

Downtown Missoula, Montana

Retail Market Analysis



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Downtown Missoula Partnership

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Introduction



Figure 1: Downtown Missoula is nestled along the Clark Fork River at the convergence of five mountain ranges.

Executive Summary

This study finds that downtown Missoula can presently support up to 100,800 additional square feet (sf) of retail and restaurant development, generating as much as \$40 million in new sales by 2024. This new retail could include 70,000 sf of new retail stores and 30,000 sf of additional restaurant space equating to 25-40 new businesses. Alternatively, this growth could also be absorbed by existing businesses through expansion or broadened marketing and operations.

Although the downtown is the Missoula's historical and cultural center, it only captures nine percent of the greater region's total non-automotive sales. If the potential \$40 million growth in retail sales is achieved, this expansion would increase the downtown's retail market share to 11 percent, representing a 23 percent increase in the downtown's overall 2019 retail sales. In the 1950's, prior to the opening of many suburban shopping centers, the downtown included numerous regional department stores and likely produced over 60% of the region's retail sales.

This study also finds that downtown Missoula's primary trade area has a population of 101,200 people, increasing under current trends to 107,800 people by 2024. Median household income in the primary trade area is \$47,700, which is slightly lower than the state average. Housing slightly favors owner-occupied units, which comprise 48.9 percent of all housing, compared to 46.2 percent renter-occupied households; the vacancy rate is 4.9 percent. The primary trade area has a labor base of nearly 67,000 employees.

Table 1: 2019 & 2024 Additional Supportable Retail

Retail Category	Est. 2019 Supportable SF	Est. 2019 Retail Sales	Est. 2024 Retail Sales
Retail			
Apparel Stores	3,900 sf	\$1,370,000	\$1,440,000
Department Store Merchandise	23,100 sf	\$8,780,000	\$9,240,000
Electronics & Appliance Stores	1,700 sf	\$700,000	\$730,000
Florists	1,100 sf	\$300,000	\$310,000
Furniture Stores	3,800 sf	\$1,220,000	\$1,270,000
General Merchandise Stores	1,700 sf	\$650,000	\$680,000
Hardware	3,000 sf	\$900,000	\$950,000
Home Furnishings Stores	1,400 sf	\$460,000	\$480,000
Jewelry Stores	2,700 sf	\$1,120,000	\$1,170,000
Lawn & Garden Supply Stores	1,500 sf	\$440,000	\$470,000
Gift Stores	6,500 sf	\$2,110,000	\$2,210,000
Pharmacy	9,800 sf	\$3,580,000	\$3,770,000
Specialty Foods	4,600 sf	\$1,630,000	\$1,730,000
Sporting Goods & Hobby Stores	5,400 sf	\$1,760,000	\$1,840,000
Retailer Totals	70,200 sf	\$25,020,000	\$26,290,000
Restaurants			
Full-Service Restaurants	12,200 sf	\$6,710,000	\$7,080,000
Limited-Service Eating Places	14,400 sf	\$4,900,000	\$5,110,000
Special Food Services	4,000 sf	\$1,460,000	\$1,540,000
Restaurant Totals	30,600 sf	\$13,070,000	\$13,730,000
Retail & Restaurant Totals	100,800 sf	\$38,090,000	\$40,020,000

Table 1: The leading supportable retail categories are department store merchandise, limited-service eating places, full-service restaurants and pharmacy.

Background

Gibbs Planning Group, Inc. (GPG) has been retained by the Downtown Missoula Partnership to conduct a retail feasibility analysis to determine how much and what types of additional retail and restaurants (if any) are supportable in its downtown through 2024. This research is being conducted in conjunction with the 2018-2019 Downtown Missoula Master Plan Update being led by Dover, Kohl & Partners.

GPG addressed the following issues in this study:

- What is the existing and planned retail market in the downtown and surrounding areas?
- What are the existing and potential trade areas for downtown Missoula?
- What are the population, demographic and lifestyle characteristics in the primary trade area, currently and projected for 2024?
- What is the current and projected growth for retail expenditures in the primary trade area, now and in 2024?

- How much additional retail square footage is supportable in downtown Missoula and what retail uses may seek to deploy a new business there?
- What retail sales volumes can potentially be achieved in the downtown by these new businesses.

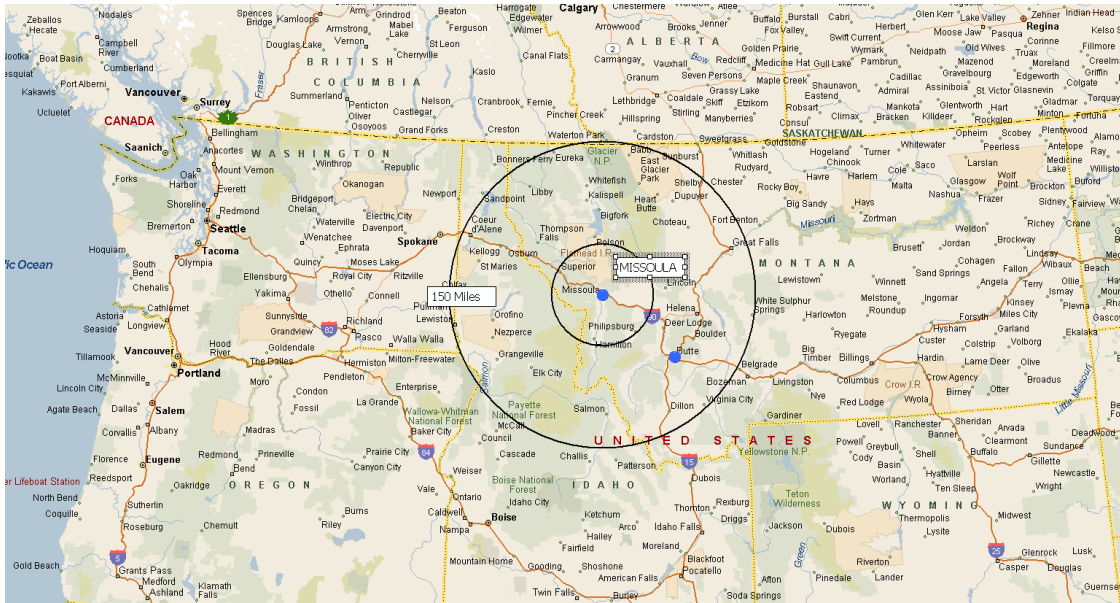


Figure 2: Missoula is located in a western Montana, approximately 150 miles east of Spokane, Washington.

Methodology

To address the above issues, GPG defined existing and potential trade areas that would serve the retail in the study area based on geographic and topographic considerations, traffic access/flow in the area, relative retail strengths and weaknesses of the competition, concentrations of daytime employment and the retail gravitation in the market, as well as our experience defining trade areas for similar markets. Population, consumer expenditure and demographic characteristics of trade area residents were collected by census tracts from the U.S. Bureau of the Census, U.S. Bureau of Labor Statistics and Esri (Environmental Systems Research Institute).

Finally, based on the projected consumer expenditure capture (demand) in the primary trade area of the gross consumer expenditure by retail category, less the current existing retail sales (supply) by retail category, GPG projects the potential net consumer expenditure (gap) available to support existing and new development. The projected net consumer expenditure capture is based on household expenditure and demographic characteristics of the trade areas, existing and planned retail competition, traffic and retail gravitational patterns and GPG’s qualitative assessment of downtown Missoula. Net potential captured consumer expenditure (gap) is equated to potential retail development square footage, with the help of retail sales per square foot data provided by Dollars and Cents of Shopping Centers (Urban Land Institute and International Council of Shopping Centers), qualitatively adjusted to fit the urbanism and demographics of the study area.

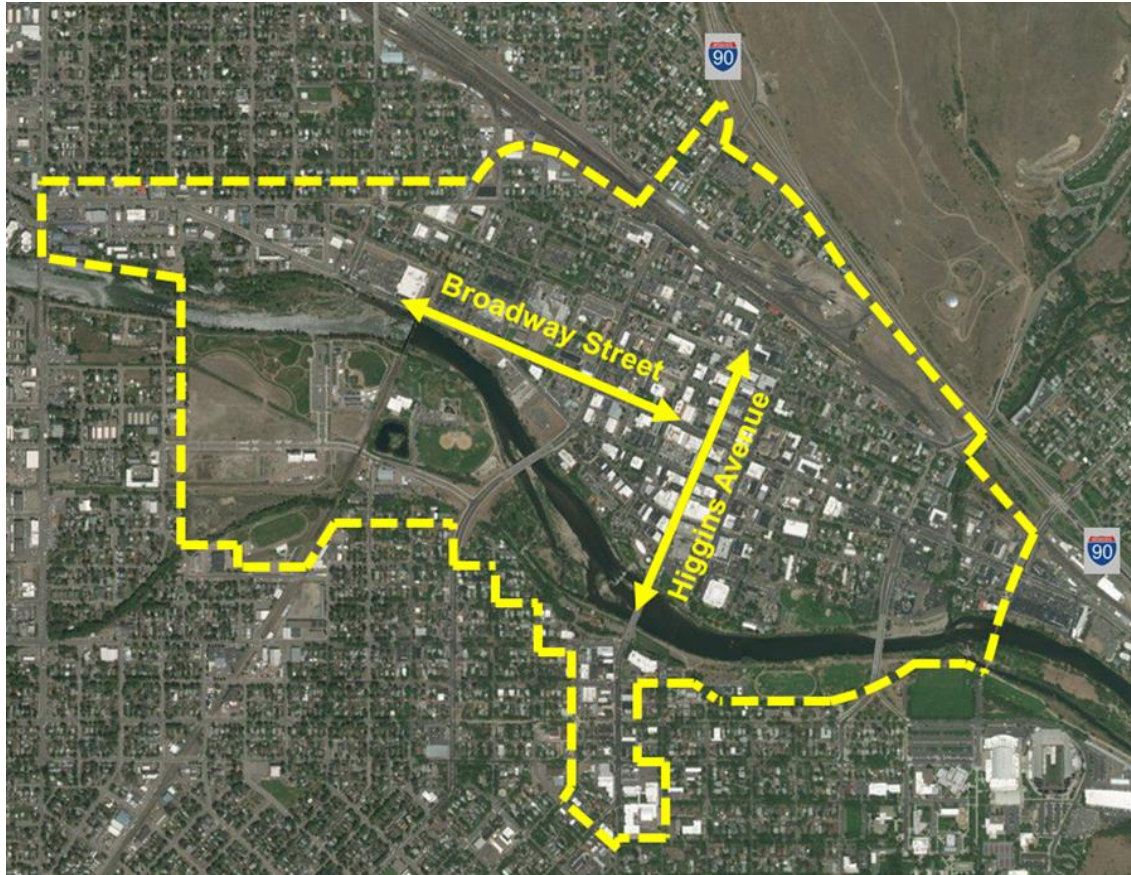


Figure 3: Aerial photo of downtown Missoula master plan study area.

For the purposes of this study, GPG has assumed the following:

- Other major community retail centers may be planned or proposed, but only the existing retail is considered for this study. The quality of the existing retail trade in the study area is projected to remain constant. Gains in future average retail sales per sf reflect higher sales per sf in newly developed retail and selected increases in sales per sf by individual retail categories.
- No major regional retail centers will be developed within the trade area of this analysis through 2024 for the purposes of this study.
- The region's economy will continue at normal or above normal ranges of employment, inflation, retail demand and growth.
- The study area is properly zoned to support infill and redevelopment projects with current and innovative standards, and the existing infrastructure (water, sewer, arterial roadways, etc.) can support additional commercial development.
- Annual population growth for the primary trade area is estimated to be 1.26 percent from 2019 to 2024.
- Employment distribution is projected to remain constant, without a spike or decline in employment by NAICS categories.

- The projected lease and vacancy rate model is based on our proprietary econometric model of the relationship between changes in employment and changes in vacancy and lease rates. Data was gathered from the U.S. Census Bureau, Esri, CBRE and local brokerage services.
- Any new construction in the study area will be planned, designed, built and managed to the best practices of the American Institute of Architects, American Planning Association, American Society of Landscape Architects, Congress for New Urbanism, International Council of Shopping Centers and The Urban Land Institute.
- Leasing, development, building design, signage, management, marketing, etc. for new development projects or businesses will meet or exceed the industry standards.



Figure 4: Downtown Missoula features a myriad of beautiful historical buildings such as the Higgins Block (on the left) and the Studebaker Building (on the right)

Trade Area

Based on GPG’s analysis of the existing the Missoula region’s retail hubs, population clusters, highway access, and the retail gravitation in the market, as well as our experience defining trade areas for similar communities in other markets, this study estimates that consumers in the downtown’s primary trade area generate demand for approximately 55-65 percent of its retailers and restaurant sales. This potential will continue to increase over the next five years, sustained by on-site residential development and average annual household income growth of 3.10 percent.

The primary trade area is the consumer market where the study area has a significant competitive advantage because of access, design, lack of quality competition and traffic and commute patterns. This competitive advantage equates to a potential windfall in the capture of consumer expenditure by the retailers in the study area. GPG defined a primary trade area by topography, vehicular access, strength of retail competition and residential growth patterns instead of standardized “drive-times.” Consumers inside the primary trade area will account for up to 60 to 70 percent of the total sales captured by retailers in downtown Missoula.

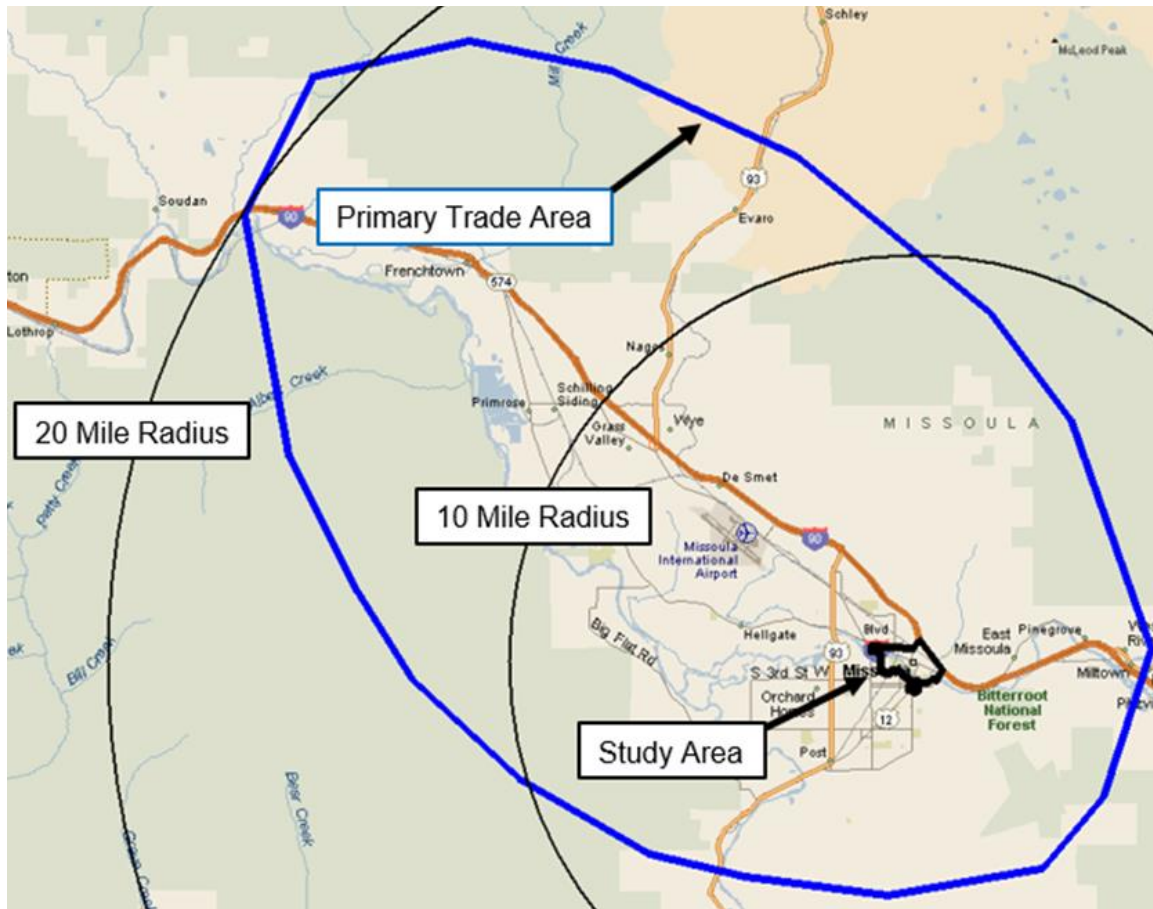


Figure 5: Downtown Missoula's primary trade area encompasses approximately 336-square-miles and extends 20 miles to the northwest.

The following borders approximately delineate the downtown's primary trade area:

- North - the confluence of Beer Creek and Mill Creek
- South - Haugan Drive & the northernmost point of Inez Gulch Road
- East - Cowboy Trail Road & Bootlegger Trail
- West - Coral Creek Road & View Crest Drive

Furthermore, an immediate trade area (Figure 5) was established to differentiate the characteristics of those living closest to the study area. These residents comprise 35 percent of the primary trade area population, and due to their proximity are likely to visit downtown Missoula more frequently for a wider variety of goods and services. This group of patrons reside in Lower Rattlesnake, Upper Rattlesnake, East Missoula, the Riverfront, downtown, and parts of the University District, Rose Park, Franklin to the Fort, River Road, Westside and Northside; the farthest living less than 4 miles from downtown Missoula retailers.

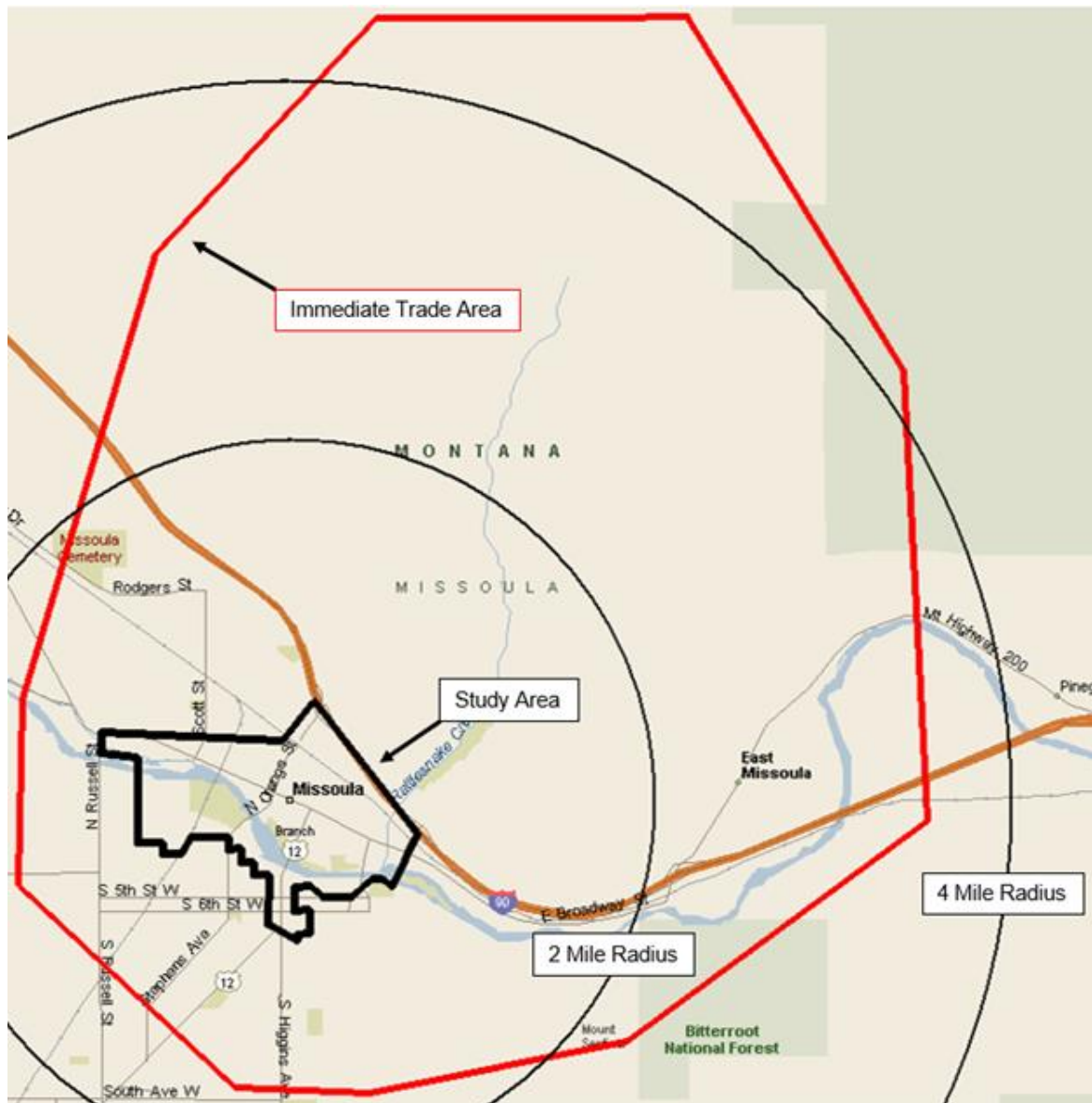


Figure 6: The immediate trade area (outlined in red) identifies those residents who will shop in downtown Missoula most frequently due to their proximity and ease of access.

Lastly, the secondary or community trade area (Figure 6) extends in all directions to include residents and workers who because of convenient access may currently or in the future contribute expenditure to downtown Missoula retailers. The boundaries of the secondary trade area extend north to the Pablo Reservoir and Piper Lake, east to Mollet Road and Sorenson Lane, south to Mud Lake, Elk View Lane and Canyon Lake, and west to the Clearwater National Forest and Shaw Gulch Road. Residents who live in the secondary, but not within the primary, trade area will shop at downtown Missoula retailers frequently, but the area will not be their primary shopping destination. Consumer expenditure by these residents will account for 10 to 20 percent of retail sales.

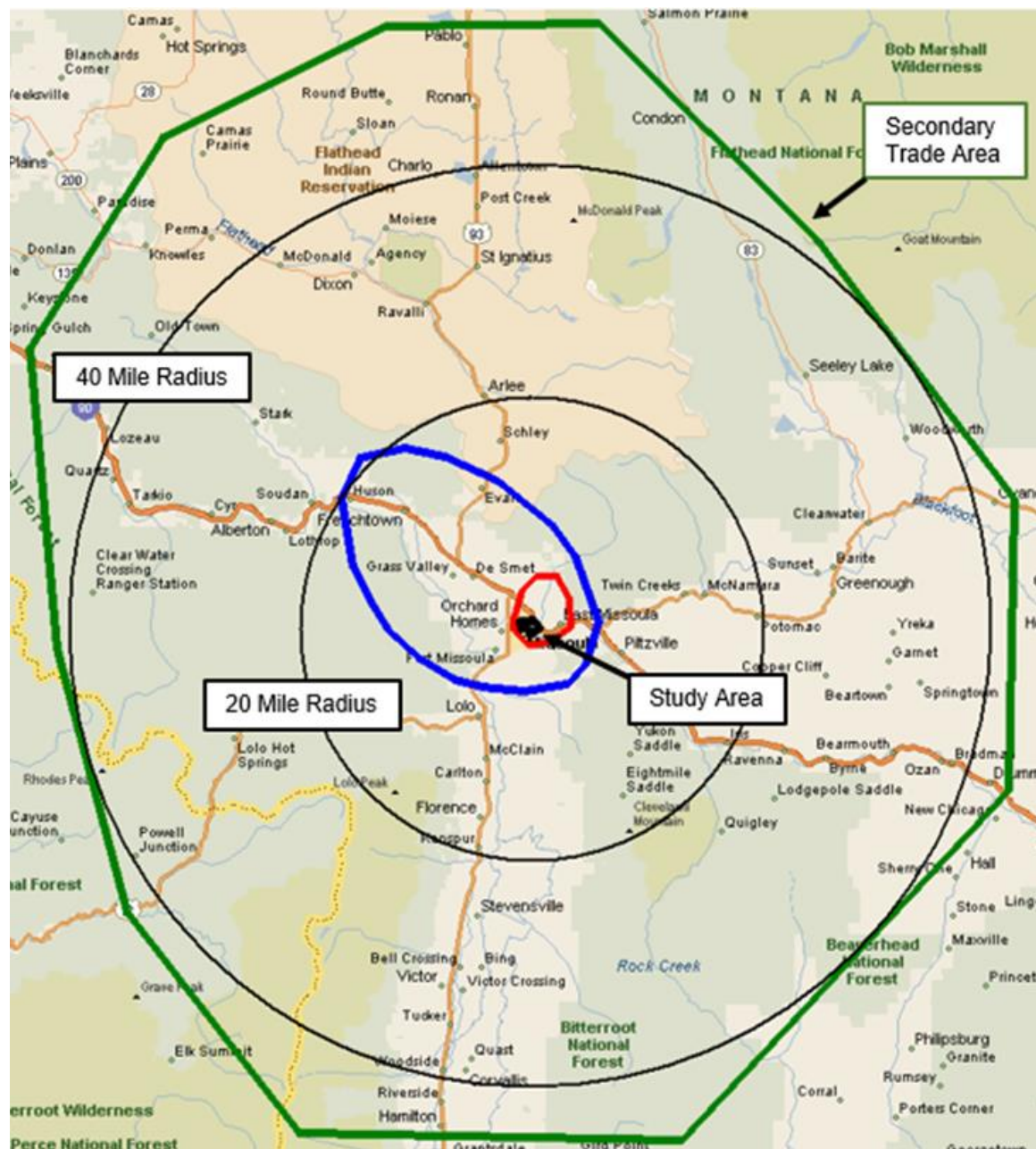


Figure 7: The secondary trade area is shown above outlined in green. Secondary trade area residents can conveniently reach the study area, but it will not be their preferred shopping destination.

Demographic Characteristics

Using data from Esri (Environmental Systems Research Institute) and the U.S. Census Bureau, GPG obtained the most recent population and demographic characteristics (2019), and those projected for 2024 for the defined trade areas, State of Montana and the United States.

The primary trade area has an estimated 2019 population of 101,200 people, which will increase at an annual rate of 1.26 percent to 107,800 by 2024. This population growth rate is higher than that for the secondary trade area, State of Montana and country generally. The number of households in the primary trade area will increase from 43,100 to 46,000, holding 2.27 people per

household. Median household income is \$47,700 and is expected to increase to \$54,500 by 2024. Average household income in the primary trade area is \$67,200, while 29.8 percent of households earn over \$75,000 per year - lower than the state and national figures. Displaying higher levels of education than the state, 44.7 percent of residents over the age of 25 have earned a bachelor's degree or higher, compared to 31.5 percent for Montana. The median age is younger than the state at 34.6.

Table 2: Demographic Comparisons

Characteristics	Primary Trade Area	Secondary Trade Area	Montana	U.S.A.
2018 Population	101,200	175,100	1,068,900	330,088,700
2023 Population	107,800	185,500	1,123,300	343,954,700
2018-23 Projected Annual Growth Rate	1.26%	1.16%	1.00%	0.83%
2018 Households	43,100	72,800	441,600	124,110,000
2023 Households	46,000	77,200	463,800	129,076,000
2018-23 Projected Annual HH Growth Rate	1.33%	1.18%	0.99%	0.79%
Persons Per Household 2018	2.27	2.34	2.36	2.59
Median Age	34.6	38.5	41.0	38.3
2018 Median Household Income	\$47,700	\$48,300	\$50,800	\$58,100
2018 Average Household Income	\$67,200	\$66,600	\$69,900	\$83,700
2023 Median Household Income	\$54,500	\$53,500	\$55,700	\$65,700
2023 Average Household Income	\$78,300	\$76,600	\$80,300	\$96,100
% Households w. incomes \$75,000+	29.8%	29.5%	31.8%	39.6%
% Bachelor's Degree or higher	44.7%	37.5%	31.5%	31.8%

Table 2: This side-by-side table compares and contrasts the primary trade area demographic statistics with those of the secondary trade area, Montana and the United States of America.

The secondary trade area demonstrates a lower growth rate in households than that for the primary trade area, but a higher growth rate than that for the State of Montana and country generally. There are 175,100 residents increasing by 1.16 percent annually to 185,500 by 2024. This growth rate is also lower than the annual growth rate for the primary trade area, but higher than that for the State of Montana and country.

The number of households is 72,800, increasing to 77,200 by 2024. Median household income in the secondary trade area is \$48,300 and the average household income is \$66,600, both of which are slightly lower than the state's figures. Median household incomes are expected to increase to \$53,500 by 2024, while average household incomes will have grown by 15.2 percent to \$76,600. Educational attainment of a bachelor's degree or higher is at 37.5 percent and 29.5 percent of households earn more than \$75,000 annually. The median age is 38.5.

Approximately 95.1 percent of primary trade area homes are occupied, and the median home value is estimated to be \$267,000. Of all households, 48.9 percent are owner-occupied, a number that has decreased 3.9 percent since 2011 and is expected to increase to 50.5 percent by 2024.

Renter-occupied households have increased from 42.1 percent in 2011 to 46.2 percent in 2019 and are expected to slightly decrease to 44.8 percent by 2024.

The vacancy rate has decreased slightly from 2011 through 2019, from 5.1 percent to 4.9 percent, and is expected to continue to drop to 4.7 percent by 2024. The percentage of housing units valued at over \$200,000 is expected to increase from 76.7 percent to 84.4 percent - coinciding with an increase in the median home value to \$296,300 by 2024.

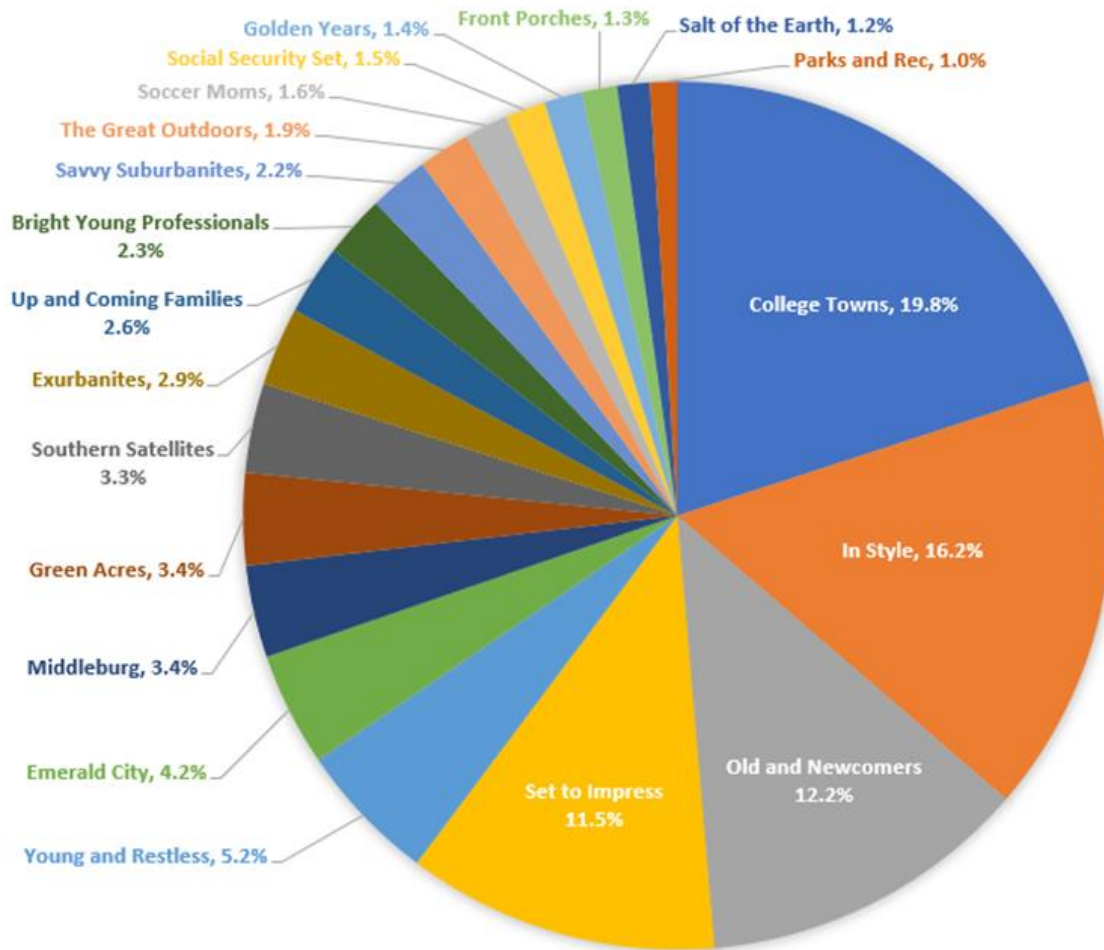


Figure 8: The relative proportions of the Tapestry Lifestyle segments found in the primary trade area.

Tapestry Lifestyles

Esri has developed Tapestry Lifestyles, which is an attempt to create 65 classifications, or lifestyle segments, that help determine purchasing patterns. These segments are broken down to the U.S. Census Block Group level and used by many national retailers to help determine future potential locations. The following Table 3 details the Tapestry Lifestyles found in the primary trade area.

Table 3: Tapestry Lifestyles

Lifestyle	Trade Area Statistics	Short Description
 <p>College Towns</p>	<p>Population 15,200</p> <p>Households 8,500</p> <p>Median HH Income \$32,200</p> <p>19.8% Primary Trade Area Households Market Share</p> <p>1.0% National Households Market Share</p>	<p>About half the residents of <i>College Towns</i> are enrolled in college, while the rest work for a college or the services that support it. Students have busy schedules but make time between studying and part-time jobs for socializing and sports. Students that are new to managing their own finances tend to make impulse buys and splurge on the latest fashions. This digitally engaged group uses computers and cell phones for all aspects of life including shopping, school work, news, social media, and entertainment. College Towns are all about new experiences, and residents seek out variety and adventure in their lives.</p>
 <p>In Style</p>	<p>Population 15,900</p> <p>Households 7,000</p> <p>Median HH Income \$73,000</p> <p>16.2% Primary Trade Area Household Market Share</p> <p>2.2% National Market Share</p>	<p><i>In Style</i> denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.</p>
 <p>Old and Newcomers</p>	<p>Population 9,300</p> <p>Households 5,300</p> <p>Median HH Income \$44,900</p> <p>12.2% Primary Trade Area Households Market Share</p> <p>2.3% National Households Market Share</p>	<p>This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. <i>Old and Newcomers</i> is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.</p>



Lifestyle	Trade Area Statistics	Short Description
 <p>Set to Impress</p>	<p>Population 8,400</p> <p>Households 4,900</p> <p>Median HH Income \$32,800</p> <p>11.5% Primary Trade Area Households Market Share</p> <p>1.4% National Households Market Share</p>	<p><i>Set to Impress</i> is depicted by medium to large multiunit apartments with lower than average rents. These apartments are often nestled into neighborhoods with other businesses or single-family housing. Nearly one in three residents is 20 to 34 years old, and over half of the homes are single person and nonfamily households. Although many residents live alone, they preserve close connections with their family. Income levels are low; many work in food service while they are attending college. This group is always looking for a deal. They are very conscious of their image and seek to bolster their status with the latest fashion. <i>Set to Impress</i> residents are tapped into popular music and the local music scene.</p>
 <p>Young and Restless</p>	<p>Population 3,700</p> <p>Households 2,200</p> <p>Median HH Income \$40,500</p> <p>5.2% Primary Trade Area Households Market Share</p> <p>1.7% National Market Share</p>	<p>Gen Y comes of age: Well-educated young workers, some of whom are still completing their education, are employed in professional/technical occupations, as well as sales and office/administrative support roles. These residents are not established yet but striving to get ahead and improve themselves. This market ranks in the top 5 for renters, movers, college enrollment, and labor force participation rate. Almost 1 in 5 residents move each year. More than half of all householders are under the age of 35, the majority living alone or in shared nonfamily dwellings. Median household income is still below the US. Smartphones are a way of life, and they use the Internet extensively. <i>Young and Restless</i> consumers are diverse, favoring densely populated neighborhoods in large metropolitan areas; over 50% are located in the South (almost a fifth in Texas), with the rest chiefly in the West and Midwest.</p>

Table 3: The top five Tapestry Lifestyle groups profiled above portray a mostly young population, in school or at the beginning of their careers.

The primary trade area’s most prominent lifestyle group is “*College Towns*,” which represent 19.8 percent of households. About half the residents of *College Towns* are enrolled in college, while the rest work for a college or the services that support the institution. The average household size is 2.14, and most households are composed of nonfamily households of students living alone or with roommates for the first time.

The limited incomes of *College Towns* residents result in thrifty purchases. They prefer environmentally friendly products and vehicles that get good gas mileage. This group uses the internet for social media connections, blogging, paying bills, downloading music and searching for jobs. Although they prefer to watch movies and TV programs online, they do watch some TV like MTV2, ESPNNews, ESPN2 and Comedy Central. *College Towns* residents do not eat the healthiest foods, nor do they see a doctor regularly. In general, this group enjoy backpacking, Pilates, frisbee, going out to the movies and drinks.

Residents in this group primarily live in a mix of student housing, dorms and low rent apartments. They are significantly below the national percentage of home ownership; 24.6 percent own a home compared to 62.7 percent in the US. The median household income of \$32,200 is also much lower than the U.S. median of \$56,100. Their median net worth is only \$11,600, which is significantly lower than the US median of \$93,300. Not surprisingly, this group has a young median age of 24.5 (while the US median is 38.2 years of age). In terms of occupation, office and administrative support employs the most workers in this group followed by sales and sales-related.



Figure 9: Conflux Brewing Company (on left) and La Belle Vita (on right) are two of the many restaurants and boutique retailers in downtown Missoula.

Employment Base

The employment picture found in the primary trade area reflects a concentrated services and retail trade sector foundation, comprising 70.5 percent of total employment.

Table 4: Employment Comparison by Sector (SIC)

Sector	Primary Trade Area	Secondary Trade Area	Montana	U.S.A.
Agriculture and Mining	1.2%	1.6%	2.9%	1.5%
Construction	3.9%	3.9%	4.8%	4.0%
Manufacturing	3.6%	4.0%	3.6%	8.3%
Transportation	3.1%	2.8%	2.7%	2.9%
Communication	1.6%	1.4%	1.1%	1.0%
Utility	0.5%	0.7%	0.7%	0.6%
Wholesale Trade	3.4%	3.3%	3.5%	4.4%
Retail Trade	23.2%	22.8%	20.3%	20.6%
Finance, Insurance & Real Estate	5.9%	5.9%	5.1%	6.6%
Services	47.3%	45.5%	44.3%	43.0%
Government	6.2%	7.8%	10.5%	6.6%
Unclassified	0.1%	0.2%	0.7%	0.3%

Table 4: Services and Retail Trade comprise the bulk of primary trade area employment.

As shown in Table 4 above, the services sector employs the largest percentage (47.3 percent) of people in the primary trade area. This proportion of primary trade area workers engaged in the

services sector is slightly higher than that for the secondary trade area, state and country. Within the primary trade area's services sector, the largest percentage (16.3 percent of total employment in the primary trade area) work in other services, followed by 15.4 percent in health services and 7.9 percent in educational institutions and libraries.

Table 5: Drive Time and Trade Area Employment by Industry Sector

Employment Sector	5-Minute Drive Time	10-Minute Drive Time	Primary Trade Area
Agriculture & Mining	50	300	800
Construction	200	1,700	2,600
Manufacturing	500	1,900	2,400
Transportation	400	1,400	2,100
Communication	100	900	1,100
Utility	70	300	300
Wholesale Trade	400	1,800	2,300
Retail Trade	3,400	11,100	15,500
Home Improvement	60	800	1,000
General Merchandise Stores	40	800	1,200
Food Stores	600	1,400	1,800
Auto Dealers, Gas Stations, Auto Aftermarket	200	1,400	2,200
Apparel & Accessory Stores	100	400	500
Furniture & Home Furnishings	100	600	700
Eating & Drinking Places	1,700	4,700	5,800
Miscellaneous Retail	600	1,900	2,300
Finance, Insurance & Real Estate	1,200	3,400	3,900
Banks, Savings, & Lending Institutions	300	900	1,000
Securities Brokers	200	300	300
Insurance Carriers & Agents	300	900	1,100
Real Estate, Holding, Other Investment Offices	400	1,300	1,500
Services	10,900	22,600	31,800
Hotels & Lodging	500	900	1,300
Automotive Services	100	700	1,000
Motion Pictures & Amusements	500	1,200	1,900
Health Services	5,300	7,400	10,300
Legal Services	800	1,100	1,100
Education Institutions & Libraries	700	2,900	5,300
Other Services	3,000	8,400	10,900
Government	2,300	3,200	4,100
Unclassified Establishments	50	50	60
Total Employment	19,570	48,650	66,960

Table 5: Downtown Missoula can capture daytime expenditure from workers within a 10-minute drive time by offering a convenient collection of restaurants and shops.

As the second leading category of employment, retail workers account for 23.2 percent of employment within the primary trade area. Within this category, eating & drinking places is the leading subcategory of employment comprising 8.7 percent of total employment, followed by auto dealers, gas stations, auto aftermarket (3.4 percent), and miscellaneous retail (3.4 percent). The fact that retail is the second largest employment sector in downtown Missoula's primary trade

area does not necessarily mean that there is an oversupply of retail in the area; the size and scale of retailers may require a significant number of workers, but this is not indicative of how well these retailers are supplying goods and services to the surrounding community.

Daytime employment plays a large role in supporting retail. The primary trade area is estimated to have 66,960 employees; an estimated 20,000 of them are office employees who are known to expend at much higher rates, often eating out for lunch and shopping on the way to and from work. The mix of employees throughout the ten-minute drive time varies from the primary trade area most noticeably in the services industry sector, with an additional 9,200 employees within the primary trade area compared to the 10-minute drivetime.

Services, retail and finance, insurance & real estate employ the most people by industry inside the ten-minute drivetime with 22,600, 11,100 and 3,400 workers, respectively. With an estimated 48,650 workers within a ten-minute drive time, there appears to be many captive daytime consumers close to the study area,

Table 6: Ten Minute Drive-Time Worker Expenditure

Category	Weekly Expenditure	Annual Expenditure	Office Worker Expenditure	Non-Office Worker Expenditure	Total Expenditure
			15,200	33,400	
Prepared Food & Beverage					
Limited & Full-Service Restaurants	\$40	\$2,300	\$34,960,000	\$29,019,100	\$63,979,100
Drinking Places	\$20	\$900	\$13,680,000	\$11,355,300	\$25,035,300
Retail Goods					
General Merchandise, Apparel, Home Furnishings, Electronics	\$70	\$3,600	\$54,720,000	\$45,421,200	\$100,141,200
Grocery	\$30	\$1,600	\$24,320,000	\$20,187,200	\$44,507,200
Convenience Items	\$20	\$1,000	\$15,200,000	\$12,617,000	\$27,817,000
Total	\$180	\$9,400	\$142,880,000	\$118,599,800	\$261,479,800

Table 6: Employees within ten minutes of the study site expend \$261.5 million dollars annually.

Consumer expenditure from daytime employment compliments that captured in the evenings and on weekends by households in the trade area. “*Office Worker Retail Spending in a Digital Age,*” published by the International Council of Shopping Centers in 2012, provides insight into the impact of office worker employment. Weekly office worker expenditure, adjusted for 2018 dollars, is estimated at \$180. Weekly non-office worker expenditure is estimated at 37 percent of office workers.

Non-office workers are estimated to have slightly less disposable income, to have multiple work locations including at home, and typically are on the road more during their workweek. Retail purchases (general merchandise, apparel, home furnishings, electronics, grocery and convenience items) make up the majority of the office worker dollars, at \$120 per week. Restaurant expenditures (full service, limited service and drinking places) account for the balance at \$40 per week. Annualized, each office worker expends \$9,400 before, during and after work.

The annual impact of an estimated 48,650 workers within ten minutes of downtown Missoula is \$261.5 million. This expenditure breaks down to include \$89.0 million in prepared food and beverage establishments, \$44.5 million in grocery purchases, \$100.1 million in retail sales and \$27.8 in convenience items. Catering to the daytime worker crowd with fast-casual restaurants, convenient on-street parking and extended evening hours may increase the worker expenditure captured by study area retailers.

Trade Area Characteristics

University of Montana



Figure 10: The University of Montana is the state's flagship public university and Missoula's largest employer.

Located just south of the study area in downtown Missoula, the University of Montana is a public research university with an enrollment of 11,000 students. It has a main campus and central campus, both of which are in Missoula. Its main campus spans 56 acres at the base of Mount Sentinel along the Clark Fork River and includes the park-like oval at the center of campus, more than 60 architecturally unique buildings and a 25,000-seat football stadium. Its south campus is 180-acres and features student housing, a golf course, a softball and soccer fields and an outdoor track facility. The University of Montana offers over 170 undergraduate and graduate academic programs and ranks fifth among American public universities in producing Rhodes Scholars.

Mercantile Hotel

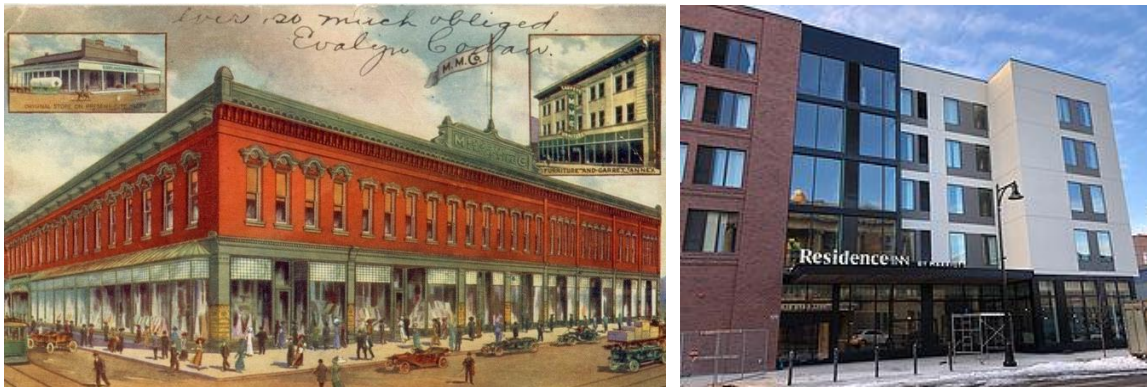


Figure 11: The Missoula Mercantile was once a bustling center of commerce (as pictured on left), but today has been redeveloped into a modern hotel (pictured on the right).

The new Mercantile Hotel (Marriott Residence Inn) was built on the former Missoula Merc department store site. For over 130 years, the Missoula Mercantile served as an anchor for the Missoula downtown business district. What started as a small log cabin trading post became one

of the largest retail and wholesale operations between Seattle and Minneapolis. Ultimately, Allied Stores Corporation bought the Missoula Mercantile in 1960, and the name of the department store changed over the years from Bon Marche to Bon to Bon-Macy's and finally to Macy's.

However, Macy's closed its doors in 2010, after which the site sat vacant until the Mercantile Hotel opened in February 2019. The new hotel has nearly 200 rooms and nine retail and restaurant spaces (totaling 24,000 sf). By summer 2019, the nine first floor commercial spaces will be occupied by Phanom Thai, Basal, Olive and Iron, Teton Tai and Camino, among others. Each hotel room will feature two large historic photographs of downtown Missoula or the old Mercantile building, and the lobby and public indoor alleyway called The Mews will have another 60 art pieces. Finally, the Mercantile Hotel has paid tribute to the Missoula Mercantile by retaining some physical elements of the old structure, including heavy timbers and wooden planks.

Old Sawmill District



Figure 12: *The Old Sawmill District is the largest redevelopment project in the City of Missoula's history.*

Located just southwest of the downtown core, the Old Sawmill District is being transformed from an abandoned industrial area into a mixed use, riverfront neighborhood. Presently, Phase 1 of construction has been completed. It includes Polley's Square and Cambium Place, which offer 142 new residences and approximately 30,000 sf of commercial space (which is completely occupied). Future phases of construction will consist of a 57 apartment (218 bed) student housing project, a 55+ active adult complex, a commercial retail/office campus to accommodate 1,000 employees, a boutique neighborhood inn, a mixed-use parking garage, and a residential area with townhomes, condominiums and cottages. In total, the project plan includes 600 to 700 residential units and 150,000 to 250,000 sf of commercial space and neighborhood retail.

Location

The primary trade area, which spans 335 square miles, includes all of Missoula, East Missoula, Wye and Frenchtown. At its nearest point, the primary trade area is approximately 90 miles west of Helena and 75 miles south of Kalispell. I-90 bisects the primary trade area, running from its northwest to southeast. US 93, the primary trade area's main north-south thoroughfare, enters the primary trade area in the south in the community of Lolo and in the north within the Flathead Indian Reservation. Much of the perimeter of the primary trade area is covered by the Lolo National Forest, and the Clark Fork River runs through the center of the trade area. Also, a relatively small section of the Flathead Indian Reservation is situated in the primary trade area's northern section. Lastly, the downtown has an impressive Walk Score of 95 (out of 100).



Figure 13: The primary trade area encompasses the entire City of Missoula (as shown on left) and the secondary trade area extends into picturesque mountain ranges (as shown on right).

The secondary trade area covers 6,280 square miles. From downtown Missoula, it stretches north for 50 miles, south for 45 miles, and east and west for 40 miles. Most of the secondary trade area consists of national forests, small towns and the Flathead Indian Reservation. The northern section of the secondary trade area is dominated by the Flathead Indian Reservation. The western and southern sections of the trade area largely consist of the Lolo National Forest, Nez Perce-Clearwater National Forest and Beaverhead National Forest. Finally, the secondary trade area’s eastern section is mostly comprised of numerous small census-designated places located along I-90 and MT-200.

Access

Regional linkage is strong in the primary trade area.

Table 7: Traffic Counts

Location	Traffic Count, AADT	Year
North Reserve Street at American Way	33,900	2017
Brooks Street at South Russell Street	27,200	2017
US-93 at Miller Creek Road	26,700	2017
West Broadway at Sherwood Street	24,700	2017
I-90 between Orange Int. & Van Buren Int.	24,600	2016
South Higgins Avenue at South 6 th Street East	21,700	2017
Russell Street at River Road	21,100	2017
Mullan Road at Clark Fork Lane	19,600	2017
Orange Street at 4 th Street	17,900	2017
East Broadway Street at Taylor Street	12,600	2017
Arthur Avenue at Eddy Avenue	10,600	2017
Van Buren at Poplar Street	8,600	2017

Table 7: The traffic chart shows the heaviest traffic on North Reserve Street and Brooks Street (source: Montana Department of Transportation).

US-93 (running north-south) connects the primary trade area to Kalispell to the north, while I-90 (running east-west) connects the primary trade area to Spokane and Butte. Furthermore, there are several local roads surrounding the downtown Missoula that make it easily accessible. Of these local roads, the most traffic enters downtown Missoula from the south via South Higgins

Avenue, from the west via West Broadway and from the east via East Broadway and Van Buren Street.

Traffic volumes seen in Table 7 confirm the routes with the best access, the main commuting routes of North Reserve Street and Brooks Street. With convenient road capacity, existing and future retailers will be exposed to a significant number of consumers; however, appropriate signage is necessary to guide patrons to their ultimate shopping destination.

Other Shopping Areas

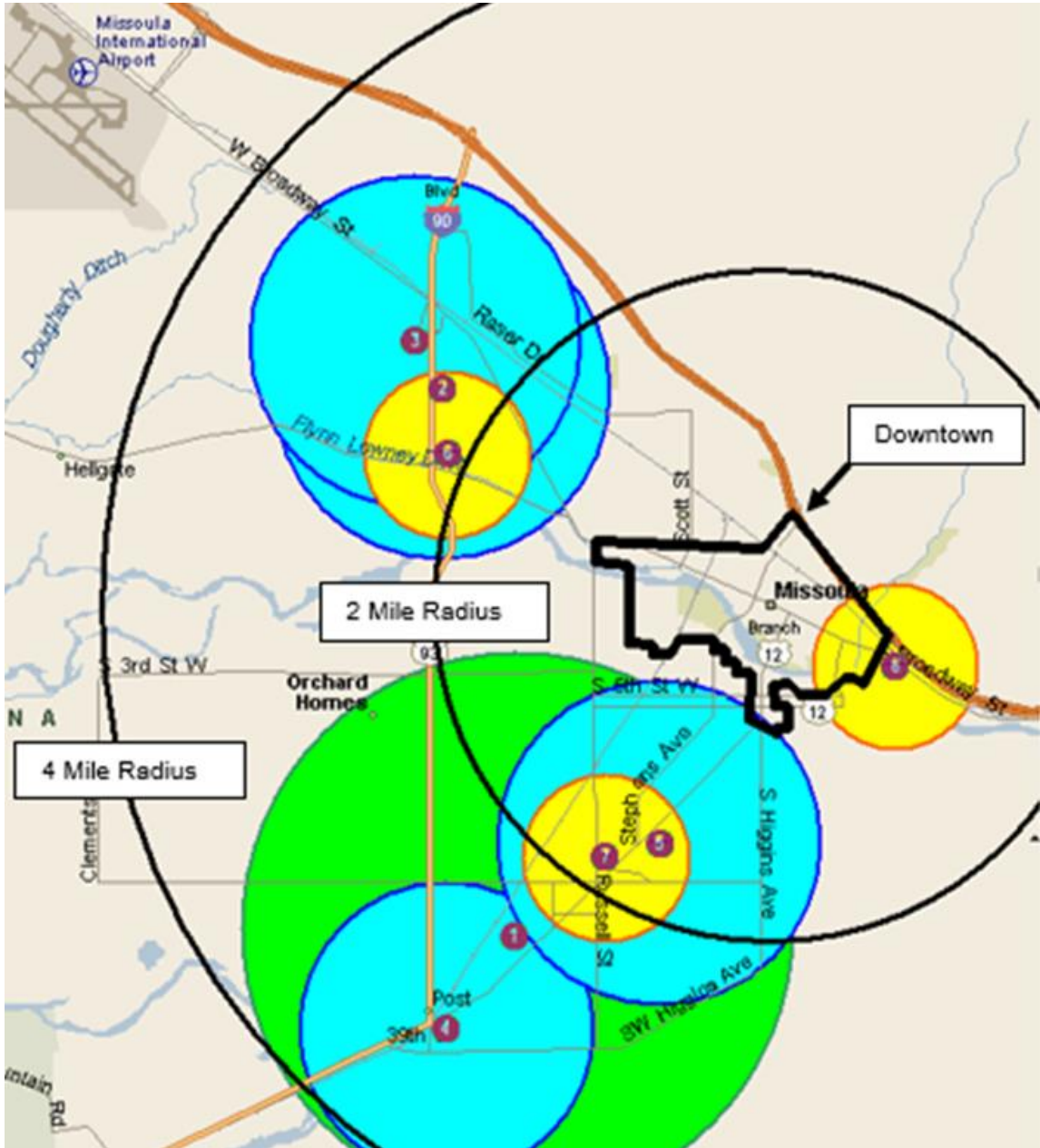


Figure 14. Map of the competing regional, power, community and neighborhood shopping centers.

Retail Center Name	Shopping Center Type	Retail Size (sf)	Distance to Study Area
Southgate Mall	Regional Center	680,000 sf	2.0 miles
North Centre I & II	Power Center	190,000 sf	1.5 miles
Grant Creek Town Center	Community Center	160,000 sf	1.5 miles
South Crossing	Community Center	150,000 sf	2.5 miles
Holiday Village	Community Center	130,000 sf	1.0 miles
Northgate Plaza	Neighborhood Center	120,000 sf	1.0 miles
Tremper's Shopping Center	Neighborhood Center	100,000 sf	1.5 miles
Eastgate Shopping Center	Neighborhood Center	90,000 sf	<1 mile

Table 8: Table of the competing regional, power, community and neighborhood shopping centers.

1. Southgate Mall



Figure 15: Last year, Lucky's Market (an organic and specialty grocery store) and a state-of-the-art AMC Theatre both opened at the Southgate Mall.

At 680,000 sf, the Southgate Mall is the largest enclosed shopping center in Western Montana. It was developed in 1978 by George Lambros, and was originally anchored by Hart-Albin, Hennessy's, Nordstrom and Sears. Today, the anchor tenants at the Southgate Mall include; Dillard's, J.C. Penney, Lucky's Market and a nine-screen dine-in AMC Theatres. Additionally, this shopping center is home to more than 80 national and local retail, dining and entertainment options, including; American Eagle Outfitters, Chico's, Hollister, Victoria's Secret, Bed Bath & Beyond, Maurices, Red Robin, Bob's Pizza Plus, Caffe Dolce and Mustard Seed and Red Robin.

Besides AMC Theatre and Lucky's Market, tenants at the Southgate Mall that have opened, remodeled or expanded locations over the past 24 months include; Athleta, Bath & Body Works, Gap and Gap Kids, H&M, Lane Bryant, PINK, Victoria's Secret and White Barn. Furthermore, the Southgate Mall hosts more than 25 events a year, such as; the Missoula Fireworks Show, the University of Montana Homecoming Kickoff, Ladies Night and KidX Club Events.

In May 2018, the Southgate Mall was purchased by Ohio-based Washington Prime Group Inc. for \$58 million. Its new owners plan on transitioning the mall into a mixed-use town center. Southgate Mall currently attracts roughly 6 million annual visitors and it is located approximately 2.0 miles southwest of the study area.

2. North Centre I & II

North Centre I & II are located adjacent to each other along North Reserve Street. North Centre I was built in 1996 and North Centre II in 1998. They are both owned by Gateway Limited Partnership, which also owns Northgate Plaza. Together, these two centers feature 190,000 sf of retail space. North Centre I is occupied by Barnes & Noble, Best Buy and Planet Fitness. North Centre II is home to Pier I Imports, Michaels and Petsmart. North Centre I & II are both located 1.5 miles northwest of the study area.

3. Grant Creek Town Center



Figure 16: The Largest retailers (in terms of square footage) in the Grant Creek Town Center are Ross Dress for Less (30,000 sf) and TJ Maxx (28,000 sf).

Grant Creek Town Center is a 160,000-sf community shopping center that is currently owned by the Woodmont Company. It was built in 1998 and its tenants include; Ross Dress For Less, TJ Maxx, REI, Famous Footwear, Ulta Beauty and Great Clips. Currently, this shopping center is 93 percent occupied and asking rents range from \$19/sf to \$23/sf. The Grant Creek Town Center is located 1.5 miles of the study area.

4. South Crossing



Figure 17: Constructed in 2014, the South Crossing Shopping Center is Missoula's newest major shopping center.

In 2013, the Woodbury Corporation launched a \$24.5 million transformation of Missoula's old Kmart shopping center on South Brooks Street. With the assistance of Tax Increment Financing, the 40-year old building and parking lot were demolished. In their place, the developers built two new buildings totaling 97,000 sf and a newly configured parking lot. Also, an existing building was renovated and three outparcels were added. The resulting South Crossing Shopping Center is now a 150,000-sf community center, home to Kohl's, Cabela's Outpost, Boot Barn, Petco, Men's

Warehouse, Five on Black, Mackenzie River Pizza Co., Jimmy John's and Noodles and Company.

Construction of the South Crossing Shopping Center helped spur a reconfiguration of Brooks Street aimed at making the area more attractive for further redevelopment. This shopping center is located 2.5 miles southwest of the study area.

5. Holiday Village



Figure 18: Holiday Village is currently home to two gyms - Access Fitness and Fuel Fitness.

When Holiday Village opened in 1962, it had 24 shops and was anchored by Albertsons and Newberry's. Today it is a 130,000-sf community shopping center anchored by CVS Pharmacy, Jo-Ann Fabric and Fuel Fitness. It also contains Access Fitness, Max Muscle, Universal Athletic, China Buffet, Little Caesars, an E-cigarette store and hair salon. This shopping center benefits from an average of 28,000 vehicles per day passing by it on Brooks Street, and its current occupancy rate is 83 percent. It is owned and managed by Rosen Associates Management Corporation and located 1 mile south the study area.

6. Northgate Plaza

Built in 1994, Northgate Plaza is a 120,000-sf neighborhood shopping center. It is anchored by Albertsons and Staples, and its other retailers and restaurant include Harbor Freight Tools, Party America and Cost Cutters. Currently, Northgate Plaza has an occupancy rate of 93 percent and asking rents range from \$11/sf to \$16/sf. This center benefits from being situated on Reserve Street with exposure to over 30,000 vehicles per day. Northgate Plaza is located 1 mile northwest of the study area

7. Tremper Shopping Center

Developed by W.G. Tremper in 1957, the Tremper's Shopping Center was only the second shopping center in the State of Montana. The now 100,000 sf neighborhood center was originally anchored by Buttrey's (which later became Albertsons). Still owned and managed by the Tremper family, the Tremper Shopping Center is presently anchored by Albertsons and Montana Ace Hardware, and also includes Paul's Pancake Parlor, Liquid Planet and Outdoor Supply & Rental. It is located 1.5 miles south of the study area.

8. Eastgate Shopping Center

Located less than a block east of the study area, the Eastgate Shopping Center is a 90,000-sf neighborhood center. Its anchor tenants are Albertson's and Ace Hardware. Its other tenants include; O'Reilly Auto Parts, the Shipping Depot, QDOBA Mexican Eats, and Great Clips. Additionally, a Starbucks is located within the Albertsons. In 2018, Albertsons in the Eastgate

Shopping Center, underwent a remodel and expansion and took over space that was occupied by Crazy Mike's, which was Missoula's last movie-rental store.



Figure 19: The Tremper Shopping Center has benefitted from having an exceedingly stable tenant roster. Indeed, the most recent addition to the center was The Book Exchange, which moved in about 20 years ago.

Super Walmarts

In addition to the above shopping centers, Missoula is home to two Super Walmart locations. One is located at 3555 Mullan Road and features 210,000 sf of retail space. The other is located at 4000 Brooks Street and is 150,000 sf. Combined, the two Super Walmart stores represent 360,000 sf of retail space in Missoula.

SUMMARY of FINDINGS

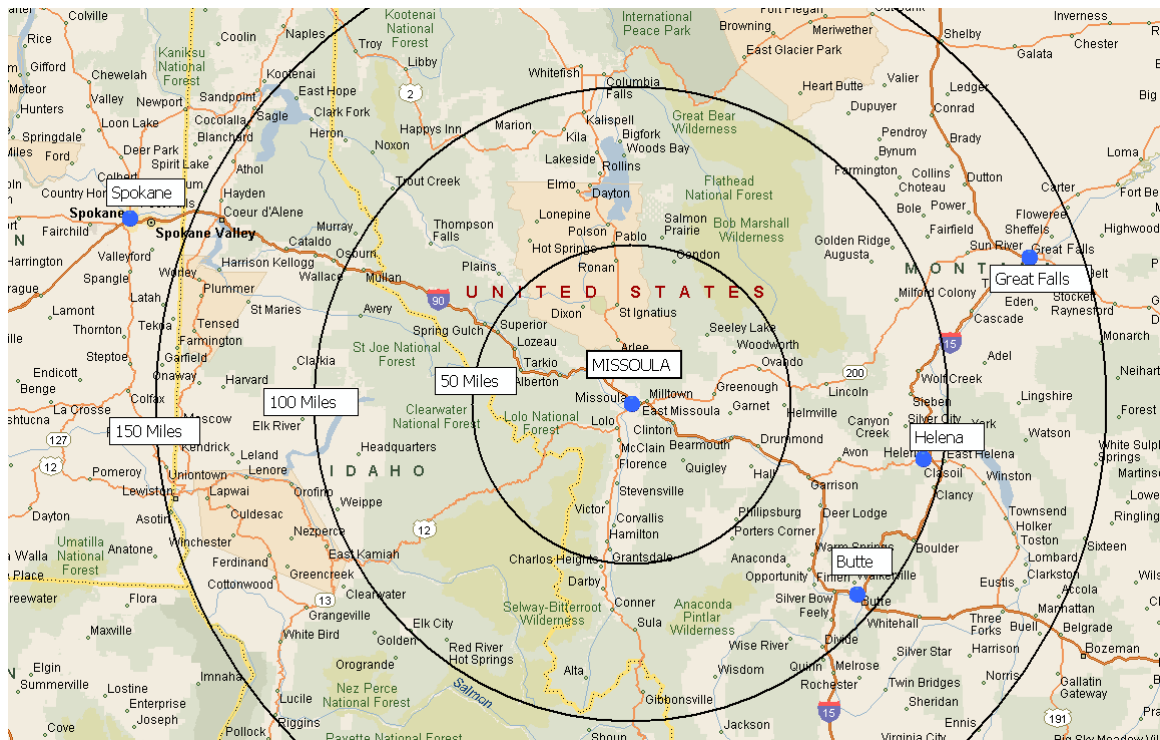


Figure 19: Missoula benefits from a prominent location in attracting shoppers from western Montana.

This study finds that downtown Missoula is presently supportable with up to 100,800 additional square feet (sf) of retail and restaurant development, which could generate up to \$38.0 million in

new sales. The new retail can potentially capture up to \$40.0 million by 2023. This retail development could include the following:

A detailed examination of the supportable sf of retail uses is found in the following Table 9:

Table 9: 2018 & 2023 Supportable Retail Table
Downtown Missoula Primary Trade Area

Retail Category	Estimated Supportable SF	2018 Sales/SF	2018 Estimated Retail Sales	2023 Sales/SF	2023 Estimated Retail Sales
Retailers					
Apparel Stores	3,900	\$350	\$1,365,000	\$370	\$1,443,000
Department Store Merchandise	23,100	\$380	\$8,778,000	\$400	\$9,240,000
Electronics & Appliance Stores	1,700	\$410	\$697,000	\$430	\$731,000
Florists	1,100	\$270	\$297,000	\$285	\$313,500
Furniture Stores	3,800	\$320	\$1,216,000	\$335	\$1,273,000
General Merchandise Stores	1,700	\$380	\$646,000	\$400	\$680,000
Hardware	3,000	\$300	\$900,000	\$315	\$945,000
Home Furnishings Stores	1,400	\$330	\$462,000	\$345	\$483,000
Jewelry Stores	2,700	\$415	\$1,120,500	\$435	\$1,174,500
Lawn & Garden Supply Stores	1,500	\$295	\$442,500	\$310	\$465,000
Gift Stores	6,500	\$325	\$2,112,500	\$340	\$2,210,000
Pharmacy	9,800	\$365	\$3,577,000	\$385	\$3,773,000
Specialty Foods	4,600	\$355	\$1,633,000	\$375	\$1,725,000
Sporting Goods & Hobby Stores	5,400	\$325	\$1,755,000	\$340	\$1,836,000
Retailer Totals	70,200	\$344	\$25,001,500	\$362	\$26,292,000
Restaurants					
Full-Service Restaurants	12,200	\$550	\$6,710,000	\$580	\$7,076,000
Limited-Service Eating Places	14,400	\$340	\$4,896,000	\$355	\$5,112,000
Special Food Services	4,000	\$365	\$1,460,000	\$385	\$1,540,000
Restaurant Totals	30,600	\$418	\$13,066,000	\$440	\$13,728,000
Retailer & Restaurant Totals	100,800	\$357	\$38,067,500	\$376	\$40,020,000

Table 9: Sales stated in constant 2018 dollars.

The demographics of the primary trade area show a population base of 101,200 people, which will increase to 107,800 by 2023, at an annual growth rate of 1.26 percent. The persons per household is 2.27, and the median age is 34.6 years old. The median household income of \$47,700 in the primary trade area is lower than the state average. The average household income is \$67,200 demonstrating a positive effect on spending potential from the top wage earners in the area. Educational attainment is higher than state and national levels, as 44.7 percent of residents over the age of 25 have earned a bachelor's degree or higher.

Employment in the primary trade area favors the services sector (47.3 percent), followed by Retail Trade (23.2 percent) and Government (6.2 percent). There are 48,650 workers within a 10-minute drive of the study area. These daytime consumers expend \$261.5 million annually before, after or during the workday.

The trade area's most prominent lifestyle group is "*College Towns*," which represents 19.8 percent of households. About half of these residents are enrolled in college, while the rest work for a college or the services that support these educational institutions. The median household income for this group of \$32,200 is markedly below the U.S. median. The median net worth is \$11,600, substantially less than the US median of \$93,300. In terms of occupation, office and administrative support employs the most workers in this group followed by sales and sales-related jobs.

Retail Category Definitions

Retail categories in the Supportable Retail Table correspond to the North American Industry Classification System (NAICS), the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. The following NAICS codes and definitions are provided by the U.S. Census Bureau:

Retail

Auto Supply Stores (4411): establishments known as automotive supply stores primarily engaged in retailing new, used, and/or rebuilt automotive parts and accessories, automotive supply stores that are primarily engaged in both retailing automotive parts and accessories and repairing automobiles; establishments primarily engaged in retailing and installing automotive accessories; and establishments primarily engaged in retailing new and/or used tires and tubes or retailing new tires in combination with automotive repair services.

Furniture Stores (4421): establishments primarily engaged in retailing new furniture, such as household furniture (e.g., baby furniture box springs and mattresses) and outdoor furniture; office furniture (except those sold in combination with office supplies and equipment); and/or furniture sold in combination with major appliances, home electronics, home furnishings and/or floor coverings.

Home Furnishings Stores (4422): establishments primarily engaged in retailing new home furnishings (except furniture).

Electronics and Appliance Stores (4431): establishments primarily engaged in retailing the following new products: household-type appliances (refrigerator, dishwasher, oven), cameras, computers/software, televisions and other electronic goods.

Hardware Stores (4441): establishments primarily engaged in retailing new building materials and supplies (lumber, plumbing, electrical, tools, housewares, hardware, paint, and wallpaper).

Lawn and Garden Supply Stores (4442): establishments primarily engaged in retailing new lawn and garden equipment and supplies. (Nursery, farm and garden products, outdoor power equipment).

Grocery Stores (4451): establishments primarily engaged in retailing a general line of food products (canned/frozen food, fruits and vegetables, meat, fish, poultry, milk, bread, eggs, soda).

Specialty Food Stores (4452): establishments primarily engaged in retailing specialized lines of food (meat, fish/seafood, fruits/vegetables, baked goods, candy, nuts, confections, popcorn, ice cream, items not made on the premises).

Beer, Wine, and Liquor Stores (4453): establishments primarily engaged in retailing packaged alcoholic beverages, such as ale, beer, wine and liquor.

Health & Personal Care Stores (4461): establishments primarily engaged in retailing health and personal care products (pharmacies/drug stores, first aid, beauty products, household supplies, candy, prepackaged snacks, optical goods, vitamins/supplements).

Clothing stores (4481): men's and boys' clothing stores; women's and girls' clothing stores; children's and infants' clothing stores; family clothing stores; clothing accessories stores.

Shoe Stores (4482): Shoes (men's, women's, child/infant, athletic).

Jewelry Stores (4483): Jewelry, luggage, and leather goods (silverware, watches, clocks, handbags, briefcases, belts, gloves).

Sporting Goods Stores (4511): establishments primarily engaged in retailing new sporting goods (fitness equipment, bikes, camping, uniforms and footwear).

Book & Music Stores (4512): establishments primarily engaged in retailing new books, newspapers, magazines, and prerecorded audio and video media.

Department Stores (4521): establishments known as department stores primarily engaged in retailing a wide range of the following new products with no one merchandise line predominating: apparel; furniture; appliances and home furnishings; and selected additional items, such as paint, hardware, toiletries, cosmetics, photographic equipment, jewelry, toys and sporting goods. Merchandise lines are normally arranged in separate departments.

General Merchandise Stores (4529): establishments primarily engaged in retailing new goods in general merchandise stores (except department stores) (warehouse clubs, supercenters, apparel, auto parts, dry goods, hardware, groceries, housewares, no line predominating).

Florists (4531): establishments known as florists primarily engaged in retailing cut flowers, floral arrangements, and potted plants purchased from others. These establishments usually prepare the arrangements they sell.

Office Supplies & Gift Stores (4532): establishments primarily engaged in one or more of the following: (1) retailing new stationery, school supplies, and office supplies; (2) retailing a combination of new office equipment, furniture, and supplies; (3) retailing new office

equipment, furniture, and supplies in combination with retailing new computers; and (4) retailing new gifts, novelty merchandise, souvenirs, greeting cards, seasonal and holiday decorations and curios.

Miscellaneous Retailers (4539): establishments primarily engaged in retailing new miscellaneous specialty store merchandise (except motor vehicle and parts dealers; furniture and home furnishings stores; consumer-type electronics and appliance stores; building material and garden equipment and supplies dealers; food and beverage stores; health and personal care stores; gasoline stations; clothing and clothing accessories stores; sporting goods, hobby, book, and music stores; general merchandise stores; florists; office supplies, stationery, and gift stores; and used merchandise stores). Pet supplies, art dealers, manufactured home dealers, tobacco/cigar stores,

Restaurants

Full-Service Restaurants (7221): establishments primarily engaged in providing food services to patrons who order and are served while seated (i.e., waiter/waitress service) and pay after eating. Establishments that provide these types of food services to patrons with any combination of other services, such as carryout services are classified in this industry.

Limited-Service Restaurants (7222): establishments primarily engaged in providing food services where patrons generally order or select items and pay before eating. Most establishments do not have waiter/waitress service, but some provide limited service, such as cooking to order (i.e., per special request), bringing food to seated customers, or providing off-site delivery (cafeterias, snack/ juice bar, ice cream/soft serve shops, cookie shops, popcorn shops, donut shops, coffee shops, bagel shops).

Special Food Services (7223): establishments primarily engaged in providing one of the following food services (2) a location designated by the customer; or (3) from motorized vehicles or non-motorized carts.

- **Food Service Contractors:** Establishments may be engaged in providing food services at institutional, governmental, commercial, or industrial locations of others based (cafeteria, restaurant, and fast food eating-place) on contractual arrangements with these types of organizations for a specified period of time. Management staff is always provided by the food services contractor.
- **Caterers:** providing single event-based food services. These establishments generally have equipment and vehicles to transport meals and snacks to events and/or prepare food at an off-premise site. Banquet halls with catering staff are included in this industry. Examples of events catered by establishments in this industry are graduation parties, wedding receptions, business or retirement luncheons and trade shows.
- **Mobile Food Services:** establishments primarily engaged in preparing and serving meals and snacks for immediate consumption from motorized vehicles or non-motorized carts. The establishment is the central location from which the caterer route is serviced, not each vehicle, or cart. Included in this industry are establishments primarily engaged in providing food services from vehicles, such as hot dog carts and ice cream trucks.

Drinking Places (Alcoholic Beverages) (7224): establishments primarily engaged in preparing and serving alcoholic beverages for immediate consumption (bars, taverns, nightclubs).

Shopping Center Definitions

This study utilizes the shopping centers typologies defined by the International Council of Shopping Centers (ICSC) as follows:

- **Convenience Centers:** Convenience centers are 30,000 sf or less, unanchored, and generally will service a trade area of up to one mile. These centers include banking, carryout foods, florists, mail centers, small restaurants, small food markets, and professional services such as real estate and financial consulting. The centers typically include six to eight businesses.
- **Neighborhood Centers:** Neighborhood centers are anchored with a full-sized supermarket and typically range from 60,000 to 100,000 sf. They service a trade area of two to three miles and can include apparel, banks, carryout food, hardware, mail centers, restaurants, sporting goods and professional services such as financial consulting and real estate.
- **Community Centers:** Community centers typically range from 150,000 to 300,000 sf and are almost always anchored with a full-sized department store. They also include junior anchor retailers selling books, crafts, shoes, and sporting goods. Community centers often include large home improvement stores and medium-sized discount apparel stores. Their service area is typically five to seven miles in suburban locations.
- **Lifestyle Centers:** Lifestyle centers average 150,000 to 200,000 sf and feature popular apparel, book, and home furnishing stores, as well as cinemas and a wide selection of themed restaurants. The centers are frequently planned as walkable areas with main streets. Recently, lifestyle centers have included large anchors such as department stores, public libraries, and supermarkets. These centers typically have a trade area of four to six miles when developed in suburban settings. Lifestyle centers that include civic, employment, and residential buildings along with the retail land use are defined as 'town centers.'
- **Regional Centers:** Regional centers average trade areas of eight to 12 miles and are anchored with multiple department stores. The centers can range from 800,000 to 1,500,000 sf, and often include cinemas along with 200,000 sf of national brand fashion.

Rationale

The rationale for the findings in this study follows:

- **Underserving retail:** Despite a number of existing shopping centers in the greater Missoula's region, area, current retail is underserving the population represented by \$38 million in sales that could be captured by new or existing retailers.

-
- **Expansive trade areas:** The primary trade area is 336 square miles and the secondary trade area is nearly 6,300 square miles. Obviously, the ability to draw consumers from such a vast distance is a major advantage for retailers.
 - **Tourism:** Over 4 million tourists visit the City of Missoula annually, many of whom shop at local retailers.

Limits of Study

The findings of this study represent GPG's best estimates for the amounts and types of retail projects that are potentially supportable in downtown Missoula. Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible and are believed to be reliable. This study is based on estimates, assumptions, and other information developed by GPG independent research effort, general knowledge of the industry, and consultations with the client and its representatives. This study is designed as objective third-party research and GPG does not recommend that any or all of the supportable retail be developed in the study area.

No responsibility is assumed for inaccuracies in reporting by the client, its agent and representatives or in any other data source used in preparing or presenting this study. This report is based on information that was current as of March 14, 2019 and GPG has not undertaken any update of its research effort since such date.

This report may contain prospective financial information, estimates, or opinions that represent GPG's view of reasonable expectations at a particular time, but such information, estimates, or opinions are not offered as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted.

The actual amounts of supportable retail could be significantly higher or lower depending on multiple market and not market variables including the type, design and quality of the new businesses.

Actual results achieved during the period covered by our prospective financial analysis may vary from those described in our report, and the variations may be material. Therefore, no warranty or representation is made by GPG that any of the projected values or results contained in this study will be achieved.

This study should not be the sole basis for programming, planning, designing, financing, or development of any real estate development or businesses. This study is for the use of the ***Downtown Missoula Partnership*** for general planning purposes only and is void for other site locations or developers.

-- END OF ANALYSIS -

Appendix A1: Primary Trade Area Business Summary

Gibbs Planning Group **Business Summary**

PTA Final
Area: 335.93 square miles

Prepared by Esri

Data for all businesses in area					
Total Businesses:			5,865		
Total Employees:			66,746		
Total Residential Population:			101,208		
Employee/Residential Population Ratio			66		
		Businesses	Employees		
by SIC Codes		Number	Percen	Number	Percen
Agriculture & Mining	118	2.0%	774	1.2%	
Construction	356	6.1%	2,636	3.9%	
Manufacturing	175	3.0%	2,373	3.6%	
Transportation	181	3.1%	2,088	3.1%	
Communication	79	1.3%	1,053	1.6%	
Utility	21	0.4%	338	0.5%	
Wholesale Trade	244	4.2%	2,277	3.4%	
Retail Trade Summary	1,133	19.3%	15,498	23.2%	
Home Improvement	75	1.3%	953	1.4%	
General Merchandise Stores	24	0.4%	1,211	1.8%	
Food Stores	86	1.5%	1,784	2.7%	
Auto Dealers, Gas Stations, Auto	167	2.8%	2,238	3.4%	
Apparel & Accessory Stores	72	1.2%	530	0.8%	
Furniture & Home Furnishings	110	1.9%	723	1.1%	
Eating & Drinking Places	308	5.3%	5,795	8.7%	
Miscellaneous Retail	292	5.0%	2,263	3.4%	
Finance, Insurance, Real Estate Summary	545	9.3%	3,934	5.9%	
Banks, Savings & Lending Institutions	95	1.6%	1,036	1.6%	
Securities Brokers	77	1.3%	341	0.5%	
Insurance Carriers & Agents	163	2.8%	1,077	1.6%	
Real Estate, Holding, Other Investment	210	3.6%	1,481	2.2%	
Services Summary	2,543	43.4%	31,595	47.3%	
Hotels & Lodging	77	1.3%	1,256	1.9%	
Automotive Services	168	2.9%	950	1.4%	
Motion Pictures & Amusements	204	3.5%	1,854	2.8%	
Health Services	461	7.9%	10,254	15.4%	
Legal Services	172	2.9%	1,121	1.7%	
Education Institutions & Libraries	135	2.3%	5,293	7.9%	
Other Services	1,326	22.6%	10,867	16.3%	
Government	197	3.4%	4,116	6.2%	
Unclassified Establishments	273	4.7%	64	0.1%	
Totals	5,865	100.0	66,746	100.0	

Appendix A2: Primary Trade Area Business Summary

Gibbs Planning Group **Business Summary**

PTA Final
Area: 335.93 square miles

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percen	Number	Percen
Agriculture, Forestry, Fishing & Hunting	30	0.5%	388	0.6%
Mining	6	0.1%	38	0.1%
Utilities	14	0.2%	156	0.2%
Construction	395	6.7%	2,868	4.3%
Manufacturing	191	3.3%	2,407	3.6%
Wholesale Trade	237	4.0%	2,257	3.4%
Retail Trade	798	13.6%	9,467	14.2%
Motor Vehicle & Parts Dealers	114	1.9%	1,563	2.3%
Furniture & Home Furnishings Stores	70	1.2%	405	0.6%
Electronics & Appliance Stores	30	0.5%	283	0.4%
Bldg Material & Garden Equipment &	73	1.2%	941	1.4%
Food & Beverage Stores	60	1.0%	1,510	2.3%
Health & Personal Care Stores	74	1.3%	692	1.0%
Gasoline Stations	52	0.9%	676	1.0%
Clothing & Clothing Accessories Stores	96	1.6%	634	0.9%
Sport Goods, Hobby, Book, & Music	72	1.2%	768	1.2%
General Merchandise Stores	24	0.4%	1,211	1.8%
Miscellaneous Store Retailers	123	2.1%	695	1.0%
Nonstore Retailers	9	0.2%	90	0.1%
Transportation & Warehousing	123	2.1%	1,950	2.9%
Information	144	2.5%	1,835	2.7%
Finance & Insurance	346	5.9%	2,483	3.7%
Central Bank/Credit Intermediation &	98	1.7%	1,023	1.5%
Securities, Commodity Contracts &	84	1.4%	381	0.6%
Insurance Carriers & Related Activities;	164	2.8%	1,079	1.6%
Real Estate, Rental & Leasing	296	5.0%	1,682	2.5%
Professional, Scientific & Tech Services	583	9.9%	3,704	5.5%
Legal Services	183	3.1%	1,179	1.8%
Management of Companies & Enterprises	5	0.1%	176	0.3%
Administrative & Support & Waste	202	3.4%	1,346	2.0%
Educational Services	168	2.9%	5,348	8.0%
Health Care & Social Assistance	659	11.2%	13,283	19.9%
Arts, Entertainment & Recreation	176	3.0%	1,822	2.7%
Accommodation & Food Services	391	6.7%	7,091	10.6%
Accommodation	77	1.3%	1,256	1.9%
Food Services & Drinking Places	314	5.4%	5,835	8.7%
Other Services (except Public	634	10.8%	4,265	6.4%
Automotive Repair & Maintenance	125	2.1%	714	1.1%
Public Administration	197	3.4%	4,116	6.2%
Unclassified Establishments	272	4.6%	63	0.1%
Total	5,865	100.0	66,746	100.0

Appendix B1: Primary Trade Area Community Profile

Gibbs Planning Group

Community Profile

PTA
Area: 335.93 square miles

Prepared by Esri

Population Summary	
2000 Total Population	80,267
2010 Total Population	92,238
2018 Total Population	101,208
2018 Group Quarters	3,609
2023 Total Population	107,755
2018-2023 Annual Rate	1.26%
2018 Total Daytime Population	111,973
Workers	63,450
Residents	48,523
Household Summary	
2000 Households	32,590
2000 Average Household Size	2.35
2010 Households	39,035
2010 Average Household Size	2.27
2018 Households	43,082
2018 Average Household Size	2.27
2023 Households	46,016
2023 Average Household Size	2.26
2018-2023 Annual Rate	1.33%
2010 Families	20,984
2010 Average Family Size	2.87
2018 Families	22,630
2018 Average Family Size	2.85
2023 Families	23,968
2023 Average Family Size	2.84
2018-2023 Annual Rate	1.16%
Housing Unit Summary	
2000 Housing Units	33,975
Owner Occupied Housing Units	55.9%
Renter Occupied Housing Units	40.1%
Vacant Housing Units	4.1%
2010 Housing Units	41,147
Owner Occupied Housing Units	52.8%
Renter Occupied Housing Units	42.1%
Vacant Housing Units	5.1%
2018 Housing Units	45,298
Owner Occupied Housing Units	48.9%
Renter Occupied Housing Units	46.2%
Vacant Housing Units	4.9%
2023 Housing Units	48,304
Owner Occupied Housing Units	50.5%
Renter Occupied Housing Units	44.8%
Vacant Housing Units	4.7%
Median Household Income	
2018	\$47,741
2023	\$54,455
Median Home Value	
2018	\$266,952
2023	\$296,252
Per Capita Income	
2018	\$29,089
2023	\$33,902
Median Age	
2010	33.0
2018	34.6
2023	35.8

Appendix B2: Primary Trade Area Community Profile

Gibbs Planning Group Community Profile

PTA
Area: 335.93 square miles

Prepared by Esri

2018 Households by Income	
Household Income Base	43,082
<\$15,000	14.3%
\$15,000 - \$24,999	11.9%
\$25,000 - \$34,999	11.3%
\$35,000 - \$49,999	14.2%
\$50,000 - \$74,999	18.5%
\$75,000 - \$99,999	11.0%
\$100,000 - \$149,999	11.3%
\$150,000 - \$199,999	3.9%
\$200,000+	3.6%
Average Household Income	\$67,223
2023 Households by Income	
Household Income Base	46,016
<\$15,000	11.5%
\$15,000 - \$24,999	9.9%
\$25,000 - \$34,999	10.0%
\$35,000 - \$49,999	13.7%
\$50,000 - \$74,999	19.7%
\$75,000 - \$99,999	12.6%
\$100,000 - \$149,999	13.5%
\$150,000 - \$199,999	4.7%
\$200,000+	4.3%
Average Household Income	\$78,335
2018 Owner Occupied Housing Units by Value	
Total	22,149
<\$50,000	7.3%
\$50,000 - \$99,999	2.0%
\$100,000 - \$149,999	2.8%
\$150,000 - \$199,999	11.2%
\$200,000 - \$249,999	21.4%
\$250,000 - \$299,999	15.8%
\$300,000 - \$399,999	22.1%
\$400,000 - \$499,999	8.5%
\$500,000 - \$749,999	6.7%
\$750,000 - \$999,999	1.5%
\$1,000,000 - \$1,499,999	0.5%
\$1,500,000 - \$1,999,999	0.0%
\$2,000,000 +	0.2%
Average Home Value	\$298,644
2023 Owner Occupied Housing Units by Value	
Total	24,384
<\$50,000	5.5%
\$50,000 - \$99,999	1.2%
\$100,000 - \$149,999	1.5%
\$150,000 - \$199,999	7.4%
\$200,000 - \$249,999	19.8%
\$250,000 - \$299,999	15.8%
\$300,000 - \$399,999	25.8%
\$400,000 - \$499,999	11.6%
\$500,000 - \$749,999	8.9%
\$750,000 - \$999,999	1.9%
\$1,000,000 - \$1,499,999	0.5%
\$1,500,000 - \$1,999,999	0.0%
\$2,000,000 +	0.2%
Average Home Value	\$329,512

Appendix B3: Primary Trade Area Community Profile

Gibbs Planning Group Community Profile

PTA
Area: 335.93 square miles

Prepared by Esri

2010 Population by Age	
Total	92,238
0 - 4	5.8%
5 - 9	5.3%
10 - 14	5.1%
15 - 24	19.9%
25 - 34	16.9%
35 - 44	11.3%
45 - 54	12.9%
55 - 64	11.9%
65 - 74	5.9%
75 - 84	3.4%
85 +	1.7%
18 +	80.6%
2018 Population by Age	
Total	101,210
0 - 4	5.4%
5 - 9	5.1%
10 - 14	4.9%
15 - 24	17.1%
25 - 34	18.2%
35 - 44	11.6%
45 - 54	11.0%
55 - 64	12.3%
65 - 74	8.8%
75 - 84	3.8%
85 +	1.8%
18 +	81.8%
2023 Population by Age	
Total	107,756
0 - 4	5.5%
5 - 9	5.0%
10 - 14	4.9%
15 - 24	16.3%
25 - 34	17.2%
35 - 44	12.8%
45 - 54	10.4%
55 - 64	11.4%
65 - 74	9.7%
75 - 84	4.9%
85 +	1.8%
18 +	81.8%
2010 Population by Sex	
Males	46,216
Females	46,022
2018 Population by Sex	
Males	50,705
Females	50,504
2023 Population by Sex	
Males	54,046
Females	53,709

Appendix B4: Primary Trade Area Community Profile

Gibbs Planning Group **Community Profile**

PTA
Area: 335.93 square miles

Prepared by Esri

2010 Population by Race/Ethnicity	
Total	92,236
White Alone	92.5%
Black Alone	0.5%
American Indian Alone	2.6%
Asian Alone	1.2%
Pacific Islander Alone	0.1%
Some Other Race Alone	0.5%
Two or More Races	2.7%
Hispanic Origin	2.8%
Diversity Index	19.0
2018 Population by Race/Ethnicity	
Total	101,208
White Alone	90.7%
Black Alone	0.7%
American Indian Alone	2.8%
Asian Alone	1.7%
Pacific Islander Alone	0.1%
Some Other Race Alone	0.6%
Two or More Races	3.4%
Hispanic Origin	3.6%
Diversity Index	23.3
2023 Population by Race/Ethnicity	
Total	107,755
White Alone	89.3%
Black Alone	0.8%
American Indian Alone	2.9%
Asian Alone	2.1%
Pacific Islander Alone	0.2%
Some Other Race Alone	0.7%
Two or More Races	4.0%
Hispanic Origin	4.3%
Diversity Index	26.7
2010 Population by Relationship and Household Type	
Total	92,238
In Households	96.1%
In Family Households	67.8%
Householder	22.8%
Spouse	16.9%
Child	23.6%
Other relative	2.1%
Nonrelative	2.5%
In Nonfamily Households	28.2%
In Group Quarters	3.9%
Institutionalized Population	0.9%
Noninstitutionalized Population	3.1%

Appendix B5: Primary Trade Area Community Profile

Gibbs Planning Group **Community Profile**

PTA
Area: 335.93 square miles

Prepared by Esri

2018 Population 25+ by Educational Attainment	
Total	68,279
Less than 9th Grade	0.9%
9th - 12th Grade, No Diploma	4.0%
High School Graduate	15.6%
GED/Alternative Credential	3.9%
Some College, No Degree	22.6%
Associate Degree	8.4%
Bachelor's Degree	27.4%
Graduate/Professional Degree	17.3%
2018 Population 15+ by Marital Status	
Total	85,620
Never Married	40.2%
Married	44.0%
Widowed	3.8%
Divorced	12.0%
2018 Civilian Population 16+ in Labor Force	
Civilian Employed	95.3%
Civilian Unemployed (Unemployment Rate)	4.7%
2018 Employed Population 16+ by Industry	
Total	53,363
Agriculture/Mining	3.0%
Construction	6.7%
Manufacturing	3.0%
Wholesale Trade	2.4%
Retail Trade	12.0%
Transportation/Utilities	3.6%
Information	3.3%
Finance/Insurance/Real Estate	5.2%
Services	57.5%
Public Administration	3.5%
2018 Employed Population 16+ by Occupation	
Total	53,361
White Collar	61.8%
Management/Business/Financial	13.4%
Professional	25.4%
Sales	10.5%
Administrative Support	12.6%
Services	22.3%
Blue Collar	15.9%
Farming/Forestry/Fishing	0.5%
Construction/Extraction	4.0%
Installation/Maintenance/Repair	4.3%
Production	3.3%
Transportation/Material Moving	3.9%
2010 Population By Urban/ Rural Status	
Total Population	92,238
Population Inside Urbanized Area	88.1%
Population Inside Urbanized Cluster	0.0%
Rural Population	11.9%

Appendix B6: Primary Trade Area Community Profile

Gibbs Planning Group **Community Profile**

PTA
Area: 335.93 square miles

Prepared by Esri

2010 Households by Type	
Total	39,034
Households with 1 Person	31.7%
Households with 2+ People	68.3%
Family Households	53.8%
Husband-wife Families	39.9%
With Related Children	16.3%
Other Family (No Spouse Present)	13.9%
Other Family with Male Householder	4.4%
With Related Children	2.6%
Other Family with Female	9.5%
With Related Children	6.4%
Nonfamily Households	14.6%
All Households with Children	25.7%
Multigenerational Households	1.7%
Unmarried Partner Households	8.8%
Male-female	8.1%
Same-sex	0.7%
2010 Households by Size	
Total	39,035
1 Person Household	31.7%
2 Person Household	36.1%
3 Person Household	15.0%
4 Person Household	10.9%
5 Person Household	4.3%
6 Person Household	1.4%
7 + Person Household	0.6%
2010 Households by Tenure and Mortgage Status	
Total	39,035
Owner Occupied	55.6%
Owned with a Mortgage/Loan	38.9%
Owned Free and Clear	16.7%
Renter Occupied	44.4%
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	41,147
Housing Units Inside Urbanized Area	89.2%
Housing Units Inside Urbanized Cluster	0.0%
Rural Housing Units	10.8%

Appendix B7: Primary Trade Area Community Profile

Gibbs Planning Group **Community Profile**

PTA
Area: 335.93 square miles

Prepared by Esri

Top 3 Tapestry Segments

▼		1.	College Towns
▼		2.	In Style (5B)
▼		3.	Old and

2018 Consumer Spending

Apparel & Services: Total \$	\$77,301,418
Average Spent	\$1,794.29
Spending Potential Index	82
Education: Total \$	\$52,830,265
Average Spent	\$1,226.27
Spending Potential Index	85
Entertainment/Recreation: Total \$	\$111,441,659
Average Spent	\$2,586.73
Spending Potential Index	80
Food at Home: Total \$	\$177,410,117
Average Spent	\$4,117.96
Spending Potential Index	82
Food Away from Home: Total \$	\$126,323,125
Average Spent	\$2,932.16
Spending Potential Index	83
Health Care: Total \$	\$193,590,259
Average Spent	\$4,493.53
Spending Potential Index	78
HH Furnishings & Equipment: Total \$	\$72,858,299
Average Spent	\$1,691.15
Spending Potential Index	81
Personal Care Products & Services: Total \$	\$29,142,566
Average Spent	\$676.44
Spending Potential Index	82
Shelter: Total \$	\$601,007,811
Average Spent	\$13,950.32
Spending Potential Index	83
Support Payments/Cash Contributions/Gifts in	\$83,779,634
Average Spent	\$1,944.66
Spending Potential Index	78
Travel: Total \$	\$72,715,375
Average Spent	\$1,687.84
Spending Potential Index	78
Vehicle Maintenance & Repairs: Total \$	\$37,857,995
Average Spent	\$878.74
Spending Potential Index	82

Appendix C1: Primary Trade Area Housing Profile

Gibbs Planning Group Housing Profile

PTA Final
Area: 335.93 square miles

Prepared by Esri

Population		Households	
2010 Total	92,238	2018 Median Household Income	\$47,741
2018 Total	101,208	2023 Median Household Income	\$54,455
2023 Total	107,755	2018-2023 Annual Rate	2.67%
2018-2023 Annual	1.26%		

Housing Units by Occupancy Status and	Census 2010		2018		2023	
	Number	Percent	Number	Percent	Number	Percent
Total Housing Units	41,147	100.0%	45,298	100.0%	48,304	100.0%
Occupied	39,035	94.9%	43,082	95.1%	46,016	95.3%
Owner	21,712	52.8%	22,149	48.9%	24,384	50.5%
Renter	17,323	42.1%	20,933	46.2%	21,632	44.8%
Vacant	2,112	5.1%	2,216	4.9%	2,288	4.7%

Owner Occupied Housing Units by Value	2018		2023	
	Number	Percent	Number	Percent
Total	22,150	100.0%	24,384	100.0%
<\$50,000	1,622	7.3%	1,344	5.5%
\$50,000-\$99,999	436	2.0%	290	1.2%
\$100,000-\$149,999	616	2.8%	377	1.5%
\$150,000-\$199,999	2,473	11.2%	1,810	7.4%
\$200,000-\$249,999	4,738	21.4%	4,817	19.8%
\$250,000-\$299,999	3,510	15.8%	3,842	15.8%
\$300,000-\$399,999	4,902	22.1%	6,295	25.8%
\$400,000-\$499,999	1,891	8.5%	2,818	11.6%
\$500,000-\$749,999	1,488	6.7%	2,172	8.9%
\$750,000-\$999,999	332	1.5%	461	1.9%
\$1,000,000-\$1,499,999	104	0.5%	111	0.5%
\$1,500,000-\$1,999,999	4	0.0%	3	0.0%
\$2,000,000+	34	0.2%	44	0.2%

Median Value	\$266,952	\$296,252
Average Value	\$298,644	\$329,512

Census 2010 Housing Units	Number	Percent
Total	41,147	100.0%
In Urbanized Areas	36,701	89.2%
In Urban Clusters	4	0.0%
Rural Housing Units	4,442	10.8%

Appendix C2: Primary Trade Area Housing Profile

Gibbs Planning Group Housing Profile

PTA Final
Area: 335.93 square miles

Prepared by Esri

Census 2010 Owner Occupied Housing Units by Mortgage Status	Number	Percent
Total	21,712	100.0%
Owned with a Mortgage/Loan	15,187	69.9%
Owned Free and Clear	6,525	30.1%

Census 2010 Vacant Housing Units by Status	Number	Percent
Total	2,171	100.0%
For Rent	798	36.8%
Rented- Not Occupied	60	2.8%
For Sale Only	375	17.3%
Sold - Not Occupied	53	2.4%
Seasonal/Recreational/Occasional	389	17.9%
For Migrant Workers	2	0.1%
Other Vacant	494	22.8%

Census 2010 Occupied Housing Units by Age of Householder and Home	Occupied	Owner Occupied Units	
		Number	% of
Total	39,034	21,712	55.6%
15-24	4,483	390	8.7%
25-34	7,994	2,770	34.7%
35-44	5,861	3,625	61.8%
45-54	6,928	4,772	68.9%
55-64	6,886	5,200	75.5%
65-74	3,538	2,791	78.9%
75-84	2,199	1,582	71.9%
85+	1,145	582	50.8%

Census 2010 Occupied Housing Units by Race/Ethnicity of Householder and	Occupied	Owner Occupied Units	
		Number	% of
Total	39,034	21,711	55.6%
White Alone	36,878	21,025	57.0%
Black/African American	136	34	25.0%
Asian Alone	812	212	26.1%
Pacific Islander	29	10	34.5%
Other Race	132	47	35.6%
Two or More	695	225	32.4%
Hispanic Origin	773	252	32.6%

Census 2010 Occupied Housing Units by Size and Home Ownership	Occupied	Owner Occupied Units	
		Number	% of
Total	39,035	21,712	55.6%
1-Person	12,360	5,125	41.5%
2-Person	14,106	8,659	61.4%
3-Person	5,873	3,416	58.2%
4-Person	4,243	2,902	68.4%
5-Person	1,670	1,109	66.4%
6-Person	558	360	64.5%
7+ Person	225	141	62.7%

Appendix D1: Primary Trade Area Dominant Tapestry Descriptions

Gibbs Planning Group Tapestry Segmentation Area Profile

PTA Final
Area: 335.93 square miles

Prepared by Esri

Top Twenty Tapestry

Rank	Tapestry Segment	2018 Households		2018 U.S.		Index
		Percent	Cumulat Percent	Percent	Cumulati Percent	
1	College Towns (14B)	19.8%	19.8%	1.0%	1.0%	2070
2	In Style (5B)	16.2%	36.0%	2.2%	3.2%	722
3	Old and Newcomers (8F)	12.2%	48.2%	2.3%	5.5%	528
4	Set to Impress (11D)	11.5%	59.7%	1.4%	6.9%	826
5	Young and Restless (11B)	5.2%	64.9%	1.7%	8.6%	300
	Subtotal	64.9%		8.6%		
6	Emerald City (8B)	4.2%	69.1%	1.4%	10.0%	291
7	Middleburg (4C)	3.4%	72.5%	2.9%	12.9%	120
8	Green Acres (6A)	3.4%	75.9%	3.2%	16.1%	108
9	Southern Satellites (10A)	3.3%	79.2%	3.1%	19.2%	106
10	Exurbanites (1E)	2.9%	82.1%	1.9%	21.1%	147
	Subtotal	17.2%		12.5%		
11	Up and Coming Families (7A)	2.6%	84.7%	2.4%	23.5%	109
12	Bright Young Professionals (8C)	2.3%	87.0%	2.2%	25.7%	101
13	Savvy Suburbanites (1D)	2.2%	89.2%	3.0%	28.7%	73
14	The Great Outdoors (6C)	1.9%	91.1%	1.6%	30.3%	124
15	Soccer Moms (4A)	1.6%	92.7%	2.9%	33.2%	55
	Subtotal	10.6%		12.1%		
16	Social Security Set (9F)	1.5%	94.2%	0.8%	34.0%	183
17	Golden Years (9B)	1.4%	95.6%	1.3%	35.3%	105
18	Front Porches (8E)	1.3%	96.9%	1.6%	36.9%	84
19	Salt of the Earth (6B)	1.2%	98.1%	2.9%	39.8%	42
20	Parks and Rec (5C)	1.0%	99.1%	2.0%	41.8%	51
	Subtotal	6.4%		8.6%		
	Total	99.1%		41.9%		237

Appendix D2: Primary Trade Area Dominant Tapestry Descriptions



LifeMode Group: Scholars and Patriots
College Towns

14B

Households: 1,176,200
Average Household Size: 2.14
Median Age: 24.5
Median Household Income: \$32,200

WHO ARE WE?

About half the residents of College Towns are enrolled in college, while the rest work for a college or the services that support it. Students have busy schedules, but make time between studying and part-time jobs for socializing and sports. Students that are new to managing their own finances tend to make impulsive buys and splurge on the latest fashions. This digitally engaged group uses computers and cell phones for all aspects of life including shopping, school work, news, social media, and entertainment.

College Towns are all about new experiences, and residents seek out variety and adventure in their lives.

OUR NEIGHBORHOOD

- These are nonfamily households with many students living alone or with roommates for the first time.
- This segment is a mix of densely developed student housing and dorms with local residences.
- Off-campus, low rent apartments comprise half of the housing stock.
- Over three-quarters of the households are renter occupied, with one in ten remaining vacant.
- One-third of homes are single family; mostly occupied by local residents who own their homes.
- This market is bike and pedestrian friendly.

SOCIOECONOMIC TRAITS

- Their limited incomes result in thrifty purchases.
- They do not eat the healthiest foods, nor do they see a doctor regularly.
- They dress to impress with the latest fashions of the season.
- They prefer environmentally friendly products and vehicles that get good gas mileage.
- They're heavily influenced by celebrity endorsements and trends in magazines.
- They feel anything that can be done online is easier than in person.
- They have liberal political views.



Note: The bubble represents the ratio of the segment size to the US total, multiplied by 100. Consumer preferences are estimated from data by GfK MRI.