



Northville DDA Economic Development Committee

Thursday, November 30, 2021 – 8:30 am

The Northville DDA is inviting you to a scheduled Zoom meeting of the Economic Development Committee scheduled for Tuesday, June 29, 2021, 8:30 am. Join Zoom Meeting: <https://us02web.zoom.us/j/82517923949>, Meeting ID: 825 1792 3949, Via Phone: 1-312-626-6799.

Meeting Agenda

1. Downtown Street Closures
 - a. Need/Timing of Determination
 - Full Winter to Determine Usage
 - Impact Closures have on Special Events
 - Impact on Traffic Studies for New Development
 - Decision Making/Investments for Downtown Businesses
 - b. Considerations
 - i. Are Street Closures Good for Downtowns? (Attachment 1.b.i.)
 - ii. Impact on Act 51 Road Funds (Attachment 1.b.ii)
 - iii. Detours/Congestion
 - iv. Covid 19
 - v. Cost
 - c. Public Participation Methods
 - Town Hall Meeting
 - Surveys – Business, Residents, Visitors
2. Northville Downs Project – How to determine correct/sufficient amount of commercial use in project
 - a. Friedman Real Estate Report prepared for HP (Attachment 2.a)
 - b. 2016 Downtown Strategic Plan prepared by Beckett & Raeder(Attachment 2.b)
 - c. Retail Market Analysis prepared by LandUSA (Attachment 2.c)
3. Next Meeting - TBD



ASSESSMENTS

The Strange, Troubled History of Pedestrian Malls

A few of them have worked out well. Most of them have been failures. But the idea of building new ones has never died, and there are signs of still another incarnation.

February 22, 2021 • Senior Editor, Alan Ehrenhalt



State Street pedestrian mall in Madison, Wisconsin (Shutterstock) Shutterstock

It's hard to walk down State Street in Madison, Wis., without realizing that it is one of the great streets in America. Just over half a mile long, a 12-minute walk from end to end, it links two great landmarks: the University of Wisconsin and the state Capitol. Its sidewalks are lined with stores, art displays, restaurants and bars that make it feel like a longer piece of territory than it really is. The street took a serious blow last year from the

coronavirus and the disturbances that accompanied the death of George Floyd. Still, [the fundamentals remain intact](#).

For most of its history, State Street was a more or less conventional thoroughfare with cars rolling along in both directions. Then, in the 1970s, it was reconfigured as a car-free pedestrian mall, a playground for students and Capitol staffers to stroll along and enjoy themselves. But State Street didn't exactly become a pedestrian-only corridor; it played host to increasing numbers of buses as well as people on foot. So it has been for more than 40 years. Now, however, some of the city leaders want to change it again, into a full-dress street for pedestrians, with the buses shunted off to other routes.

Is that a good idea? Well, maybe. While State Street has remained physically about the same, its business functions have changed. Not too long ago, its main commercial attraction was retail shopping. But retail business has declined, starting before the pandemic and losing further ground over the past year. Now the future of State Street — and it clearly has one — may be as an avenue of food, drink and entertainment, with casual strollers wandering up and down without having to worry about buses in the middle of the road.

State Street signifies something broader than the changing attractions of an iconic commercial corridor. It signifies the complex and often unpredictable history of pedestrian malls in the United States over the past 60 years.

THIS KIND OF URBAN ENTITY was entirely new in America when the first one was installed in Kalamazoo, Mich., in 1959 by the Viennese architect Victor Gruen. No cars, no trucks, no buses — just people walking around and socializing, as Gruen recalled them doing along the legendary Ringstrasse in central Vienna. [The Kalamazoo Mall](#) was so different that it became a national news story unto itself. More than 50,000 people came to celebrate its opening. And it was relatively successful in its early years on the basis of novelty alone. Within a few years, it was doubled in length. Kalamazoo began to call itself "Mall City."

But novelty doesn't last forever, and by the 1980s the mall's weaknesses began to overwhelm its strengths. Gruen had envisioned a circular parking structure along the edge of the pedestrian thoroughfare; Kalamazoo Mall had scarcely any parking at all. It was a bit of a chore getting there. It was also vulnerable to the chilly winters of central Michigan. And it gradually became a haven for vagrants as much as for shoppers. In 1998, two of its blocks were opened to traffic, and residents competed to be the first to drive down the newly opened street. Parts of the original design remain intact, but it's fair to say that Kalamazoo Mall didn't turn out to be anything like the social and commercial magnet Victor Gruen imagined in the 1950s.

ADVERTISEMENT

Basically, neither did the vast majority of pedestrian malls created anywhere in the country in the couple of decades following Kalamazoo. The most thorough studies of the mall phenomenon have concluded that of the more

than 200 of these creatures brought into existence, nearly 90 percent had failed and been shut down by the early 21st century. Of the 10 percent or so that survived, most were in cities with populations under 100,000.

Probably the most spectacular failure was [the State Street Mall in Chicago](#), created in 1979 by Mayor Jane Byrne. The pre-eminent shopping street in Chicago for decades, State Street by the '70s had lost many of its department stores and had gone unmistakably downscale, playing host to fast-food outlets, wig shops and theaters showing sleazy C-grade movies.

State Street was losing badly to the suburbs. So the city decided to create an all-pedestrian experience that would lend some middle-class life to the State Street corridor and entice shoppers to come in from the enclosed malls outside the city. Nine downtown blocks were covered with newly planted trees and modernistic subway entrances. They were reserved for walkers only, and the remaining two lanes of motorized traffic handled only buses. The formal opening of the mall featured a polka band, unicyclists and dancing Dalmatians.

Just about everything went wrong. The 15 bus routes that still ran down State Street created a perpetual atmosphere of engine noise and exhaust fumes. The hugely wide sidewalks meant to be pedestrian-friendly ended up mostly empty and desolate, and there was hardly any place to park nearby — a guaranteed turn-off for curious suburbanites. Retail didn't improve or get an upscale transfusion.

In 1996, cars finally returned to State Street. The sidewalks were narrowed from 40 feet to a more reasonable 22 feet. The modernistic subway entrances were replaced by [Chicago Prairie School](#) architectural touches. It mostly worked. Retail commerce revived and a more affluent cohort of shoppers began to rediscover downtown.

WHEN IT COMES TO MOST BIG URBAN PLANNING DECISIONS, it can be difficult to pin down why some succeed and others fail. That's not true in the case of pedestrian malls. They have been studied in minute detail, and we have a pretty good idea about when they work and when they (much more

frequently) don't work.

Pedestrian malls have succeeded in college towns like Boulder, Colo., and Charlottesville, Va. They have succeeded in cities with substantial numbers of tourists, such as Denver and Miami Beach, or in towns with a significant downtown residential population. They work where there is an attractive body of water nearby. Perhaps most of all, they work if they are easy to get into and out of, either by car or by an appealing transit system that visitors are willing to use. It isn't mandatory to have all these positive features, but it's hard to make the concept work if you don't have some of them.



The pedestrian mall in Boulder, Colo. Considered a success for its college town location, the mall, nevertheless, has taken a hit during the pandemic.

Even then, there are no easy successes. Charlottesville's mall, located a little far from the University of Virginia campus, struggled for a couple of decades. It was ultimately saved by a skating rink, high-end restaurants and multiplex theaters.

Nearly all the successful pedestrian malls have had to change and adapt to survive. Santa Monica, Calif., moved boldly in 1965 to create a downtown with open-air plazas featuring trees, planters and fountains. It hung on by a thread for two decades. In 1987, *The Los Angeles Times* called it "both Santa Monica's heart and one of its eyesores." But it had a secret ingredient: the Pacific Ocean on its doorstep. In the 1990s, it caught on as a tourist attraction, and in the 2000s [Third Street Promenade](#) became a magnet for national chain retail stores, to the point where locals began to describe it as too successful for its own good. But it's still there and still full of life.

THE RECORD OF PEDESTRIAN MALLS is, in general, dismal, and the chance of designing a new one today and making it thrive may not be much better. But the idea of building downtowns for pedestrians has never died, and in the past few years there have been signs that it is ready for still another incarnation.

The newest era of pedestrian malls was launched in 2009, with New York Mayor Michael Bloomberg's conversion of five blocks of Broadway north of Times Square into a car-free zone. It was a temporary experiment, but it worked well enough that it soon became permanent, and the pedestrian area was beefed up with new chairs, benches and granite pavers. Those blocks of Broadway have been pedestrian zones ever since, and have remained generally popular despite complaints from Manhattanites and some city officials about the panhandlers, topless women and clusters of garishly costumed characters who frequent the carless area.

It's fair to call car-free Broadway a qualified success. It certainly has cut down on pedestrian injuries. But I don't think it proves very much. Times Square is the single most visited spot on the planet, and the walkable streets are dominated by tourists. There is no comparable place in the United States. The conversion of Broadway offers nothing in the way of lessons for public

officials trying to create lively main streets in Kalamazoo or even Chicago. Still, the next few years are likely to see a fresh round of experiments. The explosion in sidewalk dining brought about by the pandemic seems certain to reclaim some urban streets for walkers even after the pandemic is over.

There might be better ways to accomplish the same goals on a lasting basis. One candidate is [Complete Streets](#) — the reworking of auto-dominated corridors to make them safe and attractive for motorized vehicles, bicycles and walkers all at the same time, all moving at legally regulated slower and safer speeds. Complete Streets has worked in many European cities. A version of the idea has been tried here in places as diverse as Orlando, Charlotte, and Marin County, Calif.

One thing we have learned for certain is that we can't just take cars out of downtowns and expect suburbanites to come flocking back. But another thing we have learned is that the desire for urban walkability has never gone away. There is reason to hope that we might eventually get it right.



Alan Ehrenhalt

Alan Ehrenhalt is a contributing editor for *Governing*. He served for 19 years as executive editor of *Governing* Magazine. He can be reached at ehrenhalt@yahoo.com.

SEE MORE STORIES BY ALAN EHRENHALT

Special Projects



ARCHIVE

The Trouble with Pedestrian Malls

Once popular, these car-free zones are slowly disappearing from the urban landscape.

November 29, 2011 • Caroline Cournoyer



La Citta Vita/Flickr CC

Buffalo's 25-year-old pedestrian and transit-only mall has a problem: As in so many similar spaces across the country, there just aren't enough pedestrians. So the city in upstate New York has applied for a federal grant to turn the mall back into a road. Exit people. Enter cars.

Buffalo isn't the only city to toss in the towel on car-free streets. Sacramento,

Calif., which has a shared pedestrian and transit mall that dates back more than 40 years, has recently let cars back onto K Street. In recent years, many mid-sized cities like Eugene, Ore., and Raleigh, N.C., have turned away from pedestrian malls, as have big cities, such as Chicago and Washington, D.C.

America's first downtown pedestrian mall appeared in Kalamazoo, Mich., in 1959. At their height, more than 200 cities blocked off traffic in prime downtown business districts in hopes that by removing cars and trucks, people would flock to the city and bring life to retail and business districts facing decline.

ADVERTISEMENT

But many of the pedestrian malls were ill-planned and had little purpose. Because so few people lived downtown, the malls became lifeless after work, attracting crime and loiterers, rather than large crowds. According to some estimates, of all the pedestrian malls that have dotted American cities in past

years, fewer than 15 percent remain today.

Not all malls have failed. Denver has a thriving pedestrian mall, as do the smaller cities of Charlottesville, Va., and Burlington, Vt. New York City's pedestrian mall in Times Square was initially viewed as temporary, but became permanent after it proved popular with pedestrians and successful at cutting Midtown car congestion. Overseas, European cities like Barcelona have had great success with car-free zones.

"I don't think the idea of separating people from cars in cities is a failed concept," says Yonah Freemark, who has written extensively about pedestrian malls for various publications. Cities that have growing residential populations in downtown areas as well as hubs of activities can generate the kind of traffic that makes a mall thrive. Cities that lack downtown populations have also found that creating temporary pedestrian places can bring a buzz and excitement that people expect to find when they visit a city. Malls can work, if done the right way, explains Freemark. Just don't take the cookie-cutter approach to building malls as so many cities have -- with disappointing results.

“Cities that are taking out malls now will rethink their decision 30 years from now,” predicts Freemark. “We have to learn that having cars on all streets is not the right idea for cities.”



Caroline Cournoyer

Caroline Cournoyer is GOVERNING's senior web editor.

SEE MORE STORIES BY CAROLINE COURNOYER

Act 51—Michigan Transportation Fund

Introduction

Public Act 51 of 1951 created the Michigan Transportation Fund (MTF), and it is the main road funding source for most cities and villages. This Act defines the formula by which Michigan distributes money for road maintenance to cities, villages, and counties. The MTF receives federal funds, state fuel taxes, and vehicle registration fees. About 20% of the Act 51 funds support various state agencies; the other 80% is divided among highways (39.1%), county roads (39.1%), and municipal streets (21.8%). Under Act 51, “major” streets in the 533 qualifying cities and villages are the top municipal investment priority. The municipality identifies its major streets according to importance, and the rest are referred to as “local” streets. The major streets are eligible for federal aid. Cities or villages without a transportation asset management plan (TAMP) cannot transfer over 50% of their Act 51 major street funding to use for local street project. To apply more than 50% of its annual major street funding to local streets, the city or village must adopt a resolution stating it follows an asset management process and is maintaining its major streets. Any transfer of Act 51 funding must name the major streets, the amount of the transfer, and the names of the local streets funded with the transfer.

History

In 2002, Act 499 established the Transportation Asset Management Council (TAMC) under the State Transportation Commission and also a Uniform Road Rating to provide a “coordinated, unified effort” for “a statewide asset management strategy.” In 2006, Act 338 created a transportation fund allowing use of major street funding for the local street system if a local agency has an approved asset management plan. In 2007, Act 199 set requirements for local agencies to: develop a pavement management system for all federal-aid roads; develop a multi-year capital improvement plan using asset management; and, report projects and expenditures to the TAMC.

Street Financial Report

Each county road commission, village, and city submits an annual report to the TAMC 120 days after the end of its fiscal year. It includes a multiyear program (like a capital improvements program) developed via its asset management process. A city or village does **not** need a TAMP **unless** it plans to transfer over 50% of its MTF allocation to local streets. The TAMP may explain the needs and/or benefits of funding more local streets than major streets in any year, but the needs assessment changes year by year.

Non-Motorized Improvements

Act 51 says recipients can spend a “reasonable amount, but not less than 1%” of the funds it receives on construction/improvement of non-motorized transportation facilities, such as sidewalks, paved shoulders, median refuge islands, and non-motorized paths. The facilities should not be disproportionately expensive to the need or probable use, unsafe, redundant, or without unmatched funds from other sources.

Pavement Surface Evaluation and Ratings (PASER)

The University of Wisconsin-Madison’s Transportation Information Center developed PASER. It uses visual inspection to rate pavement surface conditions on a scale of 1-10. A new road receives a rating of 10. Roads with a rating of 9 are in good condition and likely don’t need maintenance. Roads with ratings of 7 or 8 likely warrant routine maintenance such as crack sealing or minor patching. Roads with ratings of 4, 5, or 6 are in fair condition and likely need preventive maintenance such as an overlay or joint repairs. Roads with ratings less than 4 require rehabilitation or reconstruction.

This publication was written by Prein&Newhof.

RETAIL DEMAND REPORT DOWNTOWN NORTHVILLE

Prepared For:

Omar Eid
Hunter Pasteur Homes
P 248.539.5511
E omar@hunterpasteurhomes.com

Prepared By:

FRIEDMAN REAL ESTATE
Alan Stern, Senior Vice President, Brokerage Services
P 248.848.4119 E alan.stern@freg.com



SEPTEMBER 2021

DOWNTOWN NORTHVILLE OVERVIEW

Northville is a city in Oakland and Wayne counties in the state of Michigan. The city is a distinctive community of approximately 6,000 residents located on the western edge of Metro Detroit. Incorporated as a village in 1867, it later became a city in 1955. City roads are well laid out with easy access to nearby major freeways, including I-275, M-14, I-696, and I-96. and is a short 30-minute drive to both the city of Detroit (11 miles) and Ann Arbor (17 miles).

Northville is a lively city, with a 150-year old history. It offers beautiful neighborhoods, a vibrant business district, first-rate schools and city services, historic buildings and settings, and plenty of parks and trails for relaxing, enjoying nature and staying active.

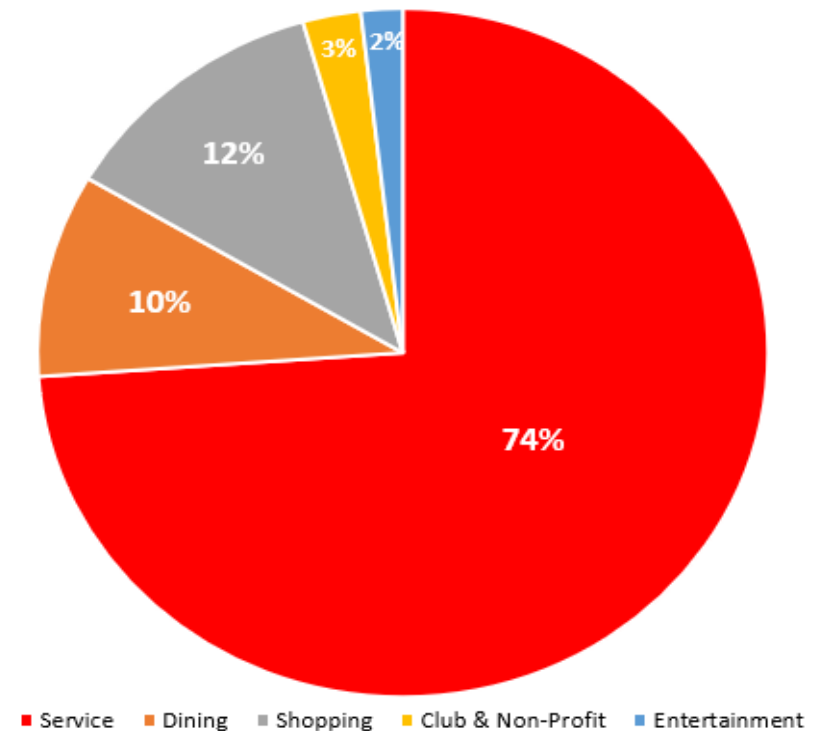
Specialty shops, art galleries, theaters, restaurants and intriguing landmarks abound in the walkable downtown. Events ranging from outdoor markets to parades and concerts draw thousands of visitors throughout the year. People gather for events and take a break at Town Square, which has free wifi, tables and chairs set up year-round, oversize games, and a stage.

The city has a great amount of green space with numerous parks and trails - many with woods, ponds, and rivers. City roads have plenty of bike lanes for leisure and serious cyclists. A marked path guides bicyclists from Northville to nearby Maybury State Park and to the 30 miles of trails that line Hines Park.

Northville also has a thriving business community with a blend of professional services, retail and cultural venues. The City's major employers are the Northville Public Schools, Kroger, and Jack Doheny Supply.

Retail Businesses	272
Retail/Mixed Use Buildings	61
Retail/Mixed Use Area (SF)	429,787 SF
Current Vacant Area (SF)	7,980
Current Occupancy	98.1%
Historical Occupancy (10 Year Avg.)	95.1%

DOWNTOWN NORTHVILLE RETAIL (BY STORE TYPE)



DOWNTOWN NORTHVILLE RETAIL DEMAND FORECAST

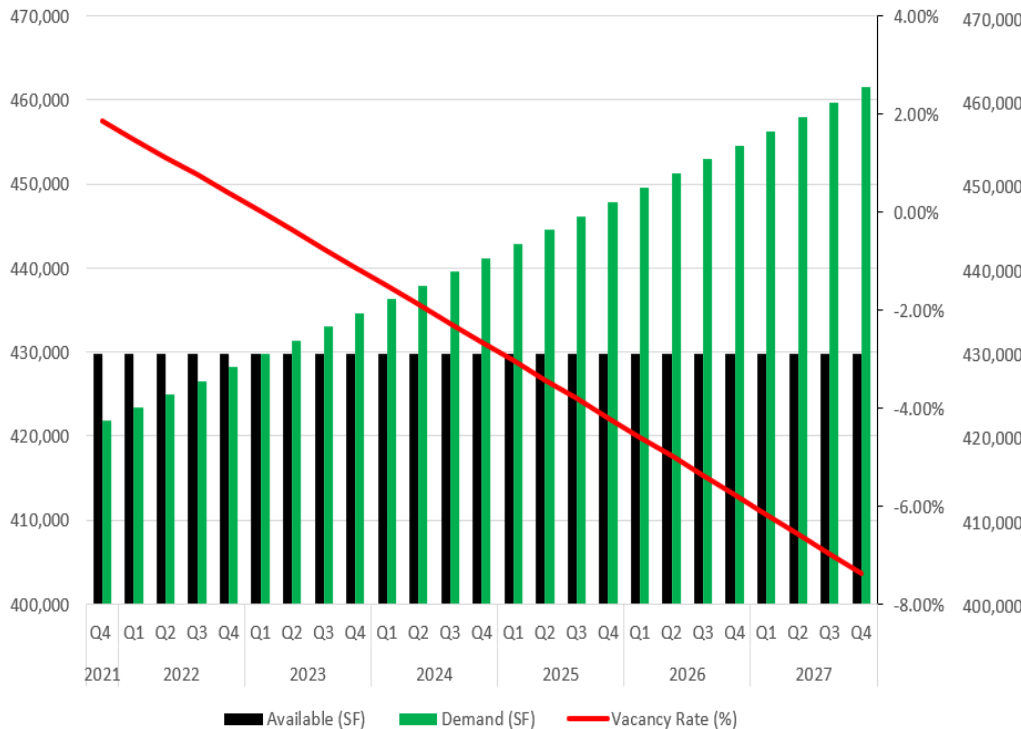
Historically, downtown commercial space is approximately 98% occupied with an annual retail demand growth rate of around 1.5%. Hunter Pasteur Homes plans to develop the current “Northville Downs” 48+ acre site with a mixed-use development consisting of single-family residential homes, multifamily rental units, for sale townhomes, row housing, and approximately 17,000 SF of commercial space, with an estimated delivery date of Q4, 2024. Our analysis also takes into consideration an additional 12,000 SF of commercial space at the 456 East Cady Street mixed use development planned for Q3 2023 delivery.

Based upon historical analytics, retail demand growth, absorption, and estimated population growth rate, our opinion is that the 17,000 SF of commercial retail space being delivered in the “Northville Downs” development will be absorbed within three (3) years of delivery.

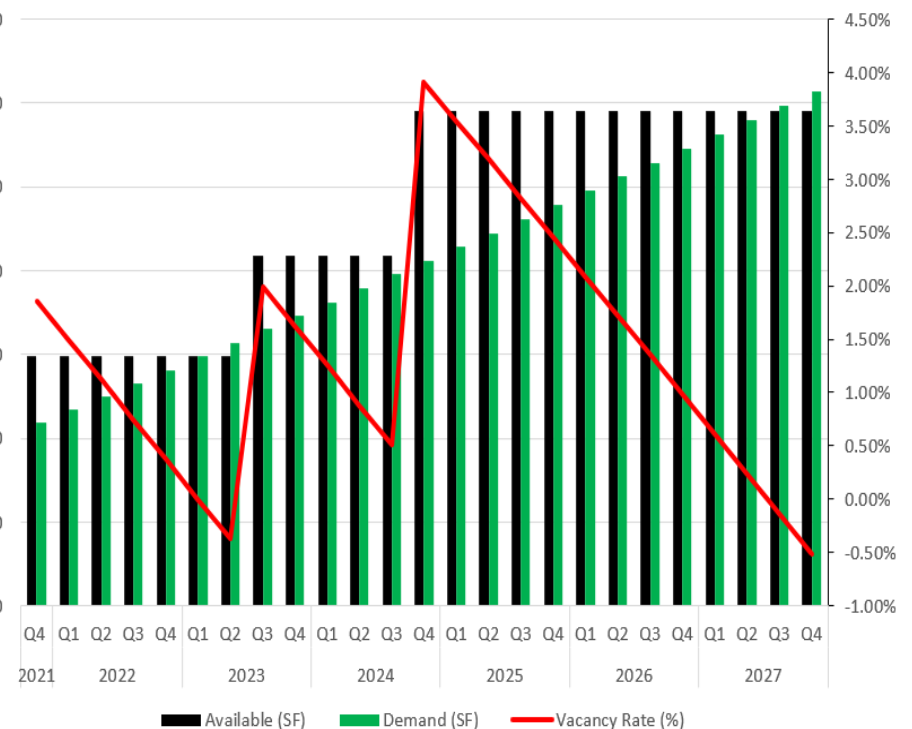
Proposed Retail (SF)	29,234
Delivery	Q3 2023 Q4 2024
Annual Retail Demand Growth Assumption	1.50%*
Quarterly Retail Demand Growth Assumption	0.38%
Supply Deficit Forecast (Existing Retail Inventory)	Q2 2023
Supply Deficit Forecast (29,234 SF Additional Retail)	Q3 2027

*Growth assumption based off historical population growth

RETAIL DEMAND FORECAST (EXISTING INVENTORY)



RETAIL DEMAND FORECAST (29,234 SF ADDITIONAL RETAIL)



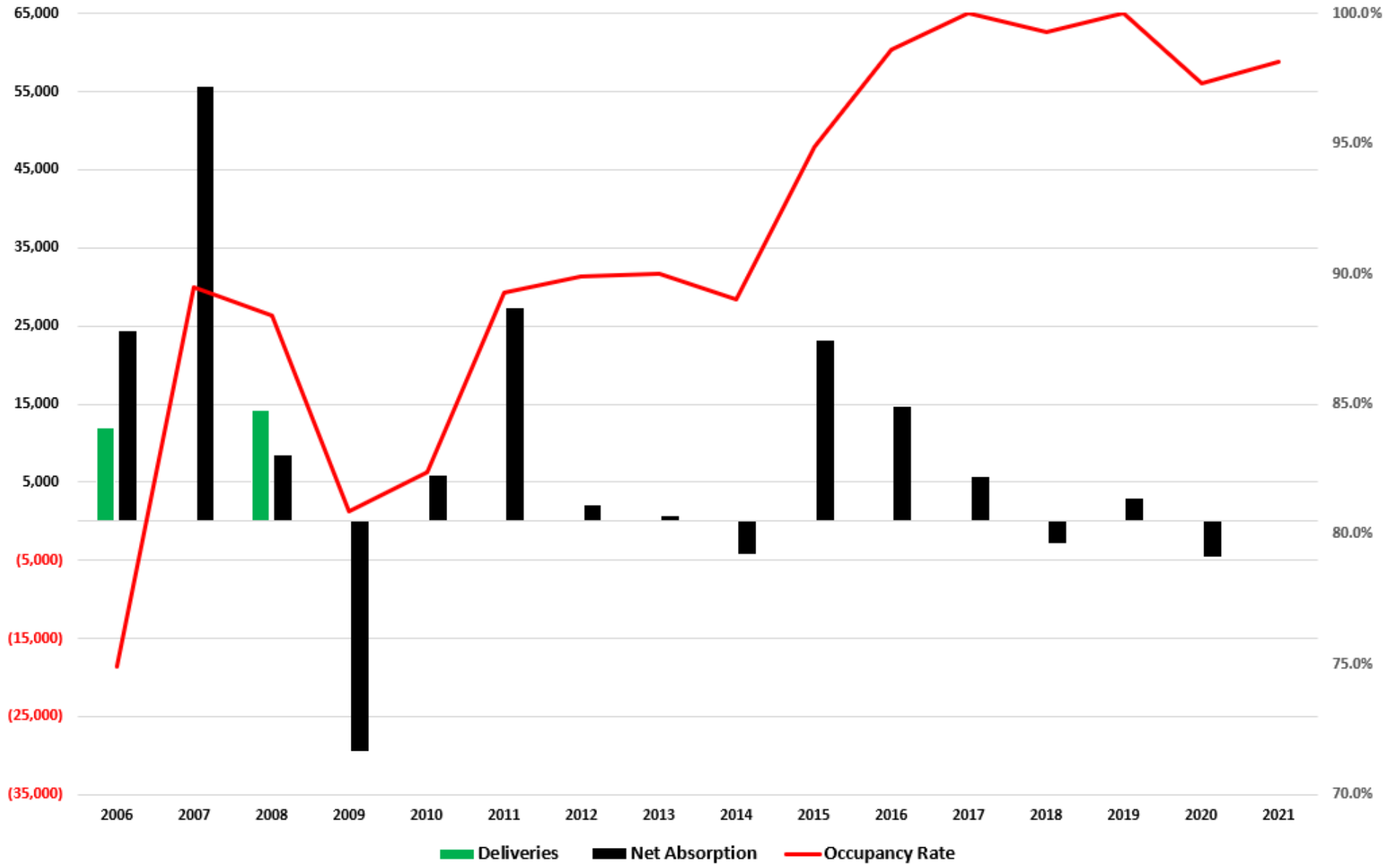
APPENDIX A — DOWNTOWN NORTHVILLE RETAIL STATISTICS

Submarket	# Building	Inventory (SF)	Net Abs. (SF)	Leasing Volume	Total Vav (%)	Overall Occ. (%)	SF Delivered	Avg. Asking Rent (NNN)
2021 YTD	60	429,787	-	3,466	1.86%	98.1%	-	\$18.16
2020	61	429,787	(4,447)	2,290	2.66%	97.3%	-	\$18.16
2019	61	429,787	2,850	-	0.00%	100.0%	-	N/A
2018	61	429,787	(2,850)	4,249	0.70%	99.3%	-	\$26.04
2017	61	429,787	5,600	5,162	0.00%	100.0%	-	\$19.00
2016	61	429,787	14,660	8,231	1.40%	98.6%	-	\$21.40
2015	61	429,787	23,160	8,536	5.10%	94.9%	-	\$16.65
2014	61	429,787	(4,100)	19,160	11.00%	89.0%	-	\$15.76
2013	61	429,787	740	10,031	10.00%	90.0%	-	\$15.76
2012	61	429,787	2,042	7,242	10.10%	89.9%	-	\$15.79
2011	61	429,787	27,309	3,255	10.70%	89.3%	-	\$15.91
2010	61	429,787	5,892	12,741	17.60%	82.4%	-	\$15.96
2009	61	429,787	(29,371)	4,153	19.10%	80.9%	-	\$15.80
2008	61	429,787	8,450	2,655	11.60%	88.4%	14,300	\$16.53
2007	60	415,487	55,585	4,417	10.50%	89.5%	-	\$20.02
2006	60	415,487	24,336	-	25.10%	74.9%	11,910	\$19.37

Source: Costar, Northville DDA



APPENDIX B — DOWNTOWN NORTHVILLE RETAIL OCCUPANCY & ABSORPTION



Source: Costar, Northville DDA



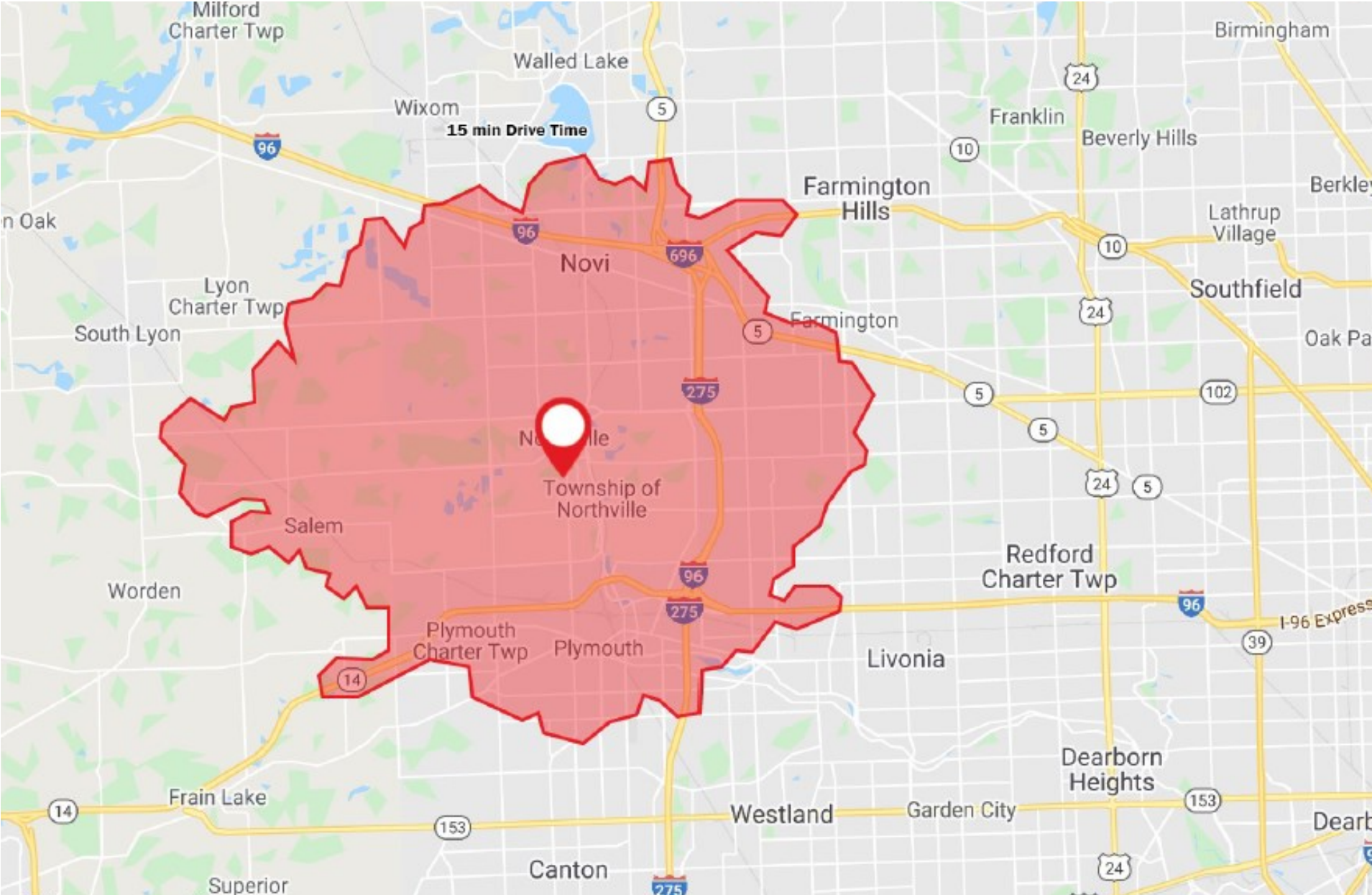
APPENDIX C — POPULATION STATISTICS

Municipality/Trade Area	2010 Population	2020 Population	Total Growth %	Annual Growth Rate %
Northville Township	28,497	31,758	10.27%	1.03%
Northville City	5,970	6,119	2.44%	0.24%
Northville Total	34,467	37,877	9.00%	0.90%
Downtown Northville Trade Area	163,206	171,661	5.18%	0.52%

Source: U.S. Census Bureau



APPENDIX D — DOWNTOWN NORTHVILLE RETAIL TRADE AREA



Source: Sites USA, U.S. Census Bureau



APPENDIX E — RETAIL DEMAND FORECAST STATISTICS

RETAIL DEMAND FORECAST (29,234 SF ADDITIONAL RETAIL)

	2021	2022				2023				2024				2025				2026				2027				
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Available (SF)	429,787	429,787	429,787	429,787	429,787	429,787	429,787	441,787	441,787	441,787	441,787	441,787	441,787	459,111	459,111	459,111	459,111	459,111	459,111	459,111	459,111	459,111	459,111	459,111	459,111	459,111
Vacancy Rate (%)	1.86%	1.49%	1.12%	0.75%	0.38%	0.00%	-0.37%	1.99%	1.62%	1.25%	0.88%	0.51%	3.90%	3.54%	3.18%	2.82%	2.45%	2.09%	1.72%	1.35%	0.98%	0.61%	0.24%	-0.13%	-0.51%	
Demand (SF)	421,807	423,389	424,976	426,570	428,170	429,775	431,387	433,005	434,629	436,258	437,894	439,536	441,185	442,839	444,500	446,167	447,840	449,519	451,205	452,897	454,595	456,300	458,011	459,729	461,453	

*Additional 12,000 SF of commercial space will become available (Foundry Flask)

*Additional 17,234 SF of commercial space will become available

RETAIL DEMAND FORECAST (EXISTING INVENTORY)

	2021	2022				2023				2024				2025				2026				2027			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Available (SF)	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787	429,787
Vacancy Rate (%)	1.86%	1.49%	1.12%	0.75%	0.38%	0.00%	-0.37%	-0.75%	-1.13%	-1.51%	-1.89%	-2.27%	-2.65%	-3.04%	-3.42%	-3.81%	-4.20%	-4.59%	-4.98%	-5.38%	-5.77%	-6.17%	-6.57%	-6.97%	-7.37%
Demand (SF)	421,807	423,389	424,976	426,570	428,170	429,775	431,387	433,005	434,629	436,258	437,894	439,536	441,185	442,839	444,500	446,167	447,840	449,519	451,205	452,897	454,595	456,300	458,011	459,729	461,453



THE FRIEDMAN DIFFERENCE

Friedman Real Estate has been actively involved in the servicing of real estate needs of its clients for 30 years. By providing expert advice and counsel, we have been able to position our company as one of the Midwest's premier brokerage and management firms specializing in unique and distressed situations. Founded in 1987, Friedman Integrated Real Estate is one of the nation's largest privately owned real estate services firms. Our experienced team of over 300 industry professionals provides a complete array of commercial real estate services, including property and asset management, brokerage and construction.

While we are skilled in all aspects of the real estate business, we are especially adept in the field of crisis management. For nearly three decades, our property specialists have assisted banks, special servicers, private owners and a litany of financial institutions in evaluating, securing, protecting, managing, repositioning, and ultimately liquidating their distressed assets. Over the past 30 years, we have closed on over \$10 Billion in asset sales, and in turn have developed invaluable relationships within the industry, from hedge funds and financial firms to local and regional owners, developers, buyers and individual investors who rely upon Friedman's diverse spectrum of services.

Friedman's professional and experienced staff has an average of 10 years pertinent experience for all of our company divisions, including, but not limited to: brokers, property managers, financial analysts, researchers, marketing specialists, space planners, and administrative staff. From managing principals to administrative staff, we work together successfully to add value to the assets that we service.

With a presence in 32 of the 50 states and a steady progression toward a representation in the entire continental United States, we are continually growing, evolving, and bettering ourselves to provide our clients the excellent experience they have come to expect.

Friedman uses a more intelligent and informed approach in our underwriting process; while many firms simply run numbers from rent rolls and operating expenses, we take into account our research and extensive market/management knowledge of the surrounding marketplace to benchmark against comparable assets. Friedman currently maintains branch offices in seven states, with more expected to open soon.

<p>BROKERAGE Acquisitions & Dispositions Tenant & Landlord Representation</p>	<p>CONSTRUCTION & DESIGN Space Planning & Interior Design Construction & Project Management</p>	<p>FACILITY MANAGEMENT & ADVISORY SERVICES Risk Management Research & Valuation Portfolio & Operations Planning</p>	<p>COMMERCIAL & MULTI-FAMILY MANAGEMENT Asset Management Budgeting & Accounting</p>
--	--	--	--

More than just a broker, Friedman's deep operational expertise and market knowledge combines to offer our clients the highest level of service. We are able to help stabilize assets through expert property management to achieve maximum operational efficiency. Our brokerage team is able to add value through an aggressive leasing plan, recommending every transaction with the Owner's goals in mind. Our team of in-house analysts and market experts dig into every assignment to understand the tangible and intangible factors that impact the value of your asset in order to provide an accurate in-place and stabilized valuation, along with a realistic disposition plan. And finally, our experienced team of Investment Specialists and best-in-class Marketing Team have a proven track record of selling assets both traditionally and at auction.



**8 HUNDRED
CURRENT BROKERAGE LISTINGS**



**16 MILLION
COMMERCIAL SF MANAGED**



**\$11 BILLION
IN CLOSED TRANSACTIONS**



**16 THOUSAND
MULTI-FAMILY UNITS MANAGED**

Market Analyses



Retail Market Analysis

To support development of this strategic plan, Beckett & Raeder invited LandUseUSA to conduct a comprehensive retail analysis that identifies market gap opportunities for new merchants, independent entrepreneurs, artisans, and a few small chains. Recommendations in this section of the plan are designed to be realistic and attainable without having adverse or negative impacts on established businesses. The analysis is organized by priorities for boosting downtown business.

Priority 1: Event Space

While Northville is already a destination for small events, there is still opportunity for growth, specifically in the diversity of event venues offered. Some examples include both indoor and outdoor space such as riverfront boardwalks, public plazas, gardens, and a boutique hotel. Furthermore, event space coupled with complimentary retail would enhance the patron's experience downtown. Both types of businesses could benefit from supporting each other through cross-marketing, branding and promotions.

Based on a sampling of Northville's retail inventory and observations, the results suggest types of retail that could help support small event venues. Another event-related opportunity is to position downtown Northville as an "Arts and Creative Industries" downtown. This concept builds upon the number of existing art-related businesses, performance venues, and artisans within the downtown area. It further differentiates Northville from Plymouth and other dining districts such as Royal Oak and downtown Detroit.

Priority 2: Retail Basics

Northville is surrounded by other desirable shopping destinations, including Twelve Oaks Mall, and therefore there is a need to intercept its own residents as well as shoppers from other communities. New retail space that serves shoppers' basic, regular household needs would be ideal. Downtown Northville could achieve its full retail potential with development of a new mixed-use project that includes at least one build-to-suit anchor that is relatively small. Some small brands may be ideal because they can help serve the community while generating cross-shopping traffic that supports smaller merchants. This particularly applies to the following retail categories:

- Hardware store
- Furniture store
- Appliance and Electronics store
- Office Supply store
- Specialty food store
- Kitchen Supply
- Shipping Services
- Toys, Educational Supplies
- Sporting Goods

Section Four

All of these retail categories would rely on year-round clientele rather than seasonal shoppers. They typically need between 2,000 and 8,000 square feet of gross leasable area.

Aside from anchor stores, Northville could benefit from smaller retail space for the following types of businesses:

- Photographer
- Paper and artisan supply
- Hobby, craft, and costume supply
- Fabric and silk floral supply
- Travel agency

Smaller retail spaces provide businesses the opportunity to tap into the small events industry that has emerged as a niche in downtown Northville. New and replacement stores are needed to provide supplies and services that support national holidays, local events, and family celebrations.

Pending a more dynamic retail scene and a small event industry, Northville could also possibly support a boutique-style hotel. The recommended format is an anchor to a mixed-use area with ample public space to attract both residents and visitors, as opposed to the conventional detached hotel surrounded by huge parking lots with amenities reserved only for hotel patrons.

Priority 3: Refill Vacated Niches

The last priority is to work with craftsmen and artisans to find small spaces, such as kiosks and booths, to cultivate and incubate new products. If priorities 1 and 2 are fulfilled, then it may be inevitable that artisans follow to fill important niche gaps. Because small businesses are often more vulnerable than national chains, they tend to locate on the periphery of cities where rent is cheaper. However, businesses benefit from visibility to traffic, being part of a network of successful businesses, and pedestrian access among other factors that attract businesses to a downtown core.

National Chains Expanding in Michigan

LandUseUSA researched which chain stores are growing nationally and also within the state of Michigan. Over 300 national brands are planning to open new stores in Michigan over the next two years. Below are retail categories that might realistically locate in downtown Northville and can be targeted in a business recruitment strategy:

- Complete Nutrition
- Medicine Shoppe
- Merle Norman
- Sally Beauty
- Dunkin Donuts
- True Value Hardware

- FedEx Office
- Books-A-Million
- PaperSource
- Learning Express

However, not all of these companies should be pursued because they can threaten the success of some of the existing downtown stores. Instead, downtown Northville should consider brand name stores in retail areas not yet fulfilled by local business to bolster, not compete with local businesses.

New Retail to Support Small Events	Status	Build-to-suit
Merle Norman or Sally Beauty	New Store	Yes
Rochester Big & Tall (Tux)	New Store	Yes
Formal Gowns (not bridal)	New Store	Yes
Women’s Intimates	New Store	-
Children’s Party Dresses	New Store	-
Blick Artisan Supply	New Store	Yes
Hobby, Craft, Costume	New Store	-
Fabric, Silk Floral Supplies	New Store	-
Wedding Cake, Cupcake Bakery	New Store	-
Travel Agency	New Store	-
Tea Room	New Establishment	-

Table: Retail ideas to support event venues

Business	Replace / Expand
Bee’s Knees Pottery	Add Gallery
ColorfulLaura Creative Studio	Add Gallery
Urban Pearl	Replace
Merci-N	Replace
American Spoon	Replace
Bark Ave. Chocolatier	Replace

Table: Possible opportunities to replace or expand

Site	Speculated Use	Corner, Cross Street
Northville Downs	Mixed- Use	South of Cady Street
Corner House	Mixed- Use	NWQ Cady and Griswold
Foundry Flask	Mixed- Use	SEQ Main and Cady

Table: Available sites and opportunities

Source: LandUseUSA



RETAIL Market Study
The City of Northville, MI
2016

Prepared by:



LandUseUSA


In Collaboration with:



Beckett & Raeder

Prepared for:

The City of Northville, Michigan
Detroit Metro Prosperity Region 10



Executive Summary

Through a collaborative initiative by its downtown development authority, planning commission, and city council, the City of Northville has undertaken development of a new Downtown Master Plan. To complete this endeavor, the city has hired Beckett & Raeder (www.bria2.com), who in turn has invited LandUseUSA to conduct a market study as part of the process and deliverables. The objective of this study is to identify and measure the market potential for economic, retail, and residential growth throughout the city; and results will be used to guide the master plan.

This document presents the findings and recommendations from the retail market analysis, and follows a conventional approach to supply and demand. For documentation purposes, this study it has not been funded by a matching grant from the state, and instead has been exclusively funded by the City of Northville.

This Executive Summary highlights the results for the City of Northville, with comparisons to neighboring places within Wayne, Oakland, and Livingston Counties. It is intentionally designed to be direct and succinct, with a focus on study results, key observations, conclusions, and recommended strategies.

Hardline Retail Anchors – The market potential for downtown Northville can be achieved by developing new retail space in a mixed-use project that includes build-to-suit anchor space for at least one hardline type of business. Specifically, there is a need for a downtown hardware store, furniture store, appliance and electronics store, and/or office supply store. Any of these could range between 2,000 and 8,000 square feet, each. These types of retailers are most likely to meet the convenience needs of year-round residents, so are more likely to be self-sustaining year-round and without relying on import by seasonal visitors. [\[Exhibit A.1\]](#)

Showrooms for Existing Businesses – Assuming that at least one new anchor store is added to downtown Northville (as described above), then there may also be an opportunity for some of its existing businesses to add small store fronts and show rooms. This recommendation could apply to a variety of businesses, such as Papa Joe's Appliance Repair, Vision Computer Solutions, Cutco Cutlery, and Tespo. [\[Exhibit A.1\]](#)

Grocery Retail Anchor – The market potential can also be achieved by developing new retail space in a mixed-use project that includes build-to-suit anchor space for a convenience-style grocery store with at least 2,000 square feet (and ideally 4,000 to 8,000 square feet).

The ideal grocery store will be a specialty food store with a high-quality product mix, including a meat and deli counter, wine department, fresh and locally grown produce, and organic choices. A downtown grocery store is essential to supporting the market potential for attached housing units that would appeal to upscale target markets who are on the move and seeking Missing Middle Housing choices. [Exhibit A.1]

Destination for Small Event Industry – Downtown Northville’s niche strength is small businesses that are serving local needs for retail and services in the events industry. The city’s historic village, which includes paths linking across the Middle Rouge River to Ford Field Park, is an asset and is being leveraged by small parties for special events. The Flask Foundry redevelopment site (which is also located along the Middle Rouge River and within walking distance) could also be leveraged to expand indoor and outdoor event space, and provide more space for supporting businesses. [Exhibit A.6 and Exhibit A.7]

Many of the downtown businesses are striving independently to leverage the opportunity, and there is a need for a more collective initiative that focuses on identity, branding, and aggressive cross-marketing. With the DDA’s support, existing businesses should be able to knit together a collaborative artisan studio with kiosks for entrepreneurs like Board & Brush, Bee’s Knees, ColorfuLaura, Merci-N, and Bark Avenue (some of these may be relocations and/or replacements of closed stores). [Exhibit A.2]

New Retail to Support Small Events – Assuming that new retail space is available, then there is a need and potential for additional businesses that also leverage the small events industry. Examples include a photographer and framing shop; paper and artisan supply; hobby, craft, and costume supply; fabric and silk floral supply; and travel agency. If critical mass can be achieved among these businesses, then a few specialty apparel and accessories stores would also be supportable, such as women’s intimates, children’s party dresses, tuxedo rental, and beauty supplies. [Exhibit A.2]

Boutique Hotel – Together with Northville Downs, the small event industry could be leveraged to build support for a boutique-style downtown hotel. This could be located at the Flask Foundry redevelopment site, or along Cady Street and overlooking the Downs. Ideally it would serve as an anchor to a mixed-use building that includes street-level retail space and that incorporates generous public space for residents and curiosity-seekers, as well as hotel patrons. This recommendation does *not* call for a detached, free-standing hotel wrapped by parking fields and outdoor amenities reserved for hotel patrons. [See exhibit in Section B]

Range of Aggregate Market Potential – Based on the findings of this retail study, the City of Northville can easily support at least 35,000 square feet of new retail space, and up to 50,000 square feet, plus a boutique hotel. Prior forecasts of market potential for 75,000 square feet (or more) are optimistic and should be cautiously viewed as aggressive and long-term goals.

Apparel Chains are Overly Optimistic – Prior indications of a market potential for national chain apparel shops are overly optimistic because they will gravitate towards Twelve Oaks Mall and will cluster near large anchor department stores like Macy's. Prior indications of market potential for national chain furniture galleries are overly optimistic, because most will strive to cluster together in locations that offer visibility to traffic along interstate highways. This also applies to national sporting goods chains like REI.

National Chains Expanding in Michigan – LandUseUSA has identified twelve (12) national chain stores that recently announced plans to expand nation-wide and also into the State of Michigan; and that might realistically consider a location in downtown Northville. These include brands like Complete Nutrition, Medicine Shoppe, Merle Norman, Sally Beauty, Dunkin Donuts, True Value Hardware, FedEx Office, Books-A-Million, PaperSource, the Great Frame Up, and Learning Express. [\[Exhibit A.3\]](#).

Realistic and Attainable Strategies – This report is designed to highlight realistic and attainable retail strategies, and does not reflect blue-sky scenarios that are difficult to achieve. Rather than striving to recruit national chains that already have stores near Twelve Oaks Mall, or that are more inclined to seek sites along interstate highways, the City of Northville should strive for niches that are truly unique to its market. A realistic strategy involves a combination of the following:

- a) Work with existing retailers to expand their mix of stores and focus on anchor categories, particularly hardware, home furnishings, sporting goods, and grocery.
- b) Work with closed retailers to find new space so they can reopen small shops in kiosks, or have a small booth inside an existing merchant store.
- c) Work with existing retailers that are in marginal locations, and encourage them to relocate to better space within into the downtown.
- d) Work with existing businesses to cross-market and leverage the small events industry, and expand their product mix to meet the need within merchandise niches.
- e) Work with existing property owners to envision, plan, design, and build mixed-use projects that create more retail space to accommodate anchors, while leveraging the historic village, Middle Rouge River waterfront, and Northville Downs.

- f) Contact and recruit a few national chains that have actually announced plans to expand nationwide and into the State of Michigan. Focus on brands that would realistically consider downtown Northville to be an advantage over Twelve Oaks Mall and interstate corridors.
- g) Consider related strategies that are detailed in Exhibit A.5, attached.

Contact Information

This concludes the Draft Market Strategy Report for the City of Northville's Target Market Analysis. Questions regarding economic growth, downtown development, planning, and implementation of these recommendations can be addressed to the following team leaders.

Project Manager	Planning Consultants
Lori Ward, DDA Director	John Iacoangeli, AICP, Principal
lori.ward@downtownnorthville.com	jri@bria2.com
(248) 349-0345	(734) 646-6901
Northville DDA	Beckett & Raeder, Inc.
215 West Main Street	535 West William, Ste. 101
Northville, Michigan 48167	Ann Arbor, Michigan 48013

Questions regarding this report, the work approach, methodology, TMA terminology, analytic results, strategy recommendations, and planning implications may be directed to Sharon Woods at LandUse|USA.

Sharon M. Woods, CRE
Counselor of Real Estate
Principal, TMA Team Leader
LandUse|USA, LLC
<http://www.landuseusa.com>
sharonwoods@landuseusa.com
(517) 290-5531

Preliminary Market Strategy for New Retail Categories and Brands
 The City of Northville, Michigan | Traditional Downtown | Year 2016

Preliminary Retail Expansion Strategy Notes

Hardline Retail Categories, Business Essentials

True Value Hardware	ANCHOR
Home-to-Home Furn. & Accents	ANCHOR
FedEx Office	ANCHOR
Appliance, Electronics Store	ANCHOR
Office Supply Store	ANCHOR
Moosejaw Sporting Goods	ANCHOR

Papa Joe's Repair, Family Appliance	Full Showroom
Tutto Interior Design	Replacement
Vision Computer Solutions	Full Showroom
Cutco Cutlery	Showroom
Learning Express Toys, Educ.	New Store

Food Service, Grocery, Healthy Living

Green Grocer, Meat, Deli, Produce	ANCHOR
Tespo online vitamins	Showroom
Complete Nutrition	New Store
The Medicine Shoppe	New Store

Niche Restaurants, Eateries

Dunkin Donuts	New Estab.
Authentic Hispanic Eatery	New Estab.

Source: Preliminary strategy recommendations by
 LandUseUSA; reflects national brands that are expanding,
 aligned with market gaps and opportunities.

Preliminary Market Strategy for New Retail Categories and Brands
 The City of Northville, Michigan | Traditional Downtown | Year 2016

Preliminary Retail Expansion Strategy	Notes
Cambria Suites Boutique Hotel	ANCHOR

Retail to Support Special Events

Merle Norman or Sally Beauty	New Store
Rochester Big & Tall, Tux	New Store
Women's Intimates	New Store
Children's Party Dresses	New Store
Travel Agency, Trip Planning	New Store

Collaborative Artisan Studios

The Great Frame Up	ANCHOR
Paper Source supply store	ANCHOR
Blick Artisan Supply Shop	ANCHOR
Hobby, Craft, Costume Supply	ANCHOR
Fabric, Silk Floral Supplies	ANCHOR
Board & Brush Creative Studio	Relocation
Bee's Knees Pottery	Add Gallery
ColorfulLaura Creative Studio	Add Gallery
Merci-N Handmade Soaps	Replacement
Chocolatier Godiva or Bark Ave.	Replacement
American Spoon Gourmet	Replacement
Wedding Cake, Cupcake Bakery	New Store
Wine, Cheese, Vinegars	New Store
Tea Room	New Estab.

Source: Preliminary strategy recommendations by LandUseUSA; reflects national brands that are expanding, aligned with market gaps and opportunities.

Nation-wide Openings Announced by Chain Stores
 With Recruitment Strategy for the City of Northville, Michigan
 By Retail Category | Aggregate for Years 2016 - 2017

General Category	Chain Store Name	2016-17 Nationwide # Stores	2016-17 Michigan # Stores	Strategy Northville Downtown
Grocery - Specialty	Amer. Spoon Gourmet	5	5	1
Nutrition, Vitamins	Complete Nutrition	300	6	1
Nutrition, Vitamins	Medicine Shoppe	39	1	1
Beauty Supplies	Merle Norman	450	9	1
Beauty Supplies	Sally Beauty	300	6	1
Eatery - Specialty	Dunkin Donuts	840	50	1
Home Improvement	True Value Hardware	30	1	1
Office Supplies	FedEx Office - Kinko's	5	1	1
Book Stores	Books-A-Million	30	1	1
Gifts and Cards	PaperSource	.	.	1
Crafts, Hobbies, Toys	Great Frame Up	90	2	1
Toy Stores	Learning Express	45	1	1
The City of Northville (20,000 square feet)		.	.	12

Source: ChainLinks Retail Advisors; 2016.

Analysis and exhibit prepared by LandUse|USA © with all rights reserved.

Includes recent announced store openings, and is not intended to be all-inclusive.

Supporting Assumptions | Recommended Strategies for Retail Growth The City of Northville Downtown (D.T.) | Year 2016

List Supporting Assumptions | Recommended Strategies for Retail Growth

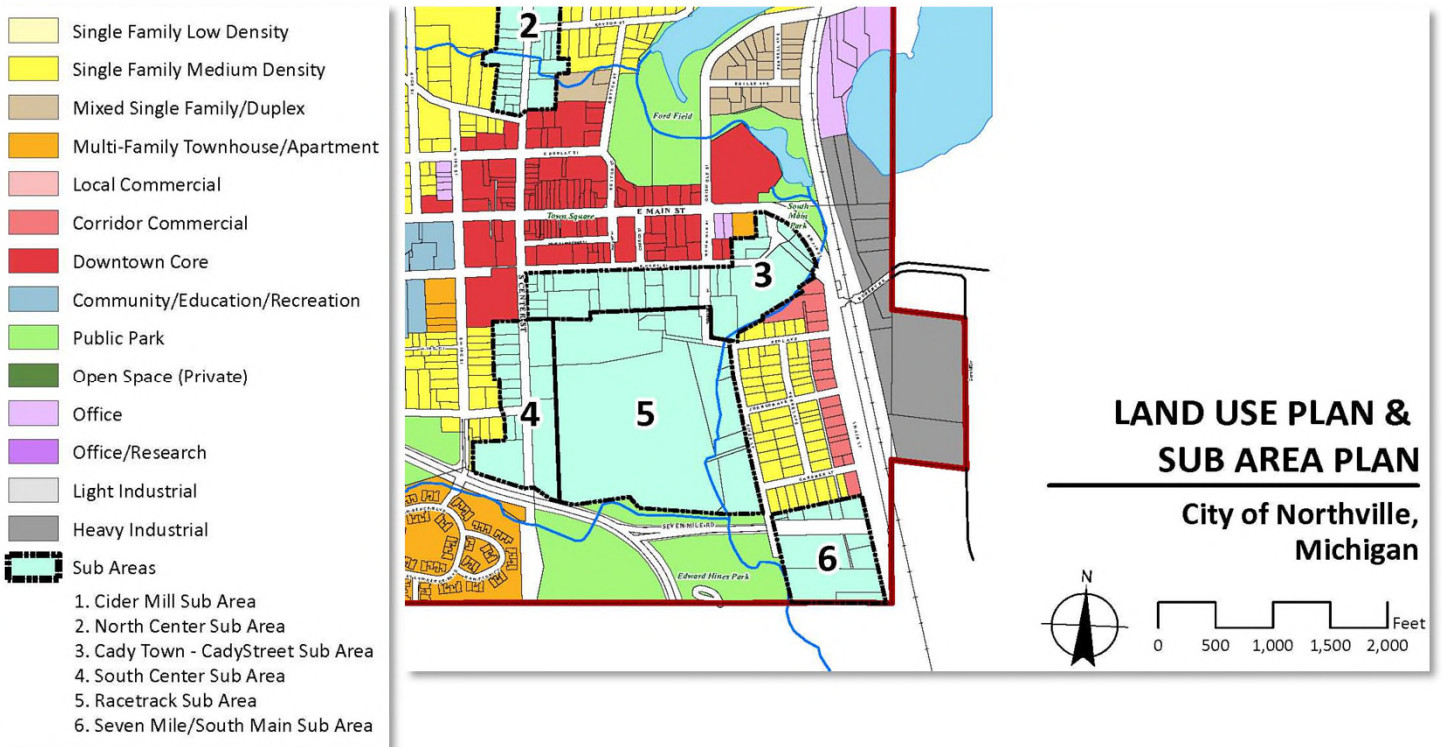
- 1 Provide soft incentives and recruit a boutique-style hotel to anchor Cady Town at the Flask Foundry site (i.e., along the Middle Rouge River), north of Northville Downs, or above new parking decks along Cady Street.
- 2 Issue an RFP for properties within Cady Town or the Cady Street Subarea, seeking developers / investors to collaborate on a public-private partnership.
- 3 Through cross-marketing and diversification of the tenant mix, establish the downtown as a premier destination for boutique-sized events.
- 4 Minimize any permit review process, fees, and requirements for staging weddings and other formal events at Mill Race Village, Ford Field Park, and the new boutique hotel.
- 5 Recruit downtown specialty tenants that can leverage and support the industry for small events.
- 6 Develop a gateway at the east end of the downtown district, along South Main Street and before the South Main Park. Focus on marketing to north and west-bound traffic.
- 7 Engage the owners of Northville Downs in strategies for developing property on the south side of Cady Street, between S. Center and S. Groswood Streets.
- 8 Participate in the State of Michigan's Redevelopment Ready Communities (RRC) program in 2016, and strive to eventually become fully certified.
- 9 In collaboration with Michigan state agencies, adopt, fund, and implement a Façade Improvement Program.
- 10 In collaboration with Michigan state agencies, adopt, fund, and implement a Rental Rehab Program (in addition to existing rehabilitation design standards).
- 11 Strive to improve pedestrian linkages between the downtown district and the nearby Ford Field and Mill Creek Parks.
- 12 Strive to improve pedestrian linkages between the downtown district with the East End Gateway area.

Source: Highly preliminary recommendations, objectively developed by LandUseUSA, 2016.

Cady Town and Cady Street Subarea | Northville Downs
 The City of Northville Downtown (D.T.) | Year 2016



Source: Original photo by LandUseUSA © 2016.



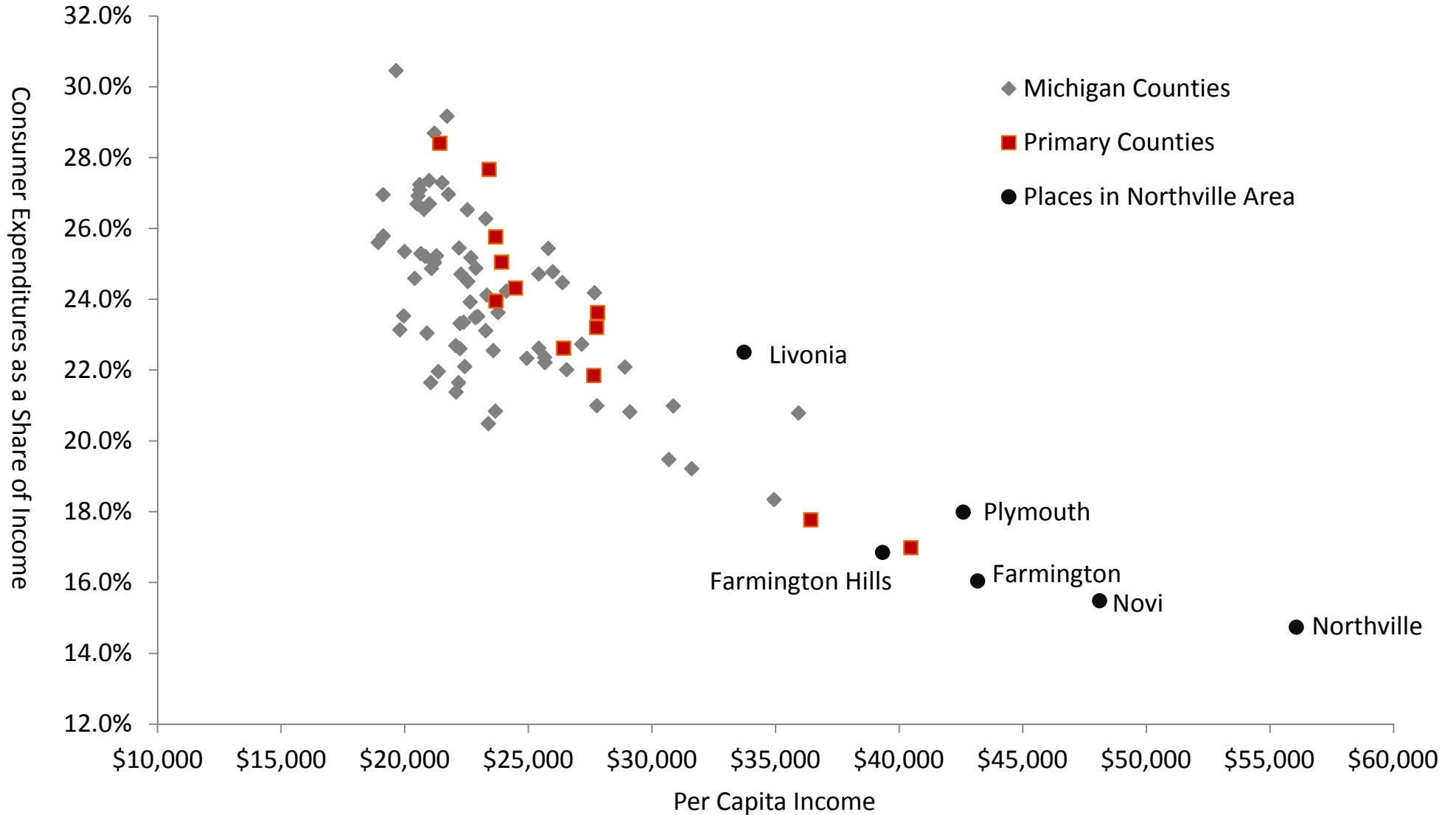
Source: The City of Northville Master Plan; December 2014.

Summary of Retail Supply and Business Cluster Analysis Opportunities for the City of Northville Downtown (D.T.) | Year 2016

The City of Northville - Downtown					
Northville	Total Count	Current Share of Total	Number of Stores Opportunity	Total Square Feet Opportunity	Retail Category
3	34	9%	.	.	Apparel - Family
2	41	5%	.	.	Apparel - Womens
1	4	25%	.	.	Women's - Specialty
.	7	.	1	500	Apparel - Intimates
.	4	.	1	500	Apparel - Swimwear
1	9	11%	1	1,500	Apparel - Mens
2	15	13%	.	.	Apparel - Children
2	24	8%	.	.	Shoe Stores
1	13	8%	.	.	Fashion Accessories
1	8	13%	1	.	Accessories - eyewear
4	18	22%	1	.	Jewelry, Watches
1	10	10%	2	3,000	Furniture
5	25	20%	1	1,500	Home Furnishings
3	13	23%	0	2,000	Electronics, Office Supply
.	5	.	1	2,000	Electronics, Appliances
.	9	--	1	7,000	Home Improvement
3	5	60%	.	.	Home Design Studios
4	9	44%	1	2,000	Hobby, Craft Venues
.	7	--	2	3,000	Toy Store
1	3	33%	.	.	Musical Instruments
1	3	33%	.	.	Book Store
9	22	41%	.	.	Arts, Gifts, Collectibles
2	6	33%	.	.	Florist
.	5	--	1	2,000	Party Supply, Cards, Paper
2	16	13%	2	3,000	Sporting Goods
4	14	29%	.	.	Fitness Centers
1	6	17%	.	.	Pets, Pet Supplies
.	5	--	.	.	Supercenter
1	16	6%	3	8,000	Supermarket, Grocery
1	12	--	3	2,000	Meats, Bakery, Sweets
3	14	21%	.	.	Pharmacy, Drug
.	7	--	2	1,000	Vitamins, Supplements
.	19	--	5	1,000	Cosmetics, Beauty Supply
58	420	21%	28	40,000	Retail Growth Strategy
1	25	4%	1	50,000	Hotels, Motels

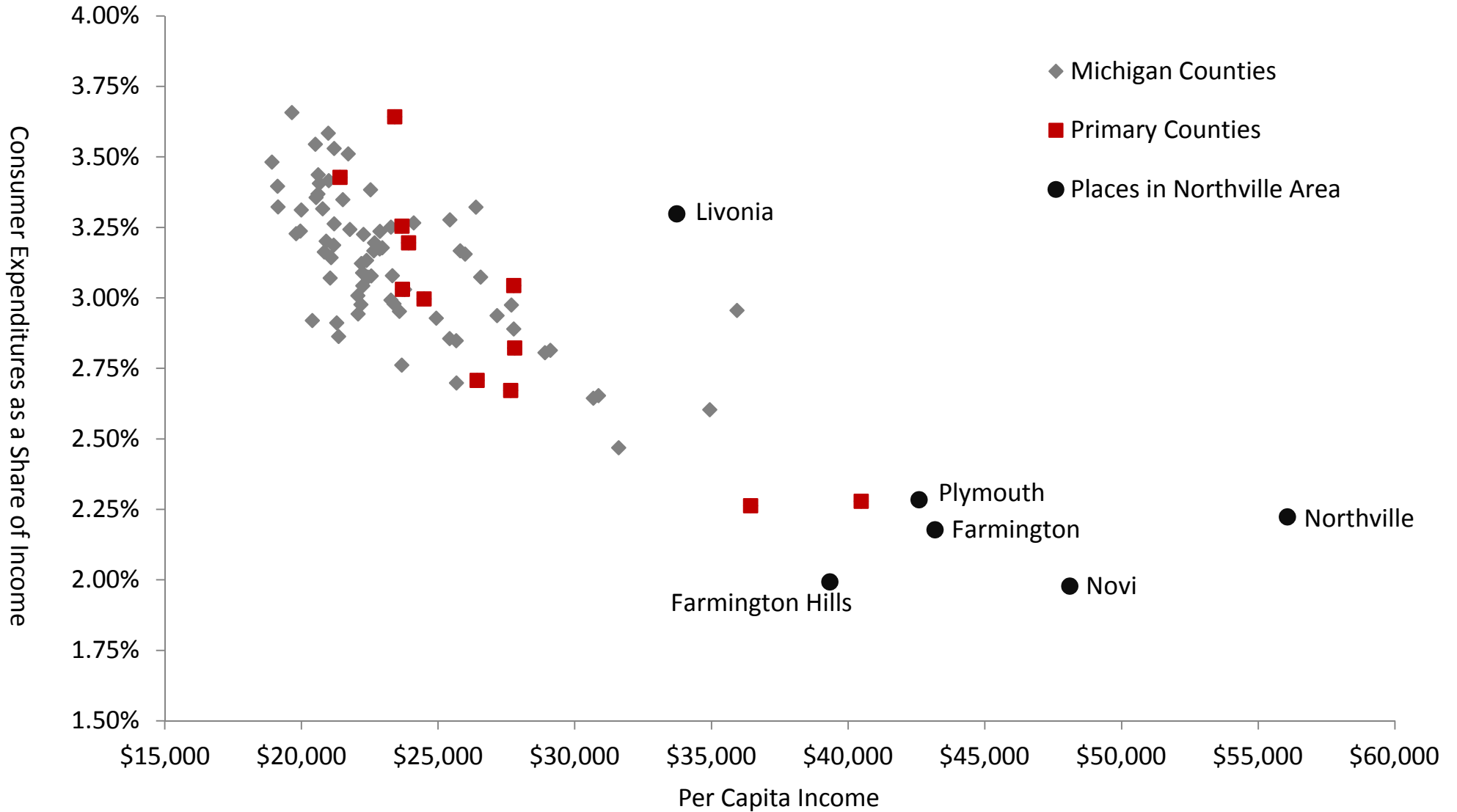
Source: Retail strategy recommendations developed objectively by LandUseUSA, 2016.

Consumer Expenditures as a Share of Income
 Places in Northville Area v. Michigan Counties | Year 2015
 GAFO = GENERAL MERCH., APPAREL, FURNITURE, OTHER



Source: Underlying data provided by Experian Decision Analytics; 2015.
 Exhibit and analysis prepared by LandUseUSA; 2016 (c) with all rights reserved.

Consumer Expenditures as a Share of Income
 Places in Northville Area v. Michigan Counties | Year 2015
 HOTELS, MOTELS, and OTHER LODGING



Source: Underlying data provided by Experian Decision Analytics; 2015.
 Exhibit and analysis prepared by LandUseUSA; 2016 (c) with all rights reserved.

Trends in the Boutique Hotel Industry | Traveler Accommodations
For Discussion Purposes Only | Year 2016



- Left | Boutique
Downtown

Right | Conventional -
Downtown



Above | Modern and Trendy

Trends in the Boutique Hotel Industry | Traveler Accommodations
Michigan Examples For Discussion Purposes Only | Year 2016



H Hotel | Downtown Midland



H Hotel | Downtown Midland



Park Place | Downtown Traverse City



City Flats | Holland



Courtyard | Downtown Holland



Shoreline Inn | Muskegon



Townsend | Downtown Birmingham

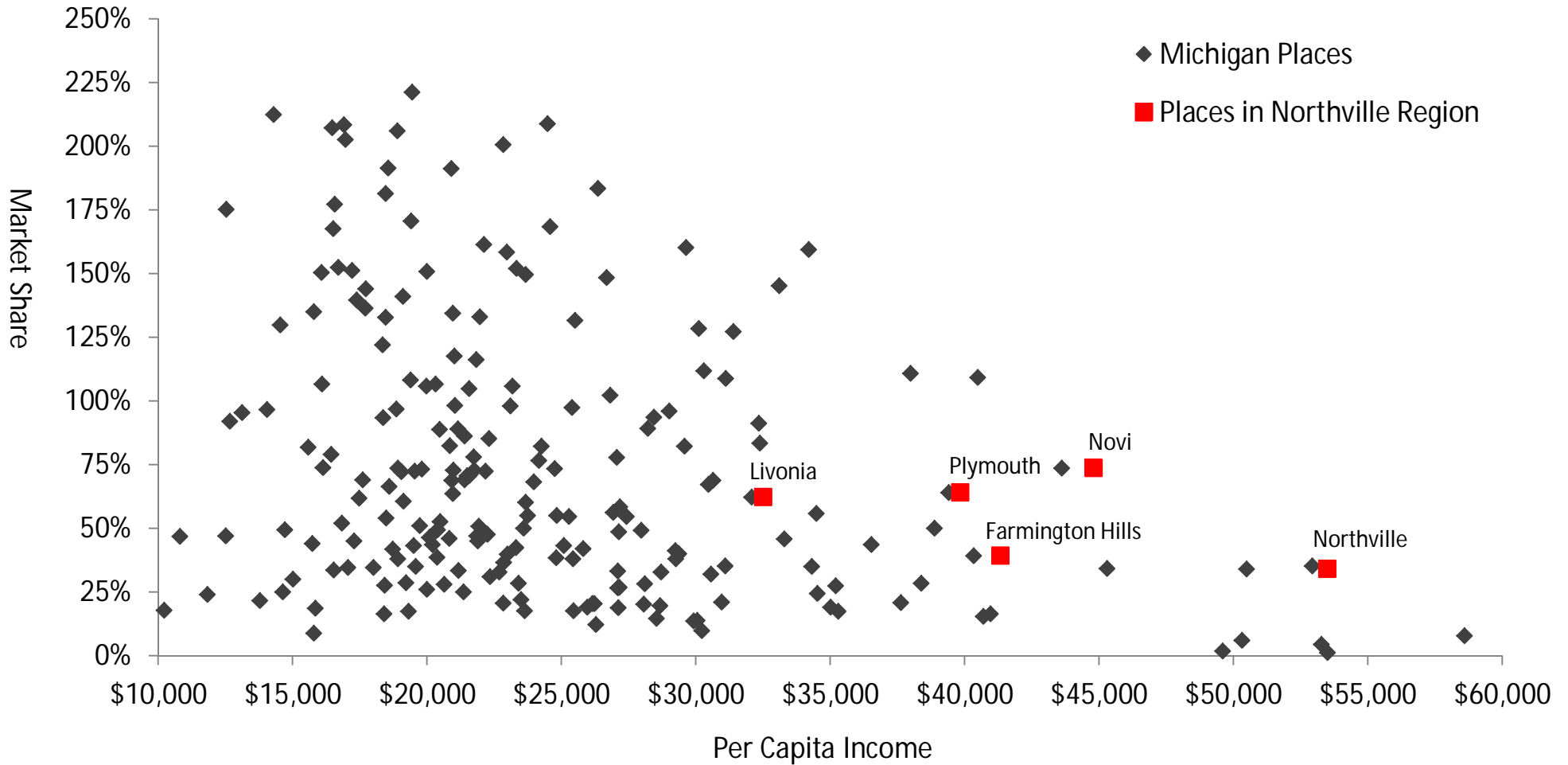


Cambria | Traverse City



Hotel Indigo | Downtown Traverse City

Market Share v. Per Capita Income
Retail Trade | NAICS 44-45
Selected Places (Cities, Villages) in the State of Michigan

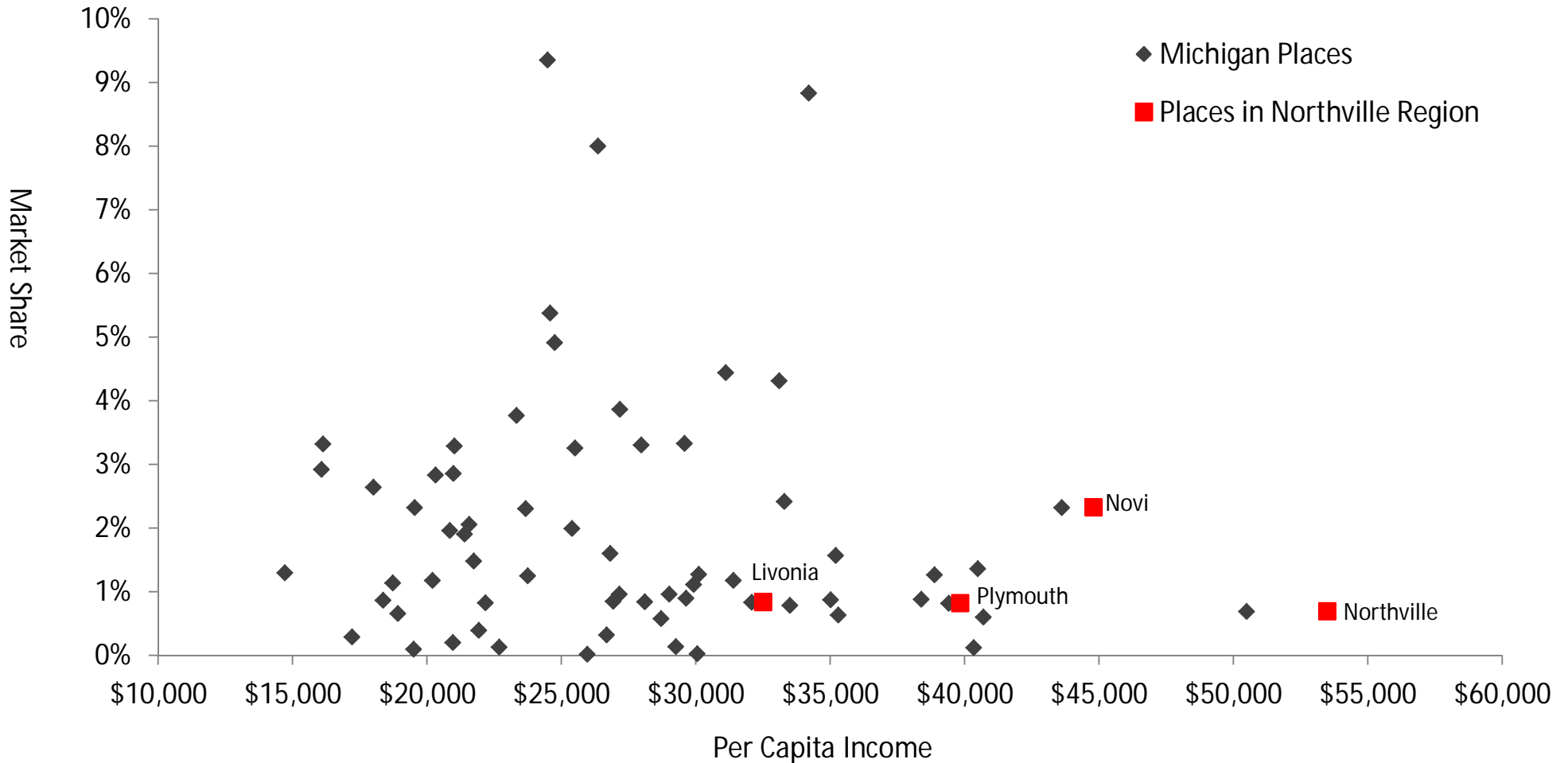


Prepared by Seamless Collaborative, 2016; applying a methodology designed by LandUseUSA © 2008 with all rights reserved.
Market share is a measure of sales (or revenues) as a share of aggregate income for the geography.
Underlying data from the 2012 U.S. Economic Census; 2010 Decennial Census; and 2014 (5-yr) American Community Survey.

Market Share v. Per Capita Income

Sporting Goods, Hobby, and Book Stores | NAICS 451

Selected Places (Cities, Villages) in the State of Michigan

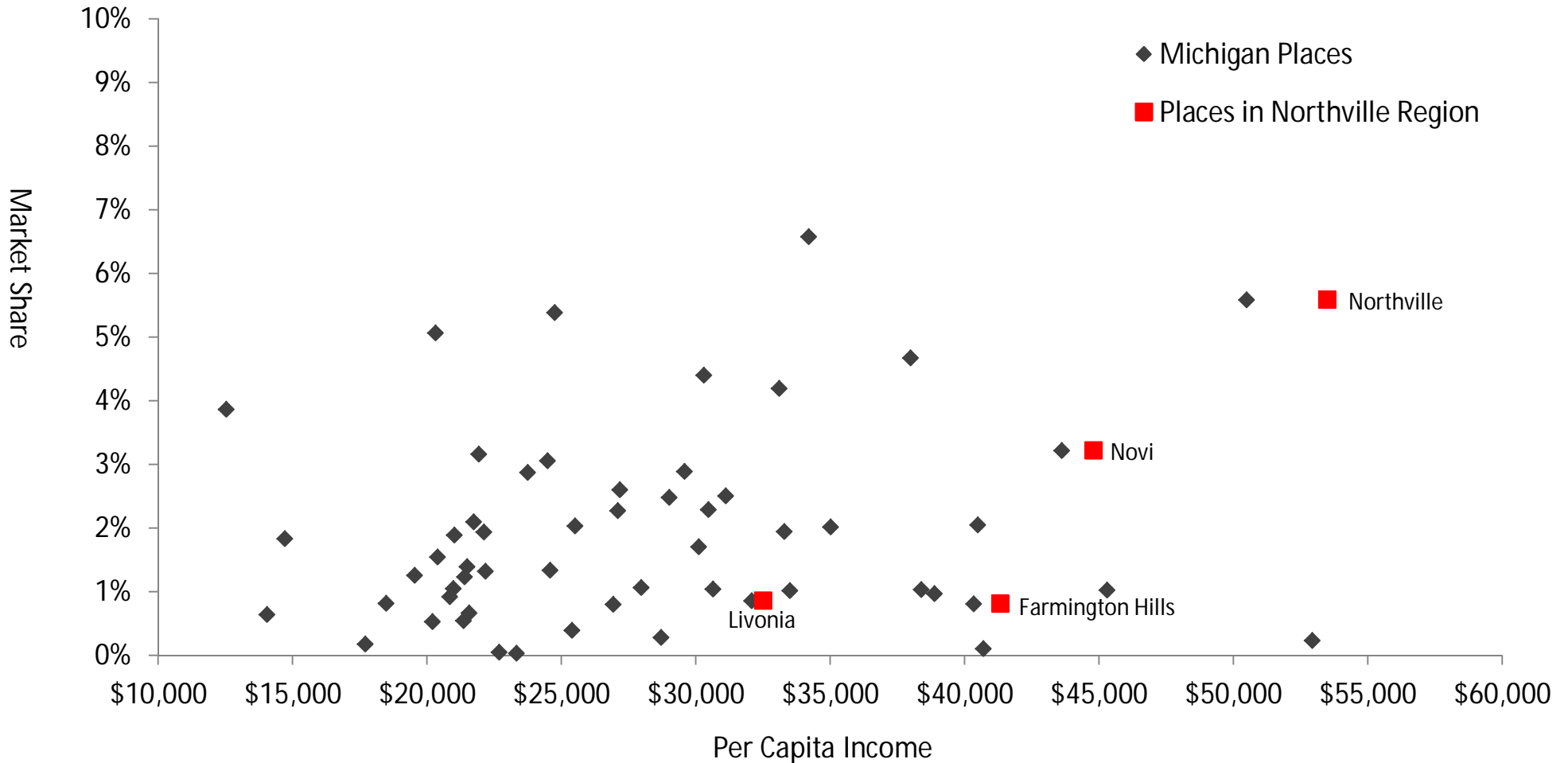


Prepared by Seamless Collaborative, 2016; applying a methodology designed by LandUseUSA © 2008 with all rights reserved.
 Market share is a measure of sales (or revenues) as a share of aggregate income for the geography.
 Underlying data from the 2012 U.S. Economic Census; 2010 Decennial Census; and 2014 (5-yr) American Community Survey.

Market Share v. Per Capita Income

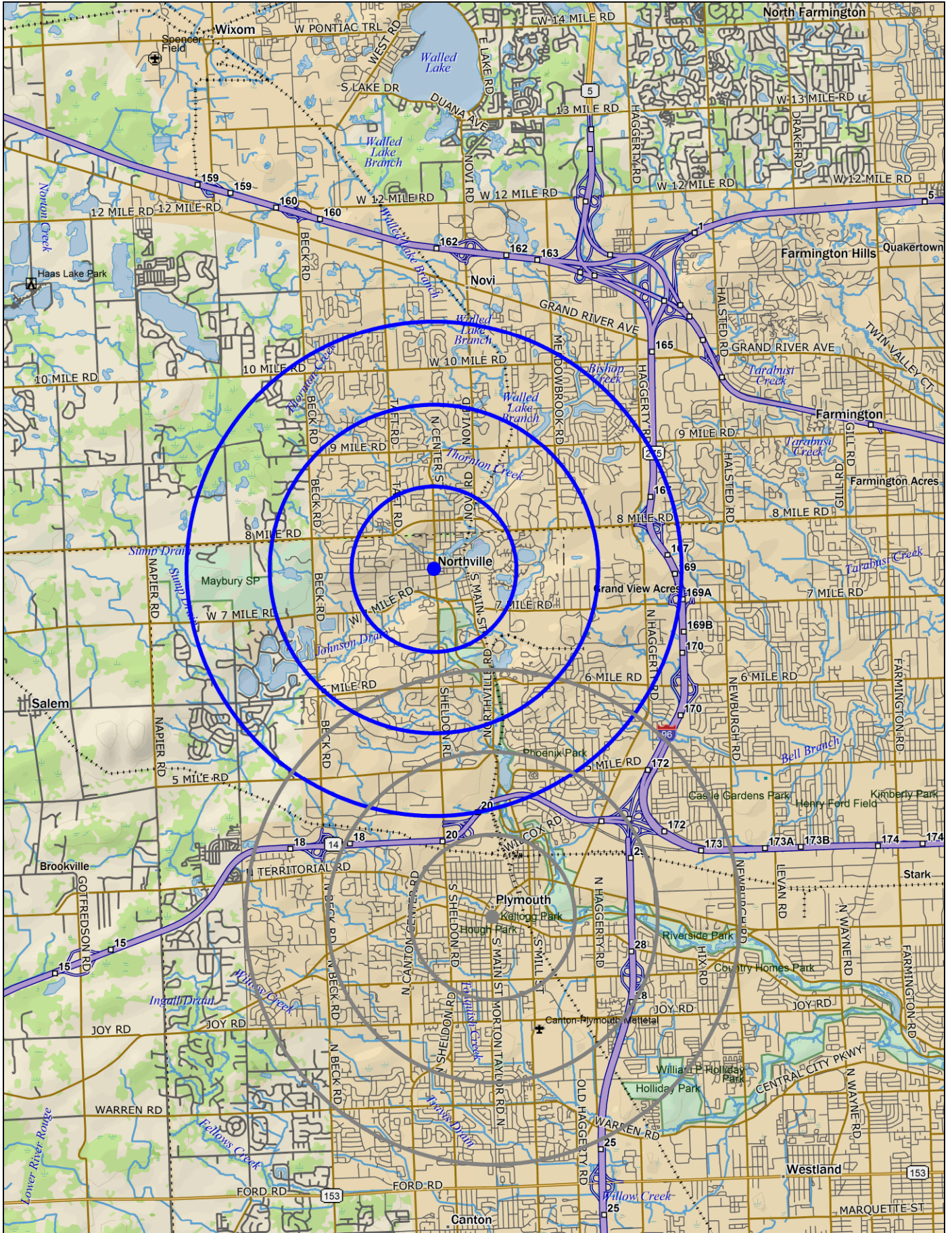
Furniture, Home Furnishings | NAICS 442

Selected Places (Cities, Villages) in the State of Michigan



Prepared by Seamless Collaborative, 2016; applying a methodology designed by LandUseUSA © 2008 with all rights reserved.
 Market share is a measure of sales (or revenues) as a share of aggregate income for the geography.
 Underlying data from the 2012 U.S. Economic Census; 2010 Decennial Census; and 2014 (5-yr) American Community Survey.

Regional Setting | 1, 3, 5 Mile Radii The Cities of Northville and Plymouth | Detroit Metro



Source: Underlying map by Delorme, exhibit prepared by LandUseUSA, 2016.