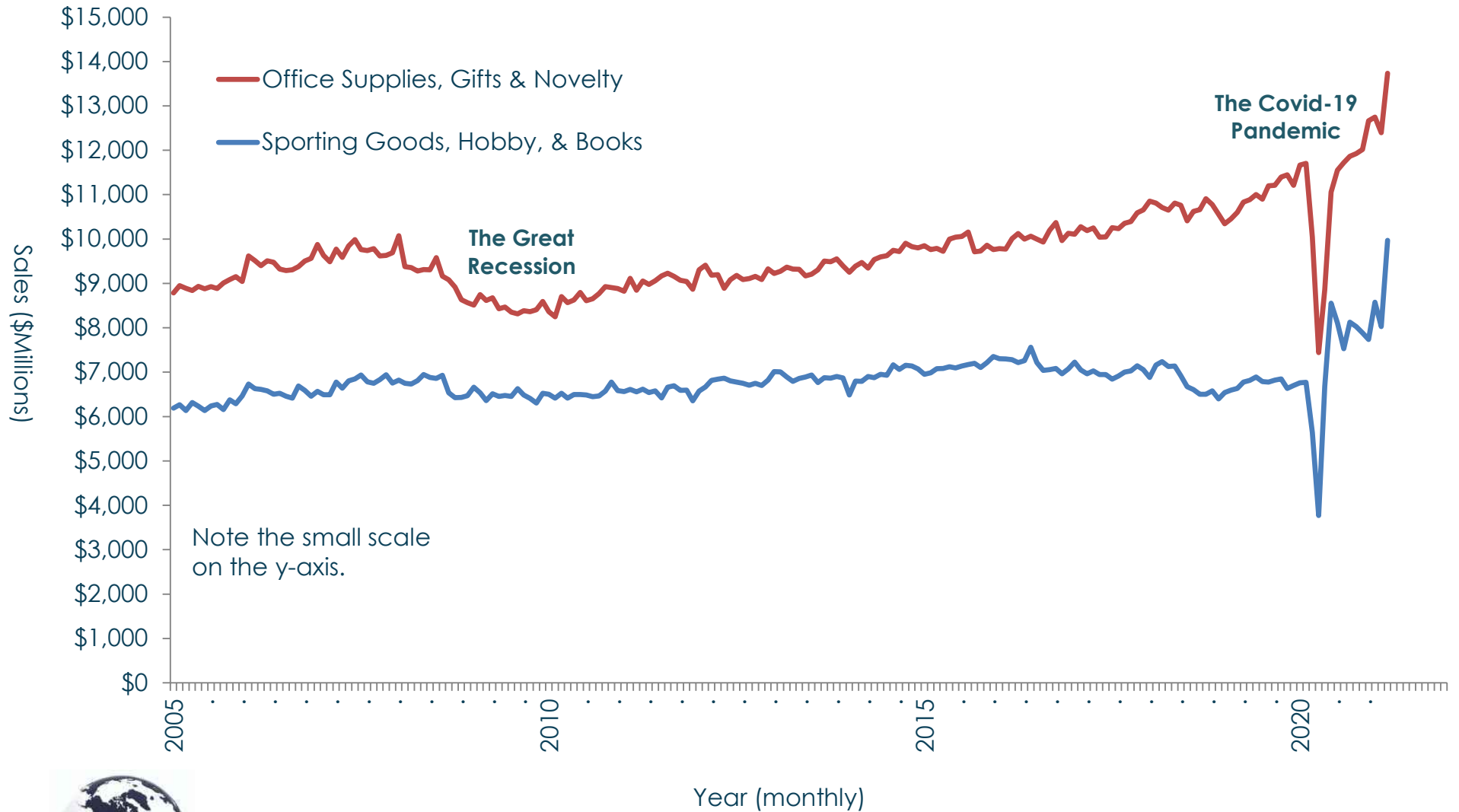
Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Office supplies, gifts & novelty stores include antique and other used merchandise stores. All figures are seasonally adjusted; but they are not adjusted for inflation.

Monthly Sales | Small Retail Categories The United States | 1992 - March 2021



Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Office supplies, gifts & novelty stores include antique and other used merchandise stores. All figures are seasonally adjusted; but they are not adjusted for inflation.

Monthly Sales | Small Retail Categories The United States | 2005 - March 2021

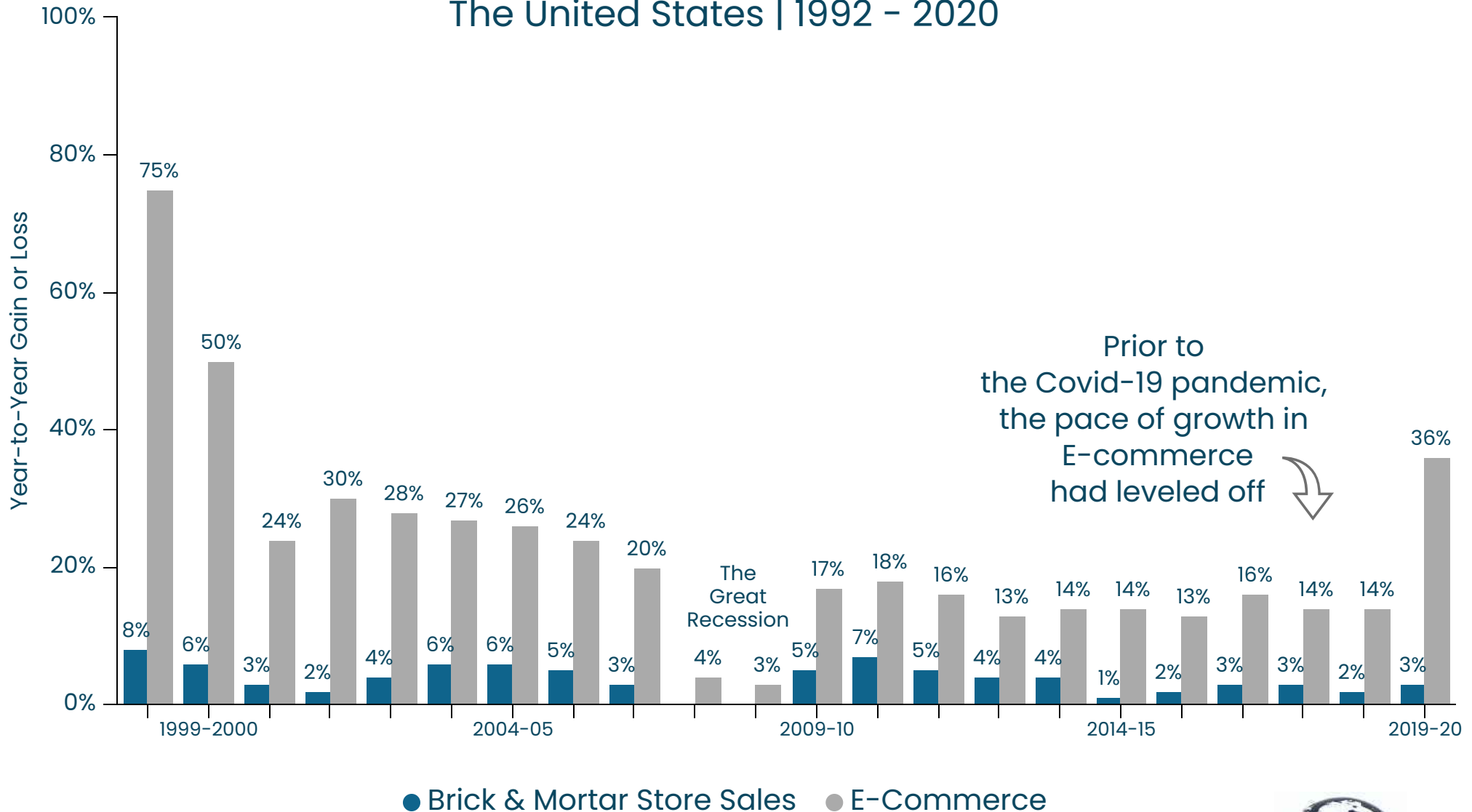


Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Office supplies, gifts & novelty stores include antique and other used merchandise stores. All figures are seasonally adjusted; but they are not adjusted for inflation.

Brick-and-Mortar Stores vs. E-Commerce

Year-to-Year Growth Rates

The United States | 1992 - 2020



Analysis and exhibit prepared by LandUseUSA | Urban Strategies © with all rights reserved; 2020 - 2021. Underlying data provided by the United States Census with interpolations, calculations, and forecasts provided by LandUseUSA. "E-Commerce" includes all electronic shopping, mail order houses (catalogs), and miscellaneous vendors; and includes e-commerce by both brick-and-mortar stores and by non-stores.



The Halo Effect of Omni Channels

Consumers are most loyal to brick & mortar stores with online and phone ordering & delivery, click & collect, and promotions through social media.

Single & Dual Channels

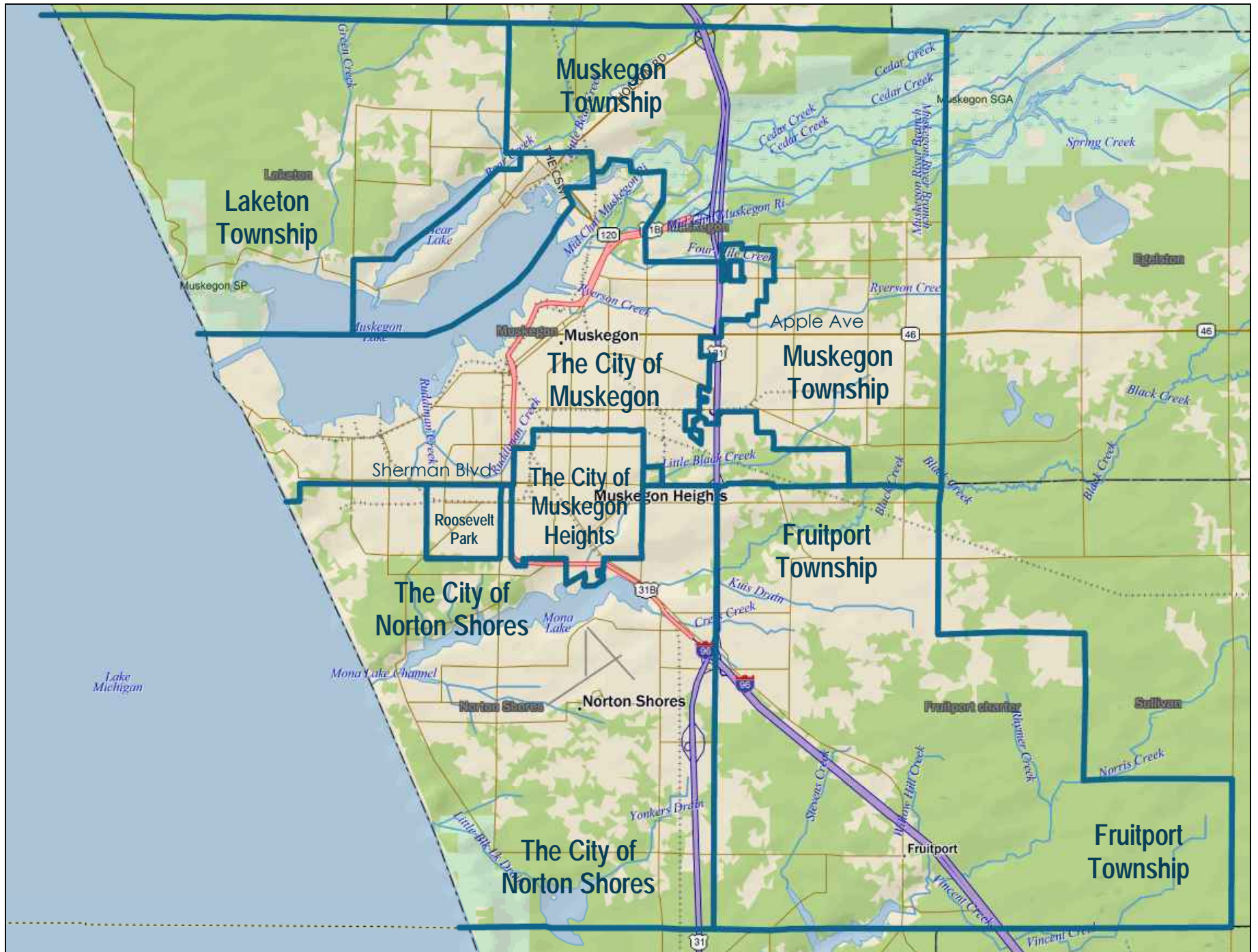
The Omni Channel



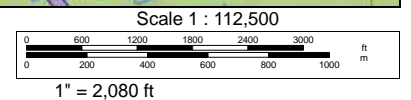
The "Halo Effect"

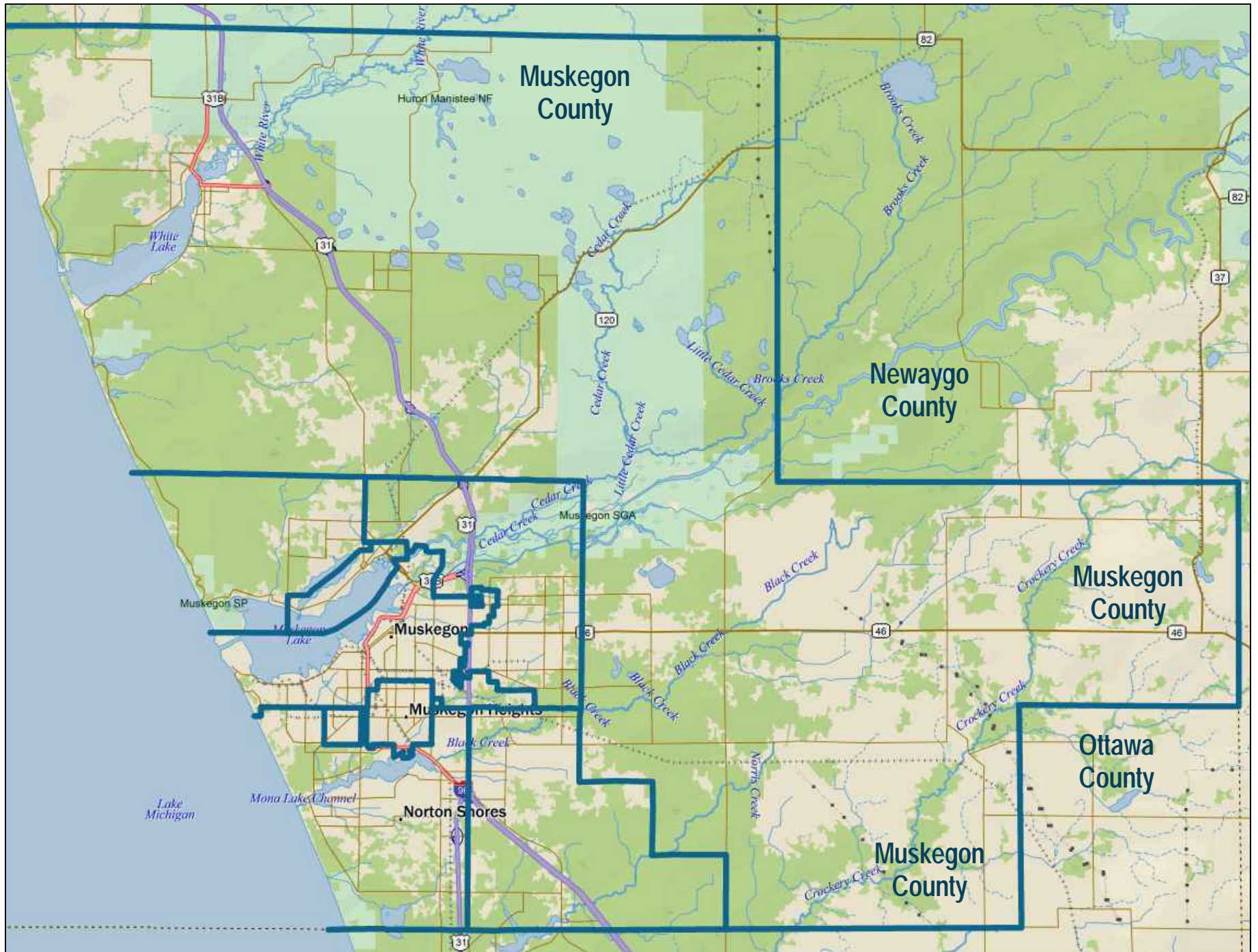


Section J

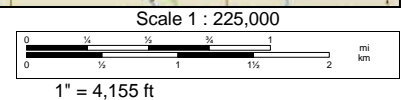


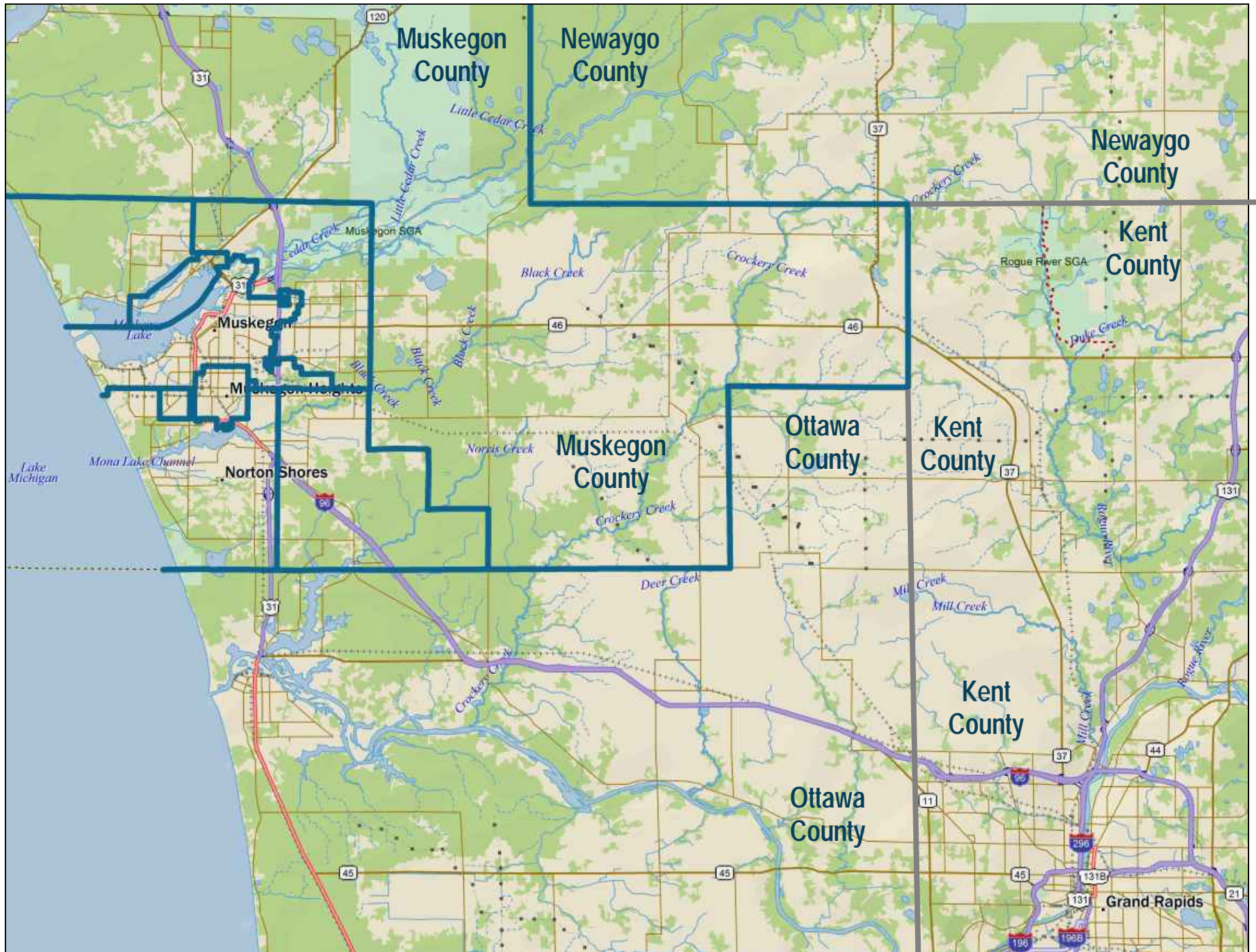
Geographic Setting, Street Grid, Lakes
Muskegon County, Michigan



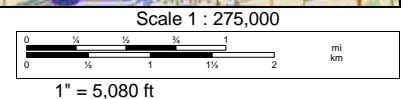


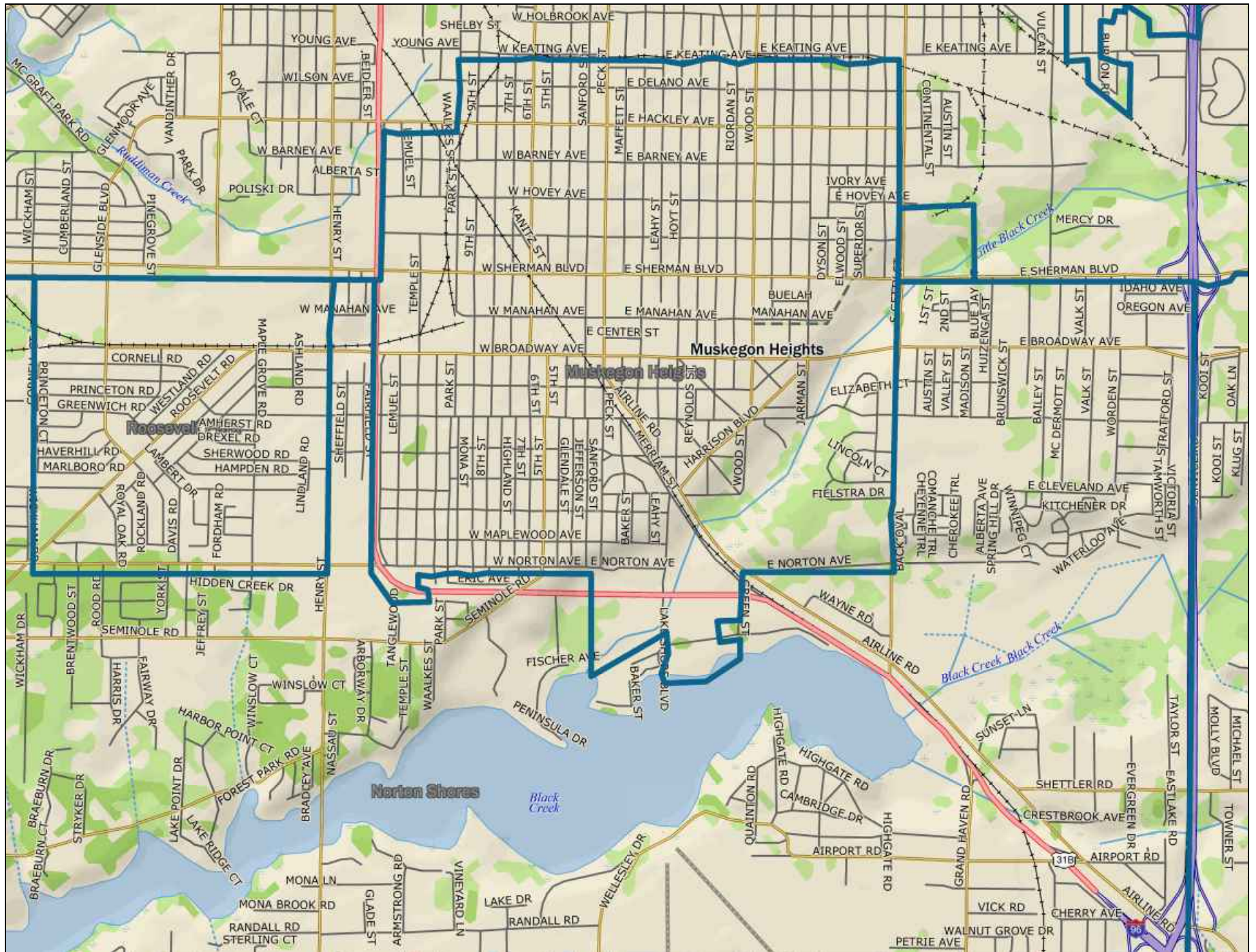
Geographic Setting, Street Grid, Lakes
Places in Muskegon County, Michigan



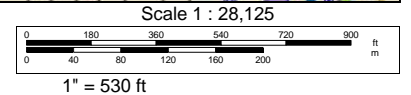


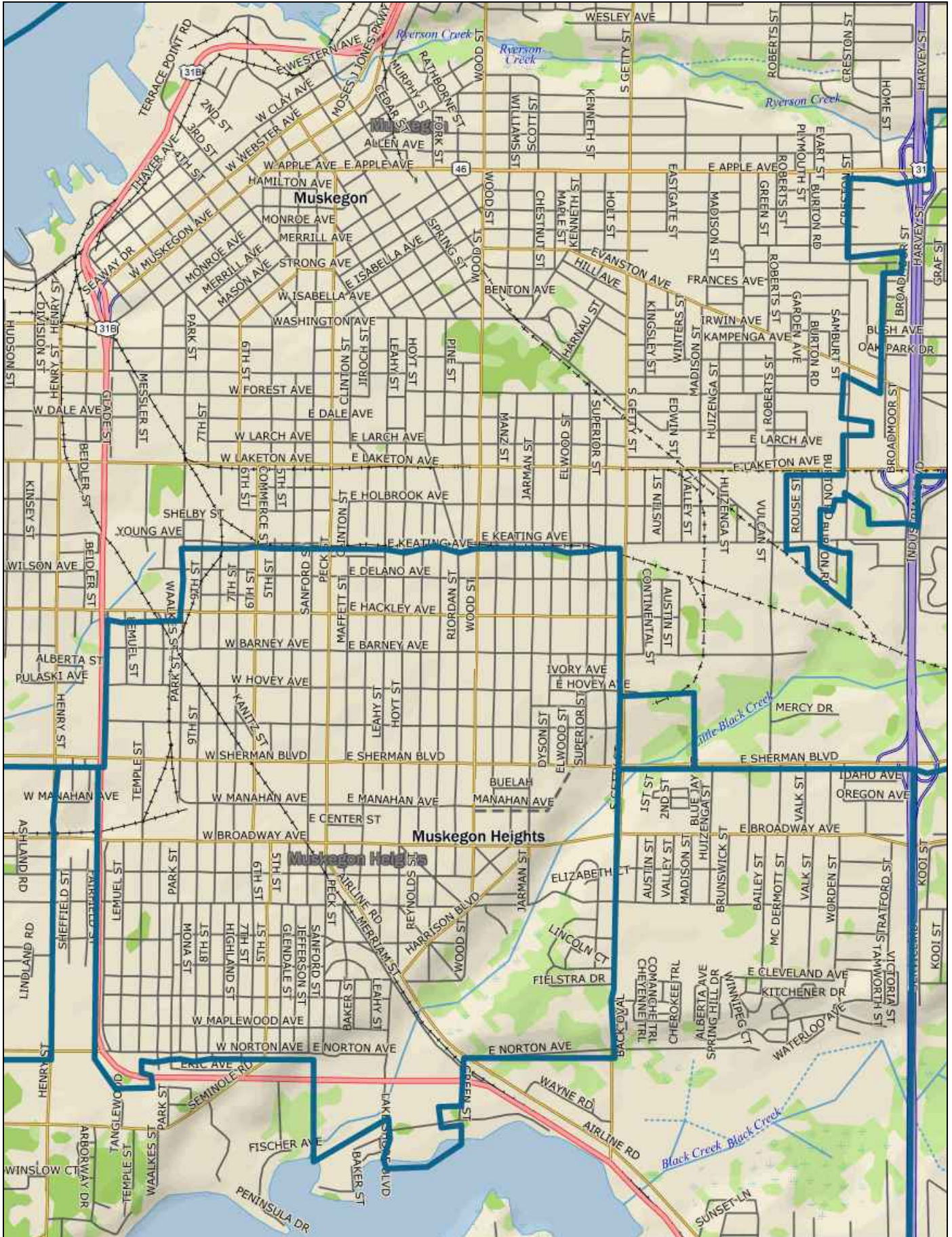
Geographic Setting, Street Grid, Lakes
Muskegon County, Michigan



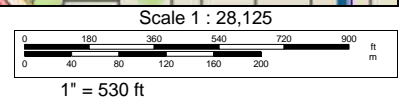


Geographic Setting, Street Grid, Lakes
The City of Muskegon Heights, Michigan





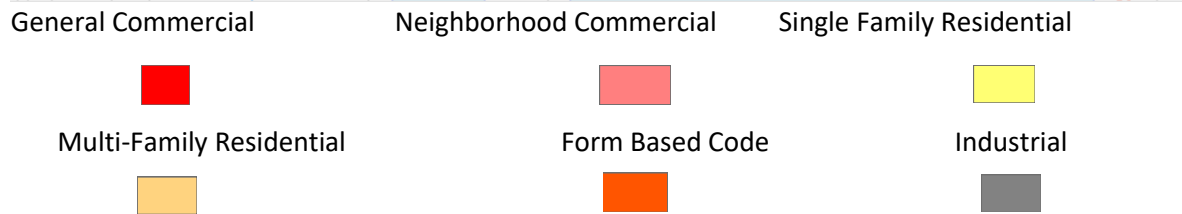
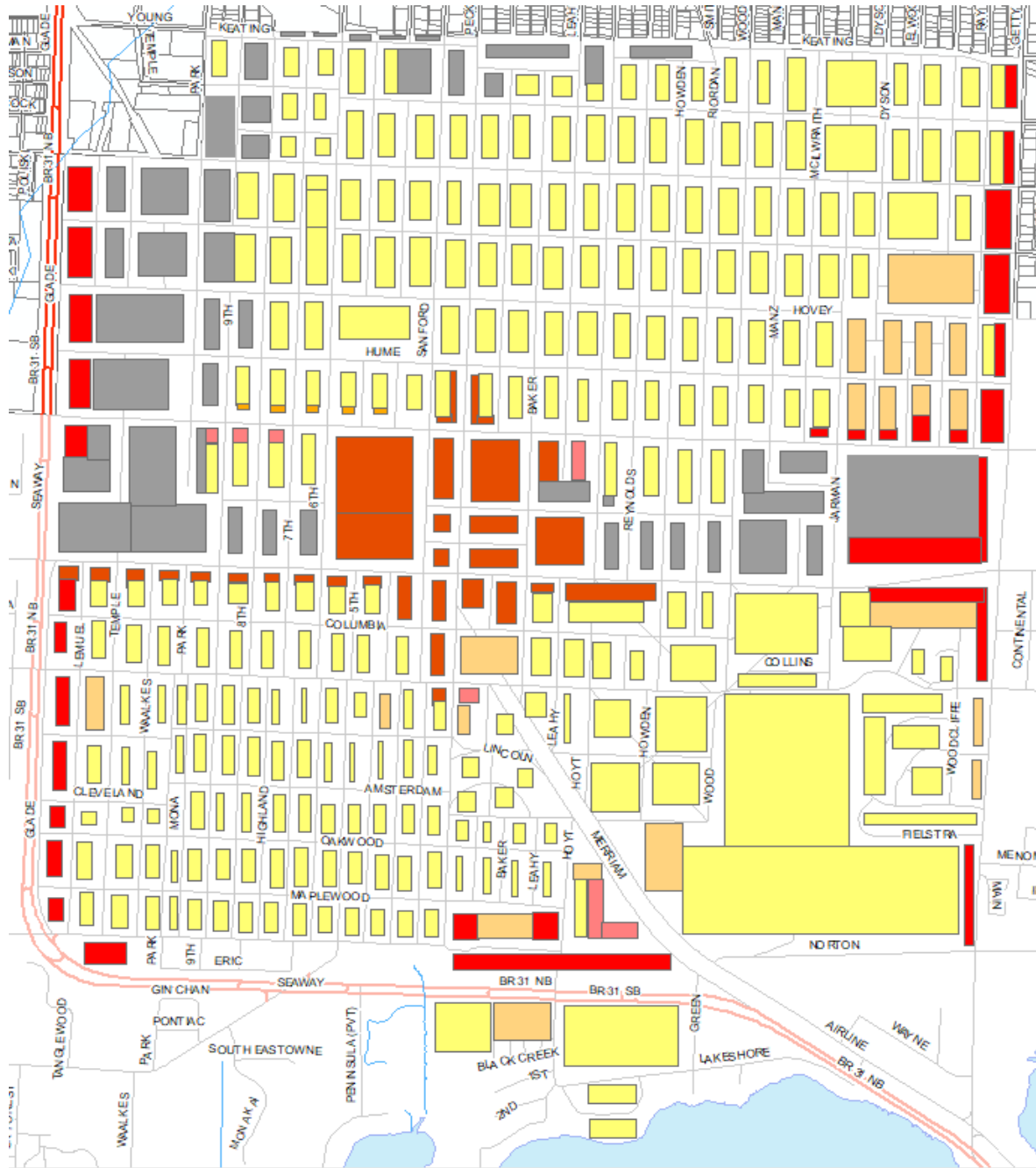
Geographic Setting, Street Grid, Lakes
 The City of Muskegon Heights, Michigan



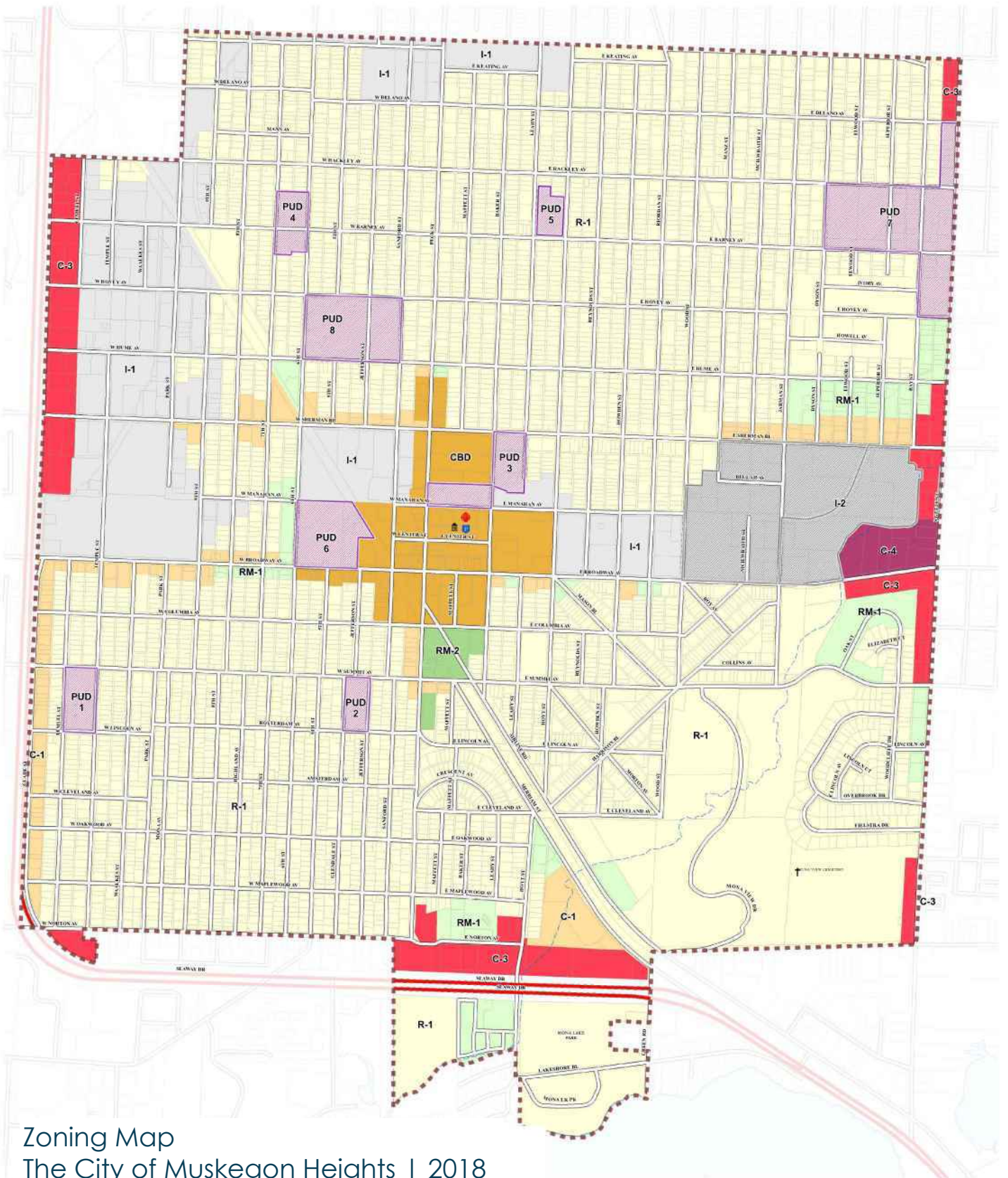


Aerial Photo, Building Mass
The City of Muskegon Heights, Michigan

Future Land Use Map The City of Muskegon Heights | 2018



Source: Draft Comprehensive Plan for the City of Muskegon Heights; November 2018.



Zoning Map The City of Muskegon Heights | 2018

Source: Draft Comprehensive Plan for the City of Muskegon Heights; November 2018.




















Map Features	
	POLICE DEPARTMENT STATIONS
	CEMETERIES
	FIRE DEPARTMENT STATIONS
	MUNICIPAL OFFICES
	RIVERS AND STREAMS
	LAKES
	FENCES
Zoning Classification	
	I-1 Residential
	RM-2 Residential
	C-1 Neighborhood Shopping
	CBD-Center Business District
	C-3 Highway Commercial
	C-4 General Commercial
	I-2 Industrial
	PUD Planned Unit Development

ZONING MAP
CITY OF MUSKEGON HEIGHTS
Adopted on October 8, 2012 and became Effective on October 19, 2012
MUSKEGON COUNTY, MICHIGAN

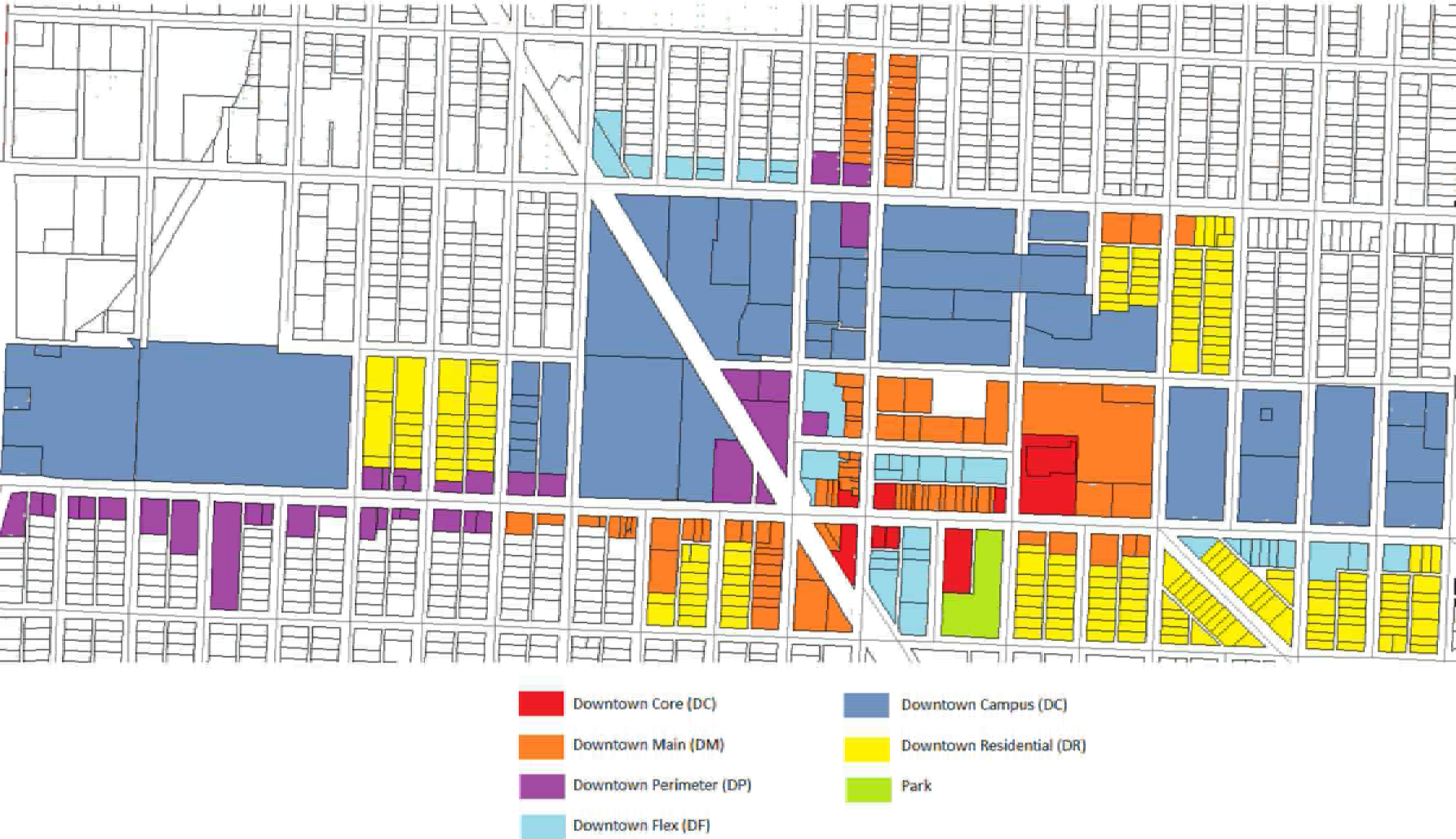
Zoning Map | Legend Only
 The City of Muskegon Heights | 2018

Map Features

Zoning Classification	
 POLICE DEPARTMENT STATIONS  CEMETERIES  FIRE DEPARTMENT STATIONS  MUNICIPAL OFFICES  RIVERS AND STREAMS  LAKES  PARCELS	 R-1:Residence  RM-1:Residence  RM-2:Residence  C-1:Neighborhood Shopping  CBD:Central Business District  C-3:Highway Commercial  C-4:General Commercial  I-1:Industrial  I-2:Industrial  PUD:Planned Unit Development

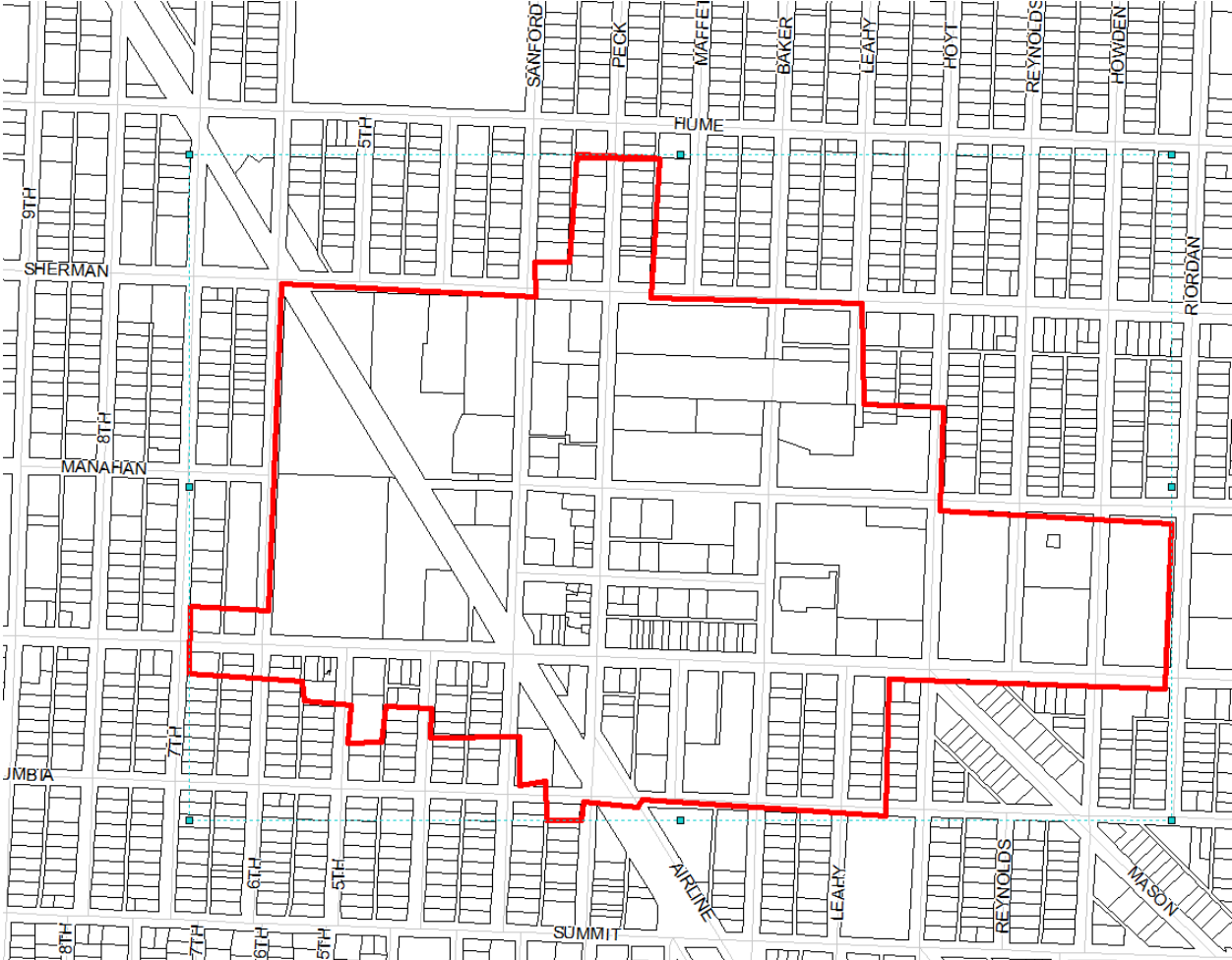
Source: Draft Comprehensive Plan for the City of Muskegon Heights;
 November 2018.

Downtown Zoning Map
The City of Muskegon Heights | 2021



Source: The City of Muskegon Heights' draft Form Based Code; February 2021.

DDA Boundary Map
The City of Muskegon Heights | 2018



Source: Draft Comprehensive Plan for the City of Muskegon Heights;
November 2018.