

Curriculum Vitae  
Sharon Woods, CNUa, FBCI, NCI, MA  
LandUseUSA | Urban Strategies



## Professional Consulting; 2001 – Current

Sharon Woods is the Principal and founder of LandUseUSA | Urban Strategies, a professional consulting firm that serves the entire United States from its primary office in Central Michigan and secondary office in Southwest Florida. Sharon has over 30 years of professional experience, including 20 years in consulting preceded by 12 years with several Fortune 500 retail corporations.

Sharon provides real estate advisory services in the fields of market research and analysis, downtown and community development, urbanism and placemaking, and land use economics. She specializes in Target Market Analysis methods and the development of optimal land uses and economic growth strategies for wide range of clients, including state agencies, jurisdictions, planners, and private land developers.

Sharon is especially known for her skills in identifying missing building formats for urban places, and formulating strategies that leverage local assets while creating enjoyable places for living, working, and playing. She focuses on identifying market opportunities for missing building formats that support and encourage culturally diverse communities. Her skills span all land use categories, including retail and merchant space, hotels, entertainment and recreational venues, placemaking amenities, urban housing formats, and mixed-uses with professional space.

Sharon also is an emeritus member with the Counselor of Real Estate (CRE), an invitation-only organization that holds its members to internal high standards and the core principles of knowledge, experience, wisdom, integrity, and distinction. She serves on the Board of Directors for the Michigan chapter of the Congress for the New Urbanism (CNU) and is an emeritus board member with the Community Development Corporation (MCDA). In the national arena, she also is a faculty member with the Incremental Development Alliance (Inc Dev) and an advisor on the Form Based Code Institute's (FBCI) Resource Council.

## Employment History; 1990 – Current

LandUseUSA | Urban Strategies (2008 – Current); President and CEO, Founder  
Anderson Economic Group (2003 – 2008); Principal and Practice Area Director  
General Motors | Urban Science (2002 – 2003); Senior Manager of Location Intelligence  
Sears Holdings, Inc | Kmart Corp (2001 – 2002); Director of Real Estate Strategies  
Macy's Inc | Federated Department Stores (1993 – 2001); Senior Manager, Area Research  
Target Corp | Dayton-Hudson Corp (1990 – 1993); Senior Analyst, Market Research

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## Team Awards | Supporting Roles

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1. Michigan | Portage Lake Center District Corridor and Placemaking Study – 2022 Recipients  
Outstanding Urban Design, Planning Excellence; Michigan Association of Planning – Ann Arbor  
Team Lead: Farr Associates (Doug Farr, FAIA, CNUa) – Chicago, Illinois  
LandUseUSA Contribution: Retail and Residential Market Analyses and Location Strategies
2. Michigan | Comstock Center Place Plan for Redevelopment and Prosperity – 2021 Recipients  
Economic Development and Planning Excellence; Michigan Assoc. of Planning – Ann Arbor  
Team Lead: Becket and Raeder, Inc. (John Iacoangeli, AICP)  
LandUseUSA Contribution: Retail Market Analysis and Site Planning Consultation Services
3. Michigan | The Governor’s Initiative on Project Rising Tide – 2018 Recipients  
Planning and Economic Development Excellence; Michigan Assoc. of Planning – Ann Arbor  
Program Sponsor: Michigan Economic Development Corporation – Lansing, Michigan  
Team Lead: Beckett & Raeder Associates (John Iacoangeli, AICP; Leah DuMouchel, AICP)  
LandUseUSA Contribution: Residential Target Market Analysis and Urban Strategies
4. Michigan | Turn on 28<sup>th</sup> Street Master Plan; City of Wyoming – 2011 and 2015 Recipients  
Regional/Urban Design; AIA Grand Valley – Grand Rapids, Michigan  
Team Lead: Nederveld, Inc. (Terry Sanford; Mark Miller, AICP)  
Partners: Williams & Works (Lynee Wells, AICP) and Lott3Metz Architecture (Ted Lott)  
LandUseUSA Contribution: Retail and Commercial Market Strategies
5. Michigan | Vernor Crossings Place Plan; Southwest Detroit – 2015 Recipients  
Architectural Honor Award/Urban Design; AIA – Detroit, Michigan  
Project Sponsor: Michigan Municipal League (Luke Forrest, Richard Murphy)  
Team Lead: Archive DS Architects & Urbanists (Mark Nickita, AIA)  
LandUseUSA Contribution: Retail and Residential Target Market Analyses (TMA)

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Team Awards | Supporting Roles (continued)

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6. Michigan | Waterford Oaks Waterpark Design Competition – 2015 Finalists  
Project Sponsor: The Planning Division of Oakland County, Michigan  
Team Lead: Landscapers, Architects, Planners, Inc. (Bob Ford, ASLA, RLA)  
LandUseUSA Contribution: Market Assessment and Target Market Analysis (TMA)
7. Michigan | City of Jackson Design Competition – 2014 Recipients  
Project Sponsor: The Planning Division of the City of Jackson, Michigan  
Team Lead: Beckett & Raeder (John Iacoangeli, AICP; Leah DuMouchel, AICP)  
LandUseUSA Contribution: Economic Growth and Downtown Market Strategy
8. Illinois | Town Center and TOD Plan; Village of Prairie Grove – 2013 Recipients  
Best Strategic Plan; APA-IL Award – Chicago, Illinois  
Team Lead: Teska Associates (Kon Savoy, AICP; Nick Patera, PLA)  
LandUseUSA Contribution: Retail and Commercial Market Strategy

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TMA Public Presentations (non-contractual, pro bono)

<i>Acronym</i>	<i>Association</i>	<i>Location</i>	<i>Month</i>	<i>Year</i>
IncDev	Incremental Development Alliance	Fort Wayne IN	Oct.	2023
CMHC	Canada Housing & Mortgage Corp	Toronto, Ontario	July	2021
MMC	Metropolitan Mayors Caucus	Chicago IL	May	2021
MMC	Metropolitan Mayors Caucus	Chicago IL	Jan.	2021
ULI	Urban Land Institute	Cincinnati OH	Nov.	2020
MI Treasury	Michigan Department of Treasury	Lansing MI	Oct.	2020
IncDev	Incremental Development Alliance	Flint	Jan.	2020
MCDA	Michigan Community Dev. Assoc.	Lansing	Dec.	2019
IncDev	Incremental Development Alliance	Kalamazoo	July	2019
IncDev	Incremental Development Alliance	Albion	Feb.	2019
IncDev	Incremental Development Alliance	Flint	Sept.	2019
Ticco	Place Shapers Detroit – A Retreat	Detroit	Nov.	2019
NWMCOG	Housing Summit by Housing North	Traverse City	Oct.	2019
IncDev	Incremental Development Alliance	South Bend IN	Oct.	2018
CED-N	Comm. Economic Dev. Network	Lansing	Oct.	2018
Mid-MEAC	Mid-Mich. Environ. Action Council	Lansing	Mar.	2018
MCDA	Michigan Community Dev. Assoc.	Lansing	Mar.	2018
MI-OUI	Michigan Office of Urban Initiatives	Lansing	Nov.	2016
MEDC	Michigan Economic Dev. Corp.	Lansing	Aug.	2016
MCDA	MI Comm. Development Assoc.	Bay City	Oct.	2016
MAP	MI Assoc. Planning Spring Institute	Lansing	Apr.	2016

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TMA Public Presentations (non-contractual, pro-bono)

GCMPC	Genesee Co. Metro Planning	Flint	Oct.	2015
MDA	Michigan Downtown Assoc.	Kalamazoo	Oct.	2015
MAP	Michigan Assoc. of Planning	Detroit	Oct.	2015
MCDA	Michigan Comm. Dev. Assoc.	Greektown	Oct.	2015
MML	Michigan Municipal League	Detroit	Sept.	2015
HRS	HRS Communities (private)	Farmington Hills	May	2015
BMCC	Building MI Communities Conf.	Lansing	Apr.	2015
NEMCOG	Northeast MI Council of Gov.	Gaylord	Mar.	2015
H4H	Habitat for Humanity	Lansing	Nov.	2014
MCDA	Michigan Comm. Dev. Assoc.	Traverse City	Sept.	2014
MEDA	Michigan Economic Dev. Assoc.	Lansing	May	2014
BMCC	Building Michigan Communities	Lansing	April	2014
MCDA	Michigan Comm. Dev. Assoc.	Lansing	March	2014
SDBA	SW Detroit Business Assoc.	Detroit	Jan.	2014
SEMCOG	Michigan Placemaking Curriculum	Detroit	Jan.	2014
CMS	Developer's Forum	Jackson	Jan.	2014
MAP	Michigan Assoc. of Planning	Holland	Oct.	2013

Other Lectures and Seminars

1. CEDAM Real Estate Boot Camp – Introduction to Market Research and Analysis; 2022 (1 session)
2. Easy and Free Data for Small Scale Developers; Incremental Development Alliance; 2021 (1 class)
3. Coaching and Mentoring; National Center for Disability Entrepreneurship; 2020 (2 webinars).
4. How Urban Places can Adapt after the Coronavirus; TICCO; April 2020 (1 webinar).
5. The Impact of Internet Sales on Retail Merchants; Calvin College Urbanism Class; 2019 (1 class).
6. Target Market Analysis Tutorial; Michigan Economic Development Corporation; 2016 (1 class).
7. Real Estate Site Selection, Location Analysis; Michigan State University; 2011 – 2013 (6 classes).
8. Community Economic Development Assoc. of MI (CEDAM); Real Estate Boot Camp; 2012.
9. Junior Achievement Program; Minneapolis Public Schools; Fall Term 1992 (6 classes).

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Conference Presentations (non-contractual – pro bono)

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**Ontario, Canada** | Target Market Analysis Comprehensive Tutorial | June 2022  
C4C | Windsor Law Centre for Cities | Housing Systems Workshop | Windsor

**Ontario, Canada** | Target Market Analysis Introduction, Panel Discussion | March 2022  
C4C | Windsor Law Centre for Cities | Housing Systems Workshop | Windsor

**Maine** | An Introduction to Target Market Analysis | June 2020  
NE CNU | Build Main Regional Congress | Lewiston

**Kentucky** | Using Granular Data in Innovative Ways | June 2019  
CNU27 | The 27<sup>th</sup> Congress for the New Urbanism | Louisville

**Georgia** | Activating Waterfront Retail with the Urbanism Toolbox | May 2018  
CNU26 | The 26<sup>th</sup> Congress for the New Urbanism | Savannah

**Arizona** | Highest and Best Use: Smart Retail Land Use Strategies | March 2015  
ALC | Accredited Land Consultants | National Land Conference | Tucson

**Ohio** | Using Applied Geography Degrees in the Job Market; Alumni Bicentennial | August 2006  
Miami University of Ohio | Department of Geography | Oxford

**Michigan** | The Covid Impact on Current Retail Trends | June 2021  
MDA | Michigan Downtown Association | Summer Workshop

**Michigan** | Data Driven Downtowns / Easy Data, Cheap | November 2020  
MDA | Michigan Downtown Association | Virtual Annual Conference

**Michigan** | Real Estate Development Boot Camp: Commercial + Residential | May 2012  
CEDAM | Community Economic Development Association of Michigan

**Michigan** | To Big-Box, or Not; Location Strategies of Discount Department Stores | March 2012  
The City of Sturgis | Lunch and Learn Summit

**Michigan** | Turn on 28<sup>th</sup> Street Renovation and Retrofit (Award-Winning Project) | October 2011  
MAP | Michigan Association of Planning | Annual Conference

**Michigan** | Performance Metrics for Site Decision-Making and Land Use | May 2008  
NBC | National Brownfield Association | Annual Conference

**Michigan** | Supporting Great Planning with Smart Economics | October 2006  
MAP | Michigan Association of Planning | Annual Conference

**Michigan** | Lifestyle Centers Defined and Re-defined | October 2005  
MDA | Michigan Downtown Association | Annual Conference

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Advanced Education; 1985 – Current

- FBC | Form Based Code Institute | Certified – 2019
- CNUa | Congress for the New Urbanism | Certified – 2017
- NCI | National Charrette Institute | Master’s Certificate – 2016
- MIplace | Placemaking Curriculum | All 6 Modules at Advanced 300 Level – 2014
- MCP | University of Michigan – Extension | Master Citizen Planner – 2009
- NAR | Middleton School of Real Estate | Continuing Education – 2002
- MA | Miami University of Ohio | Master of Liberal Arts (Applied Geography) – 1988 – 1990
- BA | University of Wisconsin | Bachelor of Liberal Arts (Applied Geography) – 1985 – 1988

Professional Memberships and Affiliations

<i>Acronym</i>	<i>Association Name</i>	
CRE	Counselors of Real Estate	Certified, Emeritus
FBCI	Form Based Code Institute	Certified
CNUa	Congress for the New Urbanism	Certified
NCI	National Charrette Institute	Certified
MA	Masters Degree – Applied Geography	Summa Cum Laude
MIcNU	Congress for New Urbanism   Michigan	Vice President
MDA / DDA	Laingsburg Downtown Dev. Authority	Current Board Member
MCDA	Michigan Comm. Development Assoc.	Emeritus Board Member
IncDev	Incremental Development Alliance	Faculty Member
MAP	Michigan Association of Planning	TMA Instructor, Author
MSU LPI	Michigan Placemaking Curriculum	Past Curriculum Instructor
MU	Miami University – Oxford, Ohio	Alumni, Geography Mentor
FBCI	Form Based Code Resource Council	Instructor, Council Member
ICSC	International Council of Shopping Centers	Lifetime Member
LOCUS	Smart Growth America	Member
APA	American Planning Association	Member
MDA	Michigan Downtown Association	Member

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**Residential Target Market Analysis | Underway in 2024**

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Target Market Analysis	<b>Arkansas</b>   The City of Bentonville	(underway)
Target Market Analysis	<b>Indiana</b>   St Joseph County	(underway)
TMA Diagnostic Services	<b>Indiana</b>   The City of South Bend	(underway)
Target Market Analysis	Region 08   Van Buren County	(underway)
Target Market Analysis	Region 08   Comstock Township	(underway)
Target Market Analysis	Region 10   Brownstown Township	February 2024
Target Market Analysis	Region 01   Marquette County	January 2024

**Retail Market Strategies | Underway in 2024**

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Retail Market Strategy	<b>Montana</b>   Greater Bozeman	(underway)
Retail Market Strategy	<b>Indiana</b>   Downtown Elkhart	(underway)
Retail Market Strategy	Region 08   Comstock Twp - RRC	(underway)
Retail Market Strategy	Region 08   Downtown Marcellus	February 2024
Retail Market Strategy	Region 10   Brownstown Township	February 2024

RRC = Projects sponsored by the State of Michigan's Redevelopment Ready Communities Program.



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**Residential Target Market Analysis | 2021 - 2023**

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Target Market Analysis	Region 09   Downtown Dexter	December 2023
Target Market Analysis	Region 09   Monroe County	October 2023
Target Market Analysis	Region 09   The City of South Lyon	November 2023
Target Market Analysis	Region 10   The City of Royal Oak	October 2023
Target Market Analysis	Region 09   Lenawee County	May 2023
Target Market Analysis	Region 07   Downtown Lansing - RRC	June 2023
Target Market Analysis	Region 07   Old Town Lansing - RRC	June 2023
Target Market Analysis	Region 07   REO Town Lansing - RRC	June 2023
Target Market Analysis	<b>Virginia</b>   The City of Hopewell	June 2022
Target Market Analysis	Region 10   The City of Allen Park	June 2022
Target Market Analysis	Region 06   Bridgeport Twp - RRC	June 2022
Target Market Analysis	Region 09   The City of Monroe	March 2022
Target Market Analysis	Region 09   Ypsilanti Township	October 2021
Target Market Analysis	Region 04   City of Muskegon Hts	August 2021
Target Market Analysis	Region 10   City of Harper Woods	August 2021
Target Market Analysis	Region 10   The City of Melvindale	July 2021
Target Market Analysis	Region 10   The City of Ecorse	June 2021
Target Market Analysis	Region 10   The City of River Rouge	June 2021
Target Market Analysis	Region 07   DeWitt Township	January 2021
Target Market Analysis	Region 07   The City of East Lansing	January 2021
Target Market Analysis	Region 04   Canadian Lakes	January 2021

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Residential Target Market Analysis | 2019 - 2020

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Target Market Analysis	Region 05   The City of Bay City	December 2020
Target Market Analysis	Region 07   The City of Ionia	November 2020
Target Market Analysis	Region 08   The City of Portage	October 2020
Target Market Analysis	Region 04   The City of Big Rapids	March 2020
Target Market Analysis	Region 05   The City of Alma	January 2020
Target Market Analysis	Region 09   The City of Monroe	January 2020
Target Market Analysis	Region 10   The City of Inkster	January 2020
Target Market Analysis	Region 02   Northwest Michigan	November 2019
Target Market Analysis	Region 10   The City of Hamtramck	September 2019
Target Market Analysis	Region 10   Royal Oak Township	July 2019
Target Market Analysis	Region 10   The City of Woodhaven	June 2019
Target Market Analysis	Region 04   The City of Douglas	May 2019
Target Market Analysis	Region 08   The City of Dowagiac	March 2019
Target Market Analysis	Region 10   West Bloomfield Twp	February 2019

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**Other Types of Consulting Projects | 2020 - 2023**

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Commercial Corridor Study	<b>Missouri</b>   The City of Kansas City	September 2023
Downtown Retail Strategy	Region 07   Downtown Lansing - RRC	August 2023
Downtown Retail Strategy	Region 07   Old Town Lansing - RRC	August 2023
Downtown Retail Strategy	Region 07   REO Town Lansing - RRC	August 2023
Retail Market Strategy	Colorado   Fort Collins	May 2023
Retail Market Strategy	Region 09   The City of Monroe	June 2022
Retail Market Strategy	<b>Virginia</b>   The City of Hopewell	June 2022
Retail Market Strategy	Region 04   City of Muskegon Heights	August 2021
Retail Market Strategy	Region 10   City of Harper Woods	August 2021
Retail Market Strategy	Region 10   The City of Melvindale	July 2021
Retail Market Strategy	Region 10   The City of Ecorse	June 2021
Retail Market Strategy	Region 10   The City of River Rouge	June 2021
Retail + Residential Strategies	<b>Ohio</b>   Cuyahoga County	April 2021
Residential + Industrial Study	<b>Vermont</b>   Rockingham County	March 2021
Retail Target Market Analysis	<b>Arizona</b>   South Tucson	March 2021
Housing Target Market Analysis	<b>Maine</b>   6 Places in York County	December 2020
Retail + Quality of Life Study	Region 05   Garfield Township	December 2020
Pre-Development Strategy	Region 08   Plainwell – RRC	December 2020
Pre-Development Strategy	Region 06   Swartz Creek – RRC	April 2020
Economic Growth Strategy	Region 10   Clinton Township	March 2020
Economic Growth Strategy	Region 10   Woodbridge, Detroit	March 2020
Economic Growth Strategy	Region 06   Vienna Township	January 2020

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**On-Call Consultation Services | 2020 – 2025**

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>On-Call Services</i>
Real Estate, Land Use Consulting	<b>California</b>   The City of Ontario	2020 – 2025
Real Estate, Land Use Consulting	<b>Colorado</b>   The City of Denver	2020 – 2025
Real Estate, Land Use Consulting	<b>Iowa</b>   The City of Cedar Rapids	2020 – 2025
Real Estate, Land Use Consulting	<b>Maryland</b>   The City of Baltimore	2020 – 2025

**Residential and Retail Market Studies | 2018 - 2019**

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Commercial Market Strategy	<b>Missouri</b>   The City of St. Charles	September 2019
Pre-Development Strategies	MI Project Rising Tide II – RRC	December 2019
Pre-Development Strategies	Region 09   Monroe County	June 2019
Retail Market Strategy	Region 08   Texas Twp, Kazoo Co	December 2018
Economic Growth Strategy	Region 09   Luna Pier, Monroe Co	December 2018
Target Market Analysis	Region 06   Kettering Univ, Flint	December 2018
Pre-Development Strategy	Region 04   City of Allegan – RRC	October 2018
Pre-Development Strategy	Region 01   City of Escanaba – RRC	October 2018
Pre-Development Strategy	Region 04   Middleville Village – RRC	October 2018
Pre-Development Strategy	Region 10   City of Roseville – RRC	October 2018
Data Analysis of Housing Needs	Region 10   Oakland County-wide	June 2018
Retail Market Assessment	Region 08   Comstock Township	May 2018
Housing Market Study	Region 01   The City of Hancock	April 2018
Housing Market Study	Region 04   The City of Muskegon	March 2018

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Residential and Retail Market Studies | 2017

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Commercial Land Use Strategy	<b>Pennsylvania</b>   Port Erie Waterfront	August 2017
TMA Assessment	<b>Ohio</b>   The Village of Whitehouse	July 2017
TMA Assessment	<b>Pennsylvania</b>   Port Erie Waterfront	July 2017
Retail Market Assessment	<b>Ohio</b>   The Village of Whitehouse	July 2017
Retail Market Strategy Update	<b>Maryland</b>   BWI Marshall Airport	July 2017
Housing Market Study	Region 06   Downtown Flint	September 2017
Retail Target Market Analysis	Region 10   City of Lincoln Park	July 2017
TMA Assessment	Region 04   Village of Middleville	June 2017
TMA Summary Infographics	MI Project Rising Tide I – RRC	May 2017
Target Market Analysis	Region 10   The City of Trenton	May 2017
Target Market Analysis	Region 10   The City of Wyandotte	May 2017
Target Market Analysis	Region 10   The City of Lincoln Park	May 2017
Target Market Analysis	Region 10   The City of River Rouge	May 2017
Target Market Analysis	Region 10   The City of Romulus	May 2017
Target Market Analysis	Region 09   The City of Monroe	April 2017
Target Market Analysis	Region 09   The City of Hillsdale	April 2017
Target Market Analysis	Region 06   The City of Port Huron	March 2017
Target Market Analysis	Region 10   The City of Royal Oak	March 2017
Retail Target Market Analysis	Region 09   The City of Monroe	April 2017

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### Residential Target Market Analysis | 2016

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Target Market Assessment	Region 09   The City of Howell	November 2016
Target Market Analysis	Region 05   East Central Michigan	October 2016
Target Market Analysis	Region 10   The City of Northville	October 2016
Target Market Analysis	Region 06   The City of Burton	August 2016
Target Market Analysis	Region 06   The City of St. Clair	August 2016
Target Market Analysis	Region 01   Upper Peninsula	May 2016
Target Market Analysis	Region 03   Northeast Michigan	March 2016
Target Market Analysis	Region 08   Southwest Michigan	June 2016

### Retail Target Market Analysis | 2016

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Retail Target Market Analysis	Region 1a   Houghton County	December 2016
Retail Target Market Analysis	Region 1a   Baraga County	December 2016
Retail Target Market Analysis	Region 1a   Gogebic County	December 2016
Retail Target Market Analysis	Region 1a   Ontonagon County	December 2016
Retail Target Market Analysis	Region 1a   Iron County	December 2016
Retail Target Market Analysis	Region 10   The City of Rochester	August 2016
Retail Target Market Analysis	Region 06   The City of Burton	August 2016
Retail Target Market Analysis	Region 10   The City of Northville	August 2016

### Other Consulting Projects | 2016

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Commercial Site Assessments	<b>Texas</b>   SGR Airport, Houston	May 2016
Commercial Site Assessments	<b>Maryland</b>   MTN Airport, Baltimore	May 2016
Commercial Market Strategies	<b>Maryland</b>   BWI Airport, Baltimore	May 2016
Mixed-Use Site Assessment	Region 02   Portage Lake Point	July 2016
Mixed-Use Market Strategy	Region 04   City of Norton Shores	July 2016
Residential Market Strategy	Region 10   The City of Troy	May 2016
Mixed-Use Site Assessment	Region 07   MSU Gateway, Lansing	May 2016

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### Residential Target Market Analysis | 2015

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Target Market Analysis	Region 04   Muskegon County	September 2015
Target Market Analysis	Region 06   The City of Flint	September 2015
Target Market Analysis	Region 09   Washtenaw County	September 2015
Target Market Analysis	Region 10   Southwest Detroit	June 2015
Target Market Analysis	Region 04   The City of Holland	June 2015
Target Market Analysis	Region 04   Mason County	June 2015

### Retail Target Market Analysis | 2015

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Retail Target Market Analysis	Region 10   Southwest Detroit	September 2015
Retail Target Market Analysis	Region 04   Mason County	March 2015

### Other Consulting Projects | 2015

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<i>Project Type</i>	<i>Location (Region   Market)</i>	<i>Date Completed</i>
Retail Market Assessment	Region 04   The City of Stanton	March 2015
Recreation Destination Strategy	Region 08   Oshtemo Township	June 2015
Recreation Destination Strategy	Region 10   Waterford Township	March 2015
Residential Market Strategy	Region 10   Canton Township	March 2015

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**Residential Target Market Analysis | 2013 - 2014**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Target Market Analysis	Region 02   Northwest Michigan	November 2014
Target Market Analysis	Region 02   City of Traverse City	July 2014
Target Market Analysis	Region 03   The City of Onaway	August 2014
Target Market Analysis	Region 04   Newaygo County	August 2014
Target Market Analysis	Region 09   The City of Jackson	September 2014
Target Market Analysis	Region 09   Washtenaw County	September 2014
Target Market Analysis	Region 10   The City of Wyandotte	July 2014
Target Market Analysis	Region 10   Mexicantown Detroit	July 2014
Target Market Analysis	Region 07   Greater Lansing Area	July 2013

**Other Consulting Projects | 2013 - 2014**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Retail Market Assessment	Filer Township, MI	October 2014
Economic Growth Strategy	The City of Jackson, MI	September 2014
Mixed-Use Market Strategy	<b>Arkansas</b>   Bentonville-Rogers	March 2014
Retail Market Strategy	The City of Portage, MI	January 2014
Downtown Market Strategy	The City of Owosso, MI	December 2013
Downtown Market Strategy	Village of Roscommon, MI	November 2013
Economic Growth Strategy	<b>West Virginia</b>   Beckley	November 2013
Downtown Market Strategy	Grosse Ile Township, MI	November 2013
Highest and Best Use Strategy	5 Campgrounds in MI	October 2013
Downtown Market Strategy	The Village of Sparta, MI	October 2013
Master Plan Consulting	<b>Oklahoma</b>   Will Rogers Airport	September 2013
Mixed Use Market Strategy	<b>California</b>   San Diego Int'l Airport	May 2013
Corridor Market Strategy	The City of Birmingham, MI	July 2013
Mixed-Use Market Strategy	The City of Milford, MI	March 2013
Mixed-Use Market Strategy	Standale (Grand Rapids), MI	February 2013
Planning Advisory Services	Delta Township, MI	January 2013



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Consulting Projects | 2012

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Downtown Market Strategy	<b>Wisconsin</b>   Adams (Wisc. Dells)	November 2012
Residential Market Potential	Three Oaks-New Buffalo, MI	November 2012
Residential Market Potential	Calumet-Hancock, MI	December 2012
Corridor Market Strategy	Delta Township, MI	November 2012
Residential Market Potential	Au Gres-Bay City, MI	July 2012
Downtown Market Strategy	<b>Ohio</b>   The City of Sylvania	April 2012
Corridor Improvement Strategy	City of Niles, MI	February 2012
Retail Market Strategy	Grand Blanc Township, MI	January 2012

Consulting Projects | 2011

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Retail Impact Analysis	City of South Haven, MI	December 2011
Retail Market Strategy	City of Grand Blanc, MI	November 2011
Farmers' Market Strategy	City of Kalamazoo, MI	November 2011
Downtown Market Strategy	Village of Kalkaska, MI	October 2011
Downtown Market Strategy	City of St. Clair, MI	October 2011
Corridor Market Strategy	City of Wyoming, MI	March 2011
Economic Growth Strategy	<b>OH-KY-IN</b>   Greater Cincinnati	February 2011
Business Campus Strategy	City of Coldwater, MI	January 2011

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**Consulting Projects | 2009 - 2010**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Commercial Market Strategy	<b>Oklahoma</b>   Will Rogers Airport	December 2010
Boundary Agreement Strategy	City of Merrill, WI	November 2010
Retail Anchor Recruitment	City of Jackson, MI	October 2010
TOD Master Plan Strategy	<b>Illinois</b>   Prairie Grove Village	May 2009
Residential Market Potential	City of Traverse City, MI	April 2009
Urban Grocery Strategy	City of Jackson, MI	April 2009
Economic Growth Strategy	<b>Wisconsin</b>   City of Merrill	February 2009
Downtown Market Strategy	City of Rogers City, MI	January 2009
Downtown Market Strategy	Village of Ravenna, MI	January 2009
Business Campus Assessment	City of Coldwater, MI	January 2009

**Consulting Projects | 2008**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Retail Market Strategy	<b>Texas</b>   Coppell; Dallas-Ft.Worth	June 2008
Retail Market Strategy	<b>Illinois</b>   Orland Park, Chicago	June 2008
Economic Growth Strategy	Gaines Twp.; Grand Rapids, MI	June 2008
Economic Growth Strategy	<b>Ohio</b>   Old Brooklyn, Cleveland	June 2008
Resort Housing Market Strategy	<b>Utah</b>   Morgan and Park City	May 2008
Economic Growth Strategy	Scio Twp.; Ann Arbor, MI	May 2008
Retail Market Strategy	<b>Ohio</b>   Dorr St Corridor, Toledo	May 2008
Retail Market Strategy	Westland; Detroit, MI	April 2008
Residential Market Potential	Grand Haven, MI	March 2008
Mixed-Use Market Strategy	<b>Kentucky</b>   Bowling Green	March 2008
Forensic Research, Fiscal Impact	Ann Arbor Twp., MI	March 2008
Residential Market Strategy	<b>Utah</b>   Salt Lake City	January 2008
Mixed-Use Market Strategy	Gibraltar; Detroit, MI	January 2008
Retail Market Strategy	Kalamazoo, MI	January 2008
Residential Market Potential	<b>Kansas</b>   Johnson Co, Kansas City	January 2008

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**Consulting Projects | 2007**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Completed</i>
Retail Market Strategy	Battle Creek, MI	December 2007
Residential Market Potential	<b>Illinois</b>   Downers Grove	December 2007
Residential Market Potential	Byron Twp, Grand Rapids, MI	November 2007
Residential Market Potential	Taylor, MI	October 2007
Residential Market Potential	<b>Tennessee</b>   Nashville	October 2007
Retail Market Strategy	St. Clair, MI	October 2007
Master Plan Review	Lapeer, Oakland Co., MI	September 2007
Residential Market Potential	Village of Redford, MI	August 2007
Retail Market Strategy	Mt. Pleasant, MI	August 2007
Residential Market Potential	<b>Iowa</b>   Iowa City	August 2007
Mixed-Use Market Strategy	Waterford Twp., MI	July 2007
Residential Market Potential	<b>Florida</b>   Palm Coast	July 2007
Residential Market Potential	<b>New Jersey</b>   Vorhees-Philadelphia	July 2007
Mixed-Use Market Strategy	<b>Kentucky</b>   Oldham Co, Louisville	June 2007
Medical Feasibility Analysis	Olde Town, Lansing, MI	June 2007
Fiscal Impact Analysis	Troy, MI	May 2007
Commercial Market Strategy	Lincoln, Alcona Co., MI	May 2007
Residential Market Potential	Midland, MI	May 2007
Residential Market Potential	<b>Mississippi</b>   Biloxi-Ocean Springs	May 2007
Retail Market Strategy	Swartz Creek, MI	April 2007
Retail Market Strategy	Westland, MI	April 2007
Downtown Market Strategy	Howell, MI	March 2007
Residential Market Potential	Arkansas   Fayetteville-Rogers	March 2007
Residential Market Potential	<b>Pennsylvania</b>   Pittsburg	March 2007
Retail Market Strategy	Birmingham, MI	February 2007
Residential Market Potential	Lansing, MI	February 2007
Retail Market Strategy	West Branch, Ogemaw Co., MI	February 2007
Residential Market Potential	Perry, MI	February 2007
Economic Growth Strategy	Village of Lincoln, MI	January 2007

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**Consulting Projects | 2006**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Downtown Market Strategy	City of Howell, MI	December 2006
Downtown Market Strategy	City of Escanaba, MI	December 2006
Retail Market Strategy	Meridian Township, MI	November 2006
Downtown Market Strategy	City of Adrian, MI	November 2006
Retail Market Strategy	Eaton County, MI	November 2006
Retail Market Strategy	<b>New Jersey</b>   Monmouth Co	October 2006
Residential Market Potential	Grand Traverse Co., MI	September 2006
Mixed-Use Market Strategy	City of Mt. Pleasant, MI	September 2006
Economic Growth Strategy	Oscoda County, MI	September 2006
Residential Market Potential	City of Howell, MI	August 2006
Residential Market Potential	Bath Township, MI	August 2006
Residential Market Potential	<b>Idaho</b>   Boise	August 2006
Mixed-Use Market Potential	<b>Wisconsin</b>   Kenosha	July 2006
Residential Market Potential	<b>Wisconsin</b> and <b>Illinois</b>	July 2006
Residential Market Potential	Grand Traverse Bay Area, MI	July 2006
Retail Location Strategy	<b>Idaho</b>   Nampa and Pocatello	July 2006
Retail Location Strategy	<b>Utah</b>   Price and Cedar City	July 2006
Retail Location Strategy	<b>Arizona</b>   Tucson	July 2006
Mixed-Use Market Strategy	<b>Wisconsin</b>   Racine	June 2006
Forensic Research; Mixed-Use	Huron Township, MI	June 2006
Retail Market Strategy	Walker / Grand Rapids, MI	April 2006
Mixed-Use Market Strategy	Grand Traverse Bay Area, MI	April 2006
Residential Market Potential	Zeeland, Holland, MI	March 2006
Residential Market Potential	Grand Rapids, MI	March 2006
Retail Market Strategy	City of Lansing, MI	February 2006
Downtown Market Strategy	City of Albion, MI	February 2006
Residential Market Potential	City of Howell, MI	January 2006
Retail Market Strategy	<b>Indiana</b>   Fishers, Indianapolis	January 2006

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Consulting Projects | 2005

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Land Use Feasibility Analysis	Pleasant Prairie, Kenosha, WI	December 2005
Economic Growth Strategy	Dearborn Heights, MI	November 2005
Downtown Market Strategy	Hart, MI	November 2005
Residential Market Potential	Bristol / Kenosha, WI	November 2005
Residential Market Potential	Madison, WI	October 2005
Residential Market Potential	Post Falls / Spokane, WA	October 2005
Retail Location Strategy	Las Vegas, NV	September 2005
Retail Location Strategy	Phoenix-Mesa, AZ	September 2005
Retail Market Strategy	Lafayette, LA	September 2005
Retail Market Strategy	Kansas City / Johnson Co., MO	September 2005
Mixed-Use Market Strategy	Springdale, AR	July 2005
Downtown Market Strategy	Iron Mountain, MI	June 2005
Retail Market Strategy	Grand Traverse Co., MI	June 2005
Residential Market Potential	Auburn Hills / Detroit, MI	June 2005
Residential Market Potential	Mt. Clemens / Detroit, MI	June 2005
Residential Market Potential	Dundee, MI	June 2005
Residential Market Potential	Linden-Fenton, MI	May 2005
Downtown Market Strategy	Belleville, MI	April 2005
Residential Market Potential	Wyoming / Grand Rapids, MI	March 2005
Residential Market Potential	Grand Traverse Bay Area, MI	March 2005
Residential Market Potential	Putnam Co., WV	February 2005
Mixed-Use Market Strategies	Ashwaubenon / Green Bay, WI	January 2005

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Consulting Projects | 2004

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Retail Market Strategy	Pleasant Prairie, Kenosha, WI	December 2004
Residential Market Potential	Zeeland, Holland, MI	December 2004
Mixed-Use Market Strategy	Lansing Twp., MI	November 2004
Mixed-Use Market Strategy	Cannon Twp., Grand Rapids, MI	October 2004
Economic Market Analysis	Columbia, MO	October 2004
Downtown Market Strategy	Roscommon, MI	September 2004
Retail Market Strategy	Wyoming, Grand Rapids, MI	September 2004
Mixed-Use Market Assessment	Stamford, CT	August 2004
Retail Location Strategy	Orange Co., CA	July 2004
Retail Location Strategy	Riverside-San Bernardino, CA	July 2004
Retail Location Strategy	San Diego, CA	July 2004
Retail Market Strategy	Big Rapids, MI	June 2004
Forensic Research	Acme Twp., MI	June 2004
Mixed-Use Market Strategies	Marshall, MI	June 2004
Retail Location Strategy	Greater Salt Lake City Metro, UT	May 2004
Residential Market Potential	Atlanta, GA	April 2004
Retail Market Strategy	Bowie, MD	March 2004
Economic Growth Strategy	Manistique, Schoolcraft Co., MI	March 2004
Downtown Market Study	Grayling, Crawford Co., MI	February 2004
Forensic Research, Analysis	Toledo, OH	January 2004

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**Consulting Projects | 2003**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Forensic Research, Real Estate	Franklin, Nashville, TN	November 2003
Residential Market Potential	Southgate, MI	September 2003
Retail Market Strategy	Georgetown, Grand Rapids, MI	September 2003
Downtown Market Strategy	Beaverton, MI	September 2003
Retail Market Strategy	Port St. Lucie, FL	July 2003
Retail Market Strategy	Oyster Bay, Long Island, NY	June 2003
Downtown Market Strategy	Glenview, Chicago, IL	April 2003
Urban Redevelopment Strategy	Santurce, San Juan, PR	January 2003

**Consulting Projects | 2001 - 2002**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Residential Market Potential	Milwaukee, WI	November 2002
Retail Market Strategy	Milwaukee, WI	October 2002
Waterfront Market Strategy	Muskegon, MI	October 2002
Auto Dealership Expansions	Midwest and Northeast	2001 - 2002
Auto Dealership Terminations	Midwest and Northeast	2001 – 2002

**Sears/Kmart Projects | 2000 - 2001**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Nationwide Market Prioritization	Nationwide	December 2001
Montgomery Ward Acquisition	Nationwide	September 2001
Kmart Market Wide Strategy	Atlanta, GA	July 2001
Kmart Market Wide Strategy	Kansas City, MO-KS	June 2001
Kmart Market Strategy	Mobile, AL	March 2001

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Macy's/Federated Projects | 2000

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Annual Retail Sales Audits	Nationwide	1997 – 2000 (yearly)
Bon Marche Expansion Strategy	Spokane, WA	September 2000
Gottschalk's/Lamont's Strategy	Washington and Idaho	April 2000
Mervyn's Market Analysis	Washington, Oregon, Idaho	July 2000
Major Retail Location Analysis	Northwest States	July 2000
Bon Marche Expansion Strategies	Great Falls, Kalispell, MT	May 2000
Bon Marche Furniture Strategies	Portland, OR	July 2000
Rich's Market Strategy	Nashville, TN	July 2000
Rich's Market Strategy	Atlanta, GA	October 2000
Kohl's Impact Analysis	Atlanta, GA	August 2000

Macy's/Federated Projects | 1999

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Emporium Acquisition Strategy	Washington and Idaho	November 1999
Eaton's Acquisition Strategy	Canada, nation-wide	November 1999
ZCMI Acquisition Strategy	Nationwide	September 1999
Bon Marche Expansion Strategy	Seattle, WA	April 1999
Bon Marche Baseline Sales	Spokane, WA	March 1999
Bon Marche Expansion Strategy	Boise, ID	March 1999
Bon Marche Expansion Strategy	Helena, MT	August 1999
Bon Marche Furniture Strategies	Portland-Vancouver, OR-WA	October 1999
Rich's Expansion Strategy	Atlanta, GA	March 1999



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**Macy's/Federated Projects | 1998**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Date Completed</i>
Mall Expansion Strategy	Somerset Collection, MI	August 1998
Bon Marche Expansion Strategy	Issaquah, WA	August 1998
Emporium Acquisition Strategy	Washington and Idaho	November 1998
Bon Marche Expansion Strategy	Seattle, WA	April 1998
Bon Marche Baseline Sales	Spokane, WA	March 1998
Bloomington's Market Strategy	New Haven, CT	June 1998
Lazarus Market Strategy	Cincinnati, OH	April 1998
Lazarus Market Strategy	Columbus, OH	January 1998

**Macy's/Federated Projects | 1994 - 1997**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Year Completed</i>
Macy's Expansion Strategy	Wenatchee, WA	1997
Bon Marche Expansion Strategy	Bend, OR	1997
Bloomington's Market Analysis	Greater Miami, FL	1996
Bloomington's Market Strategy	Las Vegas, NV	1996
New Mall Feasibility Study	Great Lakes Crossing, MI	1995
John Wanamaker Acquisition	Philadelphia, PA	1995
Bloomington's Market Strategy	Washington D.C.	1995
Macy's Market-wide Strategy	Greater New York, NY-NJ-CT	1994
Macy's Market-wide Strategy	Greater Boston, MA	1994
Macy's Market-wide Strategy	Greater Rhode Island	1994

**Target/Dayton-Hudson Projects | 1990 - 1993**

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<i>Project Type</i>	<i>Location (Market and State)</i>	<i>Year Completed</i>
Venture Stores Acquisition	Gary-Hammond-Portage area	1993
Target Expansion Strategy	Merrillville and Valparaiso	1993
Target Market-wide Strategy	Greater Cleveland, OH	1992
Target Market-wide Strategy	Greater Kansas City, KS	1991
Target Stores Market Strategy	Greater Madison, WI	1991
Target Expansion Strategy	Greater Sacramento, CA	1990
Target Expansion Strategy	Greater Milwaukee, WI	1990