Village of Ravenna, Michigan

Downtown Market Strategy

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

This report presents specific strategy recommendations for retail, commercial, residential and economic growth through the next five to twenty years, and specifically for the Village of Ravenna, Michigan. Ravenna is located in Muskegon County, which is positioned along Lake Michigan's eastern coast line. It is a relatively remote, small community that does not have a direct connection to an interstate highway, and is probably destined to remain a small community for the foreseeable future.

The State of Michigan is currently struggling through a tough economy and striving to diversify from its prior over-dependence on automotive related manufacturing. In this environment, Ravenna and its small town quality of life have attracted a number of entrepreneurs and small businesses that are clearly vested in the community. Within the market's trade area, there is a good mix of small businesses specializing in automotive repair, construction, farming, trucking and business services.

Ravenna offers its residents and businesses a compelling and competitive alternative to big city life in Muskegon, Grand Rapids, Chicago and Detroit. However, both Muskegon and Grand Rapids are also within an easy driving distance, and they pull Ravenna's shoppers to various regional malls, big-box stores and national chains.

Small communities like Ravenna compete best with big cities when they offer a high quality of life and traditional downtown environments that are enjoyable; convey a sense of arrival, place and community identity; and provide basics to support household and business needs. Traditional shopping districts can offer a number of advantages over their more contemporary counterparts and enclosed shopping centers. In the more successful downtowns, shoppers should find a good mix of the following:

- Household and Business Basics
- Easy Access to Front Door Parking
- Extended Hours of Operation
- Personable, Friendly Reception
- Personalized, Flexible Service Levels
- Unique Merchandise, Good Rotation
- Competitive Pricing designed to Generate Sales
- Opportunities for Social / Business Networking
- Pedestrian Amenities and Walk-ability
- Ambiance, Sense of Place and Arrival
- Nostalgia and Sense of Community History

Unfortunately, small business investment in the Ravenna's trade area has not translated well into shopper traffic for its downtown merchants. The Village has numerous vacant tenant spaces in its downtown, representing a large share of the district. The mix of existing businesses is heavily focused on services and moderate eating establishments. Traditional non-restaurant merchants are limited and include Keefe's Pharmacy and Party Store and the Village Flower Market.

In developing the downtown strategy recommendations for Ravenna, it needs emphasizing that the future success of existing and new businesses will mainly depend on their own willingness to

1. Adopt and follow the good business practices described in this document;
2. Proactively invest in their own buildings, businesses and stores, before waiting for pressure from Village leaders; and
3. Actively support Village leaders in their efforts to attract new businesses, follow practical guidelines and improve the districts' overall appearance.

In short, it simply is not the Village's responsibility or duty to "make" a successful downtown happen. Village leaders can work hard on recruiting new businesses; help improve the downtown appearance with streetscape investment; develop practical guidelines for store facades, signage and maintenance; and spend considerable effort on marketing through website development, brochures, advertising and special events/celebrations. However, at the end of the day, the success of each and every business will depend on some private investment (including time, money, and human resources) at the individual store level.

One of the best ways to kick-start the process is through collaboration. This is evident when businesses work together and proactively strive to help each other achieve success. They understand that every single transaction for any business translates into consumer traffic in the district, and represents an opportunity for cross-selling. Teamwork and lifting an extra hand to help neighbors with clean-up, repairs and cross-marketing can also go a long way in keeping apathy at bay during tough economic times.

Collaboration should be easy for Ravenna's businesses, because they already receive exceptionally high marks from stakeholders on the measure of overall Friendliness (see Exhibit E-2 "Friendly, Helpful, Personable" and "Good Service Levels," and echoed in Exhibit E-3 "Families that Really Care.") However, this needs to be conveyed more clearly in the appearance and upkeep of the downtown district.

Additional recommendations for specific buildings, vacant facilities and parcels and existing businesses are provided in the attached Appendix A – Implementation Plan to this report. Site-specific recommendations are intended only as constructive feedback with the ultimate goal being to better position the downtown district for recruiting future investment by entrepreneurs, commercial real estate investors, businesses and (perhaps most important), shoppers.

DDA PRIORITIES

When faced with the dilemma of breathing new life into a downtown shopping district, many community leaders struggle to "make" improvements occur on behalf of the collective businesses. However, actual investment into existing buildings, properties and businesses is the direct responsibility of private investors, developers, property owners, landlords, representing real estate brokers, and individual tenants. Without some participation from these parties, it is next to impossible for community leaders to simply "make it happen."

In the absence of proactive investment from private parties, local leaders often find themselves focusing on the few things that they have some jurisdictional control over. Meanwhile, small communities often have tight DDA budgets with limited resources. Striving to "get something done" on a limited budget, it is easy to become diverted by the easiest and least expensive tasks – even though they may not necessarily be the most important.

To help the Village of Ravenna and its DDA prioritize allocate its resources in the most efficient possible way, we have prepared the following list of items that they should focus on. These are also explained in greater detail in the attached Implementation Plan (see Appendix A.) The following list assumes that the primary goal is economic growth and revitalization of the downtown, and is prepared specifically for the DDA:

Priorities and Responsibilities for the Village of Ravenna DDA

1. Aggressive recruiting among existing seed businesses and entrepreneurs (DDA, Chamber)
2. Retaining a professional firm to write and submit grant applications on behalf of the DDA, and following-through on winning targeted grants from various state and federal agencies (DDA)
3. Getting private-sector stakeholders organized and collaborating on Downtown improvements (DDA)
4. Networking and encouraging change by individual private-sector stakeholders (DDA, Chamber)
5. Verbally promoting a "Pure Ravenna – Buy Local" campaign (DDA, Chamber)
6. Developing a DDA webpage on www.RavennaMI.com (DDA, Council)
7. Listing all available Downtown properties on the new DDA webpage (DDA, Council)
8. Enforcing existing Zoning Ordinances (Planning, Inspection), particularly on property maintenance
9. Implementing Downtown streetscape and infrastructure improvements (Planning, DPW)
10. Maintaining parks, trails and public spaces (Parks, DPW, Planning)
11. Creating and updating a Comprehensive Plan (Planning, Zoning)
12. Reviewing and/or updating existing Zoning Ordinances (Planning, Zoning), particularly for mixed-use developments with flex-space, and for bistros/patios
13. Making public documents available in .pdf form on www.RavennaMI.com (Council)
14. Increasing membership in the Chamber of Commerce (Chamber, DDA)
15. Advertising community amenities to the Chamber webpage on www.RavennaMI.com (Chamber, Lion's Club, DDA) [1/]
16. Organizing and hosting special events and celebrations (Lion's Club, Chamber, DDA) [1/]

SUMMARY OPPORTUNITY

Our work in developing the market strategy for Ravenna has been comprehensive and includes many comparisons between Muskegon County and Ravenna 85% effective trade area. However, the strategy has been formulated to address unique challenges faced by the Village of Ravenna in today's tough economic climate, and particularly for its traditional downtown district. First and foremost, we address the Village's high vacancy rate among existing retailers, with practical recommendations detailed in the attached Implementation Plan.

The retail and commercial space strategy for downtown Ravenna including recommendations for the following:

1) Incubator Businesses. Pursuing existing seeded incubator businesses in up to 20 retail categories;
2) Traditional Lifestyle Merchants. Pursuing traditional retail merchants in lifestyle categories like sporting goods and fitness;
3) Creativity Center. Recruiting new merchants in the creative arts, including photography, graphics, hobby and craft, computer software, embroidery, flower and gifts, and gardening;
4) Professional Space. Attracting business support services in finance, law, travel, real estate, consulting, and construction categories; and
5) Design Mart. Creating a design mart that deliberately pulls professionals together in collective destination for flooring, furniture, upholstery and appliances.

The strategy calls for a near-term (through 2010) potential for only 15,000 square feet of new business space, *including* incubator businesses already operating part-time or in relatively remote locations elsewhere in the trade area, and including non-traditional, non-retail services. Assuming that Ravenna's leaders, investors and businesses successfully implement our strategy recommendations under a stabilizing economy, then the opportunity grows to 30,000 square feet by 2015, with a maximum upside opportunity for 45,000 square feet by 2020.

The attached Exhibits B-1.a and B-1.b provide a detailed list of the business and merchandise categories supportable in the Ravenna market. Technically, these businesses would be supportable anywhere in the Village, but would perform best if clustered together in the traditional downtown district where they can collectively pull shopper traffic and receive the best exposure to drive-by traffic. And, the downtown district has the best vacant merchant space and commercially-zoned parcels available for redevelopment.

ENTREPRENEURAL SPACE

The largest opportunities for Ravenna are among entrepreneurial space, particularly for self-employed residents who are already running seed businesses in the trade area. Many of these businesses are essentially invisible to potential customers and operating out of either a) a residential unit not originally intended for commercial space; and/or b) space that is outside of the Village and often on rural streets with low exposure to traffic.

In our review of existing business with a Ravenna mailing address, we were impressed by the number of businesses operating in relatively remote locations. It is easy to deduce that many of these are part-time businesses, seasonal, and probably operating only when a potential customer makes a call to action. They may be serving a clientele that is largely internet-based or simply by referral and word-of-mouth. Many of these businesses could be earning less than $25,000 in annual revenues, which might seem insufficient to justify leasing space in downtown Ravenna.

However, we also believe that at least some of these entrepreneurs could grow their seed businesses into something more effective, particularly with a storefront or office suite with signage and visibility in the downtown district. Some businesses like construction support services (dry walling, painting, masonry, etc.) do not really need a store front for walk-in customers. We also recognize that a number of businesses simply would not be a good fit for downtown environments, like salvage and gravel yards, farms, automotive repair shops, trucking distributors, and welding or machine shops.

All of these caveats aside, we still were able to identify 55 existing businesses that could be targeted for downtown locations. These are noted in green font on the attached Exhibits B-15.h through B-15.m. Under the very best of circumstances, up to 20 existing categories in Ravenna could be filled by existing businesses relocating to professional space that includes a front door and signage, encouraging walk-in customers. These include the following:

	Traditional Retail Categories	Incubated Seed Businesses *Like*…	Appendix A Exhibit #
1.	Apparel, Tack and Bootery	Tumbleweed; Post Buildings	B-15.h.
2.	Guns, Archery, Fishing Shop	Benson's, Darwin/Clydes, Loseths	B-15.i.
3.	Local Farmers Grocer; Organic, Bulk	Bb Tasty Treat, Food Its Personal	B-15.j.
4.	Restaurant, Eating/Drinking Estab.	My Town Subs, Ole Kelley's	B-15.j.
	Creativity Center	Incubated Seed Businesses *Like*…	
5.	Gift Stores, Florist, Garden Center	Heiss, Genesis, Garden Path	B-15.i.
6.	Hobby and Craft Store (with antiques)	Gone Scrappin', Flying H, Tiffany's	B-15.h.
7.	Photography Studio	Landsdowne, Tyler, Wreath	B-15.h.
8.	Computer Software, Hardware, Repair	Guy's Computer, Rosel Computer	B-15.h.
9.	Embroidery, Silkscreening, Sports Mem.	Creative Writing Embroidery	B-15.h.
10.	Graphics, Advertising, Marketing	V Colour, Gardiner, Fusion, etc.	B-15.l.

	Business Support Services	Incubated Seed Businesses *Like…*	
11.	Ear, Nose and Throat Specialist	Duzan Ear Nose Throat	B-15.k.
12.	Financial Advisor; Estate Planning	Acuision, Tnk Investment, Chandler	B-15.k.
13.	Travel Agency	Runs n' Guns Charters	B-15.k.
14.	Real Estate, Title, Mortgage, Appraisal	Coast & Country, Countryside	B-15.m.
	Design Mart	Incubated Seed Businesses *Like…*	
15.	Furniture Restoration, Upholstery	Wiles Furniture Refurbishing	B-15.i.
16.	Plumbing, Heating & Cooling Center	American, Bowen, Seifers, Jack's	B-15.m.
17.	Master Electrician	Dietrich, American Mechanical	B-15.m.
18.	Discount Floors, Carpets, Tile	Michells, Aesthetic Installations	B-15.m.
19.	Used Appliances, Repair	Seifers All Appliance	B-15.m.

PRIORITIZING INCUBATORS

Among the incubated business categories listed above, we recommend that Ravenna primarily target the traditional downtown merchant categories, and specifically businesses that would most effectively convey an enjoyable shopping environment where customers can purchase items that support creativity and lifestyles.

The downtown should also focus on businesses that could collectively represent a "center for creativity" like photography (perhaps with a framing shop), hobby and crafts, computer software (with hardware supplies and repair services); embroidery and silk screening (with sports memorabilia); and graphics, advertising and marketing consulting services.

Lastly, business support services could be targeted, particularly those that would collectively create a design mart and one-stop shopping for home and business improvement needs. This would include categories like furniture restoration; plumbing, heating and cooling; electrical supplies and service; discount flooring; and used appliances.

If targeted seed businesses in these categories are not interested in relocating into downtown Ravenna, then they would still represent opportunities for new businesses, depending on the magnitude of existing supply and competition within each category. For example, there is only one ear, nose and throat specialist in the entire trade area, so it would be reasonably easy for a new practitioner to enter this niche market.

As another example, we found only one establishment providing services in furniture refurbishing from a remote location. The market could certainly support a new entrepreneur operating a full-service retail outlet in the downtown, offering upholstery services as well as refurbished furniture and furniture consignment.

In comparison, there already are two real estate offices (Coast & Country and Countryside), plus a number of brokers already serving the market from Muskegon (like Jeff Nutt of ReMax.) Unless one of these existing brokers is willing to open a new office downtown Ravenna, another competitor in this industry probably would not be supportable. Similarly, the market already has a number of rural garden centers and nurseries. Unless one of these is willing to open a retail outlet in downtown Ravenna, the market could not support another store in this category.

NEW BUSINESSES

We identified a number of additional retail categories that currently are under-represented in the market, and do not even seem to be met by rural, remote or outlying businesses. Among some of these categories there may be one seed businesses already incubated in a relatively remote location, but the market could still support an additional business, which could be a new entrepreneur. These include the following:

<u>Lifestyle (Fitness, Sports, Pets)</u>

1. Bikes, Sporting Goods Store
2. Fitness Center, Weights, Strength Training
3. Fitness Center, Aerobics and Dance
4. Physical, Massage Therapy, Chiropractic
5. Dance Studio and Academy
6. Veterinarian (with optional Pet Kennel)

<u>General Merchandise</u>

7. Dollar Store
8. Apparel Consignment Shop
9. Antique Mall

<u>Design Mart</u>

10. Used Furniture Store, Consignment
11. Tarps, Canvases, Flag Sewing
12. Windows, Doors, Fencing
13. Fireplaces and Hearth
14. Pool and Patio Supplies
15. Kitchen Cabinets, Counter Tops

<u>Business Support Services</u>

16. Soil, Environmental, Engineering Consulting
17. Law and Legal Counseling

PRIORITIZING NEW BUSINESS RECRUITMENT

As with targeting relocations among incubated businesses, the recruitment of new businesses to downtown Ravenna should begin with businesses that would occupy existing vacant space along Main Street and Stafford Avenue. Since these store frontages are designed for traditional retailers (rather than non-retail services), the strategy should focus on retailers that would support resident lifestyles, including restaurants, sports, fitness and home design.

Other general merchandise staples (including a dollar store) would take a second priority, followed by a design mart and business support services. These latter two categories should also be targeted for space that is located off Main Street and Stafford Avenue, rather than occupying space that is truly intended for traditional merchants.

DOLLAR STORE - BENEFITS

In our analysis of Ravenna's market potential for traditional retail categories, we were able to verify the feasibility of a dollar or outlet store with a small store format. We also recognize that the typical prototype for dollar stores in convenience locations is 6,000 to 8,000 square feet, whereas the opportunity in Ravenna is for a smaller store of about 5,000 square feet.

Dollar store brands likely to be interested in the market include Family Dollar, Dollar General, or Dollar Tree. Since Coopersville already has a Family Dollar, some other brand would offer local shoppers with more choices in merchandise selection. Here are some additional observations that we have regarding the benefits of a dollar store in Ravenna.

- A dollar store would help intercept shopper expenditures that currently are leaking out of the market to Coopersville, Muskegon and Grandville/Grand Rapids. It would give resident families a compelling reason to shop locally with a promise of value and convenience. Consequently, they are also more likely to extend their trip and cross-shop among other establishments in Ravenna instead of shopping outside the market.

- The optimal location for a dollar store is the former Ravenna Car Company used car dealership, and behind the existing Fantabulous Fudge Shop. Allowing a dollar store to redevelop this site would eliminate an existing vacancy and essentially "turn the lights on" for that retail site.

- A dollar store in Ravenna would probably achieve annual revenues of about $800,000, or $0.8 million. For a 5,000 square foot store, this would be about $160 per square foot, which should be acceptable for the chain's parent company to balance a pro forma analysis.

- The value pricing strategy of a new dollar store could actually serve as beneficial competition to other stores offering general merchandise categories of retail (like Keefe's Pharmacy and Ravenna Foods,) motivating them to re-evaluate their own merchandise mix and pricing strategy. They should explore ways to lower prices on selected categories. Lowered prices will convey better value for resident shoppers while still providing them with choices and cross-shopping opportunities.

- Assuming that other stores in Ravenna do in fact adjust their prices to compete with a new dollar store, and assuming that resident families begin to shop locally more often to explore their new merchandise choices, then both the businesses and shoppers will benefit. An inverse relationship applies: if a store lowers their prices, then sales would actually increase.

- If existing businesses choose to reduce the range of general merchandise categories offered in their stores, then they could also re-evaluate other categories that could be expanded to fill the available space. Again, any new categories must be competitively priced.

- A chain dollar store would create up to 12 new retail/service jobs to the market, which is probably more than any other type of establishment, with the possible exception of a new restaurant.

DOLLAR STORE – RISKS

Overall, we consider the benefits of a potential dollar store to outweigh the risks. However, the risks do require stating for the record, as follows:

- If the Village of Ravenna pursues and succeeds in attracting a dollar store, then there will be little or no opportunity remaining in the market for other general merchandise stores that could be owned and operated by independent entrepreneurs.

- Sales on general merchandise products at existing businesses in the market will likely drop off significantly in the competing categories, *unless* they are willing to lower prices to compete.

- If a dollar store opens in Ravenna in any location other than the downtown, it could actually be a detriment to shopper traffic for that traditional district. However, if it takes an anchor location at the end of Stafford, then it could also detract from the downtown's character.

The detraction of a dollar store from the downtown's traditional main street character could be mitigated if the new facility is built a) up to the sidewalk and with minimal set-backs; b) with a façade that is consistent with traditional main street districts; and c) with parking ratios that include existing on-street parking along both Main and Stafford. Under the best of scenarios, the store would be directly integrated into a mixed-use, multi-level building.

Another possibility is a facility that faces south and positioned *behind* a new row of in-line retail space along Main Street. Parking for the store would also be located behind the new in-line retail space and would also serve the other new tenants with entrances at the back of the stores. This option would reduce the dollar store's visibility to street traffic, but this should be a minor issue considering its target customer base of local residents who will quickly learn how to access the store's location.

PRICES V. SALES

Existing merchants in Ravenna should continuously re-evaluate their product mix and make adjustments for seasonality, shifting demographics and trends. One of the easiest, most common but deadliest mistakes is upward price adjustments to compensate for declining sales.

When a given merchandise category seems to be under-performing, it is tempting to raise prices in an attempt to increase sales per square feet and recover the costs of keeping the merchandise on the shelf longer. However, this strategy is almost guaranteed to back fire, and usually results in even lower sales and productivity.

If some categories don't seem to be selling well, the smarter strategy is to lower prices or to have a clearance sale. This usually generates a higher number of transactions and actually helps increase sales productivity. On the other hand, if a product is particularly popular and selling faster than it can be kept in stock (including restaurant menu items), then the prices could be increased a notch above the competition. In both scenarios, there must be sufficient underlying demand to justify product in the first place.

RESTAURANTS

A healthy downtown Ravenna should also serve as a gathering place and as the backbone of the community's social network. Because of the importance of social gathering places, restaurants deserve special attention in Ravenna's downtown strategy. Ravenna already has one local favorite dinner (The Round Table), the Ravenna Pub, two Pizza parlors, the Stockyard Café and a restaurant in the local bowling alley. Convenience fast foods are also provided at Speedway, and bakery items can be found at Ravenna Foods, with the mix rounded-out by Fantabulous Fudge and the Ice Cream Station. Meanwhile, the market's Ol'Kelley's Restaurant and Pub has closed, and Donna's Catering has relocated to Marne.

Based on their appearances and redundant menus, Ravenna's two existing pizza parlors probably are not meeting the expectations of Ravenna's potential patrons. They could be missing the mark in a number of areas, including service and management, hours of operation, menu choices, pricing and/or cleanliness. We recommend that one of these establishments undergoes a complete change in format to better meets the wants and needs of local patrons and to provide a setting that encourages social networking.

The focus group session and consumer preference survey conducted during our work (see Exhibit E-4) consistently revealed a humble request for little more than a coffee shop (with WiFi). In general, we agree that the existing market holds limited opportunity for another full-service restaurant. However, assuming that even a few new businesses can be attracted to the downtown to convey an enjoyable destination (like sporting goods, pet supplies, tack and bootery, hobby shop, organic grocer, etc.), then the market will also become more attractive as a dining destination for residents throughout the region.

A new dining establishment should be in the format of a quality Bar & Grill format that would essentially replace Ol'Kelley's while being clearly differentiated from the Round Table and Ravenna Pub. The establishment must also provide amenities that are unique to the market, including:

- Outdoor, Patio Seating
- 100% Smoke-Free Inside Environment
- Karaoke Events; Themed Music Nights
- Buffet-Style Happy Hours
- Pool Tables and Darts
- Unique Menu (Local Ingredients)

While the Round Table is primarily a family dining destination and Ravenna Pub is primarily a drinking establishment, the new restaurant would be an evening destination for entertainment and socializing. It must offer far more than the usual fare of bar food or family-style restaurant dining. If successful, it will pull customers from surrounding communities throughout the trade area, including Coopersville and Sparta.

The choice of head chef, menu and effective marketing efforts could literally make or break the new establishment its first year. Therefore, a detailed analysis and preference survey are recommended to ensure that the establishment accurately meets the wants, needs and expectations of the market's more savvy patrons.

FITNESS CENTER

Fitness centers also deserve special attention in our report, and we heard many of the stakeholder mention the desire for a Curves establishment. Curves is a franchise-owned fitness center that specifically targets who are women interested in losing weight. This means that their marketing campaigns tend to be "exclusive" to men, and also to women who are not necessarily trying to lose weight. In Ravenna, which already has a small population, we would recommend a fitness establishment that markets to a broader spectrum of demographics, and does not target any particular age, weight or gender profile.

A fitness center becomes justifiable in this small market only by having rooms and equipment that can be adapted to local demand and current trends. It must provide amenities that include men's and women's showers and locker rooms, a room with free weights for strength training, a separate area with stationary bikes and treadmills for aerobics, and another area for classes in aerobics, yoga, taekwondo, dance and/or defense training. It could also offer vending machines, reclining area and/or a juice and beverage bar at the very front of the establishment to encourage social interaction and networking.

STORE SIZE in PERSPECTIVE

The recommended retail and commercial categories are appropriately scaled for Ravenna's relatively small size and population base. Many of the recommended businesses are actually professional suites for individual entrepreneurs or businesses with 1 or 2 employees, and with about 500 square feet of working area. In comparison, merchants in most downtown districts typically average between 2,000 and 3,000 square feet. For additional perspective, national chain dollar stores tend to range between 6,000 and 8,000 square feet, a typical grocery store is 15,000 to 45,000 square feet, and a junior department store like Kohl's or J.C. Penney tends to approach 100,000 square feet.

The challenge for Ravenna is to take 500 to 1,000 square feet of recommended business space and match it with a 2,000 or 3,000 square foot building that might already be available in the downtown. Rather than simply conclude that the category is not supportable, we would rather pursue a strategy of a) combining two or more merchandise categories into one merchant space and store; and b) combining two or more independent businesses into one shared building. This approach would distill the list down to about 5 buildings in 2010, 10 buildings in 2015, and 15 buildings for the 2020 stretch scenario (see the bottom of Exhibit B-1.b.). Here are some examples:

- A single building could provide space for two businesses, including plumbing and electrical; combined with heating and cooling.
- Gifts, florists and gardening centers could easily be combined into one retail shop.
- Appliances and computer repair could share space.
- Furniture consignment could be sold in the front of a store that also offers upholstery services, or in the back of a store that offers apparel consignment.
- Craft and hobby supplies could be subleased to independent dealers inside a store that also sells antiques.
- Sporting goods and bicycles could be combined into a store that also offers archery and hunting supplies.
- An embroidery shop could share space with a graphics design business.
- A furniture upholstery business could share a building with a business specializing in tarps and canvases.
- A coffee shop could be located at the front of a gift / florist / gardening shop; a small juice bar could be located in front of a fitness center; or a small soda fountain / hamburger stand could be located in front of a family arcade.

Clearly there remains the challenge of two businesses "sharing" a building. In reality, they may be sharing a store entrance and common areas (restrooms, customer waiting areas, stock receiving areas, parking), but each would have its own service counter, inventory storage, sales area and accounting. Temporary partitions can even be used to clearly convey separation between the businesses, while also offering one-stop shopping (and obvious opportunities for cross-selling.) The system of combining merchandise categories into larger stores can also help entrepreneurs customize their store space in response to customer's changing wants and needs.

BUSINESS SUPPORT

Our supply inventory revealed a large number of existing proprietors with businesses generally classified under "Support Services," as detailed in Exhibit B-15. It would be difficult to determine their actual area of expertise unless a personalized phone call is made to each business. Obviously this would take some research and time, but it might be worth the effort if any of these businesses develops interest in having an office in downtown Ravenna.

In researching businesses, we recommend several different online research tools, particularly http://www.manta.com/NA/US/MI/Ravenna. The first task is verifying that the listed phone number is still active. The second task is calling the business and asking a few questions to determine the type of "support service" they offer, and whether they are running their business out of a residence or in commercial space.

It may be possible to narrow the list down to a few businesses that could be visited or invited to an in-person meeting with the Chamber of Commerce and/or DDA. Again, the long-term goal is to identify any entrepreneurs that might be a good fit for storefronts or office suites in the downtown.

AUTOMOTIVE DEALERSHIP

In addition to the retail categories recommended for downtown Ravenna, the supply-demand model also identified sufficient opportunity in the market for one used car dealership, with up to 3,000 square feet of space for a showroom, reception area and sales offices, with a sales target of $0.8 to $1.1 million.

Automotive dealerships are attractive businesses for small communities because they generally have a large trade areas and help draw customers into the market for conveniences (gasoline, restaurants, etc.) too. Potential customers are generally willing to drive farther to price-compare among car choices. Similar shopping patterns can also apply to other big-ticket hard line merchandise categories like appliances, electronics, computers, kitchen cabinets, furniture, lawn tractors, exercise equipment, etc.

However, we don't recommend car dealerships in traditional downtown districts because they don't represent the "highest and best use" for merchant space. A used car dealership would certainly be a benefit to Ravenna, but it should be in a peripheral location to the downtown.

In Ravenna, we also do not recommend a car dealership in any location that abuts to Crockery Creek or adjacent to residential communities. In other words, the parcel and vacant facility located along the east side of Adams Street (west of Crockery Creek) should not be occupied by a used car dealership, and would be better redeveloped into multi-family residential units (see Chapter II – Residential Strategy.)

INTRODUCTION

The attached Appendix A to our report provides the Implementation Strategy in a grid format that is easy to read and understand. It can also be used as a project planning tool, to assign tasks and to track progress and victories.

Before we begin with a narrative explanation of tasks needed to implement the recommended strategy, it is first important to review a number of important retail concepts, including:

CHOICE and CONVENIENCE

There are clear advantages to shoppers if they have access to business (primarily retail) that clearly provide choices among merchandise products. For example, local shoppers can choose bakery items from either Ravenna Foods or Speedway, which can actually motivate them to make that choice locally rather than in Coopersville or some other competing market.

Offering choices in market has the added advantage of motivating business to lower prices and fees. If Keefe's Pharmacy faces new competition from a sporting goods store, then it is more likely to review its pricing strategy on overlapping merchandise categories, and ideally will be compelled to lower prices on key items to compete.

Savvy customers are certain to notice the new values and will begin price-comparing sporting goods locally. Eventually a customer makes a purchase locally – and one that might otherwise have been exported to some other market. As the customer builds new loyalty to shopping locally, the benefits are returned to both retailers competing in that category.

Convenience goes hand-in-hand with choice, and the two can essentially be compared together. If the choices are convenient as a collective group, then the consumer is more likely to cross-shop offerings. Cross-shopping helps generate additional sales while further motivating businesses to lower their prices and fees.

Healthy competition can also be a powerful motivator for businesses to re-evaluate their overall model. If one of the pizza parlors in Ravenna closes and a full-line restaurant with outdoor patio opens in its place, we can almost guarantee that most of the other eating and dining establishments will take some new measure to remain competitive. Some might simply update their menus, increase hours of operation, undertake additional advertising efforts or revise their pricing strategies. Others might even consider building renovations, relocations or expansions.

CLUSTERING

Generally speaking, "Clustering" is achieved when three or more similar types of businesses deliberately locate proximate to each other, collectively offering choices and cross-shopping opportunities to their potential customers. Collectively, all participating retailers are benefiting from and expanded trade area and customer base. Without the cluster, the ability of any single establishment to draw customers would be significantly undermined, and its sales would actually be lower.

SYNERGIES

Synergy refers to the benefit that one store gains by locating proximate to another store with a different but complementary merchandise mix. For example, Little Caesar's Pizza and Foot Locker might achieve synergies by jointly targeting a particular demographic segment. Panera Bread and Barnes N Noble Books can achieve similar synergies through co-tenancy in a center.

Small tenants often depend on anchors to draw customers from a larger region, and many tenants will even insist on an anchor as a lease condition. They might sign a co-tenancy agreements or contingency leases that become automatically void if the developer is unable to secure commitments from the inducement anchors. The importance of inducement tenants to shopping destinations is so pronounced that developers often offer anchor stores special incentive packages for their participation.

CRITICAL MASS

Critical Mass refers to the collective volume of retail space that is clustered together to offer customers convenience and choice, and to leverage various synergies. It is possible to have a small number of stores clustered together with poor critical mass, but it is difficult to effectively convey critical mass without clustering. Critical mass contributes to the retail drawing power of the collective group, and is visually impactful.

For example, if a chain apparel store clusters with a small number of other retailers, then it will probably have a small trade area. However, if it clusters with a large number of other retailers in a compact format (like a downtown district or regional shopping mall), then the mass can be quite impressive. Customers perceive the mass as "choice", and are willing to drive farther to get to the destination. The mass helps expand the geographic reach for all tenants, and they all benefit from the larger customer base and higher sales. Under the best of circumstances, shoppers will also shop the mass more frequently, bring other shoppers with them, stay longer and obviously spend more.

COHESIVENESS

Generally speaking, cohesion refers to the bonds or “glue” that holds various elements of a shopping destination together, and that effectively convey to customers that the individual stores are collectively intended to provide a shopping environment that is easy to comprehend and navigate. Retailers in a downtown district are known to perform best when there is cohesiveness through common access and shared parking; consistent way-finding and illumination (i.e., lamp lights); consistent store signage and facades; and consistent pedestrian amenities (benches, bike racks, trash bins, cross walks). On the other hand, if the environment has too much visual noise and inconsistent building set-backs and signage, then cohesion begins to unravel.

DENSITY

Density refers to the amount of building space that is developed per acre of land. Together with critical mass and clustering, density is often wrongly accused of being the leading contributor to urban dilemmas like traffic congestion; visual, noise, and air pollution; and the loss of vista views and air rights. However, by developing uses in a compact but aesthetic manner while also preserving open space, land use density can actually minimize most of these ailments.

Until most recently, many rural communities were still practicing low-density residential planning, and many master plans still require that all new residential developments achieve density ratios of no more than 1 unit per acre. Unfortunately, this approach increases the distances between buildings, which adds costs to infrastructure and roads. It also adds to traffic congestion because residents are driving farther between destinations. Finally, it gobbles land resources and divides them among privatized ownership, reducing the amount of green space that available to the general public.

The modern approach to Urbanism calls for a more balanced approach. When buildings are developed proximate to each in a clustered manner, then they can share resources like green space, utilities and parking. It also means that larger tracts of land can be set aside for recreation, parks and public space. Ideally, the right balance between building density and public green space help combat the negative effects of sprawl.

HIGHEST AND BEST USE

Highest and best use of land can be difficult to measure and identify. Analytically, it requires a careful study and comparison between development costs and potential revenues among various potential uses, on the premise that the most “profitable” uses would also be the developer’s preferred choice. For taxing jurisdictions, it might be more loosely defined by businesses that generate the highest taxable sales revenues per square foot.

We typically formulate recommendations for jurisdictions that are highly productive but also include elements necessary for businesses to achieve that productivity. For example, shared parking and public green space may not be revenue-generating, but they are essential for businesses to be cohesive and convey a comprehensible sense of place. This in turn makes the environment more enjoyable, enables them to compete more effectively with other destinations, and generates higher sales.

Similarly, when formulating a list of recommended businesses, tenants and merchants for a downtown district, we might give some preference to categories that are most productive, but we will not ignore other necessities that fulfill the requirements of convenience, choice and cohesiveness. A library or community center may not be very productive in revenues per square foot, but may still be necessary to meet the needs and expectations of resident families and to build local loyalties. Some unique retail categories also have among the lowest productivity measures. A few examples most relevant to Ravenna include amusement arcades; antique, consignment and thrift stores; community centers; and counseling services.

QUALITY

Even if a new development is able to optimize its highway visibility, has good access, is the first-in for the market, enhances choice and convenience, contributes to clustering, synergies, and critical mass; supports density of use; and is the highest and best use for the land, it can still flounder if the surrounding market is of a low quality.

A “low quality” community can be easily misinterpreted to mean that its residents have low incomes, that businesses are of an “undesirable” mix (usually associated with taverns, adult book stores, pawn shops and tattoo parlors) or that perceptions of crime are high. These may be outcomes, but the root of the problem usually runs deeper, and can usually be traced back to a combination of the following:

1. Property improvements become prohibitively expensive because minor maintenance items require significant overhauls to meet modern code requirements. As a result, landlords and business owners are slow to take action.

2. The jurisdiction is unable to provide adequate public services because tax revenues are low. This becomes a self-perpetuating problem, where a lack of services downgrades the community quality, which lowers the rents and attracts businesses with lower revenue requirements. Tax increment financing, Brownfields, Renaissance Zones, Smart Zones are proven planning tools that can help.

3. The jurisdiction and its merchants are uninterested or uninformed about the importance of continual re-investment in the community. Relatively simple matters like weeding, sweeping, illumination, signage and maintenance begin to fall to the bottom of the list of priorities. Consequently, when a new business wants to open in the community, they choose some other location.

4. The community image and identity is marred by its past and history, including media events, criminal activity and internal political turbulence or trust issues. For whatever reason, the local business climate is not perceived as developer-friendly. Time and political elections can help overcome some trust

issues, and soft marketing efforts (banners and flower plantings) can help improve the community's image. However, immediate results may require an aggressive campaign and quick victories that can be publicly celebrated.

5. The jurisdiction has traditionally been rural in its character, and may be a Township that lacks a traditional downtown shopping district, identity or image. Township supervisors and board members are often inexperienced with urban planning.

DEDICATED STAFF

First and foremost, a downtown strategy requires resources to succeed, and specifically a dedicated DDA staff person assigned to the task. The assignment should involve 20 hours per week in the first partial year, ramped up to 40 hours a week in the first full year. Some communities may have a DDA Chairman, and also the Main Street Manager shares responsibilities for implementation of a Downtown Strategy. Some communities choose to hire a business recruitment consultant on a contract basis rather than assign the position to salaried staff.

Another alternative approach is to build a Task Force from a team of volunteers that can be assigned specific tasks from the Implementation Plan. This approach also takes management time from a director or chair to ensure that volunteers understand, agree with and are committed to task objectives and assignments, and that measureable progress is being made.

GRANTS and FUNDING

We also recommend that the DDA continue using its newly created TIF fund to accumulate financial resources to help retain the professional services of a grant writer. The grant writer should be skilled at identifying grants that communities can actually qualify for, should complete the tasks of writing the actual grant application, and should then work directly with the granting agency to pursue an actual award.

In other words, the assignment involves far more than just completing an application process. The retained consultant must have a good relationship with granting agencies and be prepared to aggressively pursue the opportunities on behalf of the Village. A number of professional planning firms throughout Michigan offer this service, including LSL Planning. Private development companies can also be a resource, and we recommend that Ravenna's DDA contact Hovey Companies in DeWitt to explore the services that they could offer.

Ultimately, the professional planning firms and private developers become stakeholders in Ravenna's future and can share in the Village's success at winning awards. By helping communities win awards, the consultants can benefit through contracts for professional planning services, engineering and construction services. They can also benefit by reducing their own costs for development project.

Private developers are usually selective in helping communities that offer attractive investment opportunities through future development projects. If they are confident that a redevelopment project can generate a profit, then they can become active in helping the community win grant monies to help with project costs.

Although applying for, pursuing and winning grants can be a time and labor-intensive process, they are essential for accumulating the necessary funds to undertake important project, which in turn are needed to catalyze change and generate economic growth. Grants can help with façade, streetscape, illumination, trails, infrastructure and wayfinding. Depending on the granting agency, they can even be used for trail systems, outdoor recreational facilities and farmer's markets.

The pursuit of grant monies must not be used as an excuse to defer action on other recommendations detailed in this market strategy and implementation plan. Rather, communities that are already undergoing improvements and investment are more likely to win grants than communities that are doing nothing.

For the Village of Ravenna, every success and victory, no matter how small, should be documented and celebrated. The completion of the new bridge, successful recruitment of a new business, improvements to the Village website, façade and signage improvements and other accomplishments should all be documented and used to help demonstrate the Village's proactive spirit. In turn, these successes can be used to demonstrate that the Village has "earned" funding support from state and federal agencies.

INCUBATOR INCENTIVES

In today's market, attracting existing businesses to Downtown Ravenna will require an attractive incentive package, particularly for the business' first few years as a full-time establishment with a traditional store front or office suite. Here is a summary of incentives that the Village should consider offering as part of a relocation package:

- Free Chamber of Commerce membership for the first year.
- A media release of the store opening in the local newspaper.
- Free access to a computer, internet service and a small business development advisor at an incubator office for the first year.
- Access to a low-interest (1%) small business loan at a local bank or lending institution, payable or re-negotiable after 3 years.
- Participation in a three-year property tax rebate program after new real estate transactions.
- Participation in a Neighborhood Enterprise Zone with reduced taxes on new space.
- Participation in local matching grant façade improvement program, with reimbursement of the lesser of 25% or $10,000 of total investments costs.
- Painless and fee-free permit approval process for building renovations, façade improvements and signage.

MARKETING - WEBSITE DEVELOPMENT

The way of the future for business marketing is with the world wide web and the internet. Considering that the first computers were being sold in stores as recently as the early 1980's, it has taken us only 30 years to reach a point where teenagers are twittering each other remotely online using cell phone devices.

Most retail merchants and small business entrepreneurs in small towns simply are not keeping up with the trend, and it represents a big untapped opportunity. Simply put, even if they believe that their target customer today does not own, have access to or even know how to use a computer much less the internet, this is quickly changing, and they simply cannot afford to not keep up. In fact, today the fastest growing segment among users of the internet social network www.facebook.com is women aged 55 and older. Women also make 80 percent of retail purchases for the average American home, so we simply cannot afford to overlook this important segment.

We are at the cusp of the time when every downtown retail establishment should be striving to build a website. They should also be using common computer software to track and manage inventory, costs, rents, taxes and payroll. Perhaps equally important, computers can be used to build customer lists and advertise sales and promotions by email.

Building a small business website does not need to be an expensive endeavor and even small towns usually have a few free-lance computer consultants who can help for as little at $500 (five hundred dollars.) Once the website is hosted and launched, maintaining it should only cost a few hundred dollars annually, and the investment will pay in dividends.

We have added a column to Exhibit B-1.a and Exhibit B-1.b to be explicit in our recommendation that every business have a website. The only exceptions are businesses that clearly serve a local audience with moderate price points (family arcade/game rooms, small coffee shops, and used merchandise stores.) Many of these websites should also have an option for visitors to fill out a customer inquiry form. The completed forms are automatically sent to the business owner's email address, so a follow-up phone call can be made to complete the transaction.

Today, if a visitor to http://www.google.com types in "Restaurant, Ravenna, Michigan," they will be provided a list that includes Ravenna Pub, Giuseppe's, 4J's Pizza, JD's Moorland Tavern, Ole Kelley's Corners and Ravenna Round Table. Amazingly, not a single one of these establishments has a website, so the potential patron might easily choose Fenian's Irish Pub in Conklin instead. Fenian's has a very simple but effective website that enables it to compete easily with any of Ravenna's establishments (see http://feniansirishpub.com) - even from its relatively remote location.

All of these topics are presented here to help fuel some productive discussion within the Village of Ravenna, and to help raise awareness of their importance to the downtown's overall success. While the strategy might recommend that Ravenna pursue specific businesses, merchants and entrepreneurs, and certainly identifies a clear market opportunity on the basis of supply and demand, business recruitment alone is not enough to bring the downtown back to a successful business environment.

To be clear, the DDA leaders cannot "make" the strategy happen unless they have full support and participation from the majority of existing downtown businesses, and a commitment from each to make a meaningful contribution to the overall effort. This includes a commitment from its existing landlords, building owners and merchants, with everyone proactively undertaking at least one significant project to improve their business, property or downtown presence.

Depending on the business, these projects could include creation of a pocket park; improvements to signage, facades, window displays or doors; remerchandising of the product mix; an advertising campaign and cross-marketing with a complementary business or development of website; or even simple site clean-up and weeding.

RETAIL and BUSINESS ANALYSIS

This chapter of our report provides a summary of the analytic results in conducting the retail supply-demand analysis. Rather than provide a dry description of demographic data and analytic methodologies, we have opted to focus on more practical observations that potential investors and merchants might find most helpful in making a decision to build a business in the Village of Ravenna.

To make this report as useful as possible, we are intentionally keeping the explanations succinct and addressing the most salient and interesting information first and then proceeding with the market parameters, demographics and supporting data.

ESTABLISHMENTS BY RADII THRESHOLD

To help gauge the opportunity for new businesses with the Village of Ravenna, we also measured the magnitude of population and income within 1 and 3 mile rings, and then expanded the geography to include 5, 7 and 10-mile rings. As detailed in Exhibit B-14.a, there is a population of 5,823 within five miles of downtown Ravenna, with a total personal income of $113,400,000 ($113.4 million.) Assuming that the market could capture up to 5.5% of that income with food and beverage stores, then this would be enough to support just one establishment. This is clearly already met by the market’s existing Ravenna Foods / Spartan Foods store.

Exhibit B-14.a can also be used to test the threshold population needed to support a business in various retail categories. For example, a population of 1,382 within 1 mile of Ravenna simply is not enough to support an electronics store. Furthermore, a population of 2,614 within 2 miles, and a population of 5,823 within 5 miles is not enough, either. In fact, it will take a “trade area” of at least seven miles with a population of at least 10,000 to support even one electronics store.

It is important to note that simply expanding the trade area is not enough to “justify” a general merchandise store. The gap model must demonstrate that demand within that larger trade area actually exceeds current supply.

Another way to look at the data is to consider the potential geographic size of the Ravenna trade area. If we had delineated a smaller trade area with a 5-mile radius, the supply-demand model would indicate that under no circumstances should Ravenna have a general merchandise store, dollar store or other variety outlet chain. By expanding the trade area to at least 10 miles, we are able to identify a market gap for not only a general merchandise store, but also a tack/boot shop, apparel consignment, and small sporting goods store.

To justify the larger trade area for general merchandise and sporting goods, Ravenna must also be prepared to implement a comprehensive strategy for its downtown and effectively convey cohesiveness, synergies, clustering and critical mass. If little changes in the downtown and instead the existing businesses just wait passively for one new store (like a coffee shop) to eventually open, then the overall market opportunity will remain small.

IMPORT-EXPORT ANALYSIS (Exhibit B-3)

An import-export analysis is important for a number of reasons. A market with net import (where gross imports exceed gross exports) is already succeeding in pulling customers from surrounding areas. Through concepts of critical mass and synergies, these strengths can sometimes be leveraged to increase import even more, and to intercept export.

In comparison, markets with net export are often described as allowing sales “leakage” to other areas. With the right mix of stores, merchandise, convenience, service and locations, sales leakage could actually represent an opportunity for new businesses to enter the market and intercept the customers from going elsewhere. In both cases, one could theorize that there is an incremental opportunity. The import-export analysis for this project has revealed a number of interesting results, including:

The average sales per establishment ($/Estab.) among all retail stores in Muskegon County is $2.5 million, and the average sales per establishment for stores in Ottawa County is about $2.6 million. These are lower than the average for Kent County ($3.8 million), but higher than Newaygo ($1.9 million), Oceana ($1.2 million) and Lake ($1.0 million).

We would expect retail establishments in the Ravenna trade area to perform most similarly to the relatively rural Newaygo, Oceana and Lake County analogs, and lower than the averages for either Kent or Muskegon County. For the State of Michigan overall, all retail stores capture 45.8% of total personal income. Michigan is assumed to set a “standard” for the other geographic areas, and it can generally be assumed that inflow (import) into the state and outflow (export) wash each other out, with a zero net import or export.

We would expect to see considerable variation between counties, with destination markets like Kent County (Grand Rapids) and Muskegon County (the City of Muskegon) having a net import, and rural areas having a net export. The measure of *transacted sales per capita as a share of income* will be inflated for markets that have destination shopping centers and big-box retailers. Residents within the market may not be spending more, but transacted sales are higher due to the import.

As expected, Kent County has a high net import of about 33%, whereas for Muskegon County, export by resident shoppers to other areas is washing out the import by resident shoppers from the market’s surrounding areas. Residents from Lake and Newaygo County might be shopping in Muskegon, but Muskegon residents are also cross-shopping to Kent County.

In Lake County, net export is an astounding 60 percent, but proportionately less in Oceana County (-39%), Newaygo County (-23%) and Ottawa County (-17%). In comparison, net export from the Ravenna effective trade area (ETA) is about -22%. This includes about 15% import by visitors moving through the trade area, compared to -37% in export by residents living within the trade area and actually shopping in other destinations like Coopersville, Muskegon and Grand Rapids.

For the Ravenna ETA, we believe that net export could be reduced to as low as -32% over time, with an opportunity to intercept sales of as much as $8 million. The optimal strategy scenario detailed in Exhibit B-1.a and Exhibit B-1.b show a long-term revenue target of $7.075 million, which is in-line with this goal.

SALES PER SQUARE FOOT (PRODUCTIVITY)

To assist potential businesses in planning, we have also provided preliminary estimates on productivity and annual revenues. Revenues are forecast by calculating the total establishment size in square feet by the average productivity for similar types of businesses in comparable markets. Unfortunately, gathering actual sales and productivity data for comparable businesses in small markets is nearly impossible.

It is relatively easy to get productivity data and average store sizes only for larger geographic regions like the Midwest from the Urban Land Institute (ULI) and the International Council of Shopping Centers (ICSC). However, it is very difficult to obtain for smaller geographic areas like counties.

However, there is reliable data available at the county level for aggregate sales and number of establishments. This data is obtained from the US Economic Census, which releases reports every five years, with the most recent data being reported in 1997, 2002 and 2007. It is then possible to calculate the average sales per establishment, average sales per capita and market share (sales per capita as a share of income.)

A combination of data from the ULI, ICSC and US Census have been utilized to develop estimates for the Ravenna Trade Area, with the results detailed in Exhibits B-1.a and B-1.b. As shown, we expect most establishments to achieve sales of $175 to $200 per square foot, with some variation. The sources used to develop these estimates are also provided, so that individual businesses in Ravenna can conduct their own analysis and decide whether they can reasonably target lower or higher sales (or productivity) for a larger or smaller store size.

It is generally understood that smaller stores are more productive than larger stores. In addition, stores offering hard-line categories of merchandise (like furniture, appliances and electronics) also tend to be more productive than stores focusing on soft-lines (like apparel, bedding, rugs, linens, etc.) Some of the highest productivity stores are those with high traffic volumes (grocery, pharmacy, convenience), and those with high ticket items compared to the selling area (jewelry stores.).

To enable local businesses in Ravenna conduct their own sales forecasts if they like, we have provided the supporting data in our analysis, with the following summary:

Exibit B-5. Median Sales per Square Foot of Gross Leasable Area. There are a total of 66 Neighborhood and Convenience Shopping Centers in the Midwest Region in 2005. The 18 most common types of tenants are displayed in the exhibit, along with sales per square foot. As shown, drugstores and pharmacies achieved average sales of over $500 per square foot, whereas most other categories are in the $150 to $250 range. Nail salons were the least productive at less than $100 per square foot.

Exhibit B-6. Median Sales per Establishment. Among those same 66 Neighborhood and Convenience Shopping Centers, Supermarkets achieved the highest average sales volume at nearly $14.0 million. The average drugstore / pharmacy in these centers achieved annual sales of about $5.0 million. In comparison, most other tenant categories achieved sales of well under $1.0 million, and some categories averaged less than $250,000 in annual sales.

Exibits B-7. Sales per Square Foot by General Retail Category. In Muskegon County, the average sales per square foot among retail categories has not changed much since 2002, when we last went through an economic recession. However, retailers are struggling more today than they were back in 2002, and it is more difficult today to achieve a profit margin. Simply put, revenues have not increased, but costs certainly have.

Exhibit B-7 also demonstrates how soft-line categories like apparel tend to have lower productivity levels than hard-lines like furnishings and electronics, and how high-traffic categories like grocery and pharmacy also have higher productivity levels. The supporting data for Exhibit B-7 is displayed in Exhibits B-8.a and B-8.b and with greater detail among store types.

SALES PER ESTABLISHMENT, MARKET SHARE

Exhibit B-9.a and Exhibit B-9.b display the actual number of establishments and transacted retail sales by retail category as reported by the US Economic Census of Retail Trade for 2002, and for Muskegon County. For comparison purposes, similar data is also provided for Newaygo County (see Exhibit B-10) and Ottawa County (Exhibit B-11.) The US Census is gradually releasing the 2007 data, and the results for Michigan should be available by year-end 2009.

Although the 2002 data is already 7 years old, we also know that performance measures for retail establishments in Michigan have not changed very much since that time. For now, the 2002 data still enables us to compare counties on the performance of a) sales per establishment; b) sales per capita; and c) market share, and to theorize the potential performance of the Ravenna trade area.

Market share is particularly important to consider when comparing one more levels of geography, because it effectively accounts for differences in income levels. However, sales per establishment is an easier concept for most businesses to grasp, and is useful in setting targets for new merchants. In utilizing the results to forecast the opportunity for Ravenna, we have applied discounts for the market's small size and relatively remote location from regional highway connectors, plus additional adjustment for smaller store sizes recommended in Ravenna.

In other words, even though the average full-service restaurant in Muskegon County achieves $700,000 in annual sales, this does not mean that a full-service restaurant in downtown Ravenna could achieve that same volume. In fact, we have recommended a small restaurant of just 2,000 square feet (excluding outdoor patio), and conservative annual revenues of $450,000. If the establishment actually achieves revenues of $600,000, we would consider it highly successful.

It is also important to note that transacted sales include business derived from non-resident patrons, so includes any import business. For example, the data for Newaygo (Exhibit B-10) shows that 7 general merchandise stores (NAICS category 452) achieved sales of $38.150 million, representing $793 per capita. In comparison, Muskegon County (Exhibit B-9) had 27 general merchandise stores with gross sales of $430.194 million, representing $2,504 in sales per capita. This does not mean that residents in Newaygo County spend significantly less on general merchandise than residents of Muskegon County. It just means that they aren't spending it on stores in Newaygo County, and that they are probably spending it elsewhere – and probably in Muskegon County.

So, variances in sales per capita and market share between counties can be largely attributed to import and export patterns, which of course are largely driven by the presence of a larger city with regional shopping centers and big-box retailers that have a regional draw. To demonstrate the full range of data, Exhibit B-13 presents the market share results for seven counties in the region, including Muskegon County, and the State of Michigan. Again, the State of Michigan represents a good "standard," where import and export between counties generally wash out to a zero net.

Exhibit B-13 can be very useful in forecasting sales for a given establishment, and for gauging the opportunity to intercept export. For example, food and beverage stores (NAICS category 445, including grocery, specialty food and convenience stores) captured 5.5% of income as an average throughout the State of Michigan. In comparison, they captured 4.4% of income in Muskegon County. This difference of 1.1% implies that there is a whopping $36.7 million of sales "leaking" from Muskegon County to other markets. Assuming that new stores could intercept even 10% of these sales, this would represent a potential "gap" of at least one new store in the market.

This is just one of several approaches that we used to deduce the magnitude of potential gap and opportunity for the Ravenna Trade Area. We also conducted a deductive analysis of market supply in Ravenna compared to surrounding communities, which is described in the following section of this report.

RETAIL SUPPLY – DEDUCTIVE ANALYSIS

Ravenna is a small and remote village surrounded by other communities of similar or larger size. The 85% trade area has a 2009 estimated population f less than 24,000 (see Exhibit B-28), and has just 13.3% percent of the total population in Muskegon County (174,854 population in 2009.)

To gain a better understanding of Muskegon's other small communities and their ability to attract retailers we conducted a survey of businesses in Sparta, Fremont, Coopersville, Newaygo, Kent, Casnovia, Grant, Bailey and Conklin. We also considered the collective magnitude of supply among businesses in key categories.

For example, if every one of these other markets has a bicycle shop, then the opportunity for another bicycle shop in Ravenna is probably less. However, if there is only one bicycle shop in the market and it is in a similarly small community like Bailey, then perhaps Ravenna could support a bicycle shop too.

The results of our supply inventory for the comparative communities are detailed as follows:

Sparta	Exhibit B-16
Conklin	Exhibit B-17
Casnovia	Exhibit B-17
Kent City	Exhibit B-18
Holton	Exhibit B-18
Newaygo	Exhibit B-19
Grant	Exhibit B-20
Bailey	Exhibit B-21
Fremont	Exhibit B-22
Coopersville	Exhibit B-23

To help qualify this approach, we also delineated 1, 2 and 3-mile rings around each of the comparison communities, with the results summarized in Exhibit B-14. As shown, Ravenna has a larger population than Kent, Casnovia or Grant within one mile of the community centers. However, Kent, Casnovia and Grant each have a larger population within three miles. In fact, only Bailey and Conklin are smaller than Ravenna on that later measure.

Since the population within 3 miles of Bailey and Conklin are smaller than Ravenna, they warrant more consideration than the larger markets. The fact that Conklin has businesses specializing in computer repair, upholstery, fencing, and graphics suggests that similar businesses in Ravenna might not be too far out of reach. Similarly, Bailey has businesses specializing in property appraisal, outlet furniture, used merchandise (antiques) and even has a bakery. We also tested Holton, and noted businesses in used appliances, garage doors, electronic and video, gifts, canvas, and embroidery.

REGIONAL SHOPPING DESTINATIONS

Small businesses and merchants in the Village of Ravenna are competing with several larger retail destinations that are pulling its shoppers out of the market and resulting in high net export for the trade area. The nearest competing shopping destination is Coopersville located less than 20 minutes directly south. Coopersville provides direct access onto I-69, which continues west to Muskegon, and east to Grand Rapids. Coopersville also offers a number of convenient national chain stores like Tractor Supply Co., Family Fare Supermarket, Family Dollar, Rite Aid, Napa Auto Parts and two chain automotive dealerships (Chrysler-Jeep-Dodge and Chevrolet-Buick-Pontiac.)

The most competitive shopping destination is located just 30 minutes due west in Muskegon, with the primary draw from a) Meijer's Supercenter; and b) the Lakes Mall, which is anchored by J.C. Penney, Sears, Younker's, Dick's Sporting Goods and Bed Bath & Beyond. A large number of big-box retailers are also clustered near the Lakes Mall, with the most popular destinations being Lowe's, Sam's Club and Wal-Mart (see Exhibit E-6). Other favorites include Best Buy, Kohl's, Target, Dunham's Sports, Home Depot, Langlois Appliances and Electronics, Menard's and TJMaxx.

The nearest upscale shopping destination with a Macy's department store is River Town Crossings, located less than 1 hour south in Grandville (in the Grand Rapids metro area.) River Town Crossings is a formidable competitor to the Lakes Mall, and is also anchored by J.C. Penney, Sears, Younker's, Kohl's and Dick's Sporting Goods, and is surrounded by an even broader spectrum of big-box and national chain store.

TRADE AREA DELINEATION

Exhibit B-24 and B-25 display the 85% Ravenna Effective Trade Area (ETA) relative to Grand Rapids, Muskegon and Grand Haven. The maps also demonstrate the Village's remote setting and small population compared to these larger cities. The trade area is delineated to reflect a number of factors, as follows:

- Distribution of population, income and growth
- Market location relative to other destinations cities
- Highway linkages and connectivity with other destination
- Locations of regional destinations, including shopping
- Drive-times from the market to major employment centers

The 85% ETA represents the geographic area from which the vast majority of retail sales will be generated. Said another way, residents within that area will contribute 85% of retail sales for the average business. However, our analysis also accounts for the fact that local businesses typically don't have a large trade area, whereas regional destinations (shopping centers; big-box retailers; automotive dealerships; furniture, electronics and appliance stores) tend to draw customers from farther away.

On the other hand, a destination store that is actually capturing 70% or more of its sales from a small geography is usually considered to be highly effective, and probably is located in an urban area. A similar destination store in a small, rural market must reach farther away to capture 70% of its retail sales and still be effective.

Although it may seem counter-intuitive at first, stores in rural markets often have trade areas that actually geographically larger than similar stores in urban markets. But even with the larger geographic trade area, a rural store still serves a smaller population, and is almost certain to have a lower sales volume and productivity level (sales per square foot.).

POPULATION and INCOME

Exhibit B-26 demonstrates the historic growth patterns of population and income in the Ravenna ETA. This chart is used to demonstrate that both population and income are growing in the market. This is important for sustainable businesses that rely not only on sales revenues, but also on sales growth over time.

For reference, Exhibit B-27 provides the actual data used to create the chart in Exhibit B-26. For additional reference, comparisons to other counties in the region are provided in Exhibits B-28 and B-29, along with the State of Michigan. As shown, residents in the Ravenna Trade Area have a per capita income of $23,020, which is on-par with Muskegon and Newaygo Counties ($22,510 and $22,063, respectively.)

RESIDENTIAL MARKET ANALYSIS

As with the retail analysis, we took a comprehensive approach to the residential study while focusing our recommendations on the opportunity for Downtown Ravenna. We conducted a number of comparisons between the Village of Ravenna with surrounding communities like Coopersville, Sparta, Kent City and Newaygo. We also include comparisons between Muskegon County with Oceana, Newaygo, Kent and Ottawa Counties.

For the demographic analysis, we also delineated an effective trade area for the Village of Ravenna, displayed on Exhibit C-1 in the attached Appendix C. This geographic area excludes the greater Muskegon area and reaches south to Coopersville, north to Grant City and east to Sparta and Highway 37. It generally represents the region from which 70 percent of new residents are expected to relocate from, assuming that they move into new residential units within Ravenna.

SIGNATURE PROJECT

In formulating recommendations for downtown Ravenna, we again identified one important anchor site that has already been presented as a redevelopment opportunity and that would also be ideal for the multi-family attached units. Specifically, the former Ravenna used car dealership along Crockery Creek is ideal for a multi-story, mixed use project with flex-space on the upper levels, above street-front retail space.

Based on the current housing market and Ravenna's small size, we recommend that all second-level units be planned, approved and designed for flex-space that could accommodate any mix of the following:

- Residential flats or loft apartments
- Office suites and professional space
- Renter or owner-occupied live-work units

We also do not recommend that the residential units be specifically targeted to seniors, for a number of reasons. First, we are recommending upper level apartments that above street-level retail and/or office space, rather than townhouses or row houses that would lack a street-front retail presence. This means that every unit would include a flight of stairs, which is not usually appealing to seniors or active adults seeking age-in-place housing.

Second, a product that targets a specific demographic in small market is more likely to struggle with high vacancy rates. If all of the units in a new project are specifically designed for and marketed to seniors, then it could also be foregoing potential tenants among other demographic groups. Given the small market size, new projects will do best by targeting the largest range of potential tenants.

We also recommend that any developer of a mixed-use project in Downtown Ravenna design flexible space units that can be easily adapted to changing market needs over time. With the right design, the building could also include both renter- and owner-occupied units. Ideally, the owner of a loft apartment should have the option of selling the unit to a new owner interested in converting the space to office suites. Vacancy rates can be minimized by keeping all of these options open.

Each unit should have a 1,000, 1,500 or 2,000 square foot floor plan, and single office suites could begin at 500 square feet each. These combinations would enable a 2,000 square foot area to be divided in any number of ways, including:

a) one 2,000 square foot apartment, no office suites
b) four 500 square foot office suites, no residential apartments
c) two 500 square foot office suites, plus a 1,000 square foot apartment
d) one 500 square foot office suite, plus a 1,500 square foot apartment

The following collage of photos provides just a few examples of what the mix-use project could look like. In all cases, the new building has a street-front presence with minimal set-backs from a public sidewalk, ideally with on-street parking, attractive bay windows for retail shops and apartments above that could be converted to office suites upon demand.

PLANNING RECOMMENDATIONS

Accommodating this type of development could require a revisit of Ravenna's future land use plan, master plans and/or zoning ordinances. Modern planning tools like overlay zoning or variances could be used to provide future downtown developers with greater flexibility in designing upper level units. The flexibility of options could in turn encourage existing building owners to add upper-level space to existing buildings.

NUMBER OF HOUSEHOLDS

Muskegon County has over 65,000 households, of which 8,114 are located within the Ravenna effective trade area. The number of households is expected to increase at 0.6% rate annually through the next five years, reaching 8,342 by the year 2014. This is a total increase of 228 households, for an average gain of about 45 households per year. Supporting data is provided in Exhibit C-2 in the attached Appendix C.

HOUSEHOLD INCOME

Attached Exhibit C-3 demonstrates the distribution of households by 10 distinct income brackets for the current year 2009. As shown, the income bracket of $50,000 to $74,999 has the largest share of households for the Village of Ravenna, or 23 percent of its trade area.

The trade area is generally more affluent than Muskegon County overall, and has a larger share of households earning $75,000 to $100,000. The trade area and Kent County both have 13 percent of their households in this category. However, Kent County has a larger share of households in the upper income brackets of $100,000 to $149,999 (10% v. 6%) and $150,000 to $249,000 (4% v. 1%). Supporting data is provided in Exhibit C-4.

HOME VALUES

Exhibit C-5 demonstrates the distribution of owner-occupied housing units by value bracket for the current year of 2009, again for 10 distinct categories. As with the household income, the data generally follows a bell-shaped distribution pattern. For the trade area, Muskegon and Kent Counties, the $100,000 to $149,999 income bracket is consistently the largest, followed by the $150,000 to $199,999 income bracket. Again, supporting data is provided in Exhibit C-6.

The data results are most interesting when Exhibit C-3 is compared directly with Exhibit C-5. In general, we know that households in the lower income brackets tend to rent rather than own their residence. We also know that the most affluent households do not necessarily spend more on the purchase of a home, and that they could instead be investing or spending their wealth on vacations, recreation, entertainment and luxury goods; advanced education; and investments.

With these exceptions, the data results can be generally compared between geographies to identify and even measure potential "gaps." This approach yields a measureable gap of 770 units in the entire Ravenna trade area, including the Village of Ravenna and surrounding markets. Adjustments for the 70% trade area are then made to bring this total to 1,100 units.

The one-mile ring around the Village of Ravenna represents about 6% of the total trade area on the basis of aggregate household income. This ratio is applied to the trade area "gap" of 1,100 units to scale it back to a realistic number for the local market, resulting in a total upside of 66 units. The distribution of these units by value bracket is displayed on the following page.

Multi-Family Attached, Owner-Occupied Units
Summary Opportunity for Downtown Ravenna; 2009

	Market Gap	Developable[1]
Less than $39,999	0	0
$40,000 to $59,999	5	0
$60,000 to $79,999	24	0
$80,000 to $99,999	22	0
$100,000 to $124,999	0	0
$125,000 to $149,999	3	3
$150,000 to $199,999	12	12
$200,000 to $299,999	0	0
$300,000 to $399,999	0	0
$400,000 to $499,999	0	0
$500,000 or more	0	0
Total	66	15

[1] Developable based on current construction costs, which can approach $150,000 per unit.

The data demonstrates that the largest share of the "gap" for the Village of Ravenna is actually in the lower value brackets below $100,000. Unfortunately, construction costs in today's market have made it very difficult for developers to build new housing units for less than $100,000, which leaves them with little or no profit or incentive.

For reference, construction costs in Kent and Muskegon Counties since 2000 are displayed in appendix Exhibit C-14. Comparisons to Oakland County (Greater Detroit area) and Presque Isle County (Michigan's Sunrise Side) are also provided for perspective.

Construction costs in the lower value brackets could potentially be reduced by developing multi-family attached units, which would also be ideal for Downtown Ravenna. However, it is more likely that a developer would be interested in building units in the better price brackets, and there is opportunity for up to 12 units in the value range of $150,000 to $200,000, plus 3 units priced just below $149,999. To be clear, these are the only categories that should be targeted *near-term* for future owner-occupied housing units in the Village of Ravenna, and all of them should be located within the Downtown district.

UNITS per BUILDING

Exhibit C-7 displays the distribution of residential units in the Ravenna Trade Area by the number of units in the building, with comparisons to Muskegon and Kent Counties. As shown, the vast majority of residential units are single-family, detached houses. Compared to Muskegon and Kent Counties, the trade area has a relatively small share of units that are duplexes, townhouses, condos or attached apartments. The data also indicates an ample supply of units classified as mobile homes (excluding double-wide and manufactured homes on single-family lots.)

Part of the apparent “gap” for the Ravenna Trade Area could be attributed to the area’s rural character. In general however, the data does indicate that the market does not have a fair representation among multi-family, attached housing products. Developers considering new duplexes, attached townhouses and/or condominiums can proceed knowing that their products are probably unique to the local market. These same products are recommended over single-family detached houses, at least until the current housing slump fully recovers.

AGE of HOUSING UNITS

Exhibit C-8 demonstrates the distribution of existing housing stock by decade built, and shows that Muskegon County’s housing stock is relatively older than the Ravenna Trade Area and Kent County. About 18% of the trade area’s housing stock was built between 1990 and 1999; and a relatively small share of housing units was built between 1950 and 1990.

The trade area has kept pace with Muskegon and Kent Counties in the development of new housing stock since 2000 to 2009. There doesn’t appear to be much need for “catching up” on the development of contemporary products.

VACANCIES and SEASONALITY

To provide a complete understanding of housing market conditions in Ravenna, we also conducted a study of vacancy rates, with careful consideration for seasonality. Markets with high vacancy rates are not necessarily weak opportunities for new housing developments, and understanding the role of seasonality on vacancy rates is important for a comprehensive study.

Our test begins with a comparison of Michigan and other states in the Upper Midwest to develop some perspective on vacancy rates. As shown in Exhibit C-9, average vacancy rates across the State of Michigan are about 10%, which is slightly higher than Wisconsin. Traditionally, housing developers have considered markets with 8% vacancy or lower to be the most attractive, and these statewide averages help demonstrate how highs and lows between different markets can average out to help set the standard.

Exhibit C-10 takes another slice at the data by demonstrating the share of vacant units that are actually classified as being occupied seasonally. In other words, the owner does not use the unit as a primary homestead, but probably occupies it for vacations and perhaps as a summer home. In Michigan, a full 50 percent of all vacant units are actually seasonally occupied, compared to about 10 percent for Illinois. As might be expected, seasonality as a share of vacancies is also high for Minnesota and Wisconsin.

With that perspective in place, Exhibit C-11 takes a closer look at Muskegon and surrounding counties generally in the Village of Ravenna's region. As shown, vacancy rates in Muskegon, Kent and Ottawa Counties are not particularly high, and in fact are well below the state average. In comparison, vacancy rates in Oceana and Newaygo Counties are relatively high and in the range of 25% to 35%.

Of the vacant units in Muskegon County, about 27% of them are vacant but occupied seasonally (see Exhibit C-12.) The influences of seasonality are even more pronounced in Ottawa County, where about 40% of all vacant units are occupied seasonally. Exhibit C-13 shows the actual number of units that are seasonally occupied, including 1,000 in Muskegon County and nearly 2,000 in Ottawa County.

Even under current conditions with a housing slump, we do not consider vacancy rates to be a major concern for the Village of Ravenna. Compared to other markets, vacancy rates have been relatively low and a large share is occupied seasonally, which is better than being completely vacant.

BUILDING PERMITS

We also compared building permit activity between Kent and Muskegon County, with the results displayed in Exhibit C-14. Data from the U.S. Census is not available for Muskegon County after the beginning of 2005, so we added Oakland County for additional perspective. As shown, building permit activity has plummeted since early 2006, and the declining housing industry certainly led the way into the 2008-2010 recession. Building permit activity reached its lowest point in spring 2009 but is now showing some early signs of improvement. Activity is expected to remain low during winter 2009-2010, with additional recovery in spring 2010.

However, activity is not expected to return to 2003-2005 levels for quite some time. Conservative estimates indicate that most markets already have a five-year supply of available units that need to be absorbed before building activity fully recovers. Other more conservative estimates suggest that we have a 15-year supply. The realities vary by market, and the smartest developers will be those that focus on products that are truly unique and clearly differentiated from existing choices. Absorption rates will also be most favorable among housing units in relatively moderate price brackets.

CONSTRUCTION COSTS

Exhibit C-15 has already been referenced earlier in our report but still warrants a second look. The chart demonstrates how average construction costs per unit have increased considerably since 2005, and how costs and the magnitude of recent increases vary between markets. Construction costs in Kent County have increased from $125,000 per unit in the earlier part of this decade to at least $175,000, and sometimes exceeding $200,000 for some unique projects. Muskegon County has slightly lower construction costs than Kent County.

In comparison, construction costs in Southeast Michigan’s Oakland County were already averaging $175,000 per unit in the earlier part of this decade and have been closer to $250,000 since 2006. Relatively remote markets like Presque Isle County (Roger’s City area on Michigan’s Sunrise Side) have had stable construction costs of $100,000 per unit through late 2005, with increases that became most apparent in 2006 as prices increased to $150,000 per unit.

OFFSETTING COSTS

Rising construction costs are making it increasingly difficult for developers to realize a profit on new projects in today’s tough housing market. Although labor costs may be low due to high unemployment during our current recession, they are not enough to offset high material costs. Under these circumstances, it becomes more important than ever for communities to help minimize developer costs like fees and taxes.

Financial programs viewed as “incentives” as recently as 2006 are now more critical and could literally make or break a project’s economic viability. This particularly applies to downtown environments where developer costs to build vertically rather than horizontally can be even more prohibitive, and where property owners need compelling financial incentives to expand upward to add second-level flex space for office suites and loft apartments.

TRANSITIONAL UNITS

The next series of charts in our analysis takes a closer look at for-sale, owner-occupied, multi-family and single-family housing units. We gathered data for available properties to understand the range of prices and number of choices within various prices ranges. Gaps in the data can be used to help pin market-driven prices among unit sizes for new development projects.

Our analysis begins with a summary chart of the number of transitional units in Muskegon and surrounding counties. As shown in Exhibit C-16, there were about 2,000 transitional units available in Muskegon County in 1990, which increased to about 2,500 by the last census year of 2000. It is certain that the figure is much higher today with the recent housing slump, and we expected to find a large number of units and variety of choices available to potential home buyers. As the following analysis will show, we actually found fewer choices than expected.

FOR-SALE PRICES and CHOICES

Exhibit C-17 demonstrates the prices among available for-sale, multi-family units in Muskegon County, and shows how little product there is to choose from. A potential home buyer searching using the internet to search for multi-family units would find very few choices, and most would fall in the $100,000 to $250,000 price range. More choices are available in the Muskegon area and in Fremont, followed by Sparta and Grant / Bailey. We were not able to find any multi-family units listed online in the Ravenna and Conklin area.

Exhibit C-18 shows that there are a large number of choices available in Newaygo for single-family detached houses with only one or two bedrooms. Small houses are also available in Fremont and Grant / Bailey, with relatively fewer choices in the other comparison markets. There are also several small homes available in the Ravenna / Conklin area. Prices begin below $100,000 and tend to plateau at about $150,000, with the vast majority in the lower price brackets.

There are more choices among houses that offer three bedrooms (see Exhibit C-19), and the prices climb to $200,000. For-sale units in Ravenna and Conklin follow a pricing pattern that is similar to Sparta and Coopersville, but there are relatively fewer units available and few price options above $125,000.

Exhibit C-20 demonstrates the same data for single-family, owner occupied houses that have four bedrooms. As expected, there are fewer choices among these relatively “larger” houses. Ravenna stands out as an anomaly, has few choices in any given price bracket, and has prices that climb quickly to $375,000. The last chart in this series shows the same data for the largest houses with five bedrooms (see Exhibit C-21.)

The results from these charts support our conclusion that there may be a *long-term* (2015 – 2020) opportunity for up to 40 additional single-family housing units in the Village of Ravenna. It also indicates that projects with the lowest risk should be targeted for the following categories, provided in current 2009 dollars (i.e., not adjusted for price inflation):

a) multi-family units with two bedrooms; priced between $125,000 and $200,000 (10 units)
b) single-family units with two bedrooms; priced between $150,000 and $200,000 (15 units)
c) single-family units with three bedrooms; priced between $175,000 and $225,000 (10 units)
d) single-family units with four bedrooms; priced between $200,000 and $225,000 (5 units)

PRICE PER SQUARE FOOT

Developers usually conduct their pro forma analyses on the basis of cost and price per square foot, so it makes sense to test the local market on this measure. Exhibit C-22 demonstrates the results among multi-family units that are available for-sale in both Muskegon and Newaygo Counties. The data tends to follow an inverse, logarithmic relationship, where smaller units have higher prices per square foot, and larger units have smaller prices per square foot.

Among the small sample size, the data generally shows that small units with 1,000 to 1,250 square feet are being listed at prices of $100 to $175 per square foot. Relatively larger units with 2,000 to 2,750 square feet of space tend to be listed in the range of $75 to $80 per square foot.

This relationship is less clear among single-family detached houses, with results displayed in Exhibit C-21. However, we know from experience in testing numerous other markets throughout the United States that the relationship holds true and smaller units generally demand a higher price per square foot.

For the subject markets tested in Muskegon County, Exhibit C-23 shows that the for-sales prices are closely packed around $50 to $100 per square foot. Smaller units could command prices around $200 per square foot, but it is relatively rare to find a larger unit with prices that exceed $150 per square foot.

It is also important to note that for-sale houses in Ravenna and Conklin seldom exceed prices of $100 per square foot, even among the smaller units. Usually, a house that commands a higher price also offers compelling amenities that differentiate it above the competition. Amenities usually include views of downtown districts, golf courses, water features or natural vistas.

In Downtown Ravenna, owner-occupied along Crockery Creek with views of Stafford Street should be able to sell for at least $125 per square foot. Units with views of Crockery Creek could also be desirable, as long as that same view isn't downgraded by an asphalt surface parking lot.

FORECLOSURES

In conducting our study of for-sale residential units in Muskegon County, we were interested in understanding the influences of the foreclosure market. In particular, we noted a large number of for-sale units with prices below $100,000, even though we know that it would be nearly impossible for a developer to build a unit for less than $100,000 in today's market.

In Ravenna, few of the for-sale units that can be found on the internet can be directly attributed to foreclosures, bank-owned sales or short sales. In comparison, the availability of units in the lower price brackets in Grant, Newaygo and Fremont are heavily influenced by these types of properties (see Exhibit C-24.) These results are particularly important when interpreting Exhibits C-16 and C-17, discussed earlier in this chapter of our report.

RENTER OCCUPANCY

Exhibit C-25 demonstrates the share of total housing units in the Ravenna Trade Area that is renter-occupied, with comparisons to all surrounding counties in the region. As shown, only 11 percent of the trade area's housing units are renter-occupied, whereas the average for surrounding counties ranges between 16% and 30%. Part of the difference can be attributed to the rural character of the trade area. However, another part could be attributed to a potential "gap" in this category.

Assuming the Ravenna Trade Area should be achieving a minimum threshold of renter occupancy at 13%, this implies a "gap" of 230 units, including an adjustment for the 70 percent trade area. Of this gap, 15 to 30 units could be realistically assigned directly to the Village of Ravenna, and we recommend that the majority be located in its downtown district, ideally in upper level expansions above existing street-front retail.

AVERAGE CONTRACT RENT

Exhibit C-26 compares average contract rents in the Ravenna trade area with surrounding counties in the region. Rents in the trade area have not been remarkably lower or higher than Lake, Oceana, Newaygo or Muskegon County, although rents are certainly higher in Kent and Ottawa Counties.

To gain a better understanding of asking prices for rental units, we conducted a test in Muskegon and North Muskegon, with the results displayed in Exhibit C-27. In other studies we found that lower-rent units are less likely to be listed on internet search services like www.ForRent.com, but that newer projects and units with special amenities (club houses, pools, etc.) are more likely to be listed. For new rental units in Downtown Ravenna, it would be reasonable to price one-bedroom apartments in the range of $400 to $600; two-bedroom apartments at $500 to $700; and three-bedroom apartments at $600 to $900.

INTRODUCTION

The market strategies and recommendations for the Village of Ravenna take into account its economic status relative to Muskegon County, other counties in the region, and the State of Michigan. Although the Village has a small population and is relatively remote, we are impressed by its local employers, businesses and overall sense of entrepreneurship.

ANALYTIC RESULTS

Exhibit D-1 demonstrates monthly unemployment rates for the State of Michigan, with comparisons to Illinois, Wisconsin and the United States. This chart can be compared with Exhibit D-2, which shows a longer trend line back to 1990, with annual results for Michigan and each county in the study area.

Some doom-and-gloom economic analysts would refer to Exhibit D-1 to demonstrate severity of the current recession compared to trends since 1999, and to predict a national economic depression. More conservative analysts might refer to Exhibit D-2, which demonstrates that on a year-to-year basis we are not that much worse off than we had been back in 1992.

Regardless, unemployment certainly spiked high in mid-2009, and the rate of increasing unemployment this past summer is alarming. Unemployment results over the next few months and through 2010 will be important in forecasting whether we climb out of the current recession, or whether we are heading into a deeper depression.

Exhibits D-3 and D-4 display data for the average travel time to work in the Ravenna trade area, and again with comparisons to Muskegon and Kent Counties. As shown, Ravenna's workers are more likely to travel at least 30 minutes to their job. This is understandable considering the market's relatively remote location and limited accessibility to highway connectors that help reduce travel times.

It also means that Ravenna's workers might be more inclined to shop elsewhere, since it is often tempting to shop in the same community where we work. It means that Ravenna's merchants and businesses will need to work extra hard to persuade commuting workers to shop locally, and that the typical passive approach to marketing probably is not enough.

Exhibit D-5 displays the educational attainment of adults (age 25+) in the Ravenna trade area with comparisons to Muskegon and Kent Counties. As shown, Ravenna's population has a lower educational attainment than Muskegon County. However, we also demonstrated earlier that the trade area has a similar per capita income level. So, with entrepreneurship, Ravenna's working population appears to be earning just as much with less education than the average for Muskegon County.

Exhibit D-6 displays employment by industry sector for Ravenna, again with comparisons to Kent and Muskegon County. As shown, a larger share of Ravenna's working population (age 16+) are filling jobs in the Production, Transportation and Material Moving occupations, and in Construction, Extraction and Maintenance. The importance of these categories to Ravenna's economy is also clear from our inventory of businesses throughout the market, and evident in Exhibits B-15 (construction, extraction and maintenance) and Exhibit B-15 (wholesale and distribution.) The vast majority of these are independent contractors, providing more evidence of the importance of Ravenna's entrepreneurial spirit.

Exhibit D-6 also shows that a smaller share of Ravenna's working population are filling positions in the sales, office, professional, management, business and financial industry sectors. So, Ravenna's workers are earning a good income with less education, and are also more likely to be employed in a blue-collar job.

Exhibit D-7 provides the supporting data on educational attainment, employment by occupation and blue collar v. white collar employment. As expected, workers in the Ravenna trade area are more likely to be blue collar than the average for Muskegon County. In fact, a full 42.5% of Ravenna's workers are in blue collar occupations, which is higher than the state average of 27.6%, and also higher than any of the counties in the comparative region.

These results could also point to some upside opportunity for small businesses in niche industries like business consulting and finance, and in business support services. Our inventory of businesses "support services" with a Ravenna mailing address is detailed in Exhibit B-15. Unfortunately, the data does not provide a clear indication of the types of business services offered by most of these consultants. The list could warrant further consideration by any landlords seeking new tenants for small office suites.

The data displayed in the prior Exhibit D-6 was provided by Claritas, Inc., and includes on 7 rather general categories, but for the most recent year of 2009. Claritas is also able to compute the data for a unique polygon like the Ravenna Trade area.

In comparison, Exhibits D-8 through D-15 are designed to take a closer look at employment by industry category using data provided by the Bureau of Economic Analysis (BEA), which details 17 categories. However, the most recent year available is 2007 and already two years behind. In addition, it is not possible to compute the BEA data for a unique polygon like the Ravenna ETA.

When compared to Kent County, Exhibit D-8 shows that a higher share of employed workers in Muskegon County are in service-based industries, and specifically health care and social assistance; government; and accommodations and food service. The data also suggests that Muskegon is under-represented in administration and waste services; finance, insurance and real estate (FIRE); wholesale trade; and professional, scientific and technical industries. These results are generally consistent with the data provided by Claritas (Exhibit D-6.)

Exhibits D-9 and D-10 break out Muskegon and Kent Counties on individual charts and provides comparisons to 2002 to demonstrate general change over time. Muskegon County has demonstrated some growth in the categories of health care and social assistance; and administration and waste services.

However, the professional, scientific and technical industries are not only under-represented compared to Kent County, but also declining in importance to the local economy. Meanwhile, this same category has remained relatively stable in stable in Kent County (see Exhibit D-10.) We consider this category to represent on of the biggest opportunities for recovery and future growth for Muskegon County.

Exhibits D-11 through D15 demonstrate the change in share of employment by industry category and then indexed back to 1985, and for the State of Michigan and Muskegon, Kent, Ottawa and Newaygo Counties. We would expect to see the least amount of variation year-to-year for the State of Michigan, because highs and lows between counties generally balance each other out. Even so, manufacturing employment for the state has clearly declined as a share of total employment over time, and retail trade and service categories have essentially picked up the difference.

We would expect to see more year-to-year variation among individual counties compared to the “blended” averages for the State of Michigan. Even so, all of the comparison counties show a similar trend of declining employment in manufacturing industries, offset by increases in retail trade and services. Among the four counties studies, Newaygo (see Exhibit D-14) appears to have been hit the hardest in manufacturing, but workers leaving this industry are just as likely to shift into the construction industry as retail trade and services. Today, finance, insurance and real estate categories are also doing a better job of picking up some of these workers than in prior years.

Of the four comparison counties, Ottawa County has been the most resilient in retaining its manufacturing jobs as a share of total employment (see Exhibit D-15.) Finally, Muskegon County has taken a harder hit on manufacturing than Kent County, and has clearly picked up most of the difference in retail trade and service industries. If we hold Muskegon County up to the Newaygo County standard, then we could theorize that there is more opportunity for Muskegon County to grow industries other than retail trade and services, and particularly in finance and insurance.

The last two exhibits in Appendix D (16 and 17) were created to address a specific concern that surfaced during interviews with key stakeholders in the Village of Ravenna. We repeatedly heard concern that the jurisdiction's tax rate was unwieldy for the non-homestead real estate market, and that buyers are hard to find because they fear uncapped property value assessments and high property taxes. This generally applies to commercial real estate for a) landlords who might be renting space to tenants; and b) businesses that own their own real estate.

To test the perception against reality, we conducted a study of millage rates and property taxes in communities and townships generally surrounding the Village of Ravenna. Exhibit D-16 displays the results for non-township jurisdictions, and D-17 isolates the results for townships only. As shown, non-homestead real estate taxes in Ravenna are *not* disproportionately high compared to other jurisdictions. In fact, Ravenna falls within the lower half of the range. Similarly, the Ravenna Public Schools taxing jurisdiction (excluding the Village of Ravenna jurisdiction), is roughly between the third and fourth lower quartile.

Since the real concern is one of uncapped property values, the Village of Ravenna could consider providing tax rebates to new businesses opening within its jurisdictions. Rebate programs typically have a limited duration, like 3 or 5 years. After the state equalized value of a newly sold property is uncapped, taxes can obviously jump up for the following year.

To incentivize the commercial real estate market, Ravenna could provide a rebate on the taxes to qualifying businesses. Additional recommendations regarding implementation of the recommended strategy for downtown Ravenna are provided in Chapter II of this report.

This concludes our summary of the Economic Analysis conducted for the Village of Ravenna's Downtown Market Strategy, and also concludes our narrative report for the project. Questions regarding the findings, conclusions, recommendations, data, methodology and this report can be addressed to:

Ms. Sharon M. Woods, Principal; LandUse|USA, LLC (SharonWoods@LandUseUSA.com).

Questions regarding the project status, progress and investment opportunities can be addressed to:

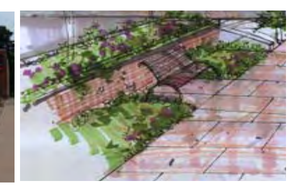
Dr. Craig Cameron, Chair; Village of Ravenna DDA (DRCraig@CraigCameronDDS.com)
Mr. Phil Anis, Vice Chair, Village of Ravenna DDA (Phil.Annis.b0mz@StateFarm.com)

- End of Narrative Report -

APPENDIX A – IMPLEMENTATION PLAN

Exhibit A-1. Village of Ravenna Downtown Market Strategy
Implementation Plan - Highest and Best Use

Priority Level	Primary Responsibility	Level of Difficulty	Potential Costs	Description of the Strategy Recommendation	
2	Property Owners, Private Investors	Difficult but with high rewards, as with any redevelopment effort	Tax Incentives, Low-Interest Loans; developer costs	For the Village of Ravenna, the best location for a Dollar Store is on the site of the former Ravenna Care Company. A dollar store on the downtown's anchor site could undermine its image as a traditional historical shopping district, so is not recommended.	
1	Property Owners, Private Investors	Difficult but with high rewards, as with any redevelopment effort	Tax Incentives, Low-Interest Loans; developer costs	Given its anchor position, size and proximity to Crockery Creek, this former automotive dealership probably holds higher long-term potential than any other under-utilized parcel in downtown Ravenna. It would be ideal for a mixed-use, two-level building with retail and professional in-line space facing west down Stafford Street, and topped by one or two levels of flex-space suites that could converted to either professional businesses or residential apartments (to reflect changing demand over time.)	
1	Property Owners, Private Investors	Difficult but with high rewards, as with any redevelopment effort	Tax Incentives, Low-Interest Loans; developer costs	Ravenna Total / Quaker State Lube / Cooper Tires; 3538 Main Street; 1 acres or more with frontage along Crockery Creek, ideal for assembly with the adjacent dealership building. Upon interest from a potential buyer, this valued business should relocate to some other location in the Village; along Slocum Road, north of Height Ravenna Road; and in the proximity of the Village Hardware and Auto Supply. The owner is Carl Meyers (231) 853-2475; might consider an offer if approached by a willing and able buyer.	
1	Property Owners, Private Investors	Difficult but with high rewards, as with any redevelopment effort	Tax Incentives, Low-Interest Loans; developer costs	Given its location along Main Street, gateway location into the downtown and proximity to Crockery Street, this is perhaps one of the most under-utilized parcels in all of Ravenna. The owner could place the property on the active real estate market, and might discover a buyer also interested in the neighboring Quaker State Lube / Cooper Tires building. The availability of these two parcels for land assembly should enhance the marketability of the adjacent auto dealership by giving a potential developer "elbow room" in designing green space and connecting a mixed-use project with Thatcher Park, Crockery Creek and the new bridge. Without these two buildings, developer site plans could be more constrained on the auto dealership site.	
2	Property Owners, Private Investors	Easy	Tax Incentives, Low-Interest Loans, cost to build a window	With an absence of window displays and an exterior that conveys office space, this building should be attractive to just about any type of small business. The building owner should consider cutting a window into the façade to make the space more appealing to a potential business.	
2	Property Owners, Private Investors	Easy, should be attractive to a small business	Tax Incentives, Low-Interest Loans	With limited window displays and an exterior that conveys office space, this building should be attractive to just about any type of small business.	
1	Property Owners, Private Investors	Easy, should be attractive to a traditional merchant	Tax Incentives, Low-Interest Loans	With excellent opportunity for window displays, this vacancy should be ideal for a business that relies on impulse shopping or high visibility (relocated Village Flower Market, tack shop, consignment apparel, sporting goods, antiques, florist shop. Might also be ideal for a small juice bar / newsstand that looks out onto the street (with Wi-Fi, of course), and a fitness center in the back. Another possibility is a soda fountain / hamburger stand in the front and an arcade in the back. Resist the temptation to lease this space to a non-retail service-based business.	 

1	Property Owners, Private Investors	Easy, should be attractive to a traditional merchant	Tax Rebates, Low-Interest Loans	At a prime Main-and-Main corner with excellent opportunities for attractive window displays, this former Video 1 store should be reserved for a traditional retail merchant that relies on impulse purchases or that benefits by providing customers with views of passer-by traffic on the street. Resist the temptation to lease the space to a non-traditional service-based business.	
2	Property Owners, Private Investors	Easy, established business owner	Tax Rebates, Low-Interest Loans	The existing Ravenna Garden Center has a good local following and could broaden its merchandise mix and customer base in a larger store with better on-street access. With a new location, it could also consider a coffee shop (with Wi-Fi, of course). Its existing space would be better suited for a non-traditional service-based small business.	 
2	Property Owners, Private Investors	Low, should be attractive to a small business	Tax Rebates, Low-Interest Loans	Vacancy - rental space in the Linck Insurance Building; Ideal for any non-retail small business, including incubator space for seeded entrepreneurs who may already be running a small business in the area.	
2	Property Owners, Private Investors	Moderate, not evident as a retail space	Tax Rebates, Low-Interest Loans	Tibbit's House; 3492 Main Street. Previously Donna's Catering (the Poley Family), which relocated to Marne. Other prior uses reported to include a Florist Shop and Funeral Home. Has been listed for 2 years, originally at $220,000. Now listed on a "short sale" for $139,900, contingent upon the lender's approval. Would be an ideal location for a small business specializing in re-found (resale) home furnishings, antiques, furniture restoration and upholstery, etc.	 
3	Property Owners, Private Investors	High; would require razing of existing building with associated costs	Tax Rebates, Low-Interest Loans, developer costs	Redevelop 2 acres of property that has 85 feet of frontage along Crockery Creek and 850 feet of frontage along Adam Street. It is currently listed by C&A Commercial Real Estate out of Muskegon. Contact Dave Wendtland, Commercial Real Estate Agent at (231) 755-5135; or (231) 206.3296. Price has been reduced from $245,000 in 2005 to $185,000 in March 2009 and most recently relisted at $125,000. The facility has overhead garage doors (a plus), but also appears to need a lot of work. Highest and best use is redevelopment into mixed-use residential units (rental and/or rent-to-own), and consistent with the character of the nearby residential neighborhood. To be clear, a used care dealership or dollar store are not recommended for this location. Senior housing could be a viable use.	
1	Property Owners, Private Investors	Moderate; will depend on the initiative of building owners and business owners	Tax Rebates, Low-Interest Loans; patio construction costs	Giuseppes Pizza and/or 4J's Pizza. Fully upgrade to a quality Grill and Pub, and convert the adjacent parking area to fenced-in patio seating with a umbrellas and/or a covered tent. Build a wood, fenced-in deck to level out the grade for the patio. Rewrite codes for bistros, if necessary.  	 
4	Property Owners, Private Investors	Redevelopment Unlikely; Streetscape with Moderate Difficulty	Tax Rebates, Low-Interest Loans; developer costs	Longer-term, plan for potential redevelopment interest in the lots located between Fifth Third Bank and Keef's Pharmacy. Given the lot's current elevation relative to the street, it might be one of the last parcels to attract a developer in today's market. Assuming a streetscape budget, the Village and property owner should improve its appearance consistent with recommendations presented by LSL Planning in their August 1999 streetscape study.	 

Source: Downtown Economic Growth Strategy developed by LandUse|USA, LLC; September 2009.

Exhibit A-2. Village of Ravenna Downtown Market Strategy
Implementation Plan - Business Recruitment

Priority Level	Primary Responsibility	Level of Difficulty	Potential Costs	Description of the Strategy Recommendation
1	DDA, Village Council	Moderate, takes approval from City Council	Budget; Salary; <$45K	Retain the services of a professional business recruiter and development advisor dedicated to attracting new retail tenants and businesses to Ravenna. Dedicate time and human resources to making phone calls to potential tenants and investors. This is a position that will require at least 20 hours a week of dedicated time under a one-year contract.
1	DDA, Community Volunteers	Moderate	DDA Time and Labor	Authorize the business recruiter to retain an intern or coop student to assist with the work. Alternatively, organize a volunteer program with job descriptions for business recruitment duties like making phone calls and following-up on inquiries. Volunteers can also help motivate independent property owners by helping with site clean-up, removing redundant and negative signs, creating "public" green spaces on private properties, and articulating DDA goals and objectives in a friendly and non-threatening manner.
2	DDA Business Recruiter	Low, time, takes patience and great phone skills	DDA Time and Labor	1. Call selected dollar stores chain stores, beginning with contacts provided with this Implementation Plan. 2. With each call at the Vice President level, anticipate reaching a secretary first. Mention the VP's name and then ask if that person is still there. 3. Then, ask the secretary to provide the name and contact for the "Real Estate Representative" in charge of Michigan and/or the Upper Midwest. 4. Request a scheduled phone conference with that individual, or to be forwarded to his secretary. 5. Do not expect that the Real Estate Representative will automatically return your call. Several attempts may be necessary before you succeed in getting a reply.
2	DDA Business Recruiter	Low, takes time, patience and great phone skills	DDA Time and Labor	After having a phone conversation with the appropriate Real Estate Representative at the targeted dollar store(s), get their permission to send an information packet that includes a copy of the Downtown Market Strategy. Follow up with a second phone call in 2 weeks, and ask them to visit Ravenna for a personal tour of available properties.
1	DDA Business Recruiter	Low; takes time, research, organization skills, phone skills	DDA Time and Labor	Maintain a current list of entrepreneurs running seed businesses in the area, and provide it to local commercial real estate brokers. Encourage them to overlap the effort by calling the same contacts and getting permission to send them information on their available development parcels. Overlapping calls from numerous stakeholders can make a bigger impression than just one call from one person. Keep journals of contacts and progress and compare notes at periodic phone conferences. Hard-selling is not recommended and could backfire.
1	DDA Business Recruiter	Low; takes time, research, organization skills, phone skills	DDA Time and Labor	Maintain a current list of local entrepreneurs and small businesses and provide it to potential investors when the visit the market. Encourage them to overlap your effort by calling the same contacts and getting permission to send them information on their available development parcels. Keep journals of contacts and progress and compare notes at periodic phone conferences.

2	DDA Business Recruiter	Low; just takes time, organization skills, phone skills	DDA Time and Labor	Meet with potential tenants and ask them about the incentives that they find most compelling in choosing a location for a new business. Ask them what it would take to get them to consider a store or business in the Village, in new or existing space. Be as open minded as humanly possible. Demonstrate a willingness to be flexible and to negotiate where possible. Offer to link them up with building owners and/or real estate brokers for a tour of available space.

Source: Downtown Economic Growth Strategy developed by LandUse|USA, LLC; September 2009.

Exhibit A-3. Village of Ravenna Downtown Market Strategy

Implementation Plan - Incentives and Collaboration

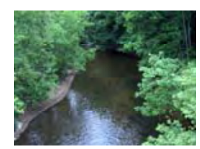
Priority Level	Primary Responsibility	Level of Difficulty	Potential Costs	Description of the Strategy Recommendation
1	DDA, Village Council	Low difficulty but could take time to get local buy-in to the idea	DDA Time and Labor	Create a process for information flow among stakeholders, particularly building owners, real estate brokers, potential developers, Village leaders and the planning commission. Conduct monthly meetings that are open to the public, and prepare an email contact list for corresponding news and meetings to key participants. Invite potential businesses (particularly entrepreneurs with seed businesses in the surrounding areas) to attend the meetings. Assign a chairperson for the meetings to ensure that they remain constructive, productive and on-task with the objective of being downtown business recruitment.
2	DDA, Village Council	Moderate difficulty in getting regular participation	DDA Time and Labor	Organize a Regional Economic Development Corporation or Business and Development agency that includes surrounding townships.
2	DDA, Village Council	Low	DDA Time and Labor	Conduct annual meetings to review progress, successes, and challenges.
1	DDA, Village Council	Easy		Continue focusing on Ravenna's TIF program to accumulate funds for revitalization efforts. It is critical that funds be set aside to retain a professional community development and/or planning firm to assist with writing and submitting winning applications for state and federal level grant monies, and for a full spectrum of potential projects, including redevelopment, construction streetscapes, facades, creek side trails, etc.
1	DDA, Village Council	Depends on availability of DDA and Village funds	Potential Consultant Fees of up to $20,000	Contact professional consulting firms for in-person consultation on assistance with qualifying for grants, writing applications and lobbying for approval. Entrust the specialist to guide Ravenna in identifying the best grants to pursue with some consideration of the potential programs described in this Implementation Plan. Contacts: a) www.LSLPlanning.com; Val Lazdins, Principal; b) Tim Hunnicut, V.P. of Development, www.hoveycompanies.com
1	DDA, Local Lenders	Moderate difficulty in persuading Lenders to Help	Associated Risks to the Lender	Local lenders should be providing sub-prime loans to new businesses, and the list should be made readily available to potential merchants as part of a complete recruitment packet. Hopefully, local banks understand that if the community succeeds, then they succeed with more bank accounts and deposits, and are willing to assume some additional risks for the sake of enabling economic growth.
1	DDA, Village Council, Planning Commission	May depend on legal guidelines mandated at the state level	Net gain in tax revenues, although at a reduced rate	Explore the feasibility of creating a Neighborhood Enterprise Zone (NEZ) in the downtown. Non-homestead property owners in the NEZ would then be required to pay only half of the millage on increases in property values attributed to facility expansions, or other improvements. The program is particularly valuable for encouraging expansion of one-level buildings to two levels. Wyandotte, Michigan is a good case study for this program.

1	DDA, Village Council	Moderate due to policy, adoption and implementation	Long-Term, should yield a net gain in Tax Revenues	3-Year Tax Rebate Program - For any existing business relocating into the Village jurisdiction with a legitimate store front, consider providing a property tax rebate. One example would be a 100% rebate on any property taxes paid that are higher than the departed jurisdiction. So, if a business would have paid $3,000 in property taxes for a storefront in some other jurisdiction, but actually pays $3,500 in property taxes to the Village of Ravenna, then they would receive a $500 rebate for each year, up to 3 years.
1	DDA, Village Council	Moderate due to policy, adoption and implementation	Treasurer's Time and Labor to Monitor the Program	3-Year Tax Rebate Program - For any new owner of commercial real estate property purchased in the Village jurisdiction, consider providing a property tax rebate. One example is a 100% rebate on any property taxes paid that represent an increase from prior years, and that are directly attributed to the property value being uncapped after the transaction occurred. So, if the uncapped property value jumps from $50,000 in the year prior to the sale of the property to $75,000 in the year following that transaction, then the new owner would receive a rebate in the tax difference for each year, up to 3 years.
1	DDA, Village Council	Moderate difficulty in writing policy, guidelines, adoption	Treasurer's Time and Labor to Monitor the Program	Consider a program that provides qualifying retail businesses with a rebate of one-half of the total amount of local retail sales taxes paid to the Village over twelve months. Ideally, a new or existing business would qualify if their taxable retail sales increases by at least $100,000 during a 12 month period. A cap could be established on the rebate, where any given business would receive up to a given amount and no more. It could be targeted toward businesses relocating into downtown space or even those that have made significant improvements (including public green space, parking, building, facade, signage, etc.)
2	DDA, DPW	Easy	Time to review and plan	Revisit the "Ravenna Downtown Revitalization Workshop Results" report prepared by LSL Planning in August 1999. Although the document is technically 10 years old, little has changed in Ravenna since it was released, and it can still be used as a good guide and resource.
1	DDA Grant Writing Consultant	Depends on the availability of state monies	Time and dedication to pursue	Retain a grant specialist to contact MSHDA regarding the possibility of qualifying for a Housing Resource Fund (HRF). The program is one of MSHDA's "Community Development Tools", and is designed to help communities change their housing markets by making neighborhoods more livable for existing residents and attractive for new residents, and/or to provide affordable housing, ideally at the same time. In Ravenna's downtown, this should be targeted mainly for the former used car dealership site along Crockery Creek. Contact: Amy Smith, Specialist, North central Region, MSHDA Community Development; http://www.michigan.gov/mshda/0,1607,7-141-5564_46919---,00.html
1	DDA Grant Writing Consultant	Depends on the availability of state monies	Time and dedication to pursue	Retain a grant specialist to contact the Michigan Main Street Center division of MSHDA regarding the possibility of qualifying for T.I.D.E. "catalyst" grants, which can include any of the following: physical infrastructure, façade improvements, streetscaping, land acquisition, rehabilitation or new construction, demolition associated with construction, green space / parks / pavilions, farmer's markets, and outdoor recreation facilities. Contact: Joe Borgstrom; www.MichiganMainStreetCenter.com; Cool Cities Program.
1	DDA Grant Writing Consultant	Depends on the availability of state monies	Time and dedication to pursue	Retain a grant specialist to contact the United States Department of Agriculture's "Rural Business Enterprise Grant Program" a Façade Improvement Revolving Loan Fund, to help launch a Façade Program under local DDA administration.

1	DDA Grant Writing Consultant	Depends on the availability of state monies	Time and dedication to pursue	Retain a grant specialist to contact the Michigan Council for Arts and Cultural Affairs (MCACA) regarding potential Façade Grant programs. MCACA is a division of the State of Michigan's History, Arts and Library (MHAL) department.
1	DDA Grant Writing Consultant	Advisory Services Only	Time and dedication to pursue	Retain a grant specialist to contact Design Michigan for guidance on development of a DDA façade program, including guidelines for facades, wayfinging, signage and other streetscape improvements. Contact: Jack Williamson, Executive Director; www.designmichigan.org; 248.645.3554 and/or Jeffrey Corbin, Founder, Corbin Design; www.corbindesign.com
1	DDA Grant Writing Consultant	Relatively easy, but depending on appropriation of DDA funds	Up to $5,000 of DDA funds per Façade	Retain a grant specialist to help in establishing a Façade Grant program under the existing DDA with matching grants up to $5,000 or 25% of total costs for qualifying businesses. Case studies include: Allen Park, Niles, Ypsilanti, Woodhaven, and Michigan City. Enough examples of applications and guidelines are available online to create and adopt a program with minimal guidance from professional consultants.
3	DDA Grant Writing Consultant	Depends on the availability of state monies	Time and dedication to pursue	Retain a grant specialist to contact the Michigan Department of Natural Resources (MDNR) to consider applying for a Trust Fund to help finance a riverwalk trail along Crockery Creek. www.mdnr.org
x	x	x	x	Ravenna probably does not qualify for MEDC Block Grant Funding, which is typically reserved for jurisdictions a majority 51% of low- and moderate-income persons (and also with populations of less than 50,000.) For qualifying communities, grants are available for economic development, community development and housing projects. Each project must be related to a for-profit business location or expansion project that will result in the creation of permanent jobs, with 51% of those jobs held by low- and middle-income persons.

Source: Downtown Economic Growth Strategy developed by LandUse|USA, LLC; September 2009.

Exhibit A-4. Village of Ravenna Downtown Market Strategy
Implementation Plan - Linkages with Amenities

Priority Level	Primary Responsibility	Level of Difficulty	Potential Costs	Description of the Strategy Recommendation	
3	Parks, DPW	Moderate, depending on City Council approval and budget	Material costs; <$10K	Create a Circle Tour through Ravenna that links two access points along the Musketawa Trail Head at: 1) South Ravenna Road, and 2) Blackmer Road. For north-bound visitors, the Circle Tour would seem intended to divert bicyclists to Thatcher Park, across the new footpath and between Crockery Creek and existing buildings along Main Street, then west along Stafford Street, through Conklin Park and south on Blackmer. Ravenna has already attempted to do this with one sign along the trail, but it speaks only to non-vehicular traffic along the trail, and not to visitors driving through the downtown.	 
3	Parks, DPW	Moderate, depending on City Council approval and budget	Material costs; <$10K	The State has a small brown signs and directionals to the Musketawa Trail Head in the downtown district. Add a larger number of more prominent, green or blue signs that link the downtown to the Trail Head and Circle Tour through Ravenna. Benches and additional signage could be provided at the Parks, Community Garden and/or the Library. To be clear, the objective with the Circle Tour and corresponding signage is not to convert bicyclists or runners into shoppers. Rather, it is to advertise the trail, parks and amenities to potential families, businesses and investors who are actually *driving* through the downtown. Therefore, the signs must be very easy to read for vehicular traffic.	 
3	Parks, DPW	Moderate, depending on new developer's cooperation	Material costs; <$10K share with developer	Recognizing that Thatcher park will already be well-connected to the downtown by the new bridge, strengthen these connections even more with a pedestrian bridge and walking paths behind the new mixed-use project. Convey that this is public space to be enjoyed by everyone, not just residents / tenants of the new project by providing amenities like trash receptacles and benches. Then, connect the park and new walking path to the Musketawa Trail Head.	 
1	Code Enforcement, Parks, DPW	Moderate difficulty in getting owner cooperation	Time and Labor to property owners	Clean up open areas behind existing properties (Cooper Tires, former Auto Dealership and Vending Storage) with frontage along Crockery Creek. Add significant value to these properties by enabling future investors to envision the properties' full potential with proximity to Crockery Creek. This includes removing any materials stored behind the buildings, aggressively removing undergrowth, whitewashing building exteriors, and regular mowing. The area should appear clean, maintained and safe for pedestrians, and access to Crockery Creek should be enhanced where possible, even if only with a few mulched foot paths.	 
3	Parks, DPW	Easy	Material costs; <$2K	Crockery Creek is known to locals as being a good resource for fishing. If there are public access points for fishing, they should be clearly marked and easy to find for visitors, who could represent potential families and/or business investors.	 

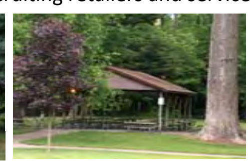
Source: Downtown Economic Growth Strategy developed by LandUse|USA, LLC; September 2009.

Exhibit A-5. Village of Ravenna Downtown Market Strategy
Implementation Plan - Website Marketing

Priority Level	Primary Responsibility	Level of Difficulty	Potential Costs	Description of the Strategy Recommendation
1	Independent Business Owners	Moderate, depending on cooperation from businesses	<$1,000 per business, plus time and labor	Nearly every business in the downtown should have its own website. It is understood that in today's small, rural communities, internet usage by businesses can be as low as 20%, and in Ravenna it may be even lower. However, the internet is now the first choice for getting information by most American households. Unless this technology gap can be closed, small business simply will not be able to compete with larger, more computer-savvy ones.
1	DDA Business Recruiter	Easy, depending on DDA business recruitment	DDA recruitment time and labor	A top priority among small businesses to attract includes a computer and business consulting company that can work one-on-one with local businesses to create and launch websites, and to build online marketing campaigns.
1	Village Council, DDA	Easy	Essentially Cost-Free	The Village of Ravenna's website at www.RavennaMI.com needs to have a webpage dedicated to the Downtown Development Authority, with links to a list of all available properties in the downtown district.
1	DDA Business Recruiter, local Real Estate Brokers	Moderate, depending on excellent organizational skills	DDA time and labor	Maintain a current and detailed inventory of all available development parcels in the Village, and prepare a one-page brochure for each parcel with details that include owner, status, availability, asking terms, size and configuration, aerial image, existing use, zoning, preliminary vision, availability of utilities, and broker contact information. Work with local commercial real estate brokers to keep the data updated and complete.
2	DDA Business Recruiter, local Real Estate Brokers	Easy	Essentially Cost-Free	Create an on-line request form where potential retailers, tenants and businesses can request additional information on available properties, community information and tax rebate programs. Make it a requirement to provide a contact name, phone number and e-mail address, and then follow-up on all inquiries.
3	Chamber, Lion's Club	Easy	Essentially Cost-Free	Advertise community events on the new Michigan Mainstreet Center (MSHDA) website, at http://www.MichiganMainStreetCenter.com
1	Village Council, DDA	Easy	Essentially Cost-Free	Post the Downtown Market Strategy on local websites in .pdf format, so it is readily accessible to developers and tenants.

Exhibit A-6. Village of Ravenna Downtown Market Strategy
Implementation Plan - Other Marketing Efforts

Priority Level	Primary Responsibility	Level of Difficulty	Potential Costs	Description of the Strategy Recommendation
1	DDA, Chamber	Easy, depending on patience and consistency	DDA time and labor	Launch an affordable "Pure Michigan - Pure Ravenna" campaign reminding everyone to shop and buy locally grown and locally made merchandise. Print and distribute free poster boards for merchant window displays, placemats, etc. Promoting the concept on the Village website could help, but would not be enough on its own.
3	DDA, Chamber, Village Council	Easy, depending on business cooperation	DDA time and labor	Recognizing that the Ravenna Lions already have an attractive sign for Area Events (located along Conklin Park), ask local businesses for Village permission to use existing advertisement boards to announce local events and particularly to promote a "Pure Ravenna - Buy Local" campaign. This serves two purposes: 1. putting underutilized signs to better use while showing that the Village is active; and 2. increasing advertisement for the Village at a very affordable cost.
1	DPW, Chamber	Easy, depending on landowner/leasor cooperation	<$10,000 for Material Costs	Hire a local company to create large roadside signs that can be viewed on both sides to traffic along a) Apple Avenue near S. Ravenna Road; b) US 37 near Sparta and directing visitors to 13 Mile Rd. / Gooding / Ellis; and c) in Coopersville, near the intersection of S. Randall Rd. and S. Ravenna Rd. / 56th Avenue / East Street. All roadside signs advertising the Village of Ravenna along connector roads must have two posts and should be only 1/2 the size of conventional highway billboards or smaller.
4	DPW	Challenging for the Chamber and Lion's Club	n/a	Relative to its market size, Ravenna's selection of public parks and park amenities are exemplary, and are greatly enhanced by the Musketawa Trail. These amenities further lessen the need for the community to focus additional time, energy and resources on special events and festivals. Village leaders should remain diligently focused on the task of recruiting retailers and services into the downtown.



Source: Downtown Economic Growth Strategy developed by LandUse|USA, LLC; September 2009.

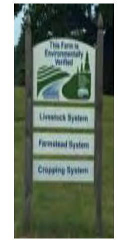
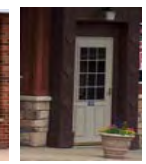
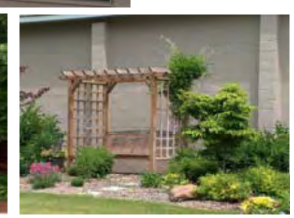
Exhibit A-7. Village of Ravenna Downtown Market Strategy
Implementation Plan - Community Planning

Priority Level	Primary Responsibility	Level of Difficulty	Potential Costs	Description of the Strategy Recommendation
3	Village Council, Planning Commission	Easy, depending on budget availability for a matching grant	$45,000 for Comprehensive Master Plan; potential state grant funding	Commission a professional planning firm to prepare a Comprehensive Plan with a plan that include a full range of community planning goals and objectives, and that explains the importance of wayfinding, signage, illumination, streetscaping, land use priorities, burying of wires, infrastructure, parking, pedestrian-friendly amenities, and myriad related topics.
3	Village Council, Planning Commission	Easy, depending on implementation by Planning Commission	Policy only, time and labor for Planning Commission	Any new traditional retailers and retailers in the Village should be located in the existing downtown and should not be allowed to leapfrog to other locations. Given the small size of the community, exceptions should not be needed for neighborhood and convenience retail.
3	Village Council, Planning Commission	Easy, depending on implementation by Planning Commission	Policy only, time and labor for Planning Commission	Give priority to projects that involve in-fill, redevelopment or adaptive reuse. These projects can also be more challenging, so the Village Planning Commission may need to work proactively with the permit applicants to ease the approval process as much as humanly possible.
3	Village Council, Planning Commission	Easy, depending on implementation by Planning Commission	Policy only, time and labor for Planning Commission	Ensure that all new development projects are two levels, with flex space on the upper levels that could be used for either office suites or rental flats. A national dollar chain store might force an exception during negotiations.
4	Village Council, Planning Commission	Easy, depending on implementation by Planning Commission	Policy only, time and labor for Planning Commission	Implement smart planning policies that encourage walkable mixed-use neighborhoods and the revitalization of existing developed areas. Give priority to established urban areas. Avoid approving projects that contribute to fragmentation in the built environment or scattered development patterns.
4	Village Council, Planning Commission	Easy, depending on implementation by Planning Commission	Policy only, time and labor for Planning Commission	If necessary, implement form-based planning to deal directly with the size, shape and organization of streets and buildings, with relatively broad parameters for use (retail, office, multi-family residential.)

4	Village Council, Planning Commission	Easy, depending on implementation by Planning Commission	Policy only, time and labor for Planning Commission	Among mixed-use and compact projects, the majority of parking should be behind the buildings. Slip streets, angle and parallel parking should also be provided up to the front doors. Angle parking should be maximized wherever possible, even if it slows traffic down. Traffic congestion should be alleviated with alternative routes, not with increased speeds.
4	Village Council, Planning Commission	Easy, depending on implementation by Planning Commission	Policy only, time and labor for Planning Commission	Parking ratios can be reduced if the parking is shared between uses and during more hours of activity. Ideally, residential units would utilize parking in the evenings; and businesses and shoppers and merchants would share that same parking during business hours.
4	Village Council, Planning Commission	Easy, depending on implementation by Planning Commission	Developer costs for building two levels v. one	In general, diversify the mix of available housing units, and support downtown and Creek front projects that up to two stories of renter and owner-occupied flats or lofts above street-front retail and/or services. Encourage upper unit designs for flex-space that can be adapted for either residential units or office suites, depending on changing market demand over time.

Source: Downtown Economic Growth Strategy developed by LandUse|USA, LLC; September 2009.

Exhibit A-8. Village of Ravenna Downtown Market Strategy
Implementation Plan - Downtown Aesthetics

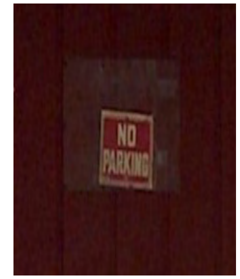
Priority Level	Primary Responsibility	Level of Difficulty	Potential Costs	Description of the Strategy Recommendation
2	DDA, Village Council, Planning Commission	Easy, depending on cooperation by individual businesses	Private-sector material costs, small business loans	Deliberately copy other businesses on the treatment of signage and wayfinding, again going so far as using the same styles, colors and sizes to help pull the downtown together from a design perspective. In Ravenna, green and gold appear as the most consistent theme.       
2	DDA, Parks	Easy, depending on cooperation by individual businesses	Private-sector material costs, small business loans	Three specific local businesses: 1) Ravenna Optical; 2) the Village Flower Market; and 3) M&S Motorsports - should add small pocket parks with benches, doggie services (tie-off and waste management), and organized plantings and/or landscaping. Both businesses already have green space available, and a few simple amenities would help convey that the space is intended to be enjoyed by pedestrians and customers.   
3	Village Council, Planning Commission	Easy, depending on cooperation by individual businesses	Private-sector material costs, small business loans	Deliberately copy other businesses on the treatment of doors, entrances and windows, going so far as to use the same door styles, plantings and benches to help pull the downtown together from a design perspective.   
3	Village Council, Planning Commission	Easy, depending on investment by individual businesses	Private-sector material costs, small business loans	Deliberately copy other businesses on the treatment of windows with canopies, window boxes and country-style panes  
2	Village Council, Planning Commission	Easy, depending on cooperation by individual businesses	Private-sector material costs, small business loans	Deliberately copy other businesses on providing pedestrian amenities (bike racks, benches, lamp lights, etc.)    
3	Independent Property Owner, Village Museum	Easy, depending on cooperation by individual businesses	Private-sector material costs, small business loans	Historic Building. Remove chain link fencing around historic buildings along the trail line; replace windows with single-panes; add historic sign with building's original use and vintage. Use signage consistent with the Tibbit's House.  

Source: Downtown Economic Growth Strategy developed by LandUse|USA, LLC; September 2009.

Exhibit A-9. Village of Ravenna Downtown Market Strategy
Implementation Plan - A Constructive Critique

Priority Level	Primary Responsibility	Level of Difficulty	Potential Costs	Description of the Strategy Recommendation	
3	Independent Property and/or Business Owner	Easy, depending on cooperation by individual businesses	Private-sector material costs, small business loans	Ravenna Pub. Rooftop sign design sets a good example for other businesses, but should replace the Budweiser sign at the front door, at street-level and respecting a pedestrian-scale environment. Remove barricades from windows and illuminate the existing Ravenna Bulldog logos.	
3	Independent Property and/or Business Owner	Easy, depending on cooperation by individual businesses	Private-sector material costs, small business loans	Barbershops are valuable not only as a service, but also for socializing and networking. Signage needs to be far more effective, and windows should be dressed and illuminated. A vintage barbershop pole would be ideal.	
3	Independent Property and/or Business Owner	Easy, depending on cooperation by individual businesses	Private-sector material costs, small business loans	Stitchpoint and M&S Motorsports. Both businesses set good example on the value of having a website to capture internet sales. However, the building's signage and use of green space for trash management both undermine the downtown's character. Each business should have its own distinctive facade to help convey the character of a unique shopping district with traditional merchants. Refer to the LSL Planning streetscape study dated August 1999 for additional artist rendering.	 
1	DPW	Easy, depending on cooperation by individual businesses	Private and/or public-sector material costs	Maintenance of vacant properties and parcels is critical for a number of reasons. First, vacancies that are well-maintained are far more likely to attract a potential buyer or investor. Second, a downtown district with well-maintained properties (even vacant ones) are far more likely to attract potential tenants and/or investors. If a new tenant is attracted to Ravenna's downtown, it will help everyone in the district, including owners of other properties still on the active real estate market. A number of signature properties in downtown Ravenna could clearly benefit from some building maintenance, repair and cleanup. These can include some very low-cost, regulation-free items like whitewashing building exteriors, painting guardrails, clearing away debris, regular weeding/mowing, and removing barriers (barbed wire, fences, chains, "obey" signs, etc.)	
1	DPW, Parks, Community Volunteers	Easy	Village time and labor, material costs <$5K	Improve the appearance of edges around Conklin Park, and specifically along Blackmer Road. Find affordable ways to reduce the appearance of rusty fences and guard rails, either by replacing sections, painting, or simply removing them altogether. The objective is not necessarily to improve usage of the park itself, but rather to improve the overall community image and identity. This same recommendation applies to other guardrails in the community, including in front of the Library and back alleys of the downtown.	




1	Individual Property Owners, Village Code Enforcement, Community Volunteers	Easy	Private and public sector collaborated time and labor	Clean it up! The appearance of streets, sidewalks and public spaces in front of businesses and available properties are the responsibility of their owners. Downtown Ravenna's image is one of complacency, which is conveyed by debris and weeds that have been allowed to gather around sign, light posts, building edges and in pavement cracks. One of the quickest, most affordable things that the Village can do is sponsor a seek of Downtown clean-up, where all businesses are asked to take a hard look at their "welcome mats" and take an hour or two to literally weed, sweep and carry obsolete materials (particularly old signs) away. Services like a local rubbish removal company, "Got Junk" and/or charitable agencies (like Goodwill and Salvation Army) could be asked to volunteer at various levels. As a guideline for disposing of materials - if you haven't used it in the past year, then get rid of it!  
1	Individual Property Owners, DDA Volunteers	Easy, Door-to-Door Awareness Building by volunteers	Essentially cost-free; should yield higher sales revenues	Quickly and systematically remove any and all signs that convey negative or unwelcoming messages. A volunteer could be asked to go door-to-door to selected businesses with these specific recommendations, with a plea that any sign that says "NO" be removed. The signs may seem to save the business time and energy in the short-run and help vent frustration toward patrons who don't seem to understand the rules. Unfortunately, they can quickly turn off other customers and will undermine sales in the long run.   
1	Individual Property Owners, DDA Volunteers	Easy, community volunteers	Some demolition costs to Keef's Pharmacy, otherwise cost-free	Quickly and systematically remove any and all redundant signs that fail to serve a clear purpose. Some of these signs simply need to be picked up, loaded into a truck and stored somewhere else. Others could be recycled for metal and/or neon, or even donated to the Village for advertising the downtown in other ways.     
3	Individual Property Owners, DDA Façade Program	Easy, whenever there is turnover on the use of these buildings	Private-sector costs when opportunity permits	Whenever opportunity permits, replace dated signs with ones that more effectively convey a unique shopping experience.   
3	DPW, Village Planning Commission	Moderate Difficulty dealing with grade changes	DPW budget costs, time and labor; <$10K	The most affordable way to enable the passenger doors of on-street parked vehicles to open is to add one additional bump-out into the street. A smarter but more costly urban solution involves ripping out the existing two curbs and replacing them with three ergonomically correct steps along the entire length of the building. Although not ideal, adequate handicap access is provided by the adjacent curb-cut.   

Source: Downtown Economic Growth Strategy developed by LandUse|USA, LLC; September 2009.

APPENDIX B – RETAIL and COMMERCIAL ANALYSIS

Exhibit B-1.a. Retail and Business Opportunity
Village of Ravenna, Michigan

				Conservative 2010 Scenario		Mid-Point 2015 Scenario		Best Case 2020 Scenario		Performance Measures (2010)		
Type	Status	Category Description	Store/Bldg. Combos	Count	Sq. Ft.	Count	Sq. Ft.	Count	Sq. Ft.	$ per Sq. Ft.	Annual Revenues	Full-Time Employees
Service	New	Incubator Office, Computer/Business Training	A	1	500	1	1,000	1	1,000	$100	$100,000	1
Service	New	East Muskegon County Community Center	A		--	1	1,000	1	2,000	$25	$50,000	1
Service	Relo., Expand	Computer Repair; Supplies	B	1	500	1	1,000	1	1,000	$200	$200,000	1
Service	New	Family Services; Counseling; Play Therapy	C		--	1	500	1	500	$75	$37,500	1
Service	New	Veterinarian, Pet Kennel			--	1	1,000	1	2,000	$200	$400,000	2
		Subtotal - Personal and Business Services		2	1,000	5	4,500	5	6,500		$787,500	6
Service	Relocation	Ear, Nose and Throat Specialist	H	1	500	1	500	1	500	$225	$112,500	2
Service	New	Soil, Environmental, Engineering Consulting	C		--	1	500	1	500	$175	$87,500	2
Service	New	Law & Legal Counseling	C	1	500	1	500	1	500	$175	$87,500	2
Service	Relocation	Financial Advisor; Estate Planning	C	1	500	1	500	1	500	$175	$87,500	2
Service	Relocation	Real Estate, Title, Mortgage, Appraisal	C	1	500	1	500	1	500	$300	$150,000	2
		Subtotal - Life and Estate Planning		4	2,000	5	2,500	5	2,500		$525,000	10
Service	New	Fitness Center, Weights, Strength Building	D		--	1	500	1	1,000	$75	$75,000	1
Service	Replacement	Fitness Center, Aerobics and Dance	D		--	1	500	1	1,500	$75	$112,500	1
Service	New	Dance Studio and Academy	D		--		--	1	1,500	$75	$112,500	1
Service	New	Physical, Massage Therapy, Chiro.	H	1	500	1	500	1	500	$200	$100,000	2
Retail	Replacement	Restaurant w/Patio or Rooftop Seating	E		--	1	1,000	1	1,500	$225	$337,500	5
Retail	Relo., Expand	Coffee Shop, WiFi, Newstand, Gifts	F	1	500	1	500	1	500	$200	$100,000	2
Retail	New, Replace	Family Arcade, Game Room, DVD Resale	F	1	1,000		1,500	1	2,000	$75	$150,000	1
Retail	New	Bikes, Sporting Goods Store	G		--	1	1,000	1	1,500	$200	$300,000	1
Retail	Relo., Expand	Guns, Archery, Fishing Shop	G	1	500	1	500	1	500	$225	$112,500	1
		Total Lifestyle Stores		4	2,500	7	6,000	9	10,500		$1,400,000	15

Source: Recommendations formulated by LandUse|USA; July 2009.

Continued on the following page.

New indicates a business that would new to Ravenna's 85% effective trade area.
Relo. Indicates an entrepreneurial business already seeded in the trade area that could be targeted for the downtown, but probably requiring an expanded range of merchandise and/or services to justify the rent.

Exhibit B-1.b. Retail and Business Opportunity
Village of Ravenna, Michigan

Continued from the prior page.

Type	Status	Category Description	Building Combinations		2010 Conservative Scenario Sq. Ft.		2015 Mid-Point Scenario Sq. Ft.		2020 Optimal Scenario Sq. Ft.	Sales per Sq. Ft.	Annual Revenues	No. of Full Time Employees
Retail	New	Apparel Consignment Shop	J, K	1	1,000	1	1,500	1	1,500	$175	$262,500	1
	Relo., Expand	Apparel, Tack and Bootery	K	1	500	1	1,000	1	1,500	$175	$262,500	1
Retail	Relo., Expand	Local Farmers Grocer; Organic, Bulk	L	1	500	1	1,000	1	1,500	$300	$450,000	2
Retail	New	Dollar Store	M	1	5,000	1	5,000	1	5,000	$150	$750,000	7
		Total General Merchandise		4	7,000	4	8,500	4	9,500		$1,725,000	11
	Relocation	Graphics, Advertising, Marketing	R	1	500	1	500	1	500	$175	$87,500	1
Service	Relo., Expand	Embroidery, Silkscreening, Sports Mem.	R	1	500	1	500	1	500	$175	$87,500	1
Service	New	Tarps, Canvases, Flag Sewing	R, S		--		--	1	1,000	$125	$125,000	1
	Relocation	Photography Studio	C		--	1	500	1	500	$175	$87,500	1
	Relocation	Florist, Garden Center	P, N		--	1	1,000	1	1,000	$200	$200,000	1
Retail	New, Relo.	Antique Mall, Craft & Hobby	J, N		--	1	1,000	1	2,000	$100	$200,000	1
		Total Creative Crafts		2	1,000	5	3,500	6	5,500		$787,500	6
Retail	New	Used Furniture Store, Consignment	J		--	1	1,000	1	2,000	$175	$350,000	1
Service	Relo., Expand	Furniture Restoration, Upholstery	R, J, S		--	1	500	1	1,000	$175	$175,000	1
Service	Relo., Expand	Used Appliances, Repair; Wireless/Cellular	J	1	500	1	1,000	1	1,500	$175	$262,500	2
Service	Relocation	Plumbing, Heating & Cooling Center	T	1	500	1	500	1	1,000	$175	$175,000	1
	Relo. or New	Master Electrician	T	1	500	1	500	1	500	$175	$87,500	1
Retail	New	Windows, Doors, Fencing	U		--		--	1	1,000	$125	$125,000	1
Retail	New	Fireplace and Hearth	U		--		--	1	1,000	$200	$200,000	1
Retail	New	Pool and Patio Supplies	U		--		--	1	500	$200	$100,000	1
Retail	New	Kitchen Cabinets, Counter Tops	U		--	1	500	1	1,000	$200	$200,000	1
Retail	Relo., Expand	Discount Floors, Carpets, Tile	U		--	1	1,000	1	1,000	$175	$175,000	1
		Total Design Mart		3	1,500	7	5,000	10	10,500		$1,850,000	11
		Total Opportunity		19	15,000	33	30,000	39	45,000		$7,075,000	59
		Average Building Size			3,000		3,000		3,000			
		Average Number of Buildings			5		10		15			

Source: Recommendations formulated by LandUse|USA; July 2009.
New indicates a business that would new to Ravenna's 85% effective trade area.
Relo. Indicates an entrepreneurial business already seeded in the trade area that could be targeted for the downtown, but probably requiring an expanded range of merchandise and/or services to justify the rent.

Exhibit B-2. Supportable Establishments by Radius Threshold
Village of Ravenna, Michigan - 2009

	Market Parameters for Retail Demand					
	85% ETA	10 Mile Radius	7 Mile Radius	5 Mile Radius	3 Mile Radius	1 Mile Radius
Population	23,187	21,834	10,529	5,823	2,614	1,382
Per Capita Income	$23,020	$19,888	$19,354	$19,472	$19,805	$20,358
Total Personal Income ($Mil.)	$533.8	$434.2	$203.8	$113.4	$51.8	$28.1

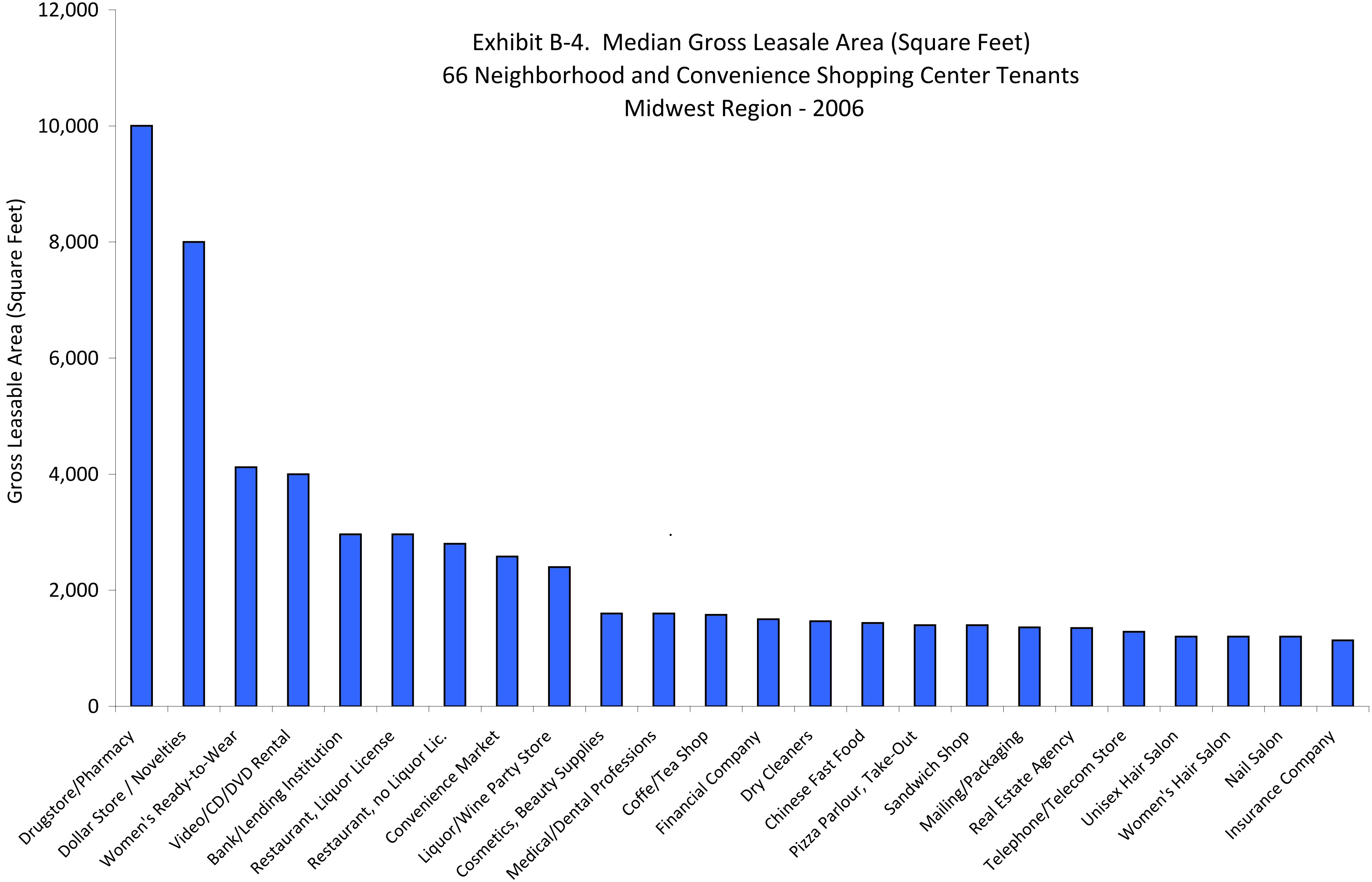
	Average Analog SOM	Implied Number of Supportable Retail Establishments					
		85% ETA	10 Mile Radius	7 Mile Radius	5 Mile Radius	3 Mile Radius	1 Mile Radius
General Merchandise	6.1%	2	1	1	0	0	0
Apparel and Accessories	1.3%	5	4	2	1	1	0
Furniture and Home Furnishings	1.0%	3	2	1	1	0	0
Electronics	0.9%	2	1	1	0	0	0
Building Materials, Garden	4.0%	5	4	2	1	0	0
Food and Beverage Stores	5.5%	10	8	4	2	1	1
Health and Personal Care	2.0%	5	4	2	1	0	0
Sporting Goods, Hobby, Books	1.0%	3	3	1	1	0	0
Motor Vehicles and Parts	9.5%	7	5	3	1	1	0
Gasoline Stations	4.5%	10	8	4	2	1	1
Miscellaneous	1.2%	8	6	3	2	1	0
Arts, Entertainment, Recreation	1.1%	4	3	2	1	0	0
Food Services, Drinking Places	3.3%	27	22	10	6	3	1
Personal Care, Beauty, Diet	0.3%	7	5	3	1	1	0

Source: Underlying demographic data by Claritas, Inc.; US Population Census; and Bureau of Economic Analysis;
with income adjustments by LandUse|USA, LLC for the Ravenna ETA.
Underlying data for the calculation of SOM (market share) provided by the US Economic Census.
Analysis of the number of supportable retail establishments by LandUse|USA, LLC.
SOM indicates market share, measured as sales per capita as a share of income
ETA indicates the effective trade area, expected to capture 85% of retail sales for downtown Ravenna.

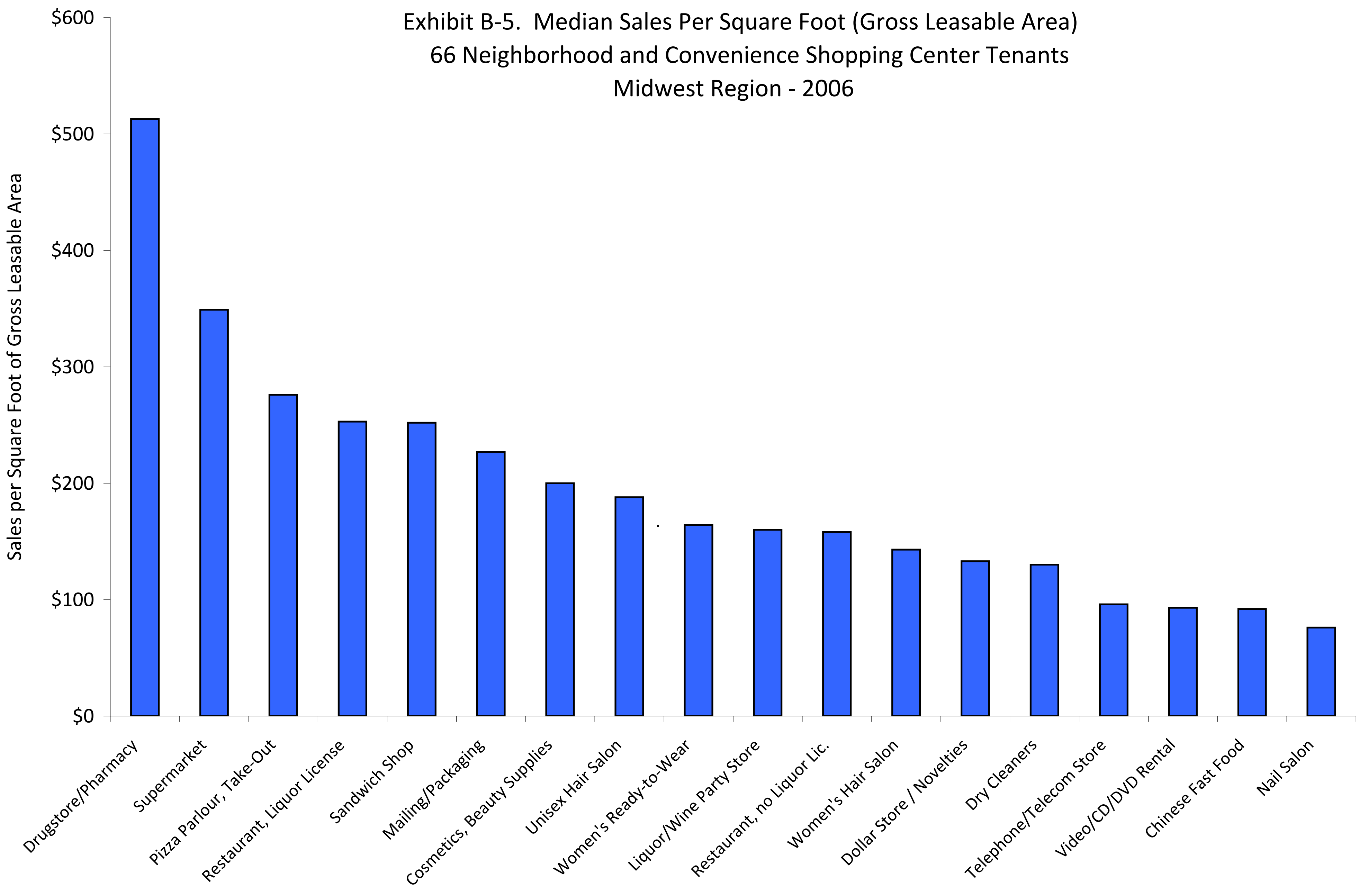
Exhibit B-3. Import-Export Analysis
Village of Ravenna, Michigan and Selected Counties

Geography	No. of Estab.	Sales ($000)	$/Estab. ($Mil.)	Sales per Capita	Market Share	Index to Michigan	Visitor Import	Resident Export	Net Import	Net Export
State of Michigan	38,876	$109,350,139	$2.8	$10,976	45.8%	1.00	--	--	--	--
Michigan Counties										
Kent Co.	2,166	$8,203,468	$3.8	$14,116	60.8%	1.33	43%	-10%	33%	--
Muskegon Co.	623	$1,536,294	$2.5	$8,978	46.1%	1.01	26%	-25%	1%	--
Ottawa Co.	819	$2,142,358	$2.6	$8,817	37.8%	0.83	22%	-39%	--	-17%
Newaygo Co.	166	$314,142	$1.9	$6,526	35.2%	0.77	15%	-38%	--	-23%
Oceana Co.	106	$131,199	$1.2	$4,849	27.9%	0.61	20%	-59%	--	-39%
Lake Co.	34	$32,960	$1.0	$2,928	18.3%	0.40	15%	-75%	--	-60%
Muskegon Submarkets										
Ravenna ETA	79	*$155,488*	*$2.0*	$6,930	35.9%	0.78	15%	-37%	--	-22%

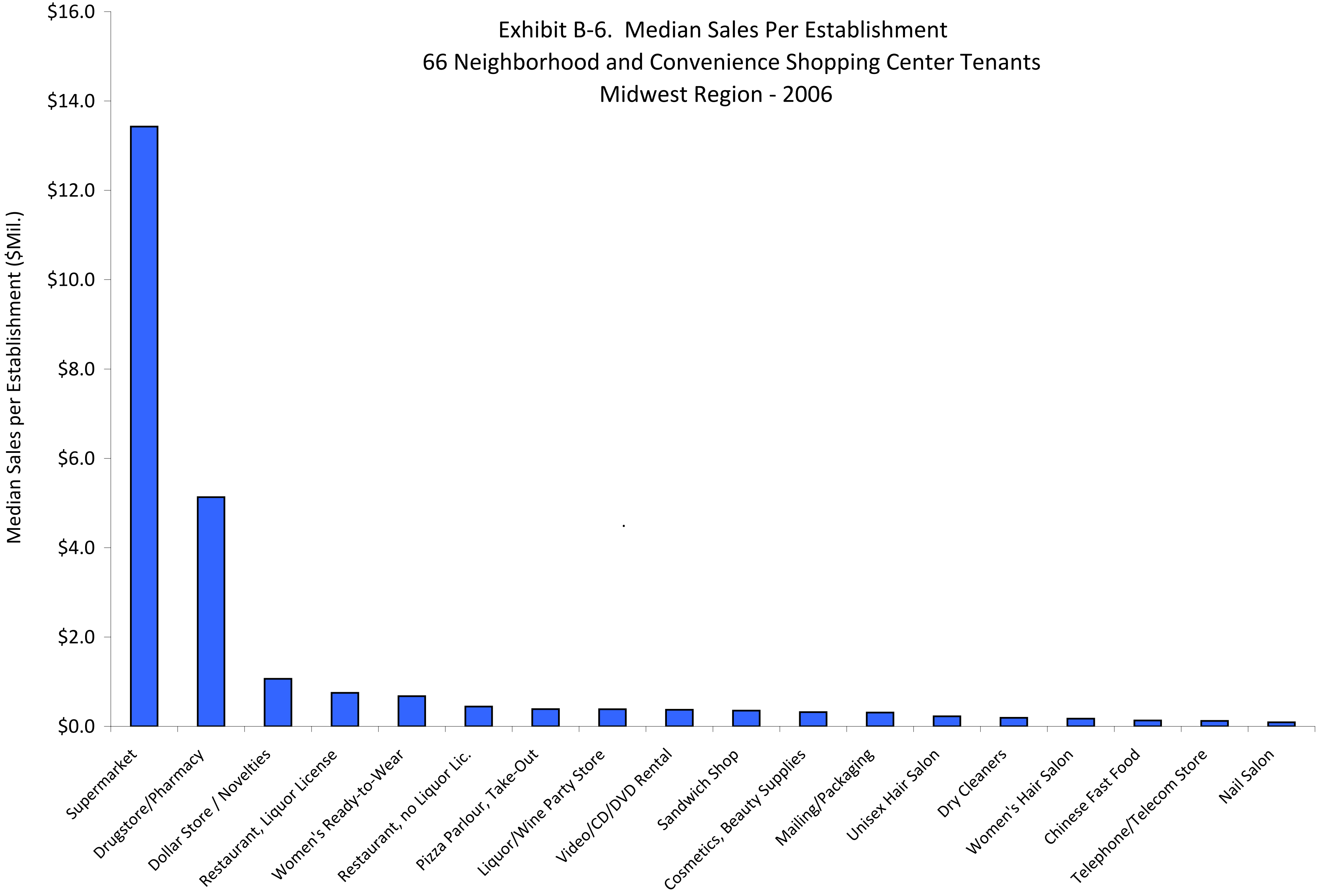
Source: Underlying retail expenditures from the US Census; 1997, 2002 and 2007 Economic Census;
underlying population and per capita income data from the US Census and Claritas, Inc. 2009;
Interpolations, computations, extrapolations and analysis by LandUse|USA, LLC.



Source: Underlying dat afrom the Urban Land Institure and ICSC; Dollars & Cents of Shopping Centers; The Score 2006; Analysis by LandUse|USA, LLC.



Source: Underlying dat afrom the Urban Land Institute and ICSC; Dollars & Cents of Shopping Centers; The Score 2006; Analysis by LandUse|USA, LLC.



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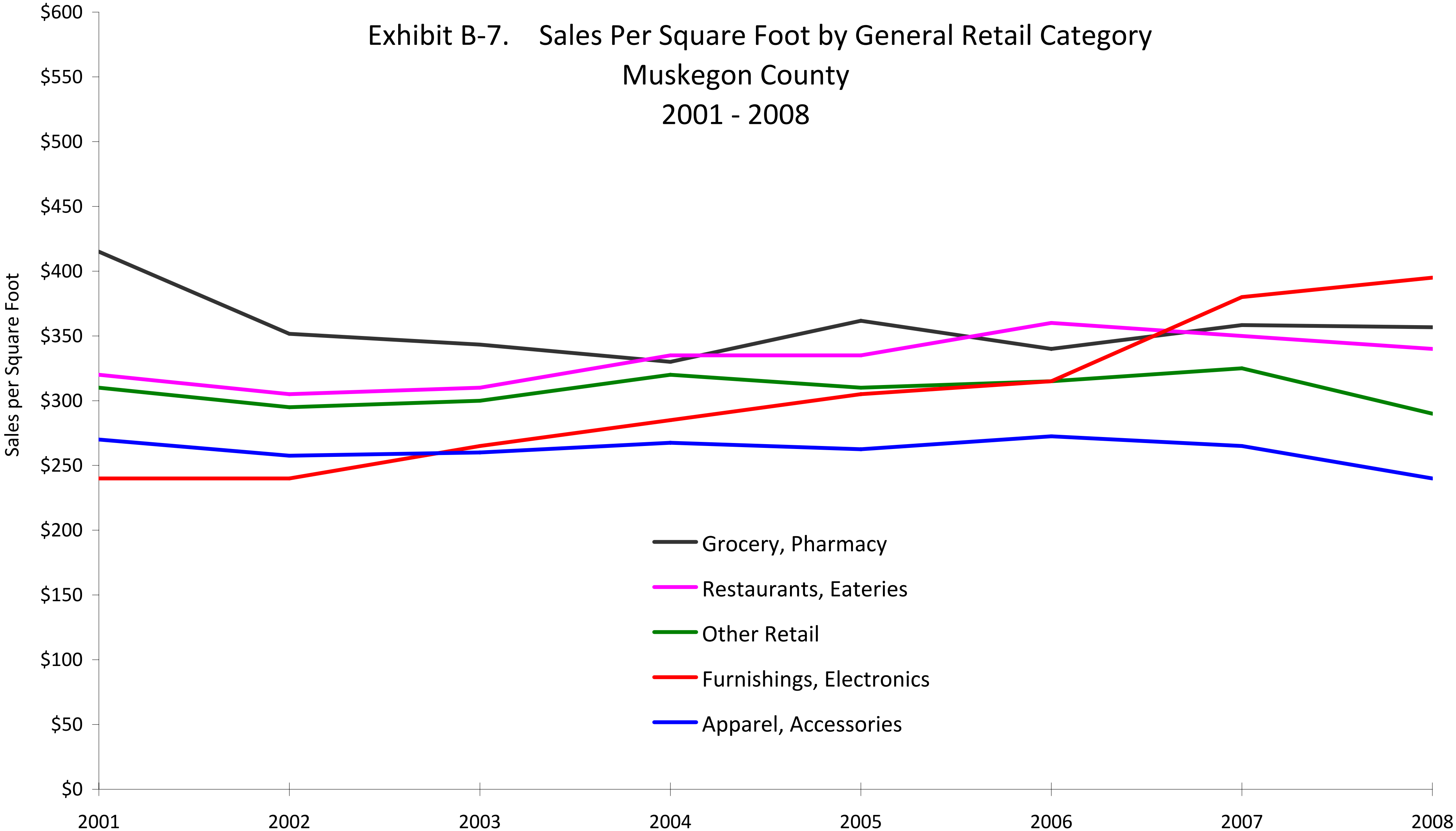

Source: LandUse|USA, LLC - July 2009; based on regional data provided by the ICSC and ULI, with local estimates based on per capita income ratios.

Exhibit B-8.a. Retail Sales Productivity
Muskegon County, Michigan

	Retail Sales Productivity for all Stores Muskegon County, Michigan														
	Year-End 2001	Year-End 2002	Year-End 2003	Year-End 2004	Year-End 2005	Year-End 2006	Year-End 2007	Year-End 2008	Change 2001-2002	Change 2002-2003	Change 2003-2004	Change 2004-2005	Change 2005-2006	Change 2006-2007	Change 2007-2008
Apparel and Accessories															
Women's Ready to Wear	205	200	195	200	190	165	185	160	-2%	-3%	3%	-5%	-13%	12%	-14%
Women's Accessories	330	325	330	360	350	475	440	375	-2%	2%	9%	-3%	36%	-7%	-15%
Men's Apparel	220	215	220	220	205	195	200	175	-2%	2%	0%	-7%	-5%	3%	-13%
Children's Apparel	290	250	240	245	245	285	280	255	-14%	-4%	2%	0%	16%	-2%	-9%
Family Apparel	285	250	260	270	260	265	255	235	-12%	4%	4%	-4%	2%	-4%	-8%
Women's Shoe Stores	260	265	255	245	265	245	245	225	2%	-4%	-4%	8%	-8%	0%	-8%
Men's Shoe Stores	340	345	360	385	350	375	370	325	1%	4%	7%	-9%	7%	-1%	-12%
Family Shoe Stores	210	185	180	185	185	200	200	185	-12%	-3%	3%	0%	8%	0%	-8%
Athletic Shoe Stores	250	215	235	250	255	255	240	235	-14%	9%	6%	2%	0%	-6%	-2%
Children's Shoe Stores	315	305	310	305	320	300	275	265	-3%	2%	-2%	5%	-6%	-8%	-4%
Misc. Apparel, Accessories	375	420	480	490	460	415	505	570	12%	14%	2%	-6%	-10%	22%	13%
Average (Dept. Stores)	250	230	235	240	240	245	250	225	-8%	2%	2%	0%	2%	2%	-10%
Apparel (Average)	265	250	250	260	250	270	265	235	-6%	0%	4%	-4%	8%	-2%	-11%
Shoes (Average)	275	265	270	275	275	275	265	245	-4%	2%	2%	0%	0%	-4%	-8%
Furnishings															
Home Furniture & Furnishings	245	245	265	270	270	265	270	250	0%	8%	2%	0%	-2%	2%	-7%
Home Entertainment, Electronics	240	240	265	295	330	355	480	510	0%	10%	11%	12%	8%	35%	6%
Average (Furnishings)	240	240	265	285	305	315	380	395	0%	10%	8%	7%	3%	21%	4%
Other GAFO															
Stationary/Cards/Gifts/Novelty	215	210	210	215	190	185	210	180	-2%	0%	2%	-12%	-3%	14%	-14%
Books	195	180	175	170	165	155	165	145	-8%	-3%	-3%	-3%	-6%	6%	-12%
Sporting Goods/Bicycles	190	195	210	195	185	190	185	185	3%	8%	-7%	-5%	3%	-3%	0%
Toys/Education/Hobby	215	220	220	260	290	295	295	275	2%	0%	18%	12%	2%	0%	-7%
Personal Care	355	335	370	405	440	515	455	405	-6%	10%	9%	9%	17%	-12%	-11%
Jewelry	690	690	675	695	665	675	690	595	0%	-2%	3%	-4%	2%	2%	-14%
Other GAFO, Pets, Florists	250	190	175	205	195	210	205	185	-24%	-8%	17%	-5%	8%	-2%	-10%
Average (Other GAFO)	310	295	300	320	310	315	325	290	-5%	2%	7%	-3%	2%	3%	-11%
Average (GAFO)	265	250	255	265	260	255	255	250	-6%	2%	4%	-2%	-2%	0%	-2%

Source: LandUse|USA, based on estimates by the ICSC and ULI for region, with local area estimates based on income comparisons.

Exhibit B-8.b. Retail Sales Productivity
Muskegon County, Michigan

	Retail Sales Productivity for all Stores Muskegon County, Michigan														
	Year-End 2001	Year-End 2002	Year-End 2003	Year-End 2004	Year-End 2005	Year-End 2006	Year-End 2007	Year-End 2008	Change 2001-2002	Change 2002-2003	Change 2003-2004	Change 2004-2005	Change 2005-2006	Change 2006-2007	Change 2007-2008
Food Service															
Fast Food	350	325	335	320	350	335	365	370	-7%	3%	-4%	9%	-4%	9%	1%
Food Court	505	490	475	495	485	520	515	515	-3%	-3%	4%	-2%	7%	-1%	0%
Restaurants	280	250	260	295	280	310	305	295	-11%	4%	13%	-5%	11%	-2%	-3%
Average (Food Service)	320	305	310	335	335	360	350	340	-5%	2%	8%	0%	7%	-3%	-3%
Other Non-GAFO Categories															
Specialty Food Stores	300	280	290	290	300	295	335	325	-7%	4%	0%	3%	-2%	14%	-3%
Supermarkets	720	480	435	445	430	380	395	405	-33%	-9%	2%	-3%	-12%	4%	3%
Drug/HBA	225	295	305	255	355	345	345	340	31%	3%	-16%	39%	-3%	0%	-1%
Personal Services	265	260	255	255	240	245	260	245	-2%	-2%	0%	-6%	2%	6%	-6%
Automotive	90	100	100	120	130	135	140	145	11%	0%	20%	8%	4%	4%	4%
Home Improvement	320	385	350	355	345	225	215	205	20%	-9%	1%	-3%	-35%	-4%	-5%
Theaters	60	65	65	65	60	55	60	60	8%	0%	0%	-8%	-8%	9%	0%
Mall Entertainment	55	30	30	40	30	30	40	55	-45%	0%	33%	-25%	0%	33%	38%
Other Non-GAFO - Misc	310	235	255	220	225	175	200	215	-24%	9%	-14%	2%	-22%	14%	8%
Average (Non-GAFO)	190	180	160	165	160	165	175	170	-5%	-11%	3%	-3%	3%	6%	-3%
Average (Food & Non-GAFO)	235	220	215	230	225	235	245	235	-6%	-2%	7%	-2%	4%	4%	-4%
Average (Food & GAFO)	270	255	260	270	265	275	280	260	-6%	2%	4%	-2%	4%	2%	-7%
Average (All Categories)	260	240	245	255	255	260	270	250	-8%	2%	4%	0%	2%	4%	-7%
Average (Food and Drug)	415	350	345	330	360	340	360	355							

Source: LandUse|USA, based on estimates by the ICSC and ULI for region, with local area estimates based on income comparisons.

Exhibit B.9.a. Transacted Retail Sales
Muskegon County, Michigan

NAICS	Category Description	No. of Estab. (#)	Total Sales ($)	Sales per Establishment ($Mil.)	Sales per Capita ($)	Market Share (%)
441	Motor Vehicle and Parts Dealers	99	270,758,000	$2.7	$ 1,576.21	8.1%
4411	Automobile Dealers	48	199,765,000	$4.2	$ 1,162.93	6.0%
44111	New Car Dealers	16	*156,350,000*	$14.0	$ 910.19	4.7%
44112	Used Car Dealers	32	43,415,000	$1.4	$ 252.74	1.3%
4412	Other Motor Vehicle Dealers	18	40,338,000	$2.2	$ 234.83	1.2%
44121	Recreational Vehicle Dealers	6	23,287,000	$3.9	$ 135.56	0.7%
44122	Motorcycle, Boat, Motor Vehicles	12	17,051,000	$1.4	$ 99.26	0.5%
441221	Motorcycle Dealers	5	10,396,000	$2.1	$ 60.52	0.3%
441222	Boat Dealers	5	*5,351,000*	$1.0	$ 31.15	0.2%
441229	All Other Motor Vehicle Dealers	2	*1,304,000*	$0.7	$ 7.59	0.0%
4413	Automotive Parts, Accessories, Tires	33	30,655,000	$0.9	$ 178.46	0.9%
44131	Automotive Parts and Accessories	25	*24,029,400*	$0.7	$ 139.89	0.7%
44132	Tire Dealers	8	*6,625,600*	$0.8	$ 38.57	0.2%
442	Furniture and Home Furnishings Stores	38	48,387,000	$1.3	$ 281.68	1.4%
4421	Furniture Stores	11	28,478,000	$2.6	$ 165.78	0.9%
4422	Home Furnishings Stores	27	19,909,000	$0.7	$ 115.90	0.6%
44221	Floor Covering Stores	15	11,415,000	$0.8	$ 66.45	0.3%
44229	Other Home Furnishings Stores	12	8,494,000	$0.7	$ 49.45	0.3%
443	Electronics and Appliance Stores	21	63,265,000	$3.0	$ 368.30	1.9%
443111	Household Appliance Stores	8	15,032,000	$1.9	$ 87.51	0.4%
443112	Radio, Television, Electronics Stores	10	46,677,000	$4.7	$ 271.73	1.4%
44312	Computer and Software Stores	1	*803,250*	$0.8	$ 4.68	0.0%
44313	Camera and Photographic Supplies	2	*700,000*	$0.0	$ 4.08	0.0%
444	Building Material, Garden Equipment	50	147,975,000	$3.0	$ 861.43	4.4%
4441	Building Material and Supplie	40	140,816,000	$3.5	$ 819.76	4.2%
44411	Home Centers	3	91,845,000	$30.6	$ 534.67	2.7%
44412	Paint and Wallpaper Stores	6	*3,485,000*	$0.0	$ 20.29	0.1%
44413	Hardware Stores	8	*6,400,000*	$0.7	$ 37.26	0.2%
44419	Building Material Dealers	23	39,086,000	$1.7	$ 227.54	1.2%
4442	Lawn and Garden Equipment, Supplies	10	7,159,000	$0.7	$ 41.68	0.2%
44421	Outdoor Power Equipment, Farm Supply	3	*964,000*	$1.2	$ 5.61	0.0%
44422	Nursery, Garden Center, Farm Supply	7	6,195,000	$0.9	$ 36.06	0.2%
445	Food and Beverage Stores	85	146,101,000	$1.7	$ 850.52	4.4%
4451	Grocery Stores	60	136,465,000	$2.3	$ 794.43	4.1%
44511	Specialty Food Stores	30	106,446,000	$3.5	$ 619.67	3.2%
44512	Convenience Stores	30	30,019,000	$1.0	$ 174.75	0.9%
4452	Specialty Food Stores	15	4,987,000	$0.3	$ 29.03	0.1%
4453	Beer, Wine, and Liquor Stores	10	*4,649,000*	$0.7	$ 27.06	0.1%
446	Health and Personal Care Stores	42	102,604,000	$2.4	$ 597.31	3.1%
44611	Pharmacies and Drug Stores	20	90,521,000	$4.5	$ 526.97	2.7%
44612	Cosmetics, Beauty Supplies, Perfume	5	2,754,000	$0.6	$ 16.03	0.1%
44619	Other Health and Personal Care	9	*9,329,000*	$0.6	$ 54.31	0.3%
446191	Food (Health) Supplement	5	*2,430,072*	$0.5	$ 14.15	0.1%
446199	All Other Health and Personal Care	4	*6,898,928*	$0.6	$ 40.16	0.2%
447	Gasoline Stations	63	164,267,000	$2.6	$ 956.27	4.9%
44711	Gasoline Stations w/Convenience	54	156,310,000	$2.9	$ 909.95	4.7%
44719	Gasoline Stations w/o Convenience	9	*7,957,000*	$1.6	$ 46.32	0.2%
448	Clothing and Clothing Accessories	65	47,598,000	$0.7	$ 277.09	1.4%
4481	Clothing Stores; Consignment	36	28,619,000	$0.8	$ 166.60	0.9%
4482	Shoe Stores	14	*8,700,638*	$0.5	$ 50.65	0.3%
4483	Jewelry, Luggage, and Leather Goods	15	*10,278,363*	$0.6	$ 59.84	0.3%
44831	Jewelry Stores	14	*10,042,363*	$0.8	$ 58.46	0.3%
44832	Luggage and Leather Goods	1	*236,000*	$0.2	$ 1.37	0.0%
451	Sporting Goods, Hobby, Book, Music	36	41,945,000	$1.2	$ 244.18	1.3%
4511	Sporting Goods, Hobby, Music Inst.	32	*38,064,143*	$0.7	$ 221.59	1.1%
45111	Sporting Goods Stores	17	33,065,000	$1.9	$ 192.49	1.0%
45112	Hobby, Toy, and Game Stores	7	*2,506,429*	$0.9	$ 14.59	0.1%
45113	Sewing, Needlework, Piece Goods	5	*1,192,214*	$0.6	$ 6.94	0.0%
45114	Musical Instruments, Supplies	3	*1,300,500*	$0.4	$ 7.57	0.0%

Source: 1997, 2002 and 2007 Economic Census of Retail Trade; Claritas, Inc. 2009;
Bureau of Economic Analysis; with analysis and computation by LandUse|USA, LLC; July 2009
Italicized numbers indicate estimates by LandUse|USA, LLC.

Note: These variables are intented to give businesses in Ravenna, Michigan
a sense of magnitude for sales per establishment by retail category, and
also demonstrate the full range of categories tested in the supply-demand model.

Exhibit B-9.b. Transacted Retail Sales
Muskegon County, Michigan

NAICS	Category Description	No. of Estab. (#)	Total Sales ($)	Sales per Establishment ($Mil.)	Sales per Capita ($)	Market Share (%)
4512	Book, Periodical, Music	4	3,880,857	$1.0	$ 22.59	0.1%
45121	Book Stores, News Dealers	2	*1,940,429*	$0.0	$ 11.30	0.1%
452	General Merchandise Stores	27	430,194,000	$15.9	$ 2,504.36	12.9%
4521	Department Stores	7	117,560,000	$16.8	$ 684.37	3.5%
45211	Department Stores	4	*67,177,143*	$0.0	$ 391.07	2.0%
4529	Other General Merchandise Stores	20	316,246,000	$15.8	$ 1,841.02	9.4%
45291	Warehouse Clubs and Supercenters	4	*120,000,000*	$0.0	$ 698.58	3.6%
45299	General Merchandise	16	*14,153,143*	$0.9	$ 82.39	0.4%
4529901	Variety Store	13	*9,439,058*	$0.7	$ 54.95	0.3%
4529904	Miscellaneous General Merchandise	3	*4,714,084*	$0.0	$ 27.44	0.1%
453	Miscellaneous Store Retailers	73	48,750,000	$0.7	$ 283.80	1.5%
4531	Florists	9	3,112,000	$0.3	$ 18.12	0.1%
4532	Office Supplies, Stationery, Gifts	24	22,402,000	$0.9	$ 130.41	0.7%
45321	Office Supplies and Stationery	4	12,691,000	$3.2	$ 73.88	0.4%
45322	Gift, Novelty, and Souvenirs	20	9,711,000	$0.5	$ 56.53	0.3%
4533	Used Merchandise Stores	11	5,942,000	$0.5	$ 34.59	0.2%
4539	Miscellaneous Store Retailers	29	17,294,000	$0.6	$ 100.68	0.5%
45391	Pet and Pet Supplies Stores	4	*2,621,143*	$0.7	$ 15.26	0.1%
45392	Art Dealers	3	*907,286*	$0.3	$ 5.28	0.0%
45393	Manufactured (Mobile) Homes	1	*1,429,133*	$1.4	$ 8.32	0.0%
512131	Motion Picture Theatres	4	*8,825,519*	$2.2	$ 51.38	0.3%
53223	Video tape and disk rental	10	6,014,000	$0.6	$ 35.01	0.2%
71	Arts, Entertainment, Recreation	69	59,438,000	$0.9	$ 346.02	1.8%
711	Performing Arts, Spectator Sports	11	*12,215,000*	$1.8	$ 71.11	0.4%
7111	Performing Arts Companies	3	*3,376,436*	$1.1	$ 19.66	0.1%
7112	Spectator Sports	3	*19,340,806*	$6.4	$ 112.59	0.6%
712	Museums, Historical Sites, Similar	3	*2,000,000*	$1.3	$ 11.64	0.1%
713	Amusement, Gambling, Recreation	55	45,220,000	$0.8	$ 263.25	1.4%
7131	Amusement Parks and Arcades	3	*1,856,312*	$0.6	$ 10.81	0.1%
71311	Amusement and Theme Parks	1	*1,646,583*	$1.6	$ 9.59	0.0%
7139	Other Amusement and Recreation	52	*43,363,688*	$0.7	$ 252.44	1.3%
71391	Golf Courses and Country Clubs	14	10,645,000	$0.8	$ 61.97	0.3%
71394	Fitness, Recreational Sports Centers	14	*7,424,075*	$0.5	$ 43.22	0.2%
71395	Bowling Centers	6	4,223,000	$0.7	$ 24.58	0.1%
72	Accommodation and Food Services	317	177,047,000	$0.6	$ 1,030.67	5.3%
721	Accommodation	30	22,186,000	$0.7	$ 129.16	0.7%
7211	Traveler Accommodation	20	*7,708,333*	$0.4	$ 44.87	0.2%
7212	RV (Recreational Vehicle) Parks, Camps	9	9,757,000	$1.1	$ 56.80	0.3%
721211	RV (Recreational Vehicle) Parks, Camps	3	*953,400*	$0.3	$ 5.55	0.0%
721214	Recreational and Vacation Camps	6	*2,368,000*	$0.4	$ 13.79	0.1%
722	Food Services and Drinking Places	287	154,861,000	$0.5	$ 901.52	4.6%
7221	Full-Service Restaurants	102	67,146,000	$0.7	$ 390.89	2.0%
7223	Special Food Services	22	6,744,000	$0.3	$ 39.26	0.2%
7224	Drinking Places (Alcoholic Beverages)	40	8,946,000	$0.2	$ 52.08	0.3%
7222	Limited-Service Eating Places	123	72,025,000	$0.6	$ 419.29	2.2%
722211	Limited-Service Restaurants	101	65,746,000	$0.7	$ 382.74	2.0%
722212	Cafeterias	3	*856,227*	$0.7	$ 4.98	0.0%
8121	Personal Care Services	65	9,901,000	$0.2	$ 57.64	0.3%
812112	Beauty Salons	52	7,247,000	$0.1	$ 42.19	0.2%
812191	Diet and Weight Reducing Centers	3	670,000	$0.2	$ 3.90	0.0%
812199	Other Personal Care Services	7	1,562,000	$0.2	$ 9.09	0.0%
8123	Drycleaning and Laundry Services	11	*5,507,719*	$0.5	$ 32.06	0.2%
812310	Coin-Operated Laundries, Drycleaners	5	*1,227,233*	$0.2	$ 7.14	0.0%
812320	Drycleaning and Laundry Services	4	*1,159,687*	$0.3	$ 6.75	0.0%

Source: 1997, 2002 and 2007 Economic Census of Retail Trade; Claritas, Inc. 2009;
Bureau of Economic Analysis; with analysis and computation by LandUse|USA, LLC; July 2009
Italicized numbers indicate estimates by LandUse|USA, LLC.

Note: These variables are intented to give businesses in Ravenna, Michigan
a sense of magnitude for sales per establishment by retail category, and
also demonstrate the full range of categories tested in the supply-demand model.

Exhibit B-10. Transacted Retail Sales
Newaygo County,Michigan

NAICS	Category Description	No. of Estab. ($)	Total Sales ($)	Sales per Estab. ($Mil.)	Sales per Capita ($)	Market Share (%)
441	Motor Vehicle and Parts Dealers	28	$73,680,000	$2.6	$1,531	8.3%
4412	Other Motor Vehicle Dealers	7	$8,383,000	$1.2	$174	0.9%
44122	Motorcycle, Boat, Other Dealers	8				
441221	Motorcycle Dealers	1				
441229	All Other Motor Vehicle Dealers	3				
44131	Automotive Parts and Accessories	9	$6,640,000	$0.7	$138	0.7%
442	Furniture and Home Furnishings	5	$3,010,000	$0.6	$63	0.3%
443	Electronics and Appliance Stores	9				
444	Building Materials, Garden Equipment	21	$34,672,000	$1.7	$720	3.9%
4441	Building Material and Supplies Dealers	11	$15,973,000	$1.5	$332	1.8%
44419	Other Building Material Dealers	6	$11,185,000	$1.9	$232	1.3%
4442	Lawn and Garden Equipment	10	$18,699,000	$1.9	$388	2.1%
44422	Nursery, Garden Center, Farm Supplies	5				
445	Food and Beverage Stores	20	$57,801,000	$2.9	$1,201	6.5%
4452	Specialty Food Stores	6	$8,202,000	$1.4	$170	0.9%
446	Health and Personal Care Stores	10	$20,598,000	$2.1	$428	2.3%
447	Gasoline Stations	27	$54,189,000	$2.0	$1,126	6.1%
44711	Gasoline Stations w/Convenience	23	$51,719,000	$2.2	$1,074	5.8%
448	Clothing and Clothing Accessories	8				
451	Sporting Goods, Hobby, Book, Music	2				
452	General Merchandise Stores	7	$38,150,000	$5.5	$793	4.3%
45299	All Other General Merchandise	6				
453	Miscellaneous Store Retailers	17				
45321	Office Supplies and Stationery	1				
4539	Other Miscellaneous Store Retailers	2				
71	Arts, Entertainment, and Recreation	12	$3,643,000	$0.3	$76	0.4%
713	Amusement, Gambling, Recreation	9				
72	Accommodation and Food Services	71	$30,230,000	$0.4	$628	3.4%
721	Accommodation	8	$5,055,000	$0.6	$105	0.6%
7212	RV Parks, Recreational Camps	2				
721211	RV Parks, Campgrounds	1				
722	Food Services and Drinking Places	63	$25,175,000	$0.4	$523	2.8%
7222	Limited-Service Eating Places	21	$11,015,000	$0.5	$229	1.2%
8121	Personal Care Services	11				
812112	Beauty Salons	10	$1,500,000	$0.2	$31	0.2%

Source: 2002 and 2007 Economic Census of Retail Trade; Claritas, Inc. 2009
Bureau of Economic Analysis; with analysis and computations by LandUse|USA, LLC; July 2009
Italicized numbers indicate estimates by LandUse|USA, LLC.

Exhibit B-11.a. Transacted Retail Sales
Ottawa County, Michigan

NAICS	Category Description	No. of Estab. ($)	Total Sales ($)	Sales per Estab. ($Mil.)	Sales per Capita ($)	Market Share (%)
441	Motor Vehicle and Parts Dealers	118	$511,559,000	$4.3	$2,105	9.0%
4411	Automobile Dealers	45	$364,381,000	$8.1	$1,500	6.4%
44111	New Car Dealers	20	$315,271,000	$15.8	$1,298	5.6%
44112	Used Car Dealers	25	$49,110,000	$2.0	$202	0.9%
4412	Other Motor Vehicle Dealers	20	$92,451,000	$4.6	$380	1.6%
441222	Boat Dealers	10	$29,010,000	$2.9	$119	0.5%
4413	Automotive Parts, Accessories, Tires	53	$54,727,000	$1.0	$225	1.0%
44131	Automotive Parts, Accessories	38	$42,304,000	$1.1	$174	0.7%
44132	Tire Dealers	15	$12,423,000	$0.8	$51	0.2%
442	Furniture and Home Furnishings	56	$84,237,000	$1.5	$347	1.5%
4421	Furniture Stores	19	$40,666,000	$2.1	$167	0.7%
4422	Home Furnishings Stores	37	$43,571,000	$1.2	$179	0.8%
44221	Floor Covering Stores	17	$31,559,000	$1.9	$130	0.6%
44229	Other Home Furnishings	20	$12,012,000	$0.6	$49	0.2%
443	Electronics and Appliance Stores	31	$47,627,000	$1.5	$196	0.8%
443111	Household Appliance Stores	10	$18,376,000	$1.8	$76	0.3%
443112	Radio, Television, Other Electronics	13	$22,825,000	$1.8	$94	0.4%
44312	Computer and Software Stores	8	$6,426,000	$0.8	$26	0.1%
444	Building Materials, Garden Equipment	88	$245,324,000	$2.8	$1,010	4.3%
44411	Home Centers	6				
44412	Paint and Wallpaper Stores	10				
44413	Hardware Stores	13				
44419	Other Building Material Dealers	39	$134,138,000	$3.4	$552	2.4%
4442	Lawn and Garden Equipment	20	$31,030,000	$1.6	$128	0.5%
44421	Outdoor Power Equipment Stores	6	$10,146,000	$1.7	$42	0.2%
44422	Nursery, Garden Center, Farm Supply	14	$20,884,000	$1.5	$86	0.4%
444220	Nursery, Garden Center, Farm Supply	14	$20,884,000	$1.5	$86	0.4%
4451	Grocery Stores	78	$225,156,000	$2.9	$927	4.0%
44511	Supermarkets, Other Grocery	36	$200,131,000	$5.6	$824	3.5%
44512	Convenience Stores	11	$9,436,000	$0.9	$39	0.2%
4452	Specialty Food Stores	20	$6,362,000	$0.3	$26	0.1%
446	Health and Personal Care Stores	39	$85,775,000	$2.2	$353	1.5%
44611	Pharmacies and Drug Stores	19	$77,057,000	$4.1	$317	1.4%
44612	Cosmetics, Beauty, Perfume Stores	4	$2,205,000	$0.6	$9	0.0%
44613	Optical Goods Stores	9	$2,462,000	$0.3	$10	0.0%
44619	Other Health, Personal Care Stores	7	$4,051,000	$0.6	$17	0.1%
447	Gasoline Stations	73	$171,741,000	$2.4	$707	3.0%
44711	Gasoline Stations w/Convenience	57	$141,759,000	$2.5	$583	2.5%
44719	Other Gasoline Stations	16	$29,982,000	$1.9	$123	0.5%
448	Clothing and Clothing Accessories	92	$72,319,000	$0.8	$298	1.3%
4481	Clothing Stores	56	$53,524,000	$1.0	$220	0.9%
44812	Women's Clothing Stores	29				
44813	Children's and Infants' Clothing	3				
44814	Family Clothing Stores	14				
44819	Other Clothing Stores	4	$3,698,000	$0.9	$15	0.1%
4482	Shoe Stores	20	$9,797,000	$0.5	$40	0.2%
4483	Jewelry, Luggage, and Leather Goods	16	$8,998,000	$0.6	$37	0.2%
451	Sporting Goods, Hobby, Book, Music	67	$53,304,000	$0.8	$219	0.9%

Source: 2002 and 2007 Economic Census of Retail Trade; Claritas, Inc. 2009
Bureau of Economic Analysis; with analysis and computations by LandUse|USA, LLC; July 2009
Italicized numbers indicate estimates by LandUse|USA, LLC.

Exhibit B-11.b. Transacted Retail Sales
Ottawa County, Michigan

NAICS	Category Description	No. of Estab. ($)	Total Sales ($)	Sales per Estab. ($Mil.)	Sales per Capita ($)	Market Share (%)
4511	Sporting Goods, Hobby, Music Instrum.	53	$39,721,000	$0.7	$163	0.7%
45111	Sporting Goods Stores	25	$18,444,000	$0.7	$76	0.3%
45112	Hobby, Toy, and Game Stores	15	$13,840,000	$0.9	$57	0.2%
45113	Sewing, Needlework, Piece Goods	9	$5,703,000	$0.6	$23	0.1%
45114	Musical Instrument and Supplies	4	$1,734,000	$0.4	$7	0.0%
4512	Book, Periodical, and Music Stores	14	$13,583,000	$1.0	$56	0.2%
45121	Book Stores and News Dealers	12				
452	General Merchandise Stores	23	$497,510,000	$21.6	$2,048	8.8%
452111	Department Stores (excl. Discount)	2				
452112	Discount Department Stores	4				
4529	Other General Merchandise Stores	17				
453	Miscellaneous Store Retailers	107	$85,777,000	$0.8	$353	1.5%
4531	Florists	23	$7,792,000	$0.3	$32	0.1%
4532	Office Supplies, Stationery, Gift	32	$24,847,000	$0.8	$102	0.4%
45321	Office Supplies and Stationery	6	$14,810,000	$2.5	$61	0.3%
45322	Gift, Novelty, and Souvenirs	26	$10,037,000	$0.4	$41	0.2%
4533	Used Merchandise Stores	20	$8,779,000	$0.4	$36	0.2%
4539	Other Miscellaneous Stores	32	$44,359,000	$1.4	$183	0.8%
45391	Pet and Pet Supplies	7	$4,587,000	$0.7	$19	0.1%
45392	Art Dealers	3				
45393	Manufactured (Mobile) Home Dealers	4				
45399	All Other Miscellaneous Stores	18				
512131	Motion Picture Theatres (excl. drive-in)	3				
53223	Video tape and disk rental	16	$8,865,000	$0.6	$36	0.2%
71	Arts, Entertainment, and Recreation	90				
711	Performing Arts, Spectator Sports	17				
713	Amusement, Gambling, Recreation	69				
7131	Amusement Parks and Arcades	4				
71391	Golf Courses and Country Clubs	15	$11,605,000	$0.8	$48	0.2%
71393	Marinas	17	$16,614,000	$1.0	$68	0.3%
71394	Fitness and Recreational Sports Ctrs.	20				
72	Accommodation and Food Services	348	$217,119,000	$0.6	$894	3.8%
721	Accommodation	23	$14,191,000	$0.6	$58	0.3%
7211	Traveler Accommodation	18				
72111	Hotels (exl. Casino Hotels), Motels	16				
7212	RV Parks and Recreational Camps	4	$3,746,000	$0.9	$15	0.1%
722	Food Services and Drinking Places	325	$202,928,000	$0.6	$835	3.6%
7221	Full-Service Restaurants	121	$100,286,000	$0.8	$413	1.8%
7222	Limited-Service Eating Places	167	$81,256,000	$0.5	$334	1.4%
722211	Limited-Service Restaurants	133	$75,159,000	$0.6	$309	1.3%
7223	Special Food Services	22	$15,744,000	$0.7	$65	0.3%
8121	Personal Care Services	81	$13,691,000	$0.2	$56	0.2%
812111	Barber Shops	4	$540,000	$0.1	$2	0.0%
812112	Beauty Salons	63	$10,669,000	$0.2	$44	0.2%
812199	Other Personal Care Services	14	$2,482,000	$0.2	$10	0.0%
8123	Drycleaning and Laundry Services	15	$10,378,000	$0.7	$43	0.2%
812310	Coin-Operated Laundries, Drycleaners	4				
812320	Drycleaning, Laundry, Full-Service	9	$2,904,000	$0.3	$12	0.1%

Source: 2002 and 2007 Economic Census of Retail Trade; Claritas, Inc. 2009
Bureau of Economic Analysis; with analysis and computations by LandUse|USA, LLC; July 2009
Italicized numbers indicate estimates by LandUse|USA, LLC.

Exhibit B-12.a. Average Sales per Establishment - 2007

Michigan, Muskegon County and SelectedAnalogs

		Average Sales per Establishment (in $Millions)							
NAICS	Category Description	State of Michigan	Allegan County	Oceana County	Ottawa County	Newaygo County	Kent County	Barry Co. County	Muskegon County
441	Motor Vehicle and Parts Dealers	$7.5	$3.6	$1.9	$4.3	$2.6	$7.7	$2.9	$2.7
4411	Automobile Dealers	$16.9	$8.2	--	$8.1	--	$15.6	--	$4.2
44111	New Car Dealers	$27.7	$14.0	--	$15.8	--	$25.7	--	--
44112	Used Car Dealers	$1.8	$1.4	--	$2.0	--	$2.1	--	$1.4
4412	Other Motor Vehicle Dealers	$2.9	$1.2	--	$4.6	$1.2	$4.4	--	$2.2
44121	Recreational Vehicle Dealers	$4.1	$2.4	--	--	--	--	--	$3.9
44122	Motorcycle, Boat, Motor Vehicles	$2.6	$0.9	--	--	--	--	--	$1.4
441221	Motorcycle Dealers	$3.4	--	--	--	--	$3.7	--	$2.1
441222	Boat Dealers	$2.4	$1.0	--	$2.9	--	$1.6	--	--
441229	All Other Motor Vehicle Dealers	$1.7	$0.7	--	--	--	--	--	--
4413	Automotive Parts, Accessories, Tires	$1.1	$0.7	--	$1.0	--	$1.5	--	$0.9
44131	Automotive Parts and Accessories	$1.0	--	--	$1.1	$0.7	$1.4	--	--
44132	Tire Dealers	$1.3	--	--	$0.8	--	$1.9	--	--
442	Furniture and Home Furnishings Stores	$1.6	$0.3	$0.5	$1.5	$0.6	$2.0	$1.5	$1.3
4421	Furniture Stores	$2.2	--	--	$2.1	--	$2.6	--	$2.6
4422	Home Furnishings Stores	$1.1	$0.3	--	$1.2	--	$1.4	--	$0.7
44221	Floor Covering Stores	$1.4	--	--	$1.9	--	--	--	$0.8
44229	Other Home Furnishings Stores	$0.9	$0.2	--	$0.6	--	--	--	$0.7
443	Electronics and Appliance Stores	$1.8	$0.4	$0.2	$1.5	--	$3.1	--	$3.0
443111	Household Appliance Stores	$1.9	--	--	$1.8	--	--	--	$1.9
443112	Radio, Television, Electronics Stores	$2.0	--	--	$1.8	--	--	--	$4.7
44312	Computer and Software Stores	$1.4	--	--	$0.8	--	--	--	--
44313	Camera and Photographic Supplies	$1.1	--	--	$0.6	--	--	--	--
444	Building Material, Garden Equipment	$2.8	$1.7	$1.5	$2.8	$1.7	$4.3	$1.4	$3.0
4441	Building Material and Supplie	$3.1	$1.7	$1.1	$3.2	$1.5	$4.7	$2.2	$3.5
44411	Home Centers	--	--	--	--	--	--	--	$30.6
44412	Paint and Wallpaper Stores	--	--	--	--	--	--	--	--
44413	Hardware Stores	$1.0	$0.9	--	$1.3	$0.7	$1.1	$1.1	--
44419	Building Material Dealers	$2.6	$2.4	--	$3.4	$1.9	$3.9	$2.9	$1.7
4442	Lawn and Garden Equipment, Supplies	$1.5	$1.9	$2.7	$1.6	$1.9	$2.3	--	$0.7
44421	Outdoor Power Equipment, Farm Supply	$1.2	--	--	$1.7	--	$3.0	--	--
44422	Nursery, Garden Center, Farm Supply	$1.6	$2.4	--	$1.5	--	$2.1	--	$0.9
445	Food and Beverage Stores	$2.2	$2.5	$1.9	--	$2.9	$2.7	$2.1	$1.7
4451	Grocery Stores	$2.9	$2.8	--	$2.9	--	$4.0	--	$2.3
44511	Specialty Food Stores	$4.4	$4.7	--	$5.6	--	$5.7	--	$3.5
44512	Convenience Stores	$0.7	$0.6	--	$0.9	--	$0.7	--	$1.0
4452	Specialty Food Stores	$0.6	--	--	$0.3	$1.4	$0.4	--	$0.3
4453	Beer, Wine, and Liquor Stores	$0.7	$1.0	--	--	--	$1.0	--	--
446	Health and Personal Care Stores	$2.3	$2.3	--	$2.2	$2.1	$1.9	$1.9	$2.4
44611	Pharmacies and Drug Stores	$3.8	$3.1	--	$4.1	--	$3.8	--	$4.5
44612	Cosmetics, Beauty Supplies, Perfume	$0.5	--	--	$0.6	--	$0.7	--	$0.6
44619	Other Health and Personal Care	$0.8	--	--	$0.6	--	--	--	--
446191	Food (Health) Supplement	$0.5	--	--	--	--	--	--	--
446199	All Other Health and Personal Care	$1.0	--	--	--	--	$0.6	--	--
447	Gasoline Stations	$2.1	$2.1	$1.5	$2.4	$2.0	$2.3	$1.8	$2.6
44711	Gasoline Stations w/Convenience	$2.1	$1.8	--	$2.5	$2.2	$2.4	--	$2.9
44719	Gasoline Stations w/o Convenience	$2.0	$4.1	--	$1.9	--	$1.6	--	--
448	Clothing and Clothing Accessories	$1.0	$0.3	$0.2	$0.8	--	$1.3	--	$0.7
4481	Clothing Stores; Consignment	$1.2	--	--	$1.0	--	$1.7	--	$0.8
4482	Shoe Stores	$0.7	--	--	$0.5	--	$0.8	--	--
4483	Jewelry, Luggage, and Leather Goods	$0.8	--	--	$0.6	--	$0.9	--	--
44831	Jewelry Stores	$0.8	--	--	--	--	$0.9	--	--
44832	Luggage and Leather Goods	$0.5	--	--	--	--	$0.2	--	--
451	Sporting Goods, Hobby, Book, Music	$1.2	$0.3	--	$0.8	--	$1.6	--	$1.2
4511	Sporting Goods, Hobby, Music Inst.	--	--	--	$0.7	--	--	--	--
45111	Sporting Goods Stores	$1.2		--	$0.7	--	$1.8	--	$1.9
45112	Hobby, Toy, and Game Stores	--	--	--	$0.9	--	--	--	--
45113	Sewing, Needlework, Piece Goods	$0.9	--	--	$0.6	--	--	--	--
45114	Musical Instruments, Supplies	--	--	--	$0.4	--	$1.4	--	--

Source: 1997, 2002 and 2007 Economic Census of Retail Trade; Claritas, Inc. 2009;
Bureau of Economic Analysis; with analysis and computation by LandUse|USA, LLC; July 2009
Dashes (--) inducated unavailable data that has been suppressed by the Economic Census.

Exhibit B-12.b. Average Sales per Establishment - 2007
Michigan, Muskegon County and Selected Analogs

		Average Sales per Establishment (in $Millions)							
NAICS	Category Description	State of Michigan	Allegan County	Oceana County	Ottawa County	Newaygo County	Kent County	Barry Co. County	Muskegon County
4512	Book, Periodical, Music	--	--	--	$1.0	--	--	--	$1.0
45121	Book Stores, News Dealers	--	--	--	--	--	--	--	--
452	General Merchandise Stores	--	$9.2	$0.9	$21.6	$5.5	$16.9	--	$15.9
4521	Department Stores	--	--	--	--	--	--	--	$16.8
45211	Department Stores	--	--	--	--	--	--	--	--
4529	Other General Merchandise Stores	--	--	--	--	--	--	--	$15.8
45291	Warehouse Clubs and Supercenters	--	--	--	--	--	--	--	--
45299	General Merchandise	--	--	$0.9	--	--	--	--	--
4529901	Variety Store	$0.7	--	--	--	--	--	--	--
4529904	Miscellaneous General Merchandise	--	--	--	--	--	--	--	--
453	Miscellaneous Store Retailers	--	$0.3	--	$0.8	--	$0.8	--	$0.7
4531	Florists	--	--	--	$0.3	--	$0.6	--	$0.3
4532	Office Supplies, Stationery, Gifts	--	$0.2	--	$0.8	--	$0.8	--	$0.9
45321	Office Supplies and Stationery	$2.3	--	--	$2.5	--	$2.7	--	$3.2
45322	Gift, Novelty, and Souvenirs	--	--	--	$0.4	--	$0.4	--	$0.5
4533	Used Merchandise Stores	--	--	--	$0.4	--	$0.6	--	$0.5
4539	Miscellaneous Store Retailers	--	$0.5	--	$1.4	--	$1.0	--	$0.6
45391	Pet and Pet Supplies Stores	$1.1	--	--	$0.7	--	--	--	--
45392	Art Dealers	$0.8	$0.3	--	--	--	$0.3	--	--
45393	Manufactured (Mobile) Homes	$2.0	--	--	--	--	$1.4	--	--
512131	Motion Picture Theatres	$2.2	--	--	--	--	--	--	--
53223	Video tape and disk rental	--	--	--	$0.6	--	$0.6	--	$0.6
71	Arts, Entertainment, Recreation	$1.3	--	--	--	$0.3	$1.0	$0.2	$0.9
711	Performing Arts, Spectator Sports	$1.8	--	--	--	--	--	--	--
7111	Performing Arts Companies	$1.1	--	--	--	--	--	--	--
7112	Spectator Sports	$6.4	--	--	--	--	--	--	--
712	Museums, Historical Sites, Similar	$1.3	--	--	--	--	--	--	--
713	Amusement, Gambling, Recreation	$1.2	--	--	--	--	$0.8	--	$0.8
7131	Amusement Parks and Arcades	$0.6	--	--	--	--	--	--	--
71311	Amusement and Theme Parks	$1.6	--	--	--	--	--	--	--
7139	Other Amusement and Recreation	$0.7	--	--	--	--	--	--	--
71391	Golf Courses and Country Clubs	$1.0	$0.8	--	$0.8	--	$1.6	--	$0.8
71394	Fitness, Recreational Sports Centers	$0.5	--	--	--	--	$0.6	--	--
71395	Bowling Centers	$0.7	--	--	--	--	$0.9	--	$0.7
72	Accommodation and Food Services	$0.6	$0.5	$0.2	$0.6	$0.4	$0.8	$0.4	$0.6
721	Accommodation	$1.0	$0.5	$0.3	$0.6	$0.6	$1.9	$0.1	$0.7
7211	Traveler Accommodation	--	$0.4	--	--	--	--	--	--
7212	RV (Recreational Vehicle) Parks, Camps	--	$0.9	--	$0.9	--	--	--	$1.1
721211	RV (Recreational Vehicle) Parks, Camps	--	--	$0.3	--	--	--	--	--
721214	Recreational and Vacation Camps	--	--	$0.4	--	--	--	--	--
722	Food Services and Drinking Places	$0.6	$0.5	$0.2	$0.6	$0.4	$0.7	$0.4	$0.5
7221	Full-Service Restaurants	$0.7	--	--	$0.8	--	$0.9	--	$0.7
7223	Special Food Services	$0.7	$0.2	--	$0.7	--	$0.5	--	$0.3
7224	Drinking Places (Alcoholic Beverages)	$0.3	--	--	--	--	$0.4	--	$0.2
7222	Limited-Service Eating Places	$0.6	$0.5	--	$0.5	$0.5	$0.6	$0.5	$0.6
722211	Limited-Service Restaurants	$0.6	--	--	$0.6	--	$0.6	--	$0.7
722212	Cafeterias	$0.7	--	--	--	--	--	--	--
8121	Personal Care Services	$0.2	$0.2	$0.2	$0.2	--	$0.2	$0.2	$0.2
812112	Beauty Salons	$0.2	$0.2	--	$0.2	$0.2	--	$0.2	$0.1
812191	Diet and Weight Reducing Centers	$0.6	--	--	--	--	--	--	$0.2
812199	Other Personal Care Services	$0.2	$0.2	--	$0.2	--	--	--	$0.2
8123	Drycleaning and Laundry Services	$0.5	--	--	$0.7	--	$0.9	--	--
812310	Coin-Operated Laundries, Drycleaners	$0.2	--	--	--	--	--	--	--
812320	Drycleaning and Laundry Services	$0.3	--	--	$0.3	--	$0.4	--	--

Source: 1997, 2002 and 2007 Economic Census of Retail Trade; Claritas, Inc. 2009;
Bureau of Economic Analysis; with analysis and computation by LandUse|USA, LLC; July 2009
Dashes (--) inducated unavailable data that has been suppressed by the Economic Census.

Exhibit B-13.a. Transacted Sales per Capita as a Share of Income
Michigan, Muskegon Countyand Selected Analogs

		Transacted Sales per Capita as a Share of Income							
NAICS	Category Description	State of Michigan	Allegan County	Oceana County	Ottawa County	Newaygo County	Kent County	Barry Co. County	Muskegon County
441	Motor Vehicle and Parts Dealers	13.3%	10.8%	5.7%	9.0%	8.3%	14.7%	4.7%	8.1%
4411	Automobile Dealers	11.6%	9.2%	--	6.4%	--	12.1%	--	6.0%
44111	New Car Dealers	11.1%	8.4%	--	5.6%	--	11.4%	--	--
44112	Used Car Dealers	0.5%	0.7%	--	0.9%	--	0.7%	--	1.3%
4412	Other Motor Vehicle Dealers	0.8%	0.8%	--	1.6%	0.9%	1.3%	--	1.2%
44121	Recreational Vehicle Dealers	0.3%	0.3%	--	--	--	--	--	0.7%
44122	Motorcycle, Boat, Motor Vehicles	0.5%	0.5%	--	--	--	--	--	0.5%
441221	Motorcycle Dealers	0.2%	--	--	--	--	0.2%	--	0.3%
441222	Boat Dealers	0.2%	0.4%	--	0.5%	--	0.1%	--	--
441229	All Other Motor Vehicle Dealers	0.1%	0.1%	--	--	--	--	--	--
4413	Automotive Parts, Accessories, Tires	0.9%	0.8%	--	1.0%	--	1.3%	--	0.9%
44131	Automotive Parts and Accessories	0.6%	--	--	0.7%	0.7%	0.8%	--	--
44132	Tire Dealers	0.3%	--	--	0.2%	--	0.5%	--	--
442	Furniture and Home Furnishings Stores	1.3%	0.3%	0.6%	1.5%	0.3%	2.1%	0.8%	1.4%
4421	Furniture Stores	0.7%	--	--	0.7%	--	1.3%	--	0.9%
4422	Home Furnishings Stores	0.5%	0.2%	--	0.8%	--	0.8%	--	0.6%
44221	Floor Covering Stores	0.3%	--	--	0.6%	--	--	--	0.3%
44229	Other Home Furnishings Stores	0.3%	0.1%	--	0.2%	--	--	--	0.3%
443	Electronics and Appliance Stores	1.2%	0.2%	0.1%	0.8%	--	2.4%	--	1.9%
443111	Household Appliance Stores	0.3%	--	--	0.3%	--	--	--	0.4%
443112	Radio, Television, Electronics Stores	0.7%	--	--	0.4%	--	--	--	1.4%
44312	Computer and Software Stores	0.2%	--	--	0.1%	--	--	--	--
44313	Camera and Photographic Supplies	0.0%	--	--	--	--	--	--	--
444	Building Material, Garden Equipment	3.9%	3.7%	4.6%	4.3%	3.9%	5.9%	1.8%	4.4%
4441	Building Material and Supplie	3.5%	2.4%	2.3%	3.8%	1.8%	5.3%	1.5%	4.2%
44411	Home Centers	--	--	--	--	--	--	--	2.7%
44412	Paint and Wallpaper Stores	--	--	--	--	--	--	--	--
44413	Hardware Stores	0.3%	--	--	--	--	0.2%	--	--
44419	Building Material Dealers	1.7%	2.0%	--	2.4%	1.3%	2.8%	0.9%	1.2%
4442	Lawn and Garden Equipment, Supplies	0.4%	1.3%	2.3%	0.5%	2.1%	0.6%	--	0.2%
44421	Outdoor Power Equipment, Farm Supply	0.1%	--	--	0.2%	--	0.2%	--	--
44422	Nursery, Garden Center, Farm Supply	0.3%	1.2%	--	0.4%	--	0.4%	--	0.2%
445	Food and Beverage Stores	5.5%	5.3%	5.7%	--	6.5%	5.2%	4.7%	4.4%
4451	Grocery Stores	4.9%	4.9%	--	4.0%	--	4.8%	--	4.1%
44511	Specialty Food Stores	4.5%	4.4%	--	3.5%	--	4.5%	--	3.2%
44512	Convenience Stores	0.4%	0.4%	--	0.2%	--	0.3%	--	0.9%
4452	Specialty Food Stores	0.2%	--	--	0.1%	0.9%	0.2%	--	0.1%
4453	Beer, Wine, and Liquor Stores	0.4%	0.4%	--	--	--	0.3%	--	--
446	Health and Personal Care Stores	2.8%	1.9%	--	1.5%	2.3%	2.3%	1.2%	3.1%
44611	Pharmacies and Drug Stores	2.4%	1.7%	--	1.4%	--	1.9%	--	2.7%
44612	Cosmetics, Beauty Supplies, Perfume	0.1%	--	--	0.0%	--	0.1%	--	0.1%
44619	Other Health and Personal Care	0.2%	--	--	0.1%	--	--	--	--
446191	Food (Health) Supplement	0.1%	--	--	--	--	--	--	--
446199	All Other Health and Personal Care	0.1%	--	--	--	--	0.1%	--	--
447	Gasoline Stations	3.7%	4.9%	6.8%	3.0%	6.1%	3.2%	3.8%	4.9%
44711	Gasoline Stations w/Convenience	3.0%	3.5%	--	2.5%	5.8%	3.0%	--	4.7%
44719	Gasoline Stations w/o Convenience	0.7%	1.4%	--	0.5%	--	0.2%	--	--
448	Clothing and Clothing Accessories	2.1%	0.4%	0.2%	1.3%	--	2.7%	--	1.4%
4481	Clothing Stores; Consignment	1.4%	--	--	0.9%	--	2.0%	--	0.9%
4482	Shoe Stores	0.3%	--	--	0.2%	--	0.3%	--	--
4483	Jewelry, Luggage, and Leather Goods	0.3%	--	--	0.2%	--	0.4%	--	--
44831	Jewelry Stores	0.3%	--	--	--	--	0.3%	--	--
44832	Luggage and Leather Goods	0.0%	--	--	--	--	0.0%	--	--
451	Sporting Goods, Hobby, Book, Music	1.1%	0.1%	--	0.9%	--	1.7%	--	1.3%
4511	Sporting Goods, Hobby, Music Inst.	--	--	--	0.7%	--	--	--	--
45111	Sporting Goods Stores	0.5%	--	--	0.3%	--	0.7%	--	1.0%
45112	Hobby, Toy, and Game Stores	--	--	--	0.2%	--	--	--	--
45113	Sewing, Needlework, Piece Goods	0.1%	--	--	0.1%	--	--	--	--
45114	Musical Instruments, Supplies	--	--	--	0.0%	--	0.1%	--	--

Source: 1997, 2002 and 2007 Economic Census of Retail Trade; Claritas, Inc. 2009;
Bureau of Economic Analysis; with analysis and computation by LandUse|USA, LLC; July 2009
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Exhibit B-13.b. Transacted Sales per Capita as a Share of Income
Michigan, Muskegon County and Selected Analogs

		Transacted Sales per Capita as a Share of Income							
NAICS	Category Description	State of Michigan	Allegan County	Oceana County	Ottawa County	Newaygo County	Kent County	Barry Co. County	Muskegon County
4512	Book, Periodical, Music	--	--	--	0.2%	--	--	--	0.1%
45121	Book Stores, News Dealers	--	--	--	--	--	--	--	--
452	General Merchandise Stores	--	6.0%	1.3%	8.8%	4.3%	10.4%	--	12.9%
4521	Department Stores	--	--	--	--	--	--	--	3.5%
45211	Department Stores	--	--	--	--	--	--	--	--
4529	Other General Merchandise Stores	--	--	--	--	--	--	--	9.4%
45291	Warehouse Clubs and Supercenters	--	--	--	--	--	--	--	--
45299	General Merchandise	--	--	1.3%	--	--	--	--	--
4529901	Variety Store	0.2%	--	--	--	--	--	--	--
4529904	Miscellaneous General Merchandise	--	--	--	--	--	--	--	--
453	Miscellaneous Store Retailers	--	0.6%	--	1.5%	--	1.5%	--	1.5%
4531	Florists	--	--	--	0.1%	--	0.1%	--	0.1%
4532	Office Supplies, Stationery, Gifts	--	0.1%	--	0.4%	--	0.6%	--	0.7%
45321	Office Supplies and Stationery	0.3%	--	--	0.3%	--	0.3%	--	0.4%
45322	Gift, Novelty, and Souvenirs	--	--	--	0.2%	--	0.2%	--	0.3%
4533	Used Merchandise Stores	--	--	--	0.2%	--	0.1%	--	0.2%
4539	Miscellaneous Store Retailers	--	0.4%	--	0.8%	--	0.7%	--	0.5%
45391	Pet and Pet Supplies Stores	0.1%	--	--	0.1%	--	--	--	--
45392	Art Dealers	0.1%	0.1%	--	--	--	0.0%	--	--
45393	Manufactured (Mobile) Homes	0.2%	--	--	--	--	0.2%	--	--
512131	Motion Picture Theatres	0.1%	--	--	--	--	--	--	--
53223	Video tape and disk rental	--	--	--	0.2%	--	0.2%	--	0.2%
71	Arts, Entertainment, Recreation	2.0%	--	--	--	0.4%	1.7%	0.3%	1.8%
711	Performing Arts, Spectator Sports	0.6%	--	--	--	--	--	--	--
7111	Performing Arts Companies	0.1%	--	--	--	--	--	--	--
7112	Spectator Sports	0.3%	--	--	--	--	--	--	--
712	Museums, Historical Sites, Similar	0.1%	--	--	--	--	--	--	--
713	Amusement, Gambling, Recreation	1.3%	--	--	--	--	0.9%	--	1.4%
7131	Amusement Parks and Arcades	0.0%	--	--	--	--	--	--	--
71311	Amusement and Theme Parks	0.0%	--	--	--	--	--	--	--
7139	Other Amusement and Recreation	0.7%	--	--	--	--	--	--	--
71391	Golf Courses and Country Clubs	0.3%	0.5%		0.2%	--	0.4%	--	0.3%
71394	Fitness, Recreational Sports Centers	0.2%	--	--	--	--	0.3%	--	--
71395	Bowling Centers	0.1%	--	--	--	--	0.1%	--	0.1%
72	Accommodation and Food Services	5.1%	4.0%	3.5%	3.8%	3.4%	5.7%	2.3%	5.3%
721	Accommodation	0.8%	0.6%	1.2%	0.3%	0.6%	0.9%	0.1%	0.7%
7211	Traveler Accommodation		0.4%						--
7212	RV (Recreational Vehicle) Parks, Camps	--	0.2%	--	0.1%	--	--	--	0.3%
721211	RV (Recreational Vehicle) Parks, Camps	--	--	0.3%	--	--	--	--	--
721214	Recreational and Vacation Camps	--	--	0.5%	--	--	--	--	--
722	Food Services and Drinking Places	4.3%	3.4%	2.3%	3.6%	2.8%	4.8%	2.2%	4.6%
7221	Full-Service Restaurants	2.0%	--	--	1.8%	--	2.4%	--	2.0%
7223	Special Food Services	0.3%	0.1%	--	0.3%	--	0.3%	--	0.2%
7224	Drinking Places (Alcoholic Beverages)	0.2%	--	--	--	--	0.2%	--	0.3%
7222	Limited-Service Eating Places	1.8%	1.4%	--	1.4%	1.2%	1.9%	0.9%	2.2%
722211	Limited-Service Restaurants	1.6%	--	--	1.3%	--	1.7%	--	2.0%
722212	Cafeterias	0.0%	--	--	--	--	--	--	--
8121	Personal Care Services	0.3%	0.3%	0.4%	0.2%	--	0.5%	0.2%	0.3%
812112	Beauty Salons	0.2%	0.2%	--	0.2%	0.2%	--	0.2%	0.2%
812191	Diet and Weight Reducing Centers	0.0%	--	--	--	--	--	--	0.0%
812199	Other Personal Care Services	0.0%	0.0%	--	0.0%	--	--	--	0.0%
8123	Drycleaning and Laundry Services	0.3%	--	--	0.2%	--	0.5%	--	--
812310	Coin-Operated Laundries, Drycleaners	0.0%	--	--	--	--	--	--	--
812320	Drycleaning and Laundry Services	0.1%	--	--	0.1%	--	0.1%	--	--

Source: 1997, 2002 and 2007 Economic Census of Retail Trade; Claritas, Inc. 2009;
Bureau of Economic Analysis; with analysis and computation by LandUse|USA, LLC; July 2009
Dashes (--) inducated unavailable data that has been suppressed by the Economic Census.

Exhibit B-14. 2009 Population in 1, 2 and 3 Mile Rings
Village of Ravenna and Selected SurroundingCommunities

Rank	Community	1 mile	2 miles	3 miles
1	Sparta	4,316	5,951	9,173
2	Fremont	3,570	5,391	6,821
3	Coopersville	3,593	4,797	5,623
4	Newaygo	1,389	2,972	4,791
5	Kent	1,160	2,157	4,095
6	Casnovia	471	1,112	3,216
7	Grant	1,069	1,820	3,035
8	Ravenna	1,382	1,908	2,614
9	Bailey	376	1,051	2,471
10	Conklin	138	980	1,661

Source: Claritas, Inc. July 2009 with Analysis by LandUse|USA, LLC

Table B-15.a. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Automotive Parts and Service	Address
Retail	Automotive Parts	R & R Auto Salvage	11700 Bailey Rd
Retail	Automotive Parts	Carl Meyers Quaker State Fast Lube / Cooper Tires	3538 Main St
Retail	Automotive Parts	Eastside Auto Parts & Repair	10951 Apple Ave
Retail	Automotive Parts	Spencer / Village Auto Supply / Parts Plus	3156 S Slocum Rd
Services	Automotive Repair	Borgman Automotive Repair	11780 Bailey Rd
Services	Automotive Repair	Eastside Marine Repair	9555 Farr Rd
Services	Automotive Repair	Full Throttle Automotive	551 Laredo Ln
Services	Automotive Repair	FabCo & Heavy Equipment Maintenance	na
Services	Automotive Repair	Mike's Automotive Repair	na
Services	Automotive Repair	Ravenna Total Auto Repair	3538 Main St
Services	Automotive Repair	Ravenna Wrecker Service	3160 S. Slocum Rd
Services	Automotive Repair	Spencer / Village Auto Body Shop	3156 S Slocum Rd
Services	Automotive Repair	Truck Wash & Service Garage	Apple Avenue at Goebel
Services	Automotive Repair	Turner Auto (with Ravenna Gravel)	3300 Sherman Avenue

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Exhibit B-15.b. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Building Construction, Painting, Materials	Address
Services	Construction	Absolute Exteriors	3655 Prairieview Dr
Services	Construction	Anderson's Decorative Concrete, Inc.	3570 Haymeadow Dr
Services	Construction	Andy's Septic Service	9671 Farr Rd
Services	Construction	Art Homoly & Son Construction	3264 Thomas St
Services	Construction	Austin the Painter	
Services	Construction	Becklin Homes Construction, Inc.	na
Services	Construction	Bergsmas Afc Homes	6467 Blackmer Rd
Services	Construction	Bob's Asphalt	23728 40th Ave
Services	Construction	Campbells Painting	2141 Mason Rd
Services	Construction	Cavanaugh Construction, LLC	2282 Shaw Rd
Services	Construction	Danny Clarke Builders, LLC	11145 Apple Avenue
Services	Construction	Danny Heethuis Construction	4787 Maple Island Rd
Services	Construction	Dvan; Daniel Vanderlinde	3137 Mortimer St
Services	Construction	Epp's Construction, LLC	9033 Heights Ravenna
Services	Construction	F Hornacek Construction	23830 36th Ave
Services	Construction	Fullercraft Construction, LLC	5429 Seba Rd
Services	Construction	Furman Sandblasting	2457 Shaw Rd
Services	Construction	Harv's Construction	1260 Sullivan Rd
Services	Construction	Hopkins Construction	P. O. Box 26
Services	Construction	KO's Construction	11489 Bailey Rd
Services	Construction	Kuperus Excavating Inc	7262 S Moorland Rd
Services	Construction	Larry Smith Construction	420 N. Bossett Rd
Services	Construction	Lawrence M McMahon Residential Construction	12739 Hall Rd
Services	Construction	Mark Baker Drywall, Inc.	6201 Seba Rd
Services	Construction	Mark Kuperus Excavating, Inc.	7262 S. Moorland Rd
Services	Construction	Michael J. Lewis Painting	1900 S. Moorland Rd
Services	Construction	North Ottawa Builders	977 Judson Rd
Services	Construction	Nutt Painting	3133 Mortimer St
Services	Construction	Oman's Contracting, Inc.	14621 Apple Avenue
Services	Construction	Ravenna Gravel (with Turner Auto)	3300 Sherman Avenue
Services	Construction	Ravenna Sealcoating	23840 40th Avenue
Services	Construction	Sheridans Home Improvement, Inc.	23408 36th Avenue
Services	Construction	Spencer Concrete, Inc.	14264 Apple Avenue
Services	Construction	Stein Construction	2978 S. Slocum Rd
Services	Construction	Ts Max Poured Walls, Inc.	12050 Crockery Creek Dr
Services	Construction	Villegas Masonry	10602 Laketon Avenue
Services	Construction	Wagner Drilling	3591 Lo Al. Dr

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Exhibit B-15.c. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Farming and Agriculture	Address
Agriculture	Agriculture	Abbott, Brian Farms	
Agriculture	Agriculture	Creswick Farms	
Agriculture	Agriculture	Crockery Creek Turkey Farms	
Agriculture	Agriculture	Danklefsen, David Farms	
Agriculture	Agriculture	Den Dulk Dairy Farms	
Agriculture	Agriculture	Drummond, Dan Farms	
Agriculture	Agriculture	Green Leaf Farm	
Agriculture	Agriculture	Hecksel Farms Llc	
Agriculture	Agriculture	Heiss' Farms	
Agriculture	Agriculture	Helsen, John (Helsen Farm)	
Agriculture	Agriculture	Helsen's Hideaway Llc Farm	
Agriculture	Agriculture	Herremans, Robert Dairy Farms	
Agriculture	Agriculture	Jawor Brothers Blue Berries Inc	
Agriculture	Agriculture	Jenkins; George Farms	
Agriculture	Agriculture	Kantola Farms	
Agriculture	Agriculture	Kantola Finnish Farms	
Agriculture	Agriculture	Korson; Clarence Farms	
Agriculture	Agriculture	Mcnitt, Gale Farms	
Agriculture	Agriculture	Michigan Milk Producers Association (Herremans, Thomas J)	
Agriculture	Agriculture	Northern Star Adventures Llc Fishing Preserve	
Agriculture	Agriculture	Nutt Dairy Farm	
Agriculture	Agriculture	Painted Music Horse Farm	
Agriculture	Agriculture	Robinson, David Farms	
Agriculture	Agriculture	Sietsema Turkey Farm	
Agriculture	Agriculture	Spink, Richard Farms	
Agriculture	Agriculture	Swanson Pickle Company	
Agriculture	Agriculture	Tensen Family Farms, LLC	
Agriculture	Agriculture	Wagner, Kim Farms	
Agriculture	Agriculture	Walter, Gerald Farms	
Agriculture	Agriculture	White House Cattle Company, Inc	
Agriculture	Agriculture	Young Farm	

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Exhibit B-15.d. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Wholesalers and Distribution	Address
Wholesale	Wholesale	Pattersons Nondurable Goods Wholesaler	12115 Mount Garfield Rd
Wholesale	Wholesale	West Coast Trading Nondurable Goods Wholesaler	12626 Harrisburg Rd
Wholesale	Wholesale	Gilbert's Produce Wholesaler	191 Goebel Rd
Distribution	Distribution	Snack Place Vending Providor	3550 Main St
Distribution	Distribution	Extreme Towing	1016 N Moorland Rd
Distribution	Distribution	Binkerd Trucking Llc	12303 Stewart St
Distribution	Distribution	Drd Trucking Inc	7830 Heights Ravenna Rd
Distribution	Distribution	Esterling Trucking Llc	3824 Sherman Ave
Distribution	Distribution	Faulkner Trucking	4106 S Ravenna Rd
Distribution	Distribution	G N Judson Heavy Hauling	8552 Heights Ravenna Rd
Distribution	Distribution	Glaser Williams Inc Freight	4275 S Bossett Rd
Distribution	Distribution	L-5 Transportation Inc Trucking	3043 Mortimer St
Distribution	Distribution	P T I Logistics Inc Trucking	13240 Apple Ave
Distribution	Distribution	Rogers Wheels Transport, Inc (Rw Transportation)	13802 Sherman Ave
Distribution	Distribution	Sorenson Trucking	8228 Heights Ravenna Rd
Distribution	Distribution	Tremo Trucking	13240 Apple Avenue
Distribution	Distribution	Van Tom Ens Trucking	12269 Crockery Creek Dr
Services	Business Services	Gtds Commercial Driving School	13240 Apple Ave

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Exhibit B-15.e. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Manufacturing Employers	Address
Manufacturing	Metals	Bearing Supply	5551 S Moorland Rd
Manufacturing	Metals	C S Machining Llc	12939 Harrisburg Rd
Manufacturing	Metals	Cast Metal Products Co.	2591 S Slocum Rd
Manufacturing	Metals	Casting Specialties	2600 S Slocum Rd
Manufacturing	Metals	Ductile Iron; Casting Center; Metal Technologies	3800 Adams Rd
Manufacturing	Metals	Dynamic Custom Machining Llc	12745 Neil Rd
Manufacturing	Metals	Gilbert & Riplo Machining, Griptrac	4865 S Ravenna Rd # 1
Manufacturing	Metals	GripTrac Engineering, Machining, Fabricating	4865 South Ravenna Rd
Manufacturing	Metals	J. L. Machining	na
Manufacturing	Metals	Jerry's Welding	11210 Ellis Rd
Manufacturing	Metals	Liberty Products / Carbid Studs	3073 Mortimer St
Manufacturing	Metals	Metcalf Machine Inc	6439 Rollenhagen Rd
Manufacturing	Metals	Ravenna Casting Ctr	3800 Adams Rd
Manufacturing	Metals	Ravenna Pattern & Manufacturing	13101 Apple Ave
Manufacturing	Metals	Specialty Metals Manufacturing	na
Manufacturing	Metals	Terrence Wright (Wright Machine And Tool)	12261 Farr Rd
Manufacturing	Metals	Tyler Machine & Tool	3703 Sullivan Rd
Manufacturing	Metals	Western Foundry	na
Manufacturing	Wood / Paper	Rogers Printing Inc	3350 Main St
Manufacturing	Wood	Hendges Forest Products	1096 N Bossett Rd
Manufacturing	Woods / Paper	Universal Packaging Company	na

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Exhibit B-15.f. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Miscellaneous Business Support	Address
Services	Graphics, Production, Adv	Physicians Computer Network Data Processing	3736 Haymeadow Dr
Services	Graphics, Production, Adv	Dixons Dynamic Svcs Inc Business Mngmt. Consult	12935 Bailey Rd
Services	Business Services	Andy Mitzel Business Services	1721 Sophia Rd
Services	Business Services	Carl Wiltenburg Business Services	9650 Farr Rd
Services	Business Services	Charles Prell Support Services	551 Laredo Ln
Services	Business Services	Darryl Scott Support Services	5084 Angermeyer Rd
Services	Business Services	Frederick H Karel Support Services	6020 S Moorland Rd
Services	Business Services	Henry M Stepping Support Services	10545 Apple Ave
Services	Business Services	Huffman Business Support Services	11419 Ellis Rd
Services	Business Services	Kimberly Tesseine Support Services	11752 Deerfield Dr
Services	Business Services	Knudson Yumiko Support Services	9441 Sherman Ave
Services	Business Services	Kubby Enterprises Support Services	11786 Deerfield Dr
Services	Business Services	Leon Michael Wolverton Support Services	11265 Laketon Ave
Services	Business Services	Mark Krepps Support Services	23780 32nd Ave
Services	Business Services	Mark L Schmiedeknecht Support Services	8920 Heights Ravenna Rd
Services	Business Services	Matthew J Giddings Support Services	1114 Sullivan Rd
Services	Business Services	Quinn Rogers Support Services	701 Alex Dr
Services	Business Services	Rosemary G Norman Support Services	5120 S Ravenna Rd
Services	Business Services	Anna Kaufman Business Services	14180 Apple Ave
Services	Business Services	Scott A Nerli Support Services	12755 Laketon Ave
Services	Business Services	Sims Business Svc	3043 Ensley Rd
Services	Business Services	Tadija Widojkovich Support Services	3651 Haymeadow Dr
Services	Business Services	Georgia A Rode Business Services	4376 Sherman Ave
Services	Business Services	J Simons Svcs; Scientific, Technical Service	565 Fuller Rd
Services	Business Services	Business Payment Systems of MI	PO Box 301
Services	Business Services	Bontluis Enterprises (business support)	11705 Heights Ravenna Rd
Services	Business Services	Bryan Donati (business services)	11687 Bailey Rd
Services	Business Services	JT Timber Consulting	15053 Hall Rd

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Exhibit B-15.g. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Entertainment; Assembly; Attractions (excludes Parks and Places of Worship)	Address
Entertainment	Entertainment	Muskegon Area District Library	12278 Stafford St
Entertainment	Entertainment	Ravenna Area Museum	12278 Stafford St
Entertainment	Entertainment	Ravenna Masonic Building/Lodge	na
Entertainment	Entertainment	Tibbit's Historic House	3492 Main St
Entertainment	Entertainment	American Legion; Sherman Moore	3590 Conklin St
Entertainment	Entertainment	Bonthius Funny Farm	na
Entertainment	Entertainment	Freeland Harness Racing	1120 S Bossett Rd
Entertainment	Entertainment	Friends of Sycamore Nature Preserve	2200 Squires Rd
Entertainment	Entertainment	Moss Ridge Golf Club	13545 Apple Avenue
Entertainment	Entertainment	Musketawa Trail Head; Bike Path	na
Entertainment	Entertainment	Northern Star Adventures Llc Fishing Preserve	4555 S Bossett Rd
Entertainment	Entertainment	Pool & Tub Membership Club	1708 Sullivan Rd
Entertainment	Entertainment	Ravenna Bowling Center	2915 Slocum Rd
Entertainment	Entertainment	Ravenna Conservation Club	2530 S Slocum Rd
Entertainment	Entertainment	Ravenna Creeks Golf Club	11566 Heights Ravenna Rd
Entertainment	Entertainment	Ravenna Motor Park and Raceway	9048 Hile Rd
Entertainment	Entertainment	Roller Fox Roller Rink	12189 East Apple Avenue

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Exhibit B-15.h. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Traditional Retail Categories	Location	Address
Retail	Apparel, Bootery, Tack	Tumbleweed Tack & Western Boot Shoppe	Outlying	8813 Heights Ravenna Rd
Retail	Apparel, Bootery, Tack	Ravenna Post Buildings, Inc.	Outlying	8813 Heights Ravenna Rd
Retail	Piece Work	Stitch Point	Downtown	3567 Main St
Retail	Piece Work	Pins & Needles Sewing Contractor	Downtown	12406 Stafford Rd
Retail	Piece Work	Creative Writing Embroidery	Edge	3675 Adams Rd
Retail	Craft & Hobby	Gone Scrappin'	Outlying	3494 John St
Retail	Craft & Hobby	S & P Creations Crafts	Outlying	5336 Seba Rd
Retail	Craft & Hobby	Fhg Crafts	Outlying	11416 Laketon Ave
Retail	Craft & Hobby	Flying H Flora & Craft Supplies	Outlying	11591 Laketon Ave
Retail	Craft & Hobby	S & P Creations Craft Store	Outlying	5336 Seba Rd
Retail	Craft & Hobby	Tiffany's Treasures; Hobby, Toys and Games	Outlying	14729 Apple Ave
Retail	Photography	Landsdowne Studio, Ltd.	Outlying	E. Cord B 35
Retail	Photography	Tyler Studios	Outlying	7817 Heights Ravenna Rd
Retail	Photography	Wreath Photography	na	na
	Photography	Exclusive Photography	Outlying	2887 Ensley Rd
Retail	Used Merchandise	Herman Auction Services	Edge	11826 Heights Ravenna Rd
Retail	Used Merchandise	Ravenna Auction Sales	Edge	3265 S. Slocum
Retail	Used Merchandise	Sullivan Flea Market & Auction	Edge	11851 Heights Ravenna Rd
~~Retail~~	~~Video~~	~~Video One (closed)~~	~~Downtown~~	~~12455 Stafford St~~
Services	Computers	Computer Repair, LLC	na	na
Services	Computers	Guy's Computer / Network	Edge	3751 Haymeadow
Services	Computers	Rosel Computer Consulting	Outlying	12282 White Rd
Services	Banks, Lending	Fifth Third Bank	Downtown	12409 Stafford Rd
Services	Banks, Lending	Choice One Bank	Edge	3069 Slocum Rd
Services	Banks, Lending	Valley Ridge Bank	Edge	3069 S. Slocum Rd

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Exhibit B-15.i. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Traditional Retail Categories	Location	Address
Retail	Flowers, Garden, etc.	Village Flower Market	Downtown	12335 Stafford St
Retail	Flowers, Garden, etc.	Heiss Hillside Flowers	Outlying	13087 White Rd
Retail	Flowers, Garden, etc.	Genesis Garden Center	Outlying	23751 36th Ave
Retail	Flowers, Garden, etc.	Garden Path, The Florist	Edge	3009 Blackmer Rd
Retail	Home, Farm, Garden	West Michigan Landscape Management Llc	Outlying	23225 36th Avenue
Retail	Home, Farm, Garden	Genesis Garden Ctr Nursery	Outlying	23601 36th Avenue
Retail	Home, Farm, Garden	Heiss Hillside Greenhouse, Nursery	Outlying	13087 White Rd
Retail	Home, Farm, Garden	Rainbow Gardens Greenhouse	Outlying	12676 Hall Rd
Retail	Home, Farm, Garden	Michigan Agra-Bedding	Outlying	2575 S Slocum Rd
Retail	Home, Farm, Garden	Nobis Agri-Service, Inc. (farm feed dealer)	Edge	3832 Conklin St
Retail	Home, Farm, Garden	Ravenna Feed & Grain	Edge	3832 Conklin St
Retail	Home, Farm, Garden	J & J Tree Svc Llc	Outlying	1560 S Bossett Rd
Retail	Home, Farm, Garden	Leaf Relief Lawn Care	Outlying	12739 Hall Rd
Services	Home, Farm, Garden	Akey, Inc. Nutrition Solutions (farm)	Edge	3832 Conklin St
Retail	Home, Farm, Garden	Ravenna Lumber and Wood Supply	Edge	12197 Crockery Creek Dr
Retail	Home, Farm, Garden	Ravenna Lumber Hardware	Edge	12197 Crockery Creek Dr
Retail	Home, Farm, Garden	Ravenna Lumber Storage Sheds	Edge	12197 Crockery Creek Dr
Retail	Home, Farm, Garden	Village Hardware / Parts Plus	Edge	3160 S. Slocum Rd
Retail	Furniture, Furnishings	Wiles Furniture Refurbishing	Outlying	532 N. Bossett Rd
Retail	Sporting Goods	Benson's Gunshop	Outlying	8228 Laketon Ave
Retail	Sporting Goods	Darwin Ely (Clydes Guns & More)	Outlying	11868 Bailey Rd
Retail	Sporting Goods	Dick Loseths Gun Shop	Outlying	993 Behler Rd

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Businesses that have already incubated and should be targeted for Downtown Ravenna are noted in Green.
Source: Manta, Inc. (www.manta.com); Google, Inc. (www.google.com); and field research by LandUse|USA, LLC.
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Exhibit B-15.j. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Grocery; Pharmacy, Gas, Specialty Foods	Location	Address
Retail	Grocery	Ravenna Foods	Edge	12444 Crockery Creek Dr
Retail	Specialty Foods	Keef's Party Store	Downtown	12441 Stafford Rd
Retail	Grocery	Food Its Personal Grocery	Edge	11735 Deerfield Dr
Retail	Pharmacy	Keef's Pharmacy	Downtown	12441 Stafford Rd
Retail	Gasoline Convenience	Ravenna Speedway Gasoline / Convenience	Edge	3385 Main St
Retail	Gasoline Stations	Rdside Express Gasoline	Outlying	7791 Heights Ravenna Rd
Retail	Specialty Foods	Drummond's Meat Processing	Edge	1830 Slocum Rd
Retail	Specialty Foods	Swanson Pickle Company	Edge	11561 Heights Ravenna Rd
Retail	Specialty Foods	Creswick Farms	Outlying	6500 Rollenhagen Rd

Type	Category Description	Eating and Drinking Establishments	Location	Address
Retail	American Fare	Ravenna Pub	Downtown	12438 Stafford Rd
Retail	American Fare	Ravenna Round Table (was Jo's Café)	Downtown	12396 Stafford St
Retail	Restaurant	My Town Subs Llc Restaurant	Outlying	3246 Price Rd
Retail	American Fare	J D's Moorland Tavern	Outlying	Apple Avenue at Woodland
Retail	American Fare	Moss Ridge Banquet Facility	Outlying	13545 Apple Avenue
~~Retail~~	~~American Fare~~	~~Ole Kelley's Corners Bar & Grill (closed?)~~	~~Outlying~~	~~12058 Apple Ave~~
Retail	American Fare	Stockyard Café	Edge	3265 S Slocum Rd
~~Retail~~	~~Catering Services~~	~~Donna's Catering (relocated to Marne)~~	~~Downtown~~	~~3492 Main; Tibbet's House~~
Retail	Pizza	Four J's Pizza (was Dena Westbrook Café)	Downtown	12416 Stafford St
Retail	Pizza	Giuseppes Pizza	Downtown	12432 Stafford
Retail	Specialty Foods	Fantabulous Fudge Shop	Downtown	12454 Stafford St
Retail	Specialty Foods	Bb Tasty Treat Llc Bakery	Edge	3321 S Slocum Rd
Retail	Specialty Foods	Ice Cream Station	Edge	12300 Heights Ravenna Rd

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Exhibit B-15.k. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Licensed Professionals	Location	Address
Services	Medical Professions	Craig R. Cameron, DDS	Downtown	12374 Stafford St
Services	Medical Professions	Curtis Chiropractic	Downtown	12452 Stafford Rd
Services	Medical Professions	Ravenna Family Practice; Young and Beechnau	Downtown	3547 S James
Services	Medical Professions	Ravenna Optical	Downtown	21412 Stafford St
Services	Medical Professions	Duzan Ear Nose Throat Specialist	Outlying	4165 E Skeets Rd
Services	Personal Services	Throop Funeral Home	Edge	3580 Thomas St
Services	Day Care Services	Ages & Stages Child Care	Downtown	12379 Stafford St
Services	Day Care Services	Crockery Creek Elder Care Inc	Edge	12291 Crockery Creek Dr
Services	Day Care Services	Richard Griswold Child Care Center	Outlying	1647 Sullivan Rd
Services	Day Care Services	Aunt Sandi's Day Care	Outlying	10576 Apple Avenue
Services	Day Care Services	Cracker Box Day Care	Edge	3601 Thomas St
Services	Day Care Services	Little Bear Educare	Outlying	7676 Heights Ravenna Rd
Services	Day Care Services	Postema, Lori Child Care	Outlying	8333 Cline Rd
Services	Day Care Services	Ravenna Adult Foster Care	na	na
Services	Day Care Services	Ravenna P. S. - Beechnau Preschool	Edge	12322 Stafford St
Services	Travel	Run n' Guns Charters	Outlying	324 N. Trent Rd
Services	Insurance	Linck Insurance Agency	Downtown	12379 Stafford St
Services	Insurance	Phillip Annis Insurance Agency / State Farm	Downtown	12452 Stafford St
Services	Accountants	Mary Schaefer CPA, LLC	Downtown	12392 Stafford St
Services	Legal Attorneys	Kass, Edna M. Attorney	Outlying	4387 Adams Rd
~~Services~~	~~Financial Advisors~~	~~Edward Jones (closed)~~	~~na~~	~~na~~
Services	Financial Advisors	Funding & Acuision Inc Financing	Edge	12136 Crockery Creek Dr
Services	Financial Advisors	Tnk Investments Llc and Securities	Outlying	2630 Sullivan Rd
Services	Financial Advisors	Jane E Chandler Llc Financial Consultant	Outlying	12370 Mount Garfield Rd

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Exhibit B-15.l. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Personal Care	Location	Address
Services	Personal Care	KVC Hair Salon	Downtown	12379 Stafford St
Services	Personal Care	KVC Tanning	Downtown	12379 Stafford St
Services	Personal Care	Stan's Barber Shop	Downtown	12434 Stafford Rd
~~Services~~	~~Personal Care~~	~~Total Precision Hair Salon (closed)~~	~~Downtown~~	~~12406 Stafford St~~
~~Services~~	~~Fitness~~	~~Alice's Fitness Salon~~	~~Edge~~	~~3659 Conklin St~~
Services	Personal Care; Laundry	Village Flower Market - Drycleaning	Downtown	12335 Stafford St
Services	Personal Care; Laundry	Wash King Laundry	Edge	2920 S Slocum Rd
Services	Pets	Bent Pines Kennel & Farm	Outlying	3885 Ensley Rd
Services	Pets	Dog City Pet Salon	Downtown	12451 Stafford St
Type	Category Description	Graphics, Production, Advertising	Location	Address
Services	Graphics, etc.	Rogers Printing	Edge	3350 Main St
Services	Graphics, etc.	V Colour Systems, Inc.	Outlying	2240 Shaw Rd
Services	Graphics, etc.	Gardiner & Assoc. Advertising Specialties	Outlying	1544 N Slocum Rd
Services	Graphics, etc.	Possibilities Production Video Editing	Outlying	3445 Lo Al Dr
Services	Graphics, etc.	Fusion Graphics	Outlying	11044 Hall Rd
Services	Graphics, etc.	Ravenna Independent News; Advertising	Outlying	500 S Ravenna Rd
Services	Graphics, etc.	Gardiner & Assoc Inc Advertising and Promotions	Outlying	1544 N Slocum Rd
Services	Graphics, etc.	Kalisz Enterprises Llc Advertising	Outlying	1693 Widlife Dr
Services	Graphics, etc.	Ag Vantage Marketing Inc	Outlying	10080 Judson Rd
Services	Graphics, etc.	Sign Source Manufacturer	Outlying	793 N Bossett Rd
Services	Graphics, etc.	U.S. Post Office	Downtown	na
Type	Category Description	Automotive Dealers	Location	Address
Retail	Automotive Dealership	M&S Motorsports	Downtown	3565 Main St
Retail	Automotive Dealership	KO's Sales - Auto and Truck	Outlying	3391 Sullivan Rd
~~Retail~~	~~Automotive Dealership~~	~~Lemon Grand Pontiac, Chevy (closed)~~	~~Downtown~~	~~3524 Main St~~
~~Retail~~	~~Automotive Dealership~~	~~Ravenna Car / Verhey Chevrolet, Buick, Geo (closed)~~	~~Downtown~~	~~3475 Main St~~

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Exhibit B-15.m. Supply Inventory and Incubator Strategy
Village of Ravenna, Michigan

Type	Category Description	Building Professionals (excl. Construction)	Location	Address
Services, Flooring	Flooring	Mitchells Carpet Service	Outlying	1651 Elliott Rd
Services, Flooring	Flooring	Aesthetic Installations	Outlying	252 John Kent Dr
Services	Business Services	Joe's Professional Building Maintenance	na	na
Services	Business Services	Becklin Clean All Janitorial	na	Ravenna, MI 49451
Services	Business Services	Pine Creek Janitorial	Outlying	4190 Sahara Rd
Services	Contractor	Muskegon Furnace Cleaning	Outlying	8228 Laketon Ave
Services	Contractor	Van Andel Propane	Edge	3805 S. Ravenna Rd
Services	Contractor	Dish Network Satellite Equipment	na	na
Services	Business Services	Jack's Plumbing and Electrical Service	Edge	11566 Heights Ravenna Rd
Services	Business Services	Dietrich Electric	Outlying	1133 S. Trent Rd
Services	Business Services	American Mechanical Services (heating, cooling)	Outlying	7815 E. Apple Avenue
Services	Business Services	Bowen Refrigeration / B & C's Heating & Cooling	Outlying	3483 Thomas St
Services	Business Services	Seifers All Appliance Repair and Maintenance	Outlying	3299 Maple Island Rd

Type	Category Description	Real Estate, Land and Surveying	Location	Address
Services	Real Estate	Coast & Country Realty	Outlying	3414 Main St
Services	Real Estate	Countryside Realty	Outlying	12690 Farr Rd
Services	Real Estate	Helsen, Ike Farm Land Leasing	Outlying	3651 S Moorland Rd
Services	Real Estate	American Appraisal	Outlying	3414 Main St
Services	Real Estate	Privacky Surveying	Outlying	12142 Hile Rd

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Exhibit B-16. Partial Retail Inventory and Supply
Sparta, Michigan

Type	Category Description	Business Name
Retail	Automotive Dealership	Sparta Chevrolet
Retail	Automotive Supplies	Tire City of Sparta
Services	Business Services	Wilbur Ellis Co. Agric. Consulting
Services	Business Services	Edward Jones Financial Advisors
Services	Business Services	Smith Design Services (graphics)
Services	Business Services	Articles of Design (graphics)
Retail	Discount Dept. Store	Pamida
Retail	Electronics	Hometown Cellular
Retail	General Merchandise	Dollar General
Retail	Gifts	Creative One Gallery Gifts
Retail	Gifts	Hanah's Flags & Banners
Retail	Home Improvement	Sparta Kitchens
Retail	Home Improvement	Town & Country Carpets
Retail	Music Stores	Tesa Tape Music Store
Services	Personal Care	New Health Solutions Counseling
Services	Personal Care	Northern Physical Therapy Services
Services	Personal Care	Grand Rapids Ophthalmology
Services	Personal Care	Spectrum Health Primary Care Partners
Services	Personal Services	Sparta Senior Neighbors of Kent County
Services	Personal Services	Sparta Migrant Services
Services	Personal Services	Sparta Animal Clinic
Services	Personal Services	Alpine View Animal Hospital
Retail	Restaurants	Burger King
Retail	Restaurants	JC Subs, Inc.
Retail	Sporting Goods	Delange's Guns & Archery
Retail	Sporting Goods	Sparta Sports Shop
Retail	Used Merchandise	Around the Corner Antiques
Retail	Video	Movie Gallery

Source: Selective observations from field and internet Research by LandUse|USA, LLC.
Note: The inventory is not intended to be all-inclusive, but only to provide a good representative sample of the retail and business mix. The lists might not be comparable between communities.

Exhibit B-17. Partial Retail Inventory and Supply
Conklin and Casnovia, Michigan

Type	Category Description	Business Name	Community
Retail	Appliances, Electronics	Hilton Computer	Conklin
Retail	Appliances, Electronics	Personal Business Systems	Conklin
Services	Automotive Repair	T&C Services, Truck Repair	Conklin
Services	Automotive Repair	West Michigan Mobile Marine	Conklin
Services	Business Services	Dog Guards and Fencing	Conklin
Services	Business Services	Midway Heating & Cooling	Conklin
Services	Business Services	Primo Graphics, Inc.	Conklin
Services	Business Services	Wilton's Countryside Upholstery	Conklin
Services	Personal Services	Conklin Migrant Head Start	Conklin
Retail	Restaurant	Fenian's Irish Pub	Conklin
Retail	Specialty Foods	Centennial Fruit	Conklin
Retail	Specialty Foods	Green Rock Farm	Conklin
Retail	Video	Conklin Party & Video	Conklin

Type	Category Description	Business Name	Community
Services	Business Services	Orchard Hill Mechanical, Plumbing, Heating, Cooling	Casnovia
Services	Business Services	Frey's Lawncare & Snowplowing	Casnovia
Services	Business Services	Operatior Specialty Co., Garage Doors	Casnovia
Services	Business Services	Scotsy, Inc. Patio & Deck Cleaning	Casnovia
Retail	Grocery	Dave's Harves Basket Country Store	Casnovia
Retail	Specialty Foods	Co-op's Meat & Convenience Store	Casnovia
Retail	Specialty Foods	Thompson Rdside Market	Casnovia
Retail	Specialty Foods	Don Cooper's Quality Meats	Casnovia

Source: Selective observations from field and internet Research by LandUse|USA, LLC.
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Exhibit B-18. Partial Retail Inventory and Supply
Kent City and Holton, Michigan

Type	Category Description	Business Name
Retail	Automotive Sales	Kent City Ford Dealership
Services	Automotive Services	Car Wash
Services	Business Services	A. J. Perez Engineering, Inc.
Services	Business Services	Barbex, Inc. Engineers
Services	Business Services	Grant Tire Wholesalers, Inc.
Services	Business Services	Inside Out Catering
Services	Business Services	Kent Power, Inc. Electricians
Services	Business Services	Learning Center
Services	Business Services	Merit Access Business Mngmt. Consulting
Services	Business Services	Realty Offices
Services	Business Services	Sierra Consultants Environmental
Retail	General Merchandise	Family Dollar
Services	Personal Care	Podiatry
Services	Personal Services	Kent City Migrant Head Start
Retail	Used Merchandise	New & Used Antiques

Type	Category Description	Business Name
Retail	Appliances	Jackson's Quality Used Appliances
Services	Business Services	Holton/Raynor Garage Door Co.
Services	Business Services	Mast Mini Barns and Sheds
Retail	Electronics	Holton Electronics & Video
Retail	Gifts	Gifts & Things
Retail	Grocery	Holton Food Market
Retail	Grocery	Stop & Shop
Retail	Home Improvement	Holton Hardware
Services	Personal Services	Holton Community Center
Retail	Piece Work	Miller's Canvas Shop
Retail	Piece Work	One Time Embroidery
Retail	Sporting Goods	Northern Edge Ski Shop

Source: Selective observations from field and internet Research by LandUse|USA, LLC.
Note: The inventory is not intended to be all-inclusive, but only to provide a good representative sample of the retail and business mix. The lists might not be comparable between communities.

Exhibit B-19. Partial Retail Inventory and Supply
Newaygo, Michigan

Type	Category Description	Business Name
Retail	Apparel	Powers Outdoor Rugged Gear for Anytime of Year
Services	Business Services	Business Center
Services	Business Services	Heating & Cooling
Services	Business Services	Nutt ReMaxx Real Estate
Services	Business Services	Plumbing
Services	Business Services	Synergy Consulting Engineers
Services	Business Services	Tree Services
Retail	Electronics	Radio Shack
Retail	Fast Food	KFC / Taco Bell
Retail	Fast Food	McDonald's
Retail	Furniture and Home Furn.	Corn Energy Products (corn stoves)
Retail	Furniture and Home Furn.	Newaygo Wood Stove & Fireplace
Retail	General Merchandise	Dollar General
Retail	Hobby and Craft	Clay Art Studio
Retail	Hobby and Craft	Scrapbooking
Retail	Hobby and Craft	Yarn & Quilting Shop
Retail	Home Furnishings	Log Carpentry Furniture
Retail	Home Furnishings	Rent-To-Own
Retail	Home Furnishings	Wood Stoves & Fireplaces
Retail	Home Improvement	Carpeting
Retail	Office Supplies	Printing & Copying Center
Services	Personal Care	Massage Therapy
Services	Personal Care	Pet Motel Boarding
Services	Personal Care	Veterinarian
Services	Personal Services	Monuments
Retail	Piece Work	Crosswell Canvas
Retail	Restaurant	Dairy Queen
Retail	Senior Services	Veterans of Foreign Wars (VFW)
Retail	Specialty Foods	Tobacco Traders
Services	Travel Accommodations	Motel
Retail	Used Merchandise	Goodwill
Retail	Used Merchandise	Resale Shop

Source: Selective observations from field and internet Research by LandUse|USA, LLC.
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Exhibit B-20. Partial Retail Inventory and Supply
Grant, Michigan

Type	Category Description	Business Name
Services	Business Services	Gas & Oil Co.
Services	Business Services	Poured Walls, Masonry, Concrete
Services	Business Services	Technical Services
Services	Business Services	Yokubonus Heating & Cooling
Entertainment	Entertainment	Funny Farm and Garden (Loe Family)
Entertainment	Entertainment	Lion Heart Theater Production
Entertainment	Entertainment	Village Community Center
Retail	General Merchandise	Dollar World
Retail	Home Furnishings	Carpet & Furniture Store
Retail	Home Furnishings	Swinehart Home Furnishings
Retail	Home Furnishings	Theo's Use Furniture, Appliances
Retail	Home Improvement	Awnings & Canvas
Retail	Home Improvement	Plumbing and Heating
Retail	Home Improvement	Windows, Siding, Doors
Services	Personal Care	Family Health Care
Services	Personal Care	Internal Medicine
Services	Personal Care	Northern Physical Therapy
Services	Personal Care	Northern Physical Therapy Services
Services	Personal Care	Nurse Practitioner
Services	Personal Care	Spectrum Health
Services	Personal Care	Video, Tanning, Massage
Services	Photography	Faces & Places Studio
Retai	Piece Work	Terken Custom Leather
Retail	Restaurant	Subway
Retai	Specialty Foods	Veg-Pro Wholesale Produce
Retail	Sporting Goods	Fishing, Archery Sport Shop
Retail	Sporting Goods	Mark's Sport Shop
Retail	Use Merchandise	Treasured Memories Antiques
Retail	Used Merchandise	Consignment Shop

Source: Selective observations from field and internet Research by LandUse|USA, LLC.
Note: The inventory is not intended to be all-inclusive, but only to provide a good representative sample of the retail and business mix. The lists might not be comparable between communities.

Exhibit B-21. Partial Retail Inventory and Supply
Bailey, Michigan

Type	Category Description	Business Name
Services	Automotive Repair	Advance Auto Body
Services	Automotive Repair	Bailey Auto
Retail	Automotive Repair	Collision Service
Services	Automotive Repair	Hoffman's Garage
Services	Business Services	Bailey's Grading
Services	Business Services	Damage Restoration, Co.
Services	Business Services	Dumpers Ulimited, Scrap Metal
Services	Business Services	Haden Appraisal Co.
Services	Business Services	Kenneth Bull Storage
Services	Business Services	Klein Construction
Services	Business Services	Universal Brick Systems
Entertainment	Entertainment	Event Rental Space
Entertainment	Entertainment	Great Occassions Events
Entertainment	Entertainment	Kountry Kamping
Retail	Groceries	Bailey Country Store
Retail	Home Furnishings	Bailey's Furniture Outlet
Retail	Home Furnishings	Tibbe's Home Furnishings (closed)
Services	Personal Care	Countryside Cuts Salon
Services	Personal Services	Country View Storage
Services	Real Estate	Appraisal Company
Retail	Specialty Foods	Hilltop Bakery
Retail	Specialty Foods	K&D Freeland Farms
Retail	Used Merchandise	Mack & Friends Antiques

Source: Selective observations from field and internet Research by LandUse|USA, LLC.
Note: The inventory is not intended to be all-inclusive, but only to provide a good representative sample of the retail and business mix. The lists might not be comparable between communities.

Exhibit B-22. Partial Retail Inventory and Supply
Fremont, Michigan

Type	Category Description	Business Name
Retail	Accommodations	Sheriden House Bed & Breakfast
Retail	Appliances	Vaccuum Shop
Retail	Automotive Parts	Crown Glass
Retail	Book Stores	Book Store
Retail	Business Services	Electric/Appliance
Services	Business Services	Electrician
Services	Business Services	Law Offices
Retail	Business Services	Signs
Services	Business Services	Title & Escrow
Education	Education	Baker College
Retail	Electronics	Radio Shack
Retail	Fast Food	Arby's
Retail	Fast Food	McDonald's
Retail	Fast Food	Pizza Hut
Retail	Fast Food	Subway
Retail	General Merchandise	Family Dollar
Retail	Health and Fitness	Curves
Retail	Health Care	Hearing Center
Health Care	Health Care	Internal Medicine
Retail	Hobby and Craft	Creekside Weaving
Retail	Home Furnishings	Furniture, Carpet, Tile
Retail	Home Improvement	Pole Barns, Trim, Metal Sales
Services	Personal Care	Fremont Optical
Retail	Personal Care	Physical Therapy
Retail	Personal Care	Tanning/Massage
Services	Personal Services	Computer Services
Retail	Personal Services	Dance Studio
Retail	Personal Services	Pet Supply
Retail	Personal Services	Photography
Retail	Piece Work	Armstrong Custon Canvas
Retail	Shoe Stores	Bootery & Shoes
Retail	Specialty Foods	Amish Country Store
Retail	Specialty Foods	Pelican Ranch Farm
Retail	Sporting Goods	Archery/Ammo/Bait
Retail	Used Merchandise	Auction Connection

Source: Selective observations from field and internet Research by LandUse|USA, LLC.
Note: The inventory is not intended to be all-inclusive, but only to provide a good representative sample of the retail and business mix. The lists might not be comparable between communities.

Exhibit B-23.a. Partial Retail Inventory and Supply
Coopersville, Michigan

Type	Category Description	Business Name
Retail	Automotive Dealership	Devries Motor, Inc. Used Cars
Retail	Automotive Dealership	Fun-N-Sun R.V. Sales
Retail	Automotive Dealership	Skipper Bud's Boat Dealership
Retail	Automotive Dealership	Chrysler-Jeep-Dodge Dealership
Retail	Automotive Dealership	Chevrolet-Buick-Pontiac-GM Truck Dealership
Retail	Automotive Dealership	Coopersville Truck & Trailer
Services	Automotive Dealership	Auto Auction, Ltd.
Retail	Automotive Parts	Napa Auto Parts
Services	Automotive Repair	Auto Source Repair
Services	Automotive Repair	Coopersville Oil Change Ctr.
Services	Automotive Repair	Busbee's Auto Repair
Services	Automotive Repair	Courtade Body Shop
Services	Automotive Repair	Coopersville Automotive
Services	Automotive Repair	Coopersville Car Car
Services	Automotive Repair	B&K Auto & Residential Glass
Services	Automotive Repair	Auto Body Shop
Services	Automotive Repair	Lemmen Grand Collision and Paint
Services	Automotive Repair	Fleet Repair, Truck Wash
Services	Business Services	L&L Printing of Coopersville
Services	Business Services	Adema's Generator Service
Services	Business Services	Gabridge & Co. CPA
Services	Business Services	Spoelman, Hovingh, Feldt CPA
Services	Business Services	Allendale Communications
Services	Business Services	RC Lock & Storage
Services	Business Services	Lemmen & Lemmen Attorneys
Services	Business Services	Sol Provider Travel Co.
Services	Business Services	Real Estate
Services	Business Services	Jessen Law Office, PLC
Services	Business Services	H&R Block
Services	Business Services	Five Star Real Estate
Services	Business Services	West Shore Services, Moving and Storage
Retail	Craft and Hobby	Quilters Stitch
Retail	Electronics, Appliances	Lambert T.V. & Appliance
Services	Electronics, Appliances	Nextel Wireless
Entertainment	Entertainment	Coopersville Music Marching Band
Entertainment	Entertainment	Historical, Farm Museum
Services	Financial	Choice One Bank
Services	Financial	My Personal Credit Union
Services	Financial	Comerica Bank
Services	Fitness	Coopersville Dance Academy
Retail	Florists	Coopersville Floral

Source: Selective observations from field and internet Research by LandUse|USA, LLC.
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Exhibit B-23.b. Partial Retail Inventory and Supply
Coopersville, Michigan

Type	Category Description	Business Name
Retail	Gasoline	Alt Oil Co., Gas, Fuel, Diesel
Retail	Gasoline	Pacific Pride Commercial Fueling
Retail	Gasoline with Convenienc	Shell Gas, Food Mart
Retail	Gasoline with Convenienc	bp Gasoline, Convenience
Retail	Gasoline with Convenienc	Speedway Gasoline
Retail	Gasoline with Convenienc	Shell Gasoline, Convenience
Retail	General Merchandise	Variety Store
Retail	General Merchandise	Fashion Cents & More
Retail	General Merchandise	Nieboer's General Store
Retail	General Merchandise	Family Dollar
Retail	Gifts	Northern Scents Gift Shop
Retail	Gifts	Bronco Connection Gifts
Retail	Gifts	Gallery 293 Framing
Retail	Grocery	Family Fare Supermarket
Retail	Hardware, Garden Supply	Coopersville Hardware & Farm Service
Retail	Home Furnishings	Modern Interiors, Inc Furniture Showroom.
Retail	Home Furnishings	West Shore Services, New/Used Office Furniture
Retail	Home Improvement	Basic Heat & BBQ (stoves & grills)
Retail	Home Improvement	Coopersville Surplus Materials
Retail	Home Improvement	Carpet Bonanza Discount Flooring
Retail	Home Improvement	Hazzo Custom Cabinets & Furniture
Retail	Home Improvement	Lumber Liquidators, Flooring
Services	Home Improvement	West Michigan Installations
Services	Home Improvement	All-Pro Plumbing, Heating, Cooling
Retail	Jewelry	Phillips Jewelers
Retail	Lawn & Garden Supply	Tom's Feed Mill
Retail	Lawn & Garden Supply	TSC Tractor Supply
Retail	Office Supplies	CCS Technologies; Computers, Networking, Office Supplies
Retail	Personal Care	Coopersville Vision Center
Retail	Personal Care	Studio Capelli Salon
Services	Personal Care	Northern Physical Therapy Services
Services	Personal Care	Comprehensive Physical Therapy
Services	Personal Care	Baldus Electric Services (electrician)
Services	Personal Care	NovaCare Rehabilitation (physical therapy)
Services	Personal Care	Shabluk General Dentistry
Services	Personal Care	A. K. A. Salon
Services	Personal Care	Coopersville Dental Services
Services	Personal Care	MMPC Family Practice
Services	Personal Care	Holman Family Practice
Services	Personal Care	Daniel's Family Hair Care

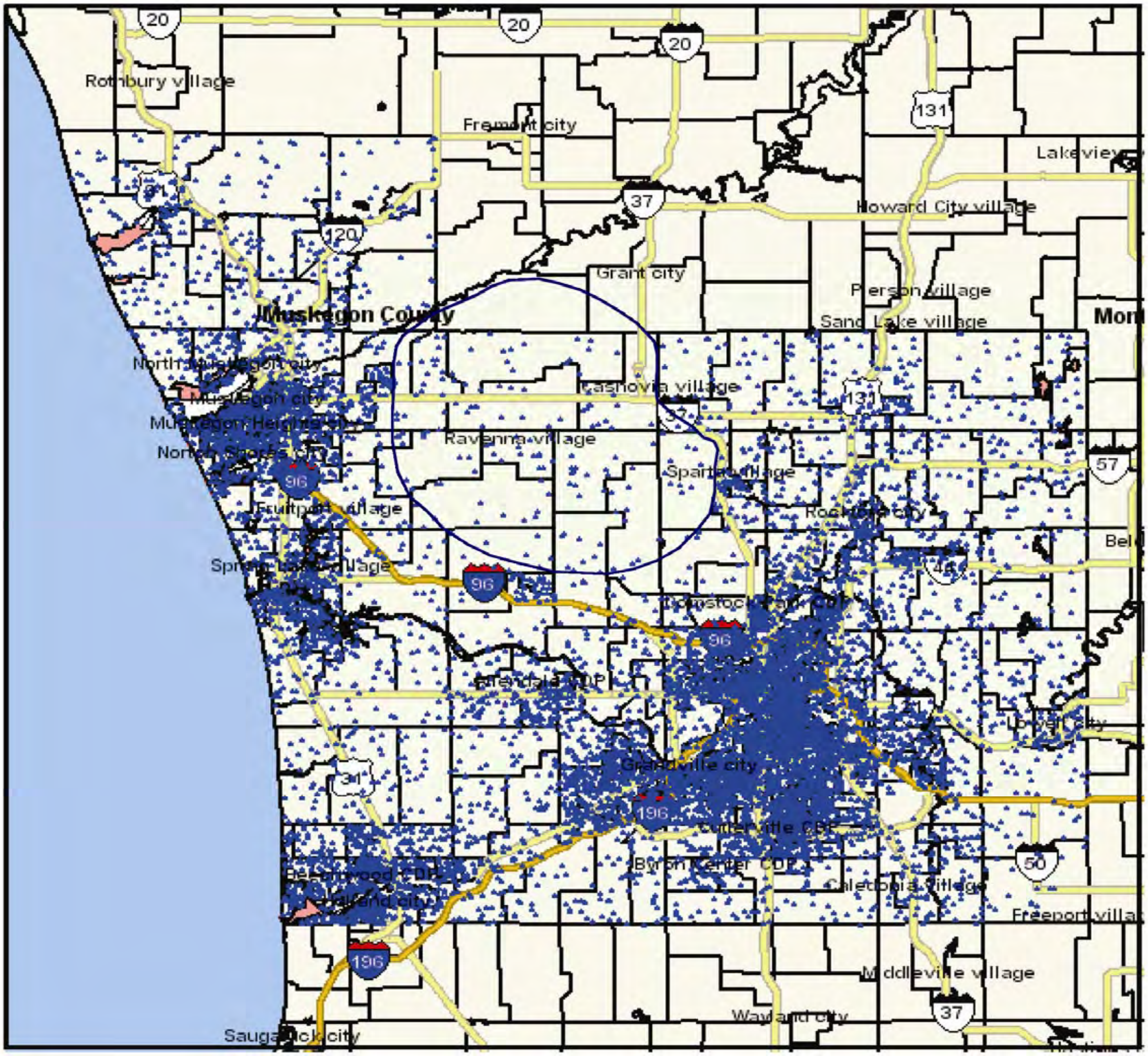
Source: Selective observations from field and internet Research by LandUse|USA, LLC.
Note: The inventory is not intended to be all-inclusive, but only to provide a good representative sample of the retail and business mix. The lists might not be comparable between communities.

Exhibit B-23.c. Partial Retail Inventory and Supply
Coopersville, Michigan

Type	Category Description	Business Name
Services	Personal Care	Coopersville Chiropractic Ctr.
Services	Personal Care	Waswick Chiropractor
Services	Personal Care	Coopersville Fitness
Services	Personal Care	Coopersville Therapeutic Massage
Services	Personal Care	Comprehensive Physical Therapy Center
Services	Personal Care	Coopersville Dental Associates
Services	Personal Care	Northern Physical Therapy
Services	Personal Care	Touch of Style II Salon
Services	Personal Care	Throop Funeral Homes, Inc.
Services	Personal Care	Mutt Cutts, Inc. Dog Grooming
Services	Personal Care	West Michigan Veterinary Service
Retail	Personal Services	Splash N Dash Car Wash
Retail	Personal Services	West Michigan Taxidermy, Inc.
Retail	Personal Services	First Step Child Care & Learning Ctr.
Retail	Personal Services	State Farm
Retail	Personal Services	Fuller Law & Counseling, P.C.
Services	Personal Services	North Ottawa County Council on Aging
Retail	Pharmacy	Taker Drugs, Good Neighbor Pharmacy
Retail	Pharmacy	Rite Aid Pharmacy
Services	Photography	Budzynski Photography
Retail	Restaurant	Top Dog & Dairy, The
Retail	Restaurant	Anchor Inn Food & Spirits
Retail	Restaurant	Ted's Pizza & Subs
Retail	Restaurant	Peppino's Pizza
Retail	Restaurant	Suzie's Cakery
Retail	Restaurant	Champs Bar Food & Spirits
Retail	Restaurant	Country Café, The
Retail	Restaurant	Java St Coffee
Retail	Restaurant	Hungry Howie's Pizza
Retail	Restaurant	Little Caesar's Pizza
Retail	Restaurant	Chinese #1
Retail	Restaurant	Java Oasis & Deli
Retail	Restaurant	Subway
Retail	Restaurant	Higher Ground Coffeehouse
Retail	Restaurant	McDonalds
Retail	Restaurant	Taco Bell
Retail	Restaurant	Arby's
Retail	Restaurant	Burger King
Retail	Senior Services	Veterans of Foreign Wars (VFW)
Retail	Specialty Foods	Grassfields Cheese Farm
Retail	Sporting Goods	Palladium Gun Shop
Retail	Sporting Goods	InGait Tack Shop
Travel Accomm.	Travel Accommodations	Rodeway Inn
Retail	Used Merchandise	Re-Find Shoppe, The
Retail	Video	Movie Gallery

Source: Selective observations from field and internet Research by LandUse|USA, LLC.
Note: The inventory is not intended to be all-inclusive, but only to provide a good representative sample of the retail and business mix. The lists might not be comparable between communities.

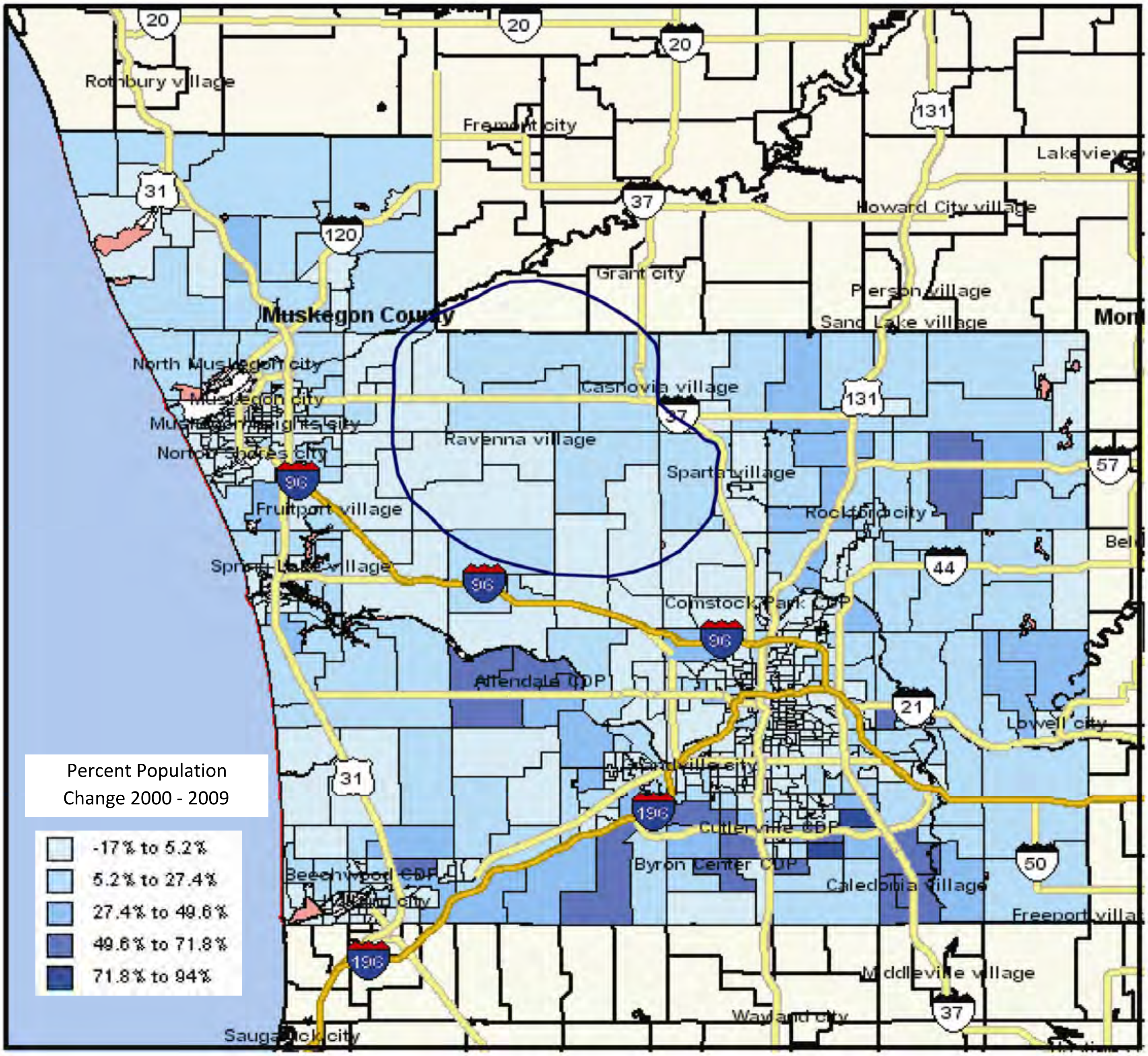
Exhibit B-24. Village of Ravenna - Regional Setting and 85% Effective Trade Area Distribution of Population - 2009 (1 dot = 100 persons)



Source: Claritas, Inc.; Trade Area Delineated by LandUse|USA, LLC; June 2009.

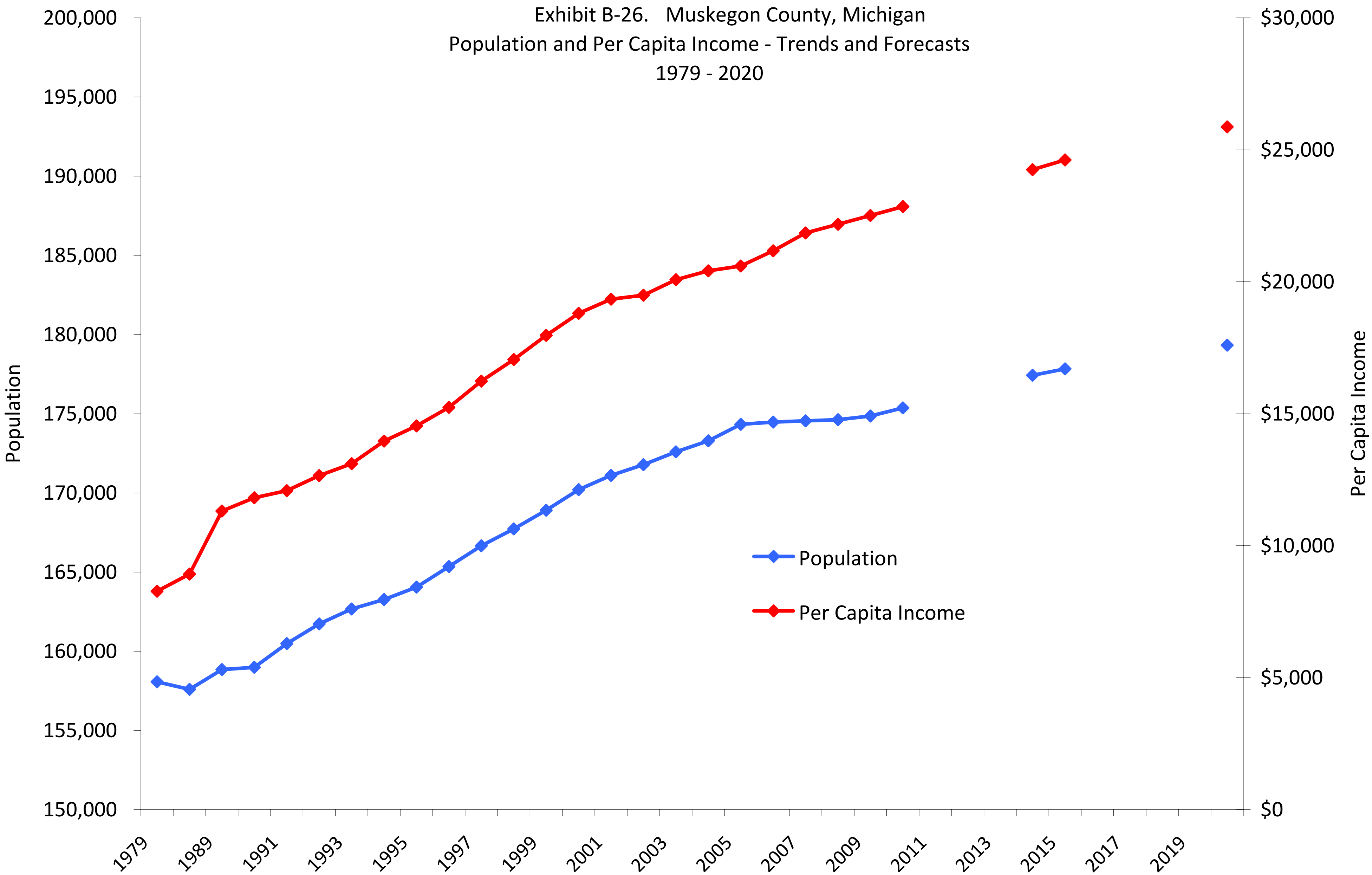
LANDUSE|USA

Exhibit B-25. Village of Ravenna - Regional Setting and 85% Effective Trade Area
Percent Population Change 2000 - 2009



Source: Claritas, Inc.; Trade Area Delineated by LandUse|USA, LLC; June 2009.

LANDUSE|USA



Sources: U.S. Census Bureau; Bureau of Economic Analysis; and Claritas, Inc. with analysis, adjustments and forecasts by LandUse|USA, LLC; July 2009.

Exhibit B-27. Muskegon County, Michigan
Market Parameters for Retail Demand

	Per Capita Income		Population		Total Personal Inc. ($Mil.)	
	Value	C.A.G.R.	Value	C.A.G.R.	Value	C.A.G.R.
1979	$8,276		158,067		$1,308	
1980	$8,923	7.8%	157,589	-0.3%	$1,406	7.5%
1989	$11,312	2.7%	158,843	0.1%	$1,797	2.8%
1990	$11,815	4.4%	158,983	0.1%	$1,878	4.5%
1991	$12,082	2.3%	160,480	0.9%	$1,939	3.2%
1992	$12,655	4.7%	161,727	0.8%	$2,047	5.6%
1993	$13,105	3.6%	162,672	0.6%	$2,132	4.2%
1994	$13,964	6.6%	163,266	0.4%	$2,280	6.9%
1995	$14,539	4.1%	164,043	0.5%	$2,385	4.6%
1996	$15,240	4.8%	165,346	0.8%	$2,520	5.7%
1997	$16,233	6.5%	166,657	0.8%	$2,705	7.4%
1998	$17,052	5.0%	167,724	0.6%	$2,860	5.7%
1999	$17,967	5.4%	168,905	0.7%	$3,035	6.1%
2000	$18,801	4.6%	170,200	0.8%	$3,200	5.4%
2001	$19,338	2.9%	171,102	0.5%	$3,309	3.4%
2002	$19,489	0.8%	171,778	0.4%	$3,348	1.2%
2003	$20,075	3.0%	172,589	0.5%	$3,465	3.5%
2004	$20,414	1.7%	173,287	0.4%	$3,537	2.1%
2005	$20,598	0.9%	174,326	0.6%	$3,591	1.5%
2006	$21,171	2.8%	174,471	0.1%	$3,694	2.9%
2007	$21,849	3.2%	174,547	0.0%	$3,814	3.2%
2008	$22,177	1.5%	174,622	0.0%	$3,873	1.5%
2009	$22,510	1.5%	174,854	0.1%	$3,936	1.6%
2010	$22,847	1.5%	175,366	0.3%	$4,007	1.8%
2014	$24,249	1.5%	177,427	0.3%	$4,302	1.8%
2015	$24,613	1.5%	177,827	0.2%	$4,377	1.7%
2020	$25,868	1.0%	179,327	0.2%	$4,639	1.2%

C.A.G.R. Indicates Compound Annual Growth Rate
Sources: U.S. Census; Bureau of Economic Analysis; and Claritas, Inc. with analysis, adjustments and forecasts by LandUse|USA, LLC; July 2009.

Exhibit B-28. Ravenna 85% Trade Area - Demographic Profiles
Retail Parameters: Population and Income
Comparisons to Selected Counties and Michigan

Population	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
1990 Census	19,251	158,983	500,631	187,768	50,057	38,202	22,454	8,583	9,295,297
1997 Interpolation	21,308	166,754	551,152	221,866	54,657	44,740	25,463	10,426	9,740,962
2000 Census	22,255	170,200	574,335	238,314	56,755	47,874	26,873	11,333	9,938,444
2002 Interpolated	22,438	171,121	581,151	242,976	57,354	48,136	27,055	11,258	9,962,926
2007 Interpolated	22,977	173,809	601,301	256,964	58,880	48,902	27,588	11,044	10,033,991
2009 Estimate	23,187	174,854	609,235	262,556	59,501	49,200	27,796	10,963	10,061,459
2010 Forecast[1]	23,293	175,379	613,241	265,397	59,814	49,350	27,900	10,923	10,075,221
2014 Forecast [1]	23,693	177,427	628,434	275,474	60,960	49,822	28,188	10,652	10,117,541
2015 Forecast[1]	23,796	177,946	632,346	278,133	61,256	49,947	28,267	10,591	10,128,795
2020 Forecast[1]	24,155	180,631	648,313	290,876	62,491	50,701	28,694	10,381	10,179,540
cagr 1990-2000	1.5%	0.7%	1.4%	2.4%	1.3%	2.3%	1.8%	2.8%	0.7%
cagr 2000-2009	0.5%	0.3%	0.7%	1.1%	0.5%	0.3%	0.4%	-0.4%	0.1%
cagr 2009-2014	0.4%	0.3%	0.6%	1.0%	0.5%	0.3%	0.3%	-0.6%	0.1%
cagr 2014-2020	0.3%	0.3%	0.5%	0.9%	0.4%	0.3%	0.3%	-0.4%	0.1%
2000 Male/Female Ratio	1.02	0.98	0.97	0.97	0.97	1.00	1.02	1.09	0.96
2009 Male/Female Ratio	1.01	0.99	0.98	0.97	0.98	1.00	1.01	0.98	0.97
2000 Median Age	34	36	33	32	33	36	37	43	35
2009 Median Age	36	37	35	34	35	38	38	44	38

[1] Claritas' population forecasts for 2014 seem a little aggressive, but not enough to make a measureable difference in the analysis.

Source: Claritas, Inc. and LandUse|USA, LLC; July 2009.

Exhibit B-29. Ravenna 85% Trade Area - Demographic Profiles
Residential Parameters - Households and Income
Comparisonsto Selected Counties and Michigan

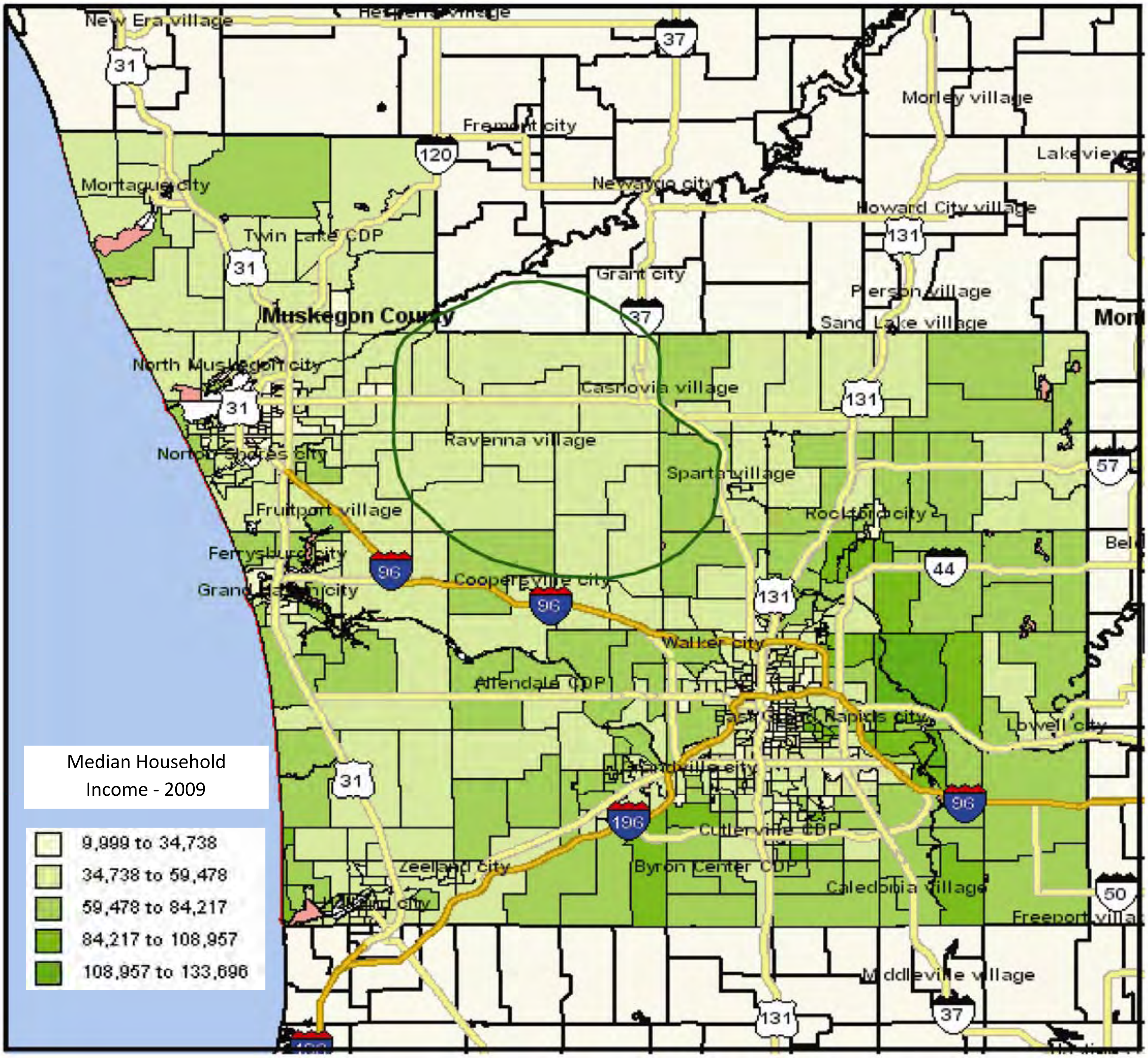
Per Capita Income	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
1989 Census	$10,510	$11,312	$14,378	$14,347	$12,417	$10,307	$9,582	$8,195	$14,154
1997 Interpolated	$15,897	$16,233	$19,933	$19,959	$18,642	$15,364	$14,353	$12,905	$20,266
1999 Census	$17,616	$17,967	$21,629	$21,676	$20,636	$16,976	$15,878	$14,457	$22,168
2002 Interpolated	$19,292	$19,488	$23,236	$23,304	$22,564	$18,533	$17,353	$15,977	$23,986
2007 Interpolated	$20,291	$21,849	$26,625	$26,174	$26,376	$20,936	$21,114	$18,419	$27,179
2009 Estimate [2]	$23,020	$22,510	$28,045	$27,437	$28,045	$22,063	$22,673	$19,569	$28,600
2010 Forecast [2]	$23,407	$22,847	$28,525	$27,863	$28,613	$22,444	$23,208	$19,960	$29,080
2015 Forecast [2]	$25,443	$24,613	$31,050	$30,091	$31,630	$24,449	$26,075	$22,036	$31,601
2020 Forecast [2]	$26,901	$25,868	$32,815	$31,638	$33,767	$25,852	$28,135	$23,504	$33,362
cagr 1989-1999	5.3%	4.7%	4.2%	4.2%	5.2%	5.1%	5.2%	5.8%	4.6%
cagr 1999-2009	2.7%	2.3%	2.6%	2.4%	3.1%	2.7%	3.6%	3.1%	2.6%
cagr 2010-2015	1.7%	1.5%	1.7%	1.6%	2.0%	1.7%	2.4%	2.0%	1.7%
cagr 2015-2020	1.1%	1.0%	1.1%	1.0%	1.3%	1.1%	1.5%	1.3%	1.1%
Total Personal Income ($Mil.)									
1997	$338.7	$2,706.9	$10,986.0	$4,428.2	$1,018.9	$687.4	$365.5	$134.6	$197,406.5
2002	$432.9	$3,335.0	$13,503.5	$5,662.4	$1,294.1	$892.1	$469.5	$179.9	$238,967.7
2007	$464.7	$3,813.7	$16,009.8	$6,725.8	$1,553.0	$1,023.8	$582.5	$203.4	$272,717.0
2009	$533.8	$3,936.0	$17,086.2	$7,203.9	$1,668.7	$1,085.5	$630.2	$214.5	$287,757.5
2010	$545.1	$4,006.6	$17,492.8	$7,394.7	$1,711.5	$1,107.6	$647.5	$218.0	$292,983.8
2015	$604.6	$4,376.9	$19,634.3	$8,369.2	$1,937.5	$1,221.2	$737.1	$233.4	$320,083.6
2020	$648.9	$4,638.8	$21,274.5	$9,202.6	$2,110.2	$1,310.7	$807.3	$244.0	$339,607.9

[2] Claritas' PCI estimates are too conservative (by roughly $2,000 per person in 2009),
so LandUse|USA utilized BEA historic growth rates to make adjustments.

Source: Claritas, Inc. and LandUse|USA, LLC; July 2009.

APPENDIX C – RESIDENITAL ANALYSIS

Exhibit C-1. Village of Ravenna - Regional Setting and 85% Effective Trade Area
Median Household Income - 2009



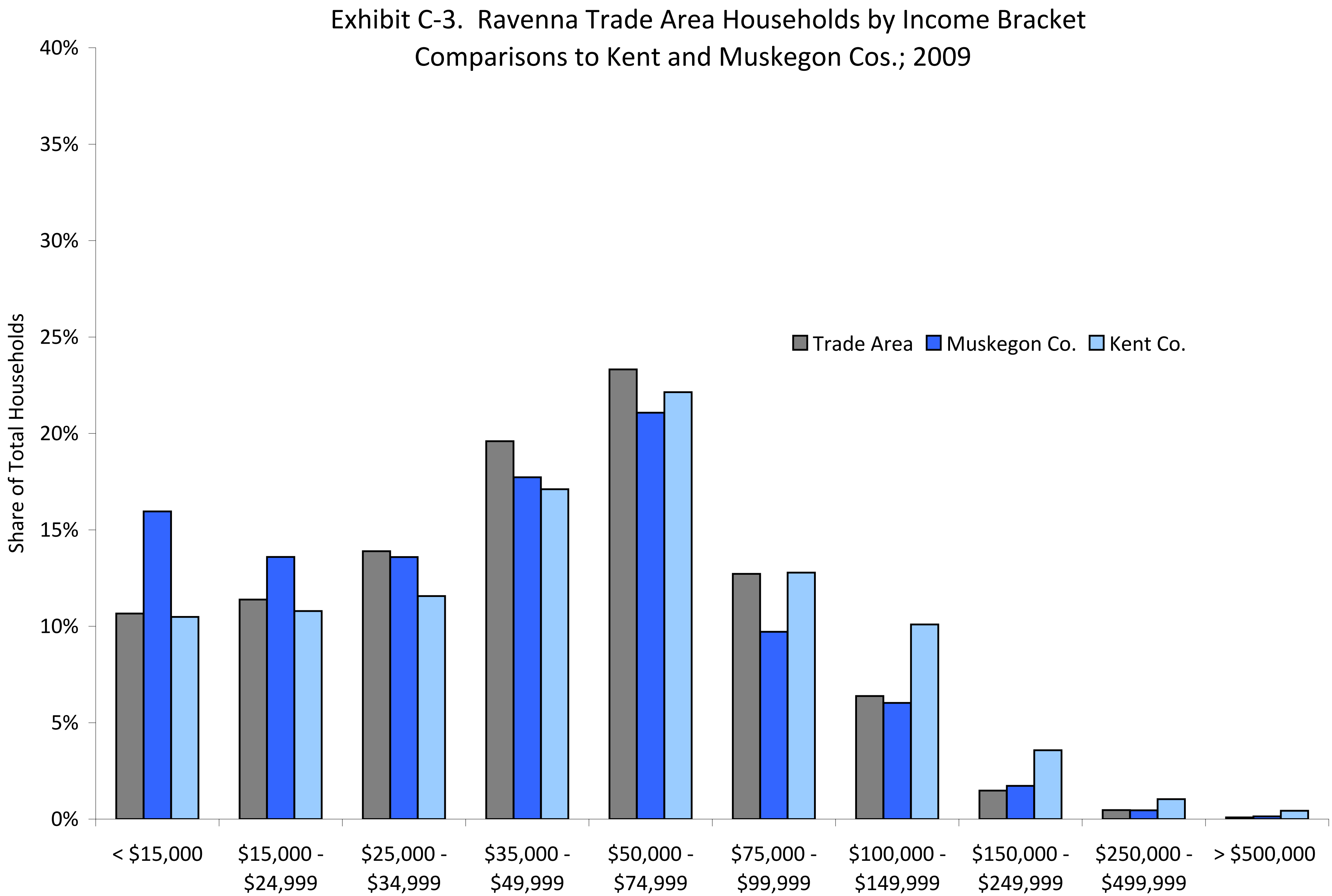
Source: Claritas, Inc.; Trade Area Delineated by LandUse|USA, LLC; June 2009.

LANDUSE|USA

Exhibit C-2. Ravenna Trade Area - Demographic Profiles
Residential Parameters - Households and Income
Comparisons to Selected Counties and Michigan

Households	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
1990 Census	6,390	57,798	181,740	62,664	181,740	13,776	8,071	3,536	3,419,331
2000 Census	7,648	63,330	212,890	81,662	212,890	17,599	9,778	4,704	3,785,661
2009 Estimate	8,114	65,806	228,285	92,161	228,285	18,309	10,277	4,772	3,886,432
2014 Projection	8,342	67,031	236,405	97,460	236,405	18,618	10,480	4,685	3,927,680
cagr 1990-2000	1.8%	0.9%	1.6%	2.7%	1.6%	2.5%	1.9%	2.9%	1.0%
cagr 2000-2009	0.7%	0.4%	0.8%	1.4%	0.8%	0.4%	0.6%	0.2%	0.3%
cagr 2009-2014	0.6%	0.4%	0.7%	1.1%	0.7%	0.3%	0.4%	-0.4%	0.2%
2000 Average Household Size	2.9	2.6	2.6	2.8	2.6	2.7	2.7	2.3	2.6
2009 Average Household Size	2.8	2.6	2.6	2.7	2.6	2.7	2.6	2.2	2.5
2009 Households with People*	8,114	65,806	228,285	92,161	228,285	18,309	10,277	4,772	3,886,432
2000 Hhlds. w/Children (<18 yrs)	3,503	24,768	86,793	38,117	86,793	6,968	3,779	1,228	1,381,994
Percent with Children	43%	38%	38%	41%	38%	38%	37%	26%	36%
1999 Avg. HH Income	$50,040	$46,749	$57,512	$62,159	$57,512	$45,531	$43,023	$34,165	$57,400
2009 Avg. HH Income	$53,928	$50,094	$63,805	$66,394	$63,805	$50,583	$52,281	$38,482	$63,030
1999 Median HH Income	$43,009	$38,430	$46,343	$53,376	$46,343	$37,639	$35,409	$26,925	$45,135
2009 Median HH Income	$45,757	$40,808	$50,061	$55,892	$50,061	$42,112	$42,659	$30,311	$48,719

Source: Claritas, Inc. and LandUse|USA, LLC; July 2009.



Source: Claritas, Inc. 2009; Analysis by LandUse|USA, LLC.

Exhibit C-4. Ravenna Trade Area - Demographic Profiles
Residential Parameters: Household by Income Bracket
Comparisons to Selected Countiesand Michigan

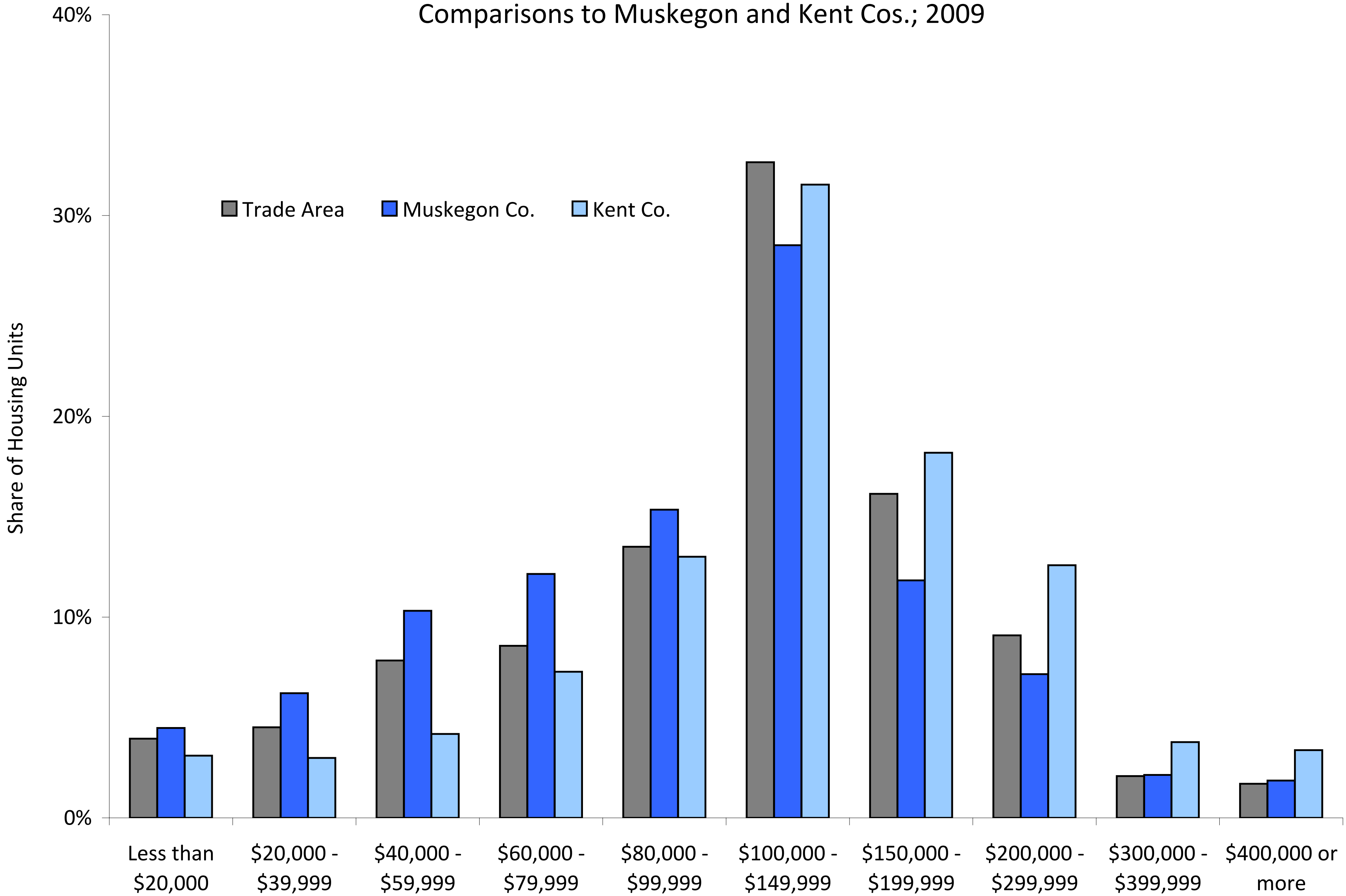
	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
1999 Households by Income	7,681	63,491	213,124	81,878	213,124	17,639	9,826	4,682	3,788,780
Less than $15,000	920	10,919	24,854	6,441	24,854	3,031	1,708	1,288	533,038
$15,000 - $24,999	955	9,030	25,890	7,822	25,890	2,589	1,578	907	469,100
$25,000 - $34,999	1,187	9,189	26,810	9,144	26,810	2,586	1,576	760	470,419
$35,000 - $49,999	1,459	11,404	38,359	14,586	38,359	3,489	1,887	781	624,326
$50,000 - $74,999	1,835	13,246	48,092	21,820	48,092	3,597	1,870	605	778,755
$75,000 - $99,999	893	5,542	24,731	11,544	24,731	1,510	781	174	432,681
$100,000 - $149,999	303	2,911	15,997	7,336	15,997	583	279	120	324,966
$150,000 - $249,999	101	953	6,069	2,340	6,069	204	104	42	115,778
$250,000 - $499,999	25	230	1,661	602	1,661	48	27	5	28,649
$500,000 or more	4	67	661	243	661	2	16	0	11,068

	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 Households by Income	8,114	65,806	228,285	92,161	228,285	18,309	10,277	4,772	3,886,432
Less than $15,000	865	10,501	23,937	6,774	23,937	2,681	1,402	1,164	489,491
$15,000 - $24,999	924	8,945	24,632	8,251	24,632	2,390	1,397	830	436,417
$25,000 - $34,999	1,127	8,941	26,402	9,651	26,402	2,453	1,378	738	448,598
$35,000 - $49,999	1,590	11,664	39,048	15,760	39,048	3,439	1,883	860	621,792
$50,000 - $74,999	1,892	13,870	50,544	23,950	50,544	3,868	2,160	699	792,558
$75,000 - $99,999	1,032	6,391	29,177	13,653	29,177	1,936	1,085	236	478,130
$100,000 - $149,999	518	3,964	23,045	9,951	23,045	1,188	723	176	415,371
$150,000 - $249,999	120	1,135	8,149	3,023	8,149	257	181	59	149,600
$250,000 - $499,999	38	301	2,360	814	2,360	84	42	9	38,763
$500,000 and over	7	94	991	334	991	13	26	1	15,712

	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 Households by Income	100%	100%	100%	100%	100%	100%	100%	100%	100%
< $15,000	11%	16%	10%	7%	10%	15%	14%	24%	13%
$15,000 - $24,999	11%	14%	11%	9%	11%	13%	14%	17%	11%
$25,000 - $34,999	14%	14%	12%	10%	12%	13%	13%	15%	12%
$35,000 - $49,999	20%	18%	17%	17%	17%	19%	18%	18%	16%
$50,000 - $74,999	23%	21%	22%	26%	22%	21%	21%	15%	20%
$75,000 - $99,999	13%	10%	13%	15%	13%	11%	11%	5%	12%
$100,000 - $149,999	6%	6%	10%	11%	10%	6%	7%	4%	11%
$150,000 - $249,999	1%	2%	4%	3%	4%	1%	2%	1%	4%
$250,000 - $499,999	0%	0%	1%	1%	1%	0%	0%	0%	1%
> $500,000	0%	0%	0%	0%	0%	0%	0%	0%	0%

Source: Claritas, Inc. and LandUse|USA, LLC; July 2009.

Exhibit C-5. Ravenna Trade Area - Housing Units by Value Bracket
Comparisons to Muskegon and Kent Cos.; 2009



Source: Claritas, Inc. 2009; Analysis by LandUse|USA, LLC.

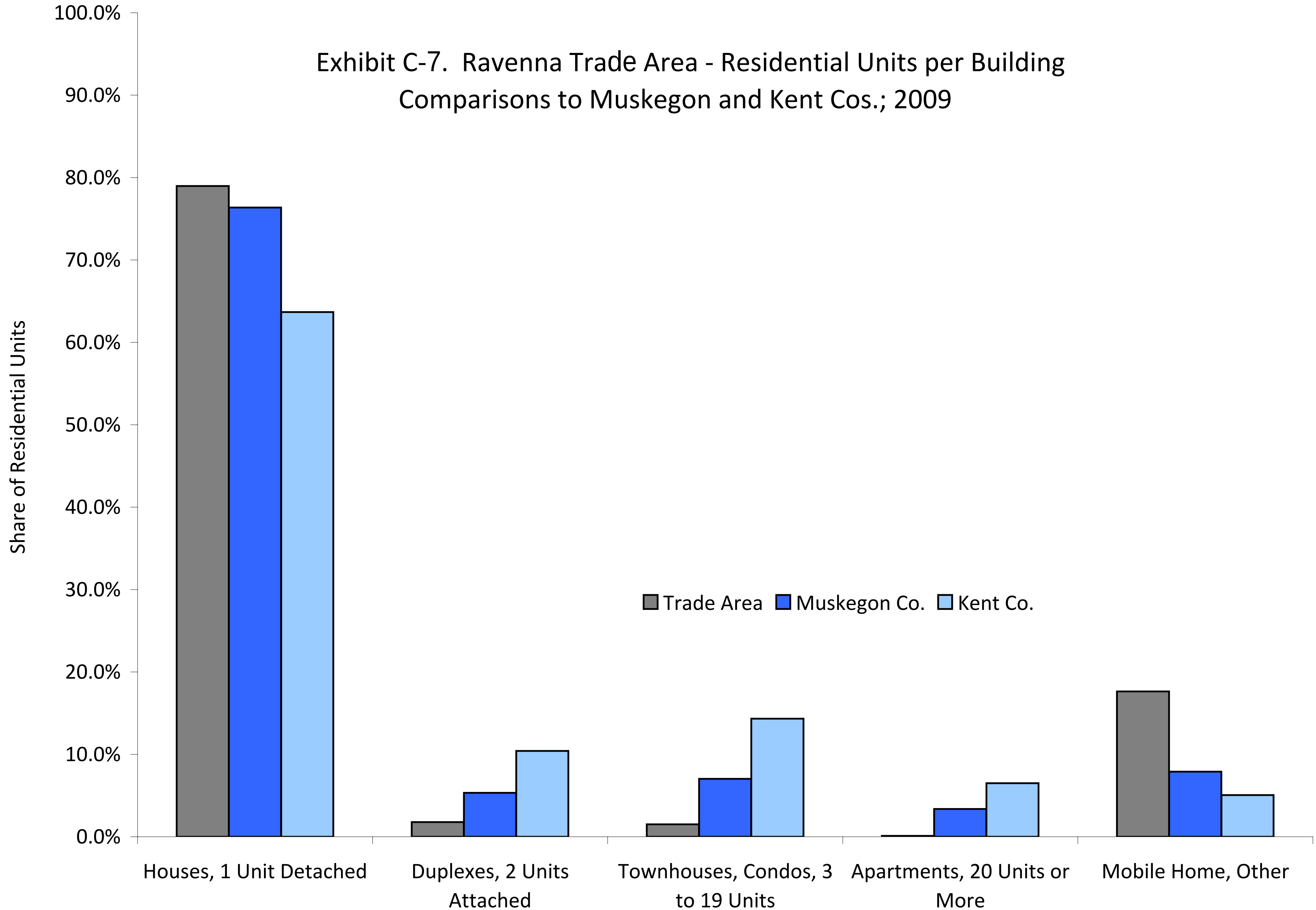
Exhibit C-6. Ravenna Trade Area - DemographicProfiles
Residential Parameters: Housing Unit Values
Comparisons to Selected Counties and Michigan

	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 All Owner-Occupied Housing Values	7,249	51,561	162,027	74,394	162,027	15,498	8,516	3,962	2,889,688
Less than $20,000	286	2,309	5,019	2,256	5,019	563	216	307	95,043
$20,000 - $39,999	327	3,201	4,836	2,039	4,836	1,352	641	553	135,587
$40,000 - $59,999	568	5,318	6,771	1,843	6,771	1,605	913	668	187,570
$60,000 - $79,999	621	6,264	11,794	2,627	11,794	2,005	1,040	563	243,613
$80,000 - $99,999	979	7,914	21,070	5,167	21,070	2,374	1,202	446	322,301
$100,000 - $149,999	2,367	14,706	51,101	24,240	51,101	4,178	2,154	756	754,975
$150,000 - $199,999	1,170	6,100	29,469	18,638	29,469	1,883	1,035	346	502,657
$200,000 - $299,999	659	3,690	20,385	11,399	20,385	1,094	800	200	398,379
$300,000 - $399,999	151	1,101	6,117	3,155	6,117	304	239	60	132,128
$400,000 - $499,999	65	421	2,605	1,291	2,605	74	97	22	54,402
$500,000 - $749,999	47	360	1,843	907	1,843	29	110	20	38,848
$750,000 - $999,999	4	89	628	433	628	22	28	13	13,472
$1,000,000 or more	7	88	389	399	389	15	41	8	10,713

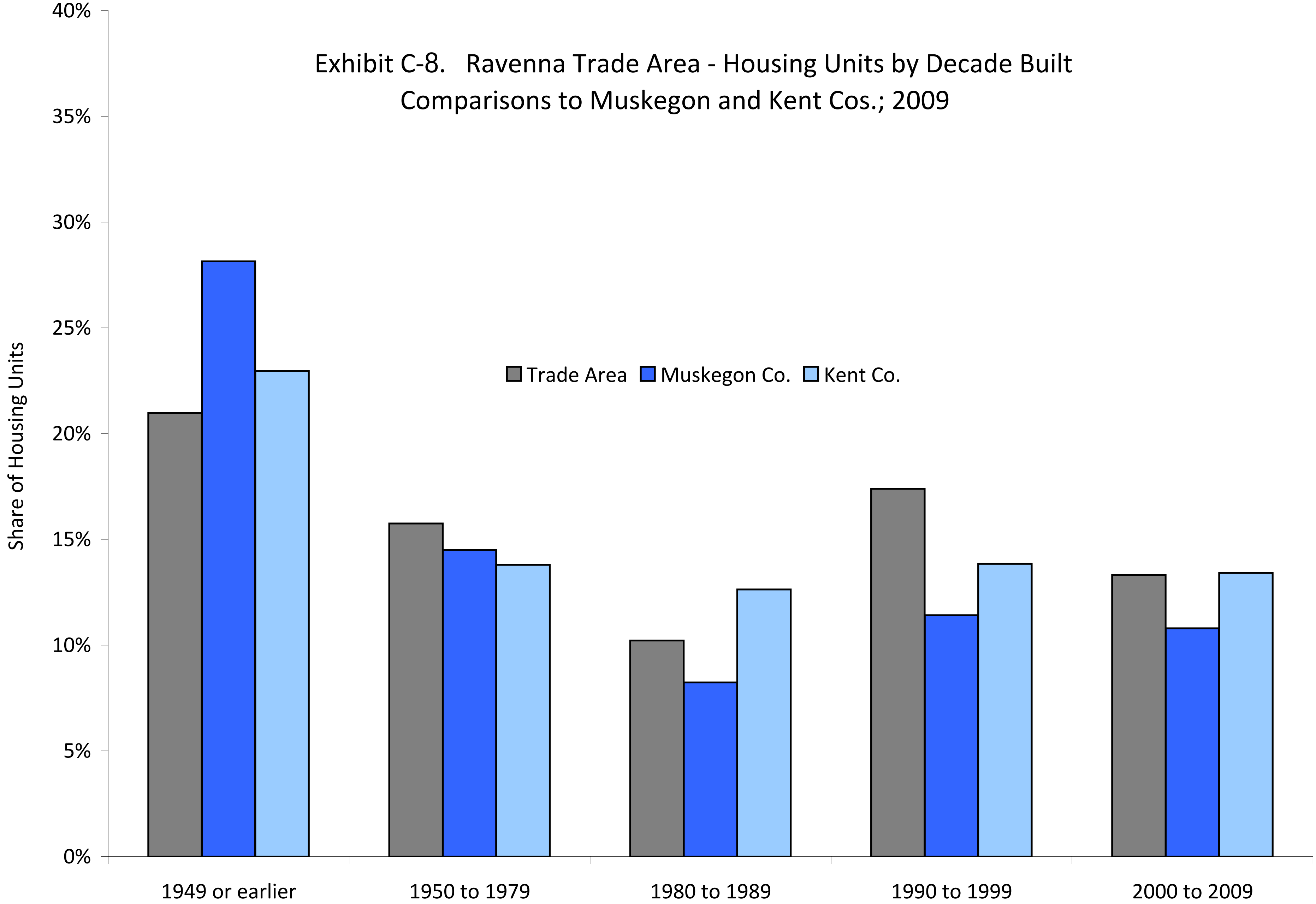
	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 All Owner-Occupied Housing Values	100%	100%	100%	100%	100%	100%	100%	100%	100%
Less than $20,000	4%	4%	3%	3%	3%	4%	3%	8%	3%
$20,000 - $39,999	5%	6%	3%	3%	3%	9%	8%	14%	5%
$40,000 - $59,999	8%	10%	4%	2%	4%	10%	11%	17%	6%
$60,000 - $79,999	9%	12%	7%	4%	7%	13%	12%	14%	8%
$80,000 - $99,999	14%	15%	13%	7%	13%	15%	14%	11%	11%
$100,000 - $149,999	33%	29%	32%	33%	32%	27%	25%	19%	26%
$150,000 - $199,999	16%	12%	18%	25%	18%	12%	12%	9%	17%
$200,000 - $299,999	9%	7%	13%	15%	13%	7%	9%	5%	14%
$300,000 - $399,999	2%	2%	4%	4%	4%	2%	3%	2%	5%
$400,000 or more	2%	2%	3%	4%	3%	1%	3%	2%	4%
1990 Rental Units		14,787	55,113	12,088	2,834	2,446	1,591	680	991,688
1990 Average Contract Rent	$243	$276	$367	$368	$227	$212	$175	$157	$339
2000 Average Contract Rent	$316	$359	$499	$519	$499	$318	$269	$246	$472
2010 Average Contract Rent	$400	$455	$638	$661	$636	$423	$365	$337	$596
C.A.G.R. 1990 - 2000	2.7%	2.7%	3.1%	3.5%	8.2%	4.1%	4.4%	4.6%	3.4%
C.A.G.R. 2000 - 2010	2.4%	2.4%	2.5%	2.4%	2.5%	2.9%	3.1%	3.2%	2.4%

Source: Claritas, Inc. and LandUse|USA, LLC; July 2009.

Exhibit C-7. Ravenna Trade Area - Residential Units per Building
Comparisons to Muskegon and Kent Cos.; 2009

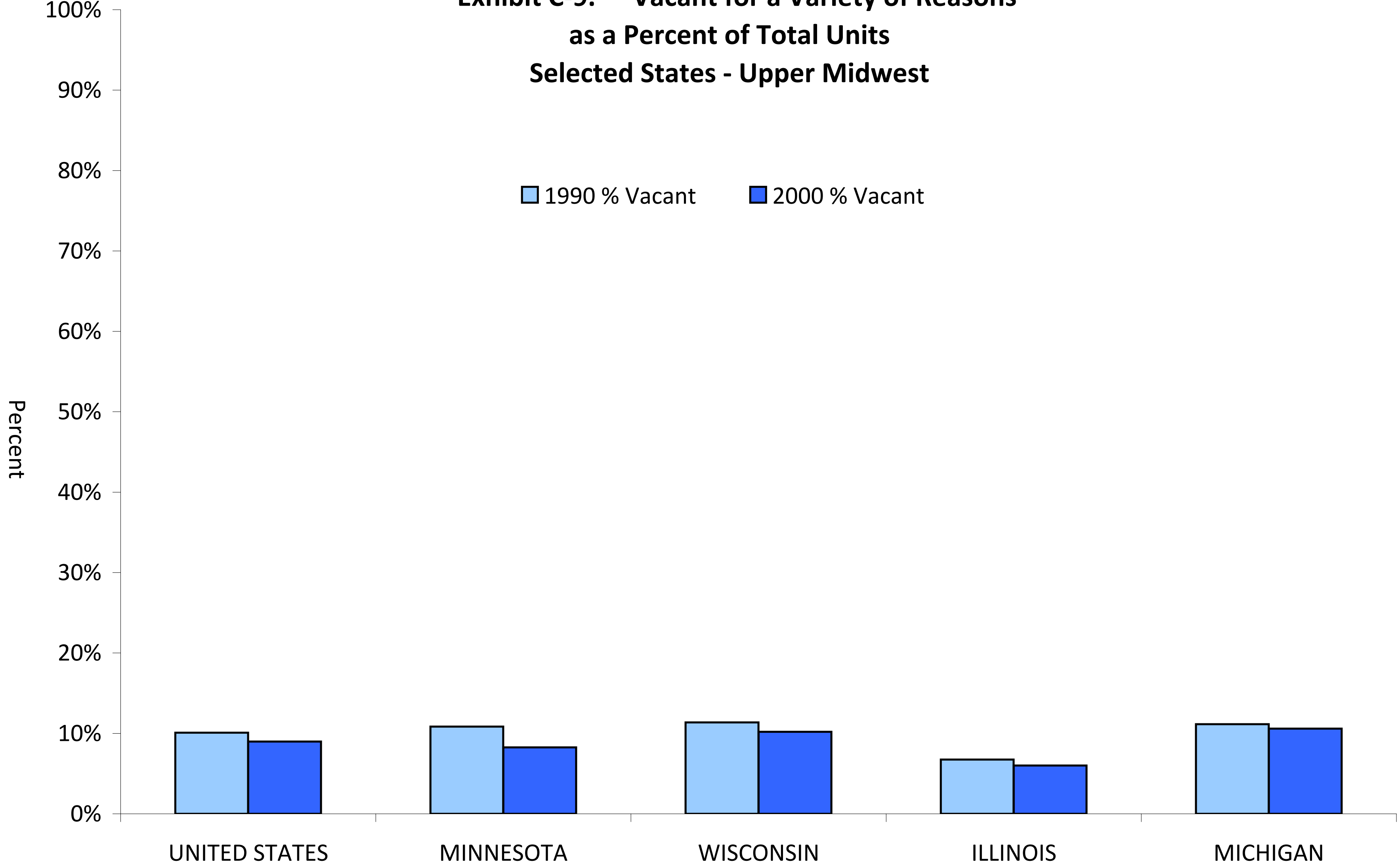


Source: Claritas, Inc. 2009; Analysis by LandUse|USA, LLC.



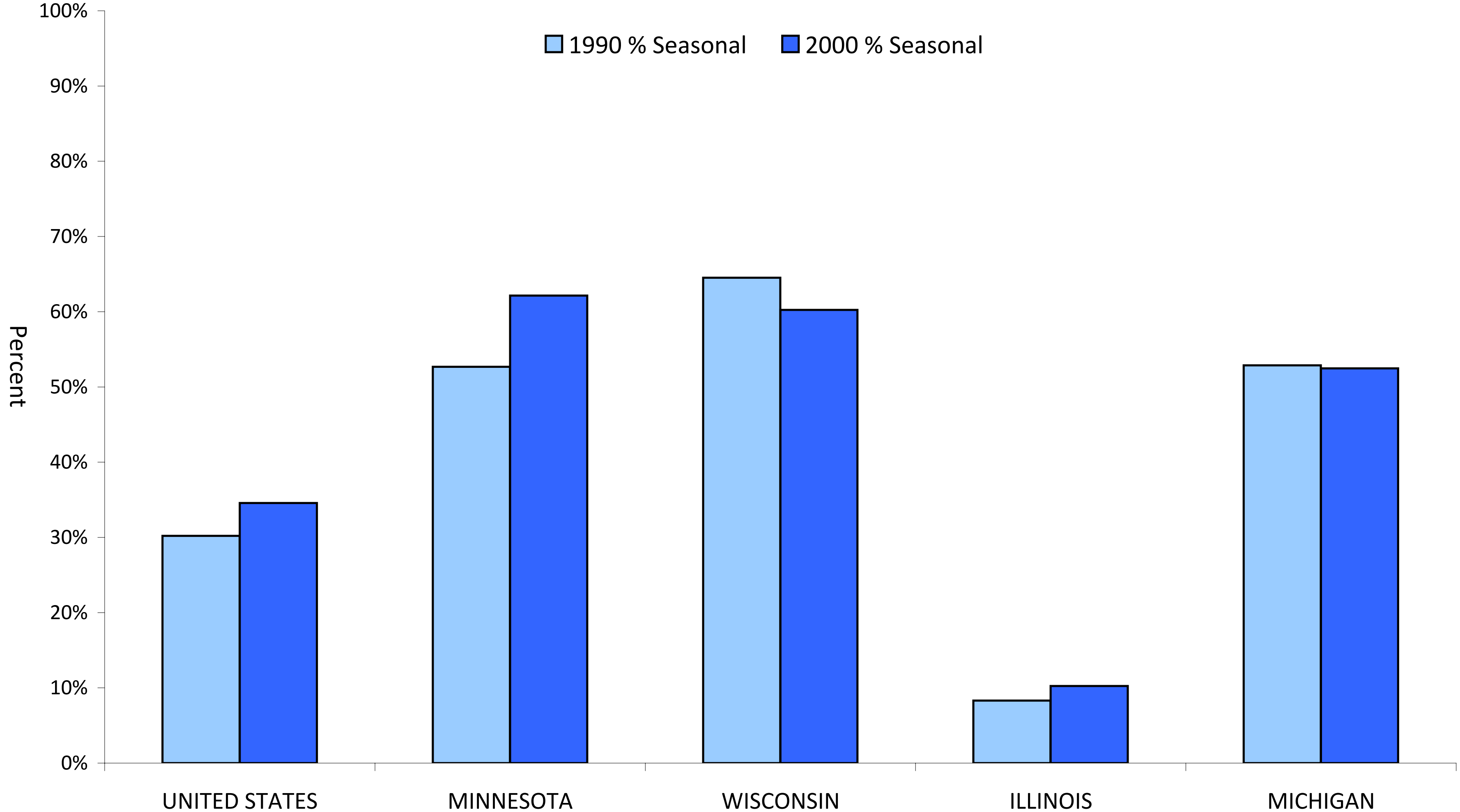
Source: Claritas, Inc. 2009; Analysis by LandUse|USA, LLC.

Exhibit C-9. Vacant for a Variety of Reasons as a Percent of Total Units Selected States - Upper Midwest

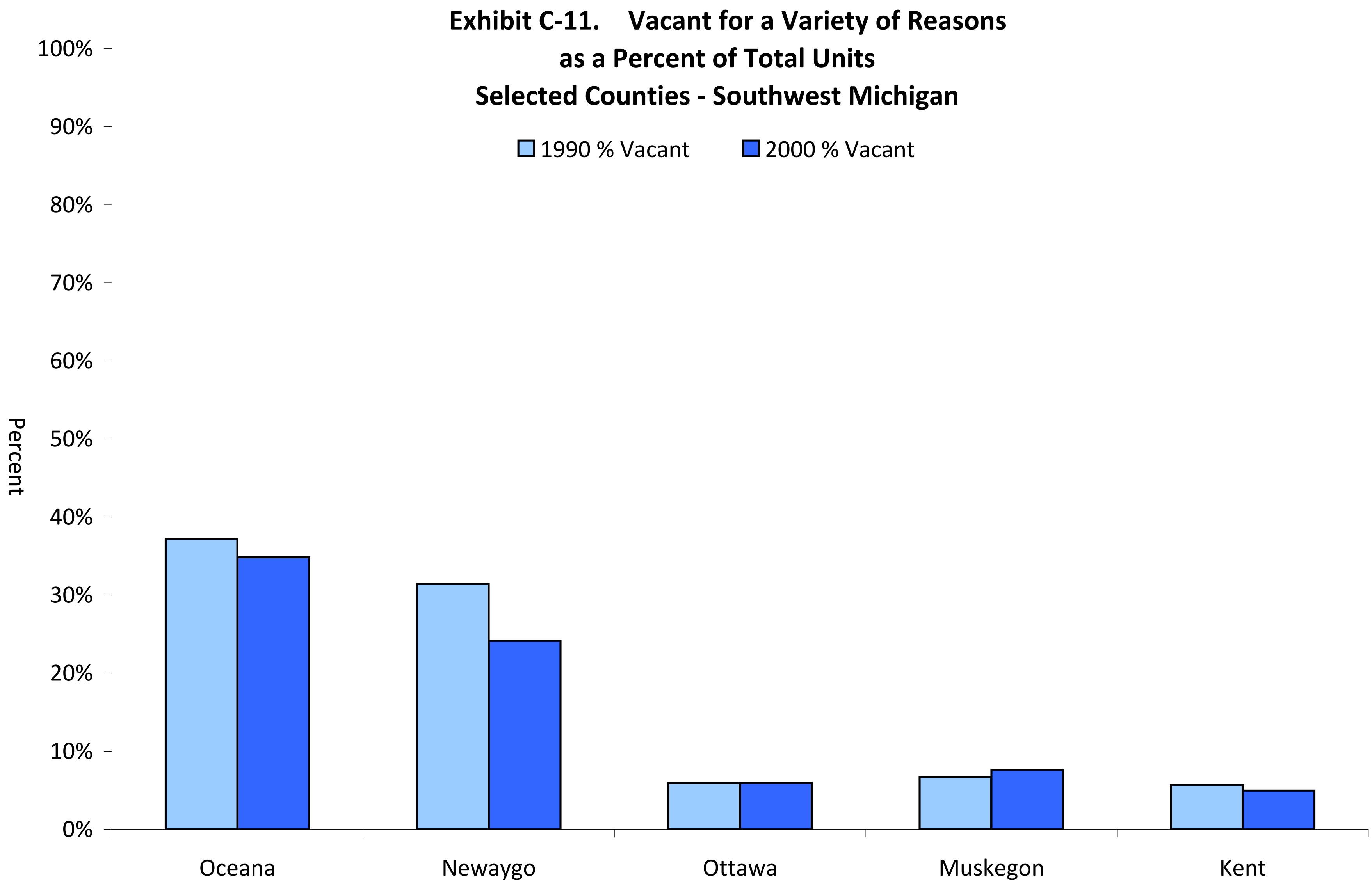


Source: 1990 and 2000 U.S. Population Census; analysis by LandUse|USA, LLC.

Exhibit C-10. Percent of Vacant Units Occupied Seasonally (i.e., not a primary homestead) Selected States - Upper Midwest

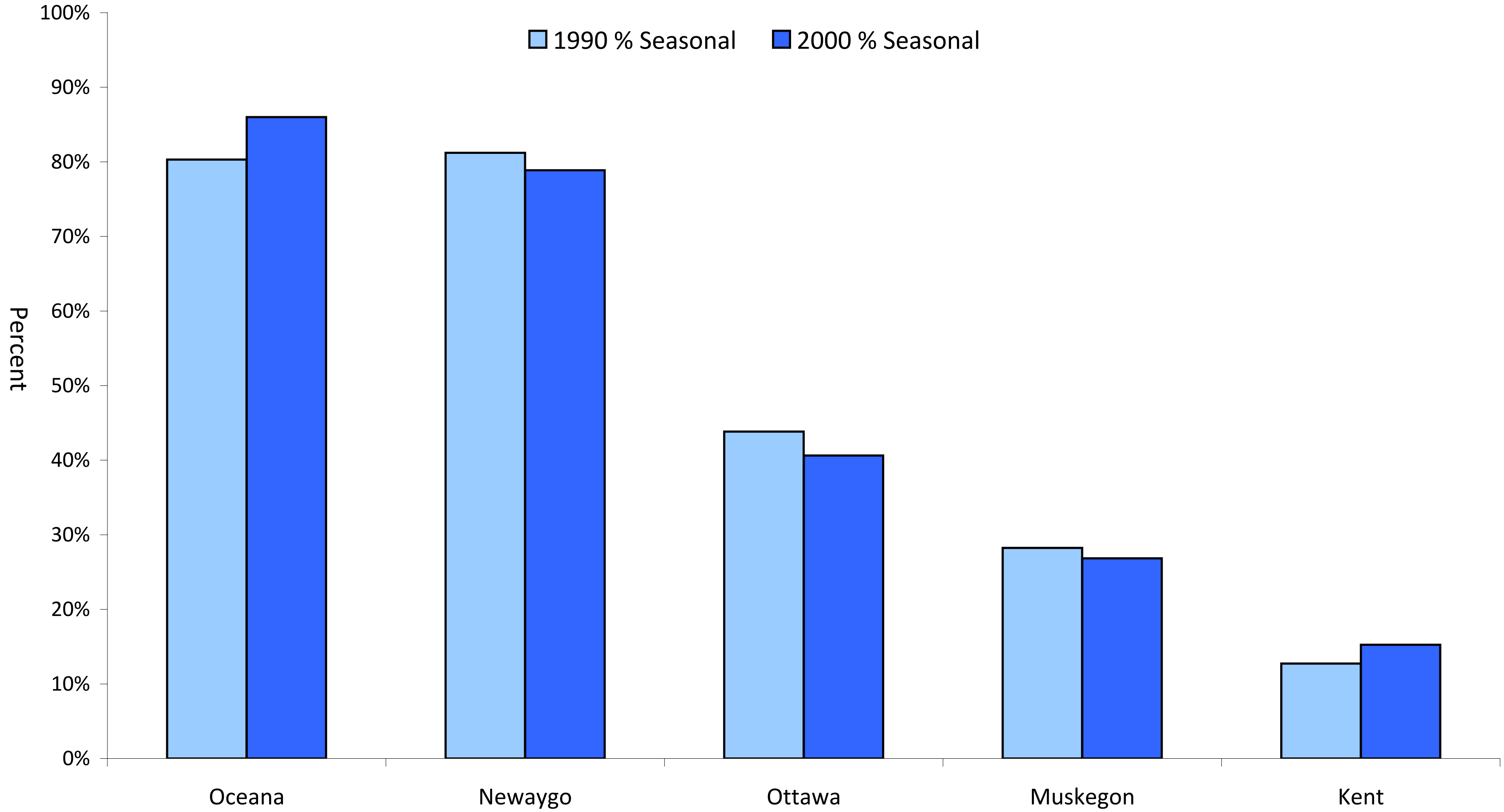


Source: 1990 and 2000 U.S. Population Census; analysis by LandUse|USA, LLC.

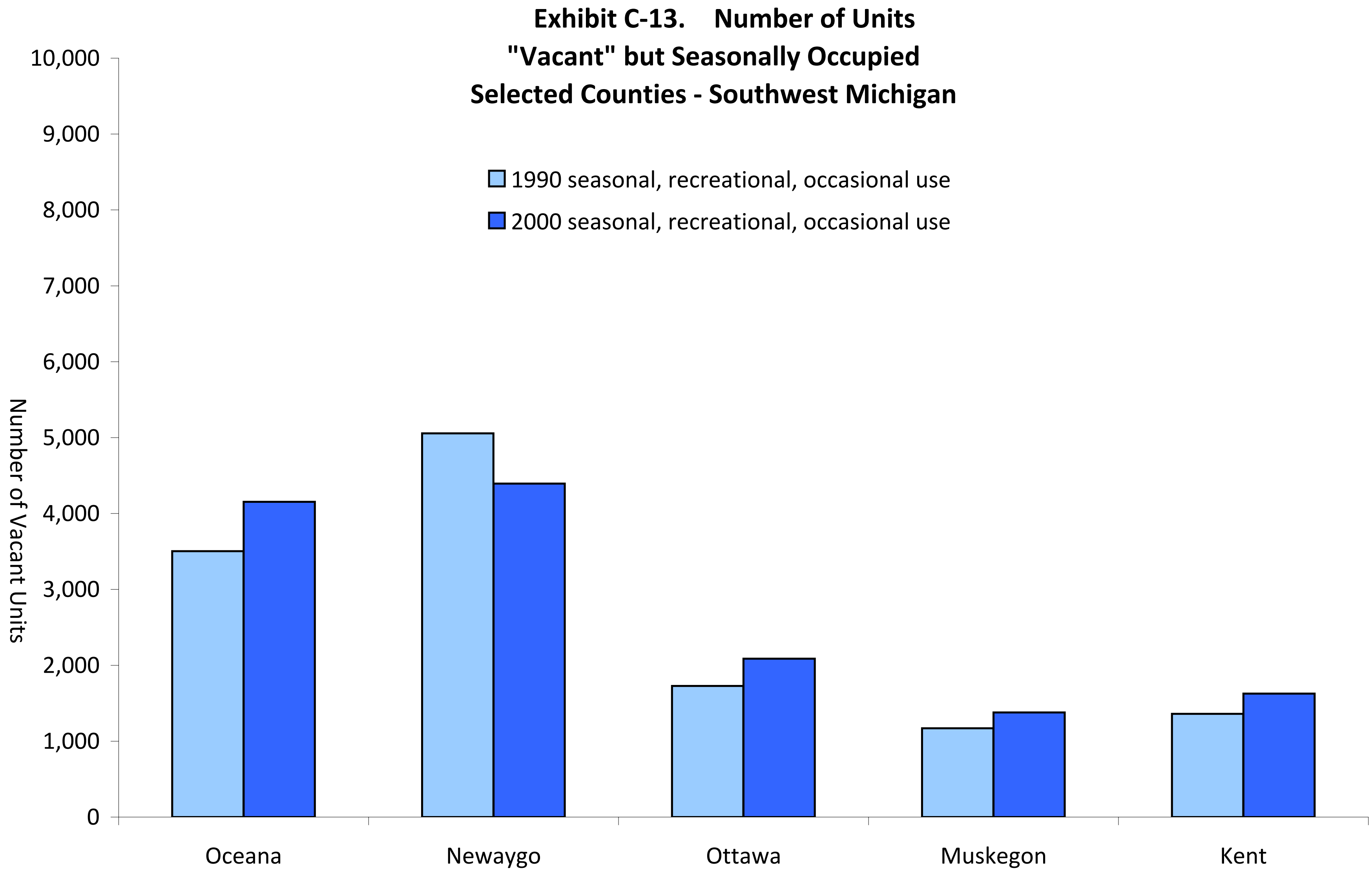


Source: 1990 and 2000 U.S. Population Census; analysis by LandUse|USA, LLC.

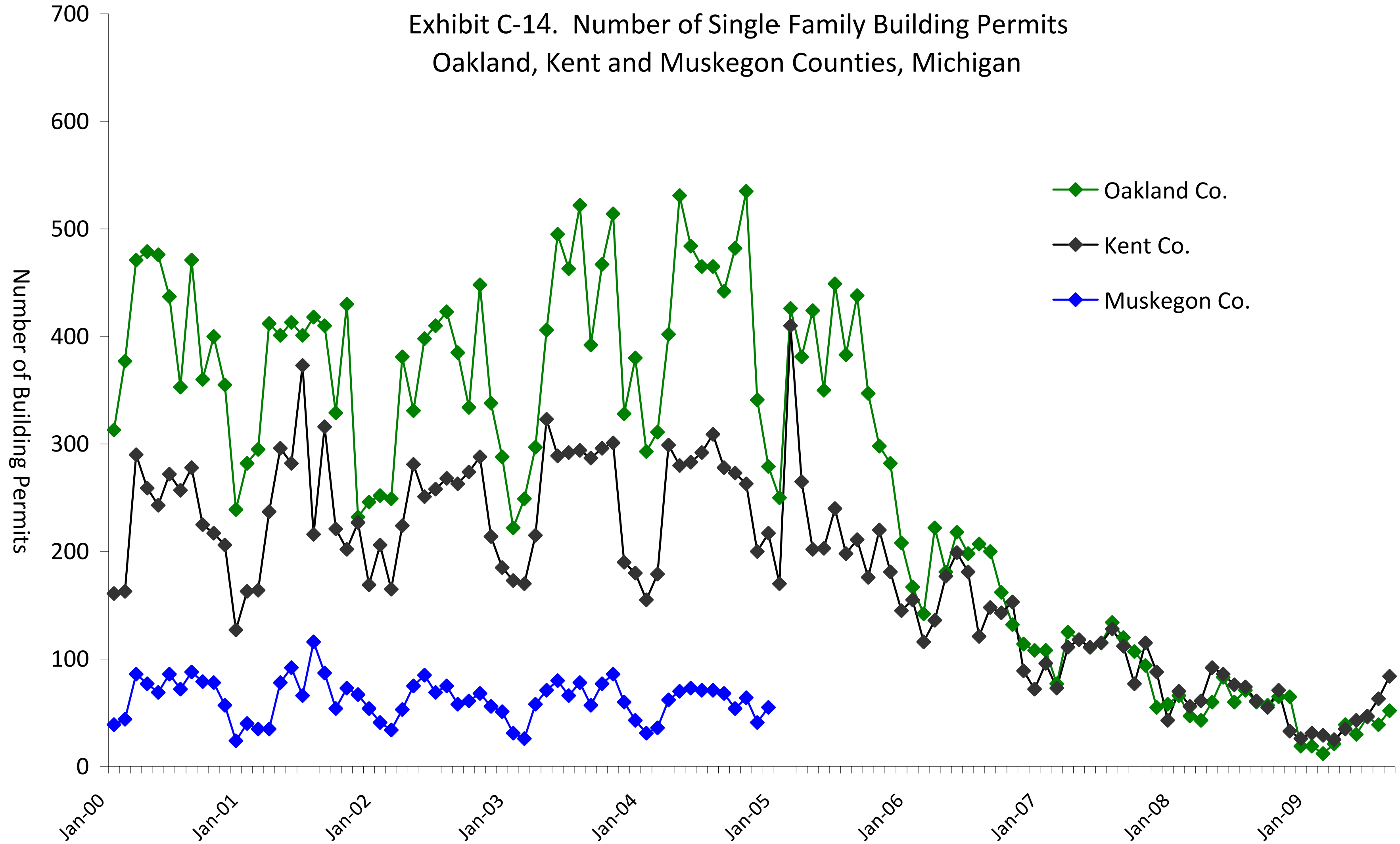
Exhibit C-12. Percent of Vacant Units Occupied Seasonally (i.e., not a primary homestead) Selected Counties - Southwest Michigan



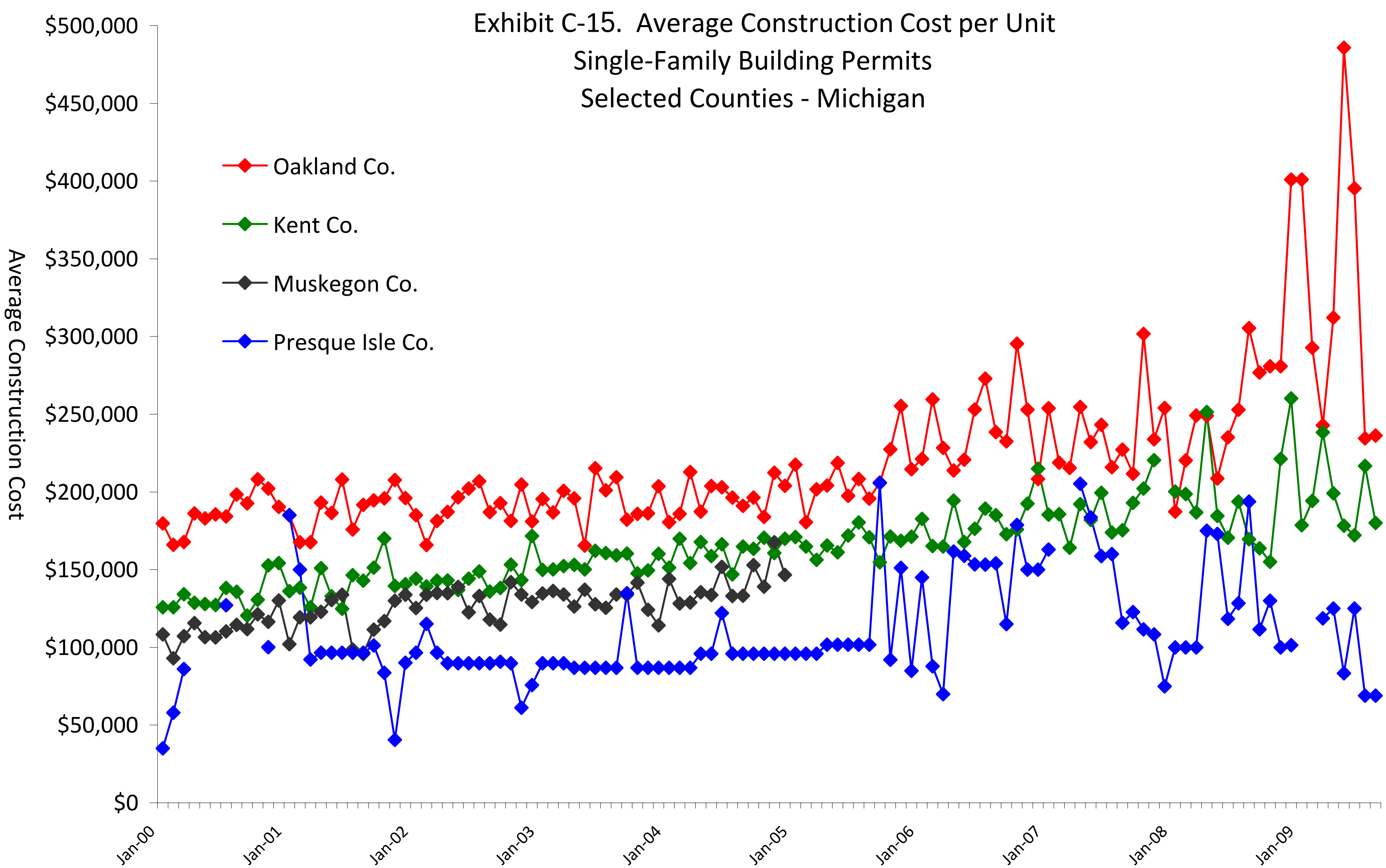
Source: 1990 and 2000 U.S. Population Census; analysis by LandUse|USA, LLC.



Source: 1990 and 2000 U.S. Population Census; analysis by LandUse|USA, LLC.

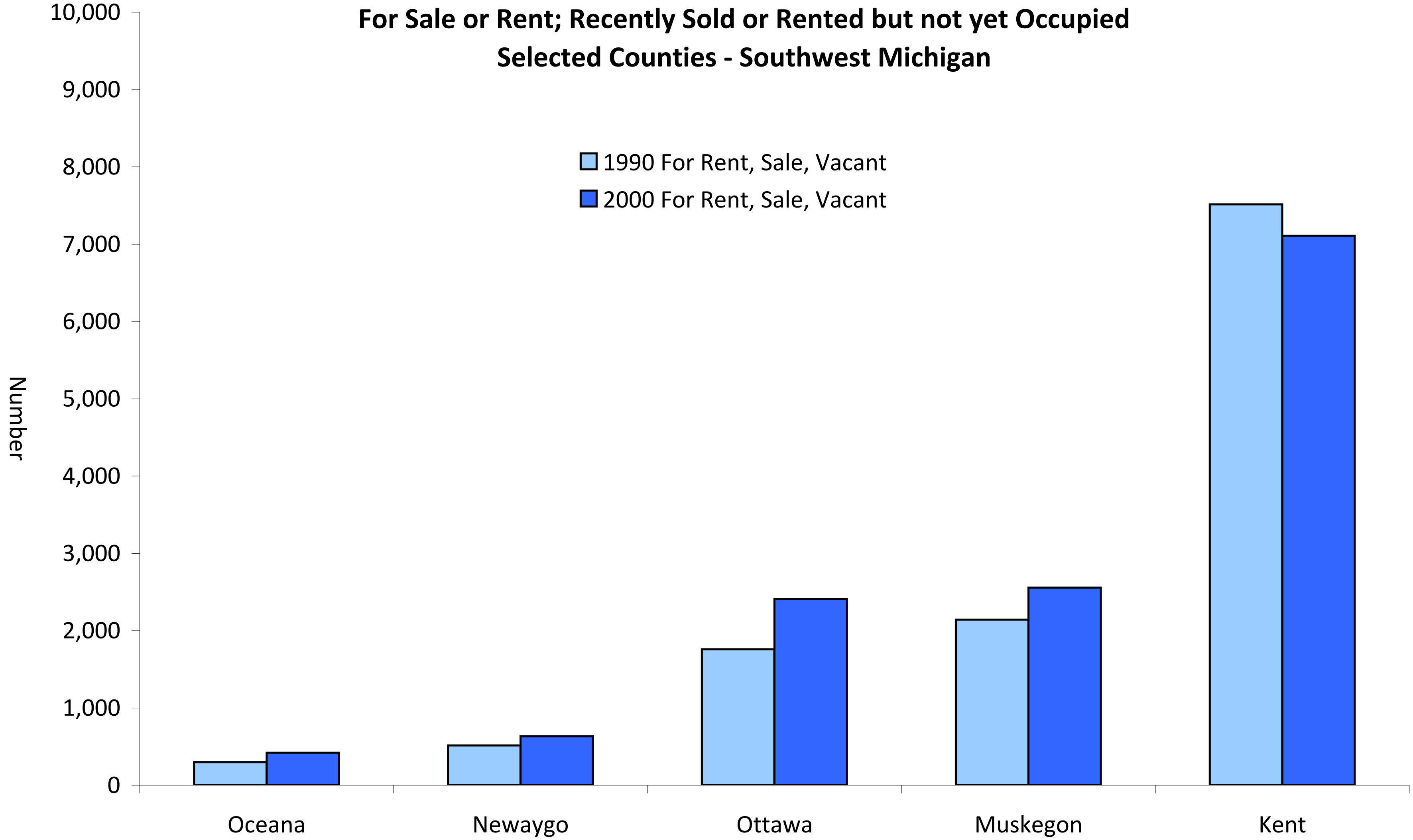


Source: U.S. Census, including reported permits plus estimates with imputation; analysis by LandUse|USA, LLC.

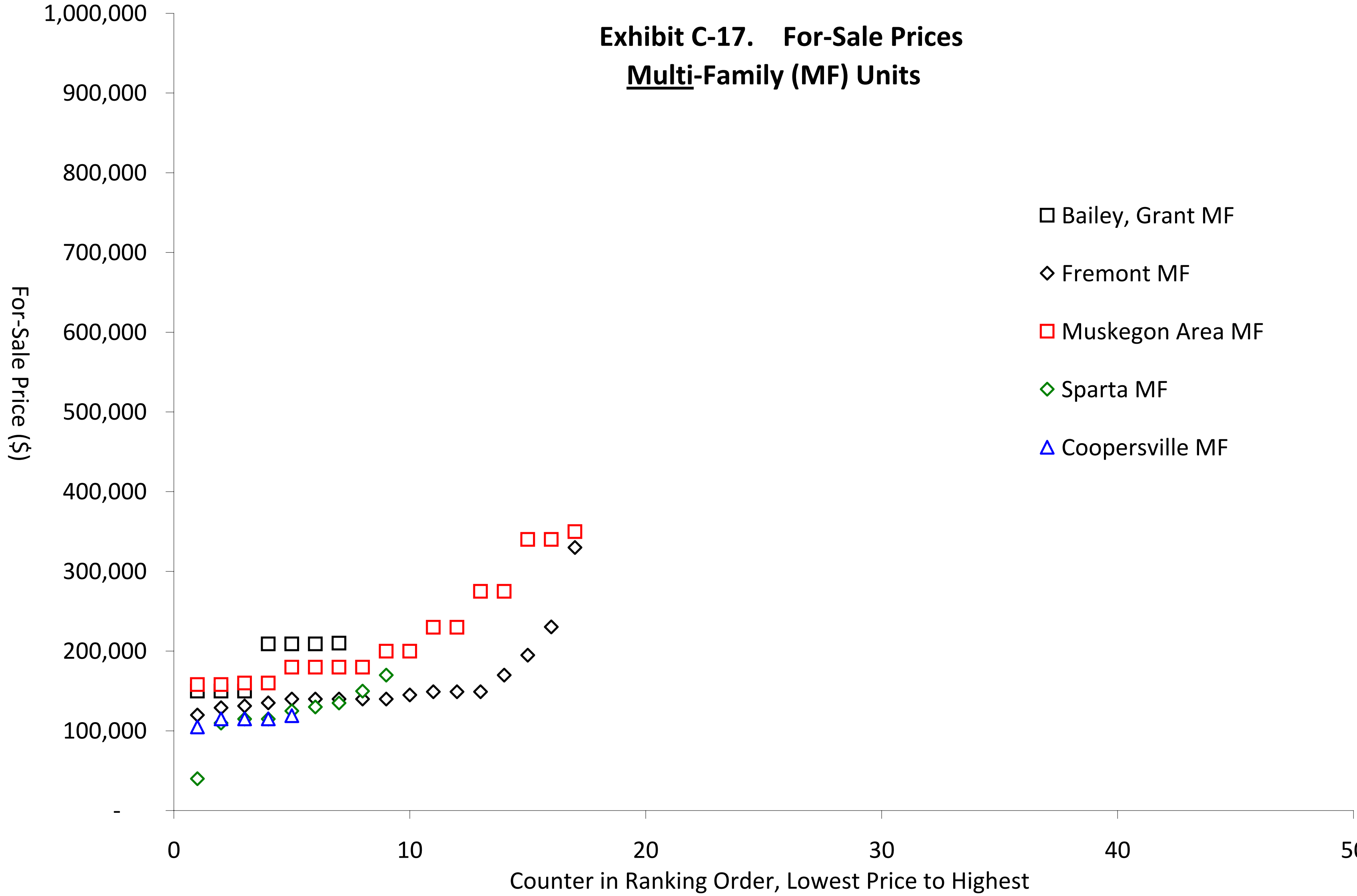


Source: U.S. Census, including reported permits plus estimates with imputation; analysis by LandUse|USA, LLC.

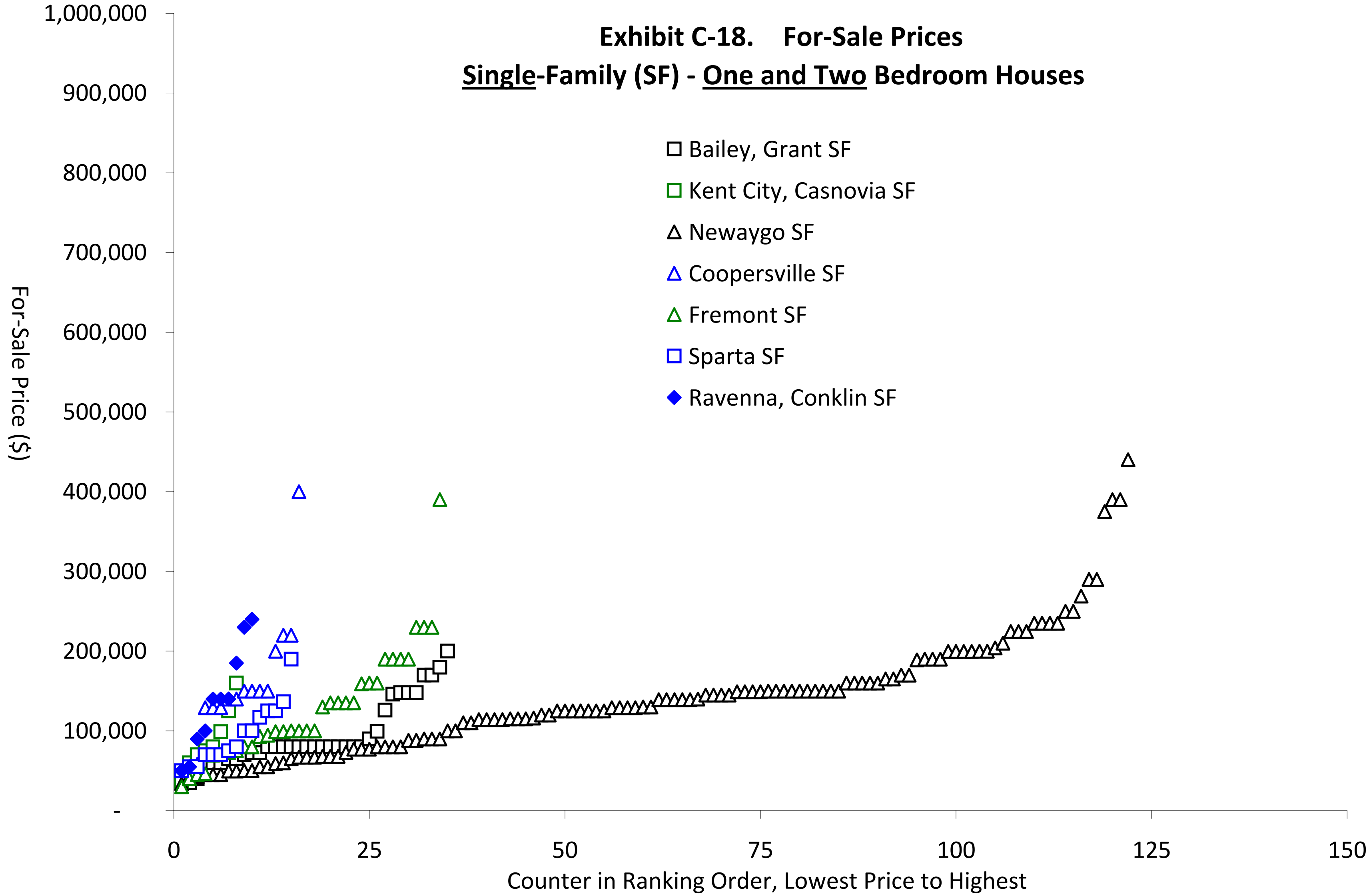
Exhibit C-16. Number of Transitional Units
For Sale or Rent; Recently Sold or Rented but not yet Occupied
Selected Counties - Southwest Michigan



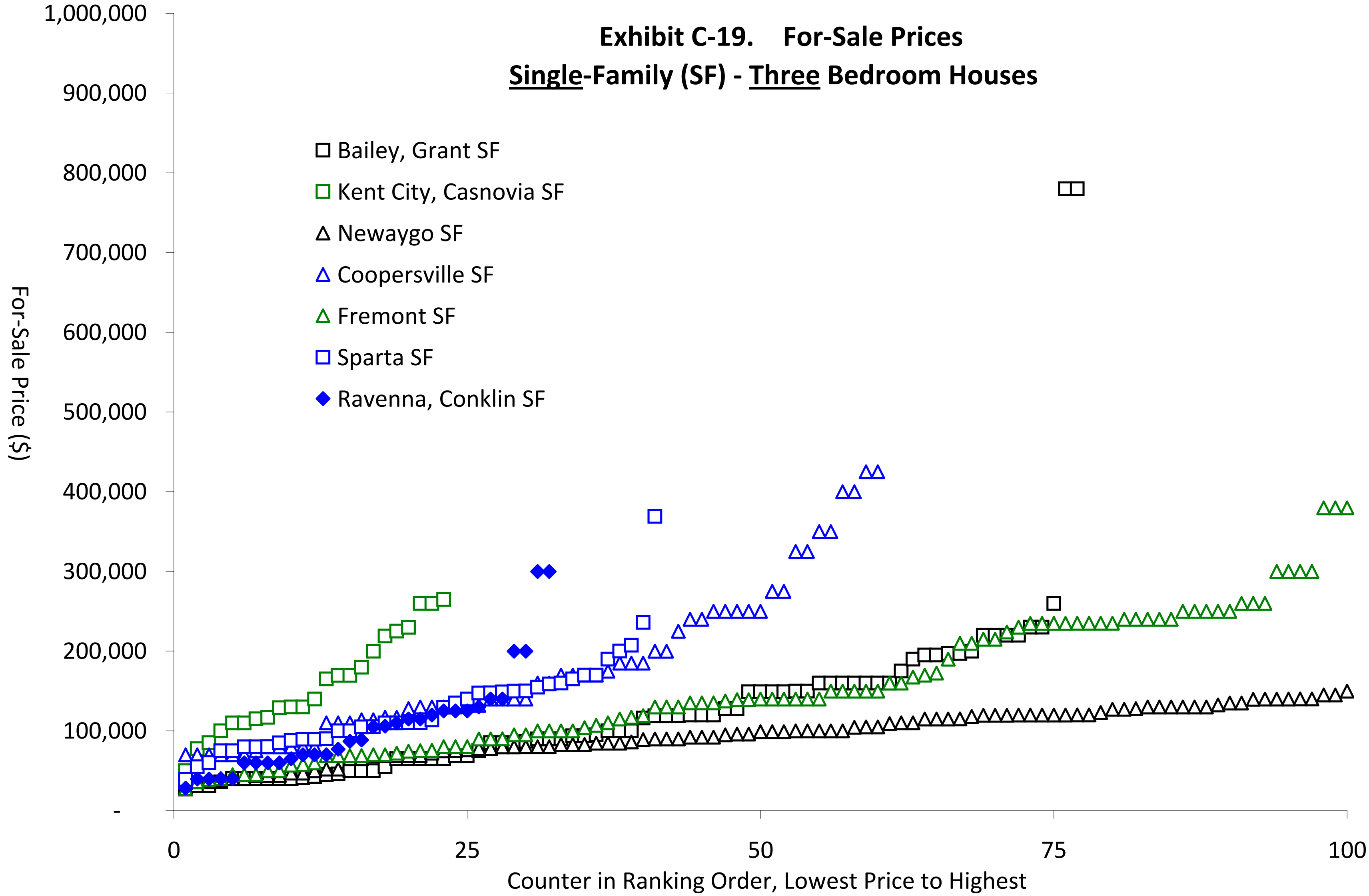
Source: 1990 and 2000 U.S. Population Census; analysis by LandUse|USA, LLC.



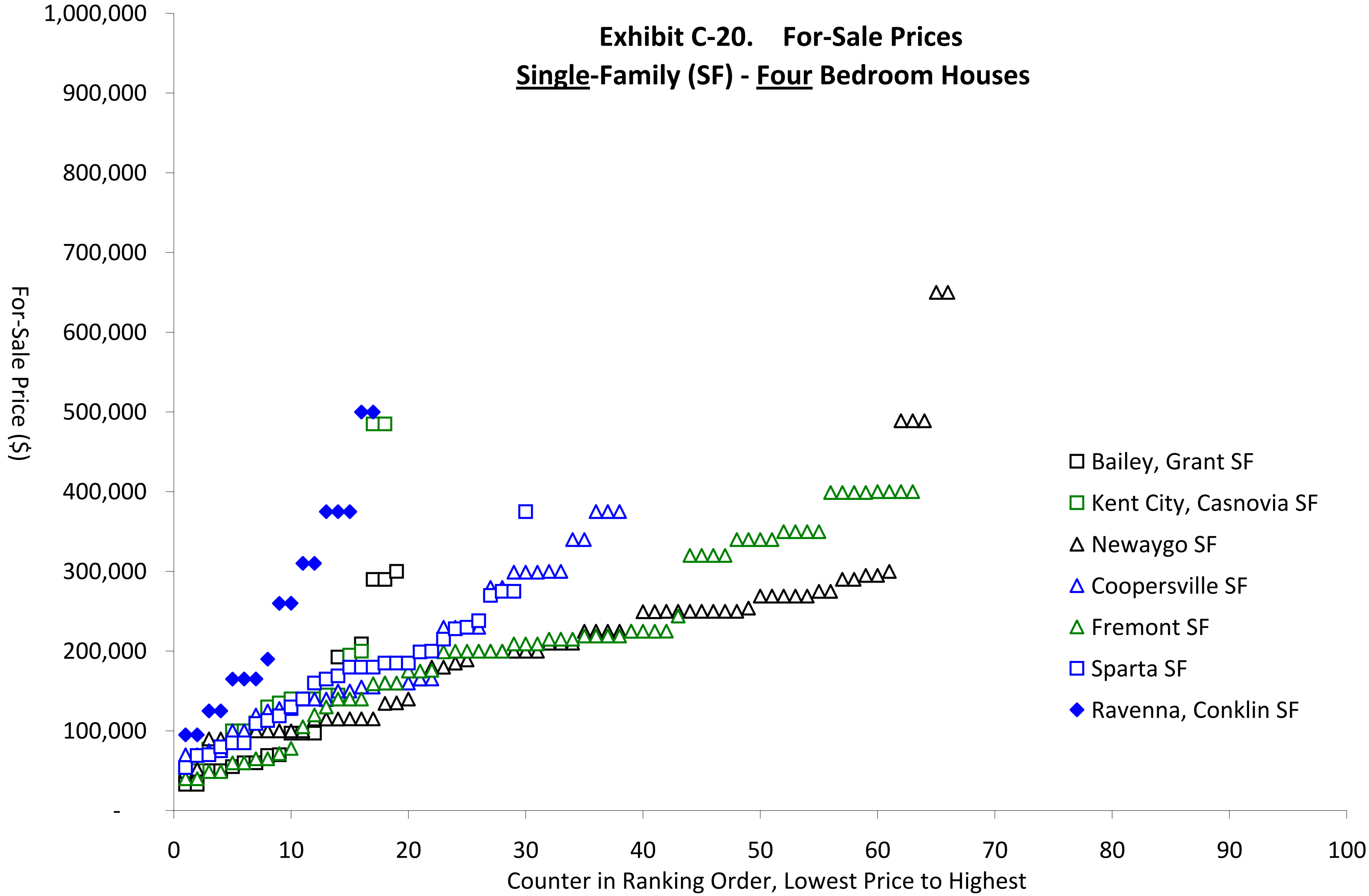
Source: Real Estate Broker listings provided by RealtyTrac.com and Realtor.com; analysis by LandUse|USA, LLC; October 2009.



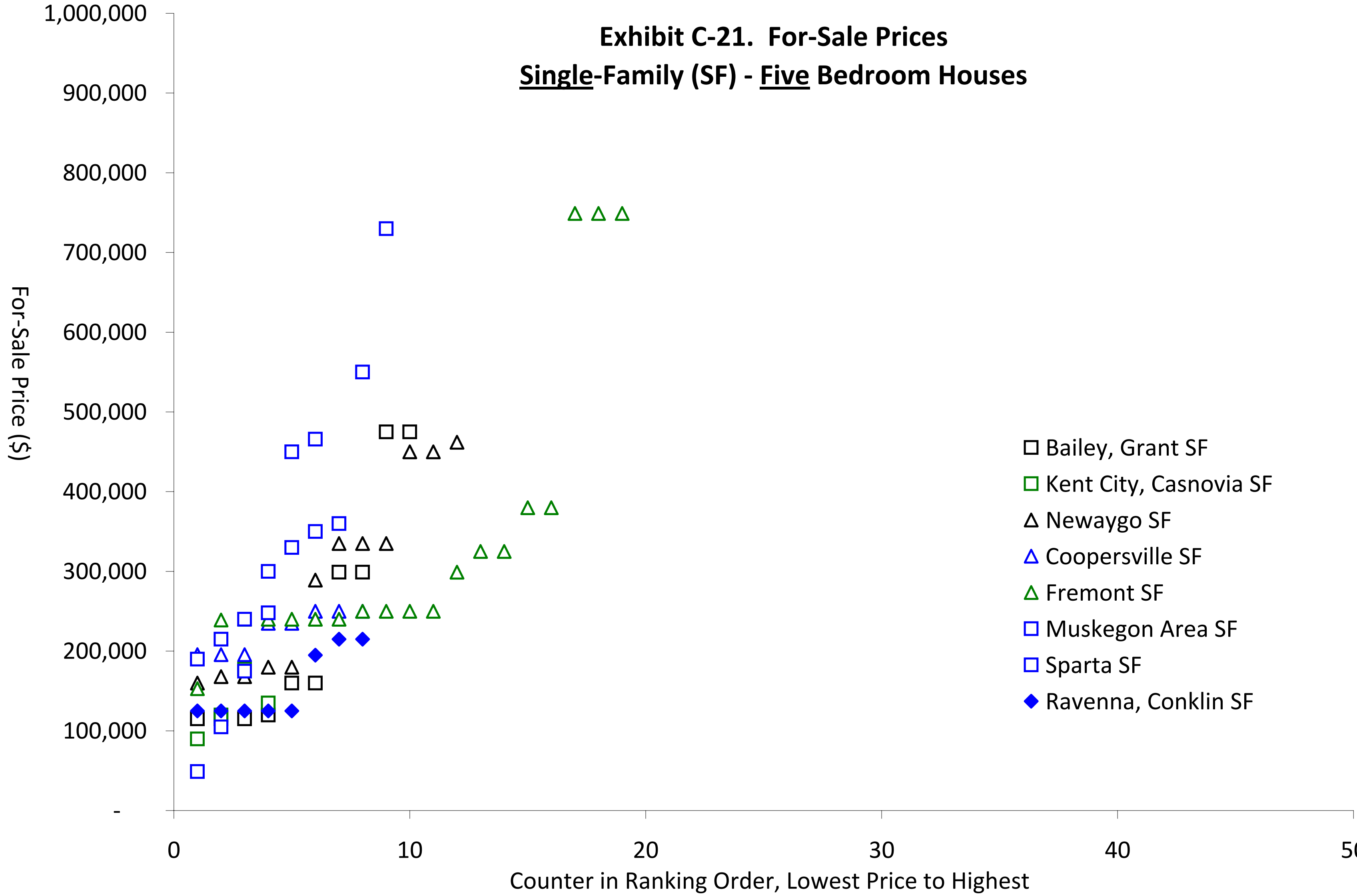
Source: Real Estate Broker listings provided by RealtyTrac.com and Realtor.com; analysis by LandUse|USA, LLC; October 2009.



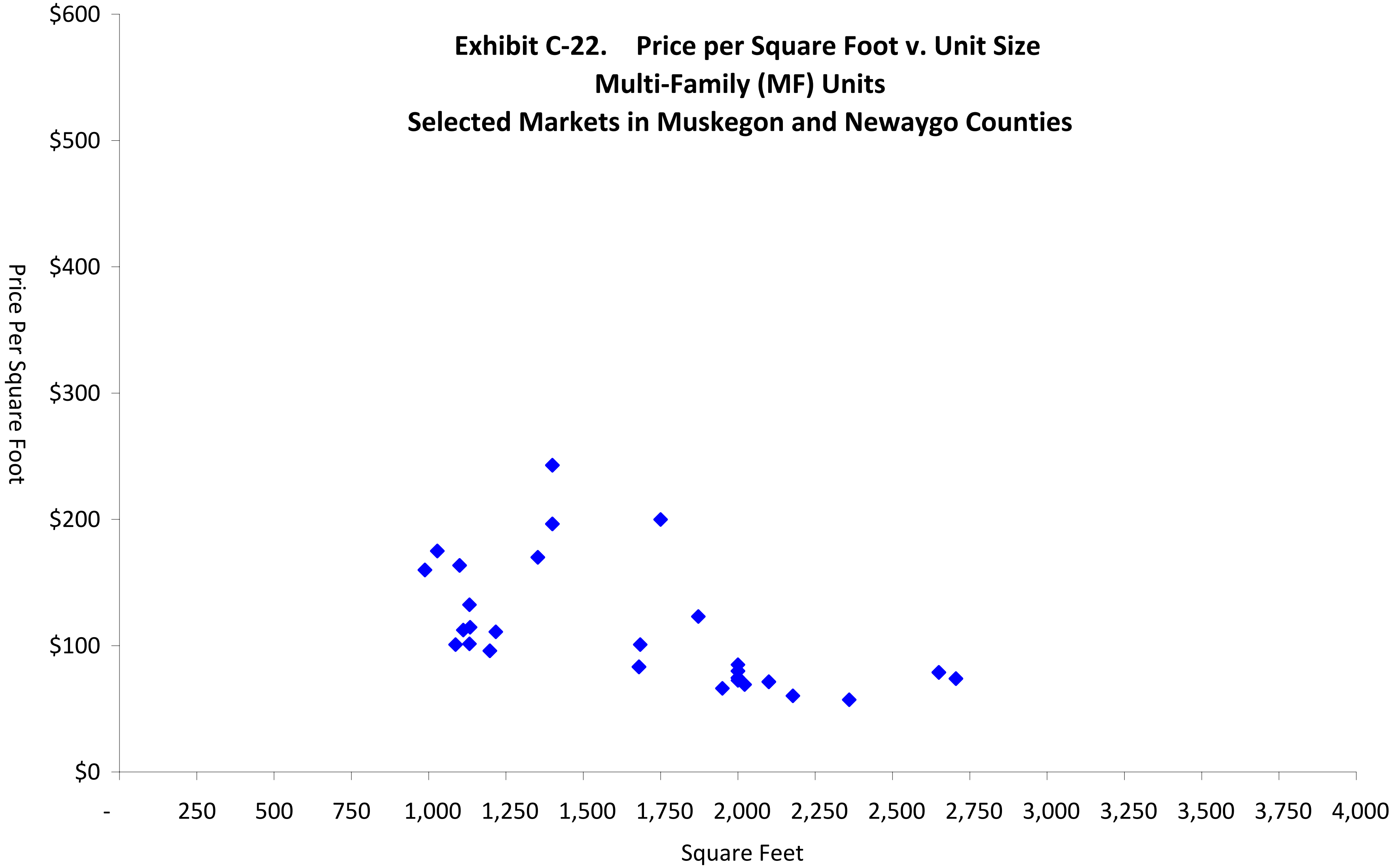
Source: Real Estate Broker listings provided by RealtyTrac.com and Realtor.com; analysis by LandUse|USA, LLC; October 2009.



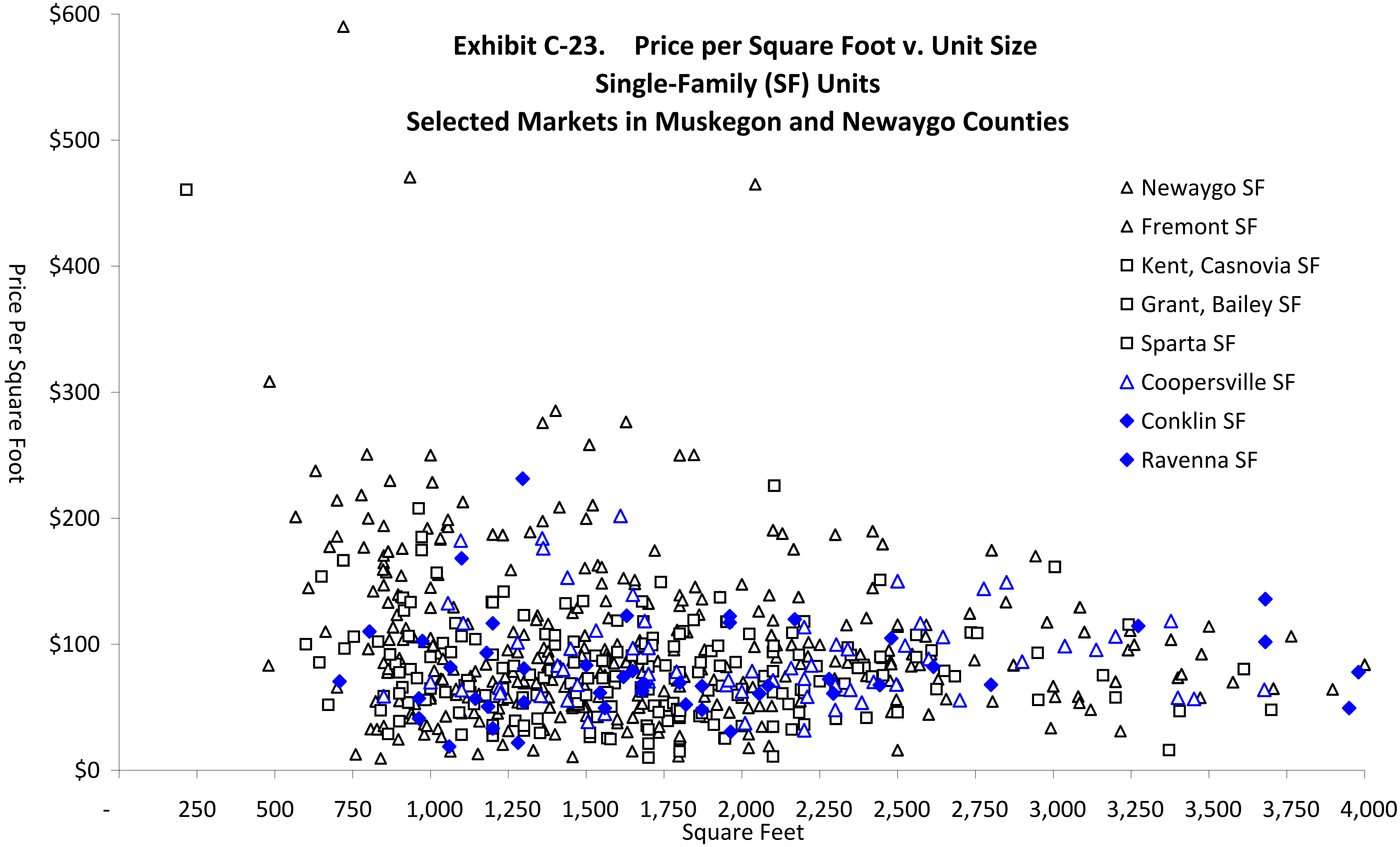
Source: Real Estate Broker listings provided by RealtyTrac.com and Realtor.com; analysis by LandUse|USA, LLC; October 2009.



Source: Real Estate Broker listings provided by RealtyTrac.com and Realtor.com; analysis by LandUse|USA, LLC; October 2009.

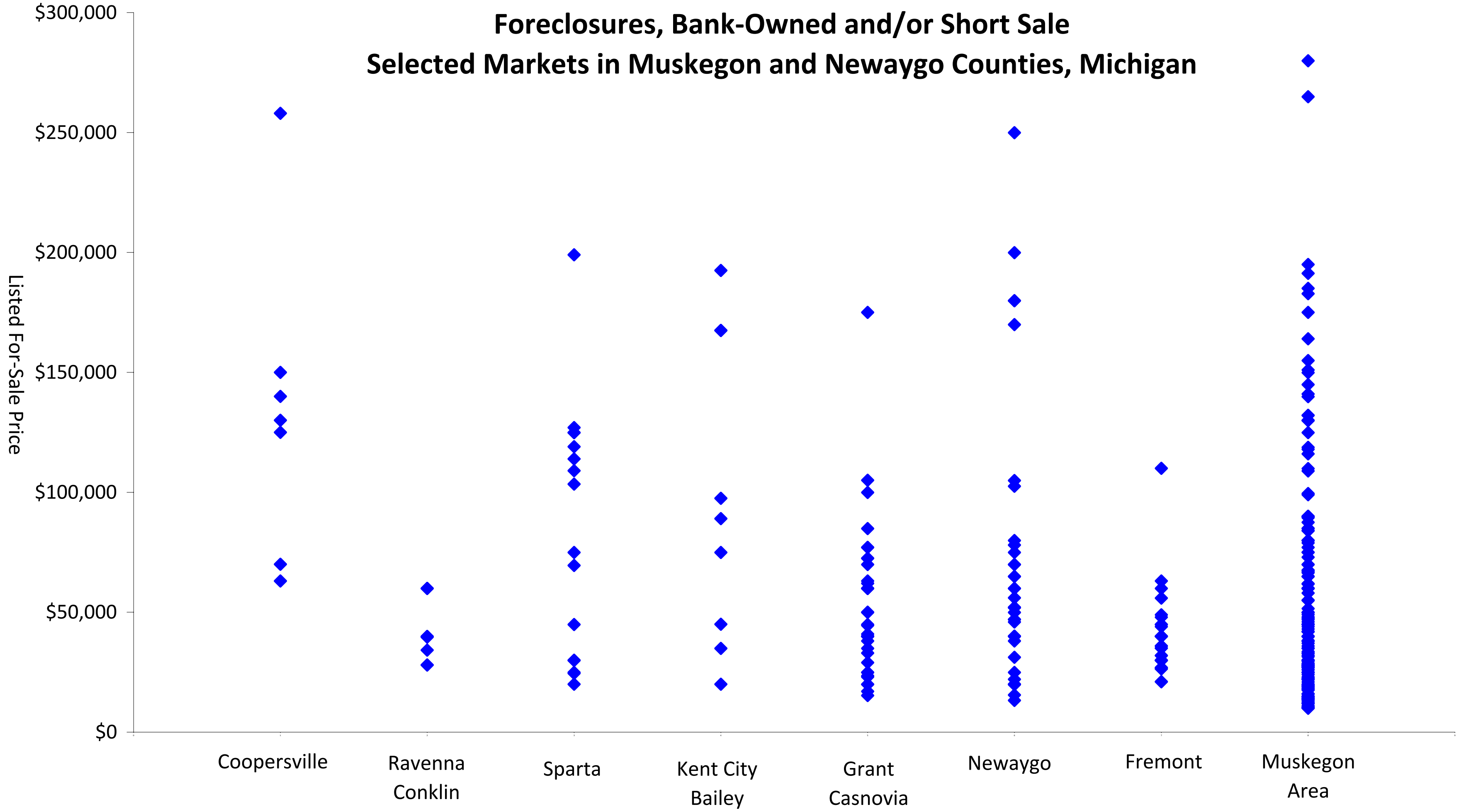


Source: Real Estate Broker listings provided by RealtyTrac.com and Realtor.com; analysis by LandUse|USA, LLC; October 2009



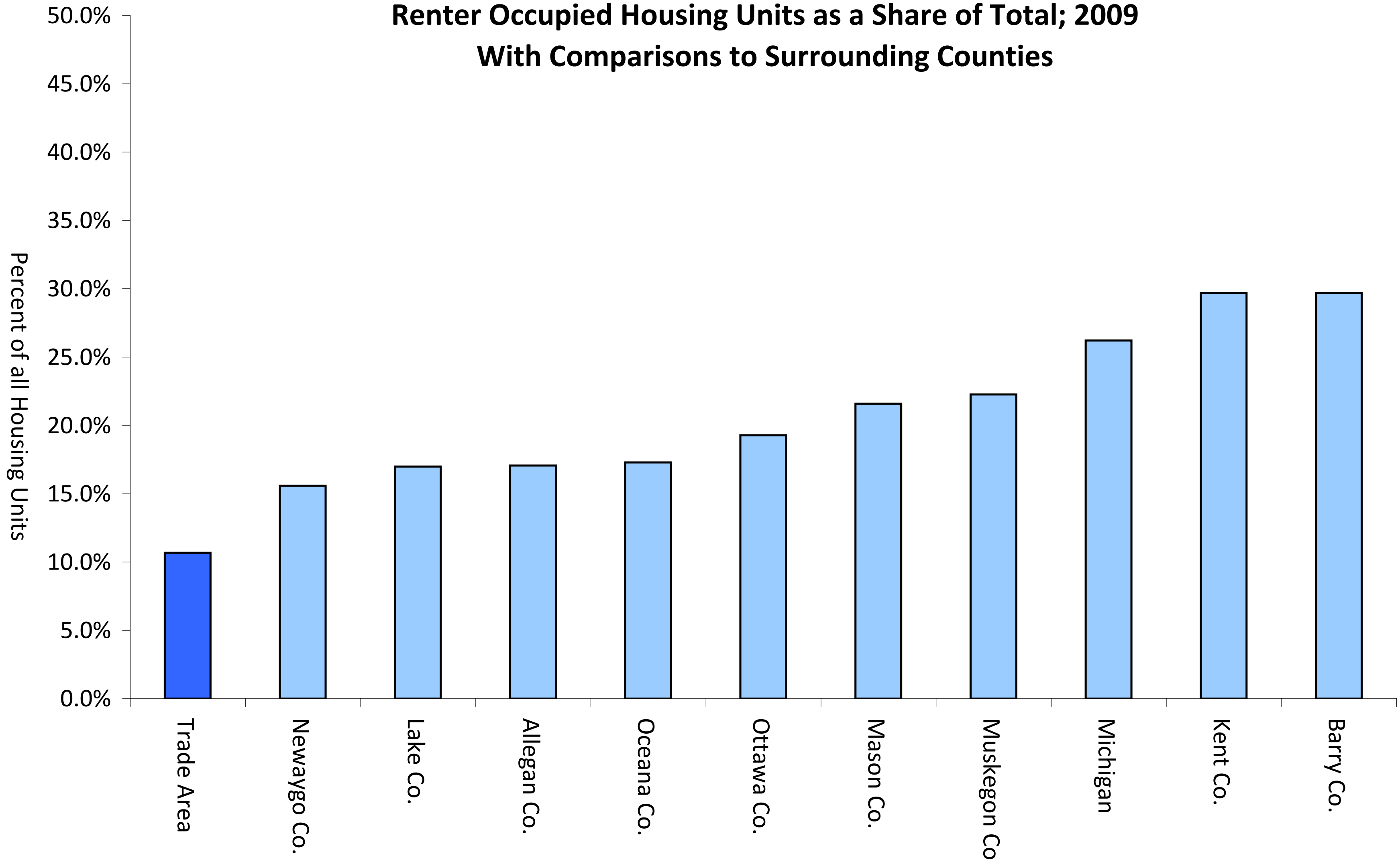
Source: Real Estate Broker listings provided by RealtyTrac.com and Realtor.com; analysis by LandUse|USA, LLC; October 2009.

Exhibit C-24. Listed For-Sale Price
Foreclosures, Bank-Owned and/or Short Sale
Selected Markets in Muskegon and Newaygo Counties, Michigan



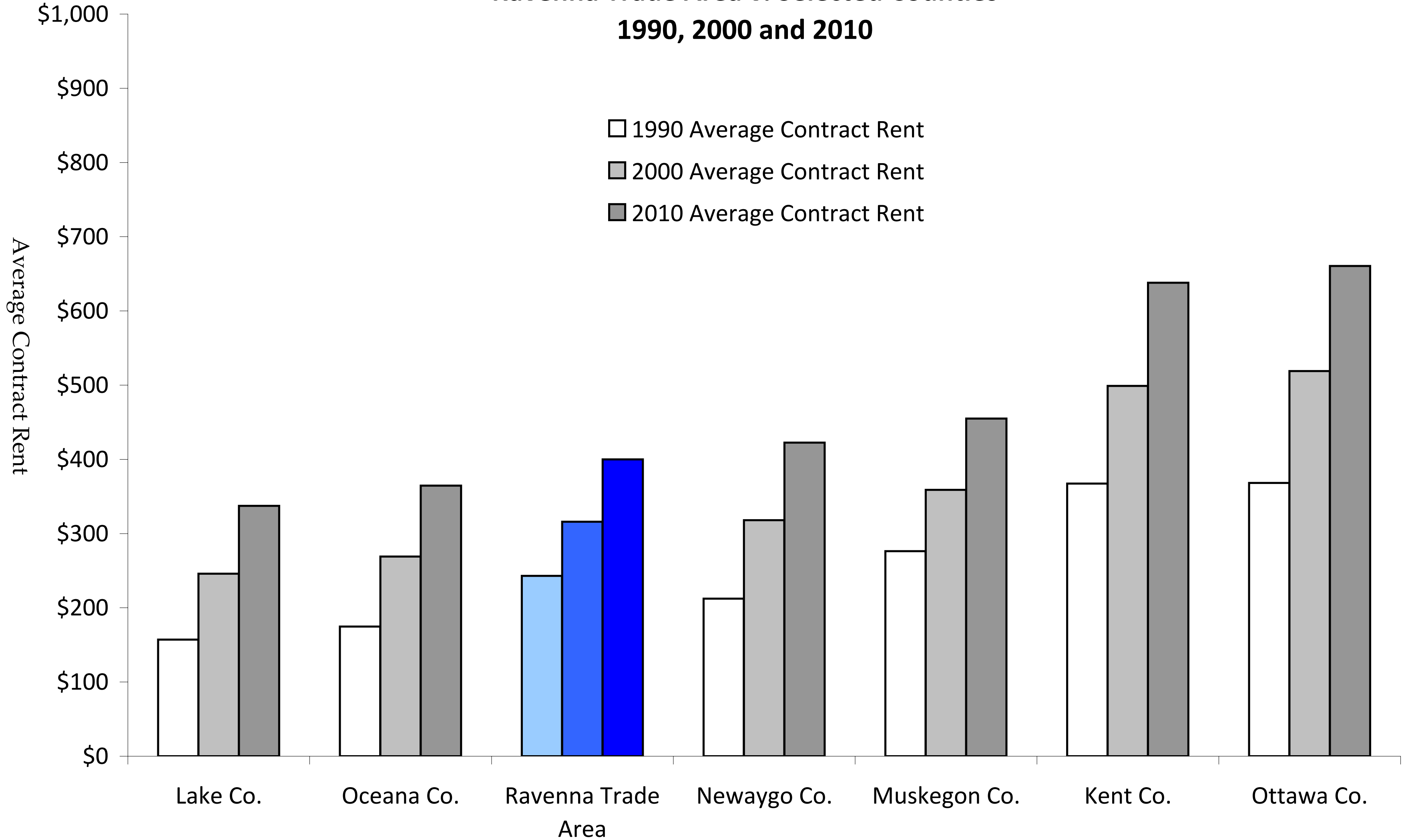
Sources: Various broker listings on www.RealtyTrac.com and www.ForeclosureFreeSearch.com; analysis by LandUse|USA.
Graph is intended to demonstrate the range and distribution of for-sale prices only,
and may not be a realistic representation of the total number of available properties.

Exhibit C-25. Ravenna Trade Area
Renter Occupied Housing Units as a Share of Total; 2009
With Comparisons to Surrounding Counties



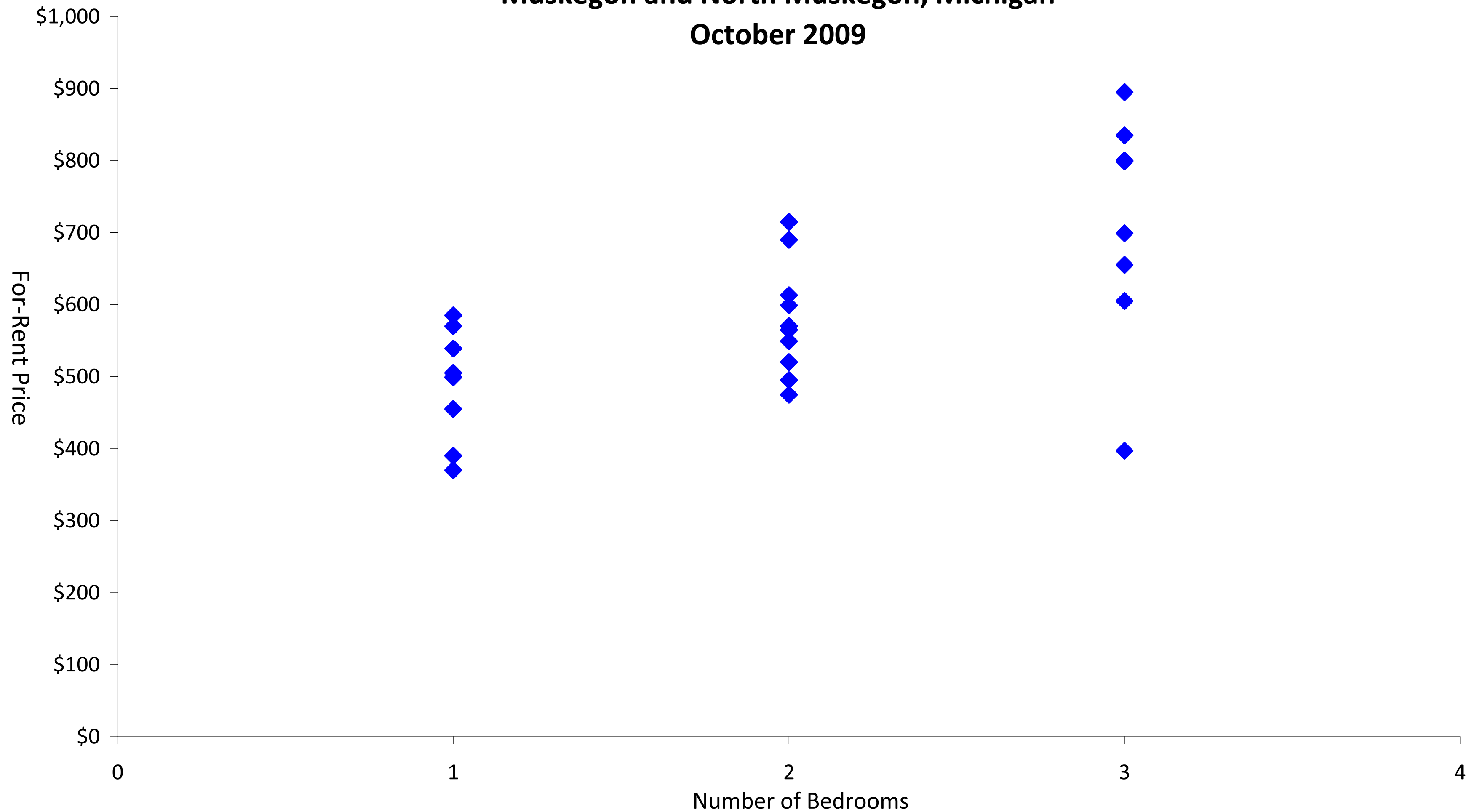
Source: Claritas, Inc. 2009; Analysis by LandUse|USA, LLC.

Exhibit C-26. Average Contract Rent
Ravenna Trade Area v. Selected Counties
1990, 2000 and 2010



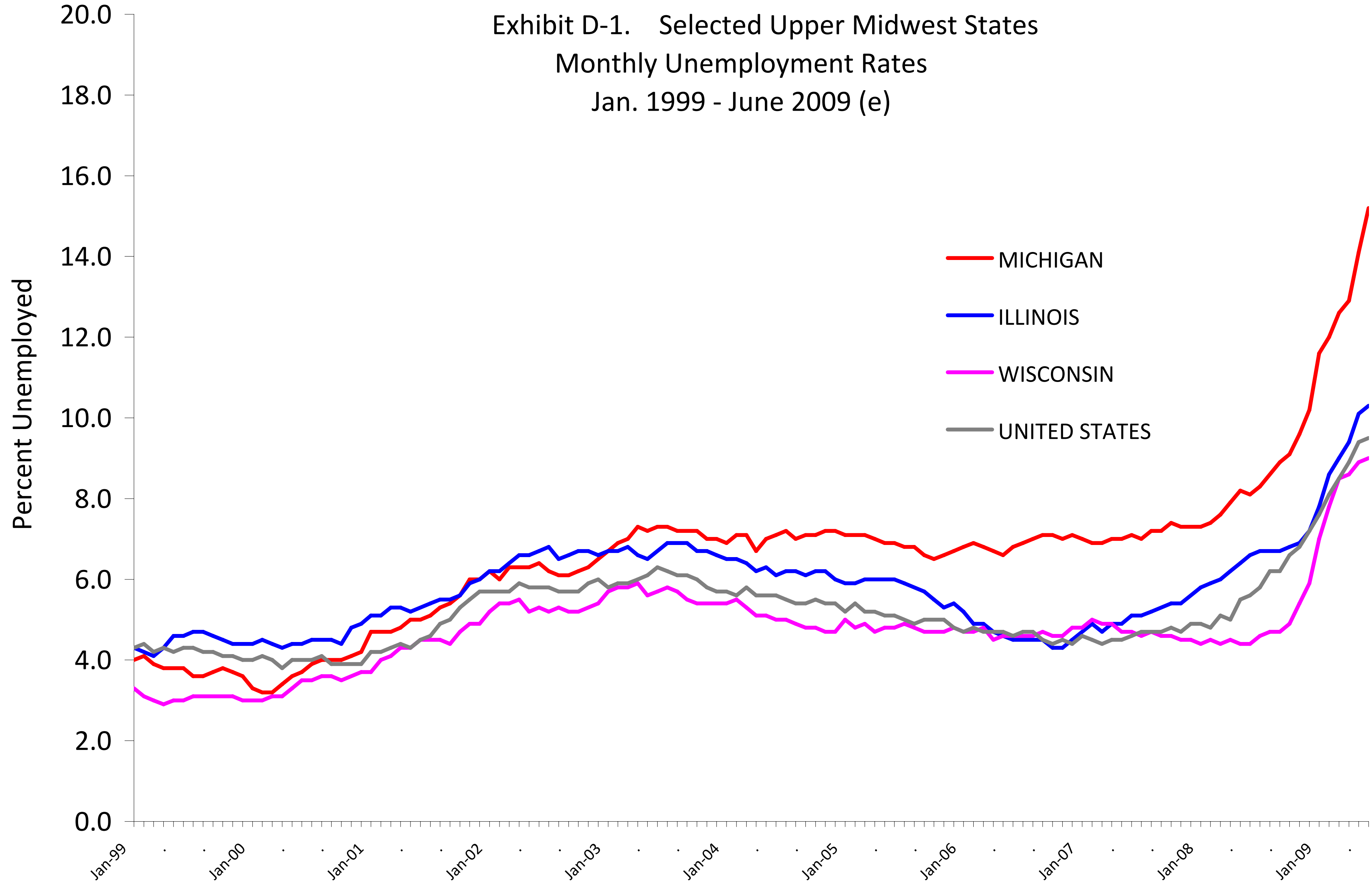
Source: 1990 and 2000 Census; 2010 forecasts and analysis by LandUse|USA in collaboration with Teska Associates; Oct. 2009.

Exhibit C-27. Listed For-Rent Prices
Muskegon and North Muskegon, Michigan
October 2009



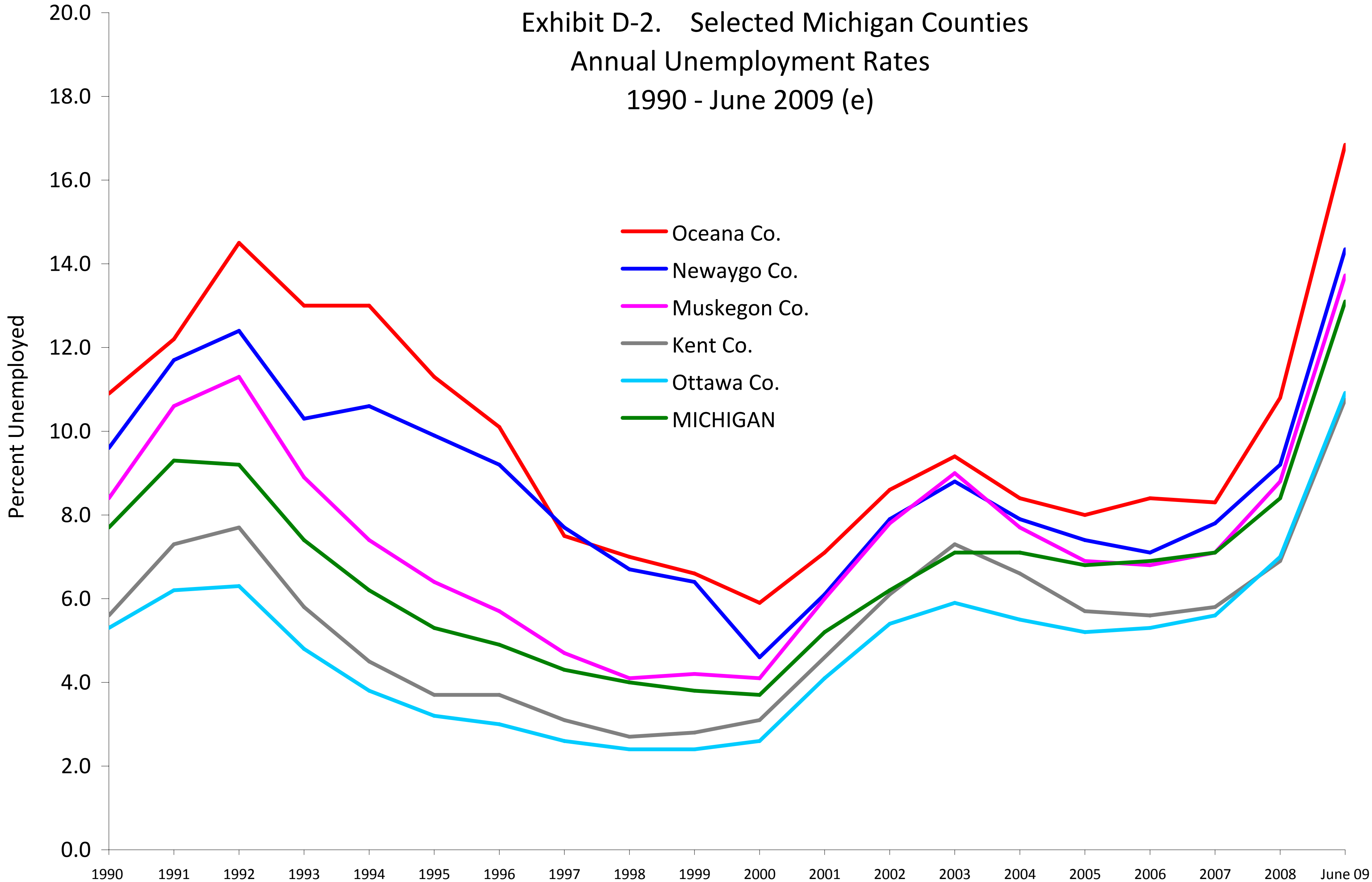
Source: Listings of for-rent properties provided by www.ForRent.com; analysis by LandUse|USA, LLC; October 2009.

APPENDIX D – ECONOMIC ANALYSIS

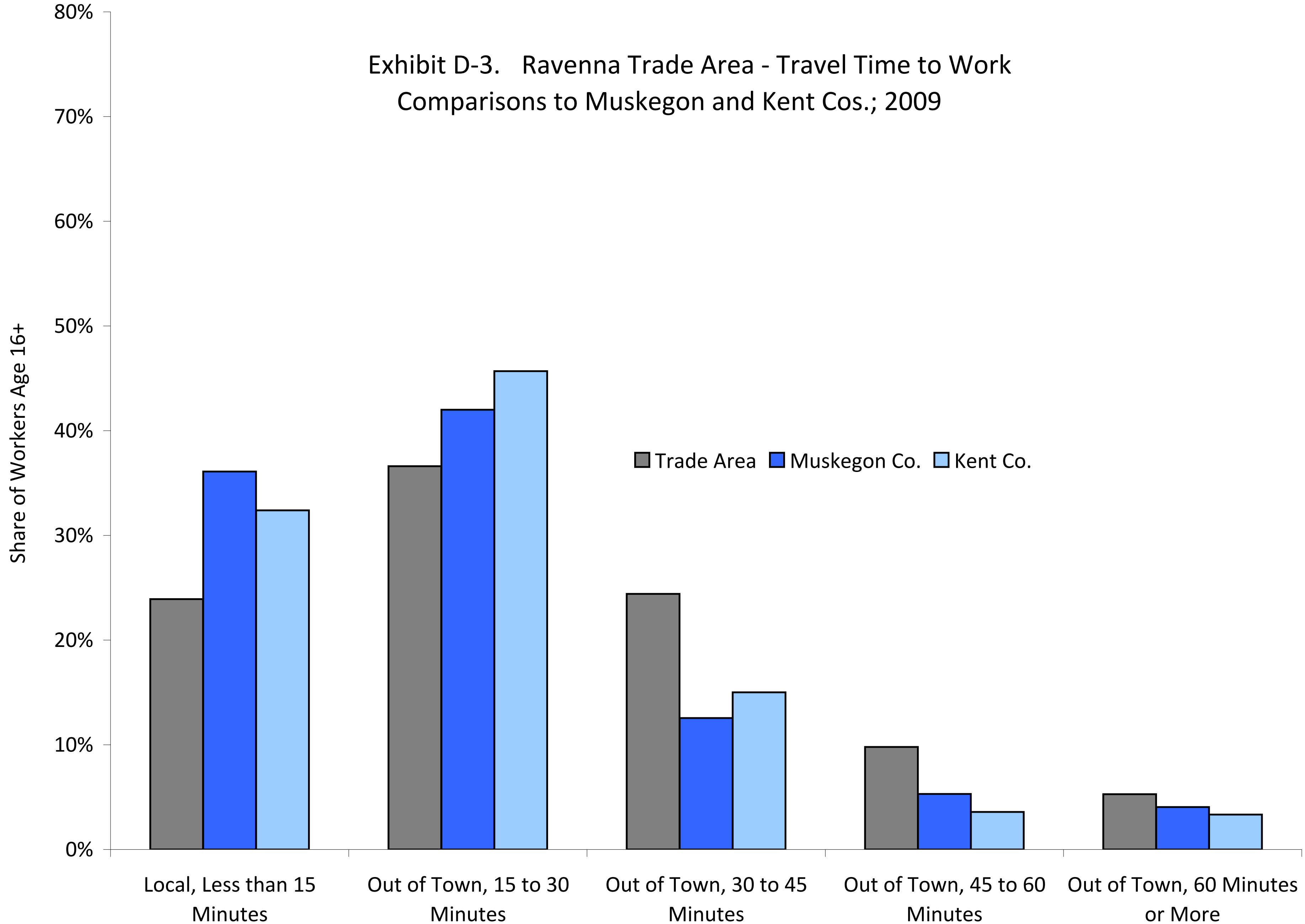


(e) The June 2009 figures are seasonally adjusted, preliminary estimates. All figures are percents of the total Labor Force.

Source: Bureau of Labor Statistics - July 2009; Analysis by LandUse|USA, LLC.



(e) The June 2009 figures are seasonally adjusted, preliminary estimates. All figures are percents of the total Labor Force.
Source: Bureau of Labor Statistics - July 2009; Analysis by LandUse|USA, LLC.



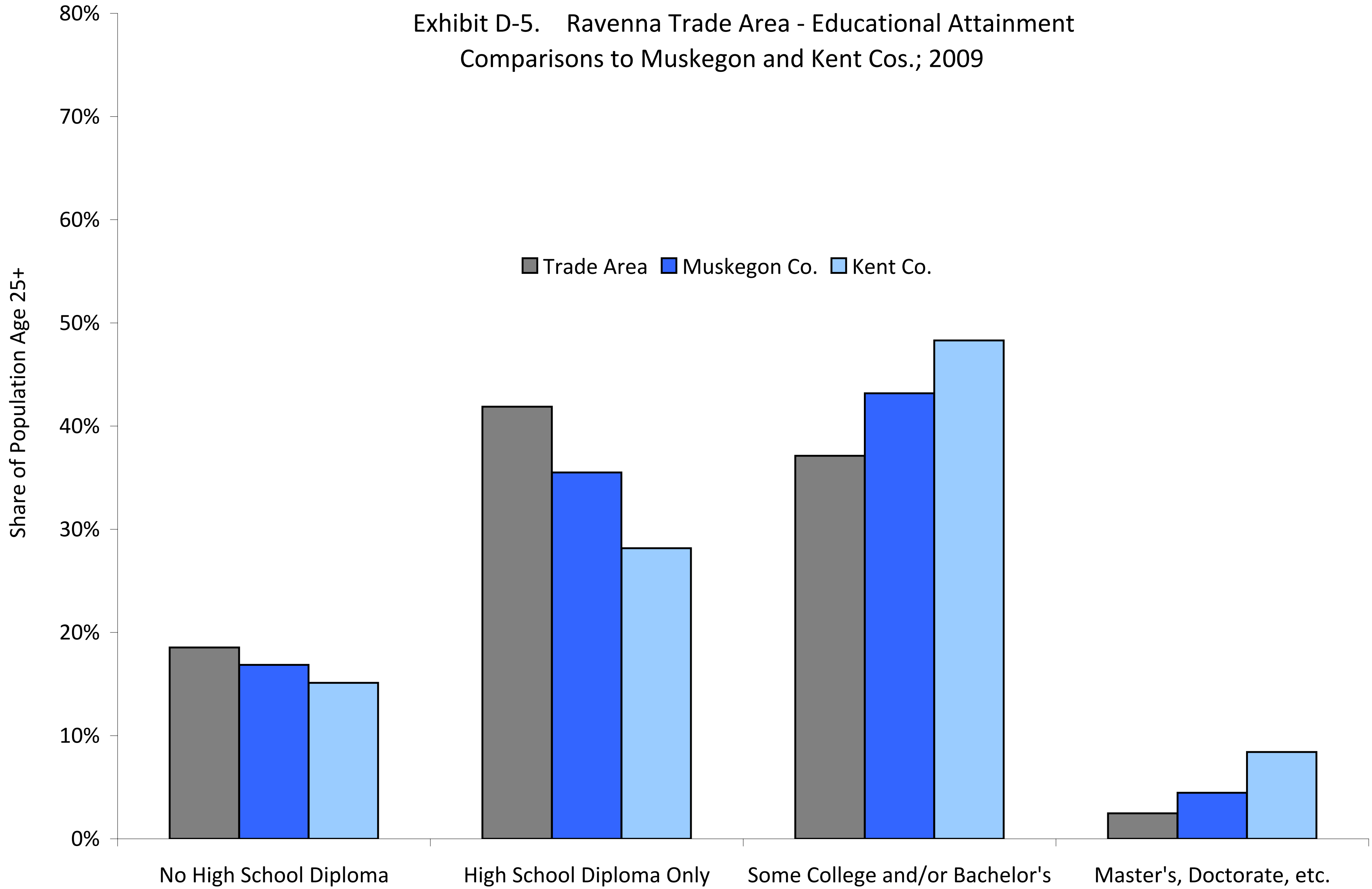
Source: Claritas, Inc. 2009; Analysis by LandUse|USA, LLC.

Exhibit D-4. Ravenna Trade Area - Demographic Profiles
Economic Parameters: Travel Time to Work
Comparisons to Selected Counties and Michigan

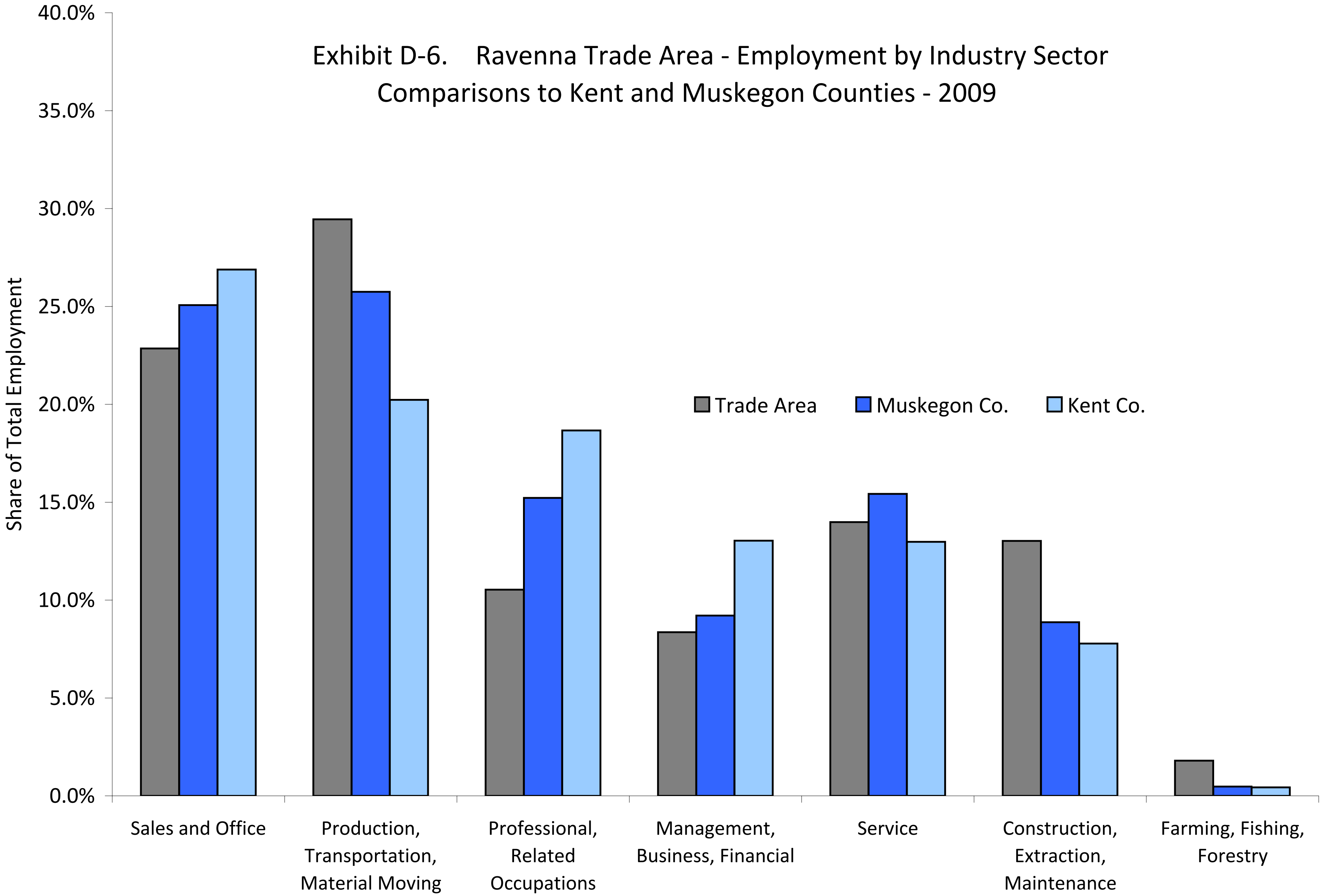
	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 Number of Household Vehicles	8,114	65,806	228,285	92,161	228,285	18,309	10,277	4,772	3,886,432
Zero or One Vehicle	2,299	26,350	90,396	26,385	90,396	6,273	3,485	2,141	1,573,647
2 or More Vehicles	5,814	39,456	137,889	65,776	137,889	12,036	6,792	2,631	2,312,785
% Zero or One Vehicle	28%	40%	40%	29%	40%	34%	34%	45%	40%
% Two or More Vehicles	72%	60%	60%	71%	60%	66%	66%	55%	60%

	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 Travel Time to Work (16+ yrs.)	11,279	78,059	298,706	135,199	298,706	21,058	11,301	3,610	4,629,597
Less than 15 Minutes	2,697	28,176	96,740	53,597	96,740	6,308	4,042	1,018	1,396,127
15 - 29 Minutes	4,129	32,781	136,473	52,934	136,473	5,122	3,707	1,123	1,757,622
30 - 44 Minutes	2,753	9,798	44,835	20,257	44,835	3,435	1,961	762	869,653
45 - 59 Minutes	1,104	4,143	10,699	5,060	10,699	3,101	789	307	326,637
60 or more Minutes	596	3,161	9,959	3,351	9,959	3,092	802	400	279,558
Local, Less than 15 Minutes	2,697	28,176	96,740	53,597	96,740	6,308	4,042	1,018	1,396,127
Out of Town, Up to 30 Minutes	4,129	32,781	136,473	52,934	136,473	5,122	3,707	1,123	1,757,622
Out of Town, 60 Minutes or More	4,453	17,102	65,493	28,668	65,493	9,628	3,552	1,469	1,475,848
Local, Less than 15 Minutes	24%	36%	32%	40%	32%	30%	36%	28%	30%
Out of Town, 15 to 30 Minutes	37%	42%	46%	39%	46%	24%	33%	31%	38%
Out of Town, 30 to 45 Minutes	24%	13%	15%	15%	15%	16%	17%	21%	19%
Out of Town, 45 to 60 Minutes	10%	5%	4%	4%	4%	15%	7%	9%	7%
Out of Town, 60 Minutes or More	5%	4%	3%	2%	3%	15%	7%	11%	6%
2009 Avg. Travel Time to Work (Minutes)	28	23	23	21	23	33	26	31	26

Source: Claritas, Inc. and LandUse|USA, LLC; July 2009.



Source: Claritas, Inc. 2009; Analysis by LandUse|USA, LLC.



Source: Claritas, Inc. 2009; Analysis by LandUse|USA, LLC.

Exhibit D-7. Ravenna Trade Area - Demographic Profiles
Economic Parmeters: Education and Employment
Comparisonsto Selected Counties and Michigan

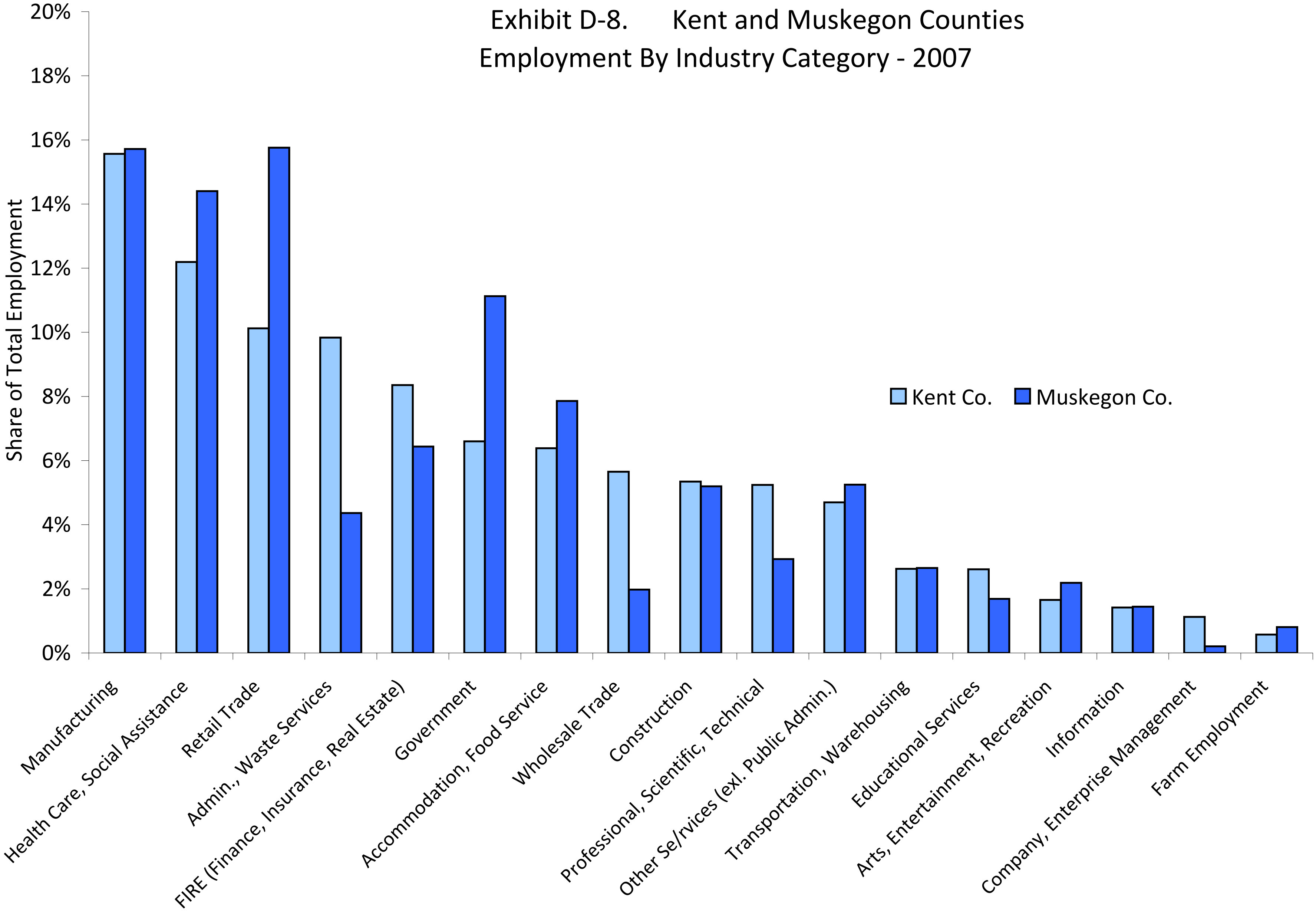
	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 Educ. Attainment (25+ yrs.)	14,881	114,936	385,635	163,113	385,635	32,410	18,270	7,982	6,662,562
No High School Diploma	2,759	19,377	58,310	21,702	58,310	6,899	3,713	2,192	1,084,991
High School Diploma Only	6,232	40,803	108,617	50,929	108,617	13,103	7,228	3,199	2,081,099
Some College; Bachelor's	5,523	49,628	186,269	77,674	186,269	11,224	6,518	2,406	2,954,409
Master's, Profess., Doctorate	367	5,128	32,439	12,808	32,439	1,184	811	185	542,063
No High School Diploma	19%	17%	15%	13%	15%	21%	20%	27%	16%
High School Diploma Only	42%	36%	28%	31%	28%	40%	40%	40%	31%
Some College and/or Bachelor's	37%	43%	48%	48%	48%	35%	36%	30%	44%
Master's, Doctorate, etc.	2%	4%	8%	8%	8%	4%	4%	2%	8%

	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 Civ. Employed by Occ. (16+ yrs.)	11,963	81,803	313,514	141,898	313,514	22,441	12,110	3,878	4,866,638
Sales and Office	2,734	20,504	84,275	34,970	84,275	4,898	2,286	881	1,244,013
Production, Transp., Material Moving	3,523	21,060	63,420	30,376	63,420	5,843	3,226	1,008	892,827
Professional, Related Occupations	1,260	12,451	58,521	26,525	58,521	3,037	1,633	439	952,757
Management, Business, Financial	1,000	7,532	40,863	19,024	40,863	2,002	1,239	323	595,886
Service	1,673	12,616	40,688	18,052	40,688	3,274	1,856	649	710,461
Construction, Extraction, Maintenance	1,558	7,254	24,392	11,498	24,392	3,005	1,402	508	448,247
Farming, Fishing, Forestry	215	386	1,355	1,453	1,355	382	468	70	22,447

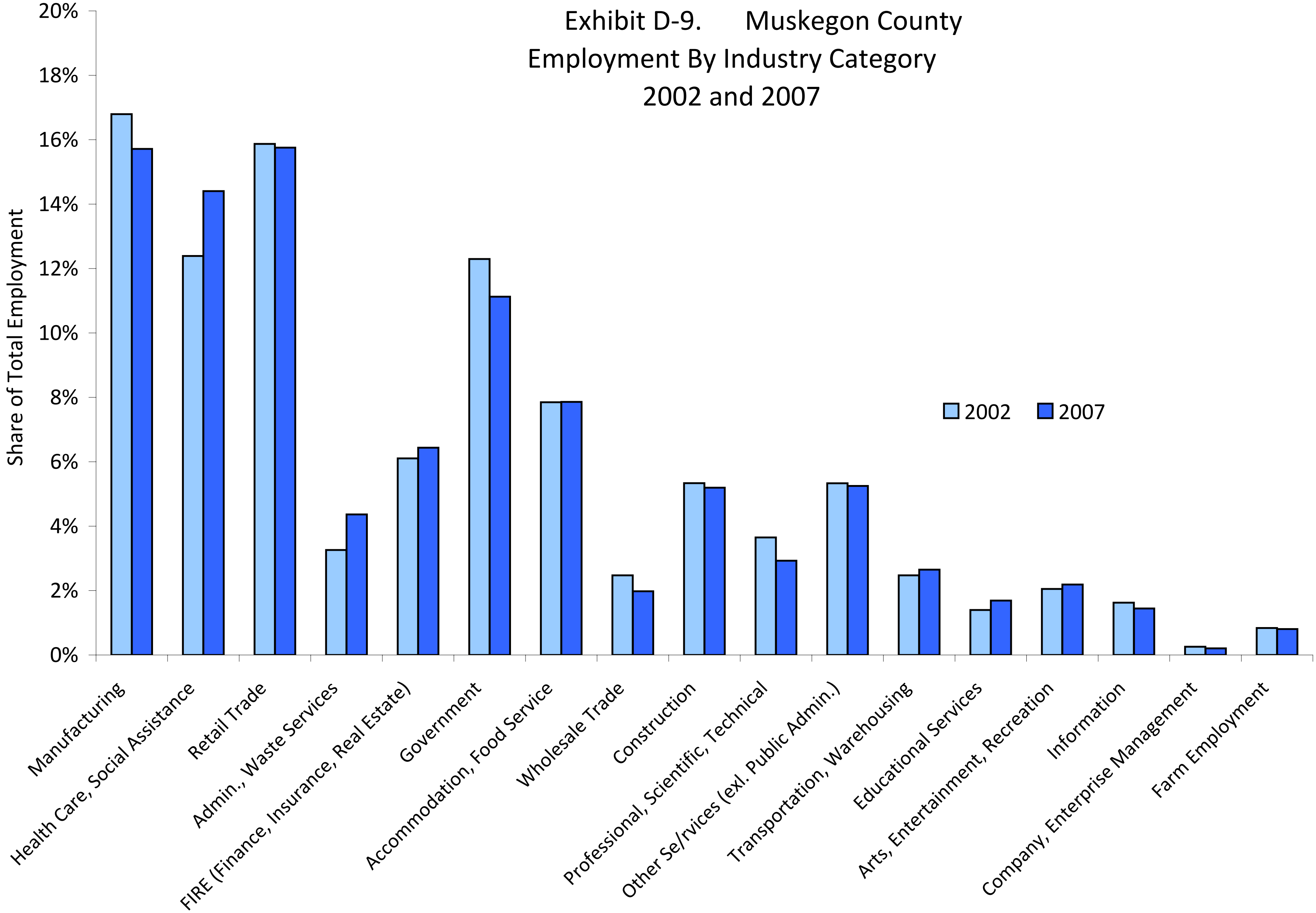
	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 Civ. Employed by Occ. (16+ yrs.)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Sales and Office	22.9%	25.1%	26.9%	24.6%	26.9%	21.8%	18.9%	22.7%	25.6%
Production, Transp., Material Moving	29.4%	25.7%	20.2%	21.4%	20.2%	26.0%	26.6%	26.0%	18.3%
Professional, Related Occupations	10.5%	15.2%	18.7%	18.7%	18.7%	13.5%	13.5%	11.3%	19.6%
Management, Business, Financial	8.4%	9.2%	13.0%	13.4%	13.0%	8.9%	10.2%	8.3%	12.2%
Service	14.0%	15.4%	13.0%	12.7%	13.0%	14.6%	15.3%	16.7%	14.6%
Construction, Extraction, Maintenance	13.0%	8.9%	7.8%	8.1%	7.8%	13.4%	11.6%	13.1%	9.2%
Farming, Fishing, Forestry	1.8%	0.5%	0.4%	1.0%	0.4%	1.7%	3.9%	1.8%	0.5%

	Trade Area	Muskegon Co.	Kent Co.	Ottawa Co.	Barry Co.	Newaygo Co.	Oceana Co.	Lake Co.	Michigan
2009 Occupation Classification (16+ yrs.)	11,963	81,803	313,514	141,898	313,514	22,441	12,110	3,878	4,866,638
Blue Collar	5,080	28,314	87,812	41,874	87,812	8,848	4,628	1,516	1,341,074
White Collar	4,796	40,314	183,193	79,500	183,193	9,605	4,891	1,611	2,772,702
Service and Farm	2,086	13,175	42,509	20,524	42,509	3,988	2,591	751	752,862
% Blue Collar	42.5%	34.6%	28.0%	29.5%	28.0%	39.4%	38.2%	39.1%	27.6%
% White Collar	40.1%	49.3%	58.4%	56.0%	58.4%	42.8%	40.4%	41.5%	57.0%
% Service and Farm	17.4%	16.1%	13.6%	14.5%	13.6%	17.8%	21.4%	19.4%	15.5%

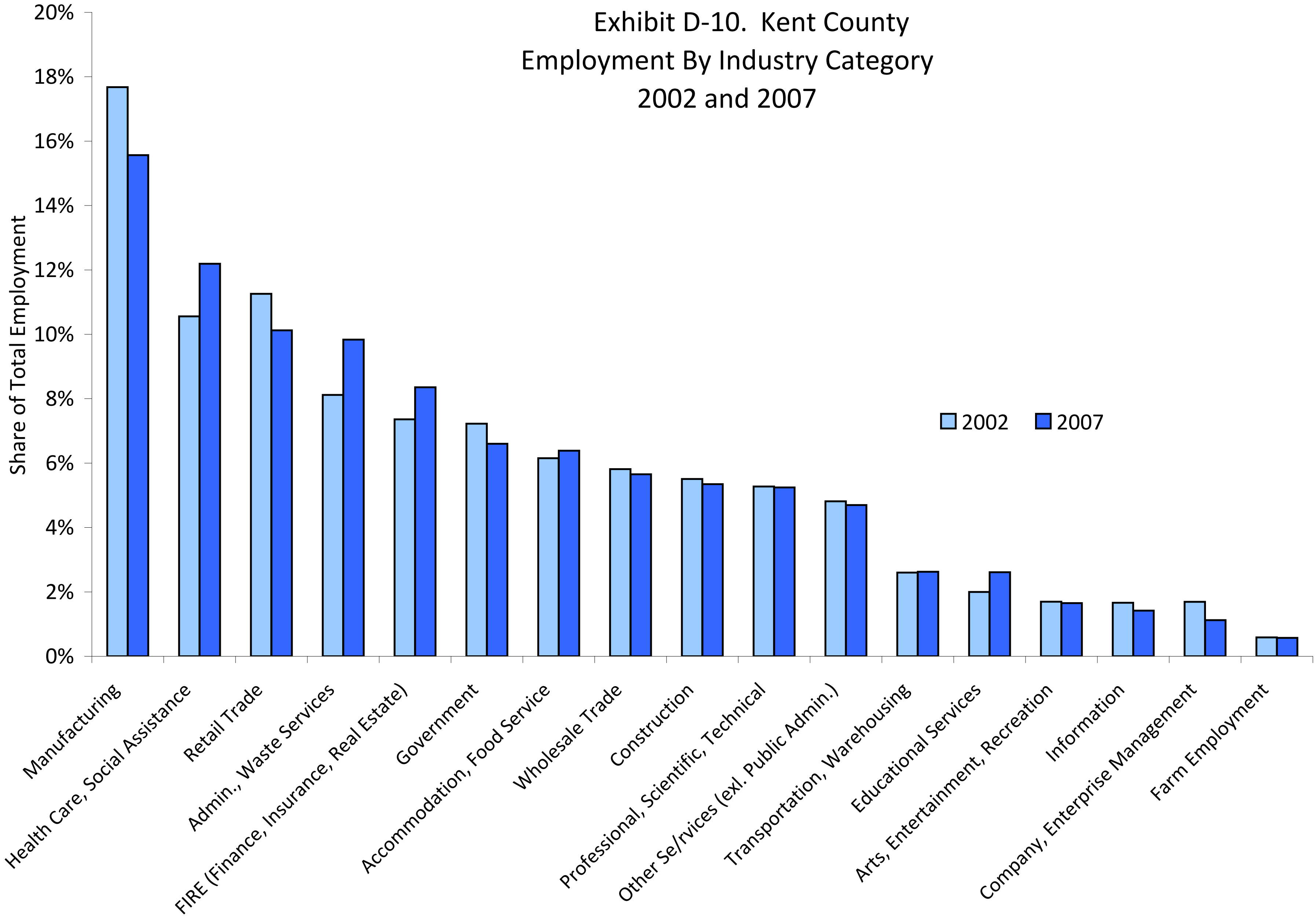
Source: Claritas, Inc. and LandUse|USA, LLC; July 2009.



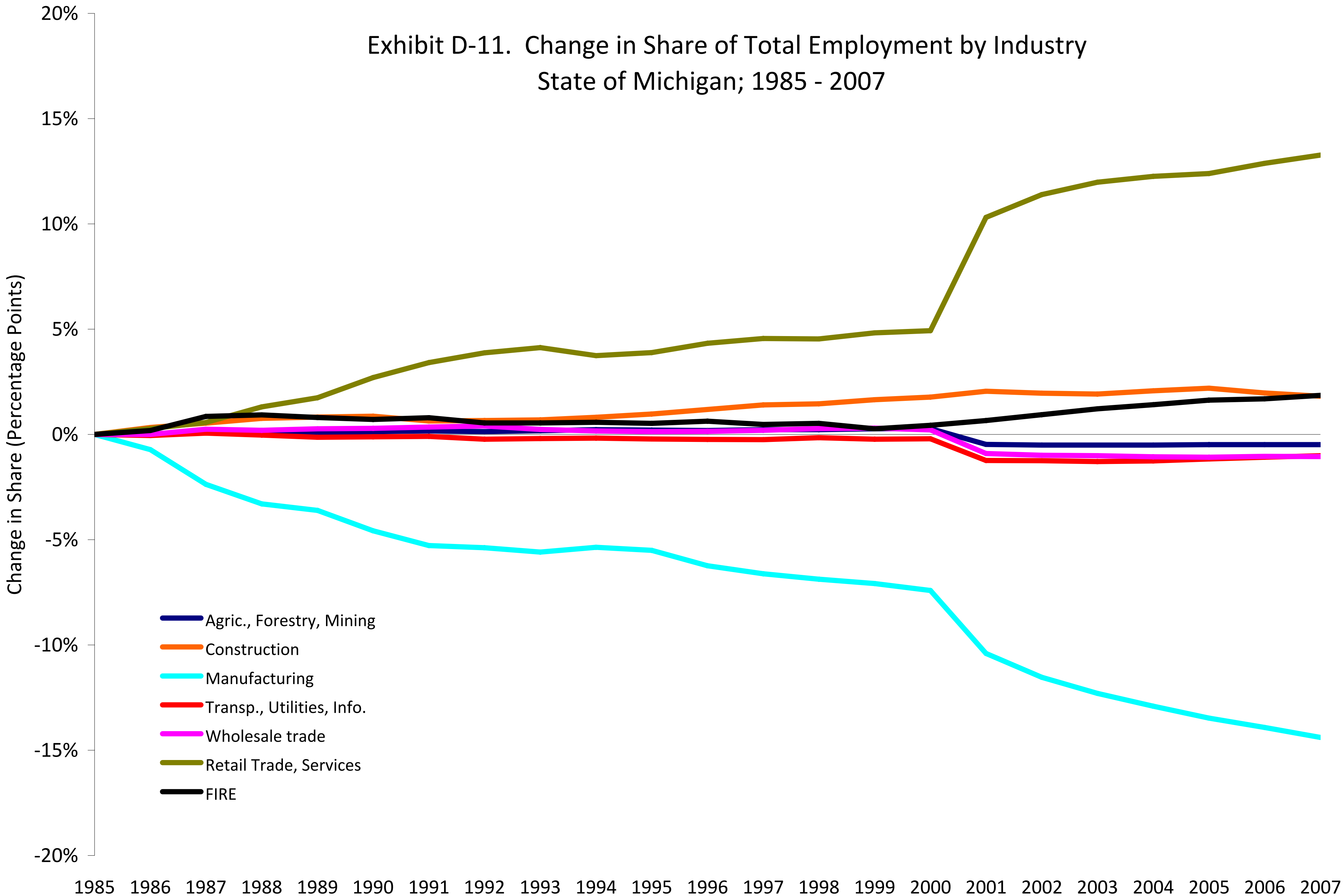
Source: Bureau of Economic Analysis - July 2009; Analysis by LandUse|USA, LLC.



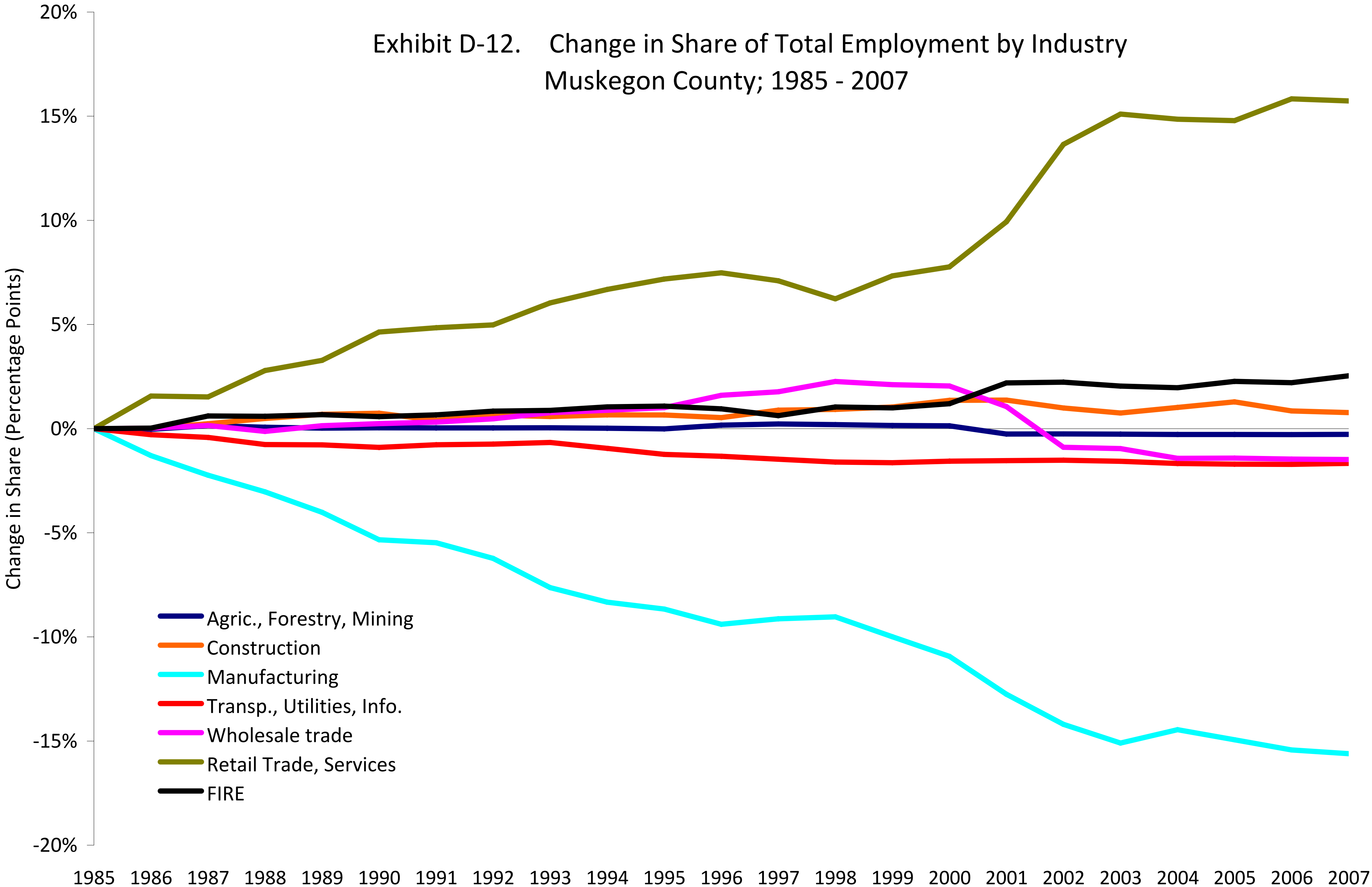
Source: Bureau of Economic Analysis - July 2009; Analysis by LandUse|USA, LLC.



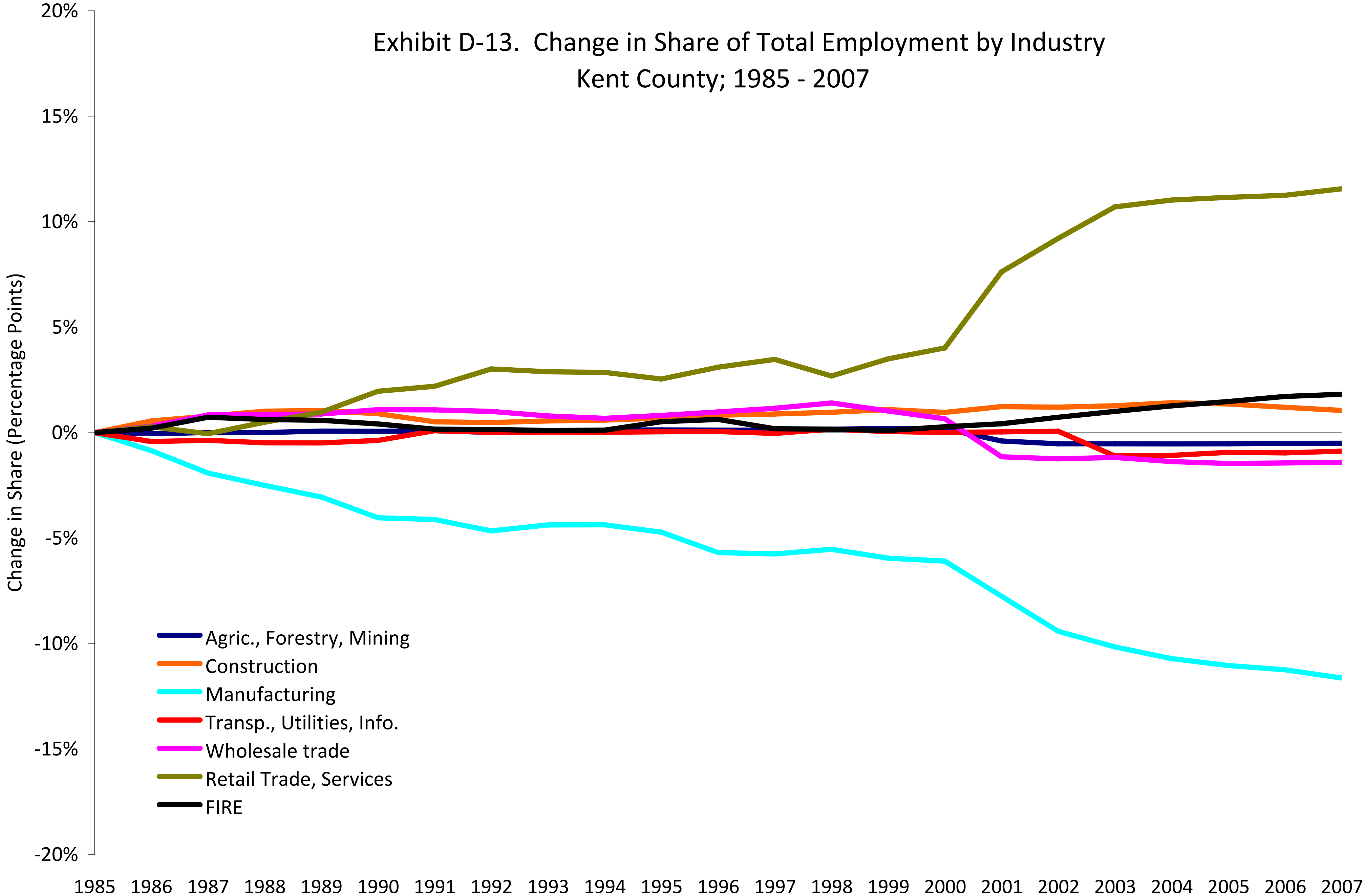
Source: Bureau of Economic Analysis - July 2009; Analysis by LandUse|USA, LLC.



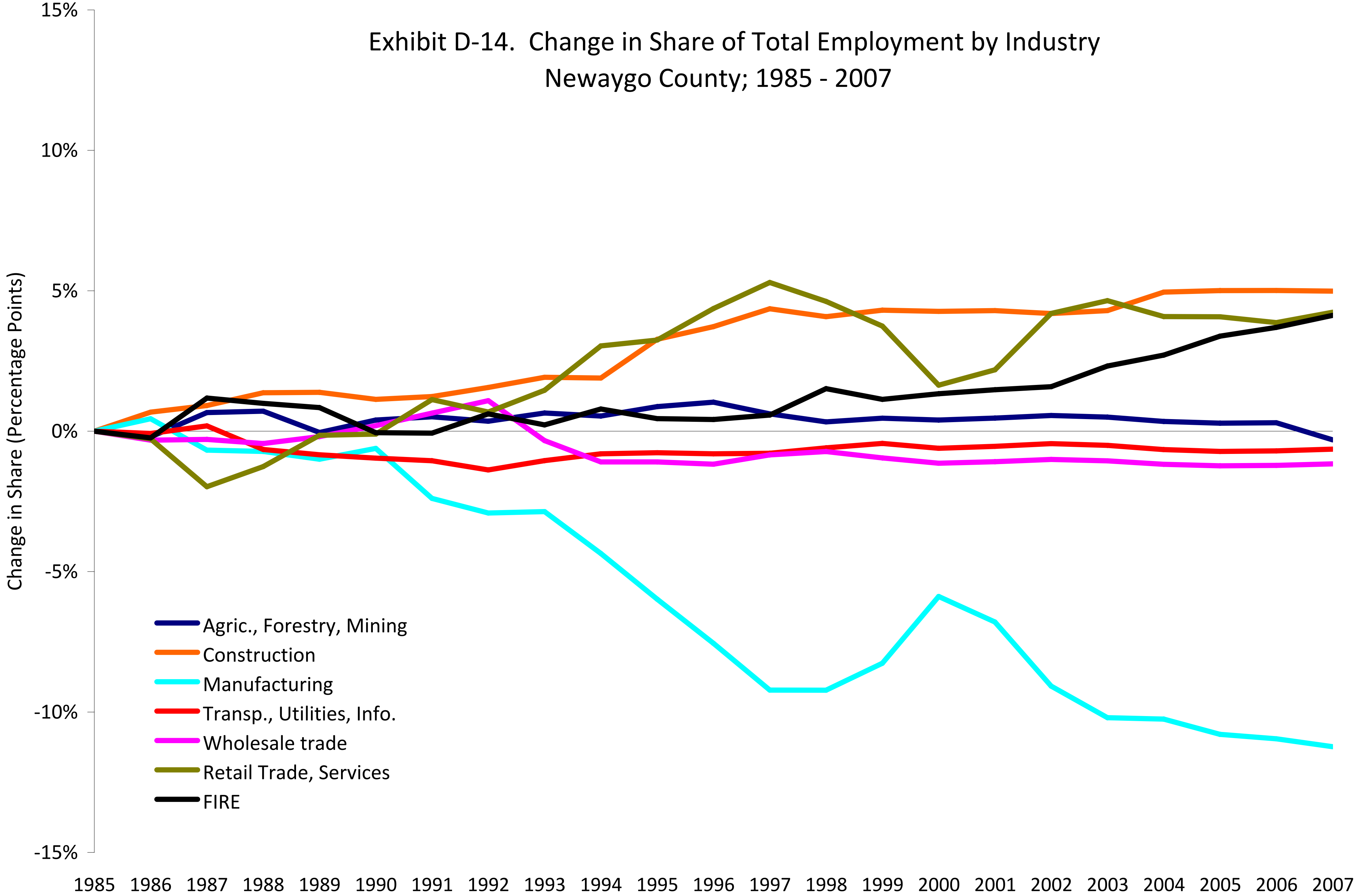
Source: Underlying data by the Bureau of Economic Analysis; Analysis by LandUse|USA, LLC; a portion of the variation between 1985-2000 and 2001-2007 can be attributed to differences in data reporting by the BEA during those two time spans.



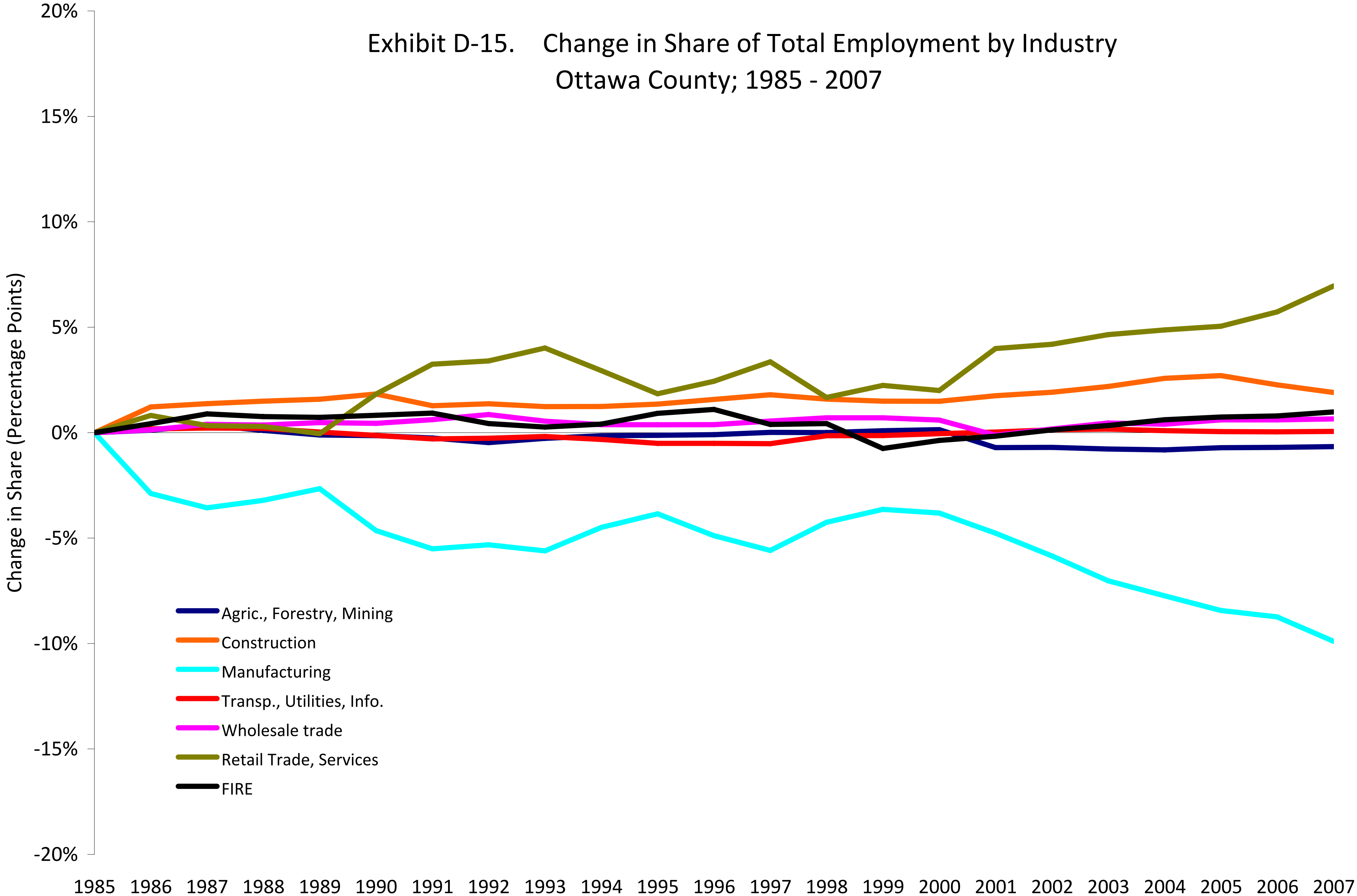
Source: Underlying data by the Bureau of Economic Analysis; Analysis by LandUse|USA, LLC; a portion of the variation from 1985-2000 and 2001-2007 can be attributed to differences in data reporting by the BEA during those two time spans.



Source: Underlying data by the Bureau of Economic Analysis; Analysis by LandUse|USA, LLC; a portion of the variation between 1985-2000 and 2001-2007 can be attributed to differences in data reporting by the BEA during those two time spans.

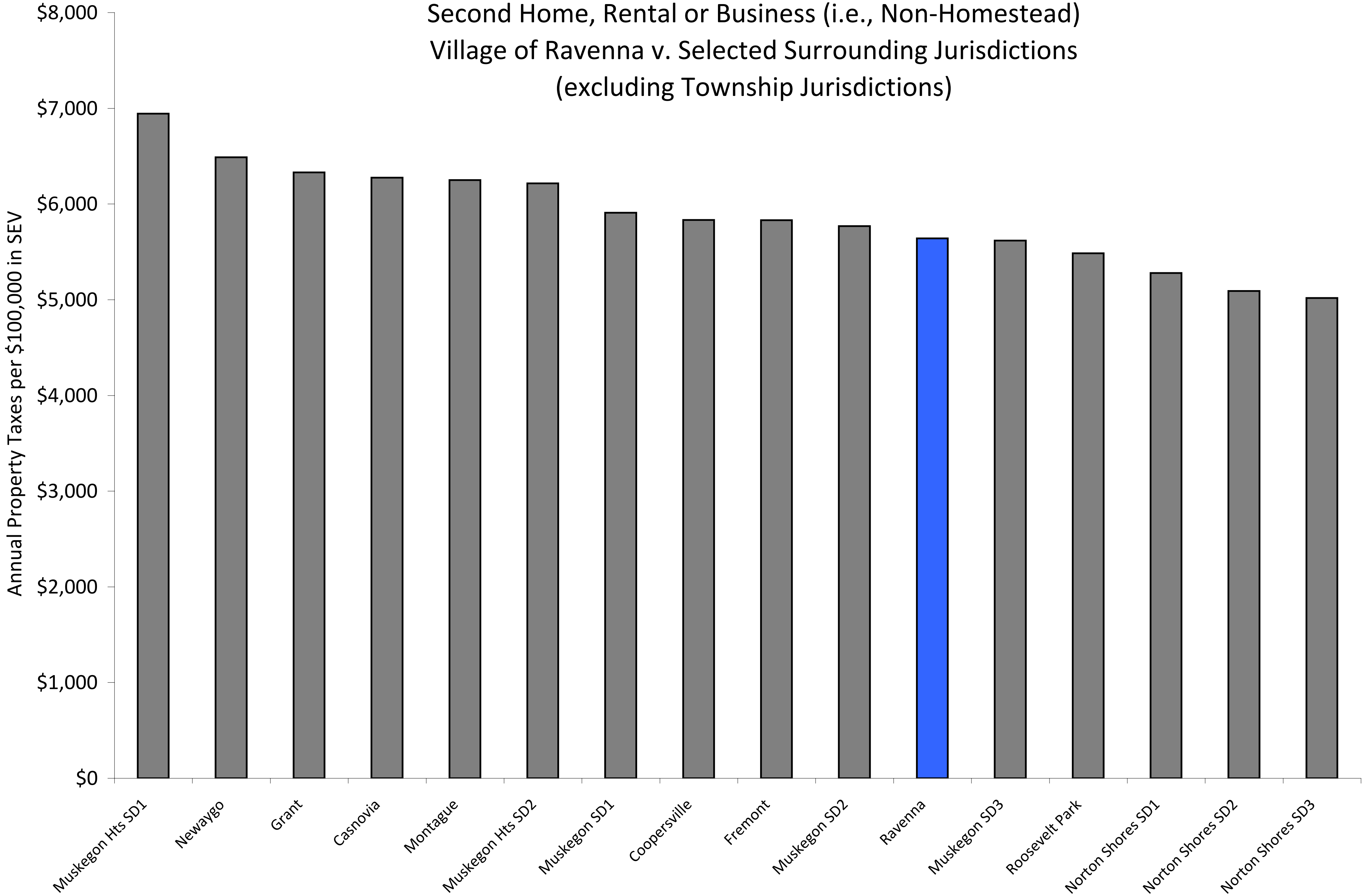


Source: Underlying data by the Bureau of Economic Analysis; Analysis by LandUse|USA, LLC; a portion of the variation between 1985-2000 and 2001-2007 can be attributed to differences in data reporting by the BEA during those two time spans.

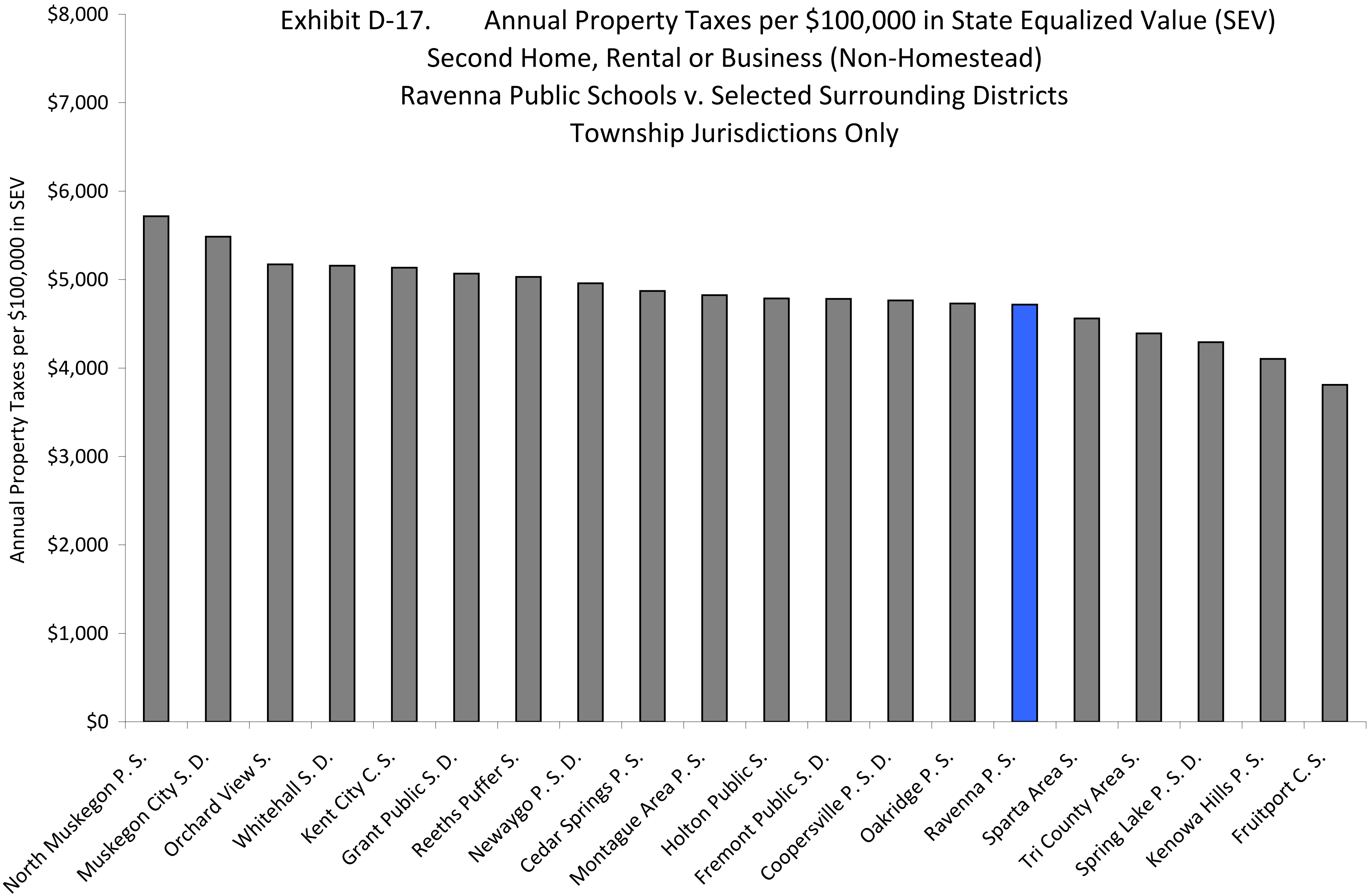


Source: Underlying data by the Bureau of Economic Analysis; Analysis by LandUse|USA, LLC; a portion of the variation between 1985-2000 and 2001-2007 can be attributed to differences in data reporting by the BEA during those two time spans.

Exhibit D-16. Annual Property Taxes per $100,000 inState Equalized Value (SEV)
Second Home, Rental or Business (i.e., Non-Homestead)
Village of Ravenna v. Selected Surrounding Jurisdictions
(excluding Township Jurisdictions)



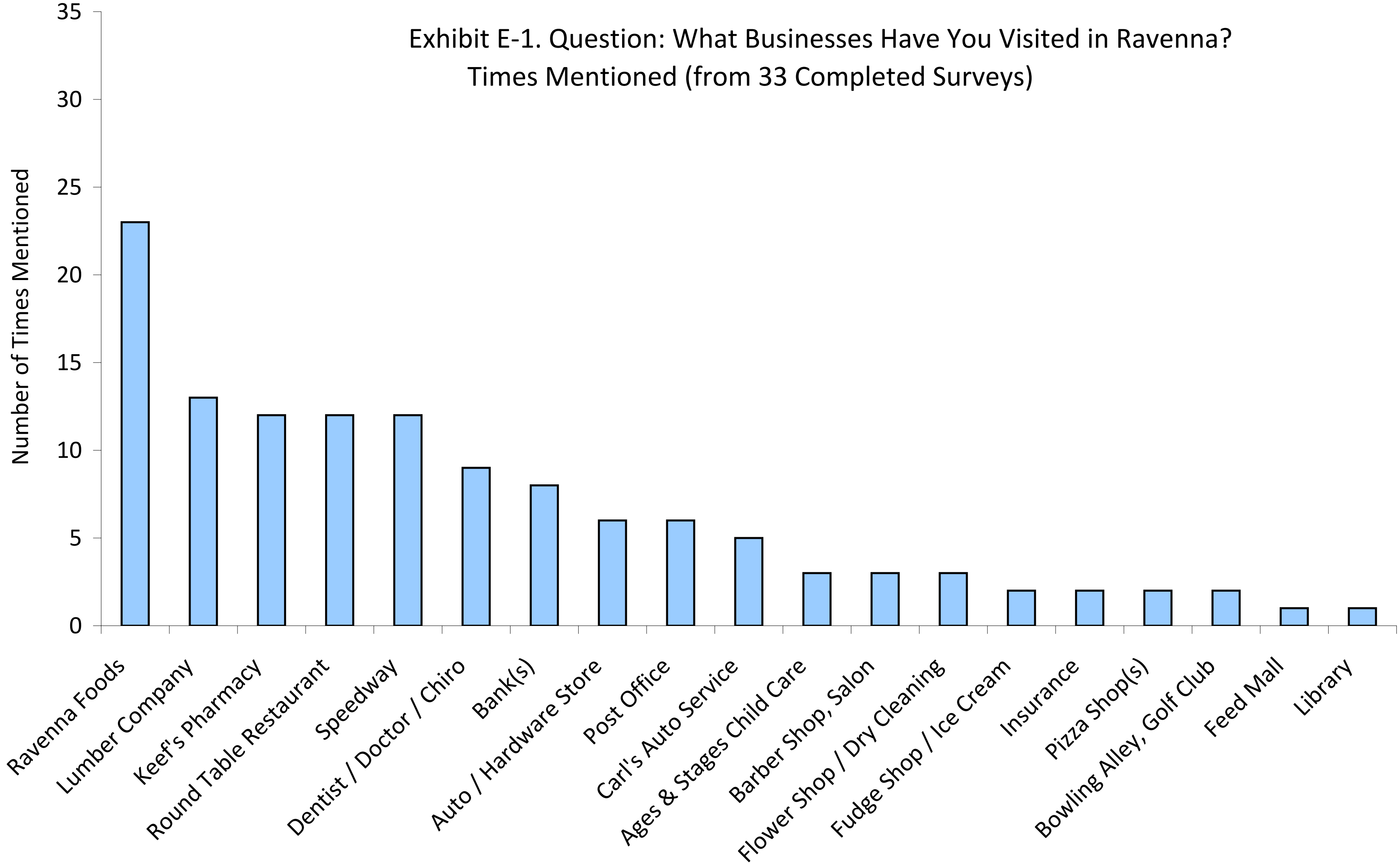
Source: Underlying data by the State of Michigan Department of Treasury; 2007. Analysis by LandUse|USA, LLC.
For some jurisdictions, data is provided for more than one school district (SD).



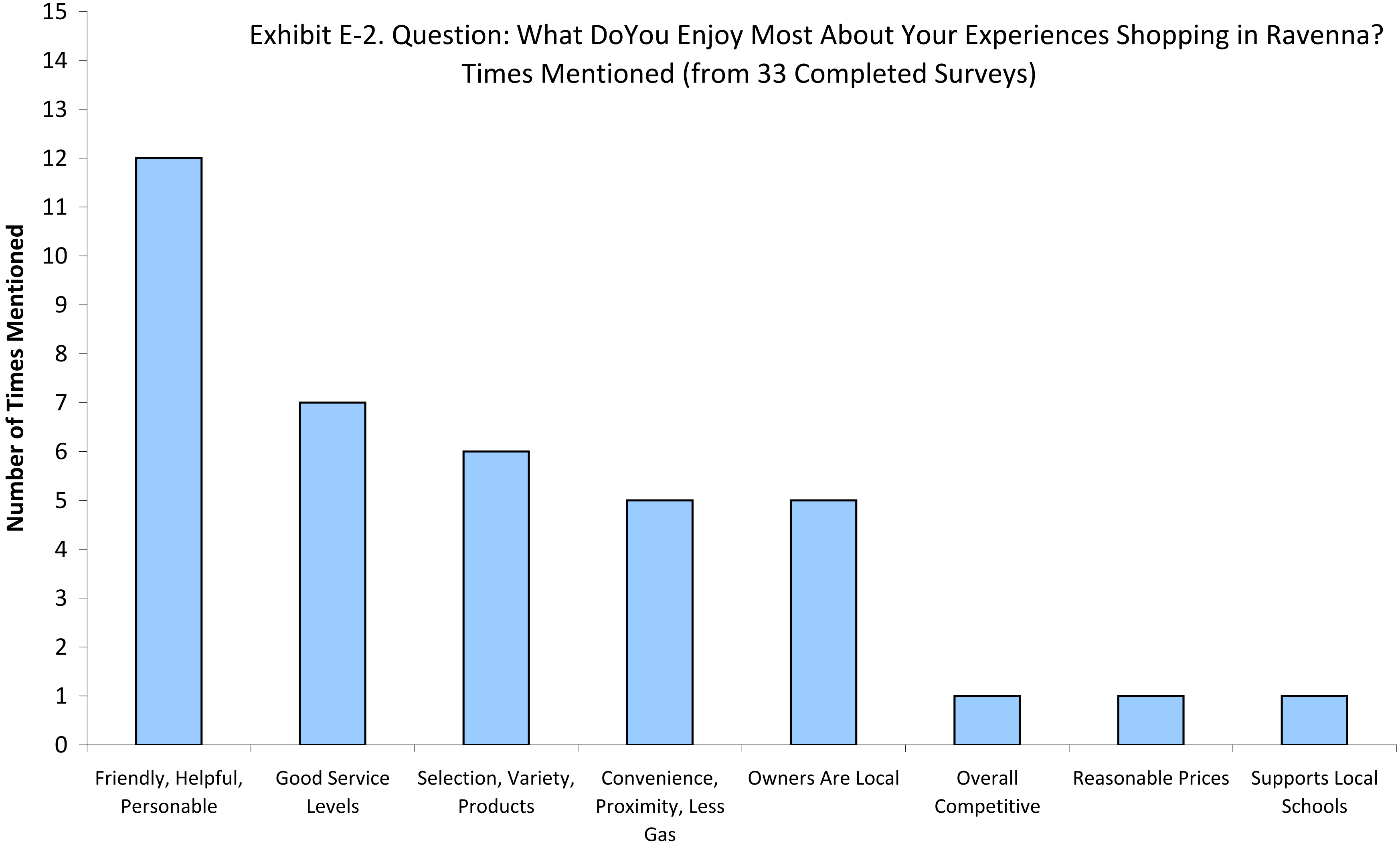
Source: Underlying data by the State of Michigan Department of Treasury; 2007. Analysis by LandUse|USA, LLC.

P. S. indicates Public School; S. D. indicates School District; C. S. indicates Community Schools.

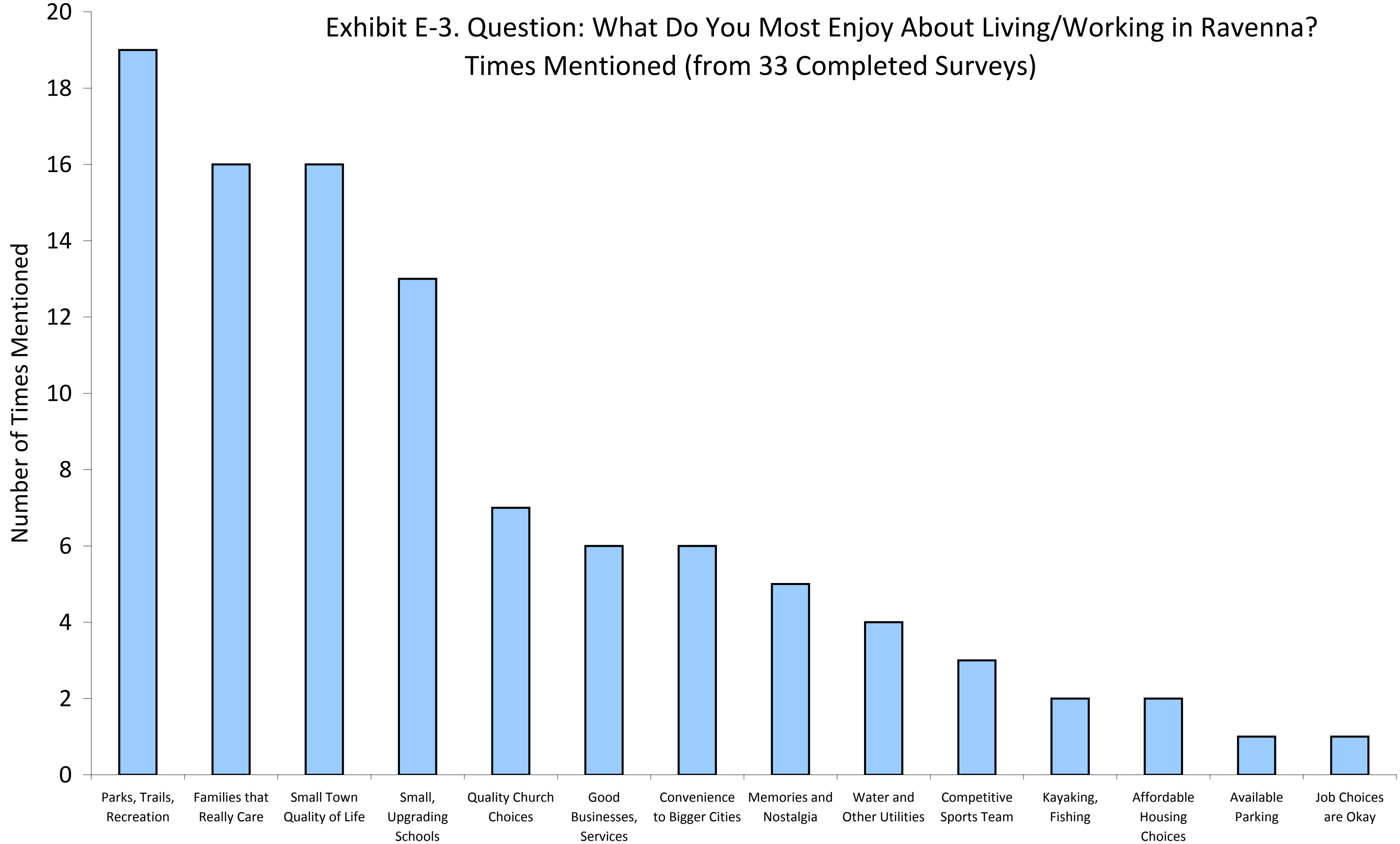
APPENDIX E – COMMUNITY SURVEY



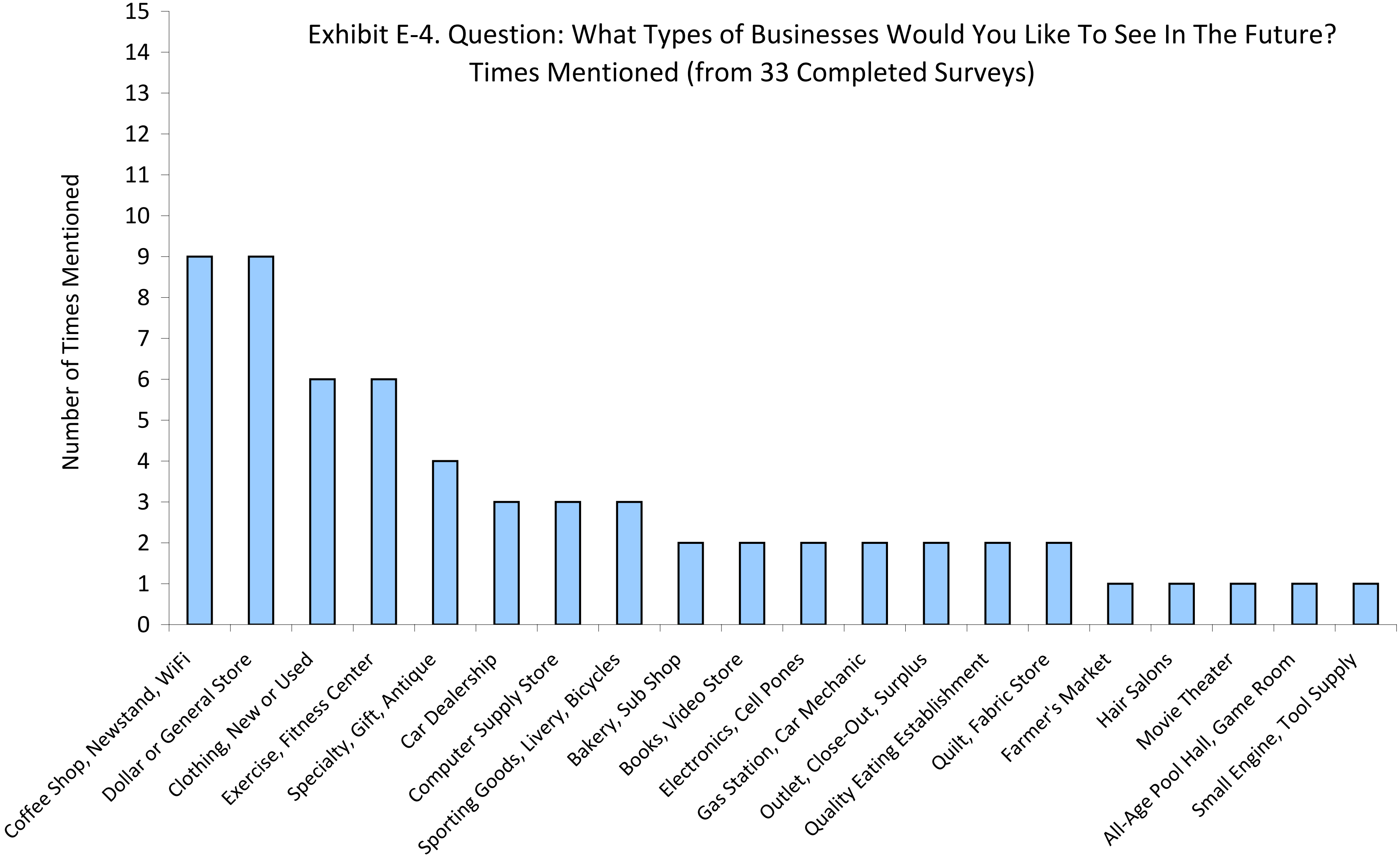
Source: Open Answer Survey Responses Collected June 2009; Analysis by LandUse|USA, LLC



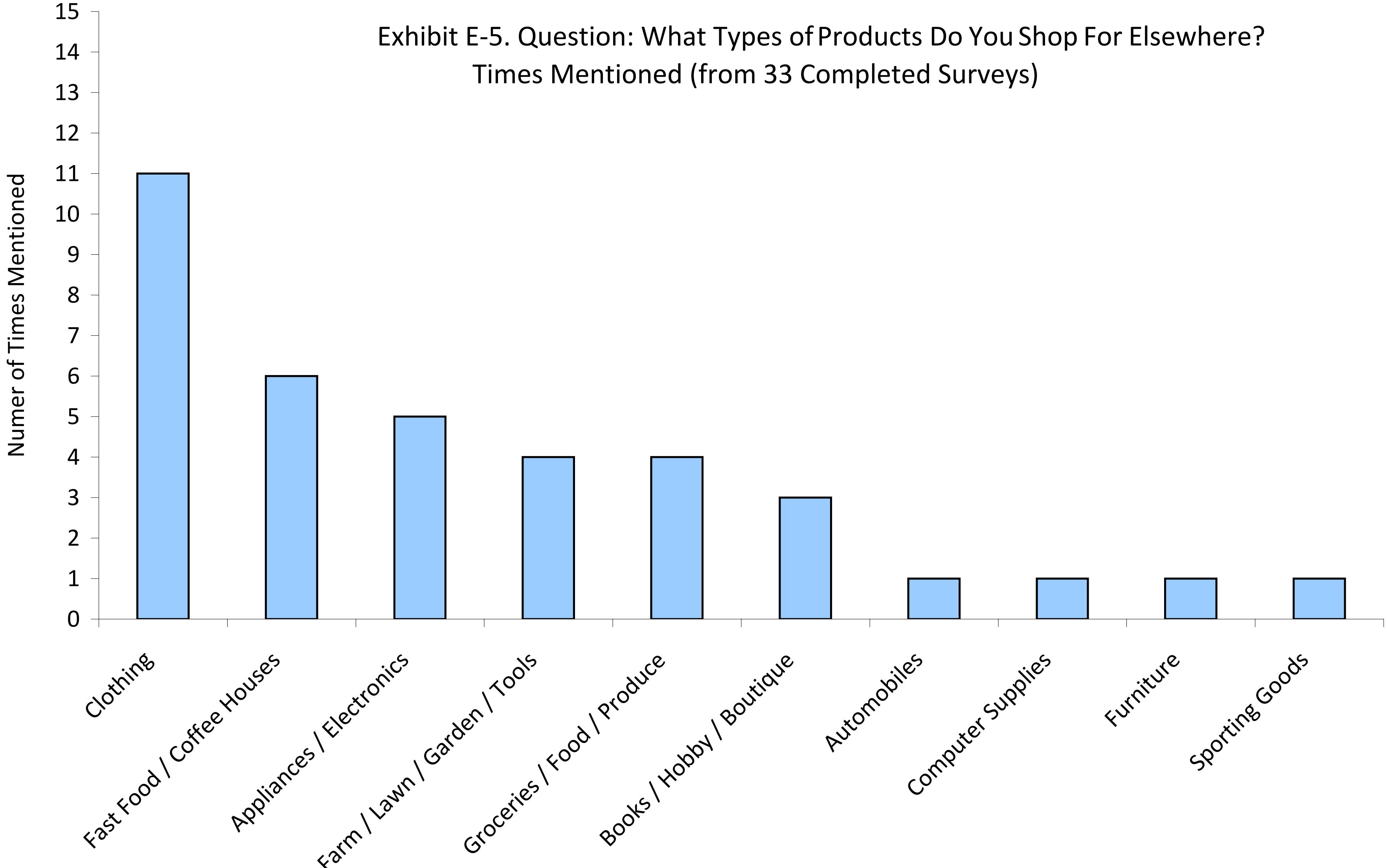
Source: Open Answer Survey Responses Collected June 2009; Analysis by LandUse|USA, LLC



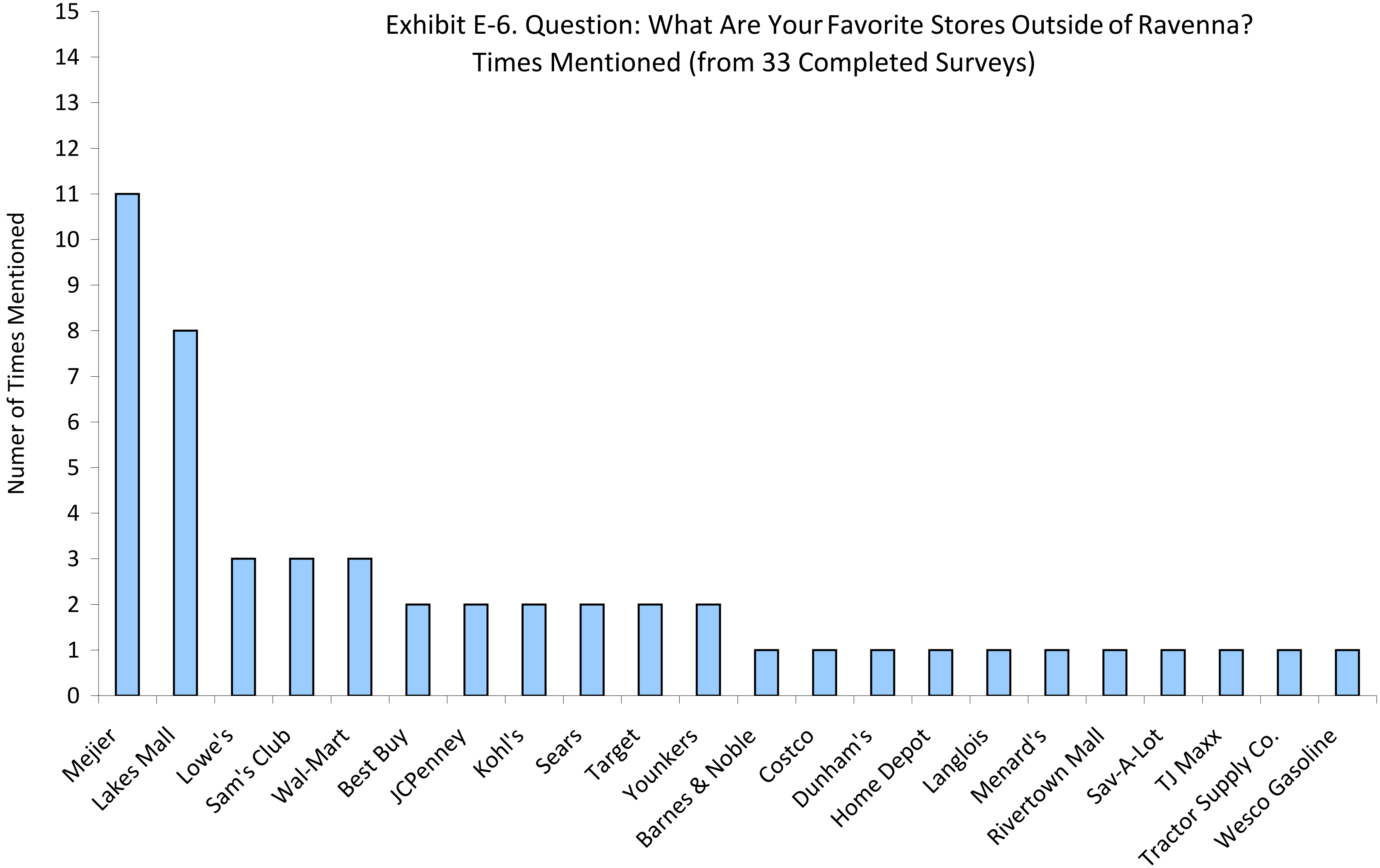
Source: Open Answer Survey Responses Collected June 2009; Analysis by LandUse|USA, LLC



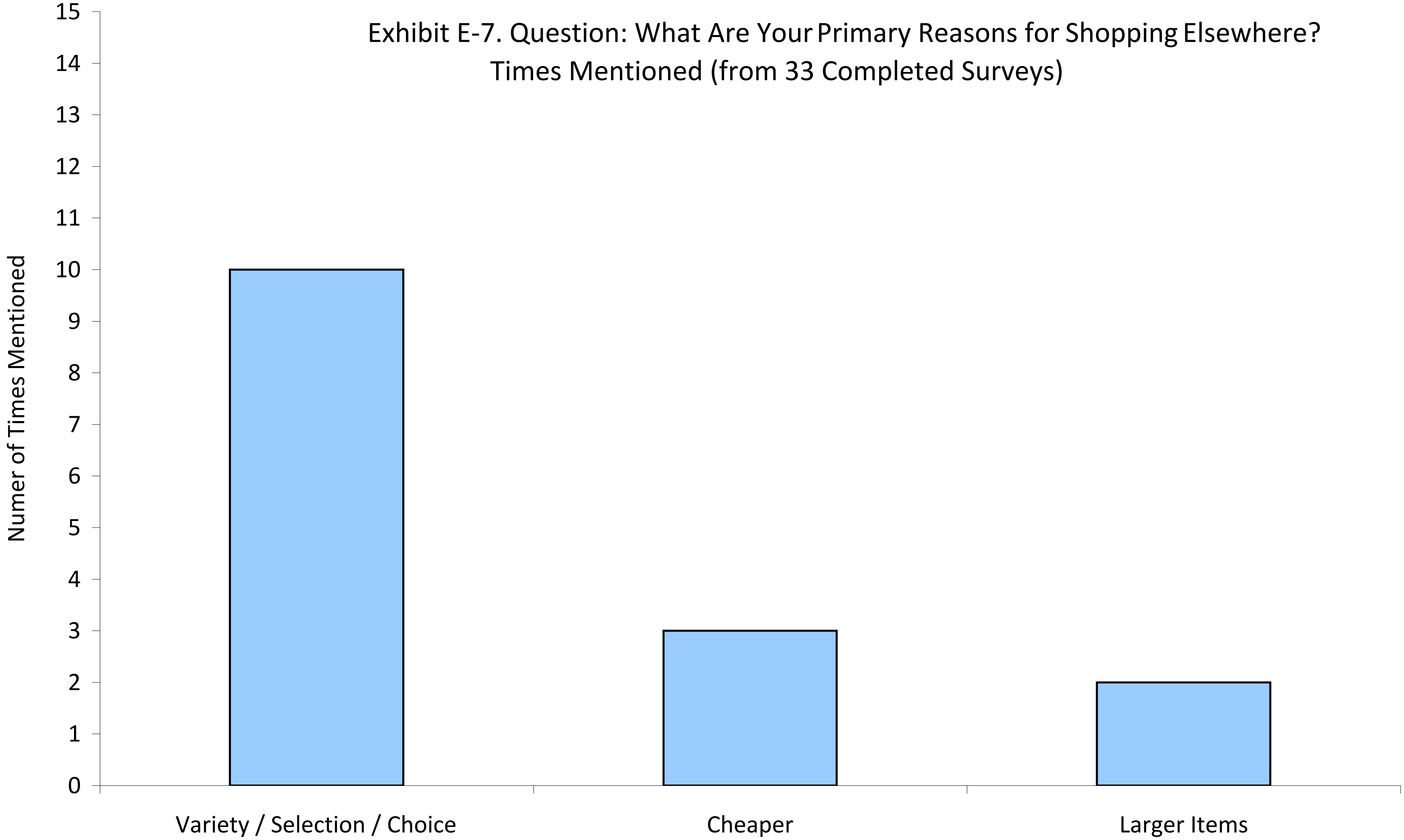
Source: Open Answer Survey Responses Collected June 2009; Analysis by LandUse|USA, LLC



Source: Open Answer Survey Responses Collected June 2009; Analysis by LandUse|USA, LLC

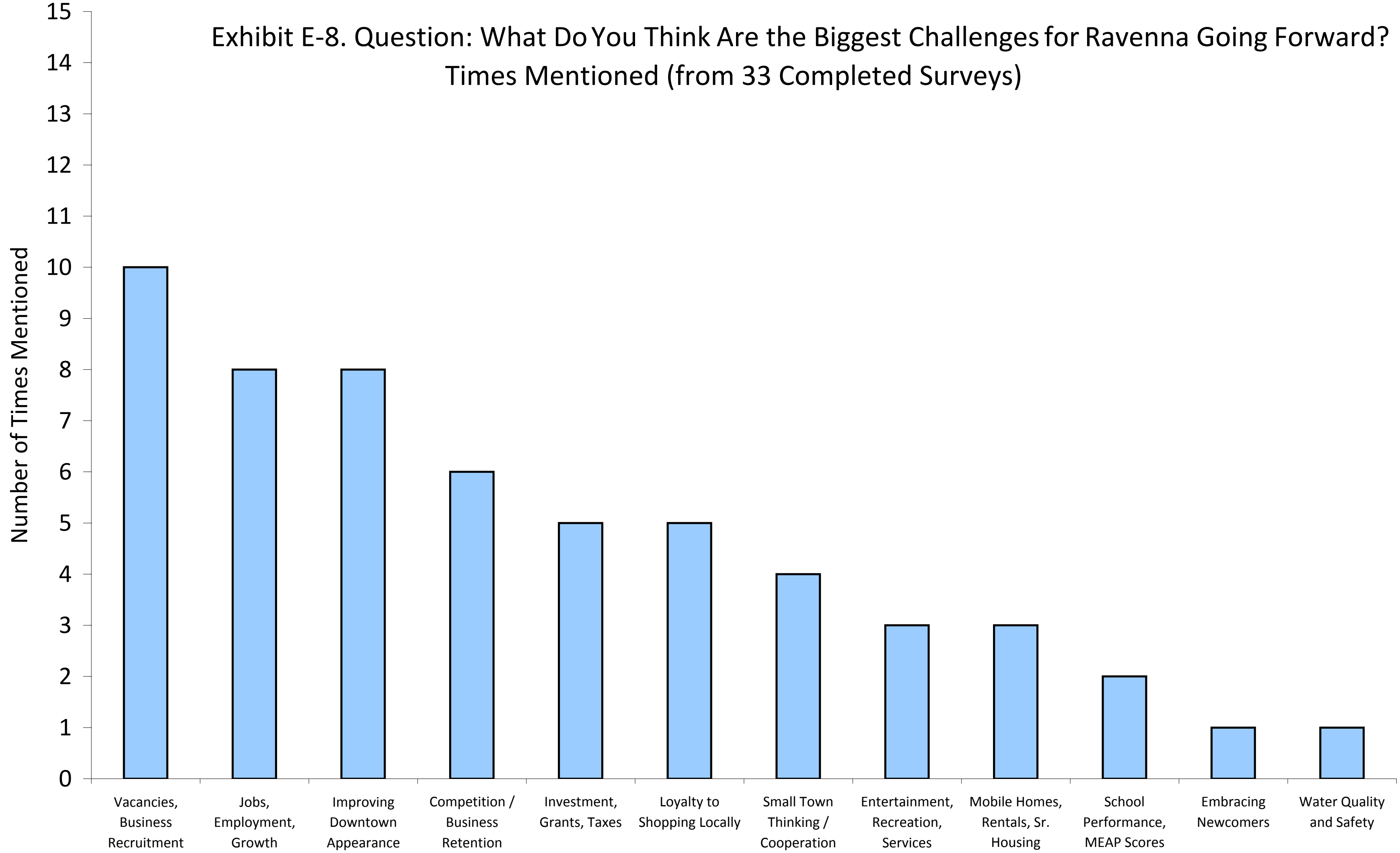


Source: Open Answer Survey Responses Collected June 2009; Analysis by LandUse|USA, LLC



Source: Open Answer Survey Responses Collected June 2009; Analysis by LandUse|USA, LLC

Exhibit E-8. Question: What Do You Think Are the Biggest Challenges for Ravenna Going Forward?
Times Mentioned (from 33 Completed Surveys)



Source: Open Answer Survey Responses Collected June 2009; Analysis by LandUse|USA, LLC