

SEPTEMBER 2026

Muskegon Grocery Market Study

Presented to The City of Muskegon

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An aerial photograph of Muskegon, Michigan, showing the city's layout, including streets, buildings, and waterfront areas. The image is overlaid with a semi-transparent blue filter. The title "Executive Summary" is written in white, bold, sans-serif font on the right side of the image.

Executive Summary

Executive Summary

Scope

Plante Moran Realpoint (PMR) was engaged by the City of Muskegon to conduct a city-wide grocery market analysis to evaluate grocery access, market demand, and potential opportunities for additional grocery within the city limits. The study included benchmarking Muskegon against comparable Michigan and Midwest communities, analyzing grocery supply and unmet demand, conducting stakeholder interviews and community engagement, and developing strategic recommendations to improve food access.

PMR's deliverables for this engagement include 1) a retail development strategy and 2) targeted marketing materials to support grocery attraction efforts.

This study is intended to provide a high-level assessment of grocery access, market conditions, and potential demand within the City of Muskegon. The findings are directional in nature and are intended to identify potential opportunities, approximate the scale of unmet demand, and highlight areas where additional grocery access may provide the greatest community benefit.

Methodology

PMR completed the study in five phases, pairing third-party market and mobility data with local stakeholder input to move from understanding the community to actionable recommendations.



Executive Summary

Primary Takeaway: Regional supply meets regional demand, but city residents face real access barriers

The regional Muskegon grocery market is generally in equilibrium, but City of Muskegon residents experience meaningful access challenges.

Benchmarking indicates the regional grocery market is adequately supplied relative to comparable Michigan and Midwest communities. However, many city residents, particularly in core neighborhoods, face barriers that prevent them from fully benefiting from that regional supply.

ACCESS IS THE PRIMARY GROCERY CHALLENGE IDENTIFIED THROUGHOUT THE STUDY.

- Stakeholder interviews, survey responses, and market analysis consistently identified proximity, transportation, and walkability as the most significant barriers to food access.
- Existing grocery options are concentrated outside many residential areas, requiring residents to travel beyond convenient neighborhood-serving distances.

AFFORDABILITY AND FRESH FOOD AVAILABILITY ARE SECONDARY, BUT CLOSELY RELATED, CONCERNS.

- Residents cite high food prices as a major obstacle to meeting household grocery needs.
- Access to fresh produce, meat, and other healthy food options remains limited in areas served primarily by convenience-oriented retailers.

OPPORTUNITY EXISTS FOR NEIGHBORHOOD-FOCUSED GROCERY SOLUTIONS.

- Future investment should prioritize convenient, affordable, and fresh food access within the city, rather than increasing regional grocery supply alone.
- Smaller-format, transit-accessible, and community-oriented grocery concepts may help address identified gaps while capturing grocery spending that currently leaves the city.

SECTION 1

Muskegon Overview



Muskegon Overview

The Muskegon Overview Section establishes the baseline for the study: who lives in the city, what grocery options exist today, and which residents can realistically reach them. Together, these views identify where limited grocery access is most concentrated and where intervention would deliver the greatest benefit.

COMMUNITY CONTEXT

- Neighborhood Map
- Demographic Overview

EXISTING GROCERY SUPPLY

- Local Retailers
- Additional Food Providers
- Visitation Data

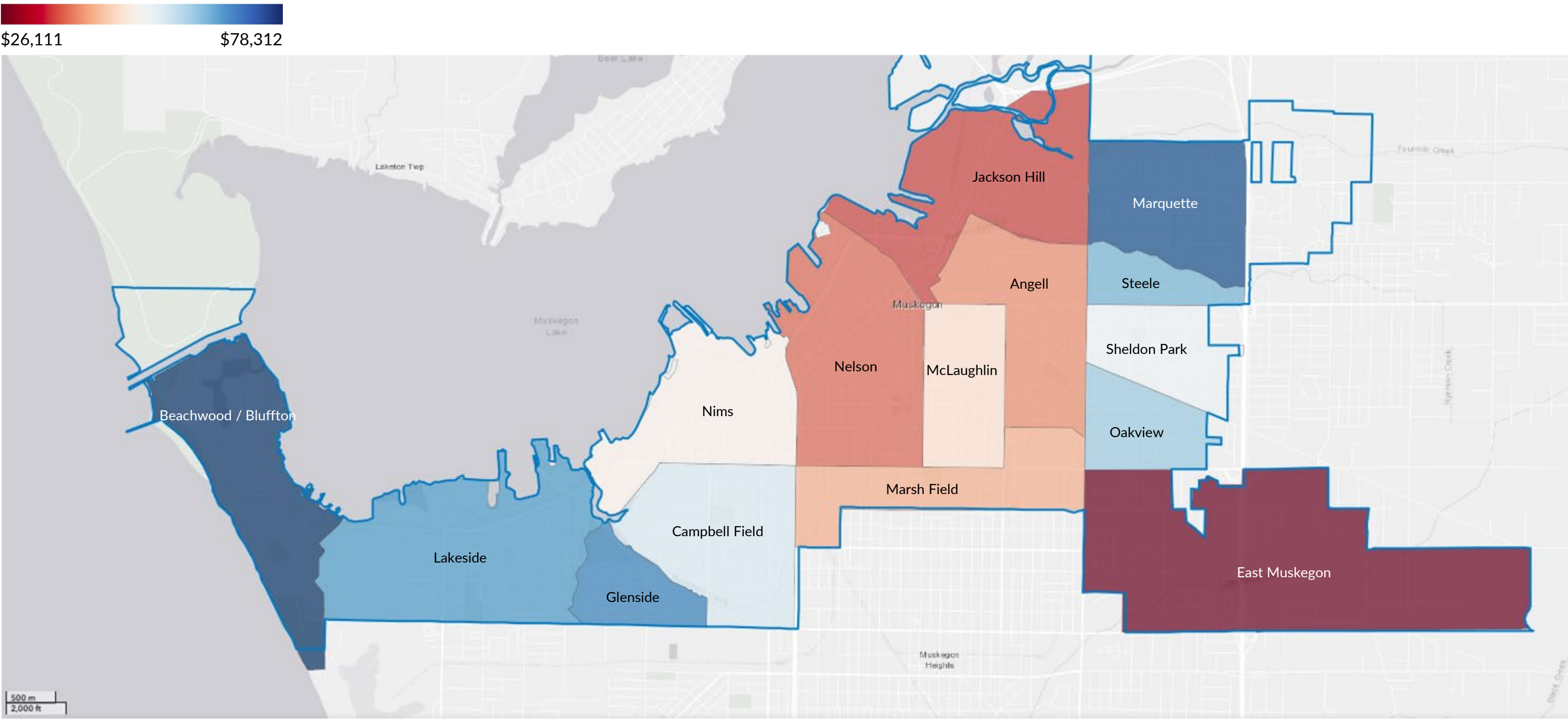
FOOD ACCESS & EQUITY

- 3/5 Minute Drive Access
- 15/30 Minute Walk Access
- Identifying Vulnerable Census Blocks
- Food Access & Equity

Community Context: Neighborhood Map

Below is a map of the 15 Muskegon neighborhoods color-coded by median household income.

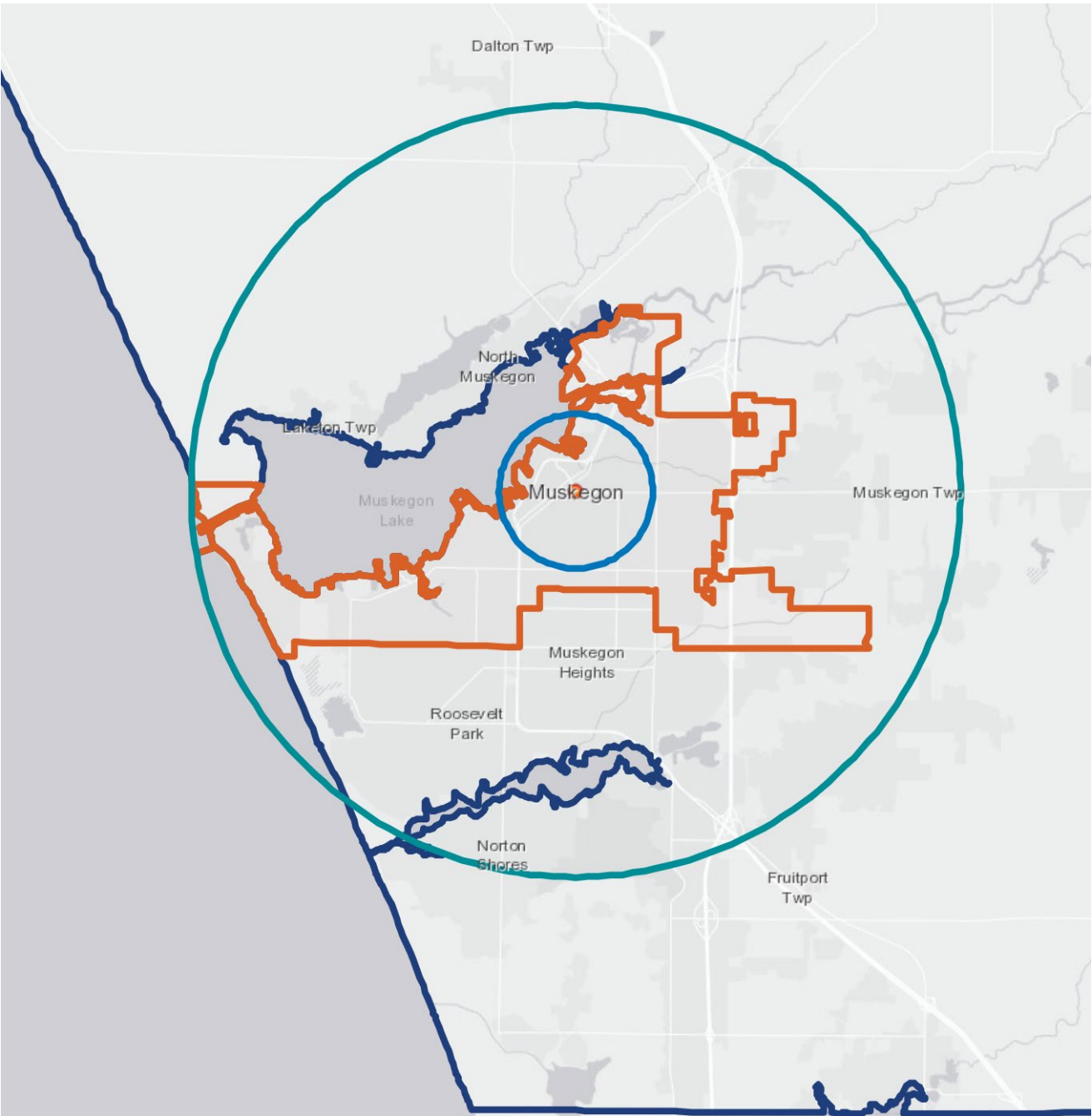
MEDIAN HOUSEHOLD INCOME (2026)



Source: ESRI

Community Context: Demographic Overview

The 1-mile downtown area concentrates many of Muskegon's most vulnerable households, characterized by lower incomes, higher poverty and food assistance reliance, and reduced vehicle access compared to both the city and surrounding region.



	1-Mile Radius	City of Muskegon	5-mile Radius	Muskegon County	State of Michigan
2025 Total Population	9,711	37,511	100,061	176,784	10,063,404
Population Growth	0.09%	0.41%	0.13%	0.06%	-0.04%
Average Household Size	2.25	2.24	2.33	2.41	2.36
Total Housing Units	4,635	16,429	44,088	76,823	4,684,399
Median Age	37.0	39.3	40.4	41.3	40.8
Median Household Income	\$32,074	\$44,837	\$55,903	\$64,554	\$76,723
Median Home Value	\$93,047	\$144,690	\$197,605	\$226,710	\$265,119
HH w/ Food Stamps/ SNAP Benefits	36.23%	30.59%	23.80%	19.35%	13.49%
HH Below Poverty Line	30.12%	23.88%	17.95%	14.25%	13.26%
HH Has 1+ Vehicles	72.00%	83.19%	87.71%	90.30%	90.44%

Source: ESRI

Existing Supply: Local Retailers

The footprint of existing establishments in the Muskegon Market

A range of grocery options surrounds the City at varying quality levels, yet they generally serve only those residents with reliable transportation and the means to shop there.

WHOLESALE CLUB/SUPPLY

- 1 Costco Wholesale
- 2 Sam's Club
- 3 Gordon Food Service Store

SUPERCENTER

- 4 Meijer
- 5 Walmart
- 6 Walmart
- 7 Meijer
- 8 Meijer

DISCOUNT GROCER

- 9 Dollar General Market
- 10 ALDI
- 11 Save A Lot
- 12 ALDI
- 13 Daily Deals Food Outlet
- 14 ALDI

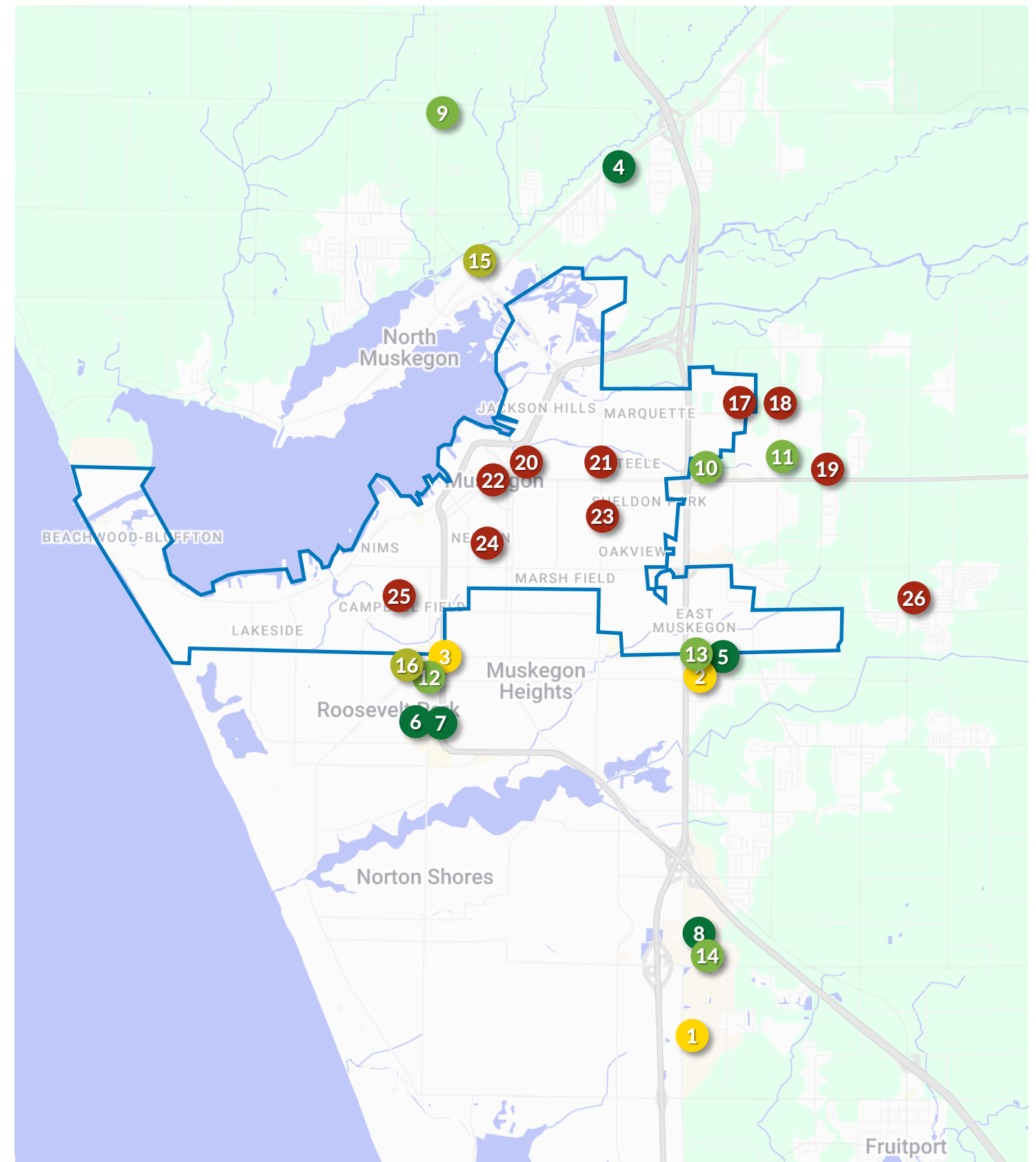
INDEPENDENT NEIGHBORHOOD GROCER

- 15 Harding's Market
- 16 San Jose Supermercado

CONVENIENCE BASED GROCERY

- 17 Sunny Mart*
- 18 E & A Grocery
- 19 E & A Grocery
- 20 Benson Sav-Mor *
- 21 Figueroa Market*
- 22 Muskegon Family Foods*
- 23 KB'S Market*
- 24 Los Arcos Mini Mart*
- 25 Sunny Mart*
- 26 E & A Grocery

*Located within Muskegon City Limits

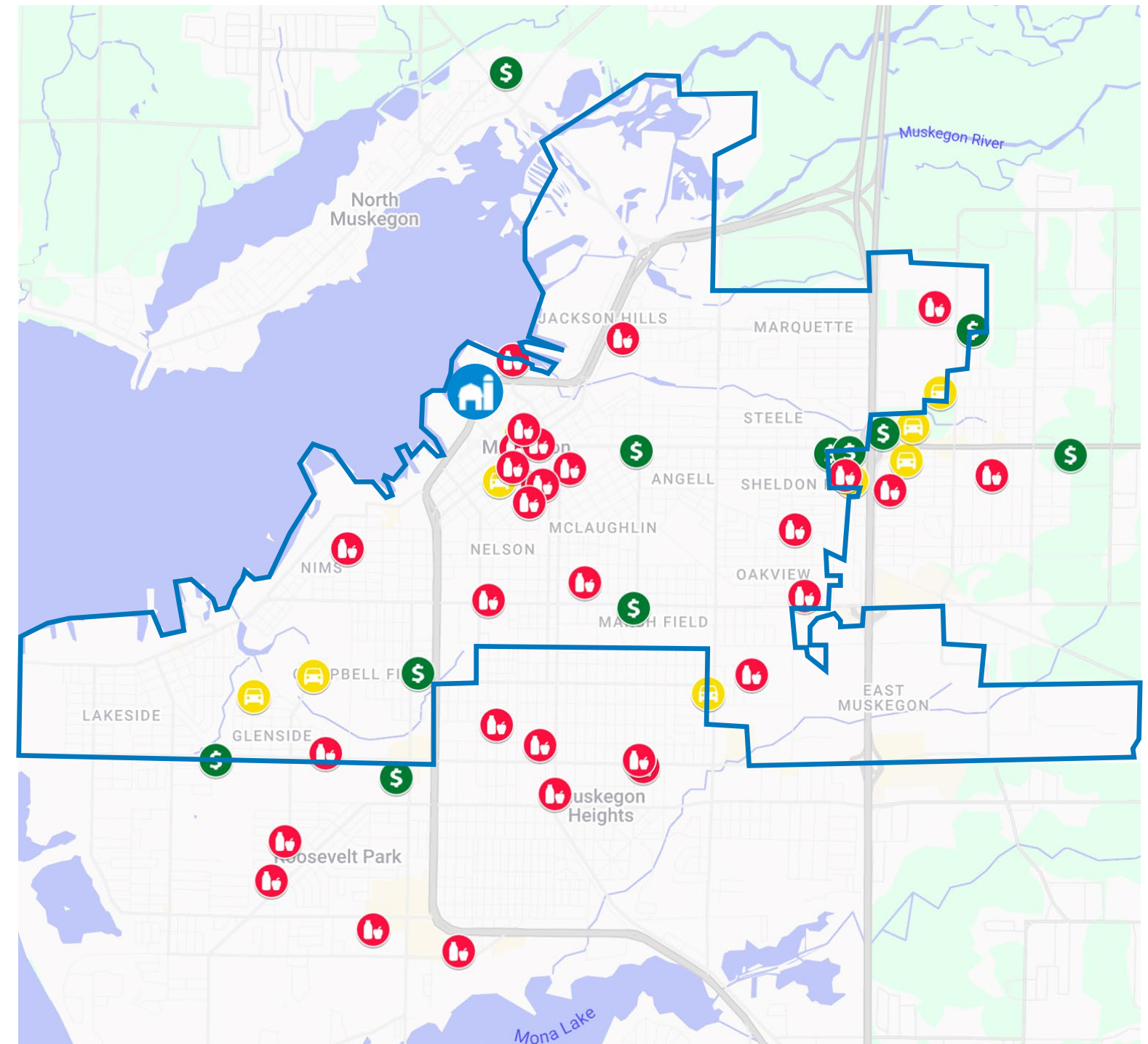


Existing Supply: Additional Food Providers

Identifying the non grocery food providers operating in the Muskegon market

In addition to traditional grocery stores and convenience grocery, there are some additional options for people to get groceries in the Muskegon area. These help fill existing gaps, but do not completely solve lack of grocery options within the city limits.

-  MUSKEGON FARMERS MARKET
-  YMCA MOBILE FARMERS MARKET STOPS
-  DOLLAR STORE
-  FOOD PANTRIES



Existing Supply: Visitation Data

Supercenters & Warehouse Clubs Drive ~80% of Grocery Visits

Visitation analytics for 23 grocery providers in the region covering the 12-month period from June 1, 2025 to May 31, 2026 show big box stores drive the largest share of foot traffic.

Rank	Grocer	Type	Address	Visits	Visitors	Visit Frequency	Size - sq ft	Visits / sq ft	Avg. Dwell Time	Visits YoY
1	Walmart	Supercenter	1879 E Sherman Blvd	2,532,260	247,460	10.2	209,825	11.5	33	0.7%
2	Meijer	Supercenter	5300 Harvey St	2,401,179	291,620	8.2	207,000	10.1	31	1.5%
3	Meijer	Supercenter	1800 Holton Rd	2,185,571	201,824	10.8	189,300	10.9	31	0.8%
4	Meijer	Supercenter	700 W Norton Ave	2,110,293	206,207	10.2	224,459	10.4	28	2.0%
5	Sam's Club	Warehouse Club	1707 E Sherman Blvd	1,610,525	243,861	6.6	116,725	12.8	30	-2.5%
6	Walmart	Supercenter	3285 Henry St	1,606,947	177,682	9.0	225,784	7.2	31	3.2%
7	Aldi	Discount Grocer	1680 E Apple Ave	497,941	86,790	5.7	27,968	16.0	20	-2.6%
8	Aldi	Discount Grocer	1760 E Sternberg Rd	473,711	102,565	4.6	18,167	20.7	23	-8.9%
9	Aldi	Discount Grocer	2715 Henry St	403,749	65,289	6.2	16,792	19.4	21	2.7%
10	Gordon Food Service	Wholesale Supply Store	885 West Sherman	212,669	71,361	3.0	13,752	13.5	16	0.4%
11	Harding's Friendly Market	Independent Neighborhood Grocer	520 Whitehall Rd	215,661	46,553	4.6	29,144	7.4	16	9.0%
12	E & A Grocery	Convenience Grocery	2190 S Mill Iron Rd	210,430	27,243	7.7	5,208	40.4	9	0.5%
13	E & A Grocery	Convenience Grocery	2391 Marquette Ave	181,074	25,142	7.2	3,320	57.5	8	-5.0%
14	E & A Grocery	Convenience Grocery	2829 E Apple Ave	175,558	30,187	5.8	2,967	25.5	10	0.6%
15	Dollar General Market	Discount Grocer	2050 Whitehall Rd	171,044	34,226	5.0	12,379	13.8	14	-1.7%
16	Daily Deals Food Outlet	Discount Grocer	1755 E Sherman Blvd	139,188	54,717	2.5	16,150	8.1	27	6.4%
17	Save-A-Lot	Discount Grocer	2480 Apple Ave	127,444	30,189	4.2	12,000	10.8	17	-9.9%
18	San Jose Supermercado	Independent Neighborhood Grocer	880 W Sherman Blvd	69,580	21,433	3.3	19,384	3.6	16	13.4%
19	Town & Country Grocery	Convenience Grocery	5311 Apple Ave	54,210	15,871	3.4	4,698	10.4	18	-5.9%
20	Korting Outlet	Discount Grocer	1781 5th St	53,760	14,898	3.6	12,398	4.3	45	17.2%
21	K B's Market	Convenience Grocery	1431 S Getty St	33,801	9,042	3.7	2,202	15.4	16	-8.4%
22	Benson Sav-Mor	Convenience Grocery	961 Spring St	30,039	10,012	3.0	10,839	2.8	18	21.3%
23	Muskegon Family Foods	Convenience Grocery	3rd Street	4,241	1,502	2.8	15,868	0.3	16	112.3%

Grocer Type	Count	Average Visits	Total Visits	% of Total Grocery Visits
Supercenter	5	2,167,250	10,836,250	70%
Warehouse Club	1	1,610,525	1,610,525	10%
Discount Grocer	7	266,691	1,866,837	12%
Wholesale Supply Store	1	212,669	212,669	1%
Independent Neighborhood Grocer	2	142,621	285,241	2%
Convenience Grocery	7	98,479	689,353	4%
Total Grocery Visits			15,500,875	

*Costco was excluded, as its October 2025 opening leaves less than a full year of data.

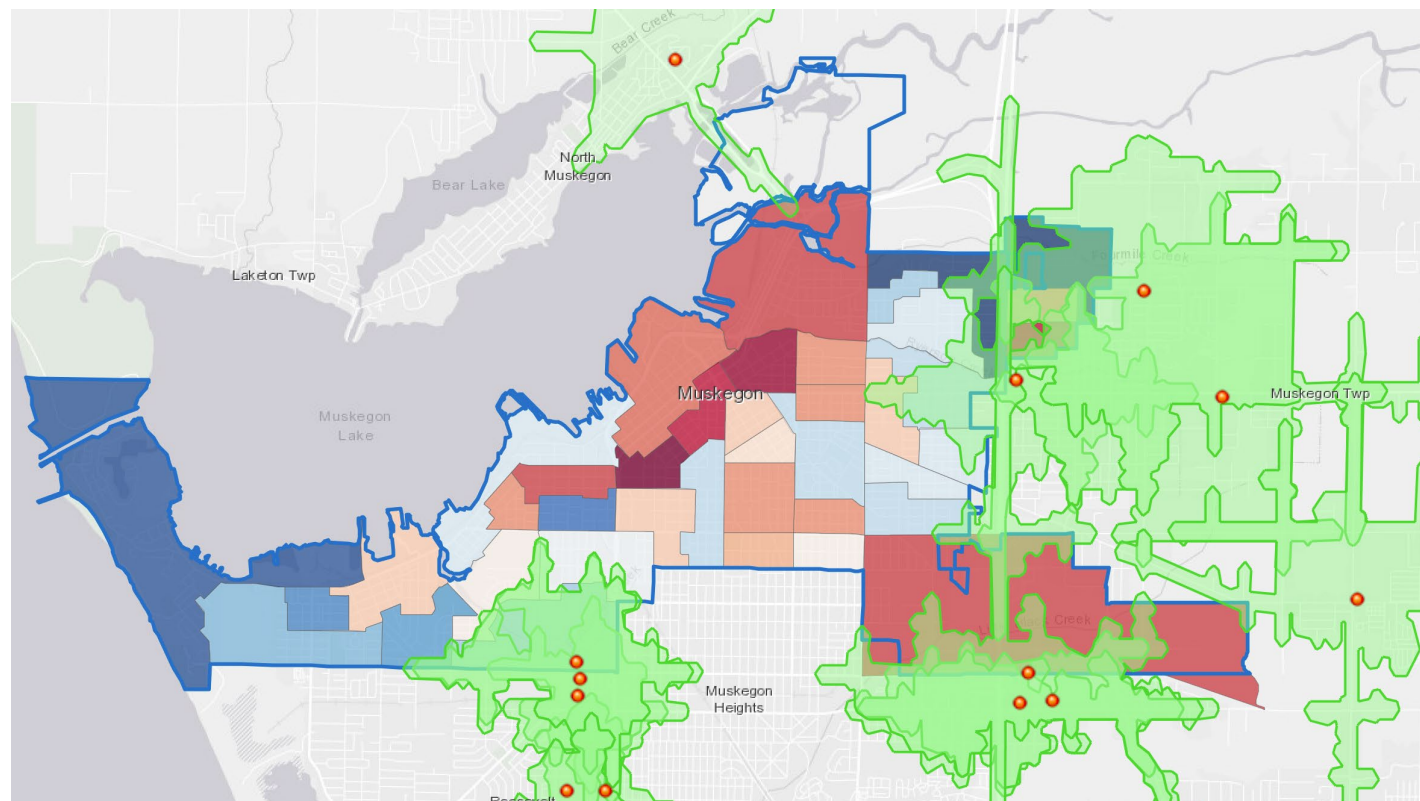
Access: 3/5 Minute Drive Analysis

Identifying the consumers that are a short drive from full-service grocery

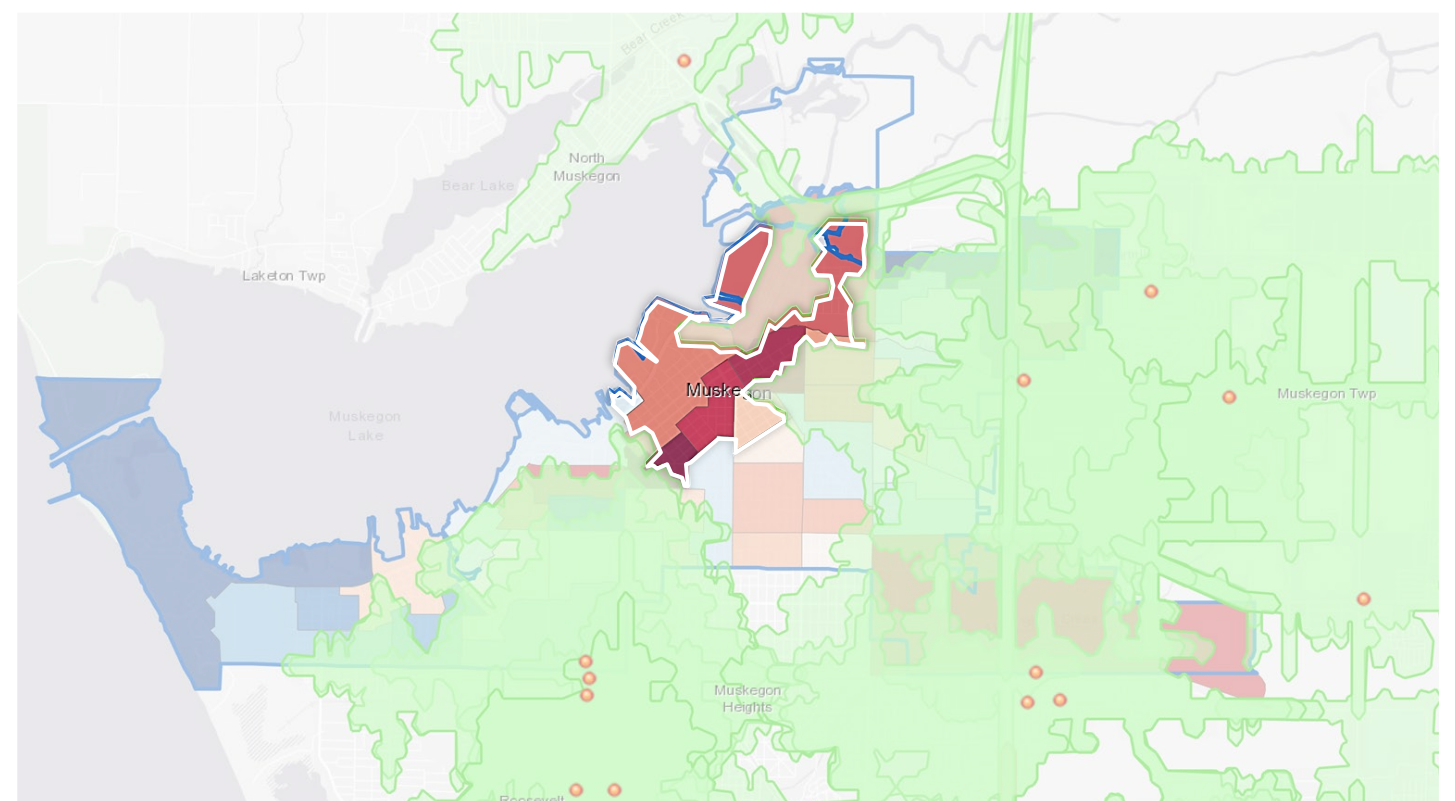
Muskegon's grocery challenge is one of access, not supply. Regional grocery capacity is adequate, yet micro-pockets of food insecurity persist where the most vulnerable residents live.

Overlaying grocery drive-time radii over median household income shows where access breaks down. Within a 3-minute drive, most of the lowest-income census blocks fall outside any grocery's reach. Even within the 5-minute radius, a significant share of these residents still cannot reach a full-service grocery store in a short drive.

3-MIN DRIVE RADIUS



5-MIN DRIVE RADIUS



2026 Median Household Income



\$12,492

\$90,594

Source: ESRI

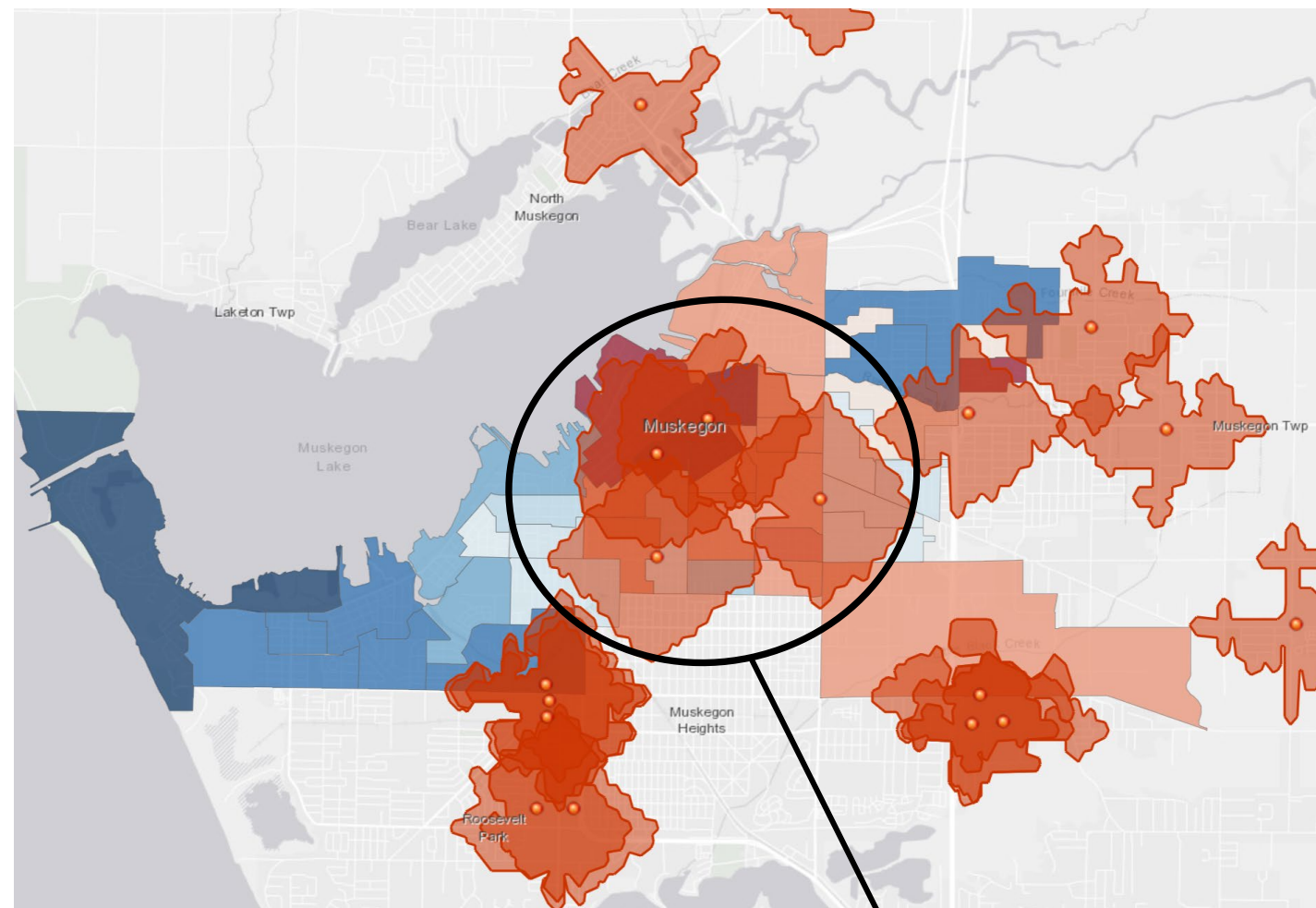
Access: 15/30 Minute Walk Analysis

Identifying residents that are not within walking distance to a full-service grocery store

Vehicle access shapes grocery access equity. Residents without a car can walk only to convenience retail, while true full-service groceries remain beyond a reasonable walk.

Pairing walk-time radii with the share of households owning at least one vehicle isolates residents who rely on walking. Within a 15-minute walk, the most vulnerable residents can reach only convenience-based grocery which is more expensive food with a less healthy selection. Even within a 30-minute walk, a significant portion of vehicle-less households remain outside a reasonable distance to a true full-service grocery store.

15-MIN WALK RADIUS



2026 Median Household Income

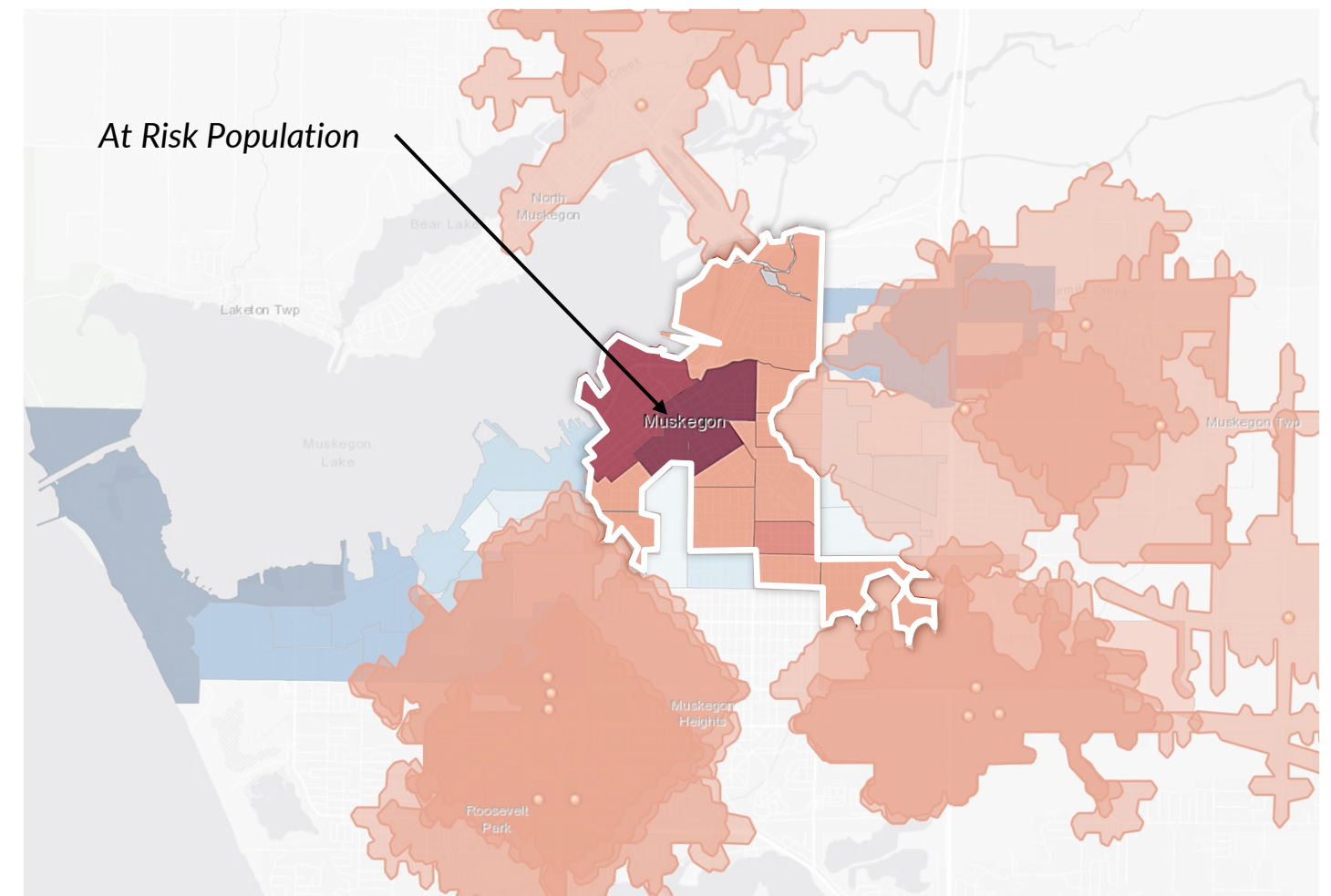


\$12,492

\$90,594

*Convenience Based
Food Retail Only*

30-MIN WALK RADIUS¹



At Risk Population

1 – Convenience based food retail was excluded from the 30-min walk radius map for visual purposes.

Source: ESRI

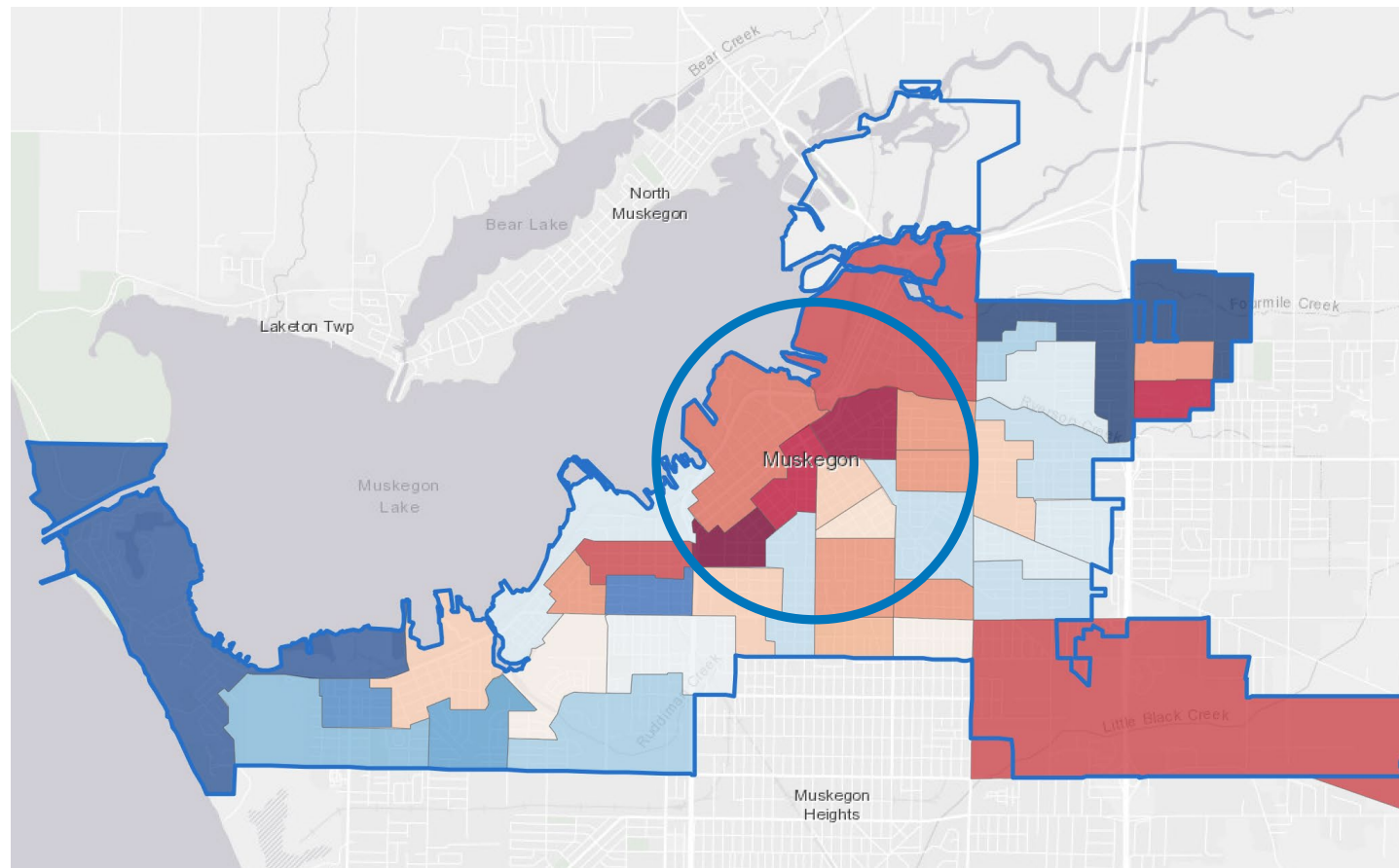
Access: Identifying Vulnerable Census Blocks

Identifying which census blocks face the greatest economic and transportation constraints

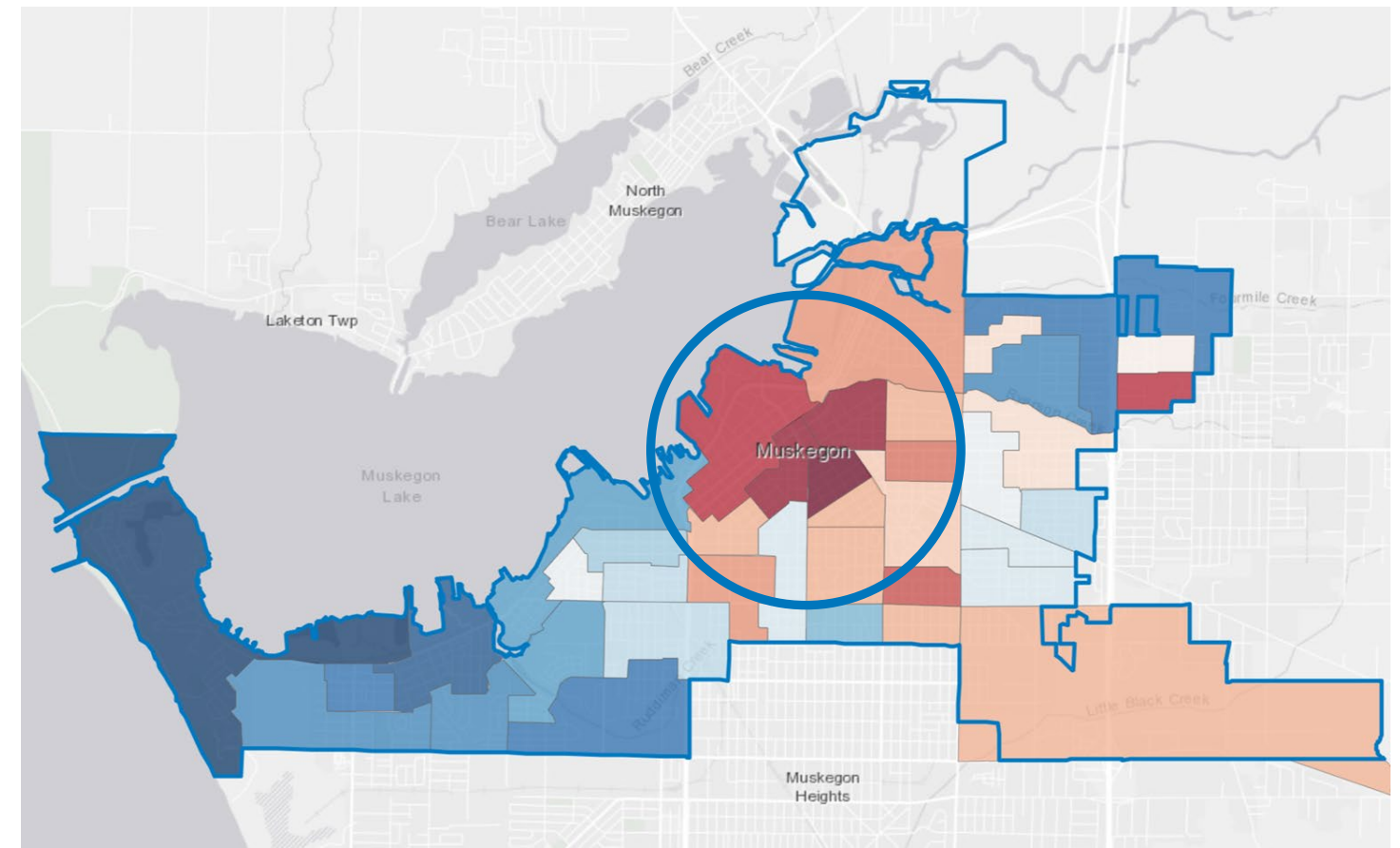
Incomes bottom out near \$12,492 at the core while vehicle ownership falls to 64.8% in the same blocks. The residents least able to afford groceries are also the least able to drive to them.

Census block groups are the smallest geographic areas that the US Census Bureau uses to report population statistics. PMR used Muskegon's 39 census blocks to help highlight where the most vulnerable residents live. Below are maps of the City shaded by 2026 median household income (left) and the share of households owning or leasing a vehicle (right), with a one-mile downtown radius. The reddest blocks mark the most disadvantaged.

MEDIAN HOUSEHOLD INCOME (2026)



HOUSEHOLD OWNS/LEASES 1+ VEHICLES (2026)



 1-Mile Radius of Downtown Muskegon

Source: ESRI

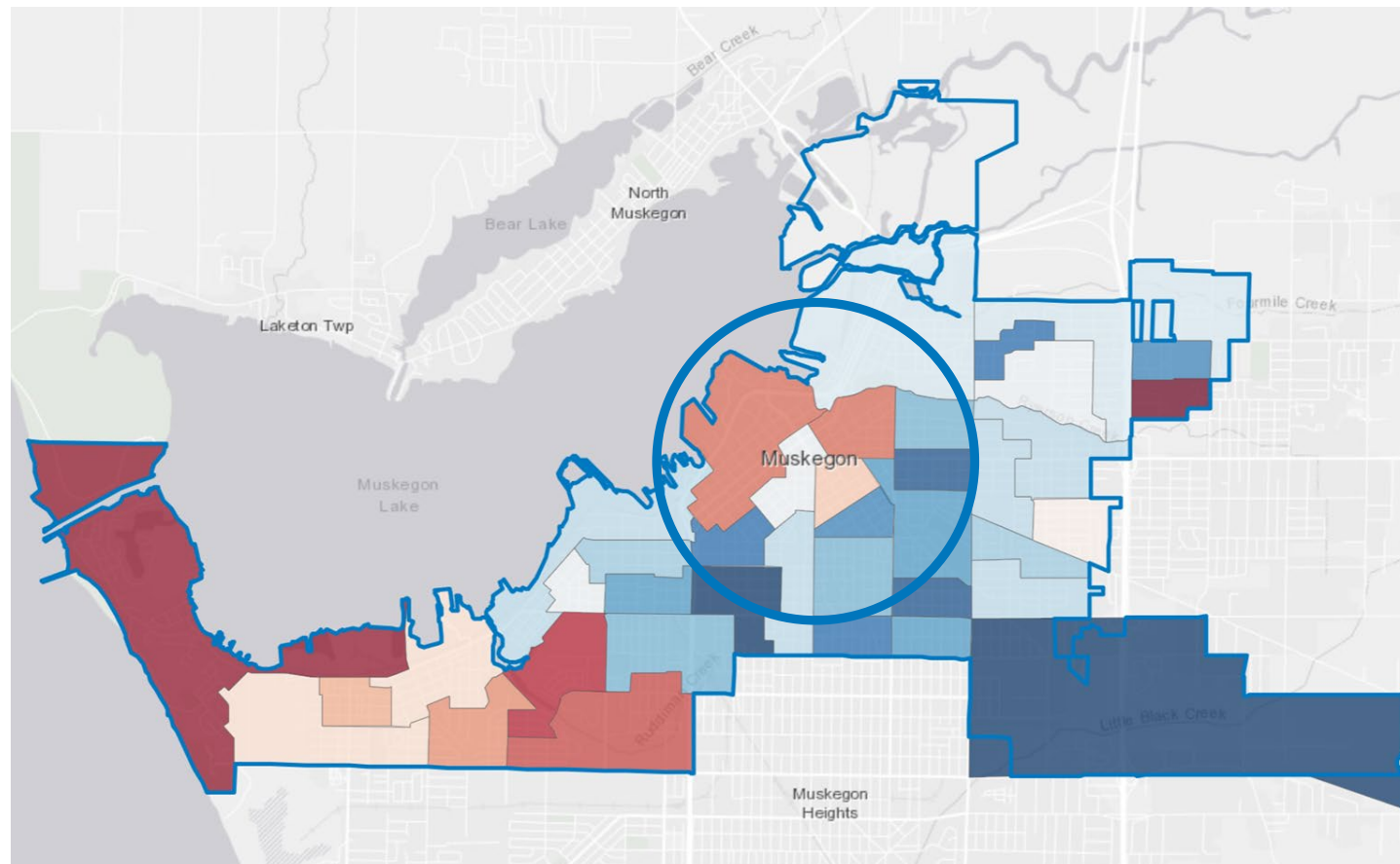
Access: Identifying Vulnerable Census Blocks

Identifying where age and disability-related access challenges exist

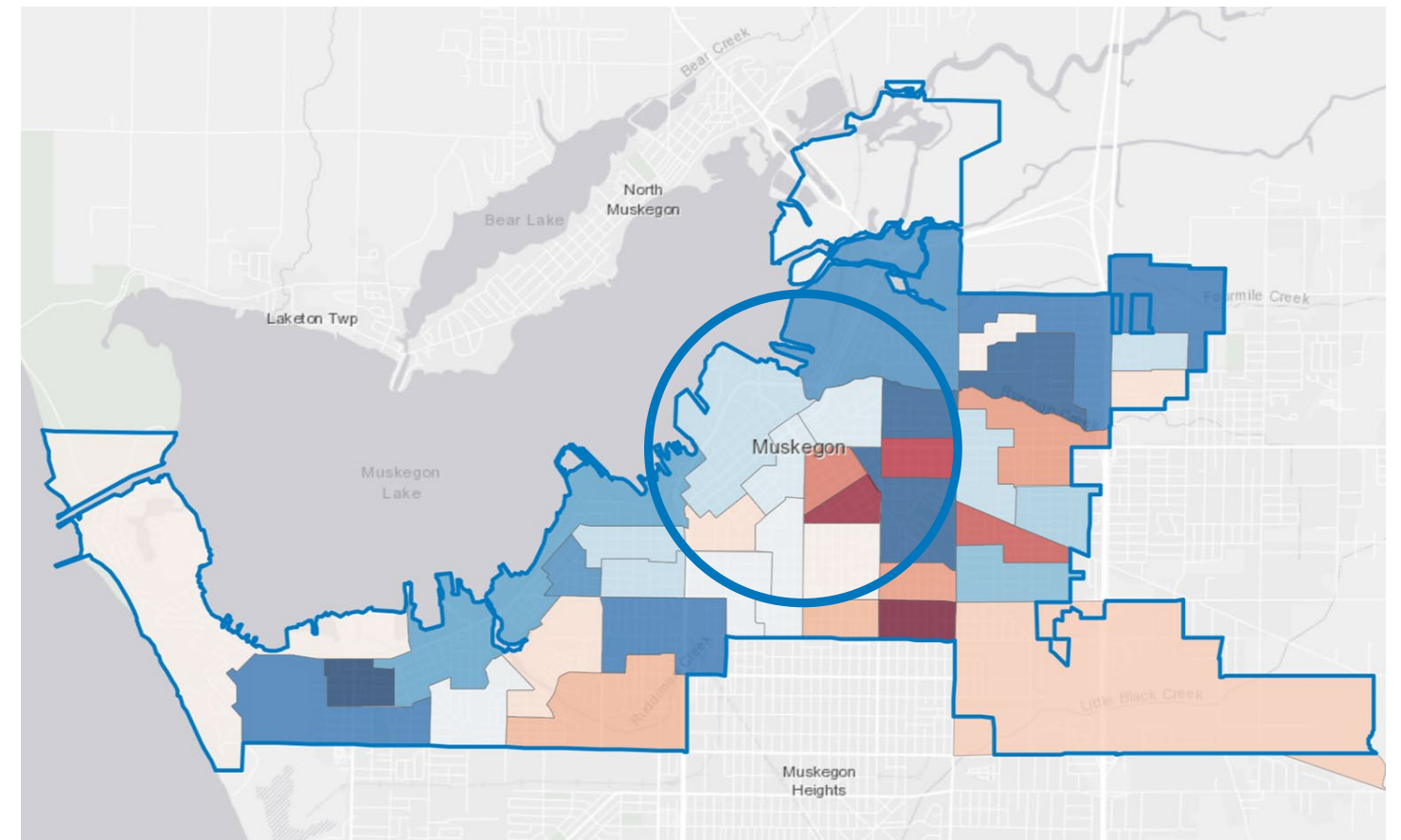
Elevated senior and disability shares add a mobility and health burden to the same city core with lower incomes and lower vehicle access (shown on previous slide).

Census block groups are shaded by senior population share (left) and the share of households with at least one person with a disability (right), 2024–2026 (ESRI). Seniors are concentrated on the eastern side of the city while disability prevalence is a bit more scattered with the highest concentrations at the southwest core.

SENIOR POPULATION (2026)



HOUSEHOLD HAS 1+ PERSONS WITH DISABILITY (2024)



 1-Mile Radius of Downtown Muskegon

Source: ESRI

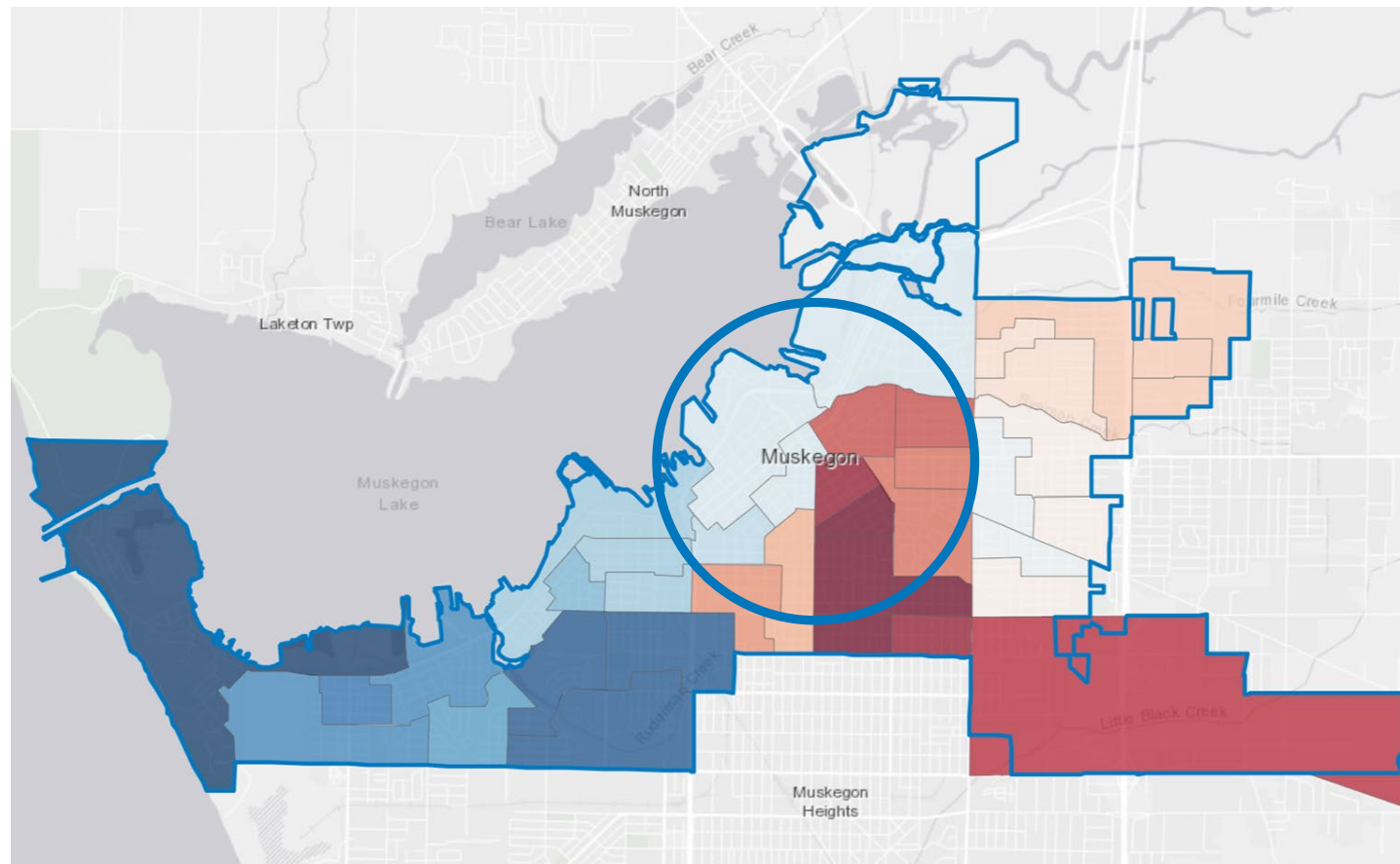
Access: Identifying Vulnerable Census Blocks

Identifying the neighborhoods experiencing the highest levels of economic hardship

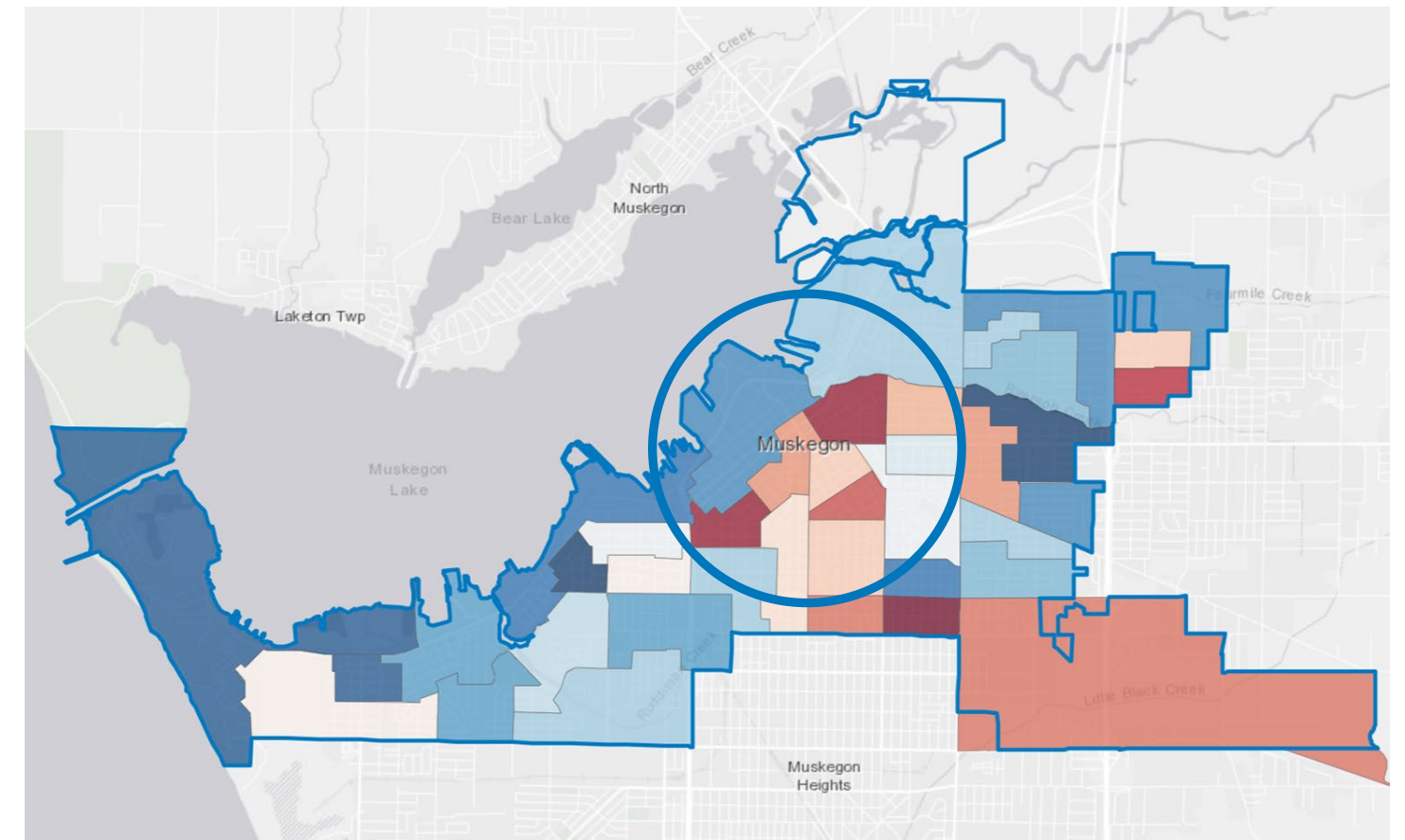
Poverty and child food assistance peak in the same central block groups—confirming where Muskegon’s most vulnerable households live.

Both households with children who received SNAP benefits (left) and the share below the poverty line (right) peak in the core and near-south blocks with up to 61.9% below poverty and nearly 30% of families on food assistance. These are the same/adjacent neighborhoods flagged for low income and low vehicle access, pinpointing the study’s priority area for improving grocery access.

HOUSEHOLDS W/ CHILDREN & RECEIVED SNAP BENEFITS (2024)



HOUSEHOLDS BELOW POVERTY LINE (2024)



 1-Mile Radius of Downtown Muskegon

Source: ESRI

Access: Alternative Food Access & Equity

Identifying the priority areas for improving grocery access

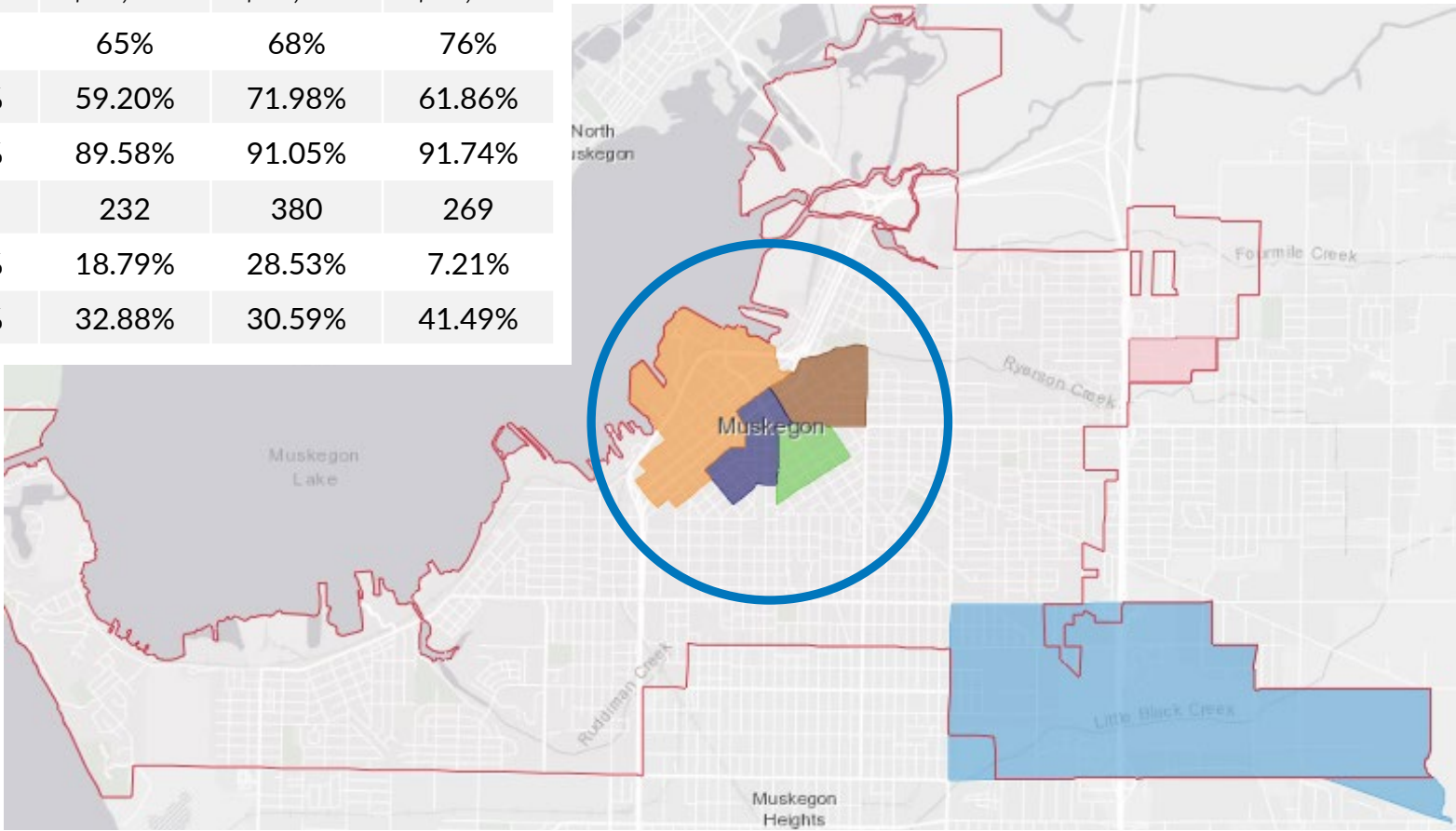
Poverty and child food assistance peak in the same central block groups—confirming where Muskegon’s most vulnerable households live.

Utilizing census block data, some of which is visualized on the previous slides, the most vulnerable six blocks are within the center of the city core and the southeastern block along with a northeastern block. This highlights that need is spread across the city but is also highly concentrated at the city core.

Based on the census block data reviewed, PMR has determined that the city core, specifically blocks 2-5 below, are the neighborhoods most in need of reliable and easy grocery access. Blocks 1 and 6, while vulnerable, are located within closer proximity to grocery than the city core.

		Top Six At Risk Census Blocks					
	Muskegon City, MI	1	2	3	4	5	6
Median Household (HH) Income	\$46,428	\$19,243	\$42,998	\$16,480	\$19,773	\$38,187	\$30,050
HH Owns or Leases 1+ Vehicles	83.2%	68%	65%	65%	65%	68%	76%
HH Owns Computer	72.4%	72.02%	59.17%	59.26%	59.20%	71.98%	61.86%
Have Internet Access at Home	93.6%	91.03%	89.54%	89.53%	89.58%	91.05%	91.74%
Senior Population	6,982	482	237	211	232	380	269
Senior Population (%)	18.6%	62.44%	22.51%	28.28%	18.79%	28.53%	7.21%
HHs w/1+ Persons w/ Disability	33.0%	38.29%	49.11%	31.90%	32.88%	30.59%	41.49%

Census Block Key	
1	261210001.005
2	261210005.001
3	261210003.004
4	261210042.003
5	261210042.002
6	261210004.021



1-Mile Radius of Downtown Muskegon

Source: ESRI

An aerial photograph of Muskegon, Michigan, showing the city's layout, including streets, buildings, and waterfront areas. The image is overlaid with a semi-transparent blue filter. The text "SECTION 2" is positioned in the upper right area of the image.

SECTION 2

Benchmarking/Peer Selection



Benchmarking & Peer Selection

The Benchmarking & Peer Selection Section of this report shows how peer communities were established as quality comparables to Muskegon. Three types of benchmarks were utilized and are shown below:

REGIONAL BENCHMARKS

Regional benchmarks compare Muskegon against broad multi-city, statewide and national norms, setting a baseline for what typical grocery supply looks like. They reveal whether local conditions run ahead of or behind the wider market before the comparison is narrowed.

MIDWEST PEERS

Midwest peers share similar climate, income levels, and shopping habits, so they show how grocery supply tends to behave in communities much like Muskegon. Comparing against them controls for regional factors that a national average would mask.

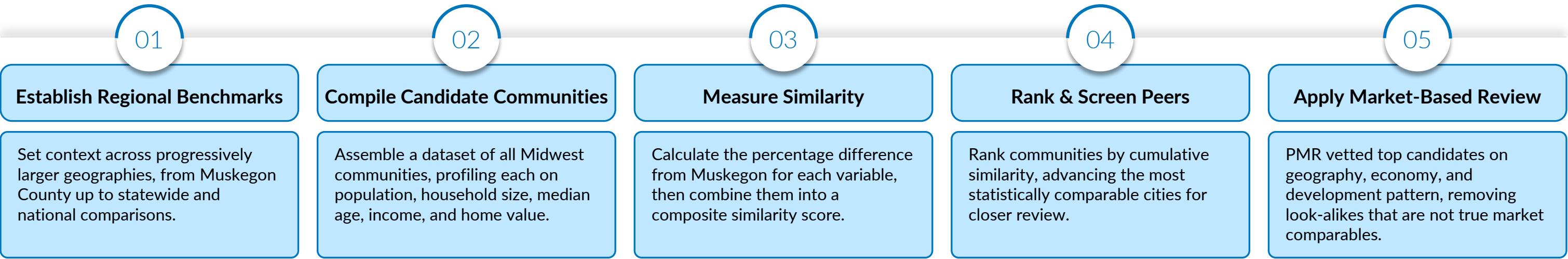
MICHIGAN PEERS

Michigan peers provide in-state benchmarks for evaluating Muskegon against communities operating within the same demographic context, helping distinguish local grocery access gaps from broader Michigan market patterns.

Methodology

Selecting Peer Regions & Cities

Peer regions and communities were selected through a structured, data-driven process designed to identify benchmarks that closely mirror Muskegon's demographic and market characteristics.



BENCHMARK FRAMEWORK



Together, these groups provide a comprehensive basis for evaluating Muskegon's grocery supply, market demand, and competitive position relative to comparable communities.

Regional Benchmarks

High-Level Regional Data

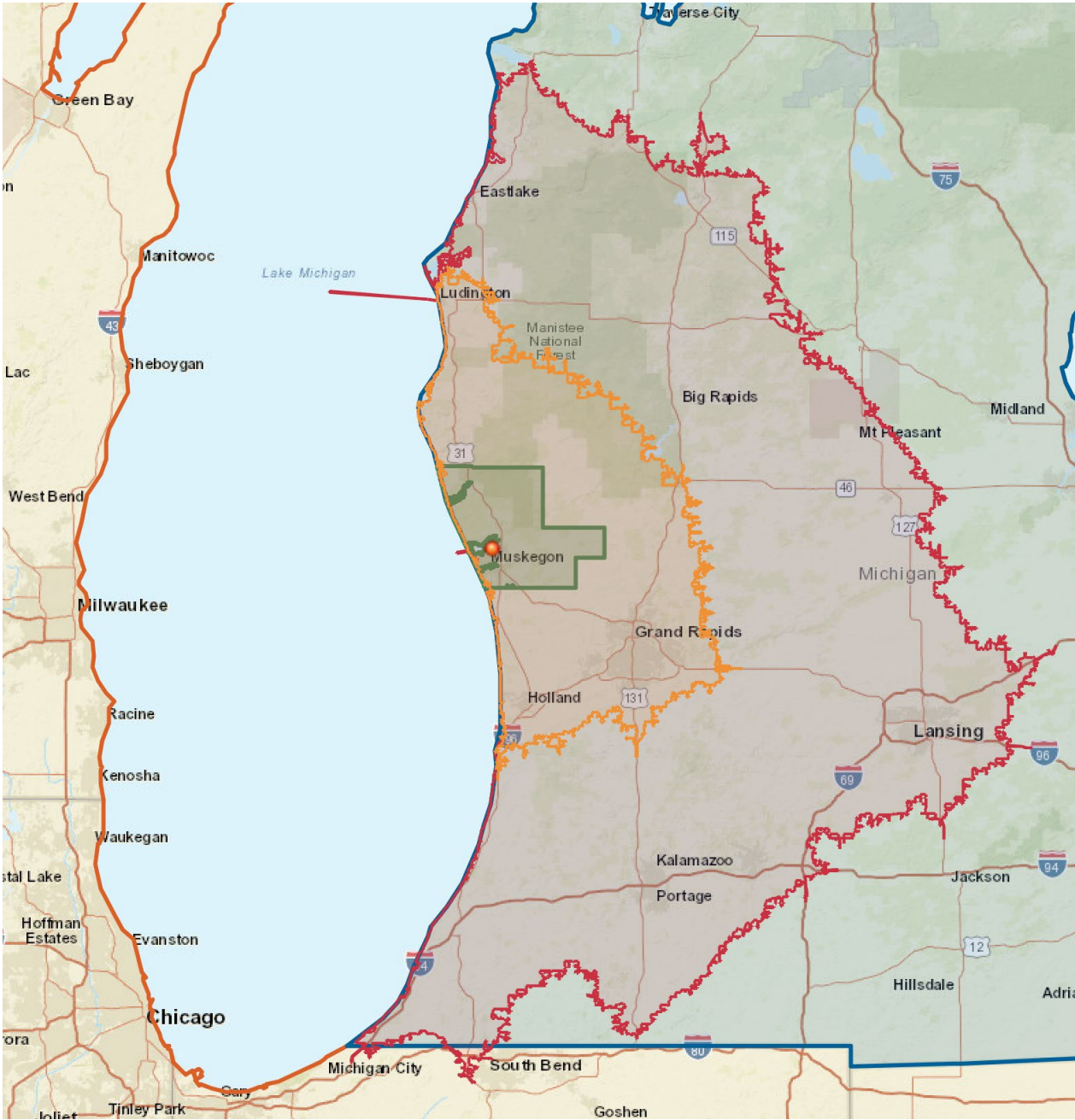
Five regional benchmarks were utilized beginning with Muskegon County as the smallest, most local benchmark. Then, two intermediary drive time radii were used to collect data from a larger localized region, followed by state and nationwide data.

Residents Per Grocery Store is a strong comparative metric because it normalizes grocery supply across communities of different sizes, allowing Muskegon’s level of grocery access to be evaluated against regional, Michigan, and Midwest benchmarks on a consistent basis.

	Total Businesses	Total Employees	Total Residential Population	Grocery Stores ¹	Residents Per Grocery Store
Muskegon County	5,423	68,429	176,784	35	5,051
60-Min Drive Radius	43,940	618,460	1,266,344	235	5,389
120-Min Drive Radius	101,173	1,396,886	2,941,629	630	4,669
Michigan	345,254	4,392,041	10,063,404	2,097	4,799
United States	12,503,869	147,854,810	343,528,394	70,418	4,878

Average 4,957

1 – The number of grocery stores in each region is based on the number of establishments with a 44511 NAICS code within the region per ESRI



Source: ESRI

Midwest Peers

Midwest Peers Overview

Muskegon has roughly 50% fewer retail food locations compared to regional benchmarks. In Muskegon, there are approximately 7,500 residents per establishment while the average Midwest peer communities have approximately 5,000 residents per establishment. See Appendix for detail on how peers were selected.

Residents Per Grocery Store is a strong comparative metric because it normalizes grocery supply across communities of different sizes, allowing Muskegon’s level of grocery access to be evaluated against regional, Michigan, and Midwest benchmarks on a consistent basis.

		Total Businesses	Total Employees	Total Residential Population	Grocery Stores ¹	Residents Per Grocery Store
	Muskegon City	1,419	20,952	37,490	5	7,498
1	Richmond City, IN	1,548	25,766	35,540	8	4,443
2	Marion City, OH	1,017	12,816	35,591	5	7,118
3	Mansfield City, OH	1,979	29,750	48,135	9	5,348
4	Lima City, OH	1,443	28,726	34,821	8	4,353
5	Euclid City, OH	1,160	18,696	49,359	5	9,872
6	Marion City, IN	1,258	34,327	27,701	9	3,078
7	Sandusky City, OH	1,046	27,021	24,377	4	6,094
8	Michigan City, IN	1,390	20,503	31,894	8	3,987
9	Austintown CDP, OH	966	13,648	29,142	13	2,242
10	Zanesville City, OH	1,476	19,780	24,959	7	3,566
Average (peers only)						5,010

¹ Grocery store count is based on the number of establishments with NAICS code 44511 “Supermarkets and Other Grocery Retailers (except Convenience Retailers)” The map provided earlier in this deck also included establishments under NAICS codes 44711 (Gasoline Stations with Convenience Stores), 452311 (Warehouse Clubs and Supercenters).



Michigan Peers

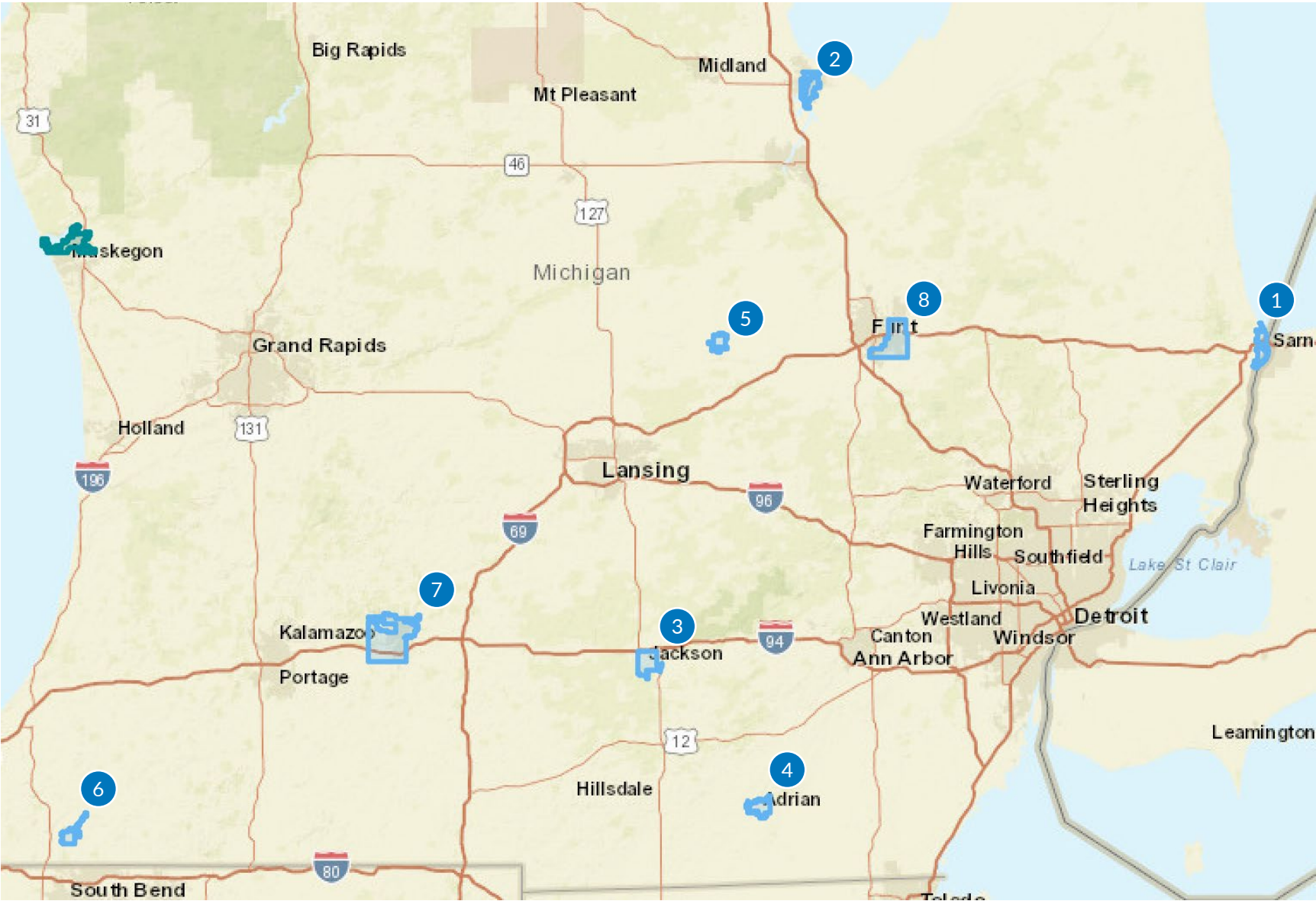
Retail Grocery Access is not a challenge unique to Muskegon

Across Michigan, peer cities struggle with limited grocery supply relative to resident demand, suggesting Muskegon's access gaps reflect a common challenge faced by smaller urban markets. See Appendix for detail on how peers were selected.

Residents Per Grocery Store is a strong comparative metric because it normalizes grocery supply across communities of different sizes, allowing Muskegon’s level of grocery access to be evaluated against regional, Michigan, and Midwest benchmarks on a consistent basis.

		Total Businesses	Total Employees	Total Residential Population	Grocery Stores ¹	Residents Per Grocery Store
	Muskegon City	1,419	20,952	37,490	5	7,498
1	Port Huron City	1,217	15,142	28,391	3	9,464
2	Bay City City	1,224	14,557	31,809	4	7,952
3	Jackson City	1,611	28,184	31,111	2	15,556
4	Adrian City	940	10,518	19,859	6	3,310
5	Owosso City	598	7,236	14,446	0	N/A
6	Niles City	497	4,623	12,021	2	6,011
7	Battle Creek City	1,902	39,219	52,450	12	4,371
8	Burton City	1,017	9,726	29,234	8	3,654
	Peer Average					7,188

¹ Grocery store count is based on the number of establishments with NAICS code 44511 “Supermarkets and Other Grocery Retailers (except Convenience Retailers)” The map provided earlier in this deck also included establishments under NAICS codes 44711 (Gasoline Stations with Convenience Stores), 452311 (Warehouse Clubs and Supercenters).



SECTION 3

Market Gap Analysis



Market Gap Analysis

The Market Gap Analysis Section applies the regions and peer cities from the Benchmarking Section to compare residents per grocery store across each geography against the City of Muskegon and the 15-minute drive radius from downtown. The proceeding **leakage analysis** quantifies grocery spending by residents inside and outside the city limits to determine how much is escaping to peripheral markets. The **gap analysis** then estimates how much additional grocery the market could absorb.

REGIONAL BENCHMARKS

- Muskegon County
 - 60-Min Drive Radius
- 120-Min Drive Radius
- Michigan
- United States

MIDWEST PEERS

- | | |
|-----------------|---------------------|
| • Richmond, IN | • Marion, IN |
| • Marion, OH | • Sandusky, OH |
| • Mansfield, OH | • Michigan City, IN |
| • Lima, OH | • Austintown, OH |
| • Euclid, OH | • Zanesville, OH |

MICHIGAN PEERS

- | | |
|--------------|----------------|
| • Port Huron | • Niles |
| • Bay City | • Battle Creek |
| • Jackson | • Burton |
| • Adrian | |
| • Owosso | |

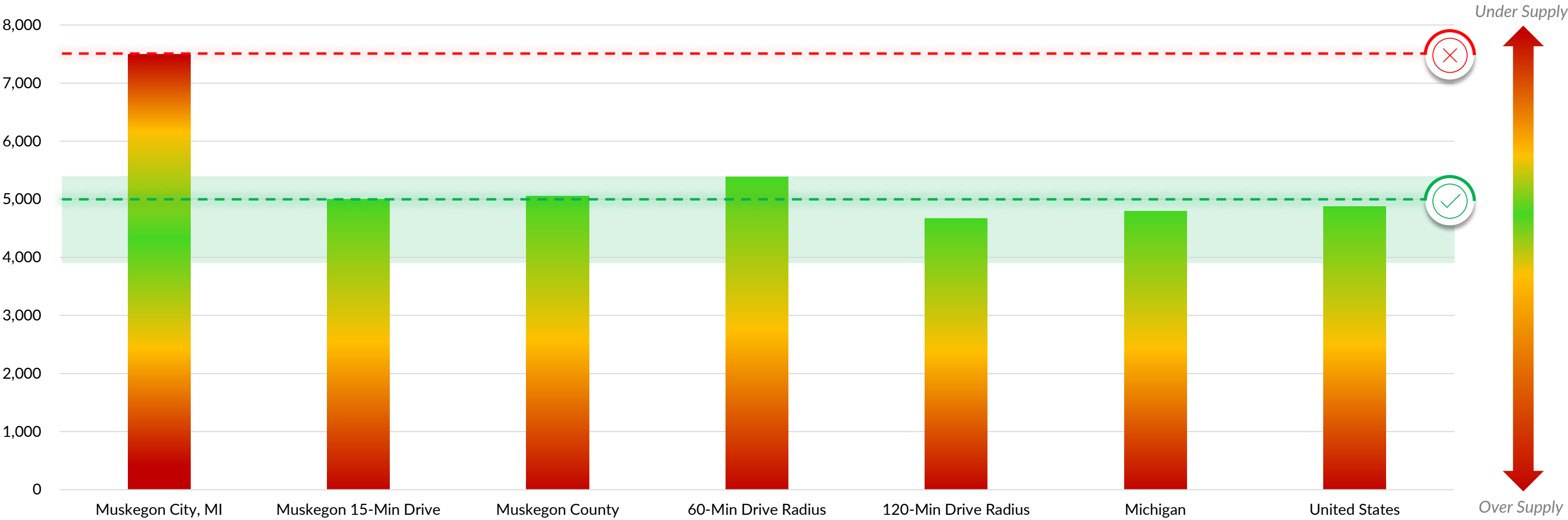
Variance increases as sample sizes become smaller

Regional Benchmarks

Residents Per Grocery Store

The City of Muskegon is a clear outlier. While every other geographic lens, from the 15-minute trade area to national benchmarks, supports approximately 5,000 residents per grocery store, Muskegon City requires nearly 7,500 residents per store, highlighting a uniquely constrained grocery supply within city limits.

RESIDENTS PER GROCERY STORE



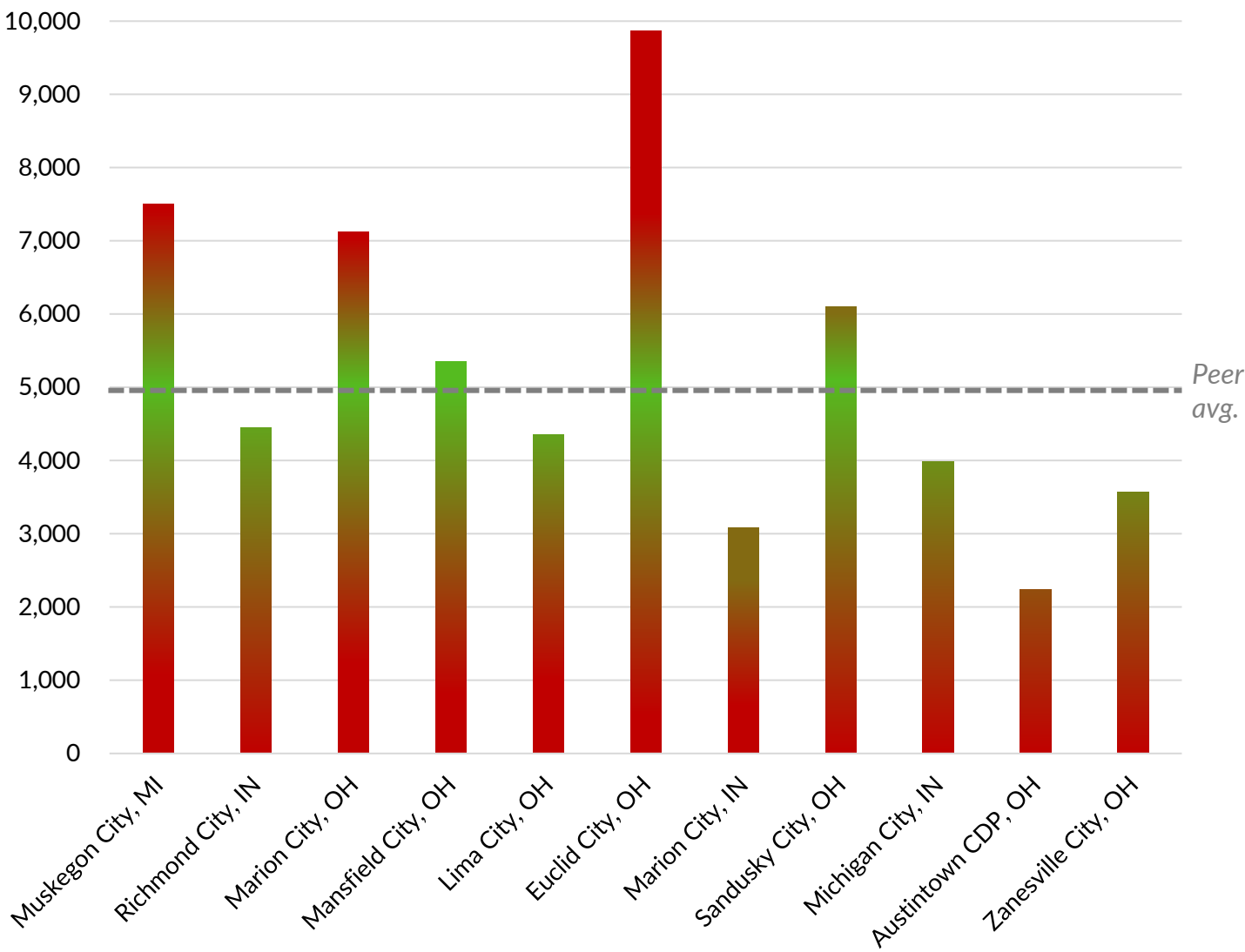
Source: ESRI

Muskegon vs. Midwest Peers

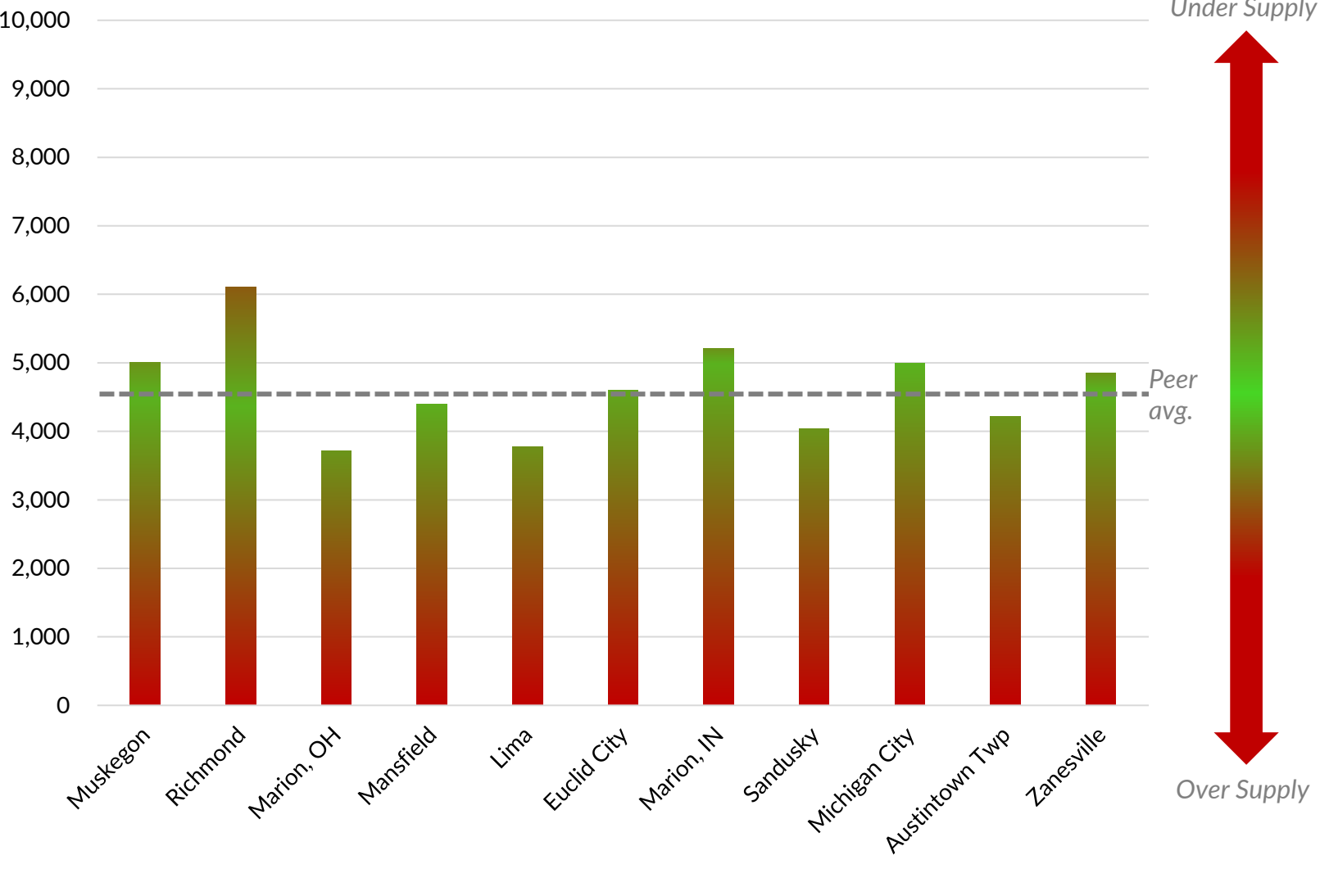
Residents Per Grocery Store

Against Midwest peers, Muskegon’s residents-per-store ratio sits above the average within city limits though across the 15-minute drive radius Muskegon appears to be in line with its peers.

RESIDENTS PER GROCERY STORE – CITY LIMITS



RESIDENTS PER GROCERY STORE – 15-MIN DRIVE RADIUS



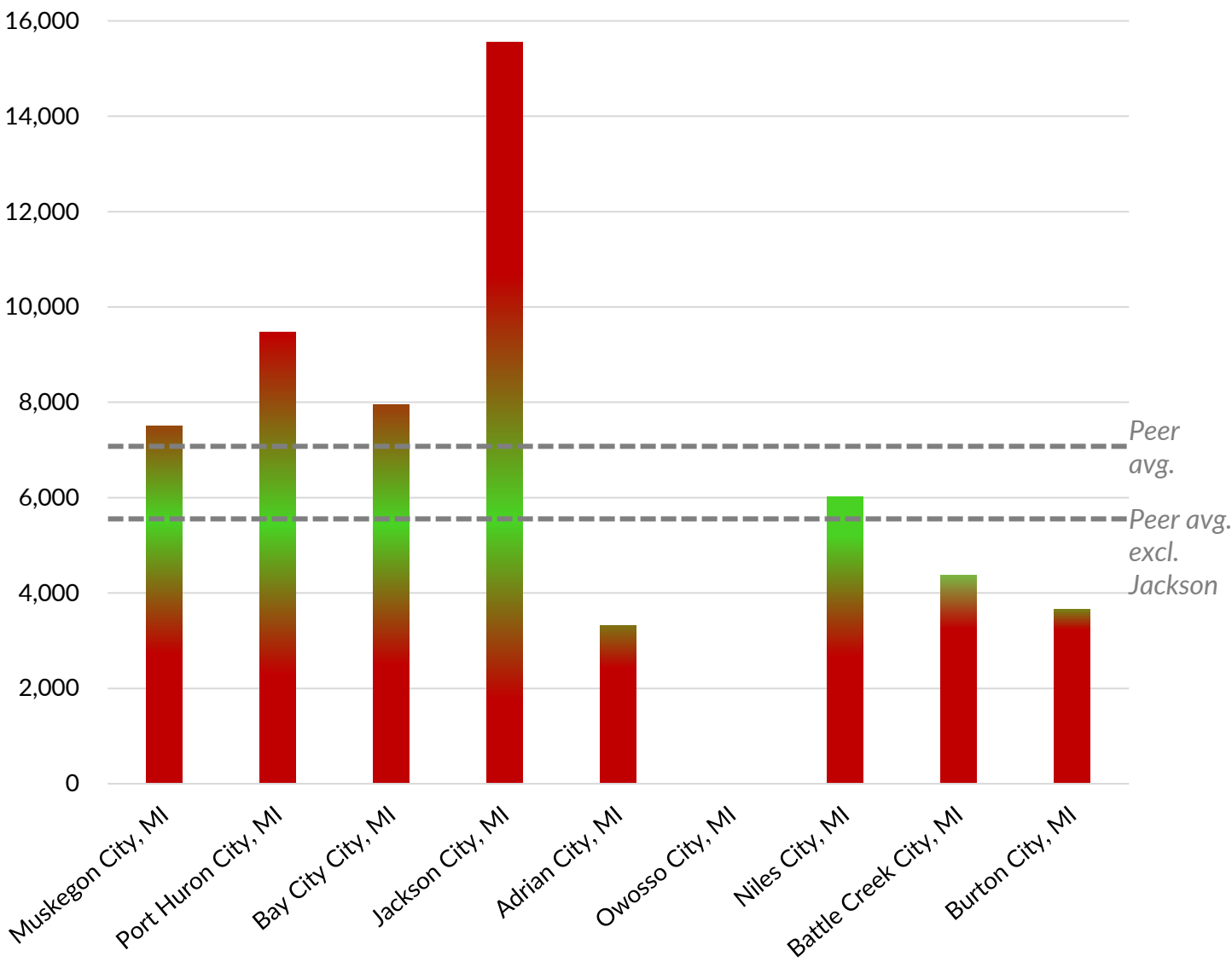
Source: ESRI

Muskegon vs. Peer Michigan Cities

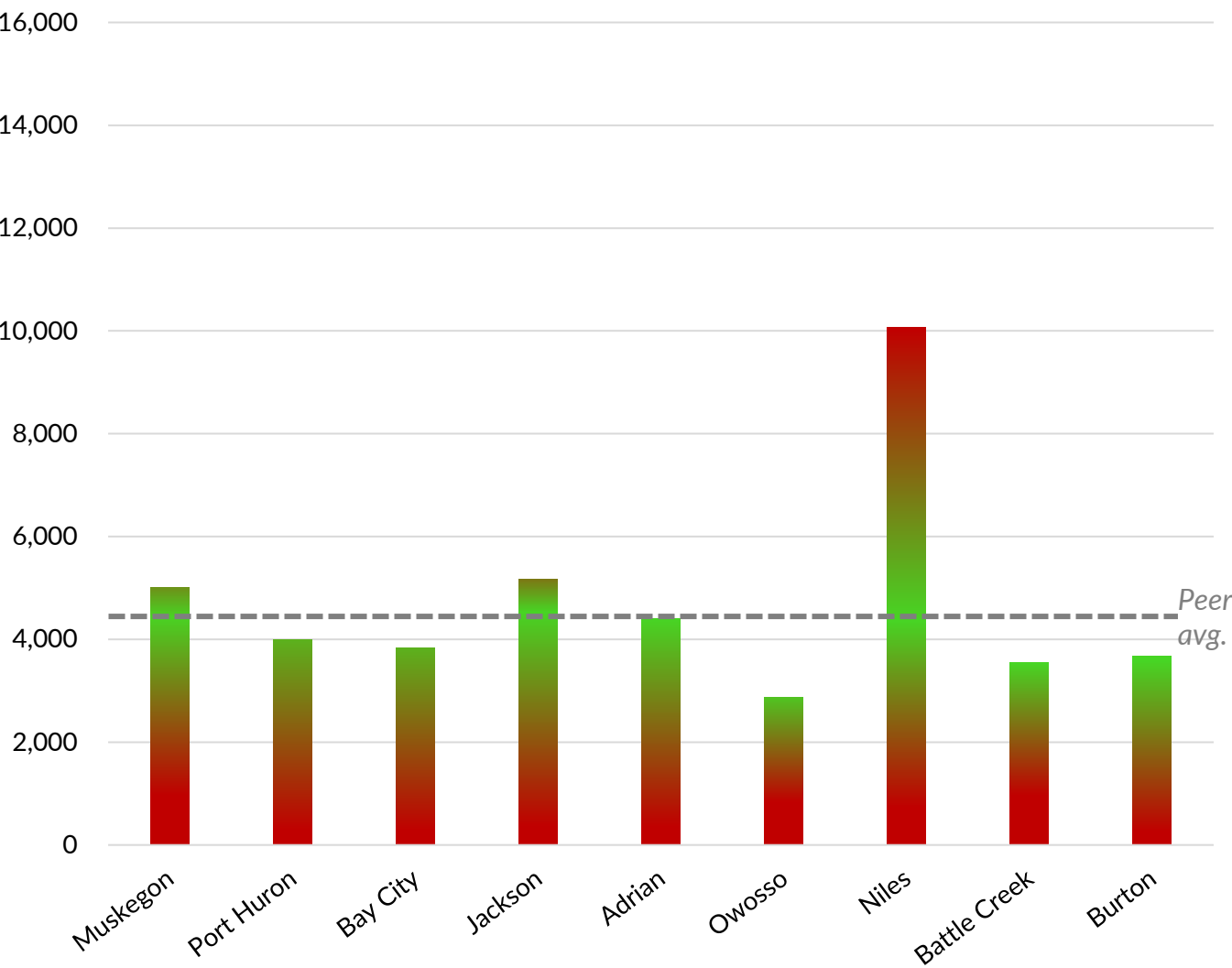
Residents Per Grocery Store

Against Michigan peers, Muskegon’s residents-per-store ratio sits above the average within city limits when excluding Jackson City as an outlier. Across the 15-minute drive radius Muskegon is relatively in line with the peer set.

RESIDENTS PER GROCERY STORE – CITY LIMITS



RESIDENTS PER GROCERY STORE – 15-MIN DRIVE RADIUS



Source: ESRI

Muskegon Grocery Leakage Analysis

Grocery Demand Leakage Analysis (10-mile radius)

There is significant grocery demand leakage according to ESRI; however, the existing convenience store and small-format grocery supports a meaningful amount of the resident grocery demand.

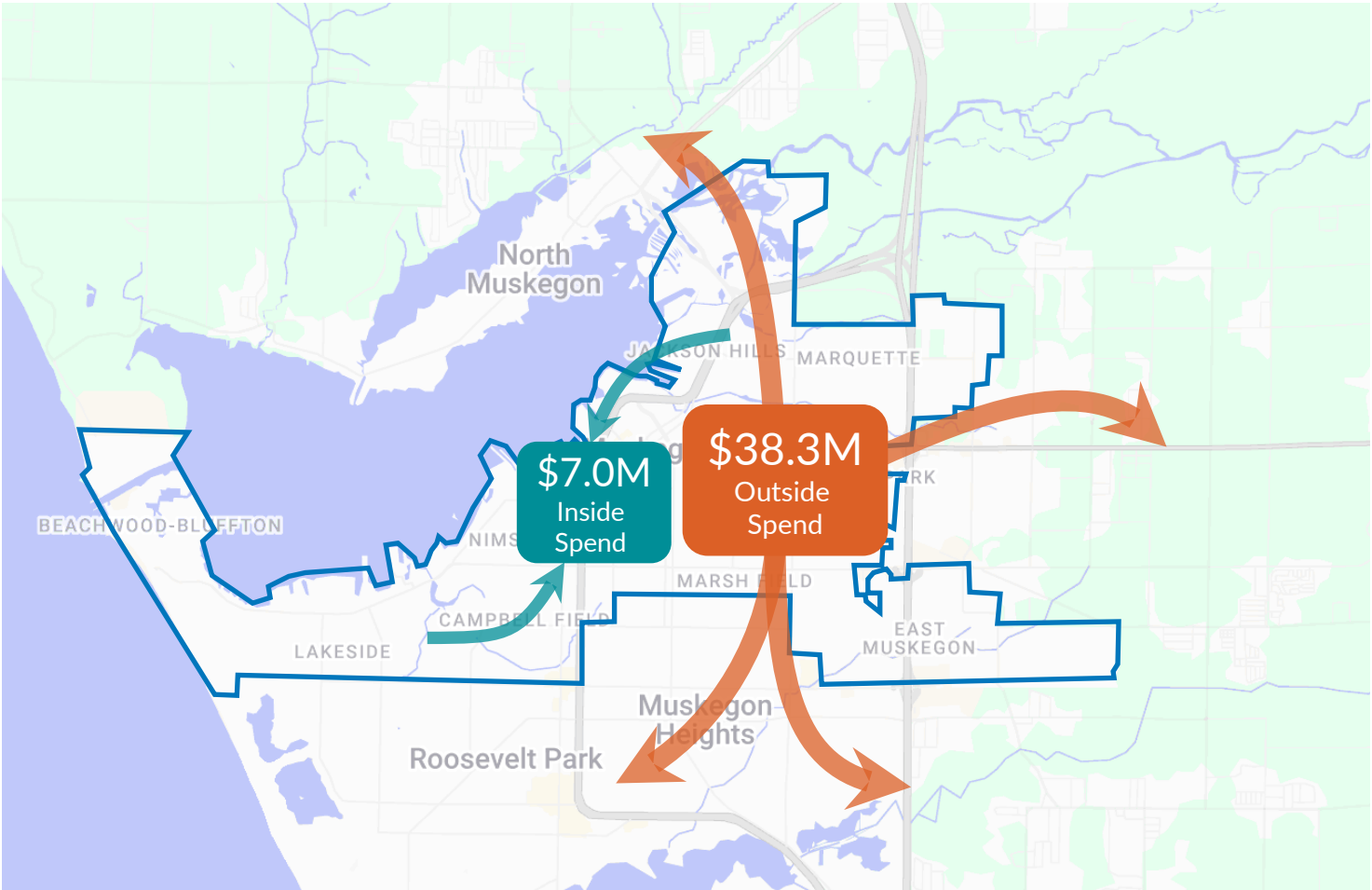
ESRI was used to estimate grocery spending leakage in the City of Muskegon. The estimates point to a significant share (~85%) of resident spending flowing to stores outside the city. Roughly \$7 million stays within city limits, showing that convenience stores and small-format retailers meet a meaningful portion of demand.

While Muskegon's thin supply of traditional grocery stores is well documented, this analysis quantifies the leakage and clarifies how existing options serve residents today.

ESRI GROCERY LEAKAGE ANALYSIS

- **Inputs:** ESRI Retail data on estimated annual grocery spending by Muskegon residents and grocery sales captured within the city
- **Method:** compares resident spending against sales captured by establishments inside city limits
- **Output:** unmet grocery demand leading to spending that has left the city for stores elsewhere

	City Limits	10-Mile Radius
Demand (Grocery Spend – Residents)	\$45.3M	\$249M
Supply (Grocery Sales - Muskegon)	\$7.0M	\$229M
Unmet Grocery Demand	\$38.3M	\$20.1M
Percent of Spend “Leaking”	85%	8%



Source: ESRI

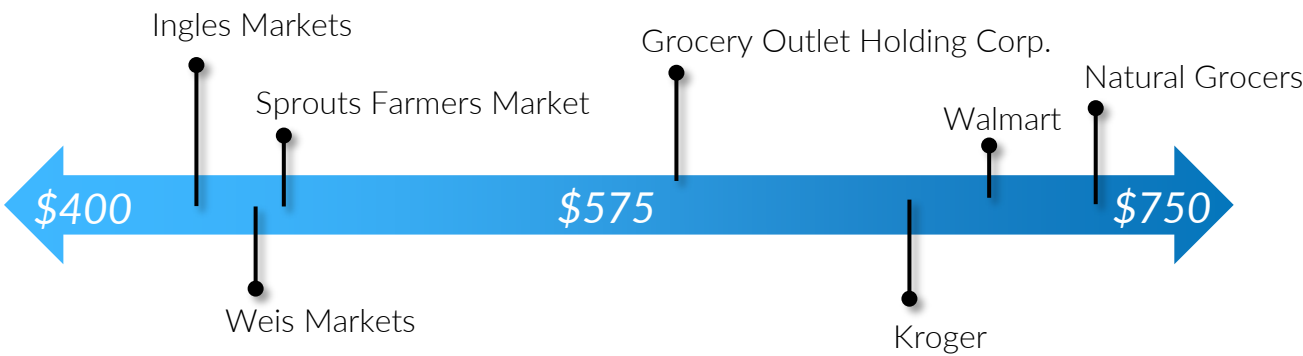
Forecasted Grocery Demand

Forecasted gains in population and income likely to widen the gap between demand and supply in Muskegon

PMR estimated supportable grocery square footage by forecasting citywide grocery demand from population projections, per-capita income, and typical grocery spending share. A market capture range is then applied to reflect the portion of that demand a new store could realistically win, and the resulting sales range is divided by a sales-per-square-foot range drawn from available public grocery operators. The analysis indicates Muskegon could support roughly 26,000 to 41,000 square feet, with a midpoint near 32,000 square feet.

	2026	2027	2028	2029	2030	2031	Compound Annual Growth Rate
Population	37,511	37,664	37,817	37,971	38,125	38,280	0.407%
Number of Households	15,017	15,115	15,213	15,311	15,411	15,511	0.649%
Per Capita Income	\$24,560	25,165	25,785	26,420	27,071	\$27,738	2.464%
Total Income	\$921,287,912	947,821,202	975,118,657	1,003,202,285	1,032,094,727	\$1,061,819,277	2.880%
Percent of Income Spent On Groceries	4.92%	4.92%	4.92%	4.92%	4.92%	4.92%	
Total Grocery Store Demand	\$45,294,290	46,598,775	47,940,830	49,321,536	50,742,007	52,203,388	2.880%

Grocers Sales Per Square Foot Comps



Implied Square Feet Needed Sensitivity Analysis

		MARKET CAPTURE PERCENTAGE				
		30%	35%	40%	45%	50%
SALES PER SQUARE FOOT	\$400	33,971	39,633	45,294	50,956	56,618
	\$450	30,196	35,229	40,262	45,294	50,327
	\$500	27,177	31,706	36,235	40,765	45,294
	\$550	24,706	28,824	32,941	37,059	41,177
	\$600	22,647	26,422	30,196	33,971	37,745
	\$650	20,905	24,389	27,873	31,358	34,842
	\$700	19,412	22,647	25,882	29,118	32,353

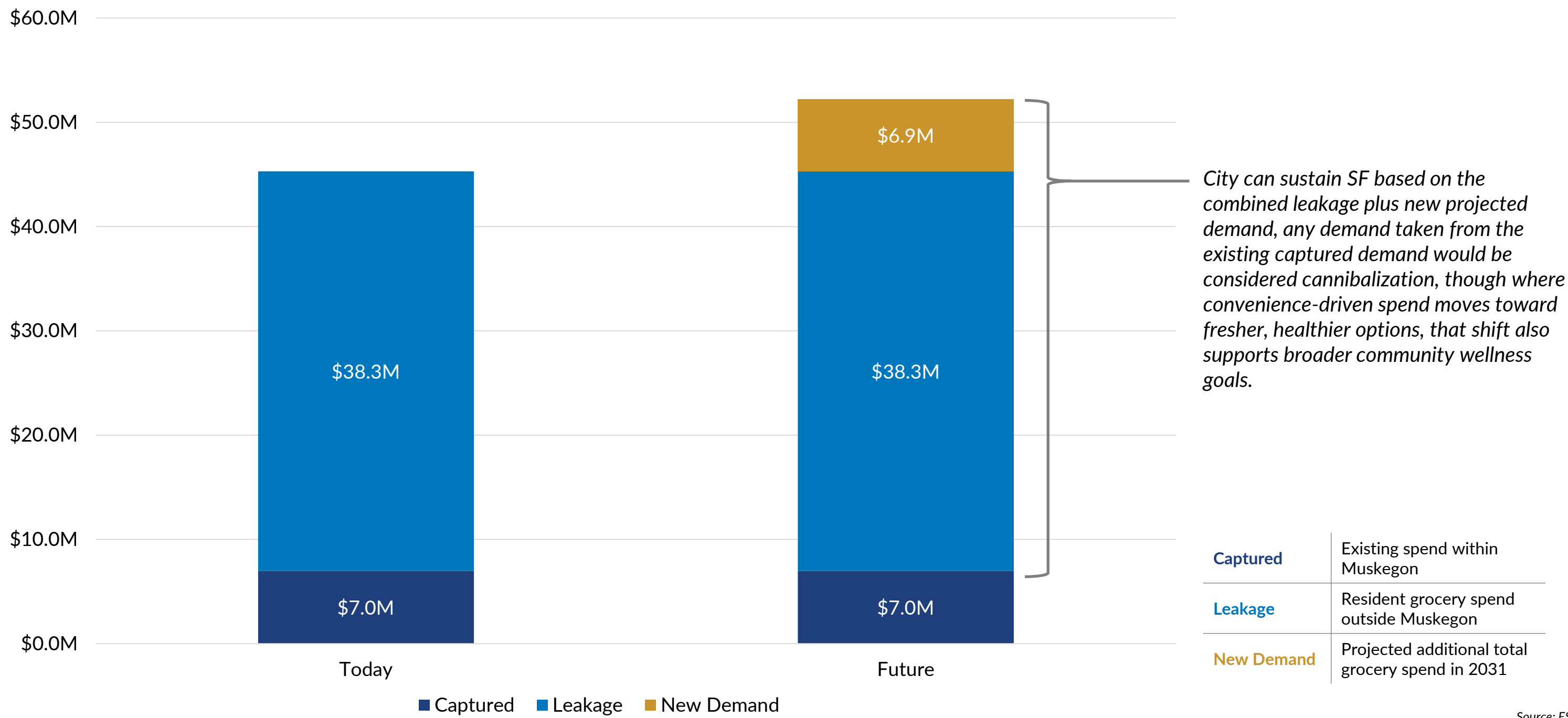
NOTE: See appendix for details on Implied SF needed calculation and sales PSF comps

Source: ESRI, Grocers 10-K filings

Future Grocery Demand

Leaking Demand Due to Lack of Supply Plus Additional Future Projected Demand Creates Supports Additional Grocery

EXISTING AND FUTURE (2031) RESIDENT GROCERY SPEND



Source: ESRI

SECTION 4

Stakeholder Engagement



Stakeholder Engagement

The Stakeholder Engagement Section summarizes community engagement feedback that PMR received through the following methods:

This engagement utilized three methods of community stakeholder engagement

- RESIDENT SURVEY*
- VIRTUAL STAKEHOLDER ENGAGEMENT*
- IN PERSON ROUNDTABLES*

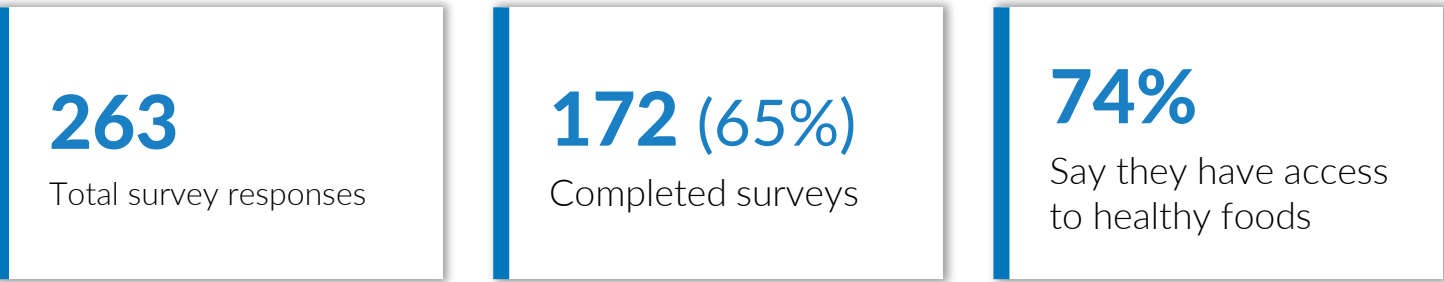
Resident Survey Results

Nearly Three-Quarters of Respondents Reported Access to Healthy Food

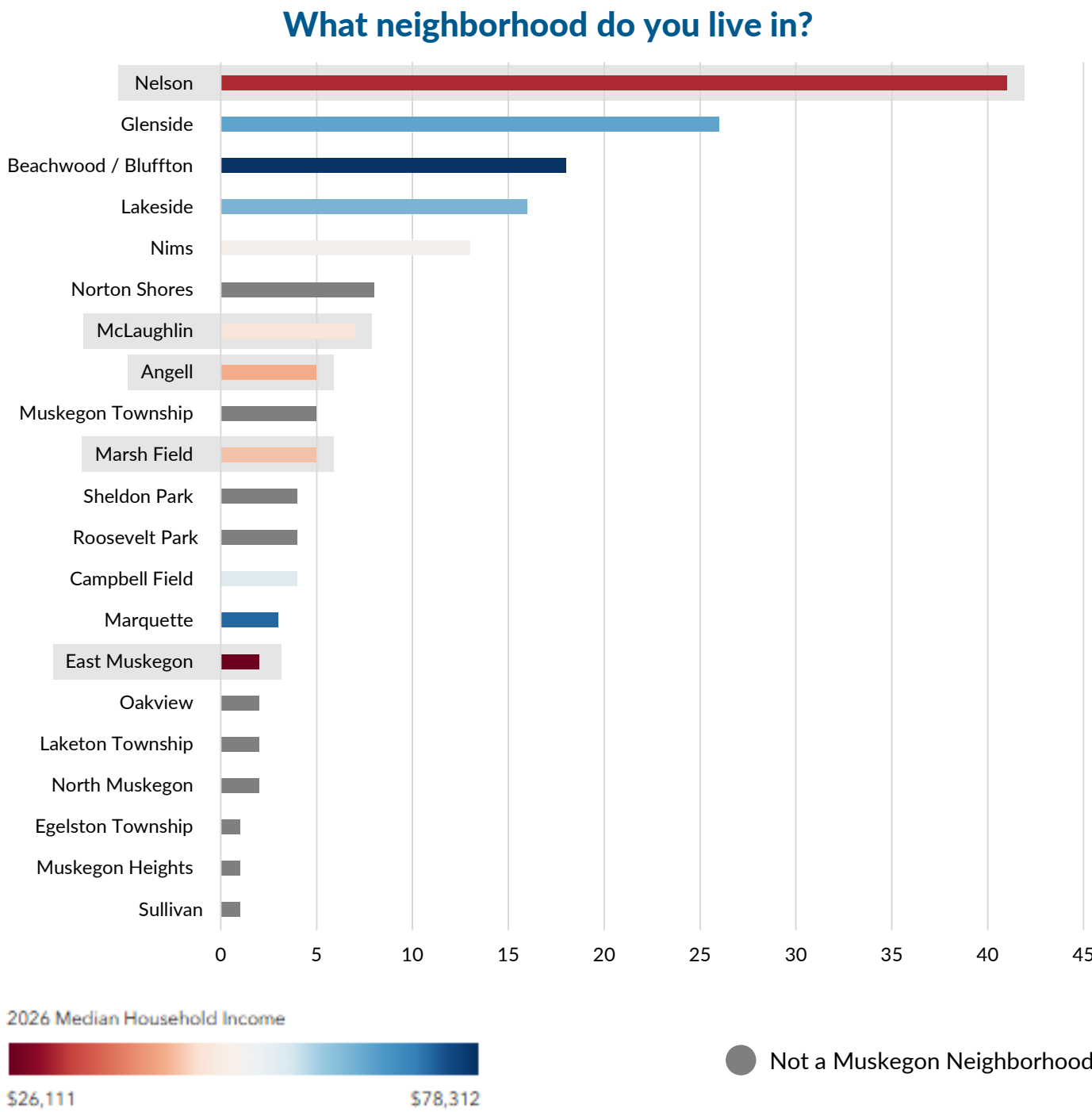
Residents report broad access to healthy food, but affordability and convenience remain the leading concerns.

PMR and the City of Muskegon conducted a resident survey to better understand grocery shopping behaviors, preferences, and barriers to food access, helping identify the factors that most influence where and how residents shop.

Below is a summary of who completed the survey and the main priorities listed:



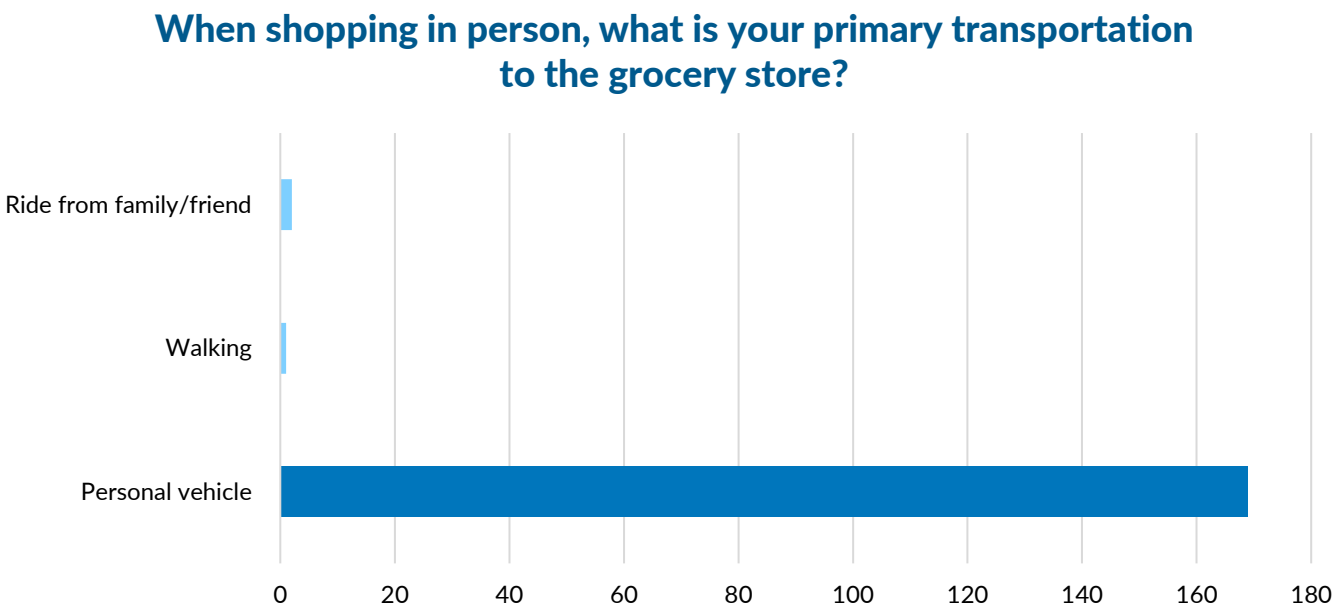
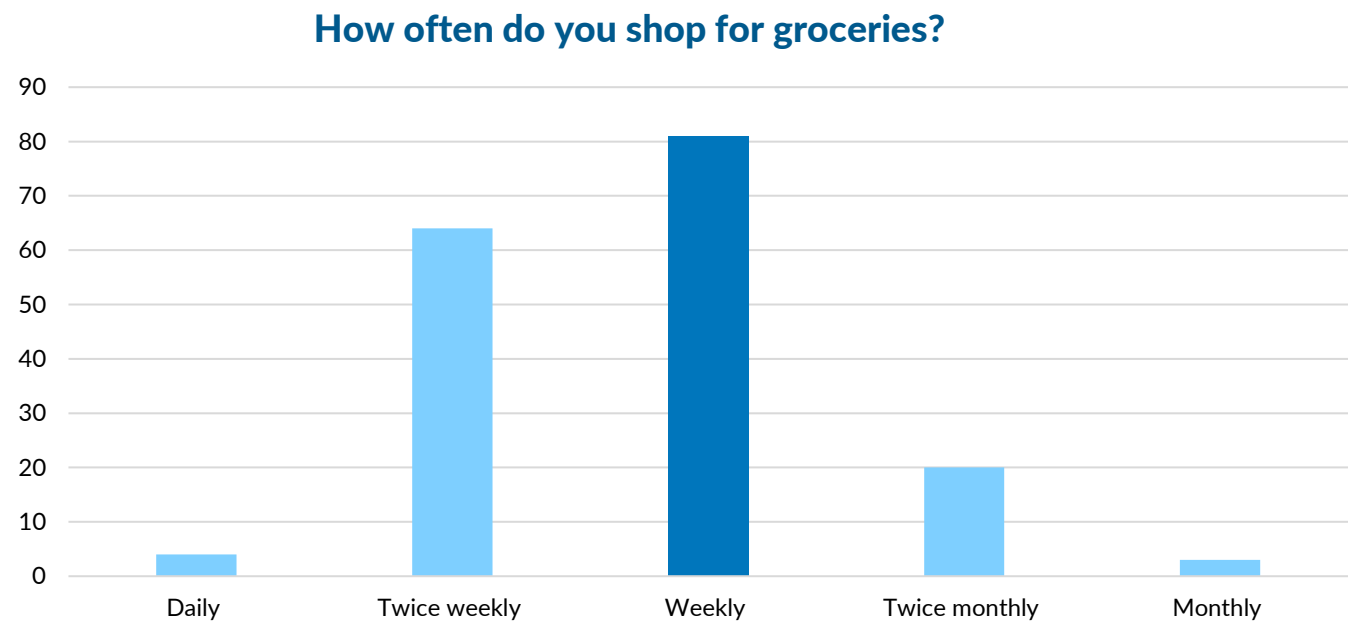
TOP COMMUNITY PRIORITIES



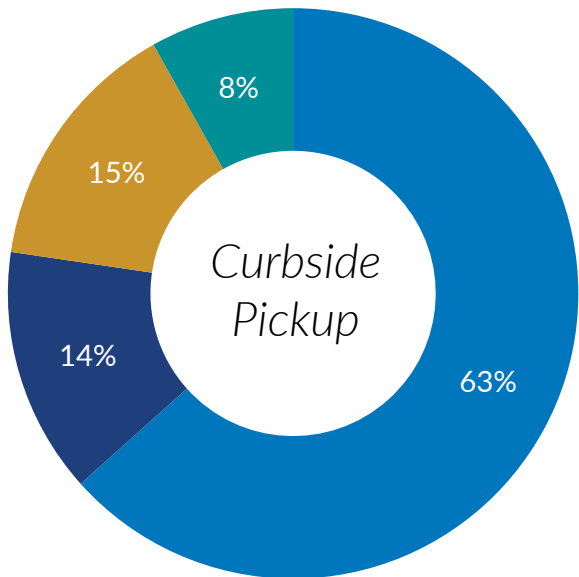
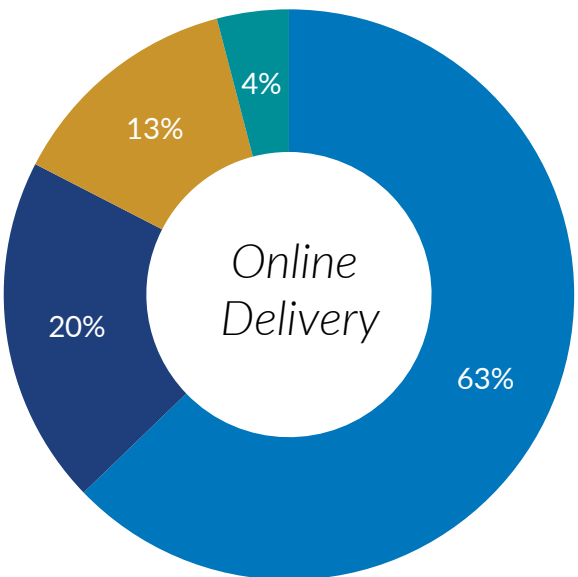
Resident Tendencies

263 Total Responses | 172 Completed Surveys (65%)

Most residents shop at least once a week in person using their personal vehicle as transportation.



HOW OFTEN DO YOU USE EACH OF THE FOLLOWING METHODS TO PURCHASE GROCERIES?



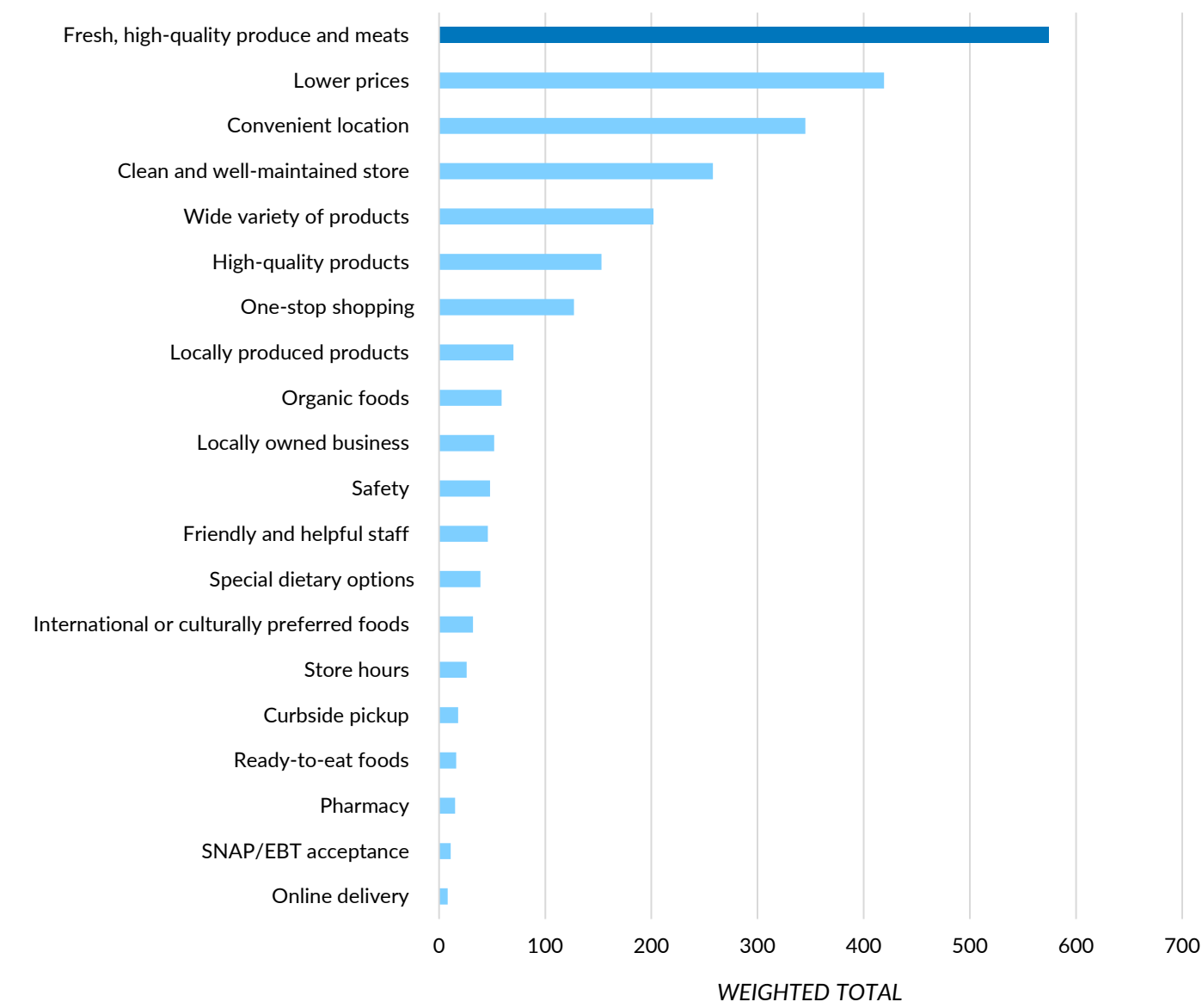
- Never
- Rarely
- Sometimes
- Frequently

Resident Priorities and Barriers

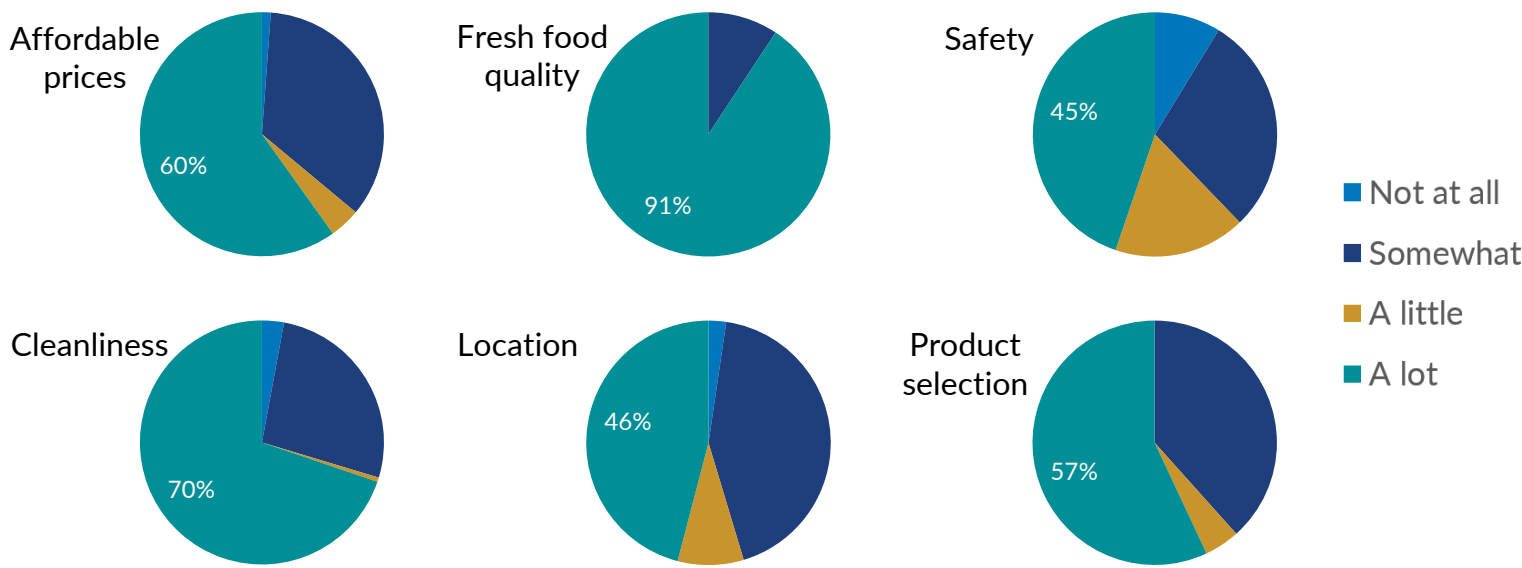
Residents Want Affordable, Convenient Access to Fresh Food

Survey responses show that Muskegon residents value fresh, high-quality food most, but affordability is the clearest pain point. Lower prices, convenient locations, and better product selection should define any future grocery strategy, with high food prices and lack of nearby stores emerging as the most significant barriers residents face.

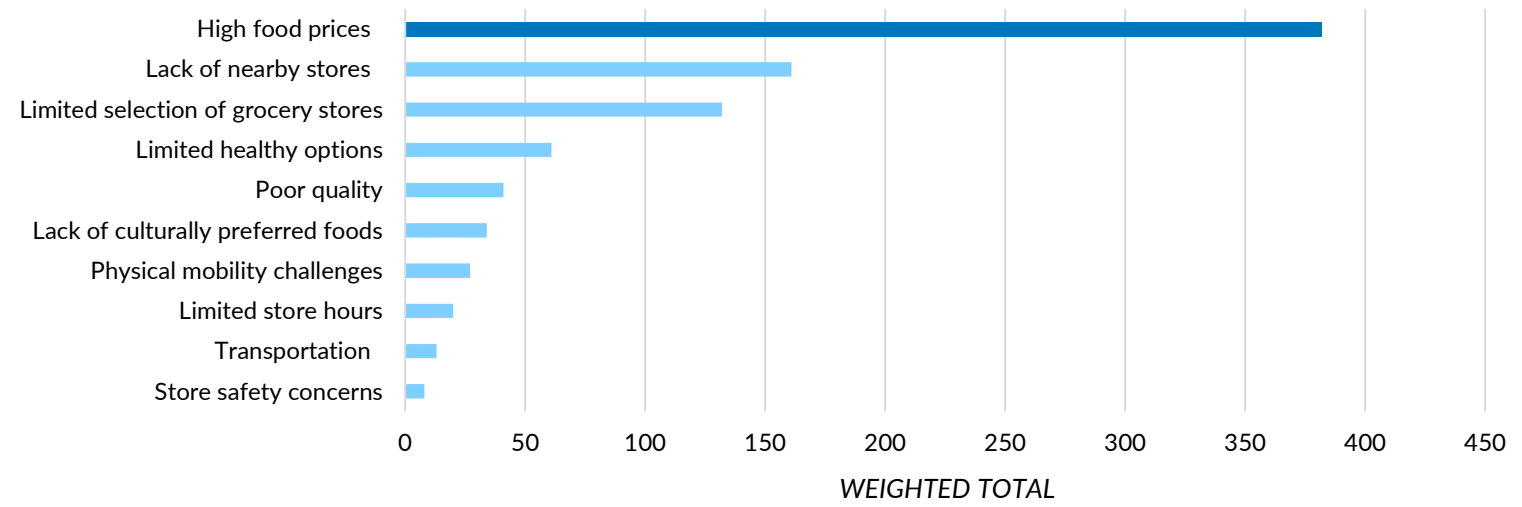
WHEN CHOOSING A GROCERY STORE, WHICH FIVE FACTORS ARE MOST IMPORTANT TO YOU? (RANK YOUR TOP 5)



HOW IMPORTANT ARE EACH OF THE FOLLOWING TO YOU IN CHOOSING A GROCERY STORE?



WHAT ARE THE BIGGEST CHALLENGES YOU FACE WHEN BUYING GROCERIES? (RANK YOUR TOP 3)



Survey Summary

Strong Demand for Downtown Grocery Access

Downtown, walkable grocery access was the single most common request in resident comments.

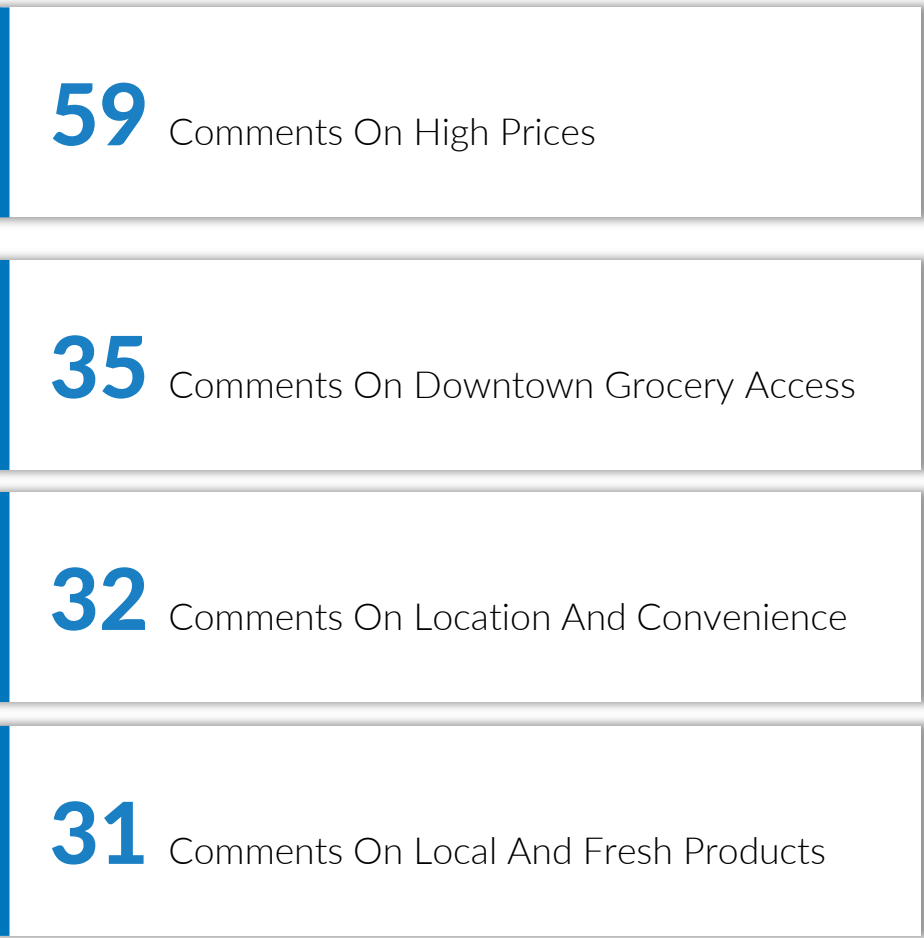
WHAT RESIDENTS ASKED FOR

- A walkable grocery store downtown
 - A neighborhood-scale market
- A Bridge Street Market-style concept
 - Fresh food close to home

DEMAND STRONGEST IN

Nelson	Glenside	McLaughlin	Angell
--------	----------	------------	--------

OPEN-ENDED COMMENT THEMES



Stakeholder Engagement: Virtual & In-Person Roundtable Discussions

Who We Spoke To

PMR conducted interviews with representatives spanning healthcare, education, government, food access, transit, economic development, and community organizations.

STAKEHOLDER CATEGORY	ORGANIZATIONS / REPRESENTATIVES
Food Access & Distribution	Feeding America West Michigan, Muskegon Farmers Market, Community Food Club representatives
Healthcare & Public Health	Access Health Muskegon, Trinity Health, Hackley Community Care, and others
Education	Muskegon Public Schools, Muskegon Community College
Transit & Mobility	Muskegon Area Transit System (MATS)
Community & Social Services	Pioneer Resources, YMCA of Muskegon, Nonprofit leaders, food assistance providers, community service organizations
Economic Development & Civic Leadership	City of Muskegon officials, City Commissioners, County Commissioner, downtown and community development stakeholders
Grocery & Retail	Benson Drug Sav-Mor Pharmacy
Alternative Grocery & Cooperative Models	Marquette Food Co-op, Food Co-op Initiative

What We Heard and What It Means

Major Takeaways

Stakeholder findings reinforce takeaways presented in the community data. Stakeholders are not simply asking for another grocery store; they described a more accessible neighborhood food ecosystem combining walkability, transit connectivity, affordability, and fresh food.

Most Common Themes

Transportation is the most commonly cited barrier to grocery access
Fresh produce and healthy food access remain insufficient
Muskegon has grocery stores regionally, but many residents cannot conveniently reach them
Seniors, disabled residents, and ALICE households are disproportionately impacted

The strongest unique comments consistently pointed toward rebuilding local access rather than simply increasing regional grocery supply.

- Locate future grocery capacity where transit and walkability already reach residents
- Evaluate food club, co-op, and nonprofit formats as complements to conventional retail
- Treat fresh food access as a public health and placemaking objective, not retail alone

NEIGHBORHOOD GROCERY / WALKABILITY

Residents once had walkable corner stores with fresh produce and neighborhood-scale amenities; future growth should rebuild that local accessibility.

PUBLIC HEALTH

When residents cannot reach grocery stores, they often rely on convenience and microwaveable foods rather than fresh products.

VULNERABLE POPULATION INSIGHT

Seniors raising grandchildren were specifically identified as an emerging group experiencing food insecurity.

ALTERNATIVE SOLUTION

A food club / nonprofit grocery model is already being actively explored locally and has support among several stakeholders.

EXISTING ASSET

The Farmers Market has become one of Michigan's strongest Double Up Food Bucks and EBT distribution locations.

Unique & High-Impact Observations

Additional Lower Frequency, High Strategic Value Feedback

The most strategically useful comments pointed toward neighborhood-scale food infrastructure, transit-coordinated siting, and alternative grocery formats already gaining local momentum.

OBSERVATION	WHY IT MATTERS
Muskegon's challenge is becoming a “micro-city” with neighborhood-serving amenities rather than continuing suburban-style development	Introduces a placemaking framework focused on neighborhood-scale grocery, walkability, and daily services
Residents used to have neighborhood corner stores with produce reachable by walking or biking	The gap is not only grocery supply but loss of neighborhood-scale retail infrastructure
People without grocery access substitute unhealthy convenience foods	Directly connects grocery access to public health outcomes
Food insecurity is increasing among seniors raising grandchildren	One of the most specific vulnerable populations identified
Some residents drive further to find quality produce	Quality produce beats low prices for some shoppers
Public transit was significantly reduced, and bus stops were removed, increasing walking distances	Access challenges may have worsened even without changes in store supply
The Farmer’s Market is one of the state's leading users of Double Up Food Bucks and EBT	Demonstrates substantial existing demand for affordable fresh food and reliance on supplemental funding
Co-ops can succeed alongside Meijer, Walmart, and conventional supermarkets when offering a differentiated product.	Provides a comparable case study directly relevant to Muskegon
Most co-op customers still shop at Meijer, making the co-op a complementary rather than competing format	Key insight for evaluating a food club or co-op concept
Transit planners intentionally designed routes around grocery stores, pharmacies, and medical destinations	Future grocery site selection should be coordinated with transit
\$5 million per month in SNAP benefits are distributed locally	Demonstrates substantial grocery purchasing power already exists in the market
Muskegon is exploring a Food Club model and school-based Food Club concepts	Strong evidence that implementation conversations are already underway
Mobile market programs have delivered significant volumes of food and continue expanding	Nontraditional food access models have demonstrated local demand
The former Walmart grocery shuttle is being discussed again	Transportation-based interventions may be viable alongside new retail
The Muskegon YMCA no longer has a traditional full-service facility with fitness amenities	Compounds the food access gap as residents have lost both nutrition and fitness resources, and a former daily-trip anchor that helped sustain neighborhood-serving retail

SECTION 5

Retail Development Strategy



Retail Development Strategy

The Retail Development Strategy Section guides Muskegon on the what, where, and how of expanding grocery options within the city. It identifies prospective grocery concepts, priority locations, and the strategies needed to differentiate from existing market competitors.

Guide to improving grocery access in Muskegon

WHAT TO DEVELOP AND WHO TO OPERATE

WHERE TO DEVELOP

HOW TO OPERATE

What To Develop & Who to Operate

Identifying The Retail Grocery Brands Aligned With Muskegon’s Demographics That Operate In Michigan & Minimize Cannibalization

Based on PMR’s analysis, Muskegon could support a smaller-format grocery store of approximately 26,000 to 41,000 square feet. Stakeholder engagement and supporting market analysis indicate the strongest opportunity would be a community-oriented grocer offering high-value products, competitively priced fresh produce, convenient access to public transit, and a demonstrated commitment to local engagement and neighborhood investment.

To fully solve proximity issues across the city, more than one grocery store would be needed, and multiple concepts would likely be warranted. PMR utilized Placer.ai to help create a list of potential grocery brands that might fit well within the City of Muskegon. The list was created using Placer.AI’s Void Analysis, which identifies retailers absent from a trade area but performing well in comparable markets. Results were then filtered to brands already operating in Michigan, screened by demographic fit rank (a measure of how closely Muskegon’s population matches the demographics of visitors to a brand’s existing locations), and reviewed for cannibalization to ensure a new Muskegon store would not draw meaningfully from the brand’s nearby existing stores.

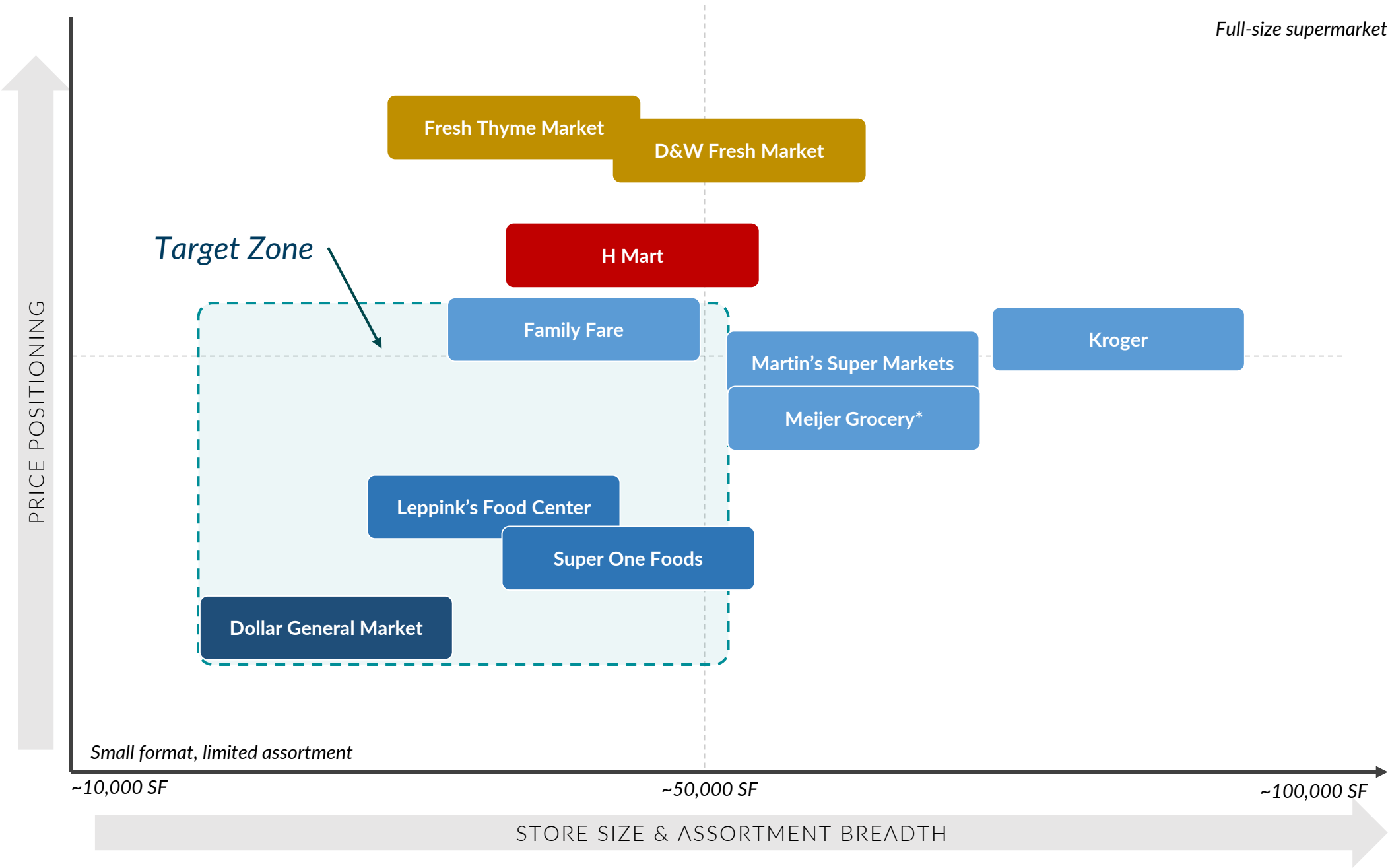
Rank	Potential Tenants	Type/Ownership	Drive Time (min)	Min Size	Max Size	Nearest Location (mi)	# of Locations Nationwide/ State	Avg. Monthly Visits	Demographic Fit Rank	Cannibalization
1	Dollar General Market	Discount / Publicly Traded	11	7,192	35,874	4.05	646 / 20	14,135	85.7	42.8%
2	Leppink's Food Center	Neighborhood Grocery / Family Owned	11	16,273	45,184	9.94	7 / 7	30,374	82.3	8.9%
3	Martin's Super Markets	Neighborhood Grocery / SpartanNash	11	37,237	78,475	80.68	19 / 3	66,854	73.3	0.0%
4	Super One Foods	Neighborhood Grocery / Family Owned	11	14,919	74,695	199.13	33 / 5	47,447	71.3	0.0%
5	Family Fare	Neighborhood Grocery / SpartanNash	9	14,384	73,560	19.08	87 / 55	38,714	63.3	21.3%
6	Kroger	Regional Supermarket / Publicly Traded	8	27,509	118,083	87.5	1236 / 121	89,928	56.7	0.0%
7	D&W Fresh Market	Neighborhood Grocery / SpartanNash	11	30,217	64,922	13.25	10 / 10	52,556	51.3	2.5%
8	Fresh Thyme Market	Neighborhood Grocery / Meijer	8	23,431	42,460	38.91	68 / 9	24,200	51.0	0.0%
9	H Mart	Asian Supermarket / Meijer	11	10,676	86,015	114.04	86 / 1	86,749	51.0	0.0%

Source: ESRI

Who to Operate

Segmenting Potential Operators To Identify Targets

Segmenting candidate grocers by price positioning and store size shows where a new small-mid size concept can realistically compete.



GROCER SEGMENTS

- Deep discount / limited assortment**
Lowest prices, small boxes, narrow fresh offer; strongest demographic fit, weakest produce.
- Value conventional**
Regional operators pairing mid tier prices with a real fresh department; best size match.
- Full-service mainstream**
Broad assortment at mid-market prices; mid-large footprints
- Premium / fresh-forward**
Quality-led produce and specialty focus with premium price point
- International specialty**
Differentiated assortment serving a niche; limited Michigan presence.

*Meijer Grocery is Meijer's newer grocery-only format, created to provide a full weekly grocery shopping experience without the size and complexity of a traditional Meijer supercenter.

Where To Develop

Assessing Grocery Fit by Neighborhood

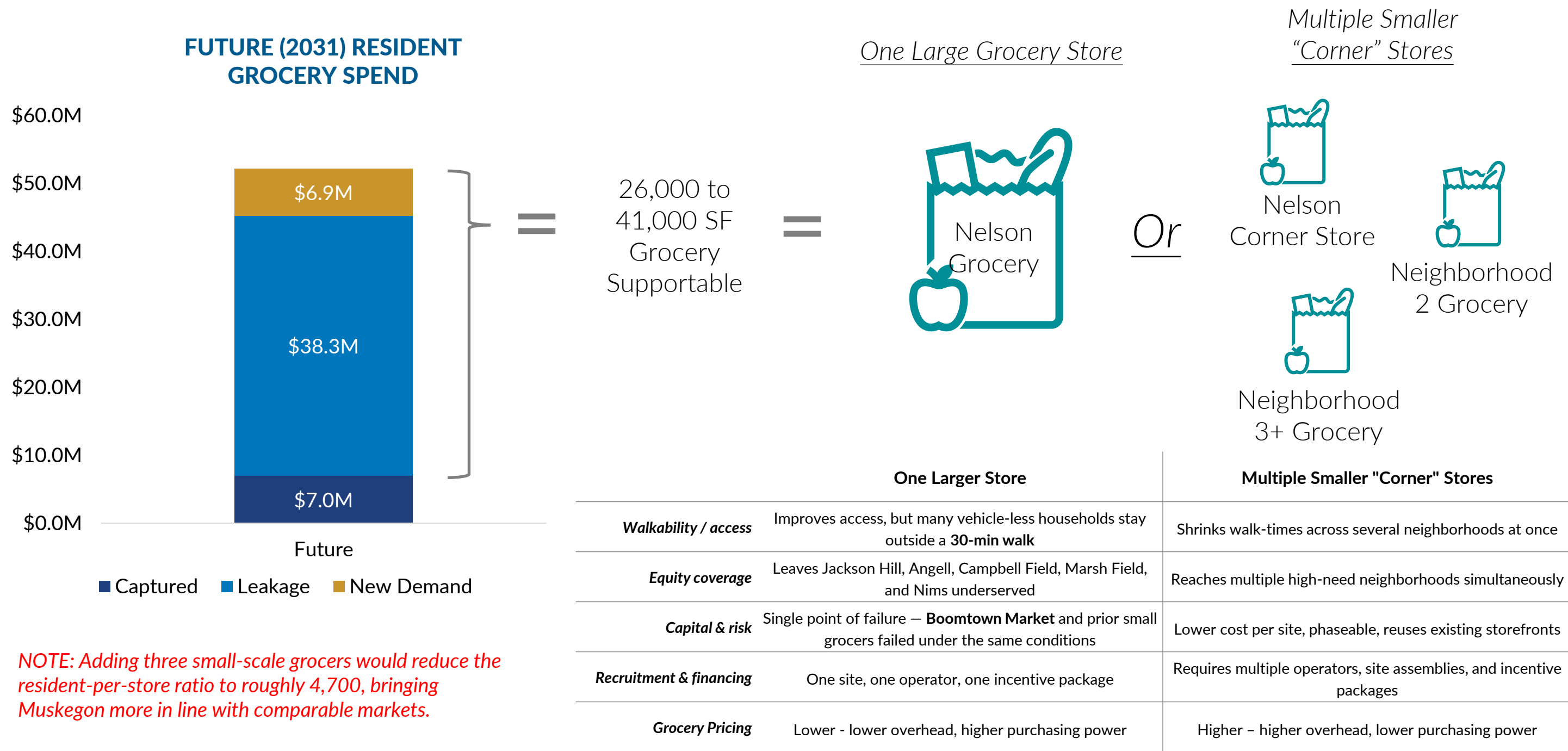
Each Muskegon neighborhood was assessed by eight quantitative and qualitative variables that are important to deciding where the most effective location for a grocery store is if the goal is to fill the identified access gap.

Neighborhood	ECONOMIC			ACCESS	DEMOGRAPHIC & SOCIOECONOMIC				Rank
	Population Growth	Development Pipeline	Minimal Cannibalization	Transit Nearby	Disabled Population	Senior Population	Low Income	Low Vehicle Ownership	
Nelson	✓	✓	✓	✓	✓	✓	✓	✓	8
Jackson Hill	✓	✓	✓	✓	✓		✓	✓	7
Angell				✓	✓	✓	✓	✓	5
Campbell Field	✓				✓	✓			3
East Muskegon		✓			✓		✓		3
Marsh Field			✓				✓	✓	3
Nims	✓		✓	✓					3
Beachwood / Bluffton			✓			✓			2
Lakeside			✓			✓			2
McLaughlin			✓		✓				2
Marquette	✓								1
Oakview					✓				1
Glenside									0
Sheldon Park									0
Steele									0

How Many Grocery Stores?

One vs. Multiple Additional Stores

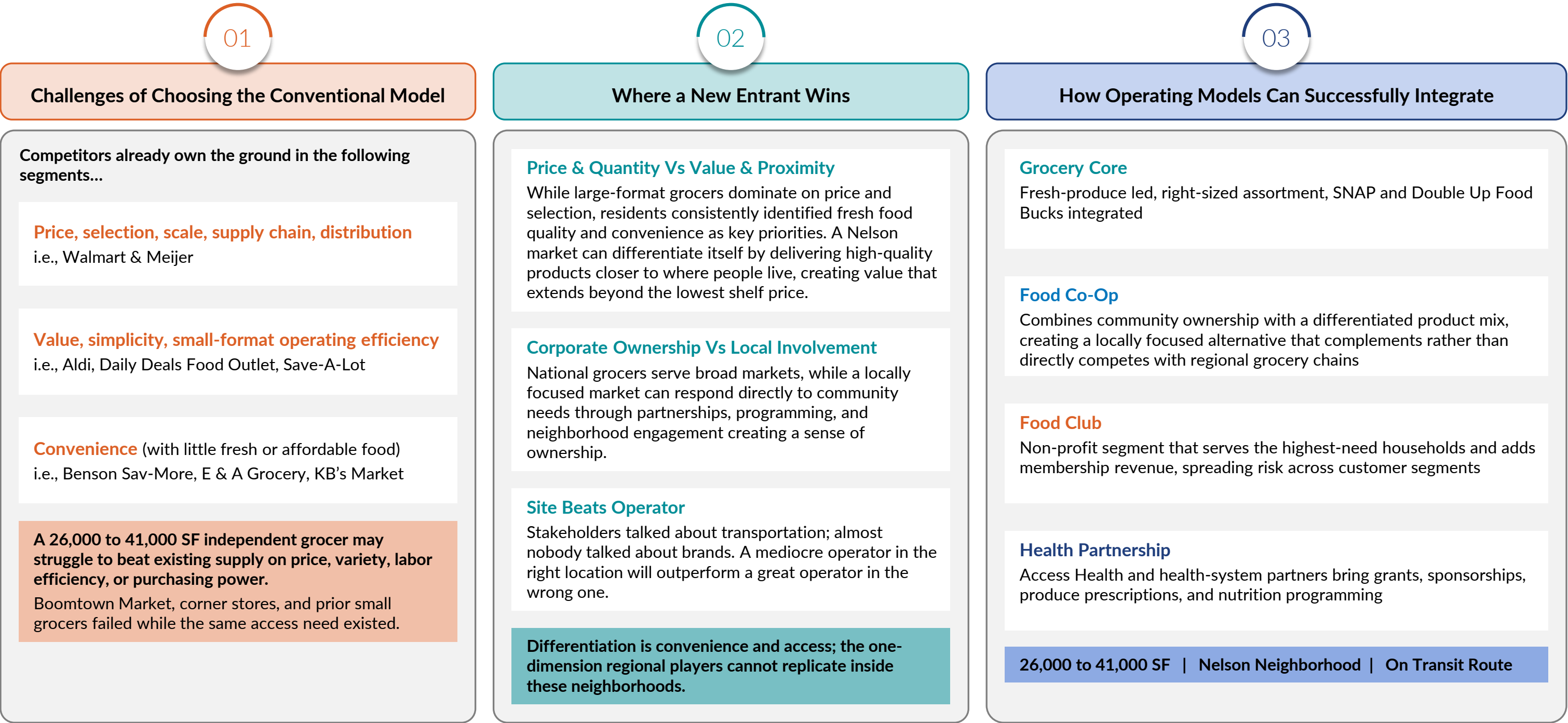
To fill the identified need, there are two main options, one large grocery store in the Nelson neighborhood, or locate multiple smaller scale “corner” grocery stores to fill access gaps.



How: Additional Operational Model Strategies

Differentiating Additional Access From Established Regional Competitors:

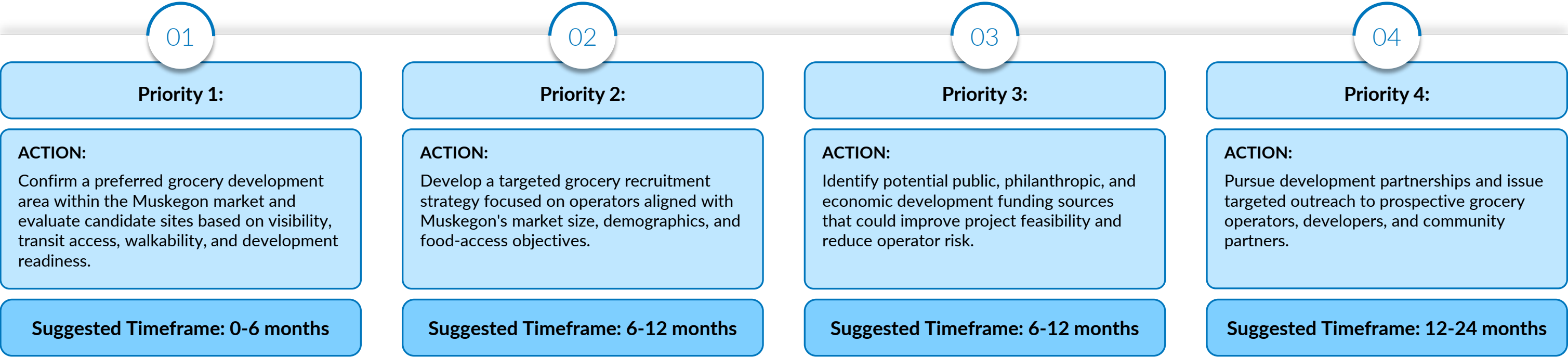
Differentiation is the strategy: convenience, local engagement, and complementary services create a sustainable niche beyond traditional grocery economics.



Recommended City of Muskegon Next Steps

A smaller-format grocery concept located near downtown residents, transit routes, and emerging development activity is likely to deliver the greatest community impact.

The findings of this study suggest that Muskegon's primary challenge is not a lack of regional grocery supply, but rather limited access to fresh, affordable food within key neighborhoods. The data and stakeholder feedback recommend prioritizing implementation efforts in the Muskegon core (specifically the Nelson neighborhood), where socioeconomic vulnerability, transportation barriers, and future development activity are most concentrated. The following actions are intended to position the City to successfully attract and support a neighborhood-serving grocery concept.



SECTION 6

Appendix

Midwest Peers

Selection of Midwest Peer Communities

Ten Midwest cities were deemed comparable to Muskegon when comparing five major demographic figures.

		City Demographic Data					Percentage Difference From Muskegon					
City		Avg. Household Size	Total Population	Median Age	Median Household Income	Median House Value	Avg. Household Size	Total Population	Median Age	Median Household Income	Median House Value	Total % Difference
Muskegon City		2.25	37,490	39.2	\$46,428	\$133,999	-	-	-	-	-	-
1	Richmond City, IN	2.19	35,540	40.1	\$45,198	\$140,686	3%	5%	2%	3%	5%	18%
2	Marion City, OH	2.36	35,591	39.5	\$49,669	\$114,825	5%	5%	1%	7%	14%	32%
3	Mansfield City, OH	2.13	48,135	40.5	\$45,770	\$135,086	5%	28%	3%	1%	1%	39%
4	Lima City, OH	2.29	34,821	37.0	\$44,928	\$100,638	2%	7%	6%	3%	25%	43%
5	Euclid City, OH	2.10	49,359	41.8	\$49,816	\$136,370	7%	32%	7%	7%	2%	54%
6	Marion City, IN	2.19	27,701	38.4	\$46,140	\$103,044	3%	26%	2%	1%	23%	55%
7	Sandusky City, OH	2.13	24,377	40.1	\$48,392	\$119,951	5%	35%	2%	4%	10%	57%
8	Michigan City, IN	2.25	31,894	40.4	\$56,098	\$159,732	0%	15%	3%	21%	19%	58%
9	Austintown CDP, OH	2.10	29,142	44.0	\$49,674	\$148,372	7%	22%	12%	7%	11%	59%
10	Zanesville City, OH	2.22	24,959	40.0	\$41,525	\$150,616	1%	33%	2%	11%	12%	60%
	Massillon City, OH	2.27	31,882	42.3	\$57,242	\$153,600	1%	15%	8%	23%	15%	62%
	Springfield City, OH	2.27	58,620	39.3	\$48,039	\$132,382	1%	56%	0%	3%	1%	62%
	Warren City, OH	2.24	39,012	40.2	\$37,203	\$86,557	0%	4%	3%	20%	35%	62%
	Trotwood City, OH	2.23	22,634	42.6	\$49,065	\$144,271	1%	40%	9%	6%	8%	63%
	Barberton City, OH	2.20	24,329	42.9	\$52,660	\$138,877	2%	35%	9%	13%	4%	64%
	Steubenville City, OH	2.28	18,117	38.6	\$47,745	\$143,145	1%	52%	2%	3%	7%	64%
	Anderson City, IN	2.23	55,140	40.7	\$50,504	\$139,624	1%	47%	4%	9%	4%	65%
	Garfield Heights City, OH	2.41	28,982	39.6	\$56,490	\$109,008	7%	23%	1%	22%	19%	71%
	Alliance City, OH	2.27	21,191	38.5	\$57,816	\$126,749	1%	43%	2%	25%	5%	76%
	East Chicago City, IN	2.61	25,981	33.7	\$45,866	\$114,150	16%	31%	14%	1%	15%	77%

Source: ESRI

Michigan Peers

Selection of Michigan Peer Communities

Eight Michigan cities were determined to be strong comparable communities to Muskegon. Two of the top ten cities, Lincoln Park and Eastpointe, were removed from the final peer set because they are inner-ring Detroit suburbs that function within a fundamentally different metropolitan retail environment than Muskegon.

		City Demographic Data					Percentage Difference From Muskegon					
City		Avg. Household Size	Total Population	Median Age	Median Household Income	Median House Value	Avg. Household Size	Total Population	Median Age	Median Household Income	Median House Value	Total % Difference
Muskegon City		2.25	37,490	39.2	\$46,428	\$133,999	-	-	-	-	-	-
1	Port Huron City	2.24	28,391	39.5	\$50,166	\$155,412	0%	24%	1%	8%	16%	50%
2	Bay City	2.18	31,809	40.1	\$49,418	\$98,645	3%	15%	2%	6%	26%	53%
	Lincoln Park City	2.52	39,431	37.8	\$59,073	\$123,039	12%	5%	4%	27%	8%	56%
3	Jackson City	2.35	31,111	36.4	\$43,926	\$101,948	4%	17%	7%	5%	24%	58%
4	Adrian City	2.28	19,859	35.8	\$47,392	\$131,922	1%	47%	9%	2%	2%	61%
	Eastpointe City	2.58	34,400	38.5	\$62,744	\$132,534	15%	8%	2%	35%	1%	61%
5	Owosso City	2.28	14,446	39.2	\$48,403	\$127,475	1%	61%	0%	4%	5%	72%
6	Niles City	2.31	12,021	39.6	\$47,039	\$133,688	3%	68%	1%	1%	0%	73%
7	Battle Creek City	2.36	52,450	38.9	\$53,625	\$150,862	5%	40%	1%	16%	13%	74%
8	Burton City	2.32	29,234	41.6	\$57,973	\$160,596	3%	22%	6%	25%	20%	76%
	Roseville City	2.28	46,629	39.8	\$62,722	\$155,775	1%	24%	2%	35%	16%	79%
	Sault Ste. Marie City	2.14	12,930	37.0	\$51,156	\$135,314	5%	66%	6%	10%	1%	87%
	Coldwater City	2.62	13,886	38.4	\$49,295	\$125,385	16%	63%	2%	6%	6%	94%
	Saginaw City	2.33	42,946	36.6	\$40,344	\$58,200	4%	15%	7%	13%	57%	94%
	Cadillac City	2.25	10,489	40.1	\$52,445	\$145,668	0%	72%	2%	13%	9%	96%
	Wayne City	2.28	17,033	40.8	\$57,514	\$152,572	1%	55%	4%	24%	14%	98%
	Inkster City	2.49	25,545	35.5	\$42,346	\$80,435	11%	32%	9%	9%	40%	101%
	St. Louis City	2.34	6,968	38.2	\$50,526	\$125,978	4%	81%	3%	9%	6%	103%
	Pontiac City	2.42	62,319	35.2	\$46,597	\$108,382	8%	66%	10%	0%	19%	103%
	Escanaba City	2.09	12,244	43.9	\$40,982	\$123,368	7%	67%	12%	12%	8%	106%

Source: ESRI

Regional Benchmarks

Next Steps

The amount of retail necessary to satisfy the needs of consumers is subjective. This study does not make the qualitative judgement as to the appropriate level of retail within a community; however, it does quantitatively benchmark the retail footprint against comparable regions. This analysis compares the percentage difference in residents per retail establishment in the 15-min drive of downtown Muskegon to that of various, increasingly larger, regions. This analysis is just one way in which supply can be assessed, and it should not be used as the only indicator to assess the grocery market in Muskegon.

	Percentage Difference in People Per Establishment From Muskegon's 15-Min Drive Radius					
	Muskegon County	60-Min Drive Radius	120-Min Drive Radius	Michigan	United States	Average
All Retail	11%	6%	6%	5%	7%	7%
Furniture/Home Furnishing	16%	0%	15%	19%	0%	10%
Electronics/Appliances	29%	13%	17%	12%	3%	15%
Food & Beverage Retailers	88%	59%	59%	60%	74%	68%
Building Material/Garden Equip	-47%	-49%	-53%	-53%	-55%	-51%
Grocery Stores	1%	8%	-7%	-4%	-2%	-1%
Health/Personal Care	19%	31%	32%	17%	30%	26%
Gas Stations/Fuel Dealers	257%	306%	231%	191%	283%	253%
Clothing/Acc/Shoe/Jewelry	16%	-21%	-9%	-25%	-36%	-15%
Sports/Hobby/Book/Music	-62%	-62%	-64%	-63%	-59%	-62%
General Merchandise Businesses	10%	2%	5%	11%	9%	7%

Source: ESRI, Lightcast

Midwest Peers

City Limits

The amount of retail necessary to satisfy the needs of consumers is subjective. This study does not make the qualitative judgment as to the appropriate level of retail within a community; however, it does quantitatively benchmark the retail footprint against comparable Midwest cities. This analysis compares the percentage difference in residents per retail establishment within Muskegon city limits to that of similar Midwest cities. This analysis is just one way in which supply can be assessed, and it should not be used as the only indicator to assess the grocery market in Muskegon.

	Percentage Difference in People Per Establishment (Within City Limits)										
	Richmond City, IN	Marion City, OH	Mansfield City, OH	Lima City, OH	Euclid City, OH	Marion City, IN	Sandusky City, OH	Michigan City, IN	Austintown CDP, OH	Zanesville City, OH	Average
All Retail	-33%	65%	14%	-1%	77%	-25%	-15%	-41%	-7%	-48%	-1%
Furniture/Home Furnishing	-16%	659%	71%	148%	50%	18%	-13%	-15%	24%	-56%	87%
Electronics/Appliances	-43%	90%	10%	86%	163%	11%	-2%	-36%	-7%	100%	37%
Food & Beverage Retailers	98%	264%	85%	94%	59%	6%	66%	9%	38%	-4%	71%
Building Material/Garden Equip	-76%	-53%	-61%	-64%	-44%	-78%	-76%	-72%	-77%	-79%	-68%
Grocery Stores	-41%	-5%	-29%	-42%	32%	-59%	-19%	-47%	-70%	-52%	-33%
Health/Personal Care	-53%	3%	-21%	-43%	22%	-58%	6%	-59%	-33%	-77%	-31%
Gas Stations/Fuel Dealers	-13%	74%	41%	155%	45%	-42%	19%	-33%	7%	-39%	21%
Clothing/Acc/Shoe/Jewelry	-56%	280%	-4%	-30%	97%	-1%	56%	-62%	33%	-27%	29%
Sports/Hobby/Book/Music	2%	122%	80%	26%	246%	55%	1%	12%	92%	-33%	60%
General Merchandise Businesses	-17%	132%	9%	36%	93%	-10%	-32%	-68%	1%	-41%	10%

Source: ESRI, Lightcast

Midwest Peers

15-Min Drive Radius

The amount of retail necessary to satisfy the needs of consumers is subjective. This study does not make the qualitative judgement as to the appropriate level of retail within a community; however, it does quantitatively benchmark the retail footprint against comparable Midwest communities. This analysis compares the percentage difference in residents per retail establishment within Muskegon city limits to that of similar Midwest cities, each analyzed based on a similar 15-minute drive times from each city’s center. This analysis is just one way in which supply can be assessed, and it should not be used as the only indicator to assess the grocery market in Muskegon.

	Percentage Difference in People Per Establishment (15 Min Drive Times From City Center)										
	Richmond City, IN	Marion City, OH	Mansfield City, OH	Lima City, OH	Euclid City, OH	Marion City, IN	Sandusky City, OH	Michigan City, IN	Austintown CDP, OH	Zanesville City, OH	Average
All Retail	-17%	21%	1%	-18%	14%	2%	-31%	-27%	6%	-29%	-8%
Furniture/Home Furnishing	-16%	93%	-26%	40%	-8%	16%	-29%	-14%	5%	-43%	2%
Electronics/Appliances	-35%	153%	11%	-26%	-17%	37%	-28%	-27%	28%	18%	11%
Food & Beverage Retailers	72%	83%	59%	49%	72%	84%	29%	45%	86%	20%	60%
Building Material/Garden Equip	-60%	-51%	-48%	-53%	-51%	-67%	-70%	-58%	-60%	-64%	-58%
Grocery Stores	22%	-26%	-12%	-24%	-8%	4%	-19%	0%	-16%	-3%	-8%
Health/Personal Care	4%	25%	3%	-5%	38%	8%	-25%	-14%	33%	-42%	3%
Gas Stations/Fuel Dealers	196%	358%	439%	307%	300%	139%	207%	155%	169%	161%	243%
Clothing/Acc/Shoe/Jewelry	-42%	100%	-39%	-54%	-20%	11%	-51%	-50%	14%	7%	-13%
Sports/Hobby/Book/Music	-66%	-51%	-54%	-70%	-52%	-44%	-74%	-71%	-51%	-71%	-60%
General Merchandise Businesses	-21%	6%	-18%	-26%	15%	4%	-46%	-61%	-2%	-30%	-18%

Source: ESRI, Lightcast

Michigan Peers

City Limits

The amount of retail necessary to satisfy the needs of consumers is subjective. This study does not make the qualitative judgment as to the appropriate level of retail within a community; however, it does quantitatively benchmark the retail footprint against comparable Michigan cities. This analysis compares the percentage difference in residents per retail establishment within Muskegon city limits to that of similar Michigan cities. This analysis is just one way in which supply can be assessed, and it should not be used as the only indicator to assess the grocery market in Muskegon.

	Percentage Difference in People Per Establishment (Within City Limits)								
	Port Huron City, MI	Bay City, MI	Jackson City, MI	Adrian City, MI	Owosso City, MI	Niles City, MI	Battle Creek City, MI	Burton City, MI	Average
All Retail	-13%	-13%	-17%	-15%	-7%	-28%	-10%	-31%	-17%
Furniture/Home Furnishing	21%	36%	-5%	41%	54%	28%	60%	-11%	28%
Electronics/Appliances	-24%	-36%	-45%	6%	16%	-52%	110%	-22%	-6%
Food & Beverage Retailers	74%	117%	74%	205%	27%	-8%	130%	-22%	74%
Building Material/Garden Equip	-74%	-75%	-75%	-72%	-73%	-68%	-70%	-65%	-71%
Grocery Stores	26%	6%	107%	-56%	N/A	-20%	-42%	-51%	-4%
Health/Personal Care	-42%	0%	-28%	-43%	-17%	-17%	-55%	-54%	-32%
Gas Stations/Fuel Dealers	19%	133%	-24%	-3%	6%	-41%	28%	-46%	9%
Clothing/Acc/Shoe/Jewelry	-9%	-36%	-17%	-9%	16%	-4%	-24%	17%	-8%
Sports/Hobby/Book/Music	-6%	-40%	6%	-33%	1%	-33%	-10%	-22%	-17%
General Merchandise Businesses	4%	56%	7%	17%	-6%	-12%	-9%	-14%	5%

Source: ESRI, Lightcast

Michigan Peers

15-Min Drive Radius

The amount of retail necessary to satisfy the needs of consumers is subjective. This study does not make the qualitative judgment as to the appropriate level of retail within a community; however, it does quantitatively benchmark the retail footprint against comparable Michigan communities. This analysis compares the percentage difference in residents per retail establishment within Muskegon city limits to that of similar Michigan cities, each analyzed based on a similar 15-minute drive times from each city’s center. This analysis is just one way in which supply can be assessed, and it should not be used as the only indicator to assess the grocery market in Muskegon.

	Percentage Difference in People Per Establishment (15 Min Drive Times From City Center)								
	Port Huron	Bay City	Jackson	Adrian	Owosso	Niles	Battle Creek	Burton	Average
All Retail	-25%	-9%	-10%	4%	-14%	20%	-8%	-6%	-6%
Furniture/Home Furnishing	2%	1%	15%	41%	9%	63%	111%	35%	35%
Electronics/Appliances	-45%	-7%	-24%	7%	25%	7%	55%	0%	2%
Food & Beverage Retailers	19%	66%	68%	55%	21%	35%	73%	53%	49%
Building Material/Garden Equip	-67%	-63%	-62%	-39%	-66%	-30%	-60%	-57%	-56%
Grocery Stores	-20%	-23%	3%	-12%	-43%	101%	-29%	-27%	-6%
Health/Personal Care	-34%	18%	5%	6%	0%	123%	-16%	-2%	13%
Gas Stations/Fuel Dealers	138%	223%	165%	288%	122%	254%	184%	151%	191%
Clothing/Acc/Shoe/Jewelry	-24%	-2%	-11%	4%	51%	3%	-10%	-7%	1%
Sports/Hobby/Book/Music	-71%	-75%	-65%	-71%	-65%	-59%	-72%	-68%	-68%
General Merchandise Businesses	-25%	36%	-16%	2%	-17%	19%	-23%	7%	-2%

Source: ESRI, Lightcast

Forecasted Grocery Demand Detail

Grocer Sales Per Square Foot Data

Store	Item	Amount
Sprouts Farmers Market	2025 FY Sales ¹	\$6,561,396,500
	# of Stores	477
	Sales per Store	\$13,755,548
	Average Building SF	27,237
	Average Sales PSF	\$505.03
Weis Markets	2025 FY Sales	\$4,939,373,000
	# of Stores	202
	Sales per Store	\$24,452,342
	Average Building SF	49,470
	Average Sales PSF	\$494.28
Grocery Outlet Holding Corp.	2025 FY Sales	\$4,688,759,000
	# of Stores	570
	Sales per Store	\$8,225,893
	Average Building SF	13,600
	Average Sales PSF	\$604.85
Ingles Markets	2025 FY Sales	\$5,334,000,000
	# of Stores	194
	Sales per Store	\$27,494,845
	Average Building SF	57,411
	Average Sales PSF	\$478.91
Natural Grocers	2025 FY Sales	\$1,330,836,000
	# of Stores	169
	Sales per Store	\$7,874,769
	Average Building SF	11,000
	Average Sales PSF	\$715.89

1 – Ecommerce sales removed from total sales

Grocer Sales Per Square Foot Data Continued

Store	Item	Amount
Kroger	2025 FY Sales ¹	\$119,712,000,000
	# of Stores	2,697
	Sales per Store	\$44,387,097
	Average Building SF	66,741
	Average Sales PSF	\$665.07
Walmart	2025 FY Sales	\$482,975,000,000
	# of Stores	4,611
	Sales per Store	\$104,744,090
	Average Building SF	151,594
	Average Sales PSF	\$690.95

Variable Sources

Variable	Source
Population	ESRI
Number of Households	ESRI
Per Capita Income	ESRI
Total Income	Population x Per Capita Income
Total Grocery Store Demand	ESRI
Percent of Income Spent on Groceries	Total Grocery Store Demand / Total Income
Market Capture Percent	PMR assumption based on survey results and market data
Estimated Sales	Total Grocery Store Demand x Market Capture Percent
Average Sales PSF	See Table to Right
Implied Grocery SF Need	Estimated Sales / Average Sales Per SF

Source: Grocers 10-K filings



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