The City of River Rouge, Michigan
Retail Target Market Analysis

The Final Market Study

August 16, 2021

Prepared by:

LandUseUSA
UrbanStrategies

Retail Market Analysis
The Narrative Report

Acknowledgements

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

In order of completion, the cities analyzed in Wayne County include Hamtramck (2019), Inkster (2020), Harper Woods (2020 – 2021), and the three Downriver Communities of River Rouge, Ecorse, and Melvindale (2020 – 2021). A similar study is also underway for the City of Muskegon Heights (2020 – 2021), for a total of 7 cities.

Apart from the City of Hamtramck, the work on of the other places has included a Residential Target Market Analysis, and a Retail Market Study. The Hamtramck work focused on housing only and did not include a retail study.

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

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

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

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General Work Approach Introduction

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

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

All of the Retail Market Analysis studies and reports completed by LandUseUSA in Michigan in 2020 and 2021 share a similar structure and outline. This is intentional and designed to enable easy comparisons between several cities, such as River Rouge, Ecorse, and Melvindale.

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

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

Target Market Analysis
Four Documents | The City of River Rouge

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

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

Location Strategies Section A

Adding New-Build Retail – A variety of strategies can be used to introduce new retail space and shopping choices within the City of River Rouge. New space can be added by restoring existing vacancies within the downtown; redeveloping riverfront sites areas into new mixed-use projects that serve as catalysts; and constructing new buildings on infill or redevelopment sites along West Jefferson Avenue.

Section A attached to this report includes a map of vacancies and redevelopment opportunities throughout the River Rouge and that had been identified in its 2017 Master Plan. This is followed by several excerpts from the 2019 West Jefferson Corridor Plan, including an overview of three opportunity sites that are directly relevant to the city. This is followed by three sheets showing more detail for the opportunity sites, including some conceptual sketches and renderings.

LandUseUSA has broken down the three opportunity sites into five smaller segments and has prioritized them as shown below. The list is intended to help the city focus and allocate resources on the projects that are most likely to generate significant benefits for the downtown and prospective merchants. The top priority must be on the traditional downtown, followed by strategies to activate waterfront along the Rouge River in a way that creates an economic catalyst with trickle-through benefits for the downtown.

Only after the downtown has been reinforced by a catalytic waterfront project should additional resources be allocated to the Haltiner / Burke Road project. Furthermore, the development of a new retail plaza along Coolidge Highway should take place only after the downtown has clearly experienced a come-back.

West Jefferson Corridor Plan – Priority Sites for Retail (for River Rouge)

Priority #1 – Downtown River Rouge along West Jefferson Avenue.
Priority #2 – Northern West Jefferson Industrial / Commercial on the Rouge River.
Priority #3 – West Jefferson and Haltiner along Burke Street.
Priority #4 – Northern West Jefferson Industrial / Commercial north of the downtown.
Priority #5 – Downtown River Rouge along the Coolidge Highway.

The following guide also emphasizes the importance of River Rouge's traditional downtown and catalytic types of projects on the Rouge River:

1. Highest Priority – Locations with excellent visibility to high traffic volumes that can be converted into shoppers and restaurant patrons, and especially the Downtown core along West Jefferson Avenue and north of the Coolidge Highway.
2. Second Priority – Locations on the Rouge River that can be redeveloped into mixed-use project that serve as economic catalysts and that help attract new residents, employers, workers, visitors, and shoppers.
3. Medium Priority – Vacant retail space located half a block or a full block from West Jefferson Avenue, such as along Burke and Henry Streets. Vacancies lacking direct visibility to traffic along West Jefferson Avenue should be filled with non-retail services only, and not with traditional merchants.
4. Lower Priority – Other established commercial corridors, including the Coolidge / Schaefer Highway from West Jefferson Avenue west to Fort Street; and along the north side of Visger Street.
5. Lowest Priority – Vacant retail space scattered within the established neighborhoods, such as the vacant convenience store located at the northwest quadrant of Genesee and Leroy Streets. These types of vacancies can be converted into workshops for craftsmen and artisans. They could also provide space for social services, membership clubs, and/or places of worship.

Planning Implementation Section A

Retail sales for new merchants and retail space can be bolstered by up to +15% if significant economic events take place with trickle-through benefits. Economic events can include success with the implementation of objectives outlined in the West Jefferson Avenue Corridor Plan. The following list is adapted from that plan, along with some additional notes.

Planning Implementation with Trickle-Through Benefits

- *Regional Transportation Linkages – To the extent possible, economic opportunities created by the new Gordie Howe International Bridge*[1] *are capitalized upon for the Downtown and West Jefferson Avenue corridor (Objective 4.3).*
- *Alternative Modes of Transportation – The Downtown and West Jefferson Avenue corridor are connected to regional non-motorized trail systems (Objective 3.3). Transportation options along the West Jefferson Avenue corridor are improved to accommodate both motorized and non-motorized modes of public and private transportation (Objective 6.2).*
- *Walkable Main Streets – The West Jefferson Avenue corridor is transformed into an attractive main street (Objective 1.1). The Avenue becomes more pedestrian-friendly (Objective 1.2) and an inviting, walkable streetscape is created (Objective 1.3).*

Note: The list above is continued on the next page.

Footnote[1]

The Gordie Howe International Bridge is anticipated for completion in 2024; and it will have a customs plaza located just one mile north in Detroit's Delray neighborhood and nearly two miles north of Downtown River Rouge. Total traffic volumes are forecast to be just 26,500; half (about 13,250 vehicles) will be west bound from Canada into the USA; and Downtown Detroit will be the primary destination for most of those visitors and commuters. The daily traffic volume of 26,500 is significantly less than traffic along Interstate 75, which is approaching 100,000 daily vehicles just 1.2 miles west of Downtown River Rouge. Based on this assessment, LandUseUSA anticipates that the bridge will generate a marginal benefit for Downtown River Rouge, and that the benefit will not be significant.

Planning Implementation with Trickle-Through Benefits (continued)

- *Activated Waterfronts – Waterfronts along the Detroit and Rouge Rivers are incorporated into future developments (Objective 1.6). Existing River walks are expanded and access to the Detroit River is improved (Objective 3.2).*
- *Business Attraction – The city proactively collaborates with local developers and companies to attract and retain businesses and employees (Objective 4.4).* Also: Existing or new employers create a significant number of new, skilled, and good-paying jobs; and a significant number of jobs are not lost through downsizing or cut-backs among existing employers.
- *Population Growth – New context-appropriate housing formats are developed in the city and in ways that appeal to diverse target markets (Objective 5.2). Population growth is encouraged and attracted into the city (Objective 5.1).* Also: Population growth can be bolstered by some in-migration from other countries.

Building Formats Section A

New building formats for the City of River Rouge should focus on formats typically found in traditional downtown districts, with street-front retail on the main level and loft-style apartments or offices on the upper levels. The 2019 West Jefferson Corridor Plan includes one sheet of mixed-use architectural standards that help convey this format, and a copy is enclosed in Section A attached to this report.

The majority of new buildings along West Jefferson should consistently follow that same format. They should also be designed with zero setbacks from sidewalks; parking on the street and in the rear (rather than in front of the store entrance); and with storefronts that include quality facades and bay windows with balanced fenestration.

Section A also includes three sheets of Step Buildings © that have been developed and provided by the Incremental Development Alliance. The first sheet generally aligns with the Mixed-Use Architectural Standards recommended in the West Jefferson Corridor Plan; and the images are intended to convey a Mainstreet setting and shopping environment.

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

The third sheet demonstrates how small businesses could operate in home offices, workshops, shophouses, live-work, and combo spaces. These formats are best suited along tertiary commercial corridors and scattered locations within the established neighborhoods. They would not represent the highest and best use of redevelopment sites along West Jefferson Avenue.

Retail Potential Section B

Based on the results of this analysis, LandUseUSA has identified 105 new retailers and complementary types of businesses that represent potential opportunities for local entrepreneurs in the City of River Rouge. Most of them are small businesses with no more than 2,000 square feet; and only a few could be medium-sized anchors with 3,000 square feet of space or more.

Recommended small-to-medium anchors include an auto parts and supply store, neighborhood grocery store or supermarket; pharmacy or drug store; stores specializing in decks / patio / hearth furnishings, moderate furniture and appliances, and lawn and garden supplies; a fitness center; and a family fun arcade with a bounce house. A cluster of three or more unique restaurants can also serve as an anchor.

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

Retailers within each category should also strive to cluster together rather than choose scattered locations. This especially applies to specialty food stores (which should cluster near grocery stores); home improvement stores and contractors; apparel stores, fashion accessories, and shoe stores; and restaurants and eateries.

New retailers and merchants should also seek locations proximate to complementary types of businesses; and they should strive to leverage some synergistic benefits of cross-marketing. For example, lifestyle stores like craft, hobby, sporting goods, and pet stores do best when clustered together rather than being in isolated or fragmented locations.

Although 105 retailers and small businesses have been identified as opportunities for River Rouge, it is unlikely that they would all open right away. Assuming that a meaningful retail or mixed-use project is developed in the city over the next few years, then it would be reasonable to plan for a few anchors and a mix of 20 to 30 small merchants. As the community stabilizes and grows, up to 105 new businesses could be realized over the span of five to ten years.

Collectively, the 105 new retailers and businesses could fill up to 150,000 gross square feet of existing and new commercial space. This figure represents a maximum that should not be exceeded with the addition of new retailers, either in new or existing space. Said another way, up to 150,000 square feet of retail space can be developed and/or rehabbed for new tenants within the City of River Rouge over the next five to ten years.

Import-Export Analysis Section C

Histograms are used to summarize the net import and export by retail category for Wayne County, the City of Detroit, and the cities of River Rouge, Ecorse, and Melvindale. Wayne County and Detroit are included because the data for the smaller cities is relatively sparse. Relationships between the geographies have been used to deduce some probable market gaps for River Rouge – even in the absence of detailed data for the full spectrum of retail categories.

Based on 2017 Economic Census data, the City of River Rouge had a -63% net export of its resident expenditure potential. In other words, -63% of retail expenditures among local resident shoppers are being exported to destinations outside of the city. (Note: The next census will be completed in 2022, and results will become available in 2024. Until then, the 2017 data is a reasonable and conservative benchmark – even with Covid-19 impacts.)

River Rouge's high net export of -63% is a good indicator of the of the large market potential for new retailers and businesses, and the need to intercept the current leakage of retail sales. The city can add new stores without worrying about over-supply or market saturation; and it can do so in nearly every retail category reported by the economic census – with the exception of gasoline stations with or without convenience.

Additional Note: Based on a detailed retail inventory and cluster analysis documented in attached Section E, the following retail categories do not represent significant growth opportunities for River Rouge: automotive repair shops, gasoline stations with or without convenience, tobacco / cannabis, and drinking establishments.

River Rouge's gasoline stations (without convenience stores) are achieving a net import of +35%; and the retail inventory (see Section E) reveals that there are five (5) existing gas stations in the city. Although it is a market strength for River Rouge, the category is also saturated. Another gas station is not recommended for the city, because it could lead to over-storing in the market and lost opportunities for alternative uses on vacant land or reinvestment sites.

Smaller geographies tend to have higher net export; and larger geographies tend to have lower net export or some net import. Nationwide, the net import-export is 0%, with a blending of imports and exports that effectively balance each other out. Compared to River Rouge, the City of Detroit has a lower net export of -37% of its total resident expenditure potential; and Wayne County has a net export of just -2%.

The import-export and net leakage analysis relies on a comparison of transacted retail sales per establishment, sales per capita, and market share (sales per capita as a share of per capita income). These variables have been measured for River Rouge, Ecorse, Melvindale, Inkster, and Harper Woods; and then compared to other cities within their competitive regions. Comparisons are also provided for Wayne and Macomb Counties (Macomb County is included mainly for Harper Woods).

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

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

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

For example, if any given city has a concentration of destination-type restaurants and the category appears to be saturated, there could still be a niche opportunity for one unique eatery with a cuisine that is not yet represented. This example applies to River Rouge, which currently has fourteen (14) restaurants, eateries, and drinking establishments. Even so, there is room in the market for Hispanic, Soul Food, and/or Mediterranean restaurants; a microbrewery; and an ice cream parlor.

Again, some retail categories benefit from the synergies of clustering and critical mass, whereas other do not. For example, furniture stores, restaurants, apparel shops, and hotels tend to benefit from clustering and critical mass. In comparison, office supply stores, pet stores, and fitness centers usually benefit by spacing farther apart from each other.

Sales per Establishment Section D

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

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

Throughout the State of Michigan, the average home improvement store has annual sales of about $21.2 million; and the category usually includes chains like Home Depot, Lowe’s, Menards, Ace Hardware, True Value Hardware, and Do-it Centers. Similarly, the average department store has annual sales of about $15.4 million; and it typically includes chains like Macy’s, JC Penney, Sears, and Kohl’s; plus supercenters like Target, Meijer, and Walmart.

Other categories with high average sales include grocery stores ($8+ million per store), gas stations ($5 mm), pharmacies and drug stores ($4.2 mm), used car dealerships ($2.5 mm), and building and construction supply stores ($2.4 mm).

River Rouge has three (3) retail categories that are significantly out-performing Wayne County and the State of Michigan. Specifically, the city has two hardware stores that are achieving average sales of $2.3 million each; six (6) gasoline stations with average sales of $6.9 million; and five (5) bars and drinking establishments with average sales of $0.6 million ($640,000).

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

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

Detailed Retail Inventory Section E

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

The business and retail inventory is provided in a detailed ten (10) page list that is enclosed in Section E attached to this narrative report. Businesses in the list are color-coded with the following guide:

Green = Gaps and potential opportunities
Blue / Black = Existing businesses (numbered)
Red = Closed businesses

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

For example, River Rouge already has eight (8) automotive repair and maintenance shops, so it generally is not recommended that additional businesses open in this category. However, the city does not have a motorcycle dealership, car / limo or truck rental services, or an automotive or tire supply store. Therefore, they represent niche opportunities for new small businesses.

As another example, River Rouge already has four (4) convenience stores without gasoline stations, plus five (5) gasoline stations (either with or without gas). There is also a grocery store (Bi-Rite Supermarket), pharmacy (River Rouge Pharmacy), dollar store (Family Dollar). All of these concepts help meet some of the need for neighborhood conveniences in the food and snack categories.

Even so, another grocery store would be supportable – but only if it offers a different format, price point, and shopping experience from Bi-Rite. For example, Meijer, Kroger, Aldi, and Gordon Food Service (GFS) can often thrive in the same market because they each serve different shoppers and customer needs. To enhance the mix, there is also an opportunity for several niche specialty food stores, including a seafood or fish market, bakery, meat / butcher / deli, sweet shop, and small grocery store with ethnic imports.

Similarly, another pharmacy would also be supportable, but only if it is located at the south end of West Jefferson Avenue (i.e., as far as possible from the new River Rouge Pharmacy), and with more depth and width in merchandise. Again, chain stores like CVS and Walgreens have demonstrated that they can compete and coexist with multiple stores and overlapping locations throughout the nation. Similarly, two pharmacies should be able to thrive in River Rouge – but only with carefully tailored location, merchandise, service, and pricing strategies.

Additional opportunities are available for entrepreneurs to open a few apparel stores, fashion accessories, a shoe store, a beauty supply store, one more personal care salon (hair, nails, etc.), and a laundromat. However, the market already has three (3) barber shops, so another one is not needed or advised.

Nearly every hardline retail category is either under-represented or absent altogether. Downtown River Rouge is anchored by Lozon True Value Hardware store, and there are also two small businesses serving as locksmiths. The city also has a post office, one telecommunications store, one gift shop (Saint Hedwig's Florist), two marketing firms, two tax advisors, and an animal shelter.

Aside from the few businesses mentioned above, there are no other stores in the following hardline categories: home improvement, cleaning services, lawn and garden supplies, furniture and home furnishings, appliances, office supplies, electronics, arts / gifts / novelty, art studios, music, crafts / games / hobby, sporting goods, and pet supplies. These all represent significant opportunities for new small businesses and local entrepreneurs.

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

In the entertainment and recreation industries, there are also niche opportunities for a community center, fitness center or gym, martial arts studio, yoga studio, dance studio, skate park, billiard hall and/or bowling alley, bounce house and/or arcade, senior center, DJ and/or recording studio, and membership clubs. If some of these venues can be successfully added, then they will help generate support for a boutique hotel, bed & breakfast, or similar types of overnight accommodations.

Among restaurants and eateries, there is room in the market for new and unique establishments focused on the following cuisine and themes: authentic Hispanic, Soul Food, Mediterranean, Italian pizzeria, and a microbrewery. However, the market already has five (5) bars, so another conventional bar, tavern, or saloon is not recommended.

Additional Resources Sections F - H

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

To begin, traffic volumes along West Jefferson Avenue are generally lower in River Rouge than they are in Ecorse and farther downriver (i.e., Wyandotte). Also, River Rouge has a net commuter outflow of -879 daily workers, whereas Ecorse has a net commuter inflow of +687 (and Melvindale has a net outflow of -28 workers). Finally, River Rouge has a daytime population of 3,595 (ages 16+ only), which is lower than that of Ecorse and Melvindale (6,265 and 6,785, respectively).

These differences are partly overcome by the cities' locations within the much larger Detroit Metropolitan Area and its high population density. This is demonstrated with a comparison of demographics within a 15-minute drive time distance of River Rouge, which can also be referred to as its primary trade area (see Section G).

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

Based on the demographic profiles (Section G), River Rouge's 15-minute drive time and primary trade area included about 227,600 residents in 2019 (i.e., prior to Covid-19); and they had a per capita income of nearly $21,000. When multiplied together, these two variables yield a total personal income of about $4.8 billion (or $4,770.5 million).

Based on industry-wide data, the average American consumer was spending about 50% of their income on retail in 2019 (that figure has fallen to 45% for 2020 and 2021). When applied to the total personal income for River Rouge, the factor of 50% yields a retail expenditure potential of about $2.4 billion ($2,385.2 million).

This large figure highlights the benefit of a small city being located within a much larger metropolitan area and urban setting with relatively high population densities. For the City of River Rouge's municipal boundary (which is much smaller than the primary trade area), the resident expenditure potential on retail sales is about $60.6 million (see the exhibits in Section H). For a sense of perspective only, this is roughly equivalent to the typical sales volume of one (1) super center, home improvement superstore, or membership warehouse club.

Reference Maps Section J

This Target Market Analysis has been designed to focus on the six cities in Wayne County that have been funded by the Michigan Department of Treasury. The six cities include Harper Woods, Hamtramck, Inkster, Melvindale, River Rouge, and Ecorse. (Note: The City of Muskegon Heights in Muskegon County has also been funded for a similar study.)

To provide some sense of perspective, some of the data for the six cities have been compared to other places within Wayne County, including the City of Detroit. Detroit is of particular interest because River Rouge, Ecorse, and Melvindale could strive to intercept its shoppers who are seeking enjoyable and walkable destinations and historic downtowns to explore.

Section J attached to this report includes several maps demonstrating the City of River Rouge's geographic setting relative to these other places. There are also four maps excerpted from the city's 2017 Master Plan, showing the city's neighborhoods, its existing land use, future land use, and current zoning. Readers are also encouraged to review the city's complete master plan for additional context.

Appendix One and Two

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

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

National Retail Trends Section I

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Next Steps Public Stakeholders

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Note: This narrative is intentionally generic and designed to be shared with cities and stakeholders throughout the State of Michigan and Wayne County, including the cities of River Rouge, Ecorse, Melvindale, and other Downriver Communities.

Next Steps Private Developers

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

Recommended Project Strategies for Developers

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

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

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

Retail TMA
The Market Study

Section A

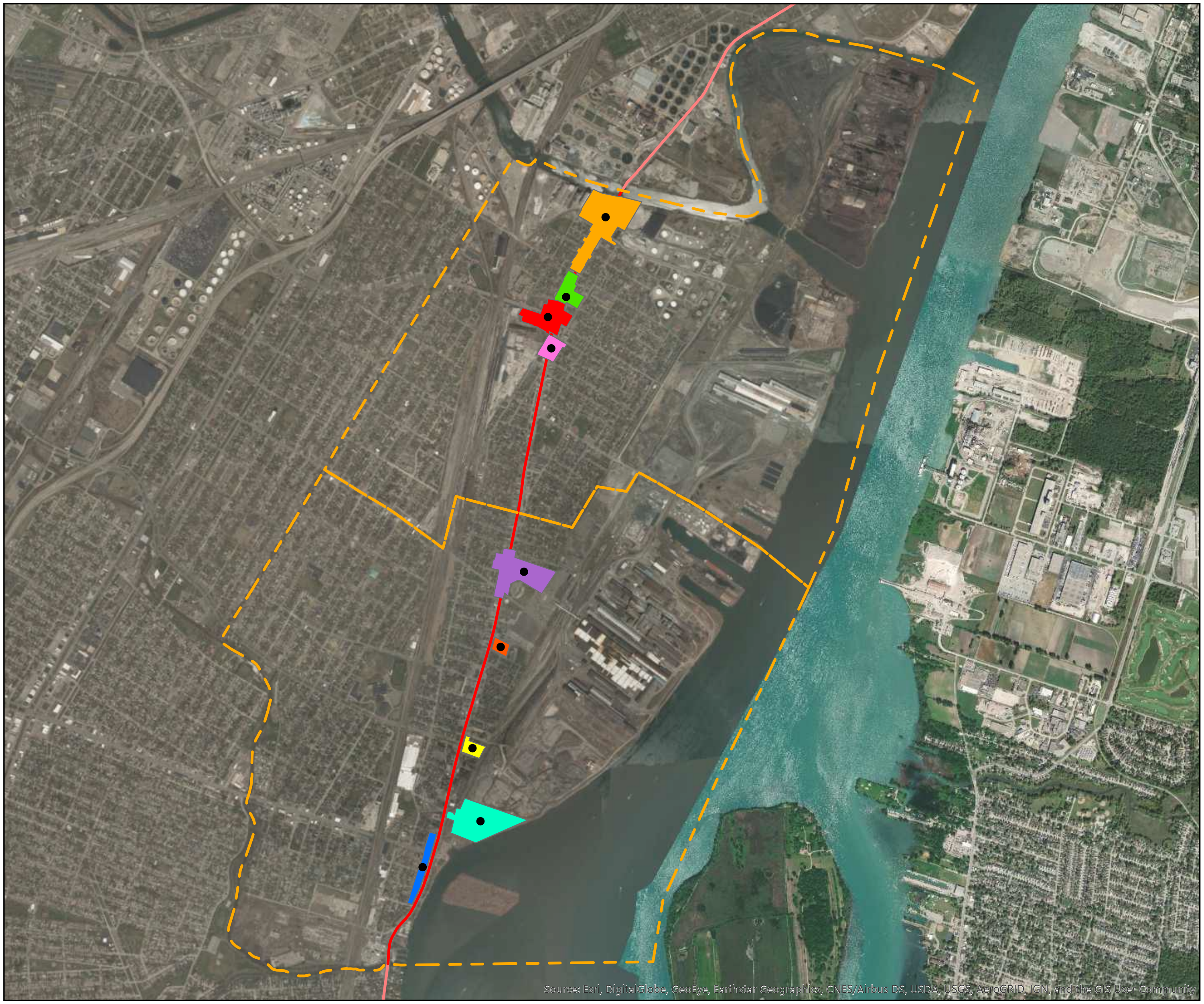
Vacancies and Redevelopment Opportunities
The City of River Rouge, Michigan | 2017

RIVER ROUGE MASTER PLAN

Redevelopment Opportunities

Data Sources: State of Michigan Geographic Data Library, ESRI Basemap, Wayne County GIS, City of River Rouge

Opportunity Sites | West Jefferson Corridor
The Cities of River Rouge and Ecorse, Michigan | 2019



Opportunity Sites Overview

West Jefferson Avenue Corridor
Cities of Ecorse and River Rouge, MI

November 1, 2019

Legend

- City Boundaries
- West Jefferson Avenue

Opportunity Sites

- Northern West Jefferson Industrial/Commercial
- Second-Floor Residential
- Downtown River Rouge
- West Jefferson and Haltiner
- U.S. Steel Entrance
- Ecorse City Hall Commercial
- Outer Drive
- U.S. Steel Riverfront Development
- Detroit River View Redevelopment

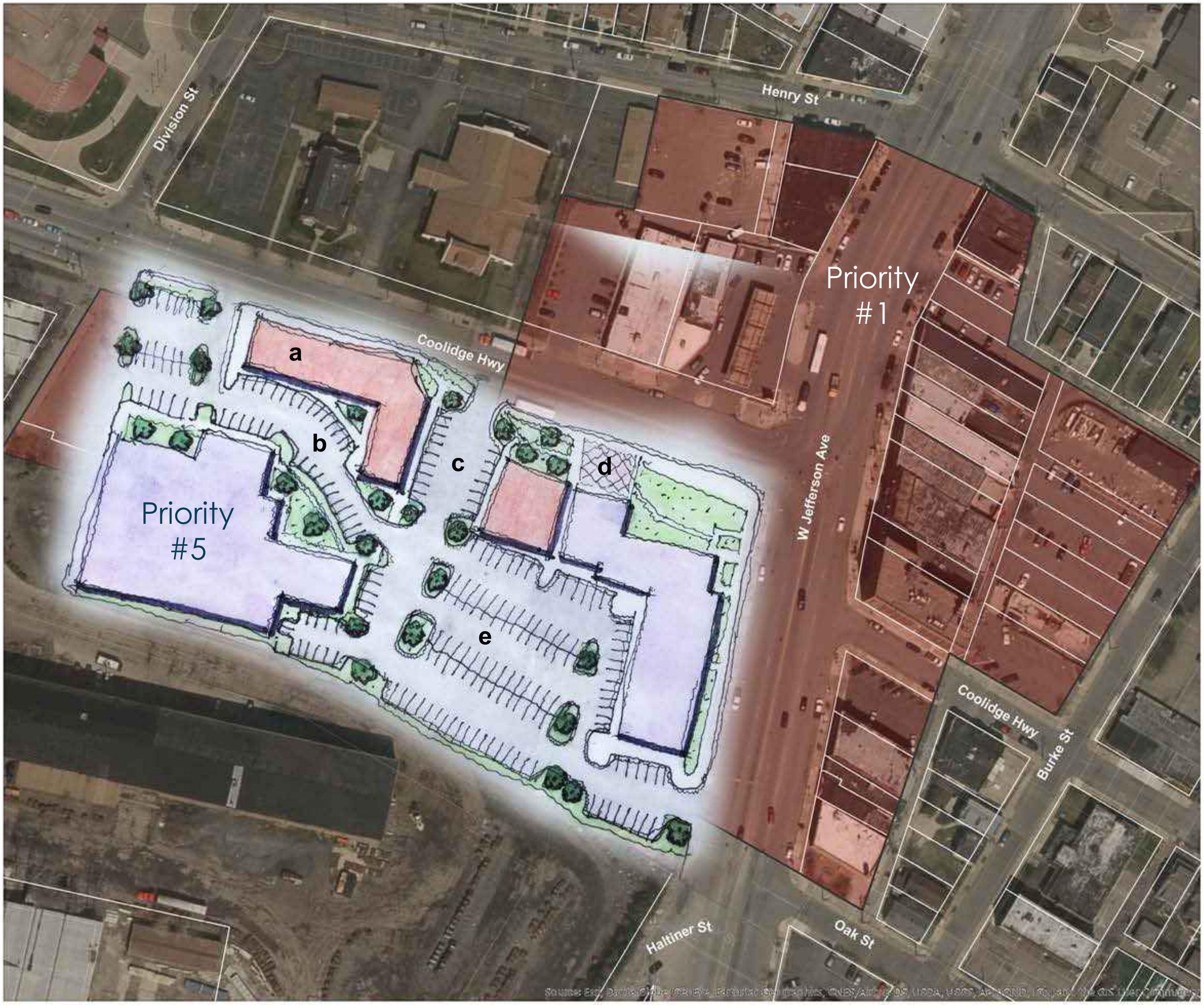
0 2,000 4,000
Feet

SOURCES
Basemap Source: Michigan Center for Geographic Information, Version 17a.
Data Source: Cities of Ecorse and River Rouge 2019. McKenna 2019.

MCKENNA

Source: West Jefferson Corridor Plan | November 2019.

Opportunity Sites | Priorities #1 and #5
The City of River Rouge, Michigan | 2019



Downtown River Rouge
Concept Plan

West Jefferson Avenue Corridor
Cities of Ecorse and River Rouge, MI

August 30, 2019

- **a** Mixed Use - 50,000 to 60,000 sq. ft.
- **b** New Parking - 100 to 120 spaces
- **c** Improved Access
- **d** Improved Fire station entrance
- **e** Improved City Hall parking area

0 100 200
Feet

SOURCES
Basemap Source: Michigan Center for Geographic Information, Version 17a.
Data Source: Cities of Ecorse and River Rouge 2019. McKenna 2019.

MCKENNA

Source: West Jefferson Corridor Plan | November 2019.

Opportunity Sites | Priorities #1 and #4
The City of River Rouge, Michigan | 2019

Source: West Jefferson Corridor Plan | November 2019.

NORTHERN WEST JEFFERSON INDUSTRIAL/COMMERCIAL

This site is the most northern section of the corridor and the parcels surrounding it. The site is located adjacent to the Rouge River and the Detroit city limits. The primary advantage of this site is the suitability for industry and potential office space in light of the construction on the Gordie Howe International Bridge between the United States and Canada only a few miles away. Contractors and subcontractors working on the project will likely need office space nearby, as well as restaurants and other commercial retailers to support the workers, and the availability of work space in River Rouge may make the site a hot commodity in the coming years.

Opportunity Sites | Priority #3
The City of River Rouge, Michigan | 2019

West Jefferson and Haltiner
Concept Plan

West Jefferson Avenue Corridor
Cities of Ecorse and River Rouge, MI

August 29, 2019

Legend

- **a** Mixed Use - 60,000 to 72,000 sq. ft.
- **b** Parking - 125 to 150 spaces
- **c** Civic use
- **d** Connected alley with parking
- **e** Woonerf Plaza

0 100 200
Feet

SOURCES
Basemap Source: Michigan Center for Geographic Information, Version 17a.
Data Source: Cities of Ecorse and River Rouge 2019. McKenna 2019.

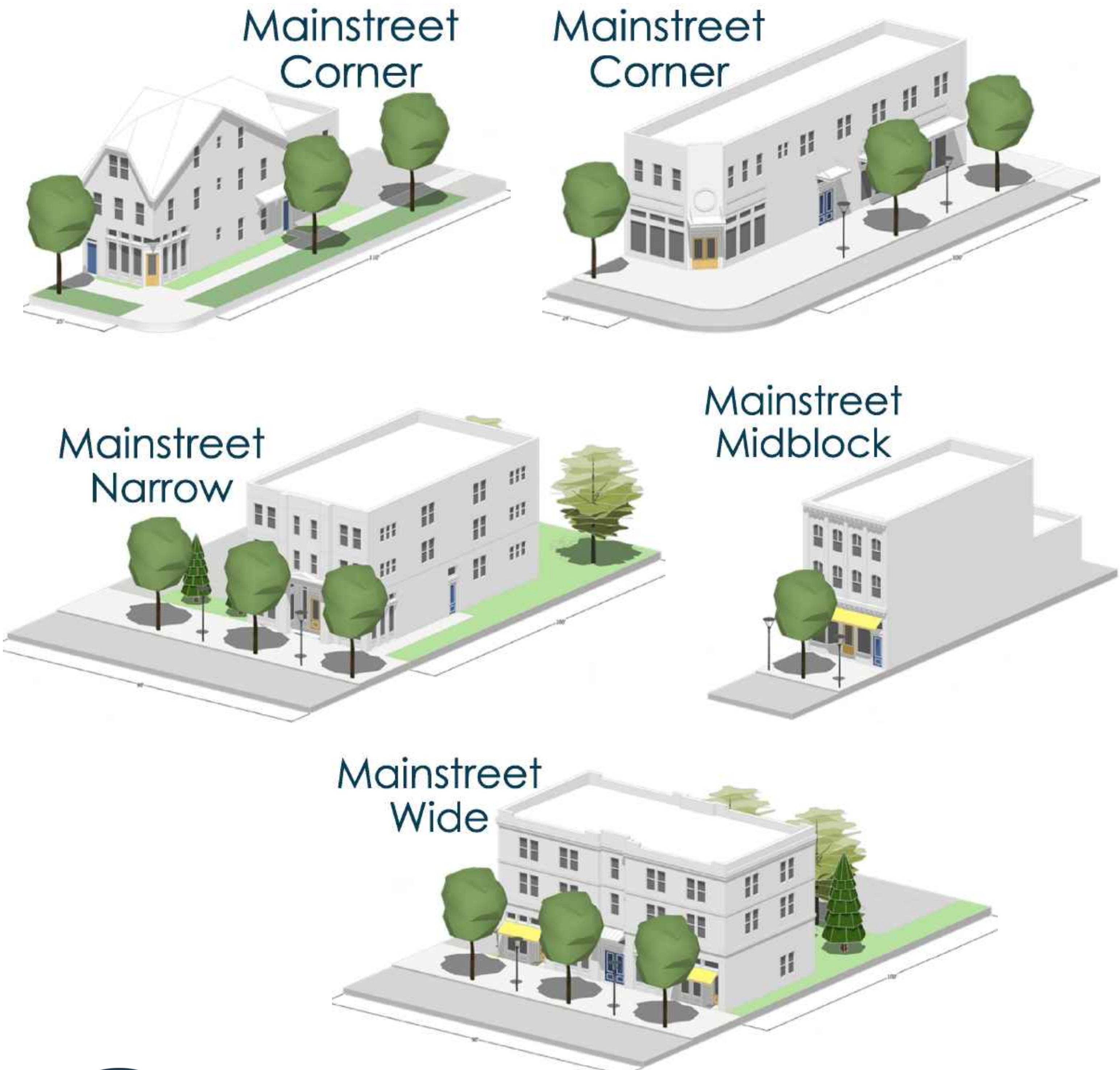
MCKENNA

Source: West Jefferson Corridor Plan | November 2019.

Mixed-Use Architectural Standards
West Jefferson Corridor Plan | 2019

Source: West Jefferson Corridor Plan | November 2019.

Incremental Development Alliance
Mainstreet Retail | Step Buildings©



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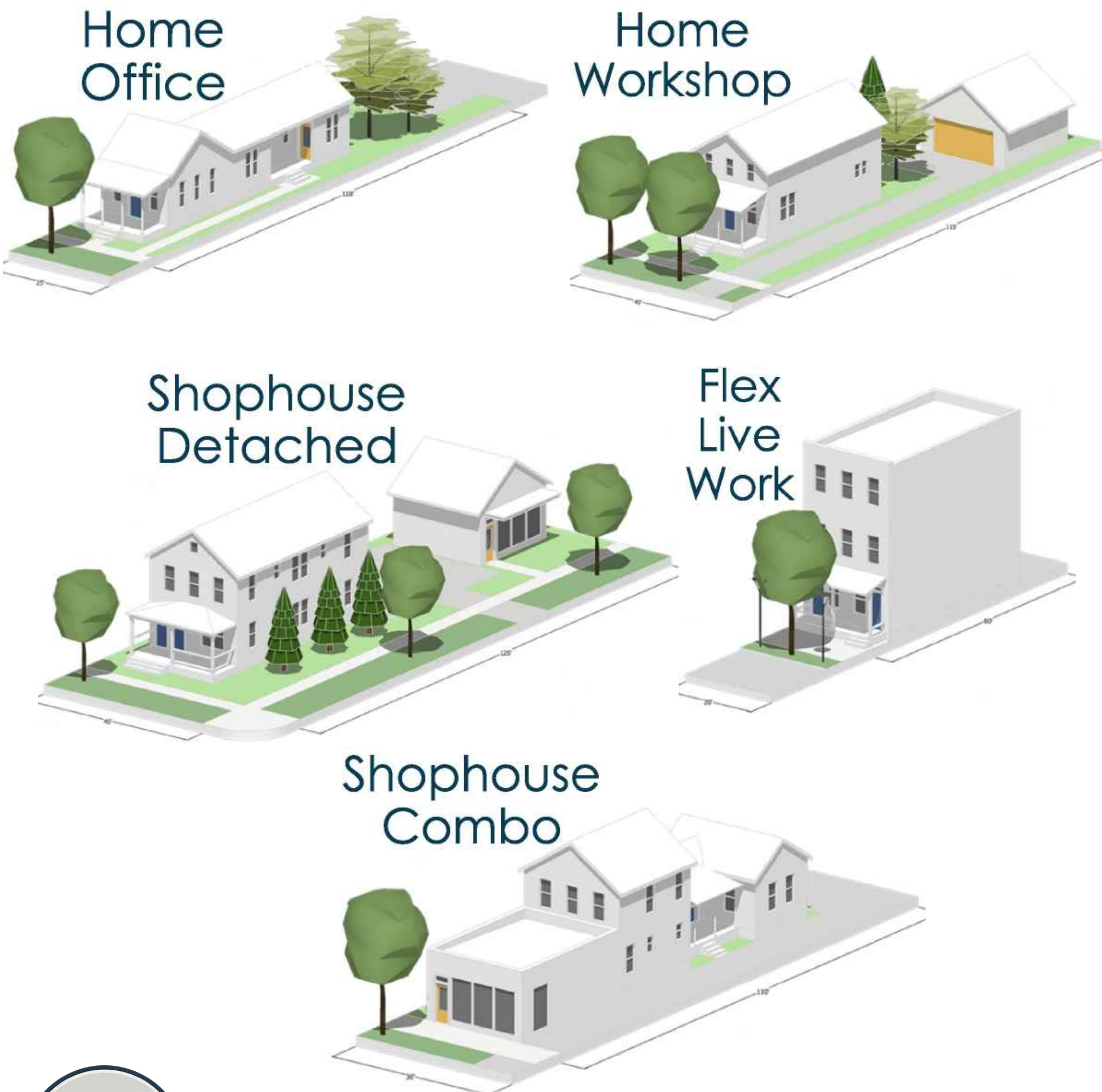
Incremental Development Alliance
Neighborhood Retail | Step Buildings©



INC★DEV ALLIANCE

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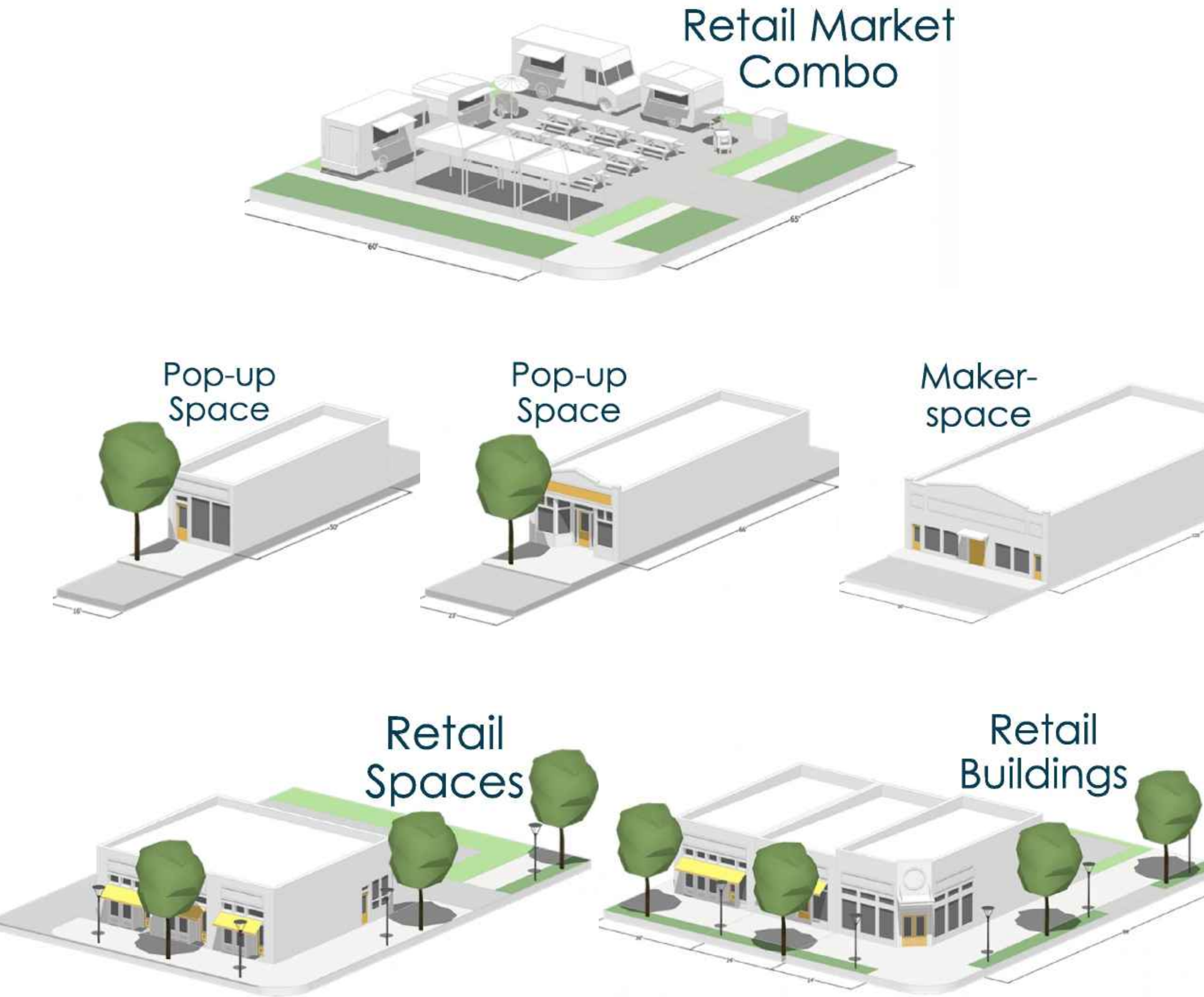
Incremental Development Alliance
Incubator Retail | Step Buildings©



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

Section B

Retail and Business Gaps and Potential Opportunities
The City of River Rouge, Michigan | May 2020

Count	NAICS-3	General Category	Retail Sq. Ft.
105	.	Indoor Retail Square Feet (Total)	150,000
1	441	Auto Dealer - Used	1,000
2	441	Auto Dealer - Motorcycles	2,000
3	441	Auto Parts, Supplies - General	3,000
4	441	Auto Parts, Supplies - Tires	2,000
5	485	Auto Rental - Cars, Limos	500
6	485	Auto Rental - Trucks, U-Haul	500
7	811	Auto Maintenance - Car Wash	3,000
1	445	Grocery Store - Supermarket	8,000
2	445	Specialty Food - Seafood, Fish Mkt	1,000
3	445	Specialty Food - Bakery	1,000
4	445	Specialty Food - Farmers' Market	.
5	445	Specialty Food - Meat, Butcher, Deli	1,500
6	445	Specialty Food - Sweets, Snacks	1,000
7	445	Specialty Food - Ethnic	1,000
1	446	Pharmacy, Drug Store	8,000
2	.	Tobacco - Hydroponics, Grow Store	1,000
1	448	Apparel - Mens Rugged Wear, Boots	1,500
2	448	Apparel - Mens Big & Tall, Tux Rental	1,500
3	448	Apparel - Bridal, Intimates	1,500
4	448	Apparel - Consignment Only	1,500
5	448	Apparel - Used Merch, Thrift	1,500
1	448	Accessories - General	500
2	448	Accessories - Leather Luggage Purse	500
3	448	Accessories - Shoes	1,000
4	448	Accessories - Eyewear	500
1	448	Personal Care - Beauty Supplies	1,000
2	448	Personal Care - Salon - Wigs, Nails	1,000
3	448	Personal Care - Salon - Ink, Tattoos	1,000

Retail and Business Gaps and Potential Opportunities
The City of River Rouge, Michigan | May 2020

Count	NAICS-3	General Category	Retail Sq. Ft.
1	444	Home Improv - Paint, Wall Coverings	2,000
2	444	Home Improv - Tile Carpet Floor Cover	2,000
3	444	Home Improv - Siding Roofs Gutters	1,000
4	444	Home Improv - Windows and Doors	1,000
5	444	Home Improv - Sheds and Fences	1,000
6	444	Home Improv - Garage Doors	1,000
7	444	Home Improv - Security and Alarms	1,000
8	444	Home Improv - Lighting, Electrical	2,000
9	444	Home Improv - Plumbing, HVAC	1,000
10	444	Home Improv - Kitchens, Countertops	2,000
11	444	Home Improv - Decks, Patios, Hearths	3,000
1	238	Contractor - Electrician	500
2	238	Contractor - Plumber, HVAC	500
3	238	Contractor - Security, Alarms	500
4	238	Contractor - Painting	500
5	238	Contractor - Building Construction	500
6	238	Contractor - Remodeling	500
7	238	Contractor - Home Repair, Handyman	500
8	238	Contractor - Water and Propane	500
1	812	Cleaning Svc- Home Restoration	500
2	812	Cleaning Svc - Home Cleaning	500
3	812	Cleaning Svc - Carpet Cleaning	500
4	812	Cleaning Svc - Window Cleaning	500
1	561	Lawn Garden - General Supply	3,000
2	561	Lawn Garden - Landscaping Svc	500

Retail and Business Gaps and Potential Opportunities
The City of River Rouge, Michigan | May 2020

Count	NAICS-3	General Category	Retail Sq. Ft.
1	442	Furniture - Gallery, General	3,000
2	442	Furniture - Ready to Assemble	1,500
3	442	Furniture - Mattresses	2,000
4	442	Furniture - Dinettes, Patio Furniture	2,000
5	442	Furniture - Used, Refurbished	2,000
6	442	Furniture - Upholstery Repair	1,000
1	442	Home Furnishings - General Décor	1,500
2	442	Home Furnishings - Decorative Rugs	1,500
3	442	Home Furnishings - Kitchen Supplies	1,500
4	442	Home Furnishings - Window Treatment	1,000
1	442	Appliances - General Sales	2,000
2	442	Appliances - Used, Refurbished	1,000
3	532	Appliances - Rental	1,000
4	453	Appliances - Sewing, Vacuums	1,000
5	453	Appliances - Repair Services	500
1	561	Office Supplies - General Supply	1,500
2	561	Office Supplies - Shipping, Mailing	1,000
3	811	Electronics - Computer General	1,000
4	811	Electronics - Computer Repair	500
1	.	Telecommunications	500
1	.	Business Services - Coworking Space	.
2	.	Business Services - Business Center	.
3	.	Business Services - Human Resources	500
4	.	Marketing Services - Sign Printing	500
1	.	Insurance Agency	500

Retail and Business Gaps and Potential Opportunities
The City of River Rouge, Michigan | May 2020

Count	NAICS-3	General Category	Retail Sq. Ft.
1	453	Art, Gifts, Novelty, Florists - Gift Shop	1,000
2	453	Art, Gifts, Novelty, Florists - Pawn	2,000
3	453	Art Studio - Pottery, Painting	1,500
4	453	Art Studio - Framing Gallery	1,000
5	453	Art Studio - Studio, Classroom	2,000
6	453	Art Studio - Photography	1,000
7	453	Art Studio - Music Video Recording	1,000
1	453	Music - Musical Instruments	1,000
2	453	Music - Records, Vinyls, CDs	1,000
3	453	Craft Party Artisan Supply Store	2,000
4	453	Games, Hobby Supply Store	1,000
1	453	Sporting Goods Store - Fitness Supply	2,000
2	453	Sporting Goods Store - Bicycle Shop	2,000
3	453	Sporting Goods Store - Gun Shop	1,000
4	453	Sporting Goods Store - Fishing Supply	500
1	453	Pets and Pet Supplies - General	2,000
2	453	Pets and Pet Supplies - Grooming	500
3	453	Pets and Pet Supplies - Veterinary	1,500
4	453	Pets and Pet Supplies - Boarding	.
1	453	Child Care Services	2,000

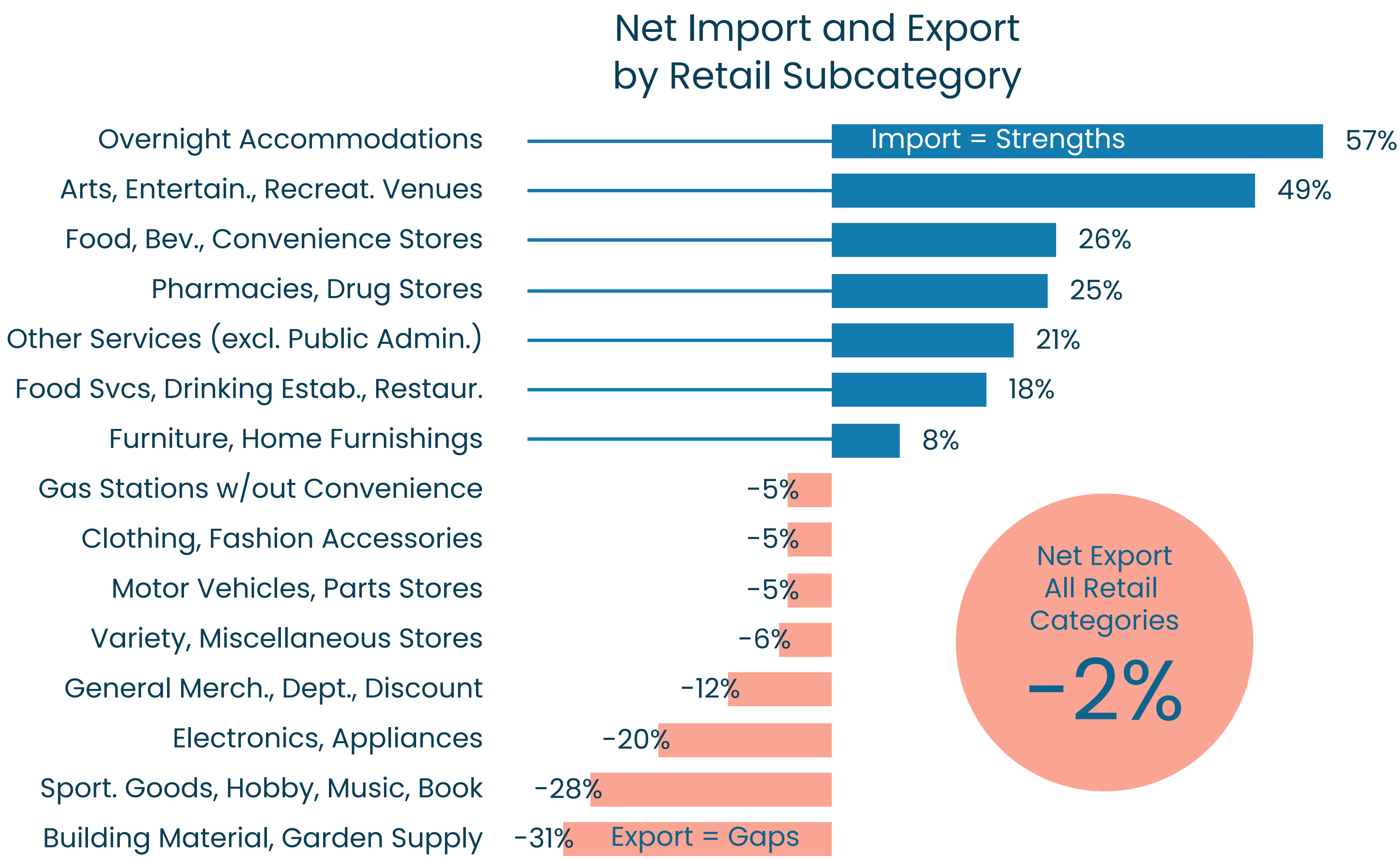
Retail and Business Gaps and Potential Opportunities
The City of River Rouge, Michigan | May 2020

Count	NAICS-3	General Category	Retail Sq. Ft.
1	713	Fitness - Community Center	.
2	713	Fitness - Dance Studio	2,000
3	713	Fitness - Yoga Studio	1,500
4	713	Fitness - Fitness Center, Gym	4,000
5	713	Fitness - Martial Arts	2,000
1	722	Recreation - Skate Park	.
2	722	Entertain - Billiard Hall Bowling Alley	.
3	722	Entertain - Bounce House Arcade	3,000
4	722	Entertain - DJ, Recording Studio	1,000
5	722	Entertain - Senior Center	.
6	722	Entertain - Membership Clubs	.
1	721	Overnight Accomm - Bed & Breakfast	.
2	721	Overnight Accomm - Boutique Hotel	.
1	722	Restaurant - Authentic Hispanic	1,500
2	722	Restaurant - Soul Food	1,500
3	722	Restaurant - Mediterranean	1,500
4	722	Restaurant - Italiano Pizzeria	1,500
5	722	Restaurant - Microbrewery	2,000

Section C

Net Retail Import-Export | Wayne County

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

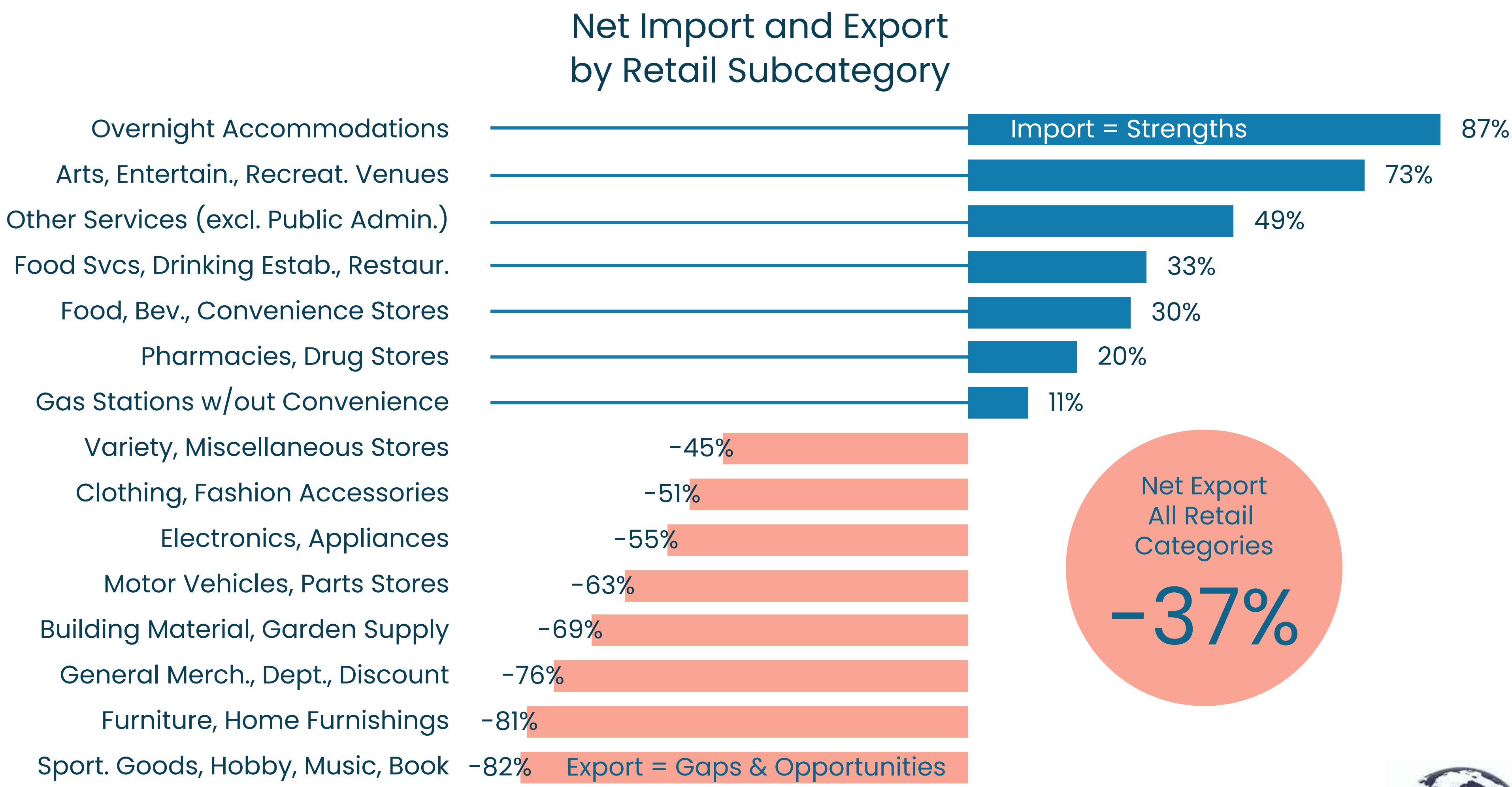


Underlying data (number of establishments and annual revenues) were provided by the Economic Census for the year 2017. Results based on a quantitative market share analysis by LandUseUSA | Urban Strategies, 2020 - 2021. In calculating net import and export, averages for the State of Michigan serve as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

LandUseUSA UrbanStrategies

Net Retail Import-Export | Detroit

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



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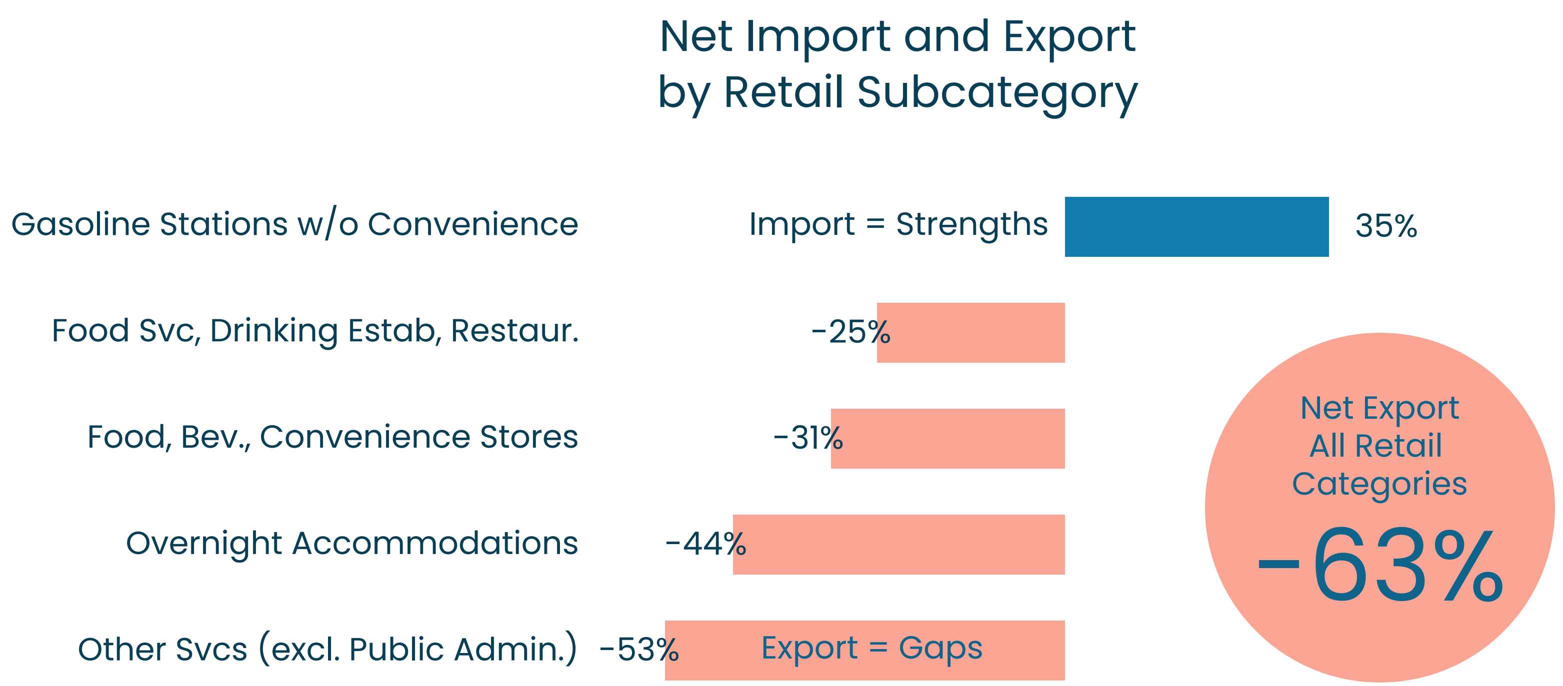
LandUseUSA
UrbanStrategies

Net Retail Import-Export | River Rouge

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

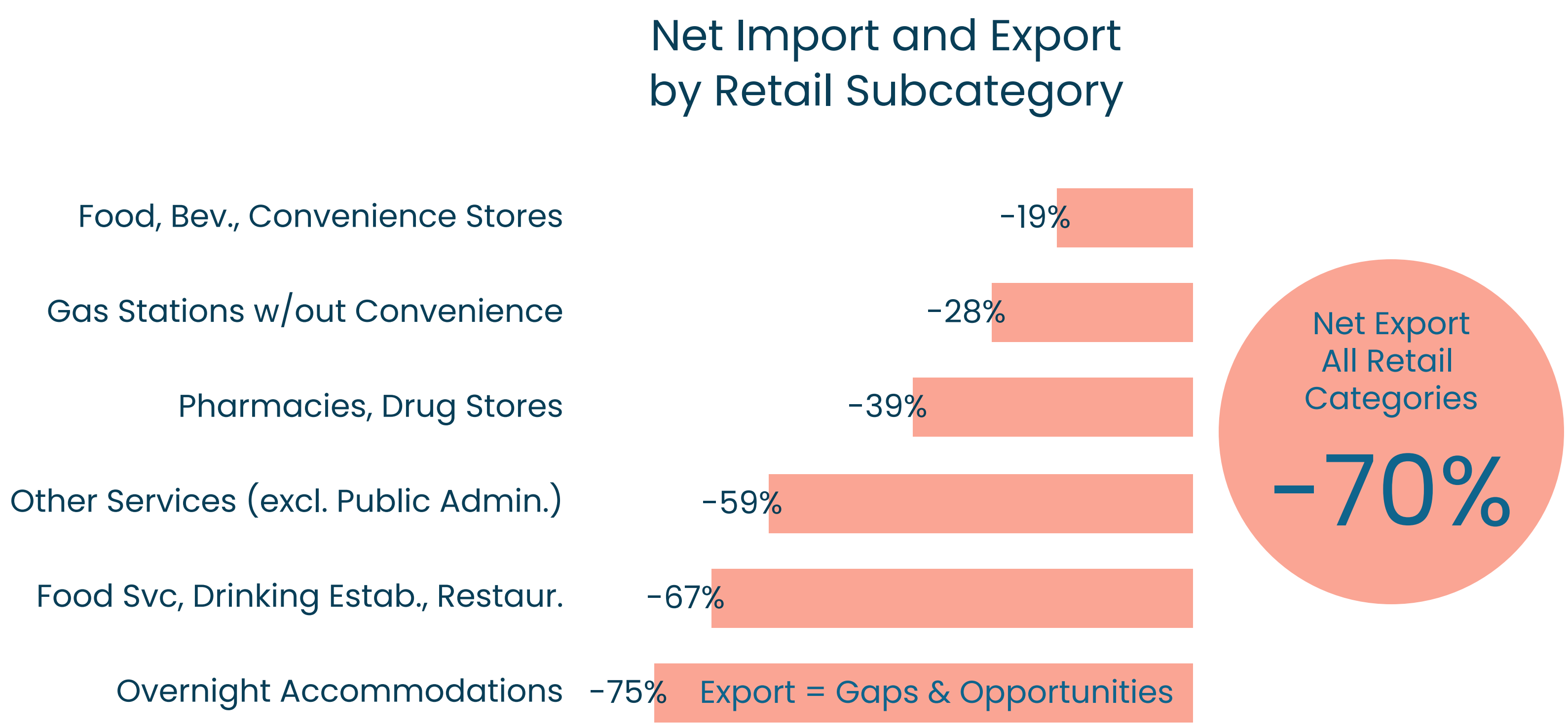


Underlying data (number of establishments and annual revenues) were provided by the Economic Census for the year 2017. Results based on a quantitative market share analysis by LandUseUSA | Urban Strategies, 2020 - 2021. In calculating net import and export, averages for the State of Michigan serve as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

LandUseUSA
UrbanStrategies

Net Retail Import-Export | Ecorse

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

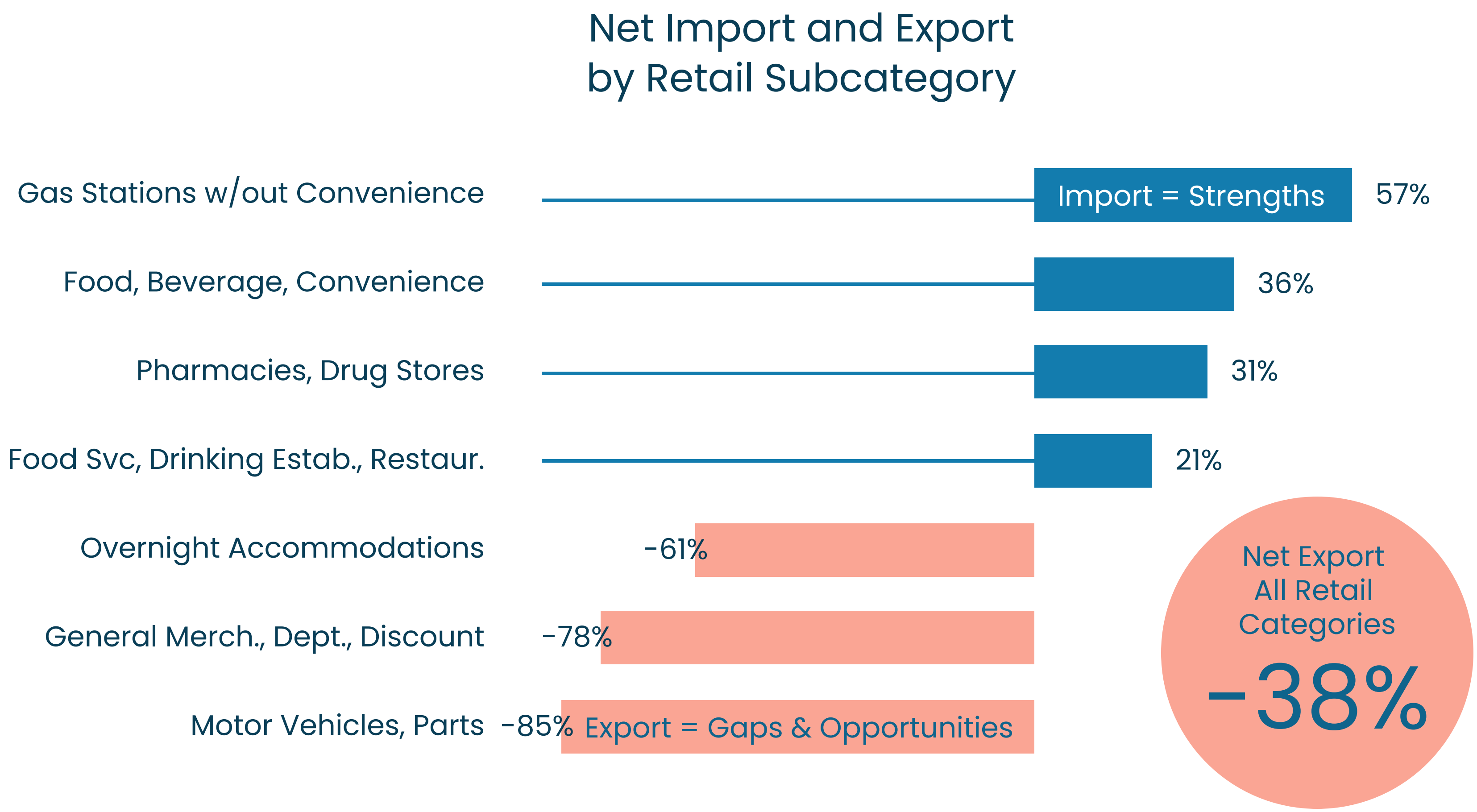


Underlying data (number of establishments and annual revenues) were provided by the Economic Census for the year 2017. Results based on a quantitative market share analysis by LandUseUSA | Urban Strategies, 2020 - 2021. In calculating net import and export, averages for the State of Michigan serve as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

LandUseUSA UrbanStrategies

Net Retail Import-Export | Melvindale

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



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

LandUseUSA
UrbanStrategies

Net Import-Export Analysis | All Retail Trade Categories Combined | NAICS 44-45

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**44-45**	**34,201**	**$143,437.1**	**$4,195,000**	**$14,360**	**45.3%**	**basis**
Center Line City	44-45	47	$515.6	$10,970,000	$62,420	266.1%	83%
Roseville City	44-45	233	$1,364.3	$5,855,000	$28,780	113.2%	60%
Southgate City	44-45	123	$931.9	$7,575,000	$31,950	103.7%	56%
Highland Park City	44-45	71	$166.4	$2,345,000	$15,310	102.3%	56%
Taylor City	44-45	290	$1,556.5	$5,365,000	$25,360	101.4%	55%
Dearborn City	44-45	556	$2,110.5	$3,795,000	$22,290	93.1%	51%
Troy City	44-45	582	$3,595.0	$6,175,000	$42,800	89.4%	49%
Wayne City	44-45	74	$326.7	$4,415,000	$19,240	78.9%	43%
Harper Woods City	44-45	74	$241.1	$3,260,000	$17,350	74.0%	39%
Brownstown Township	44-45	50	$575.7	$11,515,000	$18,230	54.8%	17%
Warren City	44-45	463	$1,784.4	$3,855,000	$13,240	51.3%	12%
Westland City	44-45	277	$1,189.6	$4,295,000	$14,520	50.7%	11%
Hamtramck City	44-45	116	$126.4	$1,090,000	$5,790	49.3%	8%
Macomb County	44-45	2,777	$13,734.8	$4,945,000	$15,780	49.0%	7%
Romulus City	44-45	79	$271.3	$3,435,000	$11,530	48.7%	7%
Allen Park City	44-45	109	$424.9	$3,900,000	$15,610	44.7%	-1%
Wayne County	44-45	5,927	$21,293.3	$3,595,000	$12,120	44.4%	-2%
Lincoln Park City	44-45	125	$344.5	$2,755,000	$9,390	40.8%	-10%
Garden City City	44-45	106	$296.1	$2,795,000	$11,100	40.2%	-11%
Eastpointe City	44-45	111	$289.6	$2,610,000	$8,930	38.3%	-15%
Dearborn Heights City	44-45	214	$496.5	$2,320,000	$8,890	36.0%	-20%
Grosse Pointe City	44-45	38	$122.7	$3,230,000	$23,570	33.0%	-27%
Detroit City	44-45	1,945	$3,564.7	$1,835,000	$5,280	28.4%	-37%
Melvindale City	44-45	37	$57.3	$1,550,000	$5,540	28.2%	-38%
St. Clair Shores City	44-45	171	$581.4	$3,400,000	$9,770	27.6%	-39%
Wyandotte City	44-45	76	$153.5	$2,020,000	$6,130	19.8%	-56%
Inkster City	44-45	51	$79.3	$1,555,000	$3,230	19.4%	-57%
River Rouge City	44-45	14	$18.7	$1,340,000	$2,500	16.7%	-63%
Grosse Pte Woods City	44-45	53	$118.2	$2,230,000	$7,630	15.9%	-65%
Trenton City	44-45	57	$101.0	$1,775,000	$5,520	15.1%	-67%
Ecorse City	44-45	22	$23.1	$1,050,000	$2,450	13.6%	-70%
Riverview City	44-45	30	$46.8	$1,560,000	$3,850	11.0%	-76%
Grosse Pte Farms City	44-45	28	$47.3	$1,690,000	$5,160	7.4%	-84%
Grosse Pte Park City	44-45	12	$12.7	$1,060,000	$1,140	1.8%	-96%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Motor Vehicles and Parts Dealers | NAICS 441
Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Estab-lishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**441**	**3,894**	**$38,391.6**	**$9,860,000**	**$3,840**	**12.1%**	**basis**
Wayne City	441	18	$230.4	$12,800,000	$13,570	55.6%	78%
Highland Park City	441	8	$74.6	$9,330,000	$6,870	45.9%	74%
Dearborn City	441	42	$896.2	$21,340,000	$9,460	39.5%	69%
Taylor City	441	30	$568.7	$18,955,000	$9,270	37.0%	67%
Southgate City	441	15	$281.4	$18,755,000	$9,650	31.3%	61%
Troy City	441	35	$1,114.8	$31,850,000	$13,270	27.7%	56%
Garden City City	441	14	$152.0	$10,855,000	$5,700	20.6%	41%
Roseville City	441	27	$236.7	$8,770,000	$4,990	19.6%	38%
Eastpointe City	441	14	$121.2	$8,655,000	$3,740	16.0%	24%
Macomb County	441	328	$4,471.2	$13,630,000	$5,140	15.9%	24%
Warren City	441	62	$477.5	$7,700,000	$3,540	13.7%	12%
Wayne County	441	594	$5,509.7	$9,275,000	$3,140	11.5%	-5%
Westland City	441	15	$214.8	$14,320,000	$2,620	9.2%	-24%
St. Clair Shores City	441	21	$189.8	$9,040,000	$3,190	9.0%	-26%
Brownstown Township	441	8	$62.1	$7,760,000	$1,960	5.9%	-51%
Detroit City	441	220	$565.7	$2,570,000	$840	4.5%	-63%
Lincoln Park City	441	21	$37.1	$1,765,000	$1,010	4.4%	-64%
Hamtramck City	441	5	$9.2	$1,850,000	$420	3.6%	-70%
Allen Park City	441	6	$23.5	$3,915,000	$860	2.5%	-80%
Dearborn Heights City	441	22	$33.4	$1,515,000	$600	2.4%	-80%
Melvindale City	441	8	$3.7	$460,000	$360	1.8%	-85%
Inkster City	441	9	$6.3	$695,000	$260	1.5%	-87%
Wyandotte City	441	4	$8.3	$2,065,000	$330	1.1%	-91%

Source: Underlying data provided by the 2017 Economic Census and 2019 American Community Survey.
NAICS indicates the North American Industrial Classification System established by the census.
[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.
[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Furniture and Home Furnishings | NAICS 442

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Estab-lishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**442**	**1,340**	**$3,048.9**	**$2,275,000**	**$310**	**1.0%**	**basis**
Taylor City	442	13	$79.1	$6,085,000	$1,290	5.2%	81%
Warren City	442	21	$118.4	$5,640,000	$880	3.4%	72%
Westland City	442	11	$70.3	$6,390,000	$860	3.0%	68%
Troy City	442	33	$108.2	$3,280,000	$1,290	2.7%	64%
Roseville City	442	5	$18.5	$3,710,000	$390	1.5%	37%
Dearborn City	442	11	$34.0	$3,090,000	$360	1.5%	36%
Macomb County	442	107	$371.5	$3,470,000	$430	1.3%	27%
Allen Park City	442	6	$12.4	$2,070,000	$460	1.3%	26%
Grosse Pointe City	442	4	$4.6	$1,160,000	$890	1.2%	23%
Wayne County	442	146	$501.1	$3,430,000	$290	1.0%	8%
Trenton City	442	4	$6.4	$1,605,000	$350	1.0%	0%
Eastpointe City	442	5	$4.3	$865,000	$130	0.6%	-41%
St. Clair Shores City	442	5	$4.5	$910,000	$80	0.2%	-78%
Detroit City	442	18	$22.7	$1,265,000	$30	0.2%	-81%
Dearborn Heights City	442	4	$0.5	$120,000	$10	0.0%	-96%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Electronics and Appliance Stores | NAICS 443

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Estab-lishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**443**	**1,093**	**$2,665.0**	**$2,440,000**	**$270**	**0.8%**	**basis**
Troy City	443	21	$317.1	$15,100,000	$3,780	7.9%	89%
Roseville City	443	10	$44.1	$4,410,000	$930	3.7%	77%
Dearborn City	443	19	$44.4	$2,335,000	$470	2.0%	57%
Westland City	443	7	$43.5	$6,215,000	$530	1.9%	55%
Southgate City	443	5	$12.4	$2,475,000	$420	1.4%	39%
Lincoln Park City	443	9	$7.9	$880,000	$220	0.9%	10%
Macomb County	443	108	$246.6	$2,285,000	$280	0.9%	4%
Wayne County	443	223	$320.9	$1,440,000	$180	0.7%	-20%
Wayne City	443	3	$2.7	$885,000	$160	0.6%	-24%
Hamtramck City	443	6	$1.6	$265,000	$70	0.6%	-26%
Dearborn Heights City	443	8	$8.3	$1,040,000	$150	0.6%	-28%
Eastpointe City	443	7	$4.2	$600,000	$130	0.6%	-34%
Harper Woods City	443	3	$1.7	$565,000	$120	0.5%	-38%
Detroit City	443	76	$47.8	$630,000	$70	0.4%	-55%
St. Clair Shores City	443	6	$6.0	$995,000	$100	0.3%	-66%
Highland Park City	443	3	$0.4	$145,000	$40	0.3%	-68%
Garden City City	443	6	$1.8	$310,000	$70	0.3%	-70%
Warren City	443	18	$8.1	$450,000	$60	0.2%	-72%
Grosse Pte Woods City	443	4	$1.2	$300,000	$80	0.2%	-81%

Source: Underlying data provided by the 2017 Economic Census and 2019 American Community Survey.
NAICS indicates the North American Industrial Classification System established by the census.
[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.
[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Building Materials, Garden Supply Stores | NAICS 444
Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**444**	**2,611**	**$11,284.9**	**$4,320,000**	**$1,130**	**3.6%**	**basis**
Allen Park City	444	4	$73.2	$18,295,000	$2,690	7.7%	54%
Roseville City	444	9	$67.6	$7,510,000	$1,430	5.6%	36%
Southgate City	444	7	$48.6	$6,950,000	$1,670	5.4%	34%
Taylor City	444	14	$67.2	$4,800,000	$1,100	4.4%	19%
Warren City	444	25	$140.6	$5,625,000	$1,040	4.0%	12%
Center Line City	444	5	$7.5	$1,510,000	$910	3.9%	9%
Dearborn Heights City	444	7	$50.3	$7,185,000	$900	3.7%	2%
Trenton City	444	9	$24.0	$2,660,000	$1,310	3.6%	1%
Macomb County	444	178	$1,005.5	$5,650,000	$1,160	3.6%	1%
Troy City	444	16	$135.1	$8,445,000	$1,610	3.4%	-6%
Wayne County	444	242	$1,176.5	$4,860,000	$670	2.5%	-31%
Westland City	444	14	$56.7	$4,045,000	$690	2.4%	-32%
Dearborn City	444	12	$54.5	$4,545,000	$580	2.4%	-32%
Wyandotte City	444	4	$14.1	$3,530,000	$560	1.8%	-49%
Detroit City	444	64	$138.8	$2,170,000	$210	1.1%	-69%
Wayne City	444	3	$4.4	$1,470,000	$260	1.1%	-70%
Lincoln Park City	444	5	$8.2	$1,635,000	$220	1.0%	-73%
Eastpointe City	444	6	$6.9	$1,150,000	$210	0.9%	-74%
Romulus City	444	4	$4.0	$995,000	$170	0.7%	-80%
Garden City City	444	4	$4.1	$1,020,000	$150	0.6%	-84%
St. Clair Shores City	444	6	$9.3	$1,555,000	$160	0.4%	-88%

Source: Underlying data provided by the 2017 Economic Census and 2019 American Community Survey.
NAICS indicates the North American Industrial Classification System established by the census.
[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.
[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Food and Beverage Stores | NAICS 445

Selected Places within Macomb and Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Estab-lishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**445**	**5,170**	**$17,560.0**	**$3,395,000**	**$1,760**	**5.5%**	**basis**
Highland Park City	445	16	$30.6	$1,915,000	$2,820	18.8%	71%
Highland Park City	445	16	$30.6	$1,915,000	$2,820	18.8%	71%
Roseville City	445	35	$216.8	$6,195,000	$4,570	18.0%	69%
Harper Woods City	445	9	$56.7	$6,305,000	$4,080	17.4%	68%
Hamtramck City	445	45	$44.2	$980,000	$2,030	17.2%	68%
Dearborn City	445	96	$300.6	$3,130,000	$3,170	13.3%	58%
Brownstown Township	445	9	$132.8	$14,750,000	$4,200	12.6%	56%
Westland City	445	47	$293.7	$6,250,000	$3,580	12.5%	56%
Lincoln Park City	445	26	$91.3	$3,510,000	$2,490	10.8%	49%
Dearborn Heights City	445	42	$140.6	$3,345,000	$2,520	10.2%	46%
Southgate City	445	17	$91.4	$5,380,000	$3,140	10.2%	45%
Troy City	445	61	$373.4	$6,120,000	$4,450	9.3%	40%
Melvindale City	445	8	$17.5	$2,185,000	$1,690	8.6%	36%
Taylor City	445	35	$127.9	$3,655,000	$2,080	8.3%	33%
Warren City	445	88	$276.7	$3,145,000	$2,050	8.0%	30%
Detroit City	445	577	$989.6	$1,715,000	$1,470	7.9%	30%
St. Clair Shores City	445	38	$165.8	$4,360,000	$2,780	7.9%	29%
Wayne County	445	1,248	$3,570.1	$2,860,000	$2,030	7.4%	26%
Grosse Pte Woods City	445	8	$54.1	$6,770,000	$3,490	7.3%	24%
Macomb County	445	453	$1,935.4	$4,270,000	$2,220	6.9%	20%
Garden City City	445	20	$49.3	$2,465,000	$1,850	6.7%	17%
Wayne City	445	14	$20.9	$1,495,000	$1,230	5.0%	-9%
Eastpointe City	445	21	$37.6	$1,790,000	$1,160	5.0%	-10%
Inkster City	445	12	$18.9	$1,575,000	$770	4.6%	-17%
Ecorse City	445	7	$7.7	$1,095,000	$810	4.5%	-19%
Wyandotte City	445	13	$35.0	$2,690,000	$1,400	4.5%	-19%
River Rouge City	445	5	$4.3	$860,000	$570	3.8%	-31%
Romulus City	445	12	$19.6	$1,630,000	$830	3.5%	-37%
Center Line City	445	7	$6.6	$940,000	$800	3.4%	-39%
Riverview City	445	7	$9.2	$1,320,000	$760	2.2%	-61%
Grosse Pte Farms City	445	4	$12.9	$3,220,000	$1,410	2.0%	-64%
Trenton City	445	8	$8.6	$1,075,000	$470	1.3%	-77%
Allen Park City	445	14	$11.3	$810,000	$420	1.2%	-79%
Grosse Pte Park City	445	4	$4.2	$1,040,000	$370	0.6%	-90%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Pharmacies and Drugs Stores | NAICS 446

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**446**	**3,536**	**$9,851.7**	**$2,785,000**	**$990**	**3.1%**	**basis**
Center Line City	446	8	$54.2	$6,775,000	$6,560	28.0%	89%
Hamtramck City	446	15	$42.7	$2,845,000	$1,960	16.6%	81%
Highland Park City	446	8	$18.5	$2,310,000	$1,700	11.4%	73%
Dearborn City	446	99	$203.1	$2,050,000	$2,140	9.0%	65%
Wayne City	446	11	$33.5	$3,045,000	$1,970	8.1%	62%
Dearborn Heights City	446	45	$110.5	$2,455,000	$1,980	8.0%	61%
Wyandotte City	446	13	$58.9	$4,530,000	$2,350	7.6%	59%
Inkster City	446	8	$30.1	$3,760,000	$1,230	7.4%	58%
Taylor City	446	36	$100.0	$2,775,000	$1,630	6.5%	52%
Lincoln Park City	446	15	$54.0	$3,600,000	$1,470	6.4%	51%
Southgate City	446	20	$55.0	$2,750,000	$1,890	6.1%	49%
Eastpointe City	446	13	$41.7	$3,205,000	$1,280	5.5%	44%
Troy City	446	90	$207.7	$2,310,000	$2,470	5.2%	40%
Warren City	446	56	$174.0	$3,105,000	$1,290	5.0%	38%
Garden City City	446	14	$34.9	$2,495,000	$1,310	4.7%	34%
Trenton City	446	7	$31.6	$4,510,000	$1,730	4.7%	34%
St. Clair Shores City	446	27	$98.1	$3,630,000	$1,650	4.6%	33%
Melvindale City	446	4	$9.2	$2,295,000	$890	4.5%	31%
Westland City	446	36	$100.9	$2,800,000	$1,230	4.3%	28%
Wayne County	446	804	$1,999.8	$2,485,000	$1,140	4.2%	25%
Harper Woods City	446	11	$12.8	$1,160,000	$920	3.9%	21%
Detroit City	446	235	$485.6	$2,065,000	$720	3.9%	20%
Macomb County	446	336	$1,047.4	$3,115,000	$1,200	3.7%	17%
Roseville City	446	23	$44.5	$1,935,000	$940	3.7%	16%
Allen Park City	446	17	$34.5	$2,030,000	$1,270	3.6%	14%
Riverview City	446	4	$14.7	$3,675,000	$1,210	3.5%	10%
Grosse Pte Woods City	446	6	$20.4	$3,405,000	$1,320	2.8%	-12%
Ecorse City	446	3	$3.2	$1,080,000	$340	1.9%	-39%
Grosse Pte Farms City	446	6	$7.8	$1,305,000	$850	1.2%	-61%
Romulus City	446	6	$6.0	$1,000,000	$260	1.1%	-65%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Gas Stations without Convenience | NAICS 447

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**447**	**3,630**	**$13,898.4**	**$3,830,000**	**$1,390**	**4.4%**	**basis**
Romulus City	447	20	$78.5	$3,925,000	$3,340	14.1%	69%
Melvindale City	447	8	$20.6	$2,575,000	$1,990	10.1%	57%
Highland Park City	447	10	$13.3	$1,335,000	$1,230	8.2%	47%
Dearborn City	447	57	$176.5	$3,095,000	$1,860	7.8%	44%
River Rouge City	447	5	$7.6	$1,525,000	$1,020	6.8%	35%
Taylor City	447	32	$103.8	$3,245,000	$1,690	6.8%	35%
Dearborn Heights City	447	31	$90.8	$2,930,000	$1,630	6.6%	33%
Warren City	447	65	$205.3	$3,160,000	$1,520	5.9%	26%
Hamtramck City	447	8	$14.7	$1,845,000	$680	5.7%	24%
Harper Woods City	447	5	$18.6	$3,715,000	$1,340	5.7%	23%
Wayne City	447	10	$22.2	$2,215,000	$1,310	5.4%	18%
Detroit City	447	326	$623.0	$1,910,000	$920	5.0%	11%
Roseville City	447	22	$59.1	$2,685,000	$1,250	4.9%	11%
Lincoln Park City	447	16	$40.3	$2,515,000	$1,100	4.8%	8%
Eastpointe City	447	15	$35.5	$2,370,000	$1,090	4.7%	7%
Wayne County	447	771	$2,006.0	$2,600,000	$1,140	4.2%	-5%
Troy City	447	24	$163.8	$6,825,000	$1,950	4.1%	-7%
Westland City	447	27	$89.6	$3,315,000	$1,090	3.8%	-13%
Southgate City	447	11	$30.6	$2,780,000	$1,050	3.4%	-22%
Macomb County	447	270	$912.8	$3,380,000	$1,050	3.3%	-26%
Inkster City	447	7	$13.3	$1,900,000	$540	3.2%	-26%
Garden City City	447	8	$23.8	$2,975,000	$890	3.2%	-26%
Ecorse City	447	4	$5.4	$1,340,000	$570	3.2%	-28%
Riverview City	447	7	$12.2	$1,735,000	$1,000	2.9%	-35%
Center Line City	447	3	$5.4	$1,795,000	$650	2.8%	-37%
Allen Park City	447	9	$22.5	$2,500,000	$830	2.4%	-46%
Wyandotte City	447	6	$17.0	$2,835,000	$680	2.2%	-50%
Trenton City	447	8	$14.5	$1,810,000	$790	2.2%	-50%
St. Clair Shores City	447	18	$45.6	$2,535,000	$770	2.2%	-51%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Clothing, Fashion Accessories Stores | NAICS 448

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**448**	**3,816**	**$5,351.7**	**$1,400,000**	**$540**	**1.7%**	**basis**
Troy City	448	183	$569.0	$3,110,000	$6,770	14.2%	88%
Highland Park City	448	15	$18.4	$1,225,000	$1,690	11.3%	85%
Harper Woods City	448	33	$34.7	$1,050,000	$2,490	10.6%	84%
Roseville City	448	49	$83.4	$1,700,000	$1,760	6.9%	76%
Dearborn City	448	112	$139.1	$1,240,000	$1,470	6.1%	72%
Taylor City	448	51	$85.4	$1,675,000	$1,390	5.6%	70%
Allen Park City	448	13	$37.4	$2,880,000	$1,380	3.9%	57%
Grosse Pte Woods City	448	16	$21.6	$1,355,000	$1,400	2.9%	42%
Hamtramck City	448	17	$7.2	$425,000	$330	2.8%	40%
Westland City	448	48	$59.1	$1,230,000	$720	2.5%	33%
Grosse Pointe City	448	10	$8.1	$805,000	$1,550	2.2%	22%
Southgate City	448	11	$17.9	$1,625,000	$610	2.0%	15%
Macomb County	448	306	$451.2	$1,475,000	$520	1.6%	-5%
Wayne County	448	628	$770.3	$1,225,000	$440	1.6%	-5%
Garden City City	448	10	$10.6	$1,065,000	$400	1.4%	-15%
Warren City	448	26	$43.9	$1,685,000	$330	1.3%	-25%
Inkster City	448	4	$4.2	$1,050,000	$170	1.0%	-39%
Grosse Pte Farms City	448	6	$6.4	$1,065,000	$700	1.0%	-41%
Romulus City	448	5	$5.3	$1,055,000	$220	0.9%	-44%
Eastpointe City	448	7	$6.8	$975,000	$210	0.9%	-47%
Detroit City	448	114	$103.2	$905,000	$150	0.8%	-51%
Wyandotte City	448	10	$5.0	$505,000	$200	0.7%	-62%
St. Clair Shores City	448	10	$11.8	$1,180,000	$200	0.6%	-67%
Trenton City	448	5	$3.2	$635,000	$170	0.5%	-72%
Dearborn Heights City	448	10	$4.1	$410,000	$70	0.3%	-82%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Sporting Goods, Hobby, Music, Books | NAICS 451

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**451**	**1,466**	**$2,467.1**	**$1,685,000**	**$250**	**0.8%**	**basis**
Roseville City	451	11	$39.6	$3,600,000	$840	3.3%	76%
Taylor City	451	15	$43.5	$2,900,000	$710	2.8%	73%
Allen Park City	451	11	$26.2	$2,380,000	$960	2.7%	72%
Southgate City	451	6	$16.0	$2,665,000	$550	1.8%	56%
Troy City	451	26	$70.3	$2,705,000	$840	1.7%	55%
Westland City	451	7	$21.1	$3,020,000	$260	0.9%	14%
Macomb County	451	106	$198.3	$1,870,000	$230	0.7%	-9%
Wayne County	451	161	$268.0	$1,665,000	$150	0.6%	-28%
Dearborn City	451	14	$11.6	$825,000	$120	0.5%	-34%
Grosse Pte Woods City	451	3	$3.5	$1,160,000	$220	0.5%	-40%
Warren City	451	12	$11.1	$925,000	$80	0.3%	-59%
St. Clair Shores City	451	6	$6.3	$1,050,000	$110	0.3%	-62%
Garden City City	451	4	$1.7	$415,000	$60	0.2%	-71%
Dearborn Heights City	451	4	$2.5	$635,000	$50	0.2%	-76%
Detroit City	451	22	$17.9	$815,000	$30	0.1%	-82%
Lincoln Park City	451	3	$1.2	$395,000	$30	0.1%	-82%
Wayne City	451	3	$0.4	$130,000	$20	0.1%	-88%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | General Merch., Department, Discount | NAICS 452

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Estab-lishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**452**	**2,043**	**$27,175.8**	**$13,300,000**	**$2,720**	**8.6%**	**basis**
Roseville City	452	14	$517.8	$36,985,000	$10,920	43.0%	80%
Taylor City	452	19	$300.6	$15,825,000	$4,900	19.6%	56%
Allen Park City	452	8	$141.8	$17,730,000	$5,210	14.9%	42%
Harper Woods City	452	4	$39.2	$9,805,000	$2,820	12.0%	29%
Lincoln Park City	452	9	$96.0	$10,665,000	$2,620	11.4%	24%
Macomb County	452	148	$2,554.9	$17,265,000	$2,940	9.1%	6%
Westland City	452	24	$213.1	$8,880,000	$2,600	9.1%	6%
Troy City	452	18	$359.4	$19,970,000	$4,280	8.9%	4%
Dearborn City	452	17	$191.2	$11,245,000	$2,020	8.4%	-2%
Wayne County	452	325	$3,599.8	$11,075,000	$2,050	7.5%	-12%
Warren City	452	26	$242.2	$9,315,000	$1,800	7.0%	-19%
Dearborn Heights City	452	9	$38.4	$4,260,000	$690	2.8%	-68%
Eastpointe City	452	7	$16.8	$2,395,000	$520	2.2%	-74%
Detroit City	452	112	$263.5	$2,355,000	$390	2.1%	-76%
Melvindale City	452	3	$3.9	$1,305,000	$380	1.9%	-78%
Hamtramck City	452	7	$4.2	$600,000	$190	1.6%	-81%
Romulus City	452	6	$7.1	$1,175,000	$300	1.3%	-85%
Inkster City	452	5	$3.9	$780,000	$160	1.0%	-89%
St. Clair Shores City	452	3	$17.1	$5,695,000	$290	0.8%	-91%
Garden City City	452	5	$4.6	$915,000	$170	0.6%	-93%
Wyandotte City	452	3	$2.4	$800,000	$100	0.3%	-96%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Variety, Miscellaneous Stores | NAICS 453

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Estab-lishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**453**	**3,557**	**$3,089.0**	**$870,000**	**$310**	**1.0%**	**basis**
Grosse Pointe City	453	9	$9.3	$1,035,000	$1,790	2.5%	61%
Highland Park City	453	5	$3.9	$775,000	$360	2.4%	59%
Roseville City	453	21	$27.2	$1,295,000	$570	2.3%	57%
Dearborn City	453	61	$43.6	$715,000	$460	1.9%	49%
Center Line City	453	8	$3.0	$375,000	$360	1.5%	37%
Eastpointe City	453	12	$10.1	$845,000	$310	1.3%	27%
St. Clair Shores City	453	21	$23.3	$1,110,000	$390	1.1%	12%
Westland City	453	33	$23.4	$710,000	$290	1.0%	2%
Wayne City	453	7	$4.1	$585,000	$240	1.0%	2%
Warren City	453	42	$34.5	$820,000	$260	1.0%	2%
Wayne County	453	534	$441.3	$825,000	$250	0.9%	-6%
Macomb County	453	299	$252.4	$845,000	$290	0.9%	-8%
Hamtramck City	453	10	$2.3	$225,000	$100	0.9%	-10%
Troy City	453	47	$34.1	$725,000	$410	0.8%	-13%
Dearborn Heights City	453	21	$9.9	$470,000	$180	0.7%	-26%
Detroit City	453	116	$67.9	$585,000	$100	0.5%	-45%
Wyandotte City	453	13	$4.1	$315,000	$160	0.5%	-46%
Grosse Pte Woods City	453	6	$3.1	$510,000	$200	0.4%	-58%
Grosse Pte Farms City	453	3	$1.6	$545,000	$180	0.3%	-74%
Riverview City	453	3	$0.9	$315,000	$80	0.2%	-77%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Arts, Entertain., Recreational Venues | NAICS 71

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**71**	**3,469**	**$4,998.3**	**$1,440,000**	**$500**	**1.6%**	**basis**
Dearborn City	71	28	$492.8	$17,600,000	$5,200	21.7%	93%
Detroit City	71	92	$730.0	$7,935,000	$1,080	5.8%	73%
Wayne County	71	394	$1,491.2	$3,785,000	$850	3.1%	49%
Grosse Pte Farms City	71	6	$14.3	$2,380,000	$1,560	2.2%	29%
Taylor City	71	17	$20.5	$1,205,000	$330	1.3%	-15%
Troy City	71	38	$42.5	$1,120,000	$510	1.1%	-33%
Warren City	71	24	$34.5	$1,435,000	$260	1.0%	-37%
Grosse Pte Woods City	71	6	$7.2	$1,190,000	$460	1.0%	-39%
Southgate City	71	8	$7.7	$965,000	$260	0.9%	-46%
St. Clair Shores City	71	23	$17.0	$740,000	$290	0.8%	-49%
Macomb County	71	224	$217.8	$970,000	$250	0.8%	-51%
Allen Park City	71	6	$7.2	$1,205,000	$270	0.8%	-52%
Westland City	71	15	$14.3	$955,000	$170	0.6%	-61%
Roseville City	71	6	$5.9	$980,000	$120	0.5%	-69%
Wyandotte City	71	6	$3.4	$560,000	$130	0.4%	-73%
Dearborn Heights City	71	8	$3.8	$470,000	$70	0.3%	-83%
Lincoln Park City	71	3	$1.2	$405,000	$30	0.1%	-91%
Eastpointe City	71	4	$0.7	$165,000	$20	0.1%	-94%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Overnight Accomm., Food Svc | NAICS 72

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Establishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**72**	**20,696**	**$23,056.4**	**$1,115,000**	**$2,310**	**7.3%**	**basis**
Romulus City	72	82	$249.0	$3,035,000	$10,580	44.7%	84%
Detroit City	72	963	$2,729.6	$2,835,000	$4,040	21.7%	66%
Dearborn City	72	293	$280.9	$960,000	$2,970	12.4%	41%
Roseville City	72	105	$142.4	$1,355,000	$3,000	11.8%	38%
Southgate City	72	86	$105.7	$1,230,000	$3,620	11.8%	38%
Troy City	72	319	$467.5	$1,465,000	$5,570	11.6%	37%
Wayne County	72	3,354	$5,250.8	$1,565,000	$2,990	11.0%	34%
Taylor City	72	151	$151.7	$1,005,000	$2,470	9.9%	26%
Hamtramck City	72	45	$23.8	$530,000	$1,090	9.3%	21%
Warren City	72	295	$309.8	$1,050,000	$2,300	8.9%	18%
Allen Park City	72	72	$78.2	$1,085,000	$2,870	8.2%	11%
Melvindale City	72	25	$15.5	$620,000	$1,500	7.6%	5%
Wayne City	72	33	$30.1	$915,000	$1,770	7.3%	0%
Dearborn Heights City	72	117	$97.9	$835,000	$1,750	7.1%	-2%
Lincoln Park City	72	67	$57.9	$865,000	$1,580	6.9%	-6%
Macomb County	72	1,669	$1,642.4	$985,000	$1,890	5.9%	-20%
Westland City	72	153	$135.7	$885,000	$1,660	5.8%	-21%
Wyandotte City	72	67	$42.5	$635,000	$1,700	5.5%	-25%
Eastpointe City	72	54	$40.6	$755,000	$1,250	5.4%	-26%
Grosse Pointe City	72	19	$17.6	$925,000	$3,380	4.7%	-35%
Trenton City	72	39	$30.2	$775,000	$1,650	4.5%	-38%
Grosse Pte Woods City	72	42	$33.2	$790,000	$2,140	4.5%	-39%
Garden City City	72	45	$32.2	$715,000	$1,210	4.4%	-40%
Harper Woods City	72	17	$13.4	$790,000	$970	4.1%	-43%
River Rouge City	72	10	$4.6	$460,000	$610	4.1%	-44%
Riverview City	72	16	$11.0	$685,000	$910	2.6%	-65%
Inkster City	72	17	$10.2	$600,000	$410	2.5%	-66%
Grosse Pte Farms City	72	16	$14.3	$895,000	$1,560	2.2%	-69%
Center Line City	72	13	$4.3	$330,000	$520	2.2%	-70%
Grosse Pte Park City	72	28	$15.2	$540,000	$1,360	2.1%	-71%
Ecorse City	72	7	$3.1	$440,000	$330	1.8%	-75%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Overnight Accommodations Only | NAICS 721

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Estab-lishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**721**	**1,807**	**$5,771.4**	**$3,195,000**	**$580**	**1.8%**	**basis**
Romulus City	721	28	$105.3	$3,760,000	$4,480	18.9%	90%
Detroit City	721	45	$1,710.0	$38,000,000	$2,530	13.6%	87%
Wayne County	721	175	$2,050.8	$11,720,000	$1,170	4.3%	57%
Dearborn City	721	13	$56.6	$4,350,000	$600	2.5%	27%
Troy City	721	12	$59.6	$4,965,000	$710	1.5%	-19%
Southgate City	721	6	$12.2	$2,035,000	$420	1.4%	-25%
Warren City	721	26	$39.3	$1,510,000	$290	1.1%	-38%
Roseville City	721	11	$12.9	$1,175,000	$270	1.1%	-41%
Allen Park City	721	3	$8.0	$2,680,000	$300	0.8%	-54%
Melvindale City	721	4	$1.4	$360,000	$140	0.7%	-61%
Inkster City	721	7	$2.4	$345,000	$100	0.6%	-67%
Macomb County	721	66	$97.9	$1,485,000	$110	0.3%	-81%
Taylor City	721	5	$4.2	$835,000	$70	0.3%	-85%
Lincoln Park City	721	3	$0.9	$315,000	$30	0.1%	-94%
Wayne City	721	3	$0.3	$110,000	$20	0.1%	-96%
Dearborn Heights City	721	4	$0.5	$125,000	$10	0.0%	-98%

Source: Underlying data provided by the 2017 Economic Census and 2019 American Community Survey.
NAICS indicates the North American Industrial Classification System established by the census.
[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.
[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Food Services, Drinking Estab., Restaurants | NAICS 722

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Estab-lishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**722**	**18,889**	**$17,284.9**	**$915,000**	**$1,730**	**5.5%**	**basis**
Romulus City	722	54	$143.6	$2,660,000	$6,110	25.8%	79%
Roseville City	722	94	$129.5	$1,375,000	$2,730	10.7%	49%
Southgate City	722	80	$93.5	$1,170,000	$3,200	10.4%	48%
Troy City	722	307	$407.9	$1,330,000	$4,860	10.1%	46%
Dearborn City	722	280	$224.3	$800,000	$2,370	9.9%	45%
Taylor City	722	146	$147.5	$1,010,000	$2,400	9.6%	43%
Detroit City	722	918	$1,019.6	$1,110,000	$1,510	8.1%	33%
Warren City	722	269	$270.5	$1,005,000	$2,010	7.8%	30%
Allen Park City	722	69	$70.2	$1,015,000	$2,580	7.4%	26%
Highland Park City	722	10	$11.7	$1,170,000	$1,080	7.2%	24%
Wayne City	722	30	$29.8	$995,000	$1,760	7.2%	24%
Dearborn Heights City	722	113	$97.4	$860,000	$1,740	7.1%	23%
Melvindale City	722	21	$14.1	$670,000	$1,360	6.9%	21%
Lincoln Park City	722	64	$57.0	$890,000	$1,550	6.7%	19%
Wayne County	722	3,179	$3,200.0	$1,005,000	$1,820	6.7%	18%
Westland City	722	153	$135.7	$885,000	$1,660	5.8%	6%
St. Clair Shores City	722	127	$117.0	$920,000	$1,960	5.5%	2%
Macomb County	722	1,603	$1,544.5	$965,000	$1,770	5.5%	1%
Wyandotte City	722	67	$42.5	$635,000	$1,700	5.5%	0%
Grosse Pointe City	722	19	$17.6	$925,000	$3,380	4.7%	-13%
Grosse Pte Woods City	722	42	$33.2	$790,000	$2,140	4.5%	-18%
Garden City City	722	45	$32.2	$715,000	$1,210	4.4%	-20%
River Rouge City	722	10	$4.6	$460,000	$610	4.1%	-25%
Riverview City	722	16	$11.0	$685,000	$910	2.6%	-53%
Grosse Pte Farms City	722	16	$14.3	$895,000	$1,560	2.2%	-59%
Center Line City	722	13	$4.3	$330,000	$520	2.2%	-59%
Grosse Pte Park City	722	28	$15.2	$540,000	$1,360	2.1%	-62%
Inkster City	722	10	$7.7	$775,000	$320	1.9%	-65%
Ecorse City	722	7	$3.1	$440,000	$330	1.8%	-67%

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

NAICS indicates the North American Industrial Classification System established by the census.

[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Net Import-Export Analysis | Other Services excluding Public Admin | NAICS 81

Selected Places in Macomb & Wayne Counties, Michigan | 2017

Geography	2017 NAICS code	Number of Estab-lishments	Total Transacted Sales ($Mil.)	Average Sales per Estab.	Implied Sales per Capita[1]	Implied Share of Local Income[2]	Implied Net Import or Export (Leakage)[3]
Michigan	**81**	**16,545**	**$13,205.0**	**$800,000**	**$1,320**	**4.2%**	**basis**
Troy City	81	243	$645.7	$2,655,000	$7,690	16.1%	74%
Romulus City	81	51	$78.5	$1,540,000	$3,340	14.1%	70%
Taylor City	81	109	$133.0	$1,220,000	$2,170	8.7%	52%
Detroit City	81	785	$1,028.8	$1,310,000	$1,520	8.2%	49%
Dearborn City	81	227	$137.4	$605,000	$1,450	6.1%	31%
Lincoln Park City	81	75	$48.9	$650,000	$1,330	5.8%	28%
Warren City	81	260	$190.6	$735,000	$1,410	5.5%	24%
Wayne County	81	2,725	$2,525.3	$925,000	$1,440	5.3%	21%
Westland City	81	129	$116.5	$905,000	$1,420	5.0%	16%
Eastpointe City	81	57	$25.3	$445,000	$780	3.4%	-20%
Macomb County	81	1,509	$863.7	$570,000	$990	3.1%	-26%
Roseville City	81	83	$36.9	$445,000	$780	3.1%	-27%
Wyandotte City	81	50	$20.2	$405,000	$810	2.6%	-37%
Allen Park City	81	57	$24.5	$430,000	$900	2.6%	-38%
Dearborn Heights City	81	110	$34.2	$310,000	$610	2.5%	-40%
St. Clair Shores City	81	117	$49.6	$425,000	$830	2.4%	-44%
Grosse Pte Woods City	81	31	$15.7	$505,000	$1,010	2.1%	-49%
River Rouge City	81	5	$2.2	$440,000	$290	2.0%	-53%
Grosse Pte Farms City	81	22	$12.1	$550,000	$1,320	1.9%	-54%
Hamtramck City	81	28	$4.7	$170,000	$220	1.8%	-56%
Trenton City	81	28	$11.9	$425,000	$650	1.8%	-57%
Ecorse City	81	9	$2.9	$320,000	$310	1.7%	-59%
Grosse Pte Park City	81	14	$7.6	$540,000	$680	1.0%	-75%
Inkster City	81	19	$3.4	$180,000	$140	0.8%	-80%

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

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[1] Transacted sales divided by local area population. [2] Transacted sales per capita divided by local per capita income.

[3] Import is measured as a share of transacted sales; and export is measured as a share of resident expenditure potential.

Section D

Average Sales, Revenues per Establishment
The City of River Rouge with Comparisons | 2017-2018

Subcategory	River Rouge # Estab.	River Rouge $/Estab.	City of Ecorse $/Estab.	Detroit City $/Estab.	Wayne County $/Estab.	Michigan State $/Estab.
Automotive Related Categories						
Used Car Dealerships	1	$1,100,000	$1,470,000	$1,420,000	$1,790,000	$2,490,000
Auto Supply Stores	1	$360,000	.	$1,370,000	$1,530,000	$1,680,000
Auto washing, polishing Svc	1	$290,000	$290,000	$420,000	$370,000	$300,000
Car transmission repair shops	1	$240,000	.	$340,000	.	$550,000
Car repair shops	4	$210,000	$200,000	$350,000	$450,000	$590,000
Other Hardline Categories						
Home Improvement Stores	.	.	.	$20,660,000	$39,690,000	$21,150,000
Hardware Stores	2	$2,300,000	.	$880,000	$1,560,000	$1,660,000
Building, Construction Supply	1	$1,120,000	$2,100,000	$1,730,000	$2,000,000	$2,440,000
Flooring, Floor Covering Stores	1	$720,000	.	$1,350,000	$1,660,000	$1,590,000
Window Treatment Stores	.	.	.	$150,000	$730,000	$930,000
Home Furnishings Stores	.	.	.	$1,130,000	$1,640,000	$1,600,000
Gift, Souvenir Shops	.	.	.	$530,000	$480,000	$420,000
Sporting Goods Stores	1	$190,000	$190,000	$710,000	$1,360,000	$1,340,000
Other General Merch. Stores	1	$1,160,000	$830,000	$970,000	$1,140,000	$1,130,000
Misc stores	1	$1,200,000	.	$2,100,000	$1,330,000	$1,170,000

Source: Underlying data provided by CoStar, 2019; analysis and exhibit prepared by LandUseUSA | Urban Strategies, 2020.

Average Sales, Revenues per Establishment
The City of River Rouge with Comparisons | 2017-2018

Subcategory	River Rouge # Estab.	River Rouge $/Estab.	City of Ecorse	City of Detroit $/Estab.	Wayne County $/Estab.	Michigan State $/Estab.
Grocery, Convenience, Drug, Gas						
Gas Stations	6	$6,910,000	$4,600,000	$3,910,000	$4,050,000	$4,990,000
Grocery Stores, Supermarkets	3	$1,520,000	$980,000	$3,080,000	$6,120,000	$8,020,000
Pharmacies, Drug Stores	3	$1,290,000	.	$2,070,000	$3,840,000	$4,210,000
Liquor Stores	1	$570,000	$850,000	$1,110,000	$1,100,000	$1,180,000
Misc Specialty Foods	1	$340,000	.	$1,040,000	$830,000	$670,000
Fuel Dealers(Unclassified)	1	.	.	$400,000	$130,000	$210,000
Eating and Drinking Establishments						
Bars, Drinking Establishments	5	$640,000	$250,000	$480,000	$530,000	$490,000
Snack, Nonalcoholic Beverage Bars	2	$450,000	.	$590,000	$630,000	$600,000
Full-Service Restaurants	7	$390,000	$410,000	$680,000	$830,000	$840,000

Source: Underlying data provided by CoStar, 2019; analysis and exhibit prepared by LandUseUSA | Urban Strategies, 2020.

Average Sales, Revenues per Establishment
The City of River Rouge with Comparisons | 2017-2018

Subcategory	River Rouge # Estab.	River Rouge $/Estab.	City of Ecorse	City of Detroit $/Estab.	Wayne County $/Estab.	Michigan State $/Estab.
Recreation						
Nature Reserves	1	.	.	$40,000	$1,300,000	$190,000
Organizations and Clubs						
Misc social service advocacy orgs	1	.	.	$40,000	$70,000	$30,000
Business Organizations	1	.	.	.	.	$10,000
Community clubs	1	.	.	.	$10,000	.
Labor Federations	2	.	.	.	.	.
Religious societies	13	.	.	.	.	$10,000
Other Complementary Categories						
Banking, Finance, Insurance	7	$580,000	$770,000	$2,300,000	$1,590,000	$1,380,000
Health Care, Social Svc	13	$480,000	$240,000	$580,000	$580,000	$640,000
Real Estate, Rentals	4	$420,000	$560,000	$650,000	$1,240,000	$830,000
Education	6	.	$50,000	$30,000	$70,000	$70,000

Source: Underlying data provided by CoStar, 2019; analysis and exhibit prepared by LandUseUSA | Urban Strategies, 2020.

Average Sales, Revenues per Establishment
The City of River Rouge with Comparisons | 2017-2018

Subcategory	River Rouge # Estab.	River Rouge $/Estab.	City of Ecorse	City of Detroit $/Estab.	Wayne County $/Estab.	Michigan States $/Estab.
Department Stores, Apparel Storess						
Department Stores	.	.	.	$1,410,000	$10,360,000	$15,420,000
Used goods stores	.	.	.	$2,240,000	$3,520,000	$1,460,000
Family Clothing Stores	.	.	.	$430,000	$1,040,000	$1,460,000
Women's Clothing Stores	.	.	.	$420,000	$520,000	$560,000
Men's Clothing Stores	.	.	.	$530,000	$710,000	$930,000
Fashion Accessories						
Shoe Stores	.	.	.	$1,590,000	$1,230,000	$1,160,000
Jewelry Stores	.	.	.	$920,000	$880,000	$1,060,000
Clothing Accessories Stores	.	.	.	$940,000	$630,000	$660,000
Misc stores	.	.	.	$2,100,000	$1,330,000	$1,170,000
Travel Luggage Stores	.	.	.	$700,000	$450,000	$810,000
Beauty Supply Stores	.	.	.	$880,000	$1,170,000	$1,520,000
Personal Care, Entombment						
Beauty Shops	1	$90,000	$70,000	$80,000	$120,000	$170,000
Mens, boys hair cutting shops	1	$40,000	.	$50,000	$50,000	$80,000
Entombment Svc	3	$410,000	.	$930,000	$970,000	$960,000

Source: Underlying data provided by CoStar, 2019; analysis and exhibit prepared by LandUseUSA | Urban Strategies, 2020.

Section E

Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
	.	Indoor Retail Square Feet (Total)		.	.	.	
.	441	Auto Dealer - Used	Gap and potential opportunity	.	.	.	.
.	441	Auto Dealer - Motorcycles	Gap and potential opportunity	.	.	.	.
1	441	Auto Dealer - Used	Armani Auto Sales	.	.	SE	W Jefferson (E)
2	441	Auto Dealer - Used	River Rouge Auto Sales	.	.	SW	Coolidge (S)
.	441	Auto Dealer - Used	Carter Auto Sales	.	Closed	NW	W Jefferson (W)
.	441	Auto Dealer - Used	CP Used Cars & Trucks	.	Closed	SW	W Jefferson (W)
.	441	Auto Parts, Supplies - General	Gap and potential opportunity	.	.	.	.
.	441	Auto Parts, Supplies - Tires	Gap and potential opportunity	.	.	.	.
1	441	Auto Parts, Supplies - Recycled, Used	House of Auto Parts	.	.	SW	Haltiner/Cora
2	441	Auto Parts, Supplies - Stereos Only	Fuller's Sounds	.	.	NW	W Jefferson (W)
.	485	Auto Rental - Cars, Limos	Gap and potential opportunity	.	.	.	.
.	485	Auto Rental - Trucks, U-Haul	Gap and potential opportunity	.	.	.	.
1	811	Auto Repair - General	Bill's Reliance Auto	.	.	NE	W Jefferson (E)
2	811	Auto Repair - General	Cobra Complete Repair Collision	.	.	SW	Coolidge (S)
3	811	Auto Repair - General	Rouge Auto Repair	.	.	SW	W Jefferson (W)
4	811	Auto Repair - General	Tom's One Stop Auto	.	.	SE	Goodell (N)
5	811	Auto Repair - General	Motown Mobile Diagnostics	Home	.	NE	Richter (E)
6	811	Auto Repair - Body Shop	D&A Collision	.	.	SW	W Jefferson (W)
7	811	Auto Repair - Oil Change	Jefferson Quick Lube	.	.	SW	W Jefferson (W)
8	811	Auto Repair - Transmission	S&S Transmission	.	.	NE	W Jefferson (E)
.	811	Auto Repair - Detailing	Styline Custom	.	Closed	NW	Delisle (N)
.	811	Auto Maintenance - Car Wash	Gap and potential opportunity	.	.	.	.
1	811	Auto Maintenance - Car Wash	River Rouge Auto Wash	.	.	NW	W Jefferson (W)

Source: Field and internet research by LandUseUSA | Urban Strategies; 2019 - 2021.
NAICS indicates the North American Industrial Classification System established by the Census.
List is not intended to be all-inclusive and imperfections are unlikely to alter the conclusions.

Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
.	445	Grocery Store - Supermarket	Gap and potential opportunity	.	.	.	.
1	445	Grocery Store - Supermarket	Bi-Rite Supermarket	.	.	SE	W Jefferson (E)
.	445	Grocery Store - Supermarket	Value Plus Food Center	.	2017+	SW	W Jefferson (W)
.	445	Specialty Food - Seafood, Fish Mkt	Gap and potential opportunity	.	.	.	.
.	445	Specialty Food - Bakery	Gap and potential opportunity	.	.	.	.
.	445	Specialty Food - Farmers' Market	Gap and potential opportunity	.	.	.	.
.	445	Specialty Food - Meat, Butcher, Deli	Gap and potential opportunity	.	.	.	.
.	445	Specialty Food - Sweets, Snacks	Gap and potential opportunity	.	.	.	.
.	445	Specialty Food - Ethnic	Gap and potential opportunity	.	.	.	.
.	445	Specialty Food - Bakery	Bakery	.	2017+	SE	W Jefferson (E)
1	445	Convenience w/o Gas	River Rouge Liquor	.	.	NE	W Jefferson (E)
2	445	Convenience w/o Gas	River Rouge Market	.	.	NE	Leroy
3	445	Convenience w/o Gas	Riviera Market	.	.	SW	W Jefferson (W)
4	445	Convenience w/o Gas	Star Liquor	.	.	NW	Coolidge (N)
.	445	Convenience w/o Gas	Frank's Quick Stop	.	Closed	SE	W Jefferson (E)
.	445	Convenience w/o Gas	J's Market	.	2011	NW	W Jefferson (W)
.	445	Convenience w/o Gas	Value Plus Food Center	.	2016	West	W Jefferson (W)
1	447	Convenience with Gas	BP	.	.	SE	W Jefferson (E)
2	447	Convenience with Gas	Citgo	.	.	SE	W Jefferson (E)
3	447	Convenience with Gas	76 Gas Station	.	.	SW	Visger (N)
4	447	Convenience with Gas	Marathon	.	.	NW	W Jefferson (W)
5	447	Convenience with Gas	Sunoco	.	.	SW	W Jefferson (W)

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Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
.	446	Pharmacy, Drug Store	Gap and potential opportunity	.	.	.	.
1	446	Pharmacy, Drug Store	River Rouge Pharmacy	.	.	NW	W Jefferson (W)
1	452	Variety - Dollar Store	Family Dollar	.	.	NW	Coolidge (N)
.	.	Tobacco - Hydroponics, Grow Store	Gap and potential opportunity	.	.	.	.
1	446	Tobacco - Cannabis	1st Quality Medz	.	.	SW	W Jefferson (W)
2	446	Tobacco - Cannabis	Curing Corner	.	.	NE	W Jefferson (E)
3	446	Tobacco - Cannabis	Green Care	.	.	SW	W Jefferson (W)
4	446	Tobacco - Cannabis	Herbal Healing	.	.	SE	W Jefferson (E)
5	446	Tobacco - Cannabis	Herbology Cannabis Co.	.	.	SW	W Jefferson (W)
6	446	Tobacco - Cannabis	Jars Cannabis	.	.	SE	W Jefferson (E)
7	453	Tobacco - Accessories	Smoke City Accessories	.	.	SE	W Jefferson (E)
.	453	Tobacco - Smoke Shop	Rouge Tobacco Shop & More	.	2016	SE	W Jefferson (W)
.	448	Personal Care - Beauty Supplies	Gap and potential opportunity	.	.	.	.
1	812	Personal Care - Barber	Bud's Barber Shop	.	.	SW	Polk/Hall
2	812	Personal Care - Barber	Darius the BillionDollaBarber	.	.	NW	W Jefferson (E)
3	812	Personal Care - Barber	In The Cut Barber Shop	.	.	NW	W Jefferson (W)
.	812	Personal Care - Salon - Wigs, Nails	Gap and potential opportunity	.	.	.	.
.	812	Personal Care - Salon - Ink, Tattoos	Gap and potential opportunity	.	.	.	.
1	812	Personal Care - Salon	Phat Headz Unisex Hair Salon	.	.	SE	W Jefferson (E)
2	812	Personal Care - Salon	Star Struck Salon	.	.	NW	W Jefferson (W)
.	812	Personal Care - Salon	Erinnika's Hair Studio	.	2017+	NW	W Jefferson (W)
1	812	Dry Cleaning, Laundry	White Cloud Cleaners	.	.	NW	W Jefferson (W)

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Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
.	448	Apparel - Mens Rugged Wear, Boots	Gap and potential opportunity	.	.	.	.
.	448	Apparel - Mens Big & Tall, Tux Rental	Gap and potential opportunity	.	.	.	.
.	448	Apparel - Bridal, Intimates	Gap and potential opportunity	.	.	.	.
1	448	Apparel - Womens General	Darling Dior Upscale Boutique	.	.	NW	W Jefferson (W)
2	448	Apparel - Family	Eady's Clothing Store	.	.	SE	W Jefferson (E)
.	448	Apparel - Men's	Bakers Mens Wear	.	2017+	NW	W Jefferson (W)
.	448	Apparel - Men's	Swagger Jack Mens Wear	.	2017+	NW	W Jefferson (W)
1	323	Apparel - Athletic, T-Shirts	Mussill's	.	.	SE	W Jefferson (E)
2	323	Apparel - Athletic, T-Shirts	Consuelo's Customs	Home	.	East	Richter (E)
3	323	Apparel - Graphic Printing	AFT	Home	.	NW	Superior (E)
.	323	Apparel - Custom Made	MI Screen Print, Embroidery	.	2017+	SW	W Jefferson (W)
.	448	Apparel - Consignment Only	Gap and potential opportunity	.	.	.	.
.	448	Apparel - Used Merch, Thrift	Gap and potential opportunity	.	.	.	.
	448	Apparel - Used Merch, Thrift	Resale Store	.	2017+	SE	W Jefferson (E)
.	448	Accessories - General	Gap and potential opportunity	.	.	.	.
.	448	Accessories - Leather Luggage Purse	Gap and potential opportunity	.	.	.	.
.	448	Accessories - Shoes	Gap and potential opportunity	.	.	.	.
.	448	Accessories - Eyewear	Gap and potential opportunity	.	.	.	.
.	448	Accessories - Eyewear	Shaheen Eye Specialists	.	2017+	SE	W Jefferson (E)

Source: Field and internet research by LandUseUSA | Urban Strategies; 2019 - 2021.
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Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
1	444	Home Improvement	Lozon True Value Hardware	.	.	NE	W Jefferson (E)
1	444	Hardware - Locksmiths	Falklam Hardware, Locksmith	.	.	SE	W Jefferson (W)
2	444	Hardware - Locksmiths	Rouge Lock Repair, Keys	Home	.	NE	Henry Street
.	444	Home Improv - Paint, Wall Coverings	Gap and potential opportunity	.	.	.	.
.	444	Home Improv - Tile Carpet Floor Cover	Gap and potential opportunity	.	.	.	.
.	444	Home Improv - Siding Roofs Gutters	Gap and potential opportunity	.	.	.	.
.	444	Home Improv - Windows and Doors	Gap and potential opportunity	.	.	.	.
.	444	Home Improv - Sheds and Fences	Gap and potential opportunity	.	.	.	.
.	444	Home Improv - Garage Doors	Gap and potential opportunity	.	.	.	.
.	444	Home Improv - Security and Alarms	Gap and potential opportunity	.	.	.	.
.	444	Home Improv - Lighting, Electrical	Gap and potential opportunity	.	.	.	.
.	444	Home Improv - Plumbing, HVAC	Gap and potential opportunity	.	.	.	.
.	444	Home Improv - Kitchens, Countertops	Gap and potential opportunity	.	.	.	.
	444	Home Improv - Decks, Patios, Hearths	Gap and potential opportunity	.	.	.	.
.	238	Contractor - Electrician	Gap and potential opportunity	.	.	.	.
.	238	Contractor - Plumber, HVAC	Gap and potential opportunity	.	.	.	.
.	238	Contractor - Security, Alarms	Gap and potential opportunity	.	.	.	.
.	238	Contractor - Painting	Gap and potential opportunity	.	.	.	.
.	238	Contractor - Building Construction	Gap and potential opportunity	.	.	.	.
.	238	Contractor - Remodeling	Gap and potential opportunity	.	.	.	.
.	238	Contractor - Home Repair, Handyman	Gap and potential opportunity	.	.	.	.
.	238	Contractor - Water and Propane	Gap and potential opportunity	.	.	.	.
.	238	Contractor - Awnings, Welding	Victor's Awning, Welding	.	Closed	SW	W Jefferson (W)
.	812	Cleaning Svc- Home Restoration	Gap and potential opportunity	.	.	.	.
.	812	Cleaning Svc - Home Cleaning	Gap and potential opportunity	.	.	.	.
.	812	Cleaning Svc - Carpet Cleaning	Gap and potential opportunity	.	.	.	.
.	812	Cleaning Svc - Window Cleaning	Gap and potential opportunity	.	.	.	.

Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
.	561	Lawn Garden - General Supply	Gap and potential opportunity	.	.	.	.
.	561	Lawn Garden - Landscaping Svc	Gap and potential opportunity	.	.	.	.
.	442	Furniture - Gallery, General	Gap and potential opportunity	.	.	.	.
.	442	Furniture - Ready to Assemble	Gap and potential opportunity	.	.	.	.
.	442	Furniture - Mattresses	Gap and potential opportunity	.	.	.	.
.	442	Furniture - Dinettes, Patio Furniture	Gap and potential opportunity	.	.	.	.
.	442	Furniture - Used, Refurbished	Gap and potential opportunity	.	.	.	.
.	442	Furniture - Upholstery Repair	Gap and potential opportunity	.	.	.	.
.	442	Home Furnishings - General Décor	Gap and potential opportunity	.	.	.	.
.	442	Home Furnishings - Decorative Rugs	Gap and potential opportunity	.	.	.	.
.	442	Home Furnishings - Kitchen Supplies	Gap and potential opportunity	.	.	.	.
.	442	Home Furnishings - Window Treatment	Gap and potential opportunity	.	.	.	.
.	442	Appliances - General Sales	Gap and potential opportunity	.	.	.	.
.	442	Appliances - Used, Refurbished	Gap and potential opportunity	.	.	.	.
.	532	Appliances - Rental	Gap and potential opportunity	.	.	.	.
.	453	Appliances - Sewing, Vacuums	Gap and potential opportunity	.	.	.	.
.	453	Appliances - Repair Services	Gap and potential opportunity	.	.	.	.
.	442	Appliances - Used, Refurbished	Vicky's Resale & Appliance	.	2016	SE	W Jefferson (E)
.	442	Appliances - Used, Refurbished	R & R Appliance	.	2017+	NW	W Jefferson (W)

Source: Field and internet research by LandUseUSA | Urban Strategies; 2019 - 2021.
NAICS indicates the North American Industrial Classification System established by the Census.
List is not intended to be all-inclusive and imperfections are unlikely to alter the conclusions.

Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
.	561	Office Supplies - General Supply	Gap and potential opportunity	.	.	.	.
.	561	Office Supplies - Shipping, Mailing	Gap and potential opportunity	.	.	.	.
1	561	Office Supplies - Shipping, Mailing Svc	United States Post Office	.	.	.	W Jefferson Ave
.	561	Office Supply, Print, Ship	Classic Printing	.	<2017	NW	W Jefferson (W)
.	561	Printing Faxing Service	G M O Services	.	Closed	SE	W Jefferson (E)
.	811	Electronics - Computer General	Gap and potential opportunity	.	.	.	.
.	811	Electronics - Computer Repair	Gap and potential opportunity	.	.	.	.
.	.	Telecommunications	Gap and potential opportunity	.	.	.	.
1	443	Telecommunications	MetroPCS by T-Mobile	.	.	NE	W Jefferson (E)
.	.	Business Services - Coworking Space	Gap and potential opportunity	.	.	.	.
.	.	Business Services - Business Center	Gap and potential opportunity	.	.	.	.
.	.	Business Services - Human Resources	Gap and potential opportunity	.	.	.	.
.	.	Marketing Services - Sign Printing	Gap and potential opportunity	.	.	.	.
1	.	Marketing Services - Digital, Brand	Entangle Agency Digital, Brand	.	.	NW	W Jefferson (W)
2	.	Marketing Services - Internet Mktg	ReVisio Multi Media Group	.	.	NE	W Jefferson (E)
3	.	Marketing Services - E Commerce	Treasure of Four	Home	.	NE	Richter Street
.	.	Marketing Services - E Commerce	Telegram Newspaper	.	2017+	SW	W Jefferson (W)
1	.	Financial - Tax Services	Liberty Tax Service	.	.	NW	W Jefferson (E)
2	.	Financial - Tax Services	H&R Block	.	.	NW	W Jefferson (E)
.	.	Financial - Tax Services	The Tax Experts	.	Closed	SE	W Jefferson (E)
.	.	Financial - Tax Services	Maximum Tax Service	.	2019	NW	W Jefferson (W)
		Financial - Advisor	R&R Financial Center		2017+	NW	W Jefferson (W)
.	.	Insurance Agency	Gap and potential opportunity	.	.	.	.
.	.	Insurance Agency	Look! Insurance	.	Closed	SE	W Jefferson (W)
.	.	Insurance Agency - Adjuster	Miller's Public Ins Claim Adjuster	.	Closed	SE	W Jefferson (E)
1	.	Entombment Services	Girrbach-Krasun Funeral Home	.	.	SE	W Jefferson (E)

Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
.	453	Art, Gifts, Novelty, Florists - Gift Shop	Gap and potential opportunity	.	.	.	.
.	453	Art, Gifts, Novelty, Florists - Pawn	Gap and potential opportunity	.	.	.	.
1	453	Art, Gifts, Novelty, Florists - Florist, Gifts	Saint Hedwig Florist & Gift Shop	.	.	NE	W Jefferson (E)
.	453	Art, Gifts, Novelty, Florists - Novelty, Pawn	River Rouge Pawn Shop	.	2018	SE	W Jefferson (E)
.	453	Art, Gifts, Novelty, Florists - Novelty, Pawn	Southwest Gold Spot Pawn	.	2011	NW	W Jefferson (E)
.	453	Art Studio - Pottery, Painting	Gap and potential opportunity	.	.	.	.
.	453	Art Studio - Framing Gallery	Gap and potential opportunity	.	.	.	.
.	453	Art Studio - Studio, Classroom	Gap and potential opportunity	.	.	.	.
.	453	Art Studio - Photography	Gap and potential opportunity	.	.	.	.
.	453	Art Studio - Music Video Recording	Gap and potential opportunity	.	.	.	.
.	453	Music - Musical Instruments	Gap and potential opportunity	.	.	.	.
.	453	Music - Records, Vinyls, CDs	Gap and potential opportunity	.	.	.	.
.	453	Craft Party Artisan Supply Store	Gap and potential opportunity	.	.	.	.
.	453	Games, Hobby Supply Store	Gap and potential opportunity	.	.	.	.
.	453	Sporting Goods Store - Fitness Supply	Gap and potential opportunity	.	.	.	.
.	453	Sporting Goods Store - Bicycle Shop	Gap and potential opportunity	.	.	.	.
.	453	Sporting Goods Store - Gun Shop	Gap and potential opportunity	.	.	.	.
.	453	Sporting Goods Store - Fishing Supply	Gap and potential opportunity	.	.	.	.
.	453	Sporting Goods Store - Bicycle Shop	Downriver Cycle Center	.	Closed	SE	W Jefferson (W)
.	453	Pets and Pet Supplies - General	Gap and potential opportunity	.	.	.	.
.	453	Pets and Pet Supplies - Grooming	Gap and potential opportunity	.	.	.	.
.	453	Pets and Pet Supplies - Veterinary	Gap and potential opportunity	.	.	.	.
.	453	Pets and Pet Supplies - Boarding	Gap and potential opportunity	.	.	.	.
1	453	Pets and Pet Supplies - Shelter	Friends River Rouge Animal Shelt	.	.	NW	Pleasant (N)
.	453	Child Care Services	Gap and potential opportunity	.	.	.	.
.	.	Child Care Services	Munchkinland Child Care	.	2011	NW	W Jefferson (E)

Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
.	713	Fitness - Community Center	Gap and potential opportunity	.	.	.	.
.	713	Fitness - Dance Studio	Gap and potential opportunity	.	.	.	.
.	713	Fitness - Yoga Studio	Gap and potential opportunity	.	.	.	.
.	713	Fitness - Fitness Center, Gym	Gap and potential opportunity	.	.	.	.
.	713	Fitness - Martial Arts	Gap and potential opportunity	.	.	.	.
.	722	Recreation - Skate Park	Gap and potential opportunity	.	.	.	.
1	713	Recreation - Boating	Great Lakes Steel Boat Club	.	.	.	Great Lakes
.	722	Entertain - Billiard Hall Bowling Alley	Gap and potential opportunity	.	.	.	.
.	722	Entertain - Bounce House Arcade	Gap and potential opportunity	.	.	.	.
.	722	Entertain - DJ, Recording Studio	Gap and potential opportunity	.	.	.	.
.	722	Entertain - Senior Center	Gap and potential opportunity	.	.	.	.
.	722	Entertain - Membership Clubs	Gap and potential opportunity	.	.	.	.
1	722	Entertain - Museum	River Rouge Historical Museum	.	.	.	Jefferson
2	722	Entertain - Event Space	Samuel B. Milton Community Ctr	.	.	SW	Beechwood (E)
3	722	Entertain - Event Space	Hyacinth Court	.	.	.	Lenoir Court
4	722	Entertain - Event Space	Beechwood Community Ctr	.	.	.	Beechwood
5	722	Entertain - Event Space	R&A Rental Hall	.	.	NE	W Jefferson (E)
6	722	Entertain - Youth Center	Agape Love Comm Outreach	.	.	.	Coolidge Hwy
7	722	Entertain - Event Space, Youth Center	White CRC Community Garden	.	.	.	Eaton St
1	.	Meeting Space - City Hall	River Rouge City Hall	.	.	.	Jefferson
2	.	Meeting Space - Public Library	River Rouge Public Library	.	.	.	Burke St
.	721	Overnight Accomm - Bed & Breakfast	Gap and potential opportunity	.	.	.	.
.	721	Overnight Accomm - Boutique Hotel	Gap and potential opportunity	.	.	.	.

Source: Field and internet research by LandUseUSA | Urban Strategies; 2019 - 2021.
NAICS indicates the North American Industrial Classification System established by the Census.
List is not intended to be all-inclusive and imperfections are unlikely to alter the conclusions.
* Indicates businesses that are temporarily closed in 2020 due to the Covid-19 pandemic.

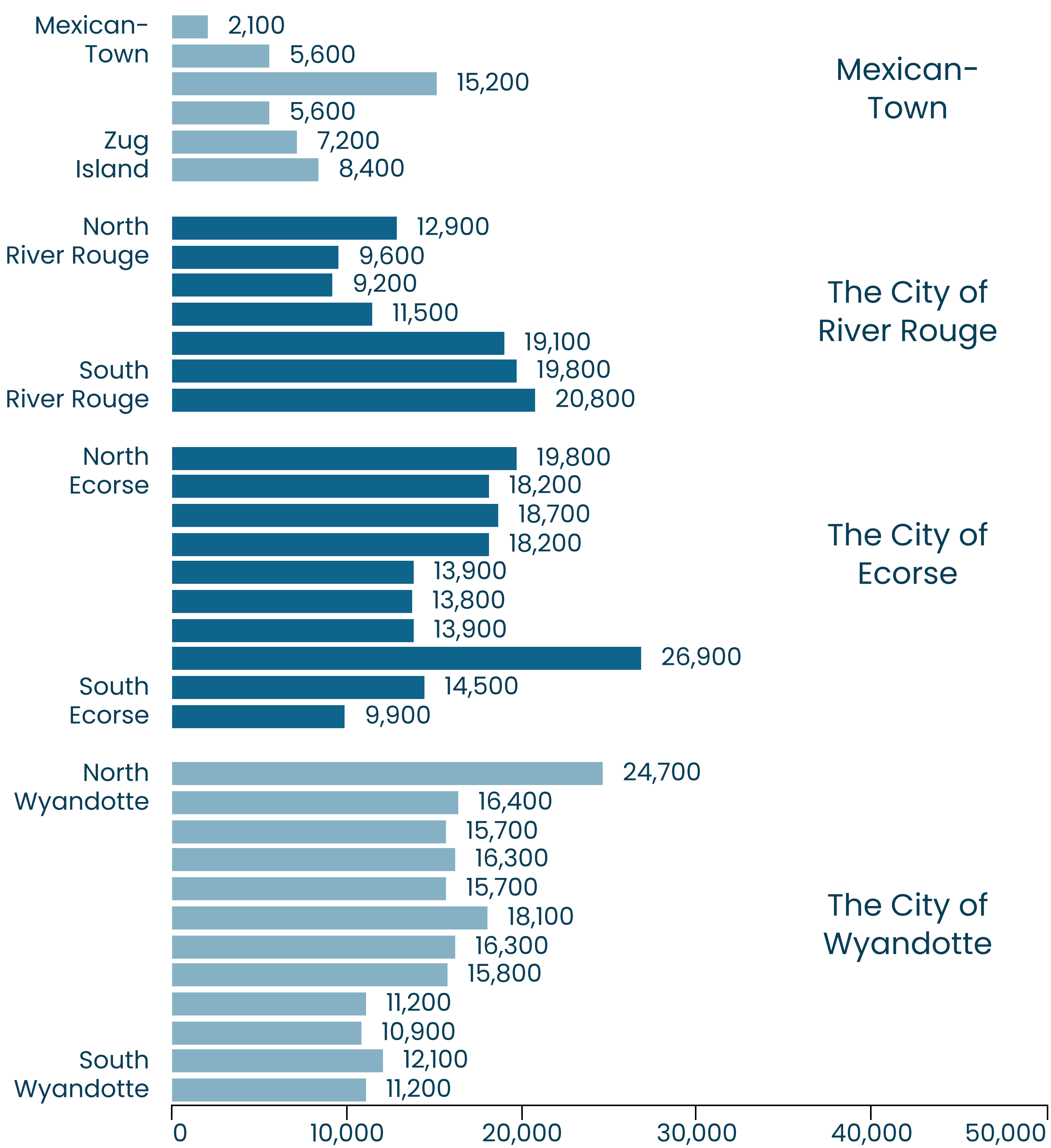
Existing Retailers, Merchants, and Businesses
The City of River Rouge, Michigan | June 2020

Count	NAICS-3	General Category	Business Name	Home Based	Year Closed	Quadrant in the City	Corridor (Side of Street)
1	722	Restaurant - Coneys	City Hall Coney Island	.	.	SE	W Jefferson (E)
.	722	Restaurant - Coneys	River Rouge Coney Island Rest	.	Closed	NW	W Jefferson (W)
2	722	Restaurant - Grill	Ms. Bebea's Grill	.	.	NE	W Jefferson (E)
.	722	Restaurant - American	Zenith's Lunch	.	2020	SE	W Jefferson (E)
.	722	Restaurant - Café	Sugarr Craft Donuts & Coffee	.	2020	NE	W Jefferson (E)
3	722	Restaurant - Chicken	Krispy Krunchy Chicken	.	.	SE	W Jefferson (E)
4	722	Restaurant - Fish, Seafood, Chicken	Mr. Fish & Chicken	.	.	SW	W Jefferson (W)
.	722	Restaurant - Fish, Seafood, Chicken	Jefferson Fish & Chicken	.	2017+	SW	W Jefferson (W)
5	722	Restaurant - Middle Eastern	Soo Fraiche Grill	.	.	SW	W Jefferson (W)
.	722	Restaurant - Authentic Hispanic	Gap and potential opportunity	.	.	.	.
.	722	Restaurant - Soul Food	Gap and potential opportunity	.	.	.	.
.	722	Restaurant - Mediterranean	Gap and potential opportunity	.	.	.	.
.	722	Restaurant - Italiano Pizzeria	Gap and potential opportunity	.	.	.	.
6	722	Restaurant - Pizza by Name	Hungry Howie's Pizza	.	.	SE	W Jefferson (E)
.	722	Restaurant - Pizza by Name	Guy's Pizza	.	2013	SE	W Jefferson (W)
.	722	Restaurant - Pizza by Name	Oliver's Pizza	.	Closed	NW	W Jefferson (W)
7	722	Restaurant - Fast Food	McDonald's	.	.	SE	W Jefferson (E)
8	722	Restaurant - Fast Food	Subway	.	.	SW	W Jefferson (W)
.	722	Restaurant - Microbrewery	Gap and potential opportunity	.	.	.	.
1	722	Restaurant - Bar by Name	Brown Derby Bar	.	.	SE	W Jefferson (E)
2	722	Restaurant - Bar by Name	Coolidge Inn Bar	.	.	SE	Coolidge (S)
3	722	Restaurant - Bar by Name	Duke of Earl's Bar	.	.	NE	W Jefferson (E)
4	722	Restaurant - Bar by Name	Mr. K's Southern Saloon	.	.	SE	Great Lakes (S)
5	722	Restaurant - Bar by Name	River Rouge Bar & Grill	.	.	SE	Great Lakes (S)
1	722	Restaurant - Ice Cream	Dairy Queen	.	.	SW	W Jefferson (W)
.	722	Restaurant - Ice Cream	Sweet Irene Shoppe, Grille	.	2013	SW	Visger (N)

Section F

Average Daily Traffic | W Jefferson Ave

Represents potential impulse shoppers and advertising exposures.

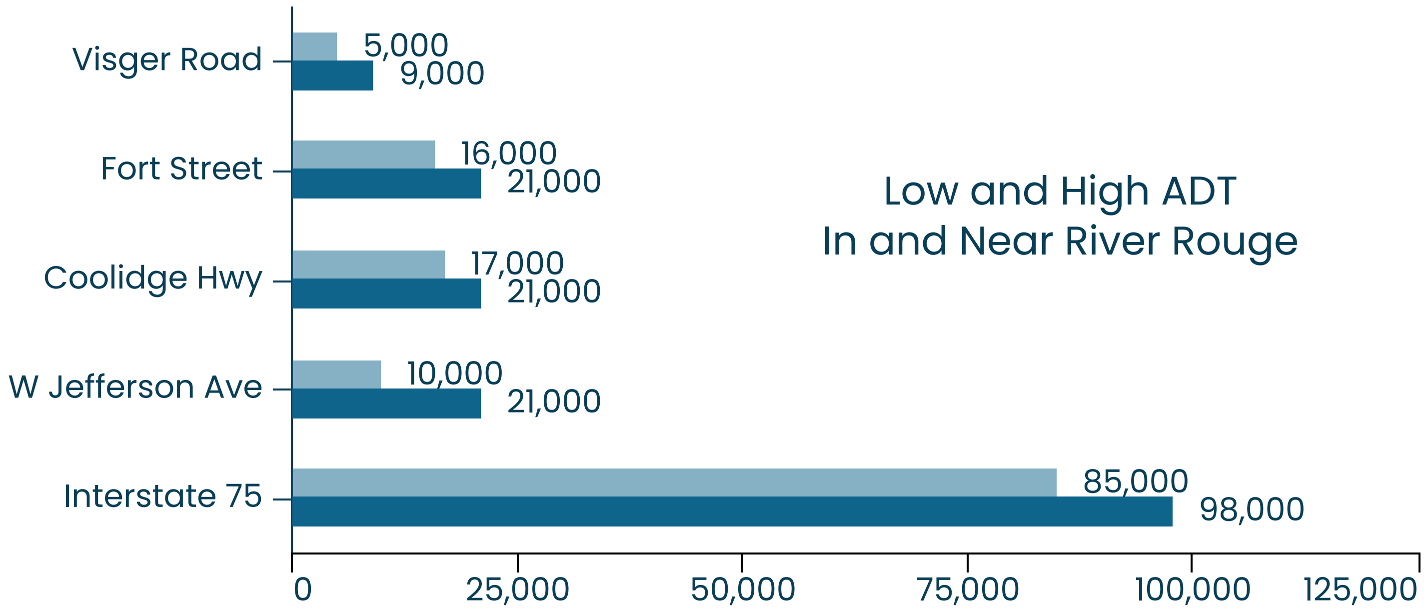


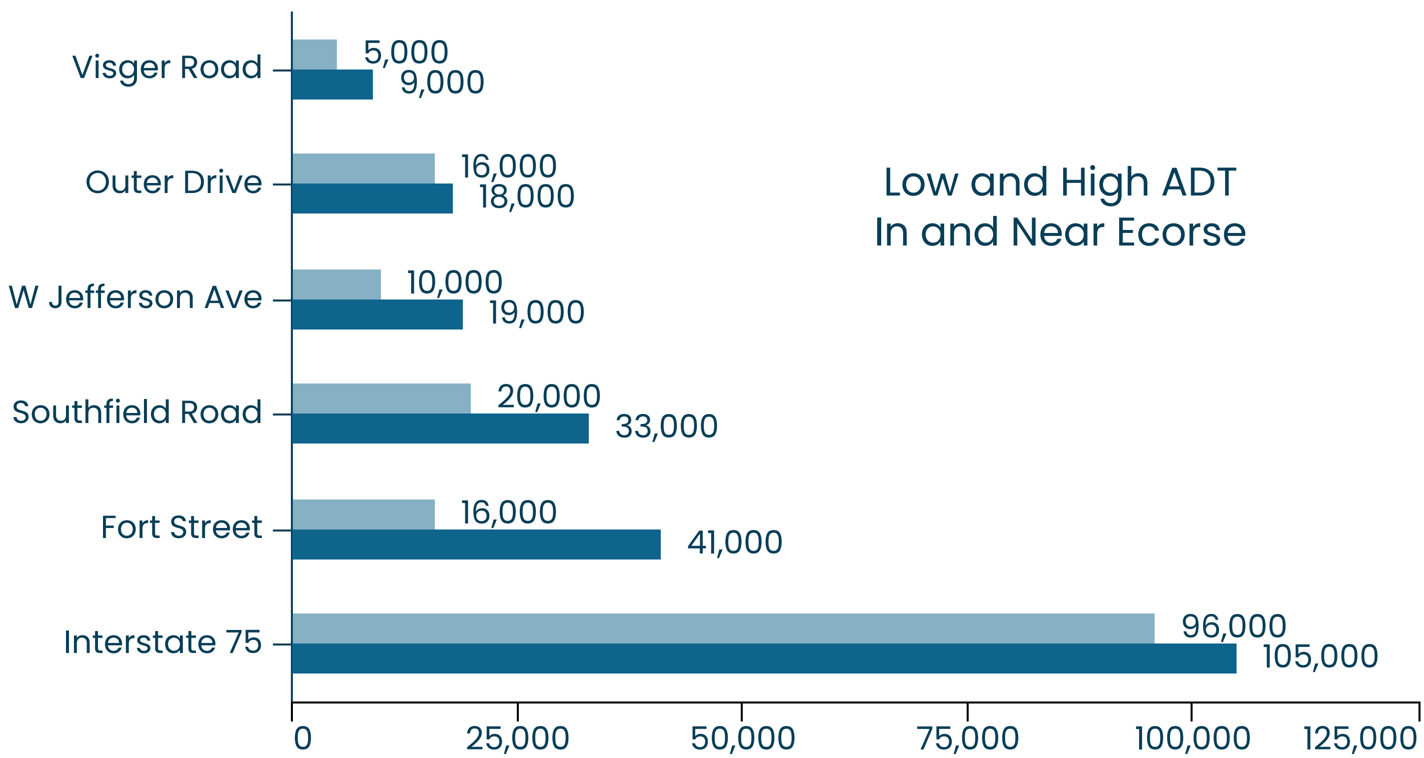
Average daily traffic (ADT) provided by the Michigan Dept. of Transportation for 2019.
Analysis and exhibit prepared by LandUseUSA | Urban Strategies, 2020 - 2021.

LandUseUSA UrbanStrategies

Average Daily Traffic ADT | Downriver

Represents potential impulse shoppers and advertising exposures.



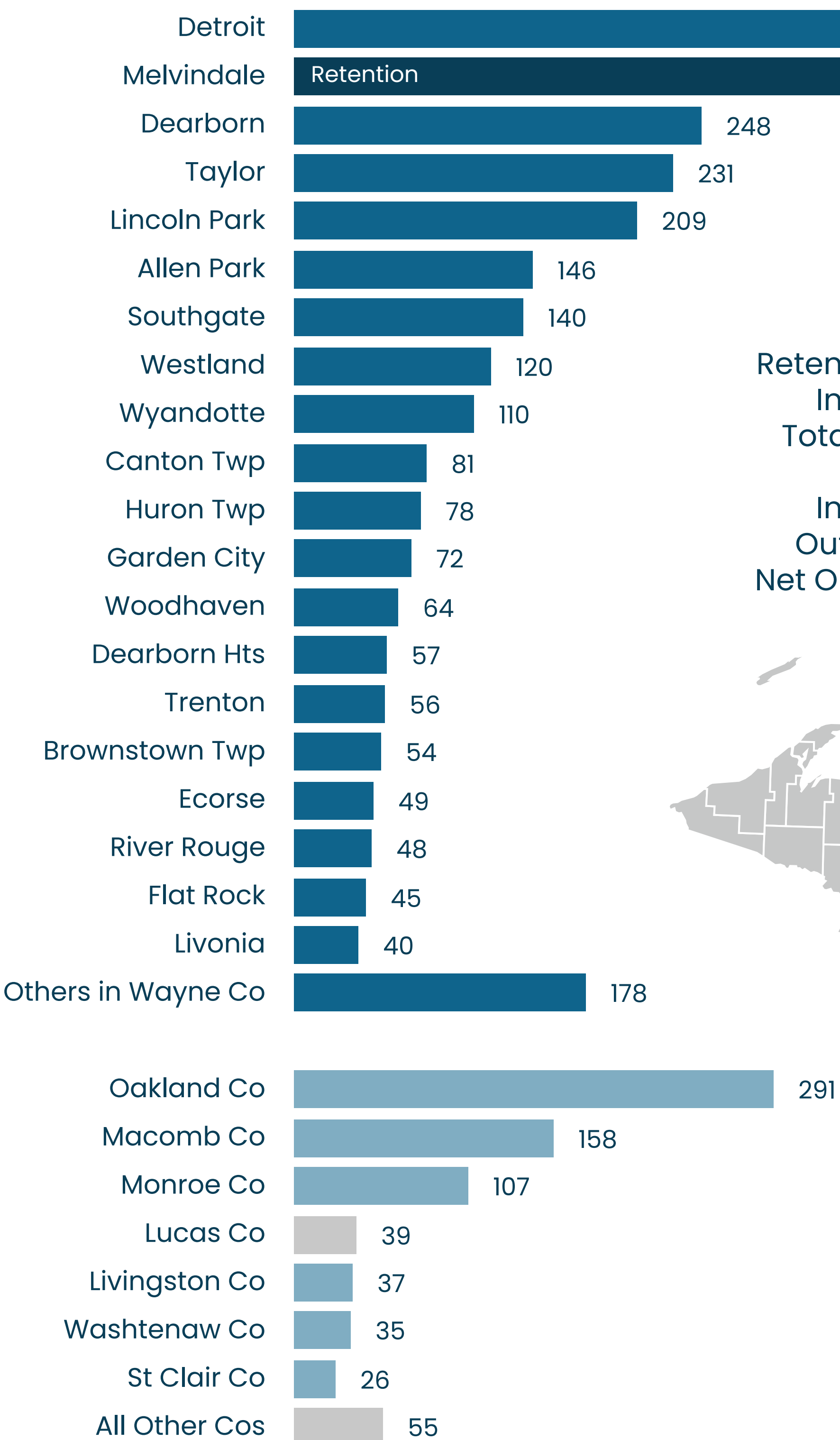


Average daily traffic (ADT) provided by the Michigan Dept. of Transportation for 2019.
Analysis and exhibit prepared by LandUseUSA | Urban Strategies, 2020 - 2021.

LandUseUSA
UrbanStrategies

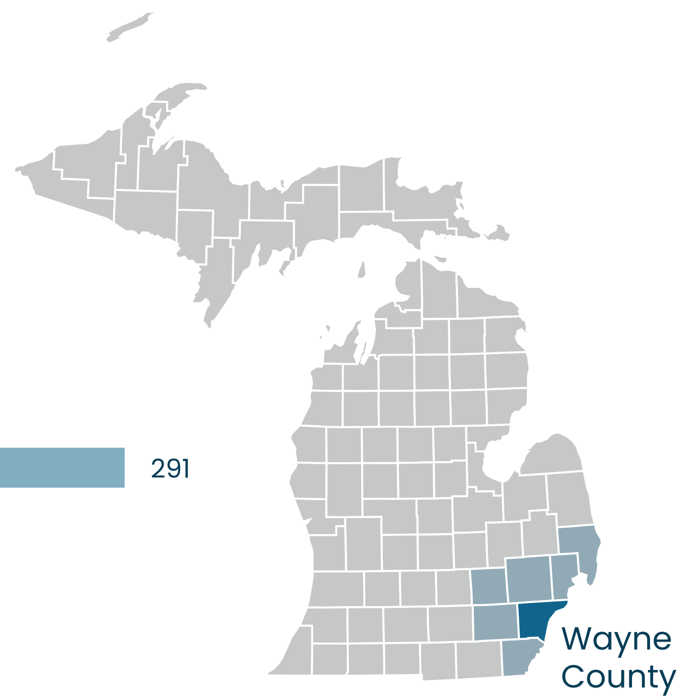
Commuter In-Flow | Melvindale

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



THE CITY OF MELVINDALE

Retention of Local Workers =	390
In-Flow of Commuters =	+3,212
Total Daily Local Workers =	3,602
In-Flow of Commuters =	+3,212
Out-flow of Commuters =	-3,240
Net Outflow of Commuters =	-28

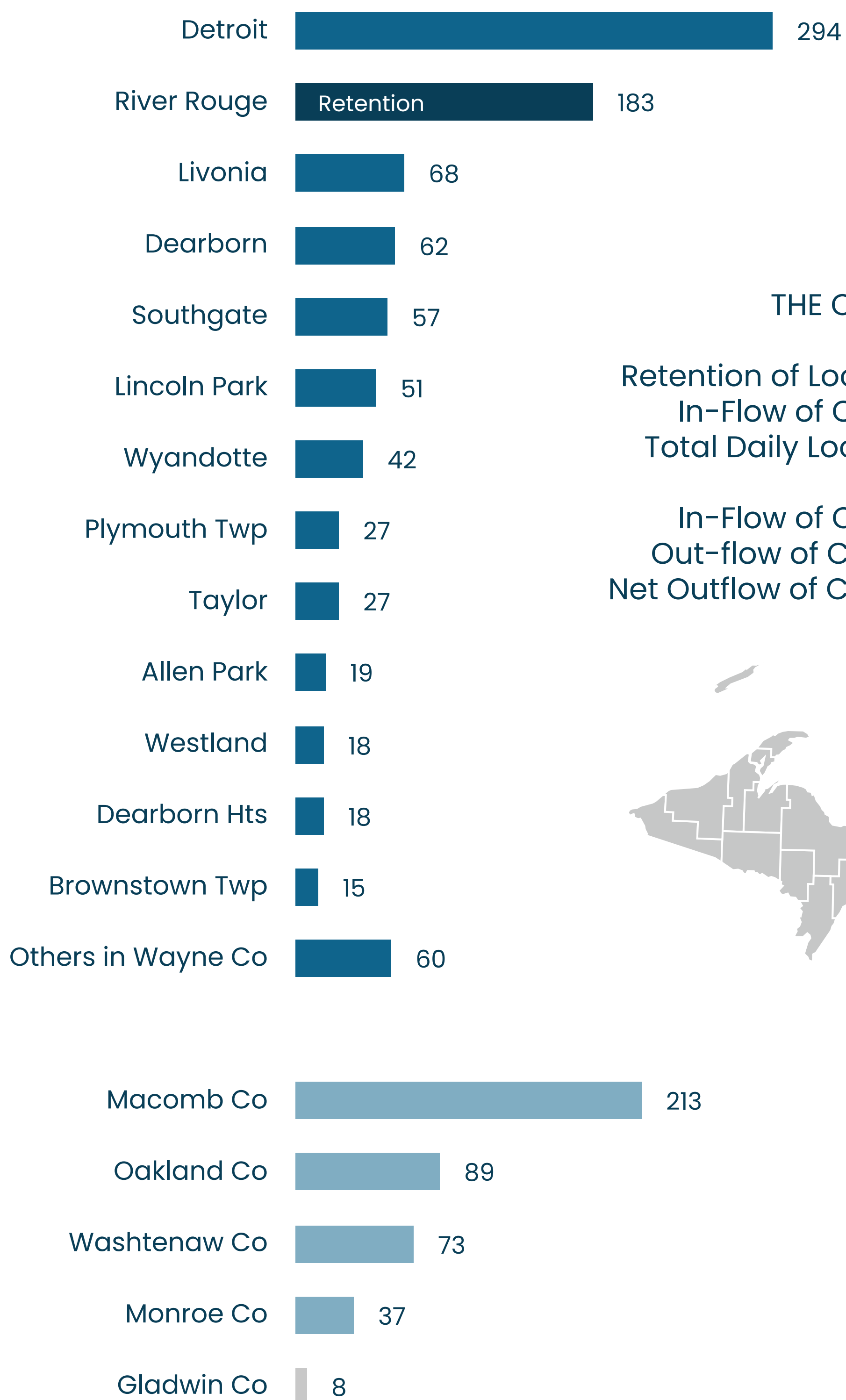


Underlying data by the American Community Survey with 5-year estimates through 2015. Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

LandUseUSA
UrbanStrategies

Commuter In-Flow | River Rouge

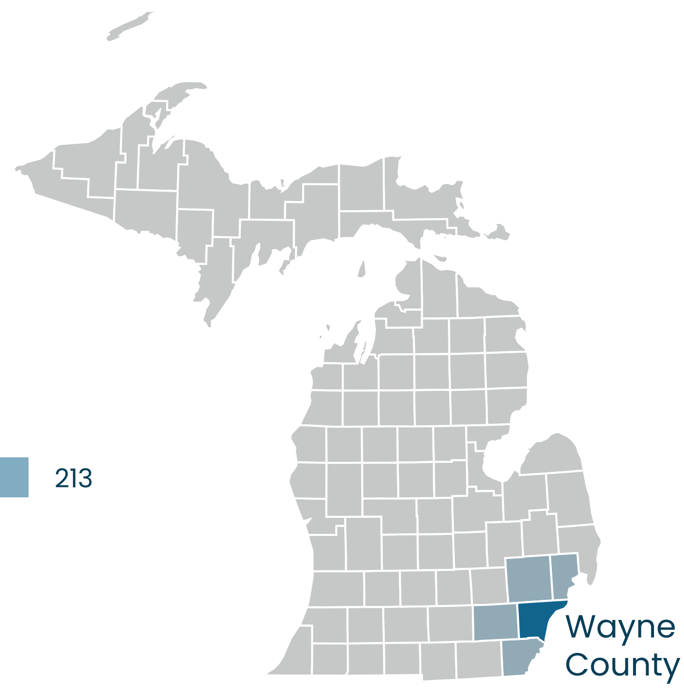
The origins of local workers commuting into the city each day, plus local retention.



THE CITY OF RIVER ROUGE

Retention of Local Workers = 183
In-Flow of Commuters = +1,197
Total Daily Local Workers = 1,380

In-Flow of Commuters = +1,197
Out-flow of Commuters = -2,076
Net Outflow of Commuters = -879

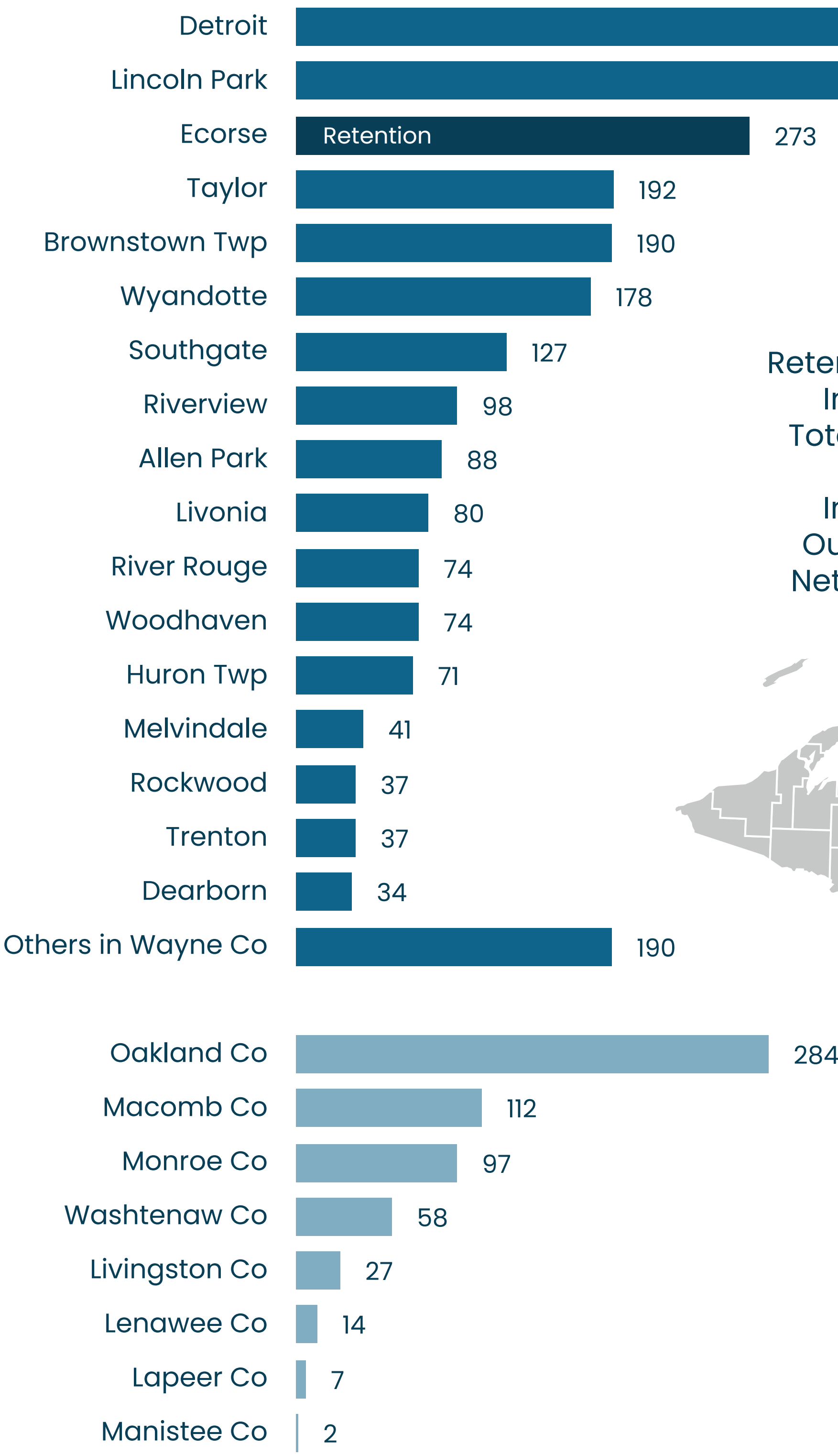


Underlying data by the American Community Survey with 5-year estimates through 2015. Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

LandUseUSA
UrbanStrategies

Commuter In-Flow | Ecorse

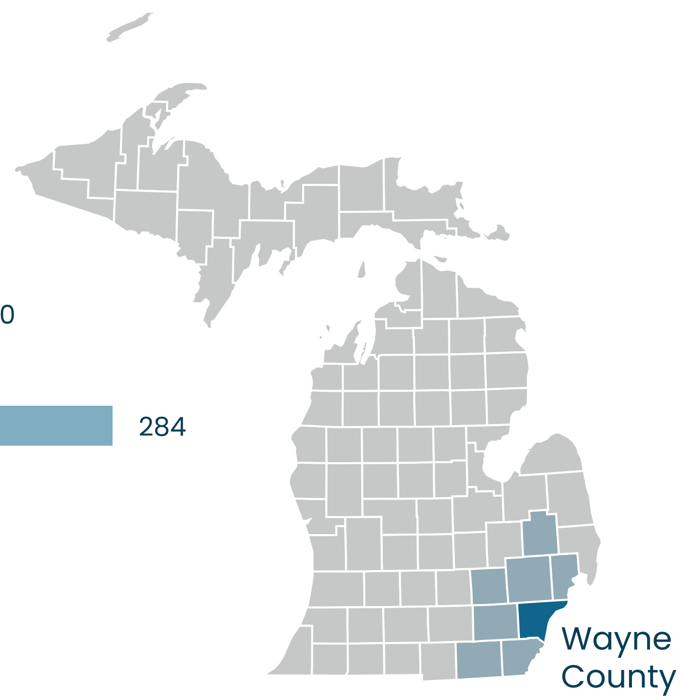
The origins of local workers commuting into the city each day, plus local retention.



THE CITY OF ECORSE

Retention of Local Workers = 273
In-Flow of Commuters = +2,972
Total Daily Local Workers = 3,245

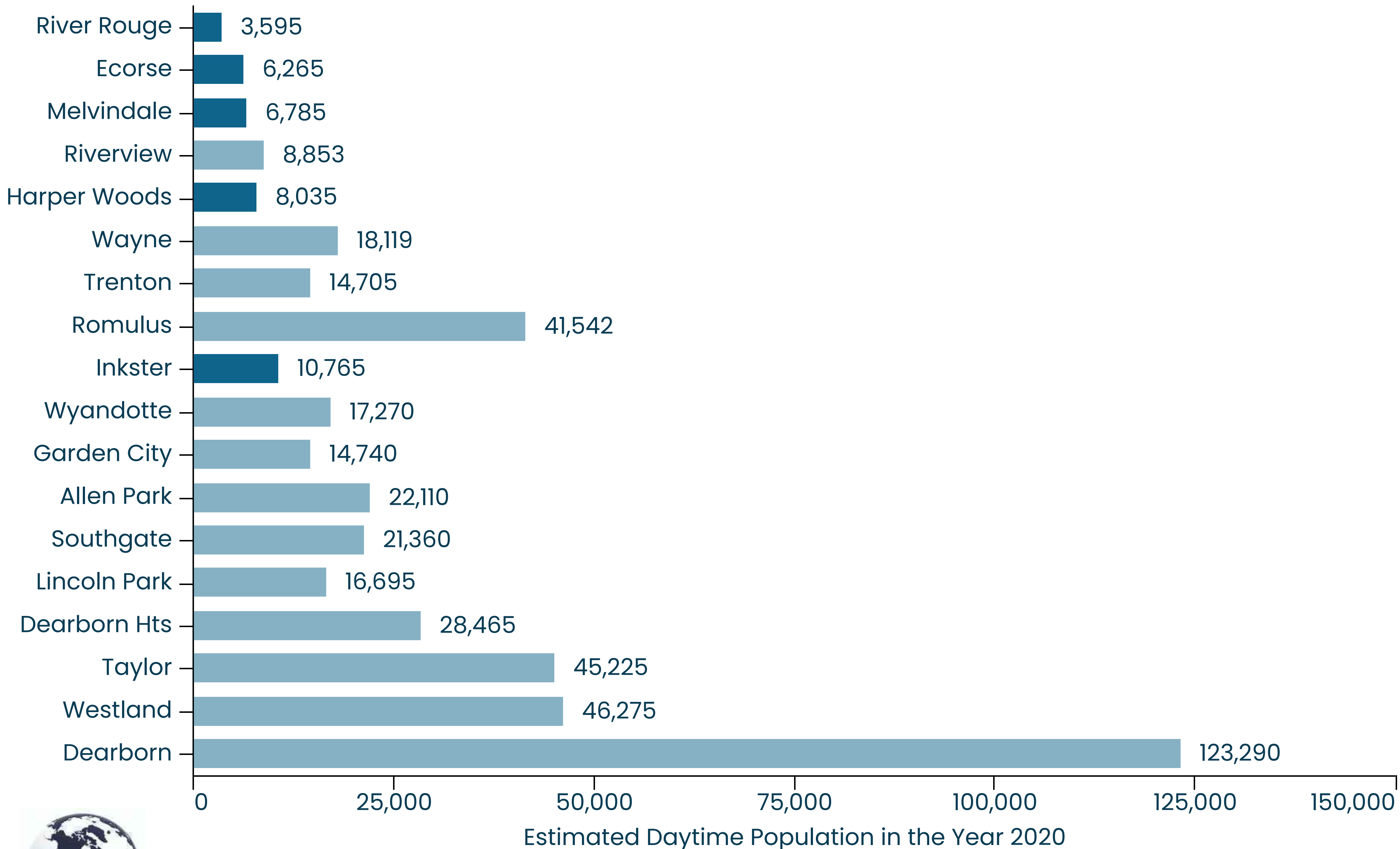
In-Flow of Commuters = +2,972
Out-flow of Commuters = -2,285
Net Inflow of Commuters = +687



Underlying data by the American Community Survey with 5-year estimates through 2015. Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

LandUseUSA UrbanStrategies

Daytime Population | Selected Cities in Wayne Co



LandUseUSA
UrbanStrategies

Underlying data by the Decennial Census and American Community Survey (ACS) through the year 2019. Analysis & exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

Section G

Dearborn Heights
Garden City
Inkster
Dearborn
Detroit
Allen Park
Lincoln Park
Taylor
Metropolitan Wayne County Airport
Southgate
Wyandotte
Ontario
39
10
153
85
75
96
94
375
0
1
2
3 mi

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

Population by Age	2000 Census	Share	2010 Census	Share	2019 Estimates	Share	2024 Projections	Share	c.a.r. 2000-10	c.a.r. 2010-19
0 to 4	19,087	7%	17,713	7%	17,182	8%	16,290	7%	-0.7%	-0.6%
5 to 14	39,280	15%	34,129	14%	31,299	14%	30,649	14%	-1.4%	-1.7%
15 to 19	17,212	7%	17,658	7%	14,195	6%	13,123	6%	0.3%	-4.3%
20 to 24	17,595	7%	16,198	7%	14,733	6%	13,388	6%	-0.8%	-1.9%
25 to 34	39,384	15%	33,066	14%	34,947	15%	33,622	15%	-1.7%	1.1%
35 to 44	40,519	16%	31,662	13%	27,530	12%	27,689	13%	-2.4%	-2.8%
45 to 54	31,718	12%	33,267	14%	28,592	13%	25,386	12%	0.5%	-3.0%
55 to 64	19,678	8%	25,717	11%	27,606	12%	25,664	12%	2.7%	1.4%
65 to 74	17,461	7%	13,846	6%	17,348	8%	19,453	9%	-2.3%	4.6%
75 to 84	14,178	5%	10,032	4%	9,089	4%	10,651	5%	-3.4%	-2.0%
85+	3,193	1%	4,677	2%	5,057	2%	4,790	2%	3.9%	1.6%
Total Population	259,305	100%	237,965	100%	227,577	100%	220,705	100%	-0.9%	-0.9%
Seasonal Population	604	.	554	.	530	.	514	.	-0.9%	-0.9%
Density per Square Mile	4,133	.	3,993	.	3,627	.	3,518	.	-0.3%	-1.9%
Median Age	34	.	35	.	35	.	36	.	0.2%	0.2%

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

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

Educational Attainment	2000 Census	Share	2010 Census	Share	2019 Estimates	Share	2024 Projections	Share	c.a.r. 2000-10	c.a.r. 2010-19
Grade K - 8	13,653	8%	11,792	8%	10,195	7%	9,711	7%	-1.5%	-2.9%
Grade 9 - 11	33,840	20%	21,469	14%	19,909	13%	19,294	13%	-4.4%	-1.5%
High School Graduate	56,249	34%	54,403	36%	49,943	33%	48,573	33%	-0.3%	-1.7%
Some College No Degree	32,541	20%	34,567	23%	33,946	23%	33,356	23%	0.6%	-0.4%
Associates Degree	8,219	5%	8,073	5%	10,564	7%	10,666	7%	-0.2%	5.5%
Bachelor's Degree	11,453	7%	11,853	8%	13,853	9%	13,877	9%	0.3%	3.2%
Graduate Degree	5,842	4%	5,753	4%	7,486	5%	7,596	5%	-0.2%	5.4%
No Schooling Completed	4,121	2%	4,356	3%	4,273	3%	4,183	3%	0.6%	-0.4%
Age 25+ Population	165,918	100%	152,267	100%	150,169	100%	147,255	100%	-0.9%	-0.3%
Percent with some College	35%	.	40%	.	44%	.	44%	.		

Marital Status	2000 Census	Share	2010 Census	Share	2019 Estimates	Share	2024 Projections	Share	c.a.r. 2000-10	c.a.r. 2010-19
Married, Spouse Present	83,870	42%	63,484	34%	65,442	37%	63,628	37%	-2.7%	0.6%
Married, Spouse Absent	11,746	6%	8,829	5%	9,409	5%	9,146	5%	-2.8%	1.3%
Divorced	24,196	12%	25,669	14%	22,188	12%	21,530	12%	0.6%	-2.9%
Widowed	16,900	8%	15,936	9%	12,397	7%	11,966	7%	-0.6%	-4.9%
Never Married	64,039	32%	72,205	39%	69,660	39%	67,496	39%	1.2%	-0.7%
Age 15+ Population	200,938	100%	186,123	100%	179,096	100%	173,766	100%	-0.8%	-0.8%
Single for Any Reason	.	58%	.	66%	.	63%	.	63%	.	.

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

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

Employment	2000 Census	Share	2010 Census	Share	2019 Estimates	Share	2024 Projections	Share	c.a.r. 2000-10	c.a.r. 2010-19
Total Labor Force	113,616	58%	104,626	57%	97,604	55%	96,944	57%	-0.8%	-1.4%
Civilian, Employed	103,166	91%	89,853	86%	92,609	95%	91,895	95%	-1.4%	0.6%
Civilian, Unemployed	10,413	9%	14,773	14%	4,995	5%	5,049	5%	3.6%	-19.5%
In Armed Forces	37	0%	0	0%	0	0%	0	0%	-100.0%	#NUM!
Not In Labor Force	83,895	42%	77,964	43%	78,501	45%	73,955	43%	-0.7%	0.1%
Total Population 16+	197,512	100%	182,590	100%	176,105	100%	170,899	100%	-0.8%	-0.7%
% Blue Collar	52,722	51%	46,630	52%	48,476	52%	47,864	52%	-1.2%	0.8%
% White Collar	50,133	49%	43,223	48%	44,133	48%	44,031	48%	-1.5%	0.4%
Per Capita Income	$17,559	.	$18,045	.	$20,962	.	$24,045	.	0.3%	3.0%
Total Personal Income ($Mil.)	$4,553.1	.	$4,294.1	.	$4,770.5	.	$5,306.9	.	-0.6%	2.1%
Retail Expenditure Pot ($Mil.)	$2,276.6	.	$2,147.0	.	$2,385.2	.	$2,653.4	.	-0.6%	2.1%

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

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

Population by Race	2000 Census	Share	2010 Census	Share	2019 Estimates	Share	2024 Projections	Share	c.a.r. 2000-10	c.a.r. 2010-19
White/Caucasian	179,748	69%	162,214	68%	153,283	67%	147,164	67%	-1.0%	-1.1%
Black/African American	44,761	17%	42,925	18%	37,969	17%	36,547	17%	-0.4%	-2.4%
Amer Indian/Alaska Native	1,858	1%	1,731	1%	1,785	1%	1,728	1%	-0.7%	0.6%
Asian/Hawaiian/Pacific Isl	2,208	1%	2,288	1%	2,766	1%	2,958	1%	0.4%	3.9%
All Other Races	20,590	8%	20,636	9%	22,357	10%	22,100	10%	0.0%	1.6%
Summation	249,165	100%	229,794	100%	218,160	100%	210,497	100%	-0.8%	-1.0%
Two or More Races	10,140	4%	8,170	3%	9,417	4%	10,208	5%	-2.1%	2.9%

Ethnicity (of any race)	2000 Census	Share	2010 Census	Share	2019 Estimates	Share	2024 Projections	Share	c.a.r. 2000-10	c.a.r. 2010-19
Hispanic/Latino	42,004	*16%*	50,252	*21%*	53,488	*24%*	53,178	*24%*	1.8%	1.3%
Not Hispanic/Latino	217,300	*84%*	187,713	*79%*	174,089	*77%*	167,526	*76%*	-1.5%	-1.5%

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

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

Household Income	2000 Census	Share	2010 Census	Share	2019 Estimates	Share	2024 Projections	Share	c.a.r. 2000-10	c.a.r. 2010-19
$0 - $15,000	20,784	21%	20,100	22%	17,040	20%	14,226	17%	-0.3%	-3.2%
$15,000 - $24,999	14,173	14%	13,533	15%	10,614	12%	9,451	11%	-0.5%	-4.7%
$25,000 - $34,999	13,196	13%	12,840	14%	10,170	12%	8,964	11%	-0.3%	-4.6%
$35,000 - $49,999	16,151	16%	13,266	15%	12,126	14%	10,954	13%	-1.9%	-1.8%
$50,000 - $74,999	18,338	19%	13,909	15%	15,784	18%	16,024	19%	-2.7%	2.6%
$75,000 - $99,999	8,890	9%	8,616	10%	9,669	11%	10,583	13%	-0.3%	2.3%
$100,000 - $149,999	5,440	6%	6,442	7%	7,990	9%	10,068	12%	1.7%	4.4%
$150,000 +	1,707	2%	1,963	2%	3,248	4%	4,263	5%	1.4%	10.6%
Total Households	98,776	100%	90,670	100%	86,641	100%	84,533	100%	-0.9%	-0.9%
Average Hhld Income	$46,097	.	$47,021	.	$54,724	.	$62,435	.	0.2%	3.1%
Median Hhld Income	$35,983	.	$34,103	.	$41,764	.	$48,064	.	-0.5%	4.1%

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

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

Housing Units	2000 Census	Share	2010 Census	Share	2019 Estimates	Share	2024 Projections	Share	c.a.r. 2000-10	c.a.r. 2010-19
Occupied Housing Units	.	.	90,670	86%	86,641	84%	84,533	84%	.	-0.9%
Owner Occupied	.	.	55,867	62%	52,092	60%	50,820	60%	.	-1.4%
Renter Occupied	.	.	34,803	38%	34,548	40%	33,713	40%	.	-0.1%
Total Vacant Units	9,442	9%	14,910	14%	16,188	16%	16,428	16%	4.7%	1.7%
Total Housing Units	108,218		105,580		102,828		100,962		-0.2%	-0.5%

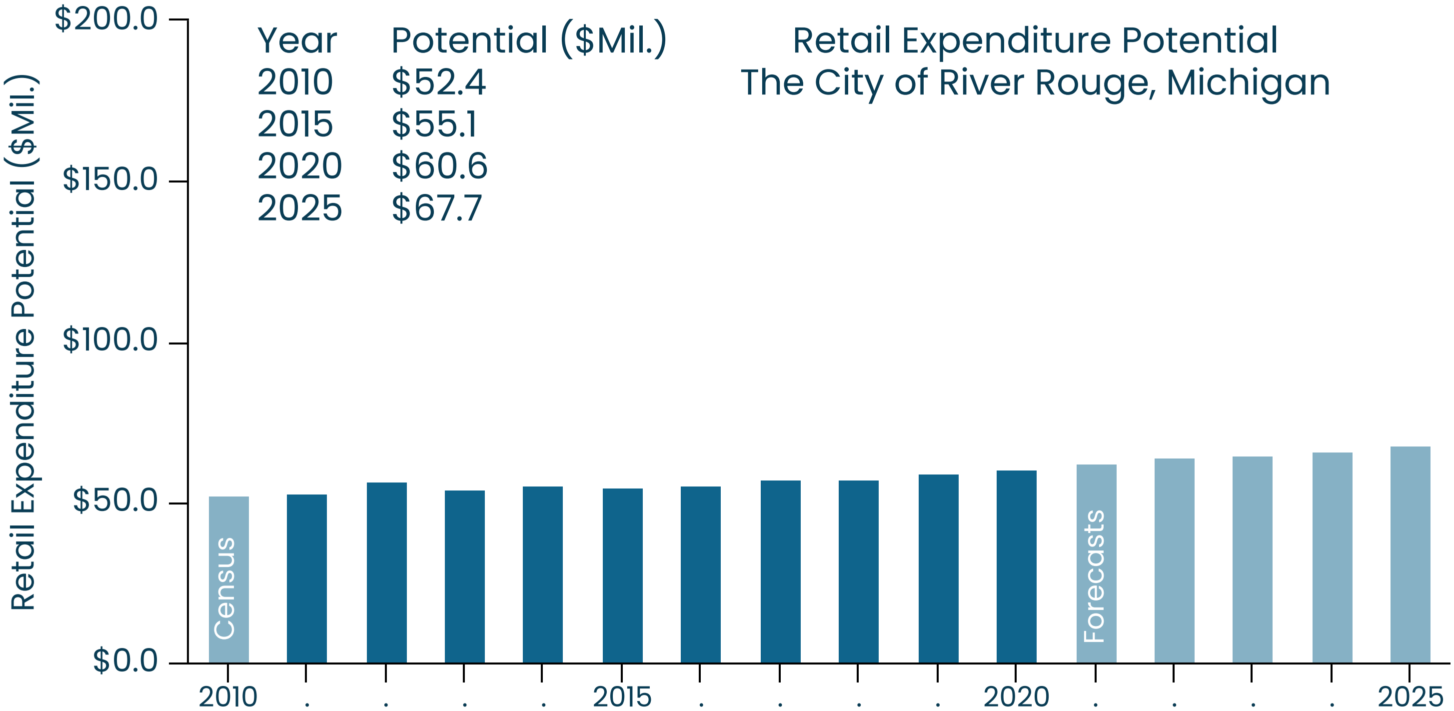
Vehicles Available	2000 Census	Share	2010 Census	Share	2019 Estimates	Share	2024 Projections	Share	c.a.r. 2000-10	c.a.r. 2010-19
0 Vehicles Available	15,402	16%	13,553	15%	12,956	15%	12,604	15%	-1.3%	-0.9%
1 Vehicle Available	40,071	41%	39,366	43%	35,565	41%	34,470	41%	-0.2%	-2.0%
2+ Vehicles Available	43,302	44%	37,750	42%	38,120	44%	37,460	44%	-1.4%	0.2%
Summation	98,775	100%	90,669	100%	86,641	100%	84,534	100%	-0.9%	-0.9%
Vehicles per Household	1		2		2		2		2.5%	0.5%

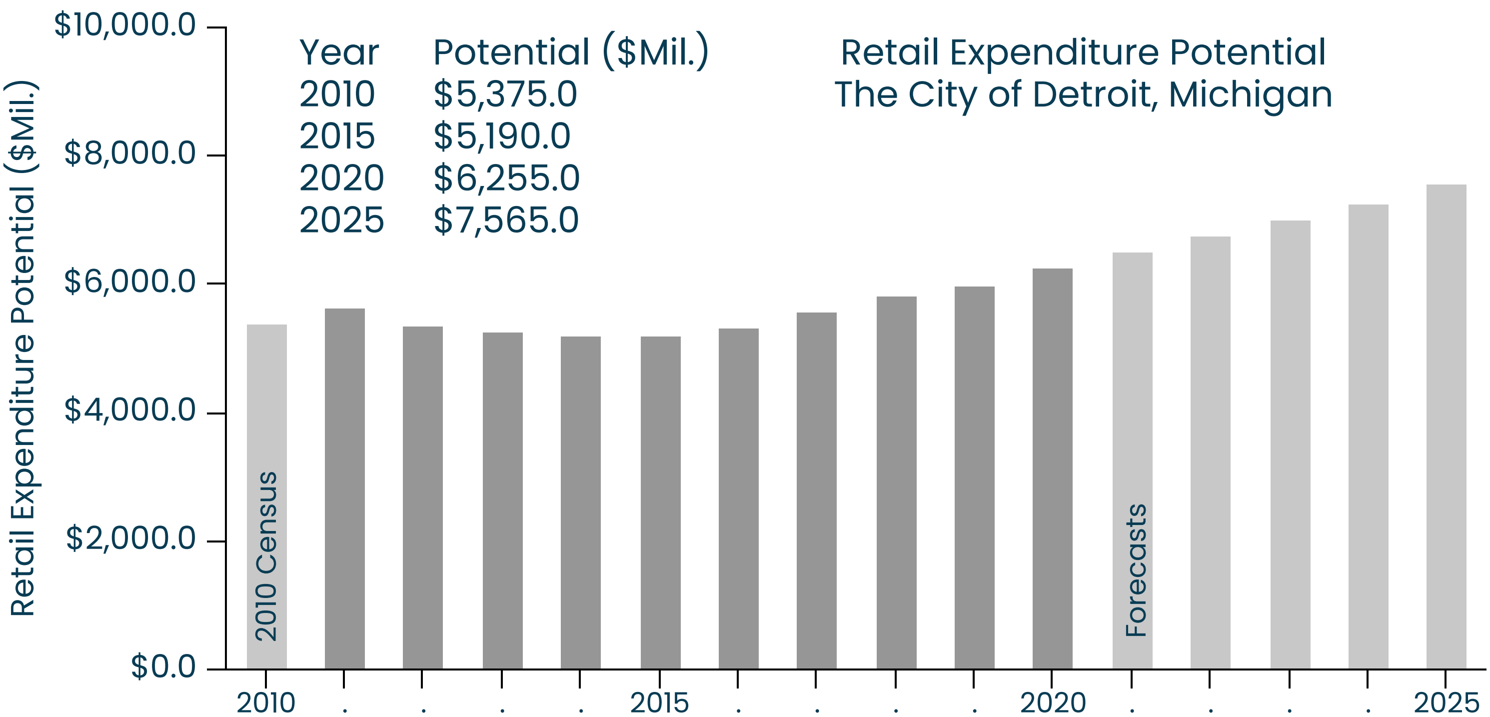
Source: Underlying data provided by the 2000 and 2010 US Census
with estimates and projections by Experian Decision Analytics.
Analysis and exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

Section H

Expenditure Potential | River Rouge

(Population) * (Per Capita Income) * 50% = Retail Expenditure Potential
Note: Excludes leakage and also excludes potential import from non-residents.





Underlying data by the Decennial Census and American Community Survey (ACS) through the year 2019. Analysis & exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021.

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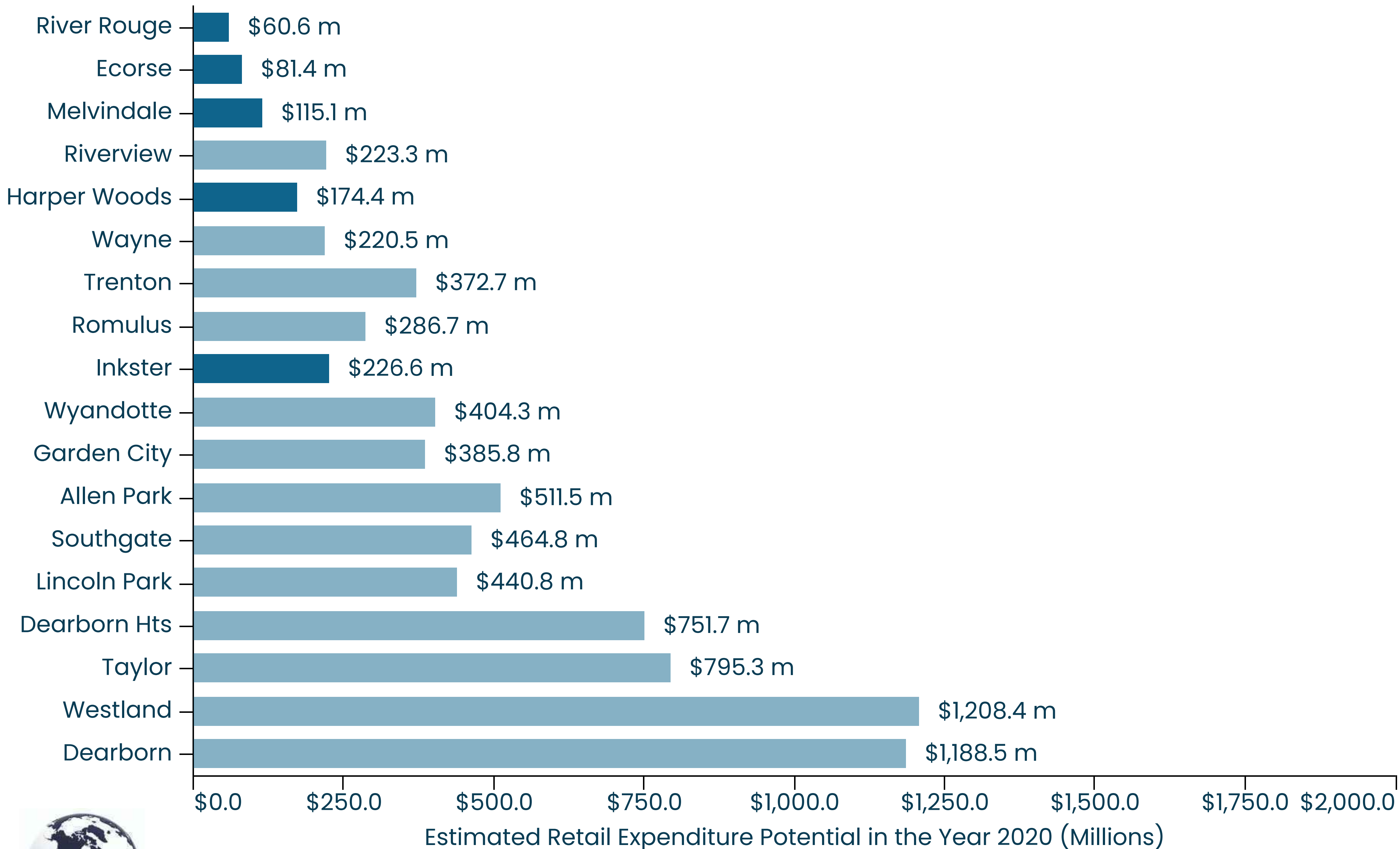
Retail Expenditure Potential | Cities in Wayne Co



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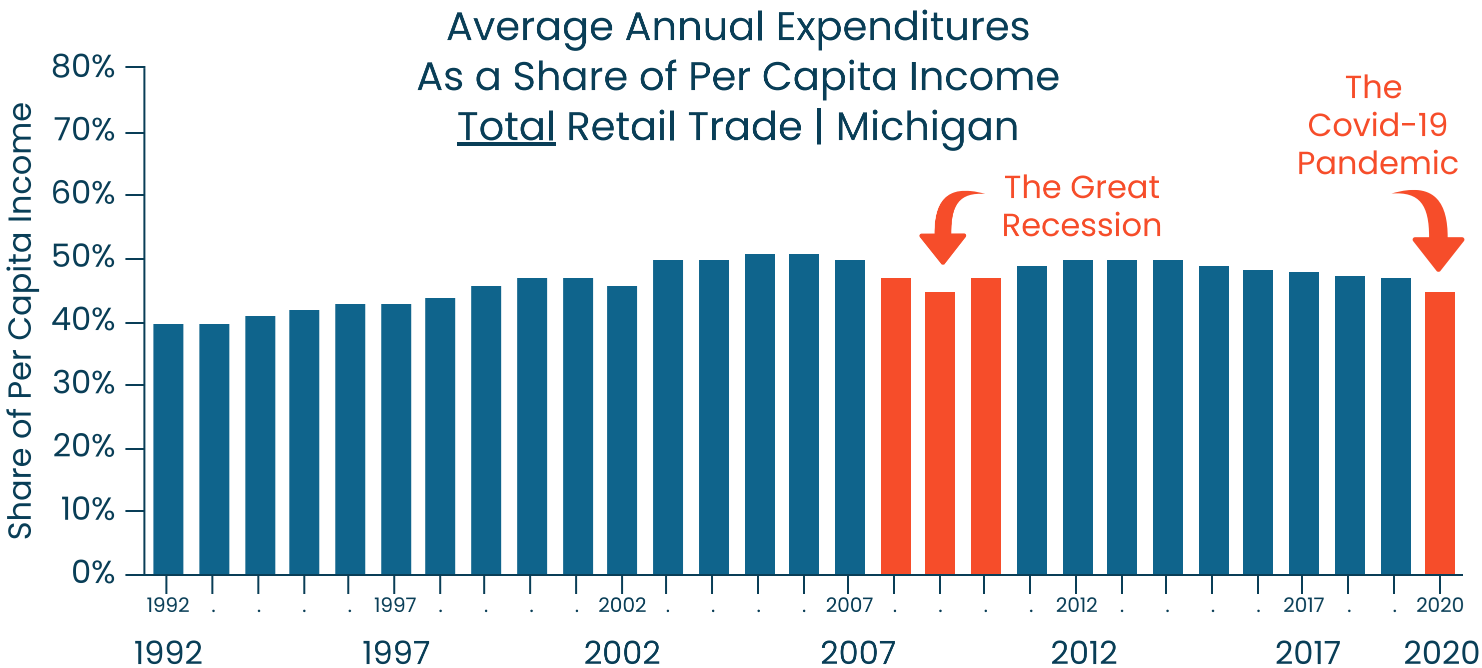
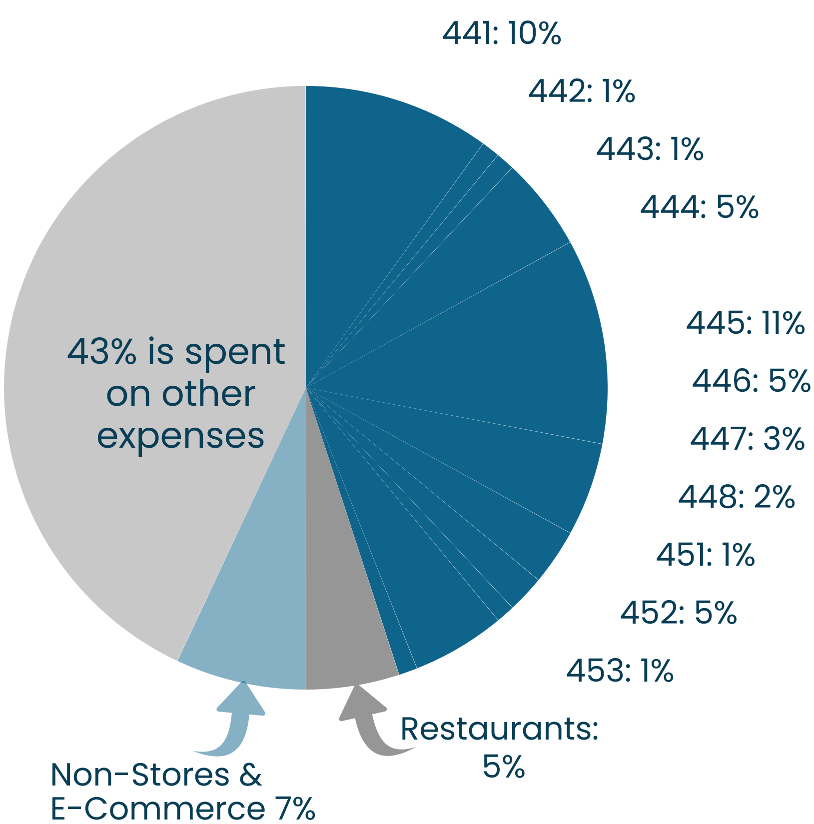
Underlying data by the Decennial Census and American Community Survey (ACS) through the year 2019. Analysis & exhibit prepared by LandUseUSA | Urban Strategies; 2020 - 2021. All figures are in $ Millions.

Retail Expenditures | Michigan



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



Retail Trade Categories (45% of Spending)

- 441: Motor Vehicles and Parts Dealers (10%)
- 442: Furniture, Home Furnishings Stores (1%)
- 443: Electronics, Appliance Stores (1%)
- 444: Bldg. Supply, Hardware, Garden (5%)
- 445: Grocery, Beverage Stores (11%)
- 446: Pharmacies, Drug Stores (5%)
- 447: Gasoline Stations, Covenience (3%)
- 448: Clothing, Accessory, Shoe Stores (2%)
- 451: Sporting Goods, Hobby Stores (1%)
- 452: General Merchandise Stores (5%)
- 453: Gifts, Novelty, Books, Office Supply (1%)

Underlying data represents estimates only; analysis based on the U.S. Census Bureau's Advance Monthly Retail Trade Survey through 2020. Prepared by LandUseUSA | Urban Strategies

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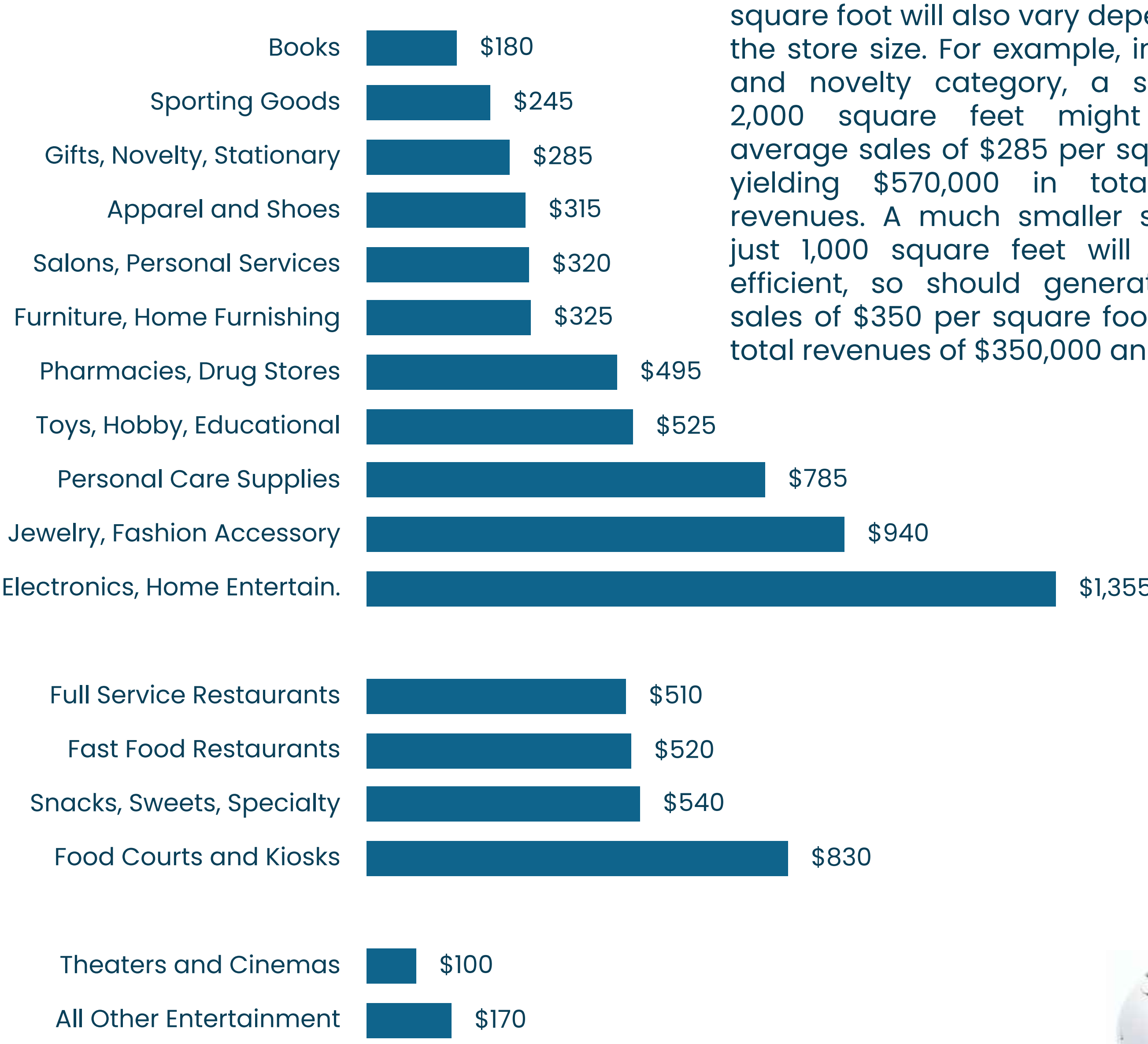
Retail Sales per Square Foot | Michigan

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

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

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

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



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

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Section I

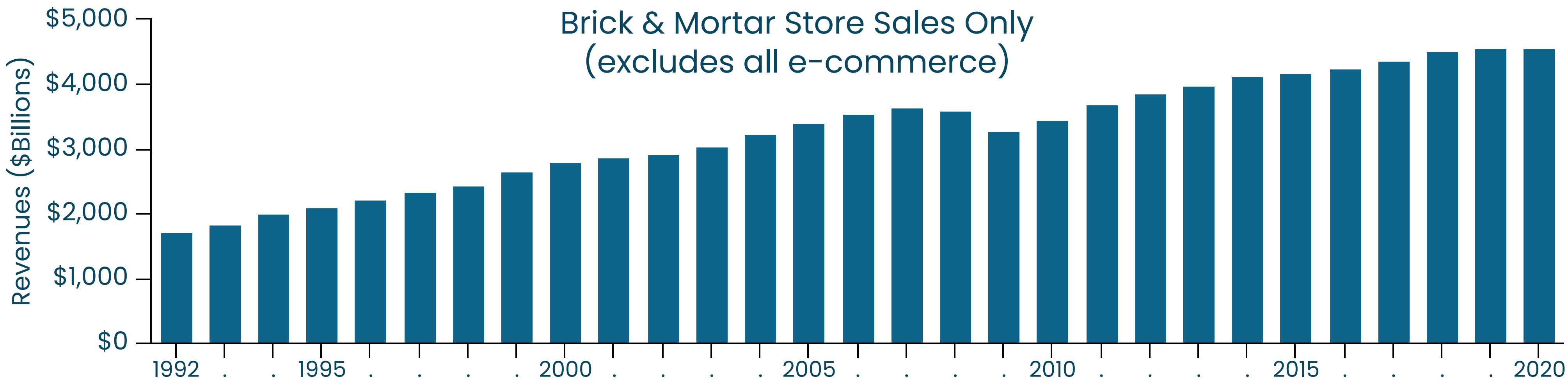
Geographic Setting and State Boundaries
The United States of America

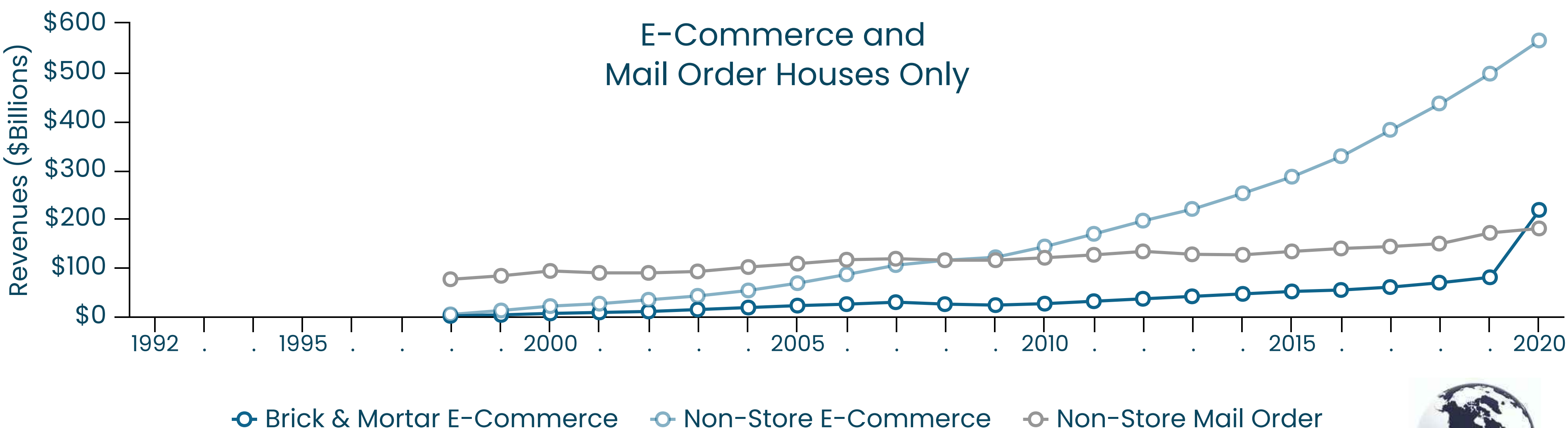
Underlying map provided by Delorme; exhibit prepared by LandUseUSA
Urban Strategies for the City of Portage; May, 2020.

Scale 1 : 25,600,000

1" = 89.5 mi

Annual Sales for the United States | 1998 - 2020
Brick & Mortar, E-Commerce, and Mail Order Sales





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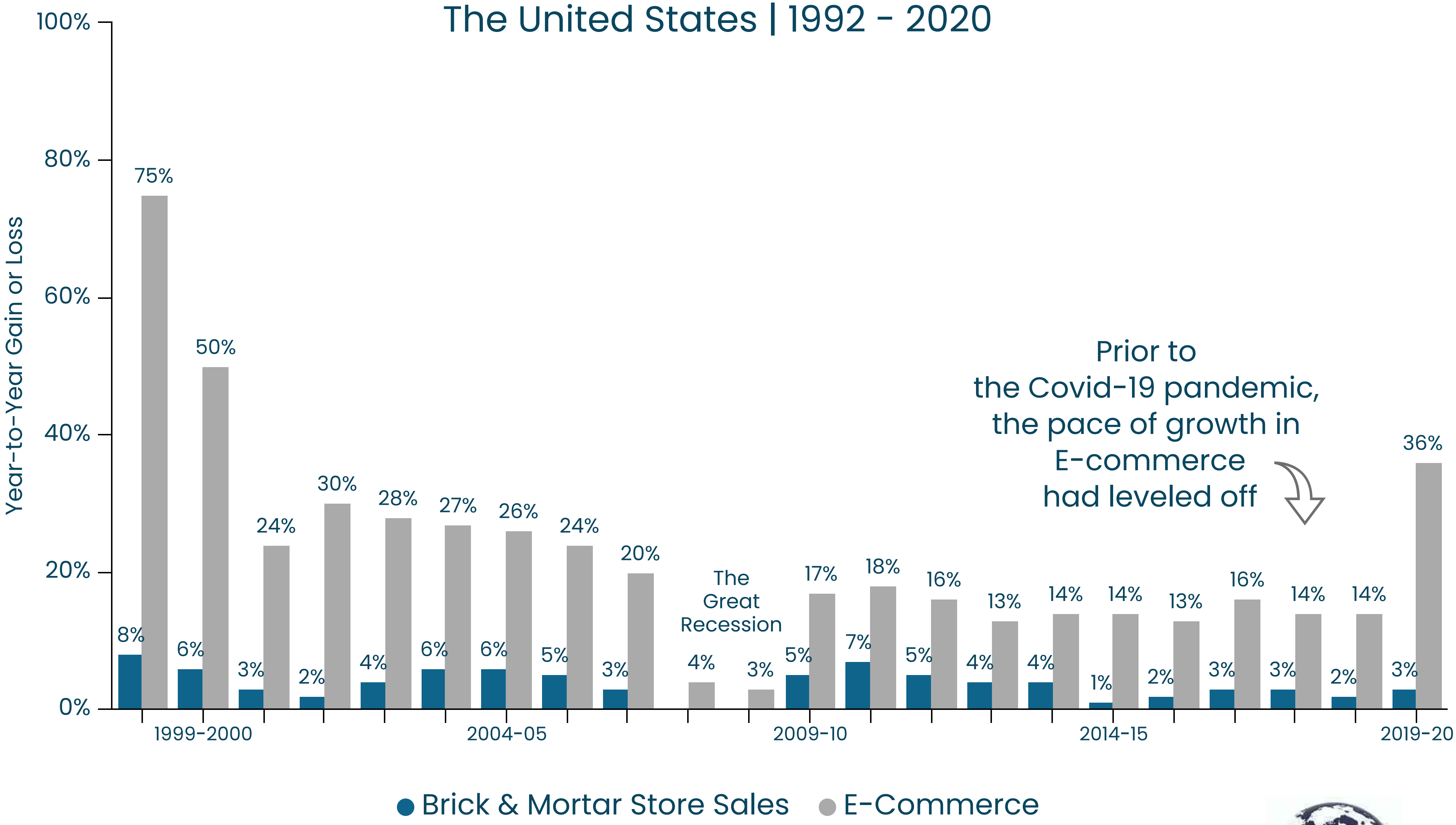
Brick-and-Mortar Stores vs. E-Commerce
Year-to-Year Growth Rates
The United States | 1992 - 2020



 Underlying data provided by the United States Census with interpolations, calculations, and forecasts provided by LandUseUSA. "E-Commerce" includes all electronic shopping, mail order houses (catalogs), and miscellaneous vendors; and includes e-commerce by both brick-and-mortar stores and by non-stores.

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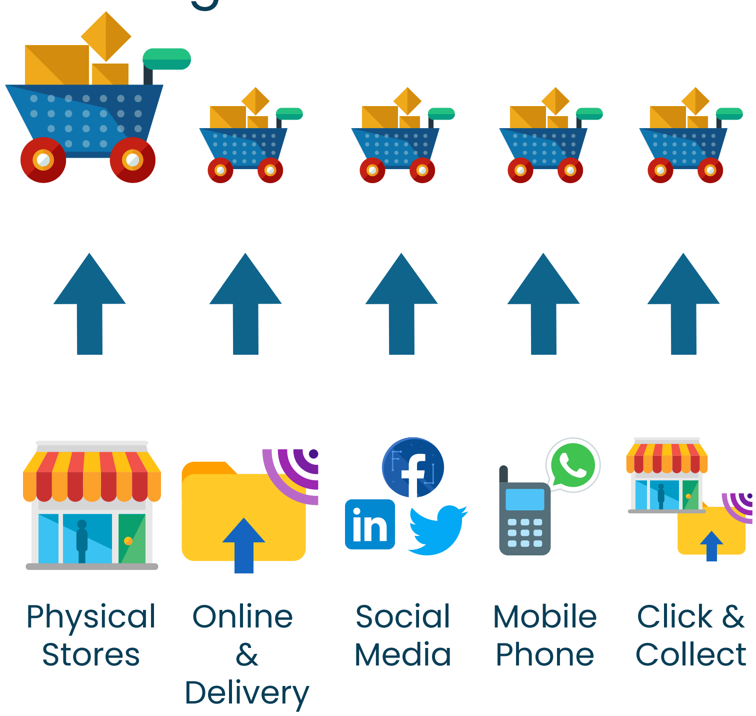
The Halo Effect of Omni Channels

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

Single & Dual Channels



The Omni Channel

The "Halo Effect"

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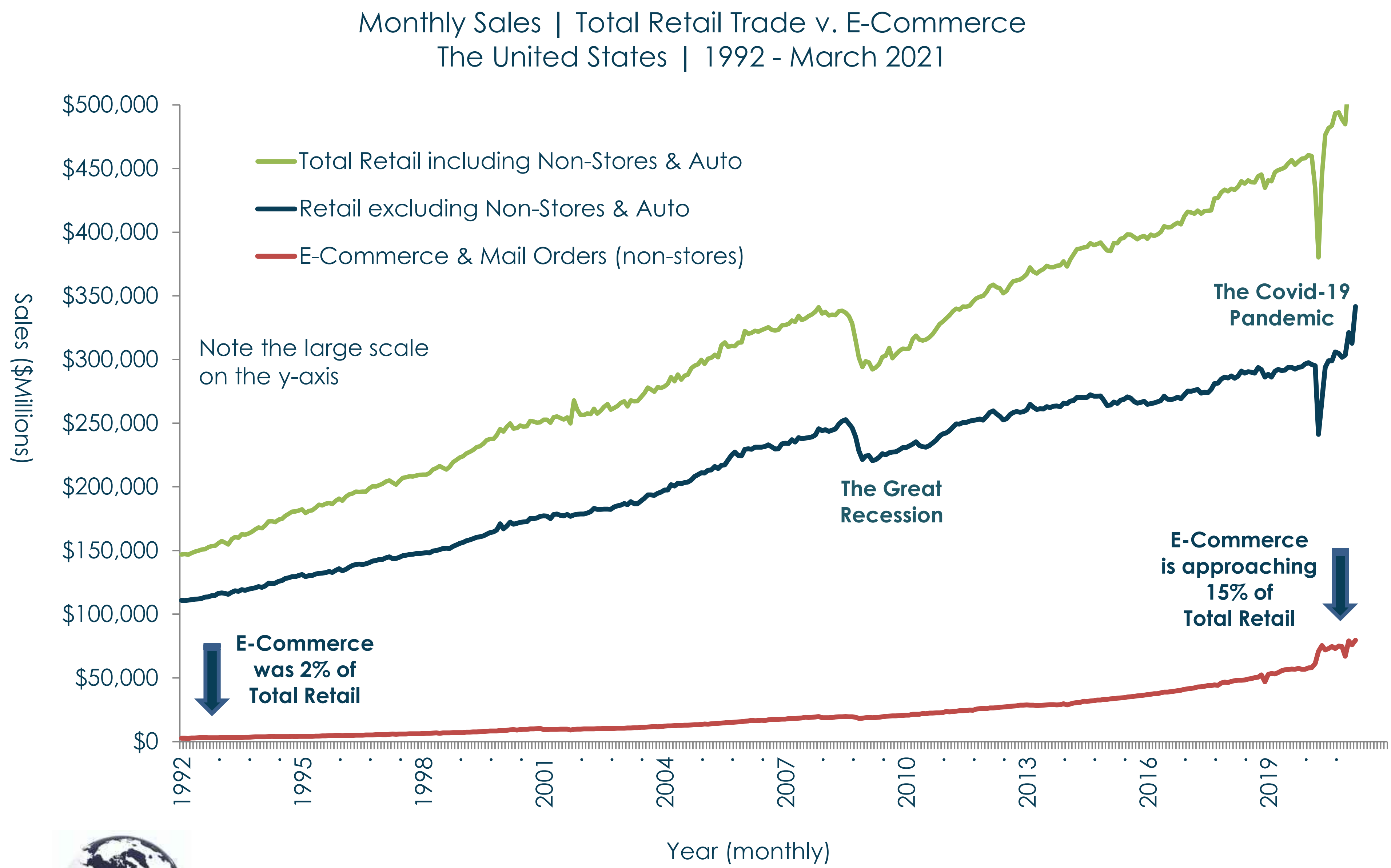
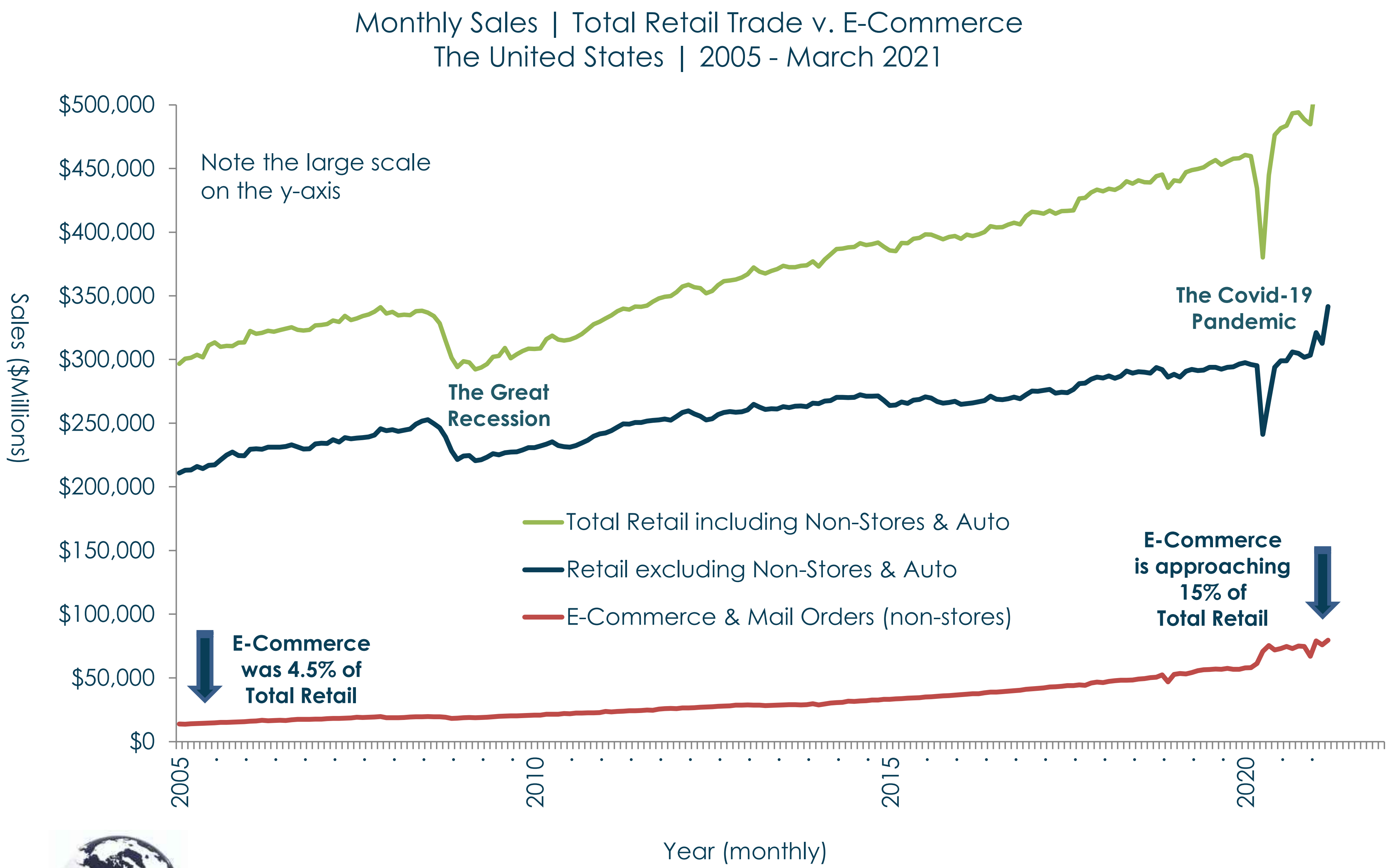
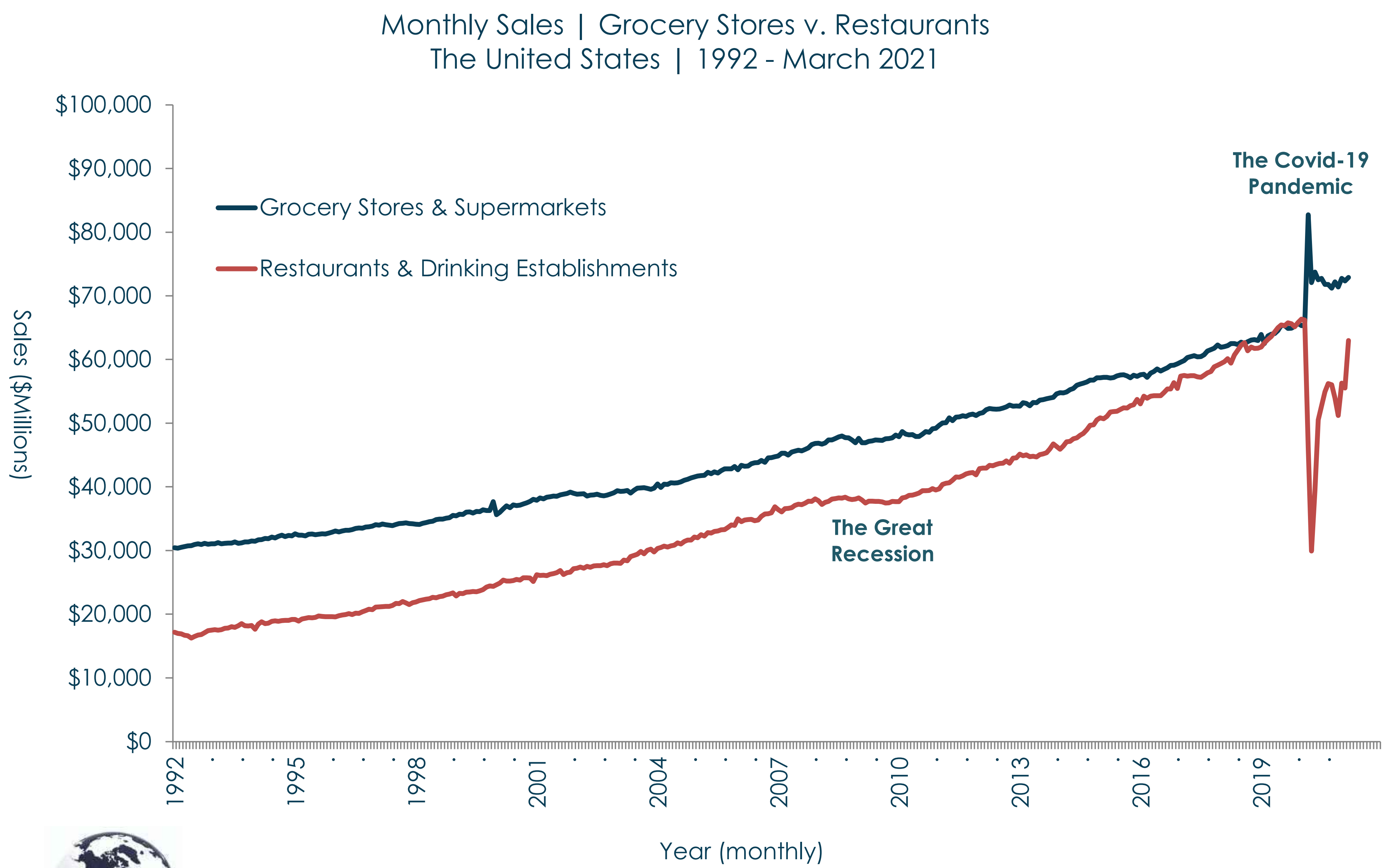


Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Non-Stores include all electronic shopping (e-commerce), mail order houses (catalogs), and miscellaneous vendors. All figures are seasonally adjusted; but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



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



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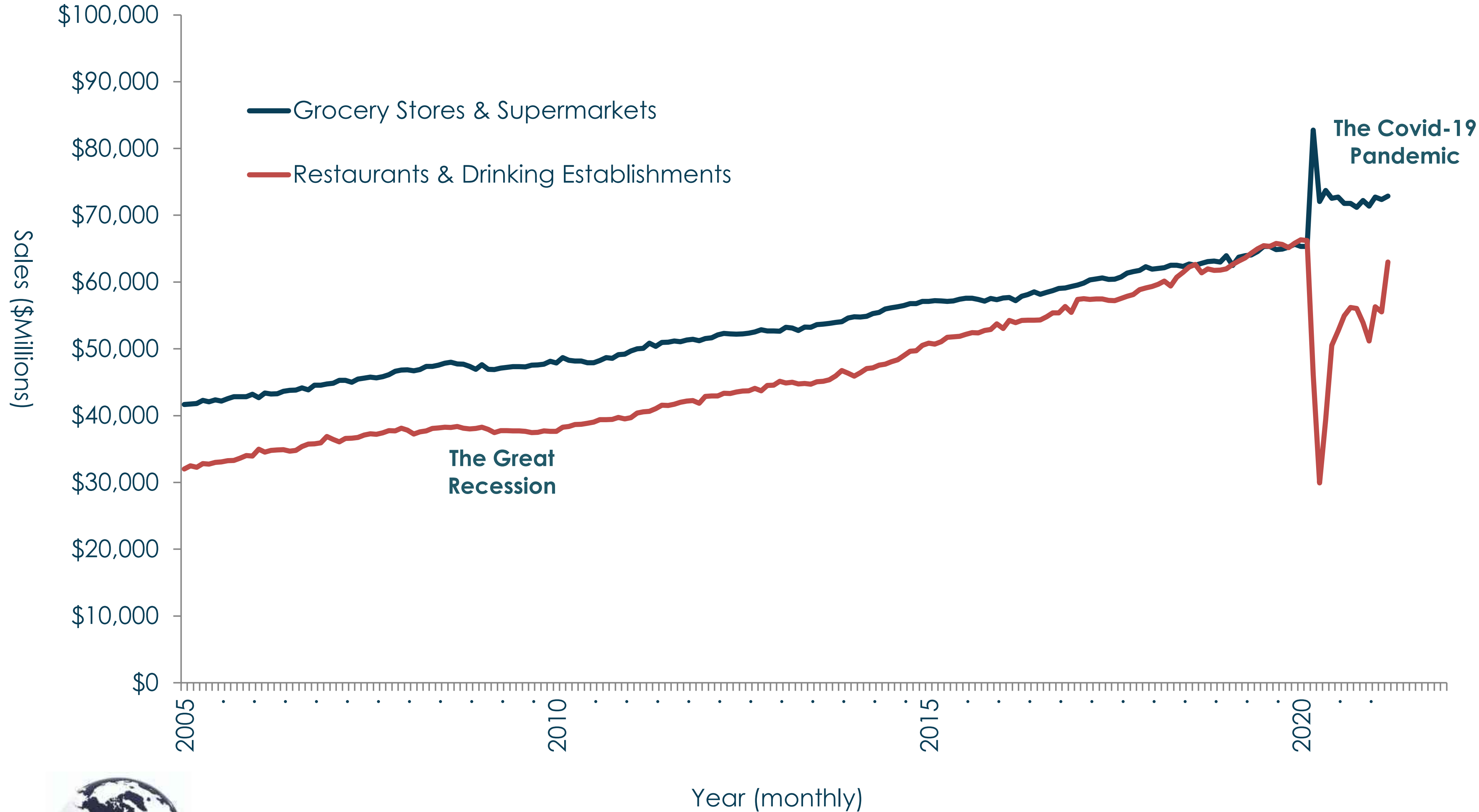
Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Grocery stores and supermarkets include liquor stores. All figures are seasonally adjusted; but they are not adjusted for inflation.

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



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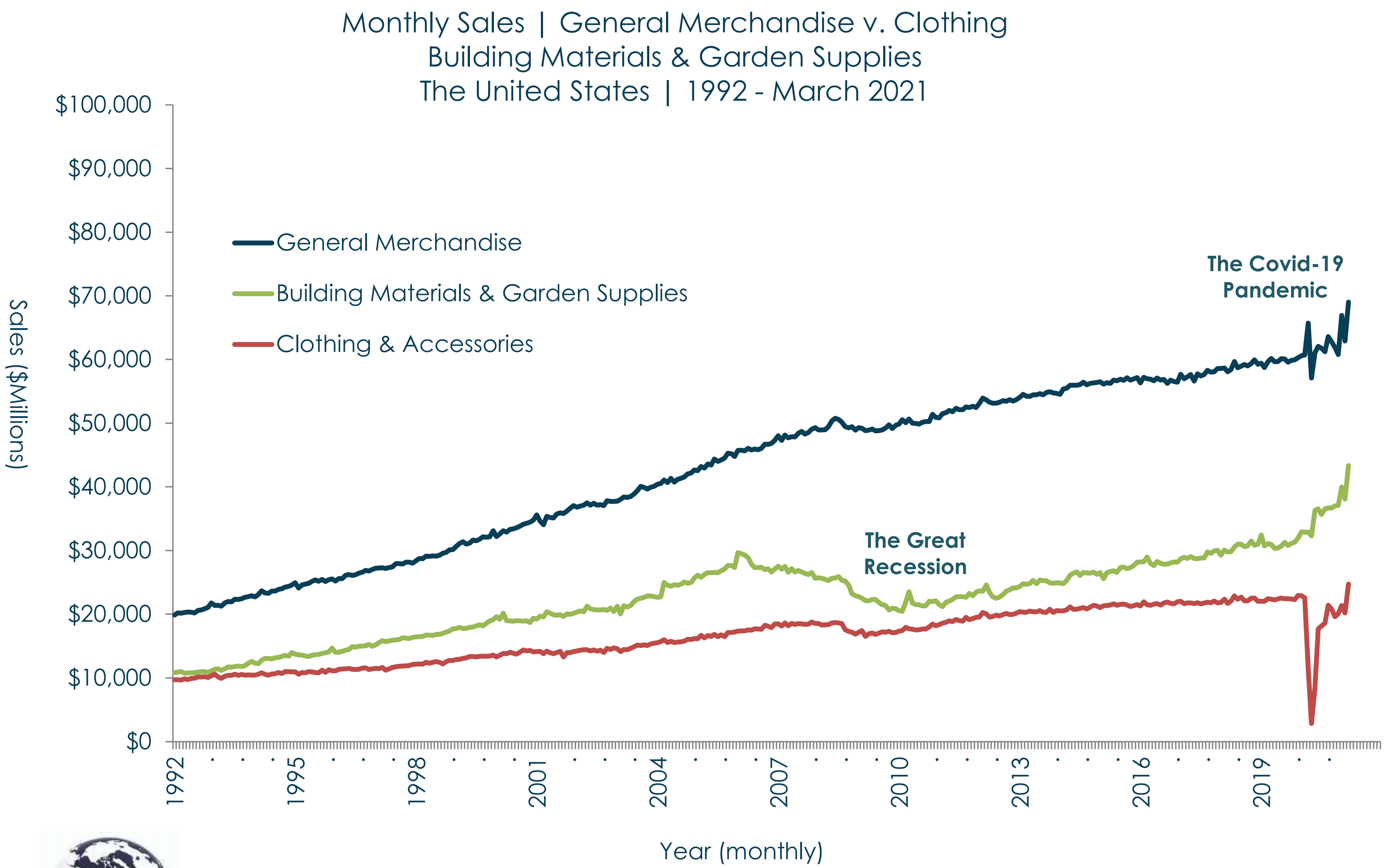
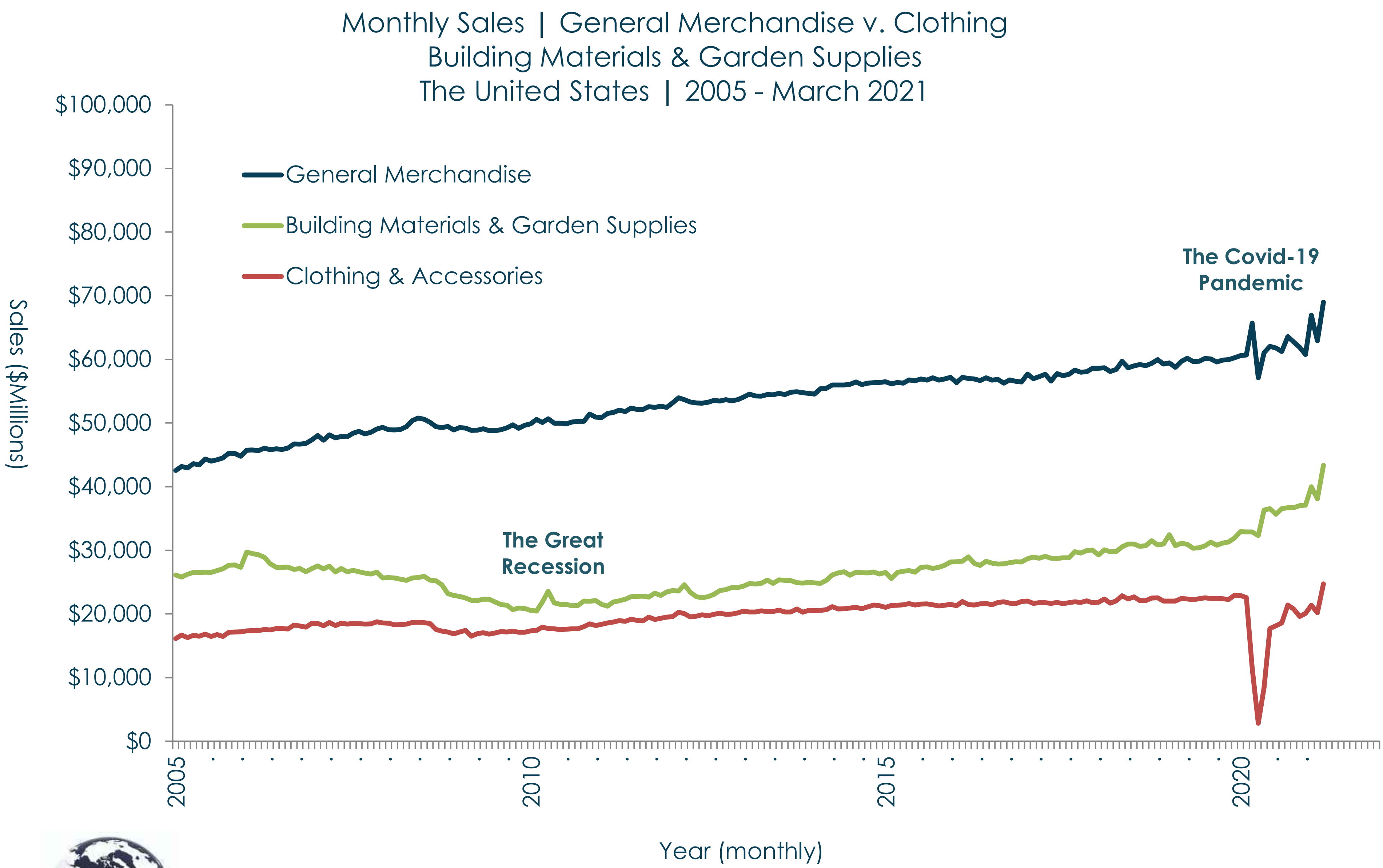
Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Grocery stores and supermarkets include liquor stores. All figures are seasonally adjusted; but they are not adjusted for inflation.



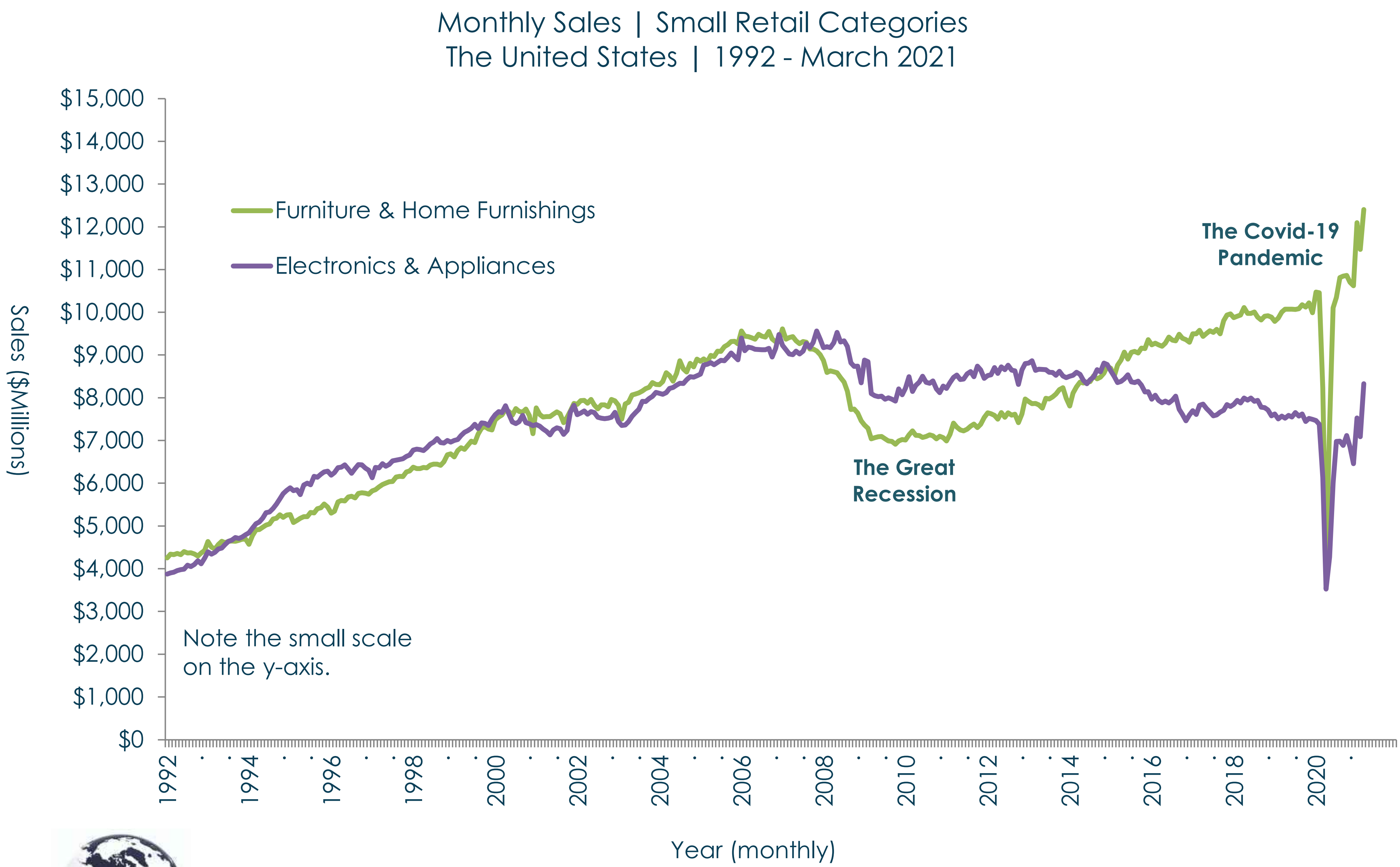
LandUseUSA UrbanStrategies

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



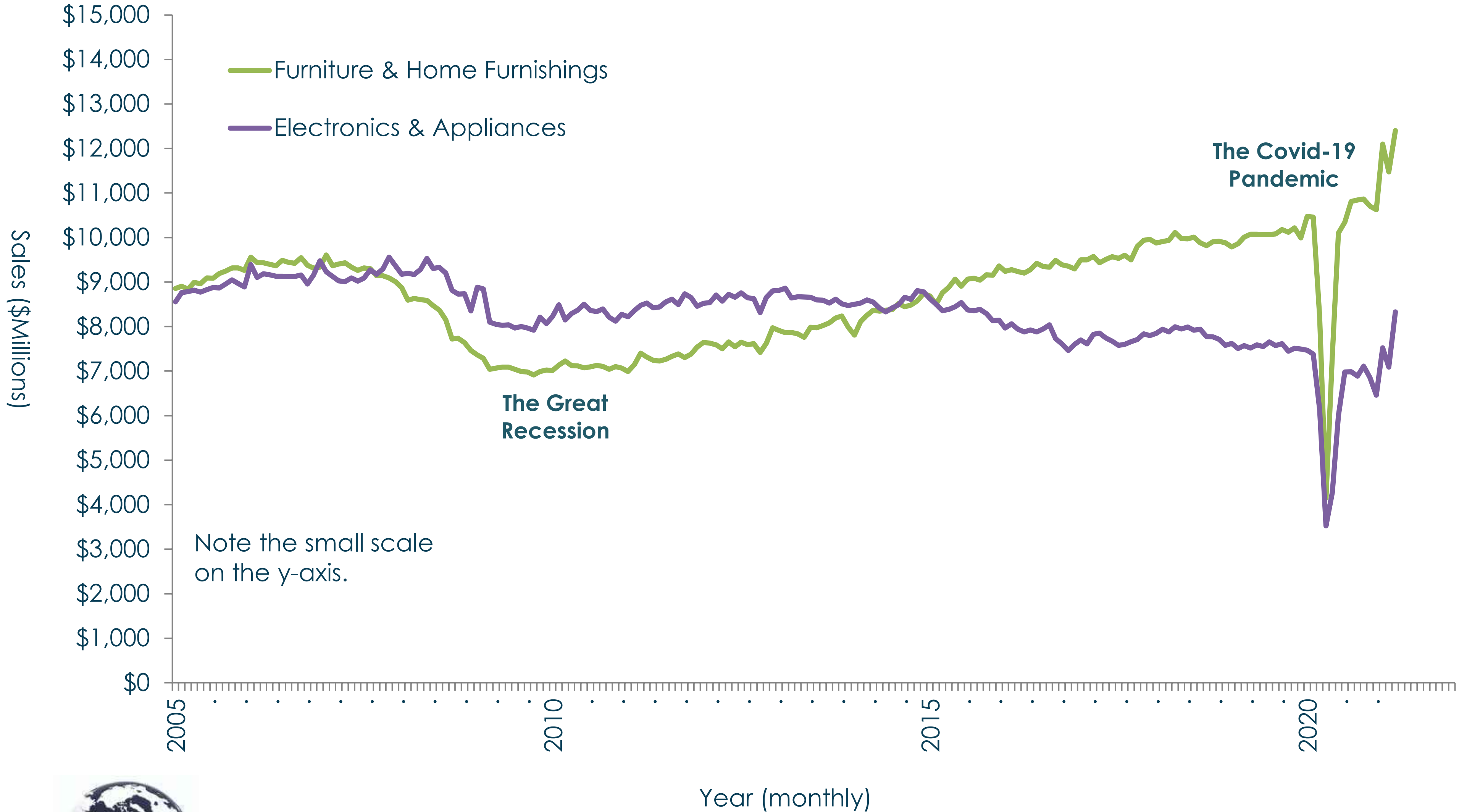
LandUseUSA
UrbanStrategies

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

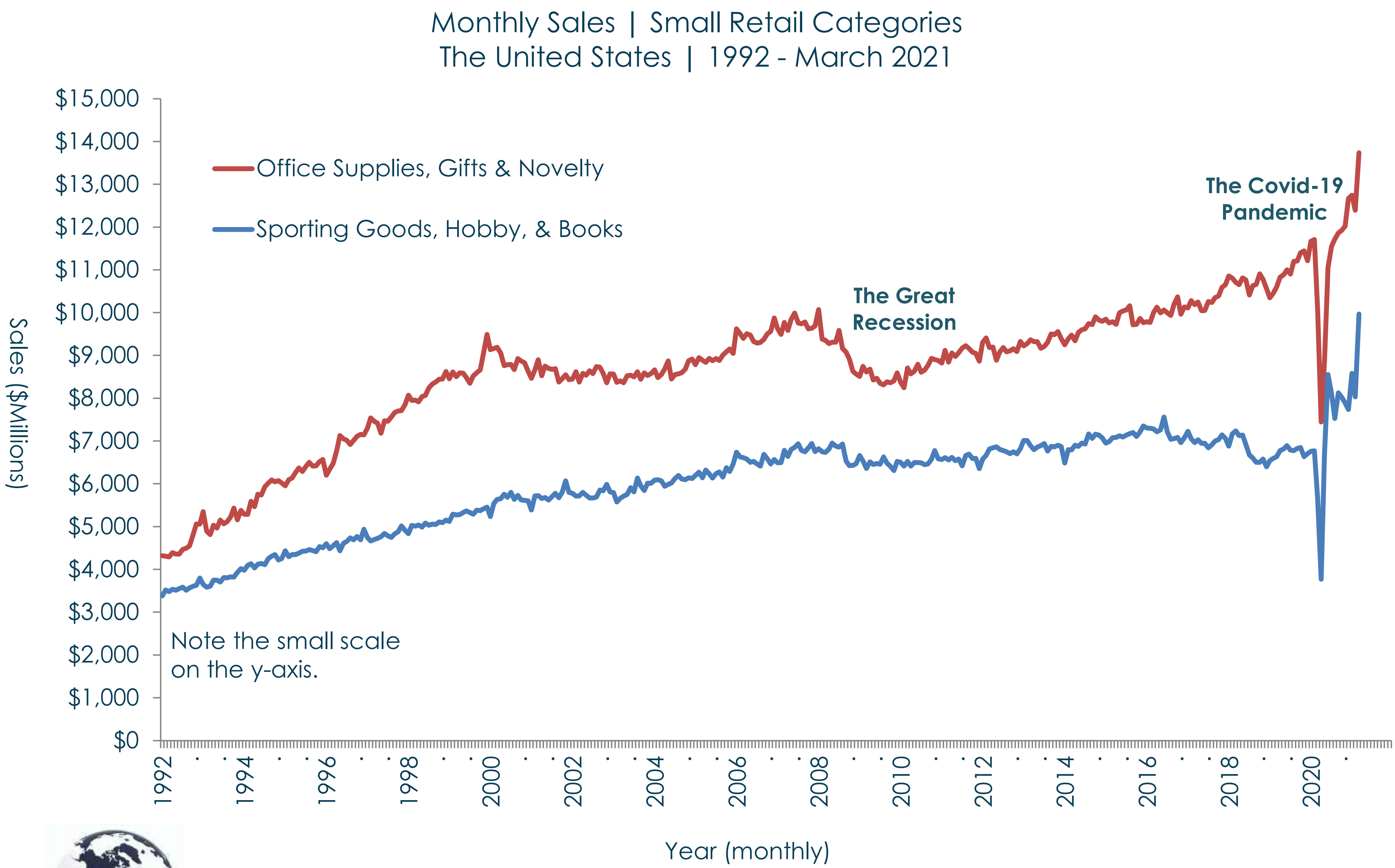


Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Office supplies, gifts & novelty stores include antique and other used merchandise stores. All figures are seasonally adjusted; but they are not adjusted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

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



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



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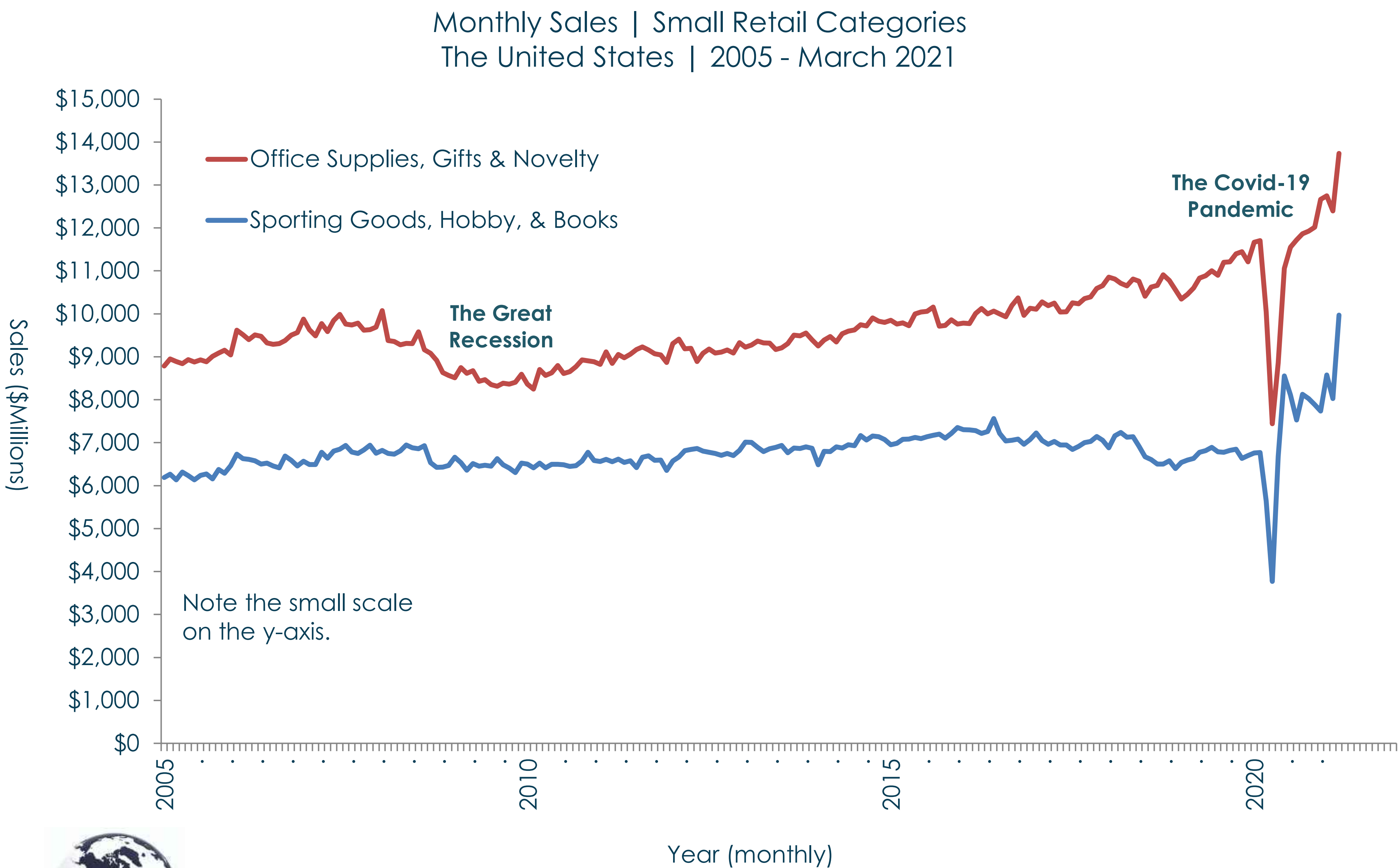
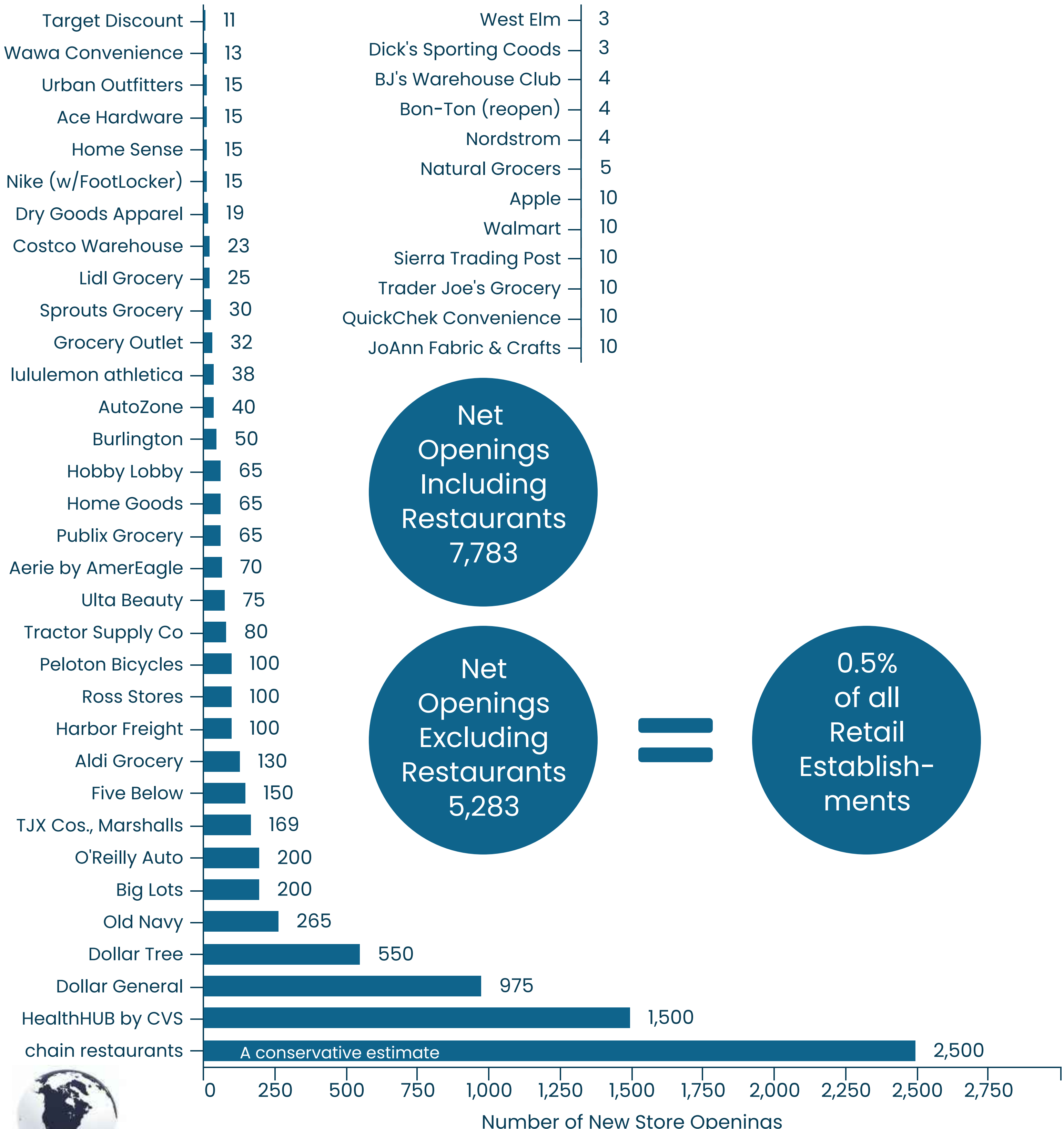
Source: United States Census of Monthly Retail Sales through February 2021. Analysis and exhibit prepared by LandUseUSA | Urban Strategies © 2021. Office supplies, gifts & novelty stores include antique and other used merchandise stores. All figures are seasonally adjusted; but they are not adjusted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



LandUseUSA
UrbanStrategies

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

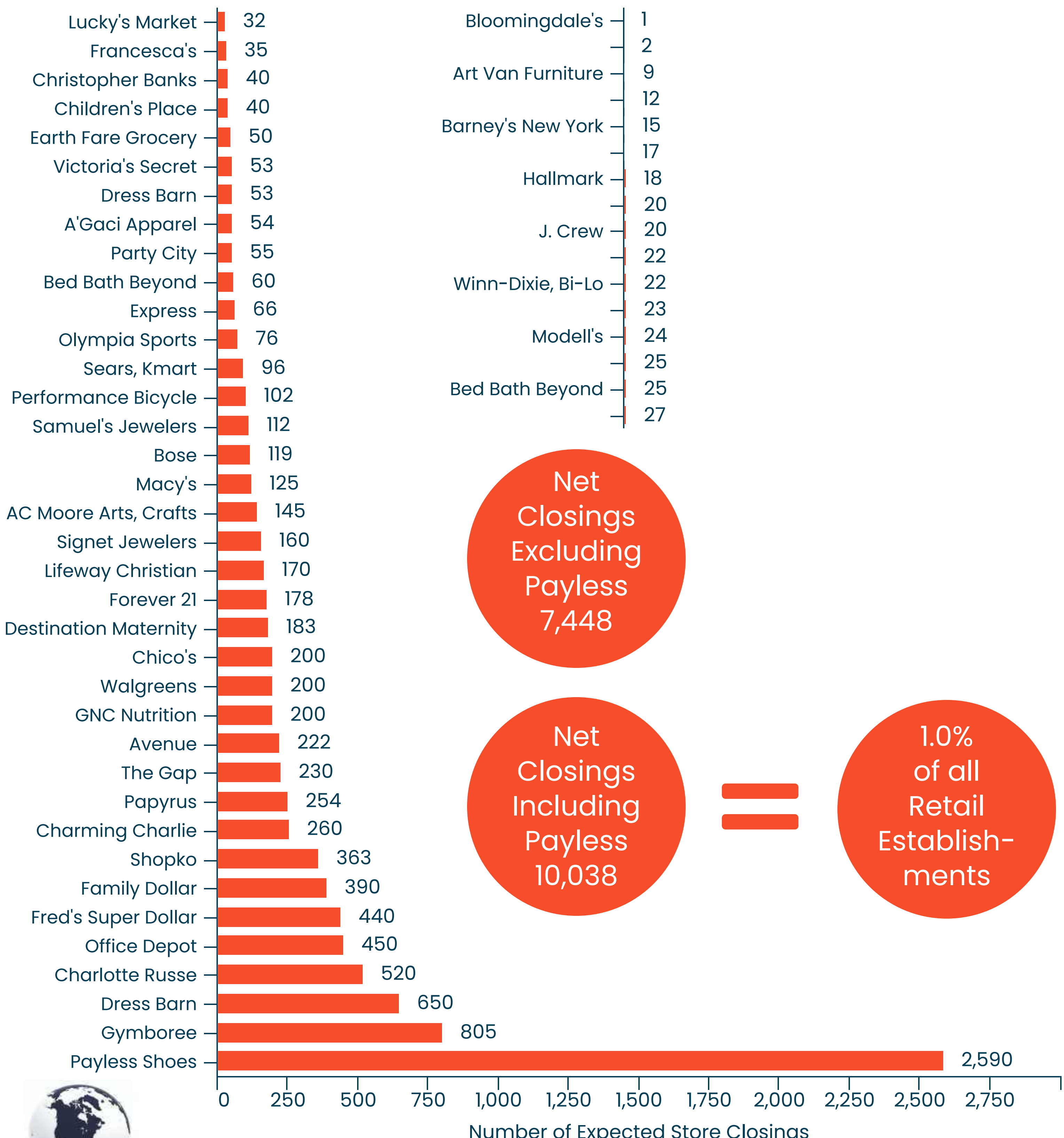
Net Store Openings | 45 Chains Nationwide | Annually 2019-2020



LandUseUSA UrbanStrategies

Sources: Individual company annual reports and media announcements researched online by LandUseUSA | Urban Strategies, 2020.

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

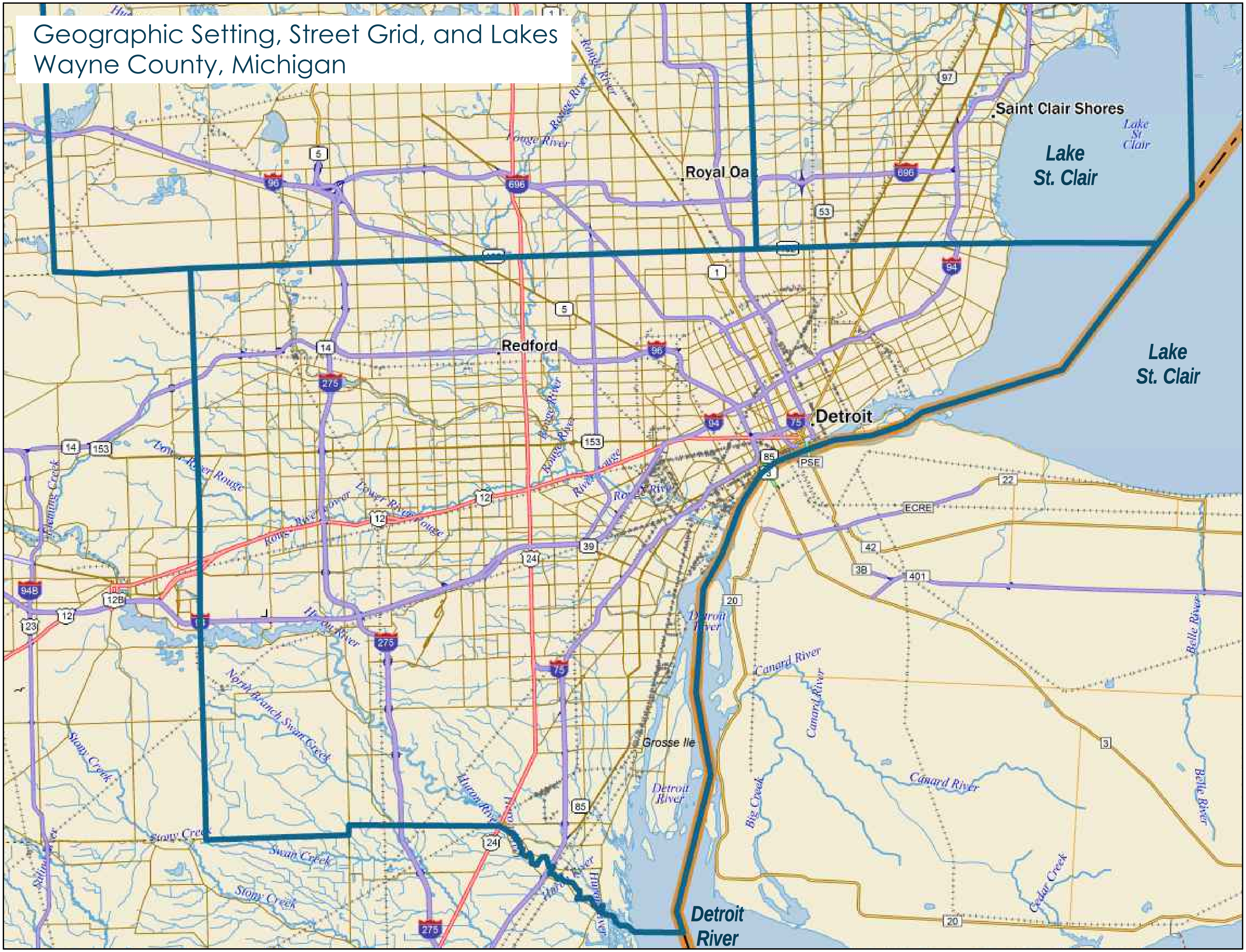


LandUseUSA UrbanStrategies

Sources: Individual company annual reports and media announcements researched online by LandUseUSA | Urban Strategies, 2020.

Section J

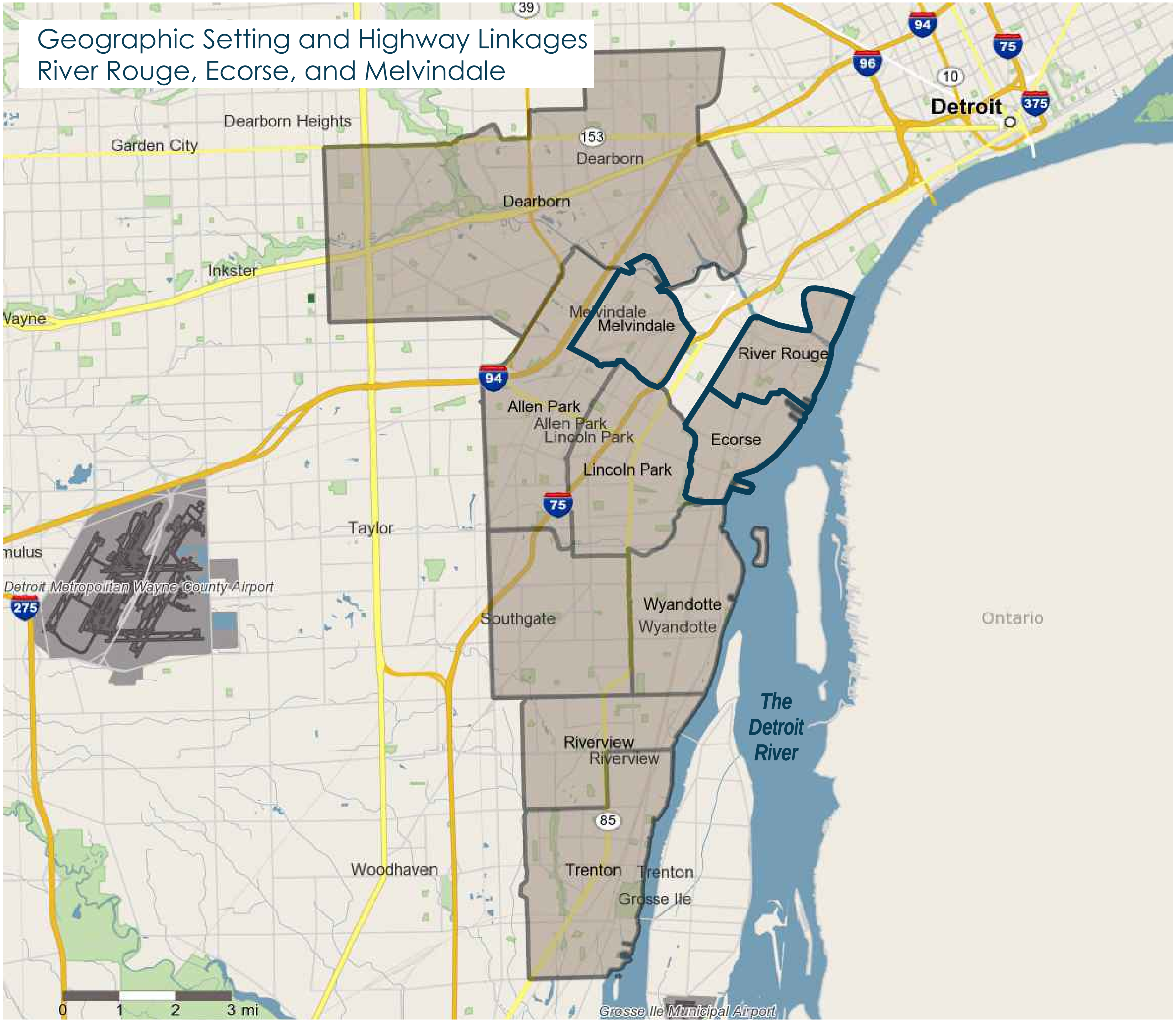
Geographic Setting, Street Grid, and Lakes
Wayne County, Michigan

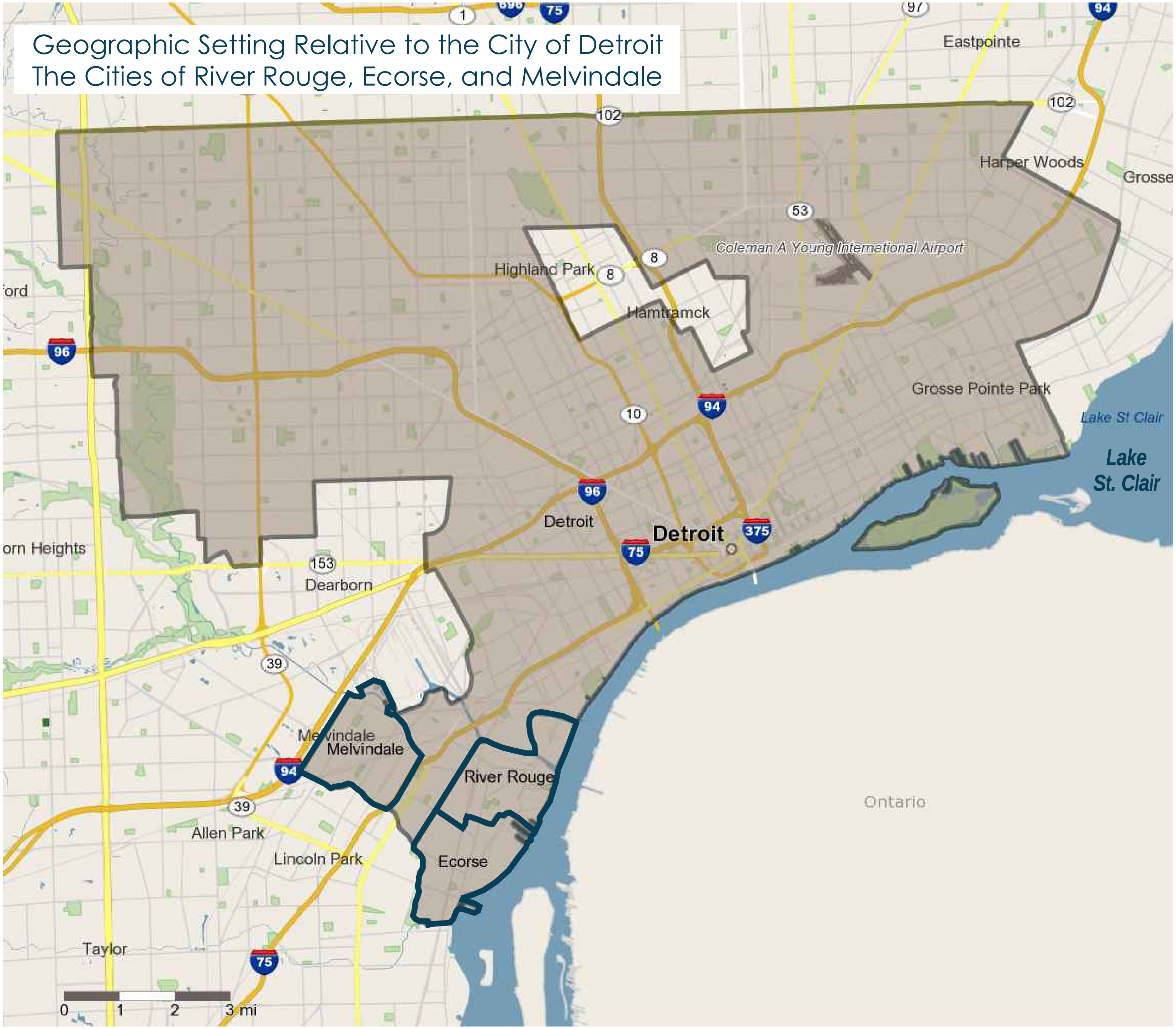


Scale 1 : 350,000

1" = 1.22 mi

Geographic Setting and Highway Linkages
River Rouge, Ecorse, and Melvindale




Geographic Setting Relative to the City of Detroit
The Cities of River Rouge, Ecorse, and Melvindale
Eastpointe
Harper Woods
Grosse
Coleman A Young International Airport
Highland Park
Hamtramck
Grosse Pointe Park
Lake St Clair
Lake
St. Clair
Detroit
Detroit
Dearborn
orn Heights
ord
Melvindale
Melvindale
River Rouge
Ecorse
Allen Park
Lincoln Park
Taylor
Ontario
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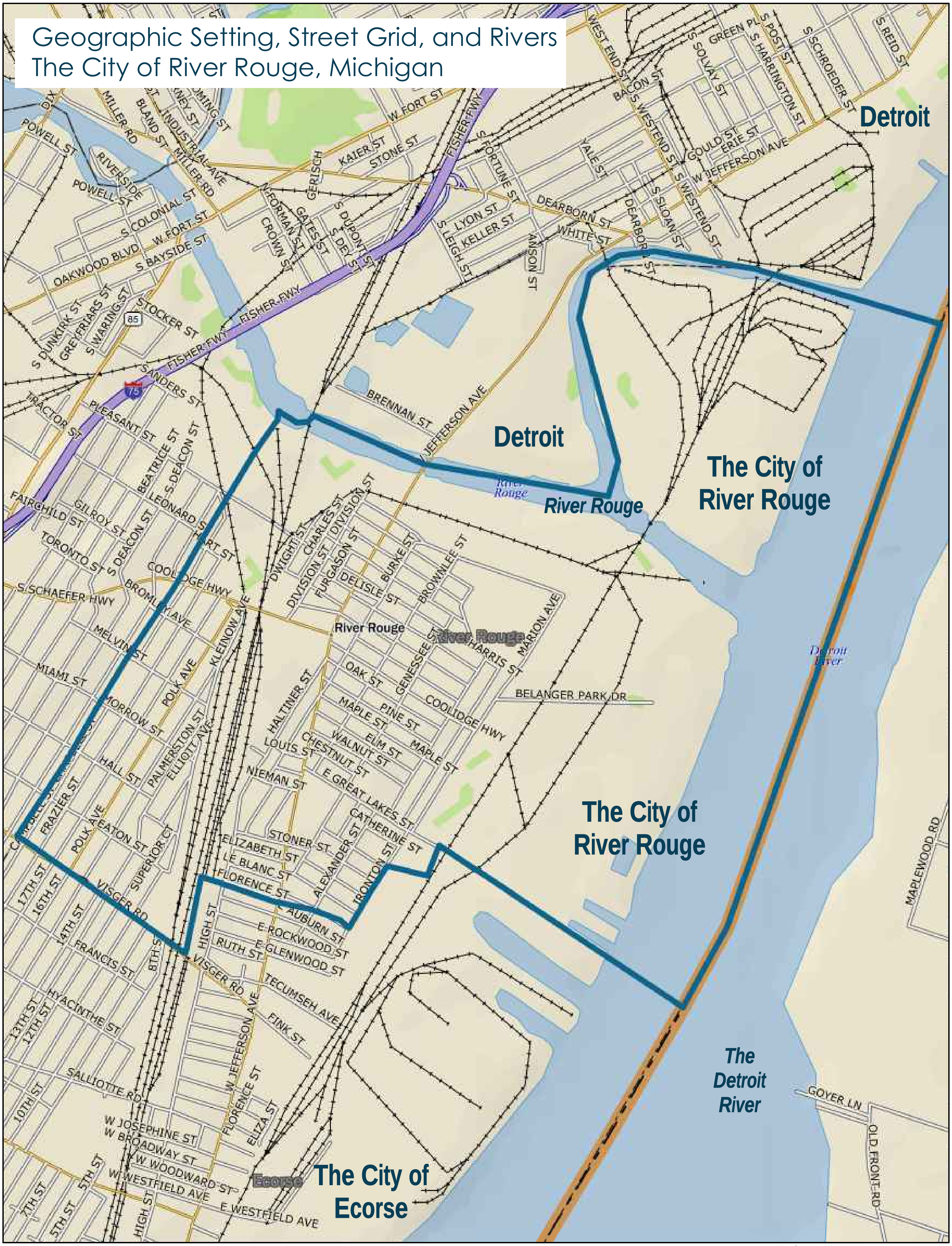
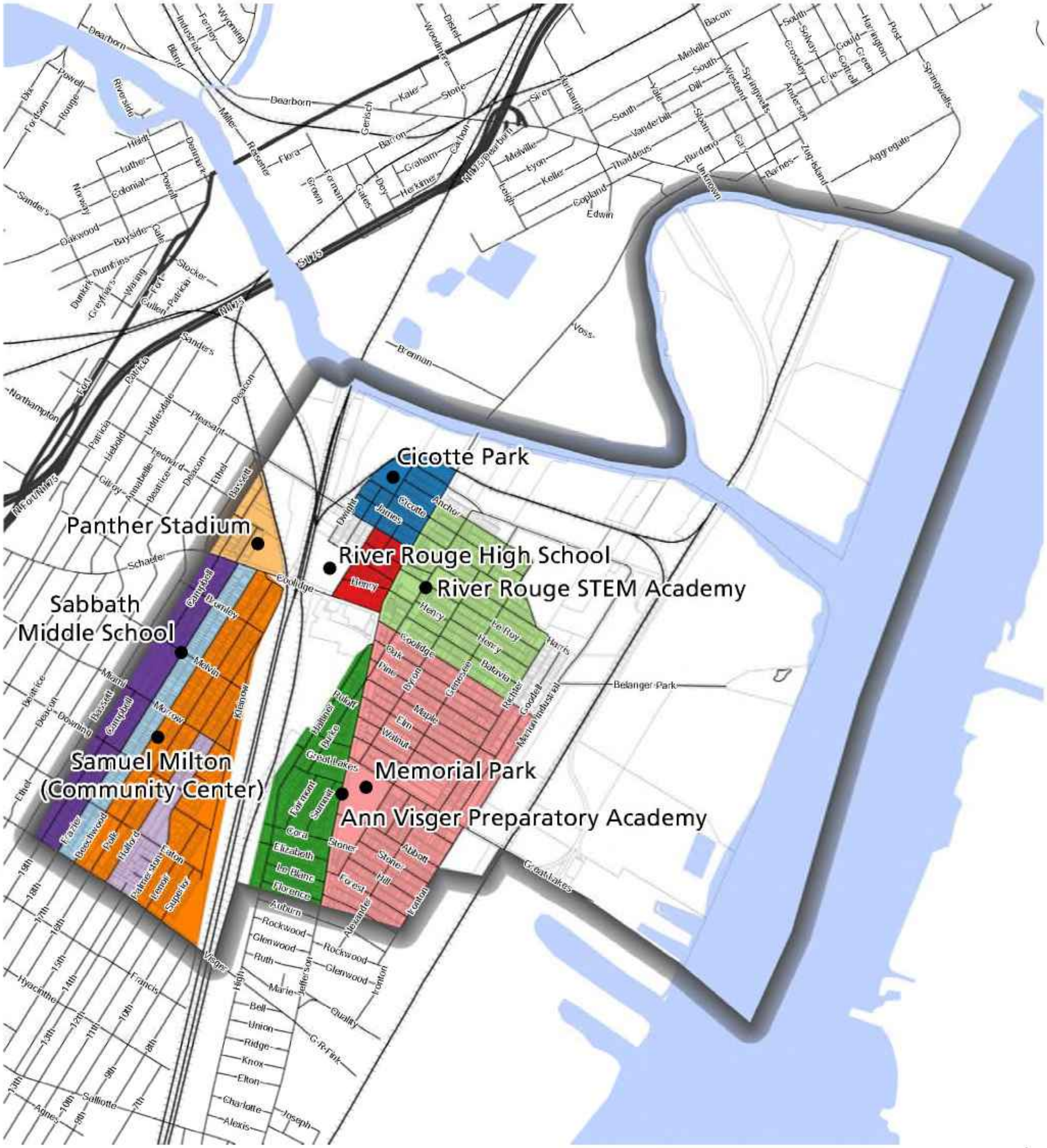


Scale 1 : 25,000

1" = 475 ft

Names of Neighborhoods
The City of River Rouge, Michigan | 2017



0 0.5 1 Miles

RIVER ROUGE MASTER PLAN

Neighborhood Typologies

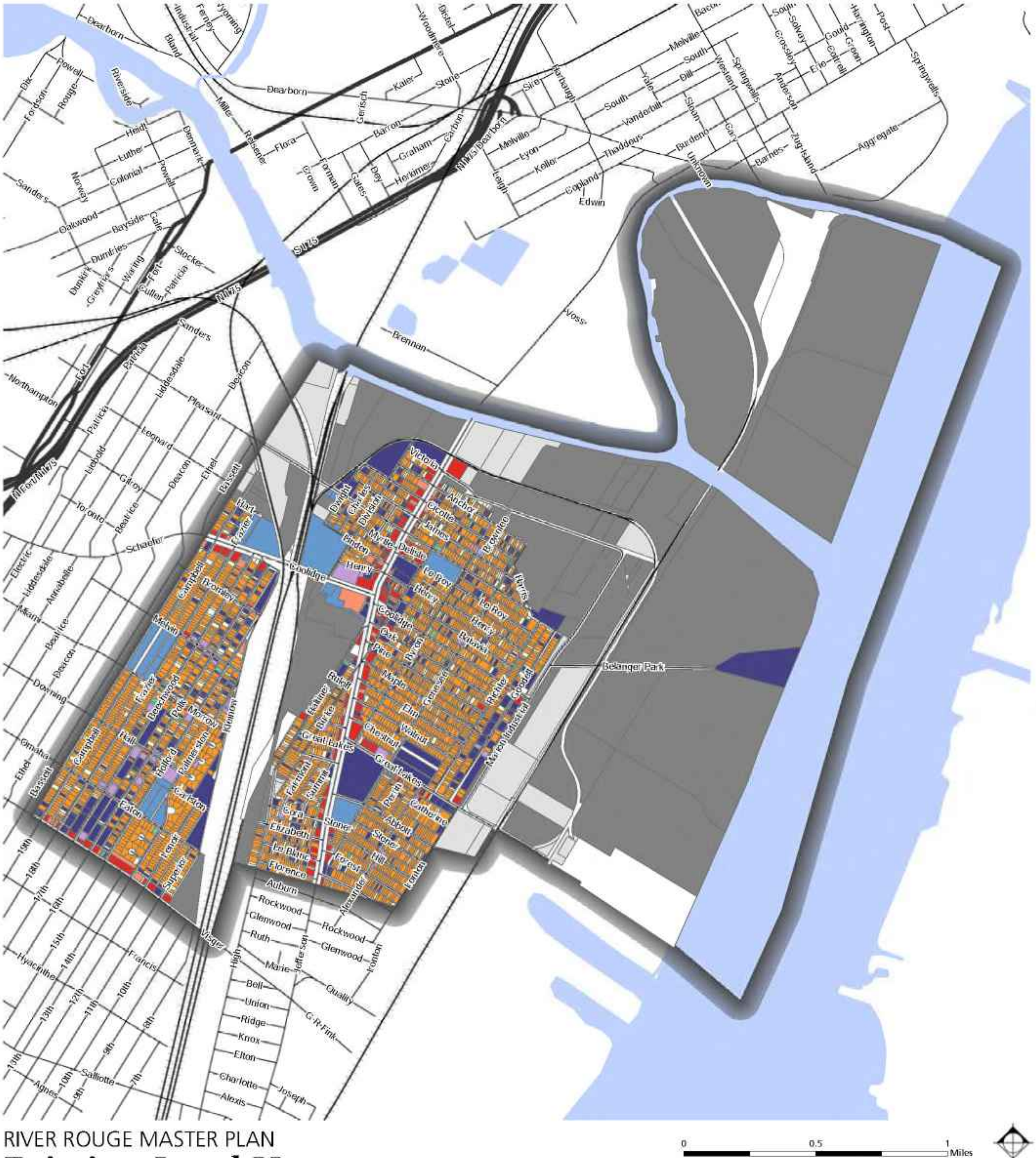
Data Sources: State of Michigan Geographic Data Library, ESRI Basemap, Wayne County GIS, City of River Rouge

City Boundary
State Roads
All Roads
Railroads
Rivers / Streams
Neighborhood Centers

Neighborhoods:

Beechwood Center Area
Cicotte Park Area
Dunn Park Area
Haltiner Triangle
Memorial Park Area
Pleasant Area
Stadium Area
The Backstreet
The Circle
The Front Street

Existing Land Use Map
The City of River Rouge, Michigan | 2017



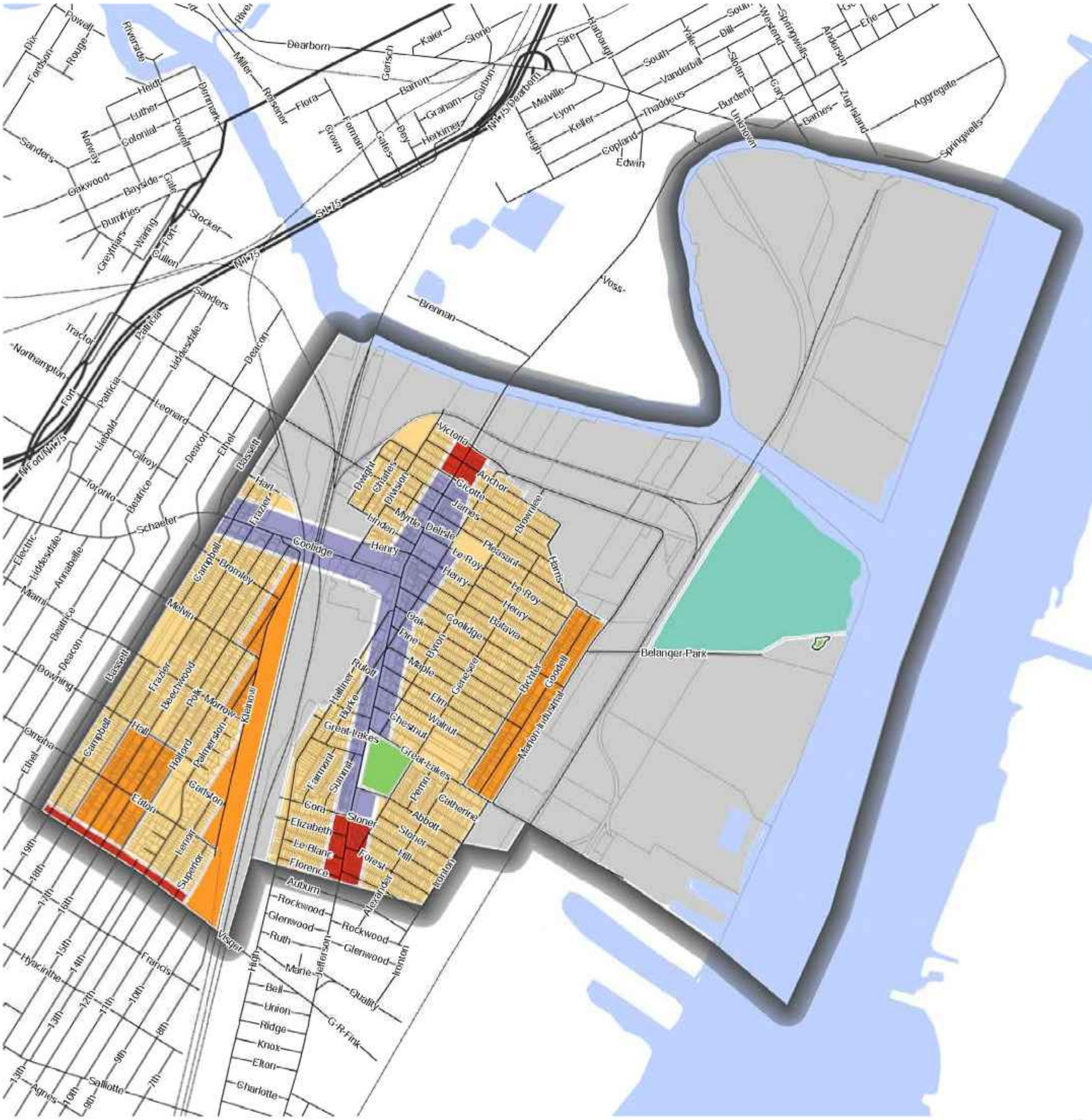
RIVER ROUGE MASTER PLAN

Existing Land Use

Data Sources: State of Michigan Geographic Data Library, ESRI Basemap, Wayne County GIS, City of River Rouge

City Boundary	Residential - Improved	Industrial - Improved
State Roads	Residential - Vacant	Industrial - Vacant
All Roads	Commercial - Improved	Land Bank Properties
Railroads	Commercial - Vacant	Government (City, County, State, Federal)
Rivers / Streams	Schools / Colleges	Unknown
Lakes / Ponds	Religious / Churches	

Future Land Use Map
The City of River Rouge, Michigan | 2017



RIVER ROUGE MASTER PLAN

Future Land Use Map

Data Sources: State of Michigan Geographic Data Library, ESRI Basemap, Wayne County GIS, City of River Rouge

0 0.5 1 Miles

City Boundary	Low Density Residential	General Business
State Roads	High Density Residential	Industrial
All Roads	Mixed Use	
Railroads	Redevelopment Area	
Rivers / Streams	Recreation Conservation	
Lakes / Ponds		

Zoning Map

The City of River Rouge, Michigan | 2017

RIVER ROUGE MASTER PLAN

0 0.5 1 Miles

Zoning Map

Data Sources: State of Michigan Geographic Data Library, ESRI Basemap, Wayne County GIS, City of River Rouge

- City Boundary
- State Roads
- All Roads
- Railroads
- Rivers / Streams
- Lakes / Ponds
- R-1: One Family
- R-2: Two Family
- RM-1: Multiple Family
- B-1: Central Business District
- B-2: General Commercial
- M-1: Light Industrial
- M-2: Heavy Industrial

Disclaimer: This map was created following the districts of the 1996 Zoning Map. Parcel boundaries have, however, changed during the following 30 years, and therefore this map is meant to be used as a guide and any specific zoning information must be confirmed with the City of River Rouge.