

# Downtown Boyne City

Boyne City, Michigan

## Market Snapshot

Prepared for



A service provided by

### Michigan Main Street

Michigan Economic Development Corporation  
Lansing, Michigan



Downtown Professionals Network

Franklin, Tennessee 37067  
[www.downtownpros.com](http://www.downtownpros.com)

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# Introduction

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This Market Snapshot was commissioned by Michigan Main Street. The information and direction gained from the Market Snapshot is an important step in laying the groundwork for current and future revitalization and business development strategies. Findings can be used to establish benchmarks and to help provide direction for local business improvement and economic development initiatives.



Downtown Professionals Network (DPN) has been retained by Michigan Main Street to provide technical assistance and training services to select communities and business districts.

DPN is a research and planning firm specializing in the revitalization and enhancement of traditional downtown and neighborhood business districts. Since its founding in 2000, DPN has evolved to serve a clientele that includes local, state and national economic development organizations located throughout the country.

The content of this Market Snapshot is based strictly on information compiled from current Esri data and reports.

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Michigan Main Street (MMS) assists communities interested in revitalizing and preserving their traditional commercial district.

The program provides technical assistance for communities desiring to develop their own local Main Street program by utilizing the **Main Street Approach™** – a common-sense approach to tackling the complex issues of revitalization by capitalizing on downtown’s history and identifying the unique assets of the community itself.

### Limitations and Disclaimers

Retail market analyses, their components (such as retail sales gap analyses) and derivative business development plans provide important guidance on how a commercial area should, theoretically, be able to perform and on the sales levels businesses should be able to achieve. However, a number of factors affect the actual performance of businesses and commercial areas, including the skills of the business operator, level of business capitalization, the quality of the physical environment, changes in overall economic conditions, the effectiveness of business and district marketing programs, and many other factors. The information in this document is intended to provide a foundation of information for making business development decisions, but it does not and cannot ensure business success.

As is true of all demographic, economic and market studies, our analysis’ reliability is limited to the reliability and quality of the data available. Our research assumes that all data made available by and procured from federal, state, county, city, primary and third-party sources is accurate and reliable.

Because market conditions change rapidly and sometimes without warning, the information and opinions expressed here represent a snapshot in time and cannot predict or gauge future changes or results.

# Downtown Boyne City Study Area

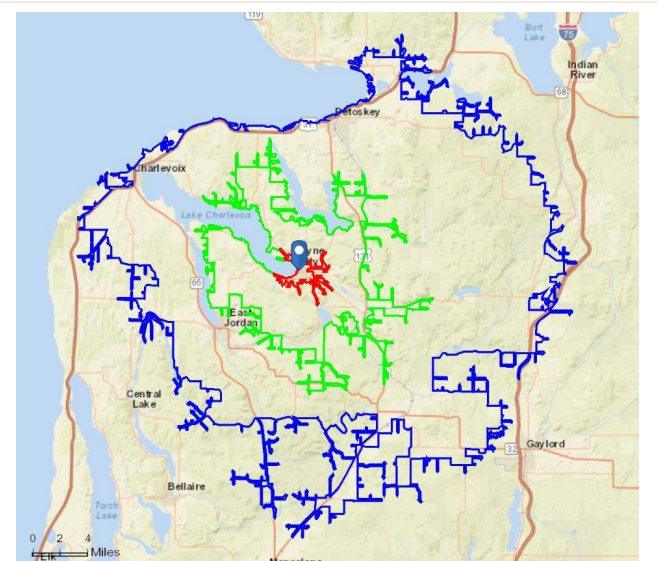
## Drive Time Geographies

The profile assembled for the Downtown Boyne City Drive Time Market is based upon information contained in a series of Esri reports generated for a five, fifteen and thirty-minute drive time area.

The **five-minute drive-time market** profiles a “captive” resident and convenience-oriented market for downtown Boyne City. The population residing and working within the five-minute drive time area would also be more likely access downtown on foot, bicycle and via other alternative modes of transportation. Demographic and psychographic data could be particularly useful for assessing performance and expansion opportunities for convenience-oriented businesses and uses, and for analyzing and profiling the composition of the current and potential downtown Boyne City area housing market.

The area plotted for the **fifteen-minute drive time** includes areas that span along major travel routes in the Boyne City vicinity. Data and information for the fifteen-minute drive time area could be helpful for comparing the traits and characteristics of the “close to downtown” population with that in the wider region. The consumer profile may also be indicative of the “comparison market” for Boyne City area service, retail and eating & drinking uses.

The **thirty-minute drive time** is more regional in nature. Consumers, particularly at the outer reaches of this regional area and all things being equal, may be more naturally inclined to frequent commercial areas in other communities, based on convenience, broader variety and/or anchor tenants. Opportunities for downtown Boyne City to capture consumers from the broader region, and to increase its retail market share, will most likely revolve around retail and service anchors; specialty retail and destination-oriented eating & drinking places; recreational attractions and venues; and events.

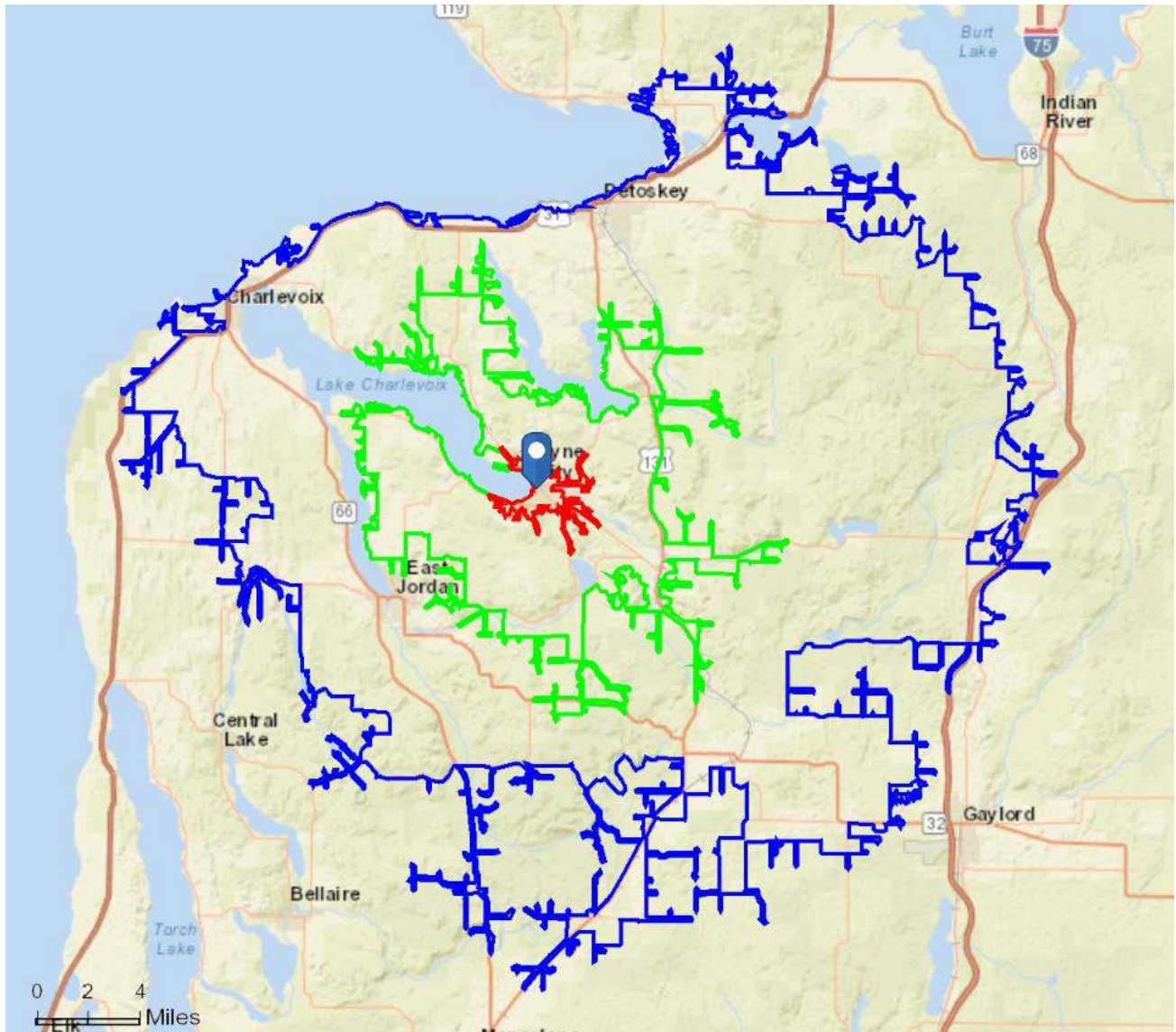


Downtown Boyne City Drive Time Markets

## Fast Facts

Population	5 Min	15 Min	30 Min
2010 Census	2,835	9,758	47,166
2017 Estimate	2,897	9,871	48,914
2022 Projection	2,943	9,972	50,001
Change: 2017 - 2022	1.6%	1.0%	2.2%
Daytime Population	5 Min	15 Min	30 Min
2017 Daytime Population	2,915	8,981	52,883
Workers	1,536	4,113	29,146
Residents	1,379	4,868	23,737
Daytime Change	0.6%	-9.0%	8.1%
Households	5 Min	15 Min	30 Min
2010 Census	1,271	4,012	19,471
2017 Estimate	1,287	4,022	20,083
2022 Projection	1,301	4,048	20,485
Change: 2017 - 2022	1.1%	0.6%	2.0%
Median HH Income	5 Min	15 Min	30 Min
2017 Estimate	\$43,717	\$51,133	\$52,765
2022 Projection	\$47,790	\$54,221	\$56,345
Change: 2017 - 2022	9.3%	6.0%	6.8%

Source: Esri Market Profile.



Reports generated and used to examine the Downtown Boyne City Drive Time Markets are based on current Esri data and include:

***Esri Market Profile***

The Market Profile report provides current-year and five-year projections for U.S. demographics. The annual updates include information about population, households, housing, occupancy, income, age, race, Hispanic origin, and more.

***Esri Tapestry Segmentation Area Profile***

Tapestry classifies U.S. residential neighborhoods into 14 LifeMode Groups and 67 unique market segments based on socioeconomic and demographic characteristics.

***Esri Retail MarketPlace Profile***

Retail MarketPlace data provides a measure of retail activity by trade area and compares retail sales to consumer spending and demand (potential sales) by NAICS industry classification.

## Demographic Snapshot

The demographic snapshot compiled for the Downtown Boyne City Drive Time Market benchmarks and tracks changes in the marketplace. The data reveals:

- ▶ Both the population and number of households across the drive time areas are expected to increase by about one to two percent through 2022. Michigan’s population and number of households are expected to grow at five-year rates of 1.1% and 1.2%, respectively.
- ▶ The daytime population increases by 0.6% in the five-minute drive time area per 2017 estimates of daytime workers and residents.
- ▶ Median age in the drive times in 2017 was estimated to range from 43.4 to 46.5 years and is expected to increase by less than one year through 2022. By comparison, the Michigan population’s median age was estimated at 40.1 years in 2017 and is expected to reach 41.0 by 2022.
- ▶ Figures showing high concentrations of vacant housing units across the drive time areas – measured at about one-third of all units – include seasonal, recreational and occasional use units that are classified as “vacant” in data reported by the U.S. Census Bureau. Statewide estimates for 2017 assigned a vacant status to 15.1% of all housing units and anticipate the figure will increase to 15.8% by 2022.
- ▶ Median Household and Per Capita income estimates for the five-minute drive time are about 16% to 17% lower than statewide figures, while 2017 estimates for the fifteen and thirty-minute drive times are within 4% (+/-) of statewide estimates. Projected five-year income growth rates for the drive times approach or exceed those forecast for the state through 2022.

Michigan	2017	2022	+ %
Median HH	\$52.1K	\$56.4K	8.2%
Per Capita	\$28.4K	\$32.1K	12.9%

- ▶ The estimated percentage of the drive times’ civilian population age 16-plus that was unemployed in 2017, ranging from 3.7% to 4.1%, compares favorably to the 6.5% unemployment rate estimated for the Michigan population.

Drive Time	5 Min	15 Min	30 Min
<b>Population</b>			
2000 Census	2,931	9,541	46,264
2010 Census	2,835	9,758	47,166
2017 Estimate	2,897	9,871	48,914
2022 Projection	2,943	9,972	50,001
Change: 2017 – 2022	1.6%	1.0%	2.2%
<b>Daytime Population</b>			
2017 Workers	1,536	4,113	29,146
2017 Residents	1,379	4,868	23,737
2017 Daytime Change	0.6%	-9.0%	8.1%
<b>Households</b>			
2000 Census	1,265	3,790	18,276
2010 Census	1,271	4,012	19,471
2017 Estimate	1,287	4,022	20,083
2022 Projection	1,301	4,048	20,485
Change: 2017 – 2022	1.1%	0.6%	2.0%
<b>Median Age</b>			
2017 Estimate	43.4	46.5	45.2
2022 Projection	43.7	47.3	45.9
<b>Housing Units – 2017</b>			
Owner Occupied Units	47.3%	52.3%	50.1%
Renter Occupied Units	20.1%	14.5%	17.6%
Vacant Housing Units	32.5%	33.1%	32.3%
<b>Housing Units – 2022</b>			
Owner Occupied Units	46.4%	51.4%	49.5%
Renter Occupied Units	20.3%	14.5%	17.5%
Vacant Housing Units	33.3%	34.1%	33.1%
<b>Median HH Income</b>			
2017 Estimate	\$43,717	\$51,133	\$52,765
2022 Projection	\$47,790	\$54,221	\$56,345
Change: 2017 – 2022	9.3%	6.0%	6.8%
<b>Per Capita Income</b>			
2017 Estimate	\$23,514	\$27,287	\$29,232
2022 Projection	\$26,353	\$31,137	\$33,348
Change: 2017 – 2022	12.1%	14.1%	14.1%
<b>Civilian Population 16+ in Labor Force</b>			
2017 Employed	96.3%	95.9%	96.2%
2017 Unemployed	3.7%	4.1%	3.8%

Source: Esri Market Profile.  
Percentages may not equal 100% due to rounding.

## Lifestyle Profile

Tapestry is a geodemographic segmentation system that integrates consumer traits with residential characteristics to identify markets and classify US neighborhoods. Neighborhoods with the most similar characteristics are grouped together, while neighborhoods with divergent characteristics are separated. Internally homogenous, externally heterogeneous market segments depict consumers' lifestyles and lifestages. Tapestry Segmentation combines the "who" of lifestyle demography with the "where" of local geography to create a classification model with 67 distinct behavioral market segments.

US consumer markets are multidimensional and diverse. Using a large, well-selected array of attributes captures this diversity with the most powerful data available. Data sources include Census 2010, the American Community Survey, Esri's demographic updates, Experian's ConsumerViewSM database, and consumer surveys, such as the Survey of the American Consumer from GfK MRI, to capture the subtlety and vibrancy of the US marketplace.

A market segmentation system must be able to distinguish consumer behavior—spending patterns and lifestyle choices—as expected. Esri verified the efficacy of its Tapestry Segmentation markets against consumer surveys from GfK MRI, which include nearly 6,000 product and service brands in 550 categories, along with readership of hundreds of magazines and newspapers, Internet usage, TV viewership by channel and program, radio listening, and other media.

### Prevalent Drive Time Area LifeMode Groups

Esri Tapestry LifeMode groups represent markets that share a common experience—born in the same generation or immigration from another country—or a significant demographic trait, like affluence. Tapestry Segments are classified into 14 LifeMode groups.

Identification of dominant LifeMode Groups and their distribution across the Downtown Boyne City drive time geographies can be helpful to understanding how prevalent Tapestry segments interact within the group and their common characteristics; and for targeting marketing and messaging, accordingly.

Tapestry LifeMode Groups   Downtown Boyne City Drive Time Areas   2017 Households					
5 Minute Drive Time		15 Minute Drive Time		30 Minute Drive Time	
<b>Cozy Country Living (LM6)</b>		<b>Cozy Country Living (LM6)</b>		<b>Cozy Country Living (LM6)</b>	
HH Count	HH Percent	HH Count	HH Percent	HH Count	HH Percent
<b>1,286</b>	<b>100.0%</b>	<b>3,939</b>	<b>97.9%</b>	<b>14,233</b>	<b>70.9%</b>
		<b>Rustic Outposts (LM10)</b>		<b>Middle Ground (LM8)</b>	
HH Count	HH Percent	HH Count	HH Percent	HH Count	HH Percent
		<b>83</b>	<b>2.1%</b>	<b>3,209</b>	<b>16.0%</b>
				<b>GenXurban (LM5)</b>	
HH Count	HH Percent	HH Count	HH Percent	HH Count	HH Percent
				<b>1,058</b>	<b>5.3%</b>
				<b>Rustic Outposts (LM10)</b>	
HH Count	HH Percent	HH Count	HH Percent	HH Count	HH Percent
				<b>1,010</b>	<b>5.0%</b>

Source: Esri Tapestry Segmentation Profile – 2017

Descriptions of the most prevalent drive time area LifeMode Groups, shown in the table above, follow.

## Prevalent Drive Time Tapestry LifeMode Group Descriptions

<b>LifeMode 5: GenXurban</b>			
	<b>5 Minutes</b>	<b>15 Minutes</b>	<b>30 Minutes</b>
Drive Time Households: Count – Pct. (Rank)	0 – 0.0% (–)	0 – 0.0% (–)	1,058 – 5.3% (3)
<ul style="list-style-type: none"> <li>▶ Gen X in middle age; families with fewer kids and a mortgage</li> <li>▶ Second largest Tapestry group, comprised of Gen X married couples, and a growing population of retirees</li> <li>▶ About a fifth of residents are 65 or older; about a fourth of households have retirement income</li> <li>▶ Own older single-family homes in urban areas, with 1 or 2 vehicles</li> <li>▶ Live and work in the same county, creating shorter commute times</li> <li>▶ Invest wisely, well-insured, comfortable banking online or in person</li> <li>▶ News junkies (read a daily newspaper, watch news on TV, and go online for news)</li> <li>▶ Enjoy reading, photo album/scrapbooking, playing board games and cards, doing crossword puzzles, going to museums and rock concerts, dining out, and walking for exercise</li> </ul>			<b>Tapestry Segments ID and Name</b> 5A Comfortable Empty Nesters  5B In Style  5C Parks and Rec  5D Rustbelt Traditions  5E Midlife Constants

<b>LifeMode 6: Cozy Country Living</b>			
	<b>5 Minutes</b>	<b>15 Minutes</b>	<b>30 Minutes</b>
Drive Time Households: Count – Pct. (Rank)	1,280 – 100.0% (1)	3,939 – 97.9% (1)	14,233 – 70.9% (1)
<ul style="list-style-type: none"> <li>▶ Empty nesters in bucolic settings</li> <li>▶ Largest Tapestry group, almost half of households located in the Midwest</li> <li>▶ Homeowners with pets, residing in single-family dwellings in rural areas; almost 30% have 3 or more vehicles and, therefore, auto loans</li> <li>▶ Politically conservative and believe in the importance of buying American</li> <li>▶ Own domestic trucks, motorcycles, and ATVs/UTVs</li> <li>▶ Prefer to eat at home, shop at discount retail stores (especially Walmart), bank in person, and spend little time online</li> <li>▶ Own every tool and piece of equipment imaginable to maintain their homes, vehicles, vegetable gardens, and lawns</li> <li>▶ Listen to country music, watch auto racing on TV, and play the lottery; enjoy outdoor activities, such as fishing, hunting, camping, boating, and even bird watching</li> </ul>			<b>Tapestry Segments ID and Name</b> 6A Green Acres  6B Salt of the Earth  6C The Great Outdoors  6D Prairie Living  6E Rural Resort Dwellers  6F Heartland Communities

### LifeMode 8: Middle Ground

	5 Minutes	15 Minutes	30 Minutes
Drive Time Households: Count – Pct. (Rank)	0 – 0.0% (–)	0 – 0.0% (–)	3,209 – 16.0% (2)
<ul style="list-style-type: none"> <li>▶ Lifestyles of thirtysomethings</li> <li>▶ Millennials in the middle: single/married, renters/homeowners, middle class/working class</li> <li>▶ Urban market mix of single-family, townhome, and multi-unit dwellings</li> <li>▶ Majority of residents attended college or attained a college degree</li> <li>▶ Householders have ditched their landlines for cell phones, which they use to listen to music (generally contemporary hits), read the news, and get the latest sports updates of their favorite teams</li> <li>▶ Online all the time: use the Internet for entertainment (downloading music, watching YouTube, finding dates), social media (Facebook, Twitter, LinkedIn), shopping and news</li> <li>▶ Leisure includes night life (clubbing, movies), going to the beach, some travel and hiking</li> </ul>			<b>Tapestry Segments ID and Name</b> 8A City Lights 8B Emerald City 8C Bright Young Professionals 8D Downtown Melting Pot 8E Front Porches 8F Old and Newcomers 8G Hardscrabble Road

### LifeMode 10: Rustic Outposts

	5 Minutes	15 Minutes	30 Minutes
Drive Time Households: Count – Pct. (Rank)	0 – 0.0% (–)	83 – 2.1% (2)	1,010 – 5.0% (4)
<ul style="list-style-type: none"> <li>▶ Country life with older families in older homes</li> <li>▶ Rustic Outposts depend on manufacturing, retail and healthcare, with pockets of mining and agricultural jobs</li> <li>▶ Low labor force participation in skilled and service occupations</li> <li>▶ Own affordable, older single-family or mobile homes; vehicle ownership, a must</li> <li>▶ Residents live within their means, shop at discount stores and maintain their own vehicles (purchased used) and homes</li> <li>▶ Outdoor enthusiasts, who grow their own vegetables, love their pets and enjoy hunting and fishing</li> <li>▶ Technology is cost prohibitive and complicated. Pay bills in person, use the yellow pages, read the newspaper and mail-order books</li> </ul>			<b>Tapestry Segments ID and Name</b> 10A Southern Satellites 10B Rooted Rural 10C Diners & Miners 10D Down the Road 10E Rural Bypasses



## Prevalent Drive Time Area Tapestry Household Segments

The following table compiles and compares concentrations of the five most prevalent Tapestry household segments found within each of the Downtown Boyne City drive time areas.

2017 Households	5 Minute Drive Time			15 Minute Drive Time			30 Minute Drive Time		
	Tapestry Segment	Count	Pct.	Rank	Count	Pct.	Rank	Count	Pct.
Heartland Communities (6F)	882	68.5%	1	1,199	29.8%	3	1,850	9.2%	5
Rural Resort Dwellers (6E)	272	21.1%	2	1,200	29.8%	2	3,161	15.7%	3
Salt of the Earth (6B)	132	10.3%	3	1,477	36.7%	1	4,680	23.3%	1
Rooted Rural (10B)	0	0.0%	--	83	2.1%	4	1,009	5.0%	7
Green Acres (6A)	0	0.0%	--	39	1.0%	5	2,976	14.8%	4
Old and Newcomers (8F)	0	0.0%	--	0	0.0%	--	3,209	16.0%	2
<b>Total Count/Percent of Area</b>	<b>1,286</b>	<b>100.0%</b>		<b>3,998</b>	<b>99.4%</b>		<b>16,885</b>	<b>84.0%</b>	

Source: Esri Tapestry Segmentation Profile – 2017

Tapestry segments belonging to Cozy Country Living LifeMode Group are dominant across the five and fifteen-minute drive times. The Old and Newcomers Tapestry segment, part of the Middle Ground LifeMode Group, is the second most highly concentrated segment at the thirty-minute drive time level. Findings, based strictly on the data, suggest opportunities and strategies to increase downtown Boyne City’s market share might be focused in three areas:

- ▶ Localized neighborhood and convenience-oriented marketing and business development strategies that appeal to characteristics and traits of the Cozy Country Living LifeMode Group and its Heartland Communities, Rural Resort Dwellers and Salt of the Earth segments. These strategies are likely to emphasize neighborhood attractions, hometown customer service, local traditions and convenience.
- ▶ Extending regional appeal through intentional marketing, messages and events specifically designed to appeal to the lifestyle characteristics of the Middle Ground LifeMode Group and its Old and Newcomers segment; and perhaps to lesser extent, households within the GenXurban and Rustic Outposts LifeMode Groups.
- ▶ Continuing to capitalize on unique Downtown Boyne City and surrounding community anchors and attractions that have special appeal – and “pull” – for workplace market members, and for visitors and day-trippers traveling from areas beyond the thirty-minute drive time area.

Summary descriptions for the Tapestry segments found in the Downtown Boyne City drive time areas, shown in the table above, follow. Information on Esri Tapestry methodology and applications, along with descriptions for Tapestry’s 67 segments, are available from the Esri website at <http://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation.htm>.

## Summary Descriptions of Prevalent Downtown Boyne City Drive Time Tapestry Segments

### Heartland Communities (6F)

	5 Minutes	15 Minutes	30 Minutes
Study Area Households: Count – Pct. (Rank)	882 – 68.5% (1)	1,199 – 29.8% (3)	1,850 – 9.2% (5)

#### Who We Are

Well settled and close-knit, Heartland Communities are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

#### Our Neighborhood

- ▶ Rural communities or small towns are concentrated in the Midwest, from older Rustbelt cities to the Great Plains.
- ▶ Distribution of household types is comparable to the US, primarily (but not the majority) married couples, more with no children, and a slightly higher proportion of singles (Index 112) that reflects the aging of the population.
- ▶ Residents own modest, single-family homes built before 1970.
- ▶ They own one or two vehicles; commutes are short (Index 95).

#### Socioeconomic Traits

- ▶ Retirees in this market depress the average labor force participation rate to less than 60% (Index 95), but the unemployment rate is comparable to the US.
- ▶ More workers are white collar than blue collar; more skilled than unskilled.
- ▶ The rural economy of this market provides employment in the manufacturing, construction, and agriculture industries.
- ▶ These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important.
- ▶ Daily life is busy, but routine. Working on the weekends is not uncommon.
- ▶ Residents trust TV and newspapers more than any other media.
- ▶ Skeptical about their financial future, they stick to community banks and low-risk investments.

#### Market Profile

- ▶ Traditional in their ways, residents of Heartland Communities choose to bank and pay their bills in person and purchase insurance from an agent.
- ▶ Most have high-speed Internet access at home or on their cell phone but aren't ready to go paperless.
- ▶ Many residents have paid off their home mortgages but still hold auto loans and student loans. Noninterest checking accounts are common.
- ▶ To support their local community, residents participate in public activities.
- ▶ Home remodeling is not a priority, but homeowners do tackle necessary maintenance work on their cherished homes. They have invested in riding lawn mowers to maintain their larger yards.
- ▶ They enjoy country music and watch CMT.
- ▶ Motorcycling, hunting, and fishing are popular; walking is the main form of exercise.
- ▶ To get around these semirural communities, residents prefer domestic trucks or SUVs.
- ▶ They prefer to travel in the US and favor the convenience of packaged deals.

#### Demographic Traits

Median Household Income:	\$39,000 (US: \$51,000)
Average Household Size:	2.38
Median Age:	41.5 (US: 37.6)
Median Net Worth:	\$55,000 (US: \$71,000)
Median Home Value:	\$89,000 (US: \$177,000)
Housing Style:	Single Family
Diversity Index:	29.6 (US: 62.1)

#### Average Household Budget Index (US Average = 100)

Housing	65
Food	72
Apparel & Services	43
Transportation	74
Health Care	79
Entertainment & Recreation	73
Education	59
Pensions & Social Security	66
Other	71

## Rural Resort Dwellers (6E)

	5 Minutes	15 Minutes	30 Minutes
Study Area Households: Count – Pct. (Rank)	272 – 21.1% (2)	1,200 – 29.8% (2)	3,161 – 15.7% (3)

### Who We Are

Although the Great Recession forced many owners of second homes to sell, Rural Resort Dwellers residents remain an active market, just a bit smaller. These communities are centered in resort areas, many in the Midwest, where the change in seasons supports a variety of outdoor activities. Retirement looms for many of these blue collar, older householders, but workers are postponing retirement or returning to work to maintain their current lifestyles. Workers are traveling further to maintain employment. They are passionate about their hobbies, like freshwater fishing and hunting, but otherwise have very simple tastes.

### Our Neighborhood

- ▶ Housing is owner-occupied, single-family homes, with some mobile homes. A strong market for second homes, these rural areas provide affordable homes valued at 8% less than the US median home value. Over half of the housing units are vacant due to a high seasonal vacancy rate.
- ▶ In this older market, 42% of households consist of married couples with no children at home, while another 28% are single person. Married couples with children at home have older school-age children.
- ▶ Set in scenic rural locations with proximity to outdoor activities, two vehicles are essential to get around.

### Socioeconomic Traits

- ▶ *Rural Resort Dwellers* residents are close to retirement. They've accumulated wealth and begun to shift their portfolios to low-risk assets. These active residents continue to work in skilled occupations.
- ▶ Simple tastes and modesty characterize these blue collar residents. They shop for timeless, comfortable clothing, but only when something must be replaced. They pay little attention to advertising and usually stick to the brands they know.
- ▶ They spend time with their spouses and also maintain a social calendar.

### Market Profile

- ▶ Residents drive older domestic vehicles and prefer to spend their disposable income on gear to support their hobbies, which include freshwater fishing, hunting with a rifle or shotgun, and motorcycling.
- ▶ At home, Rural Resort Dwellers residents spend any free time working on their vehicles and maintaining their gear. They make frequent trips to their local hardware store for parts and tools. These hands-on consumers are also passionate about vegetable gardening.
- ▶ Due to their remote locations, these neighborhoods have satellite dishes. A few residents still rely on dial-up modems to stay connected. They don't access the Internet often but will make online purchases for items difficult to find in nearby stores.
- ▶ Their taste in TV shows reflects their hobbies—Animal Planet, Discovery Channel and the DIY Network.

### Demographic Traits

Median Household Income:	\$46,000 (US: \$51,000)
Average Household Size:	2.21
Median Age:	52.4 (US: 37.6)
Median Net Worth:	\$129,000 (US: \$71,000)
Median Home Value:	\$163,000 (US: \$177,000)
Housing Style:	Single Family
Diversity Index:	21.9 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	80
Food	88
Apparel & Services	50
Transportation	91
Health Care	104
Entertainment & Recreation	93
Education	64
Pensions & Social Security	80
Other	92

## Salt of the Earth (6B)

	5 Minutes	15 Minutes	30 Minutes
Study Area Households: Count – Pct. (Rank)	132 – 10.3% (3)	1,477 – 36.7% (1)	4,680 – 23.3% (1)

### Who We Are

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

### Our Neighborhood

- ▶ This large segment is concentrated in the Midwest, particularly in Ohio, Pennsylvania, and Indiana.
- ▶ Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.
- ▶ Home ownership rates are very high (Index 132). Single-family homes are affordable, valued at 25 percent less than the national market.
- ▶ Two in three households are composed of married couples; less than half have children at home.

### Socioeconomic Traits

- ▶ Steady employment in construction, manufacturing, and related service industries.
- ▶ Completed education: 42% with a high school diploma only.
- ▶ Household income just over the national median, while net worth is double the national median.
- ▶ Spending time with family their top priority.
- ▶ Cost-conscious consumers, loyal to brands they like, with a focus on buying American.
- ▶ Last to buy the latest and greatest products.
- ▶ Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.

### Market Profile

- ▶ Outdoor sports and activities, such as fishing, boating, hunting, and overnight camping trips are popular.
- ▶ To support their pastimes, truck ownership is high; many also own an ATV.
- ▶ They own the equipment to maintain their lawns and tend to their vegetable gardens.
- ▶ Residents often tackle home remodeling and improvement jobs themselves.
- ▶ Due to their locale, they own satellite dishes, and many still require dial-up modems to access the Internet.
- ▶ These conservative consumers prefer to conduct their business in person rather than online. They use an agent to purchase insurance.

### Demographic Traits

Median Household Income:	\$53,000 (US: \$51,000)
Average Household Size:	2.58
Median Age:	43.1 (US: 37.6)
Median Net Worth:	\$134,000 (US: \$71,000)
Median Home Value:	\$134,000 (US: \$177,000)
Housing Style:	Single Family
Diversity Index:	18.3 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	86
Food	91
Apparel & Services	56
Transportation	95
Health Care	102
Entertainment & Recreation	96
Education	80
Pensions & Social Security	90
Other	92

## Rooted Rural (10B)

	5 Minutes	15 Minutes	30 Minutes
Study Area Households: Count – Pct. (Rank)	0 – 0.0% (–)	83 – 2.1% (7)	1,009 – 5.0% (7)

### Who We Are

Rooted Rural is heavily concentrated in the Appalachian mountain range as well as in Texas and Arkansas. Employment in the forestry industry is common, and Rooted Rural residents live in many of the heavily forested regions of the country. Nearly 9 of 10 residents are non-Hispanic whites. This group enjoys time spent outdoors, hunting, fishing, or working in their gardens. Indoors, they enjoy watching television with a spouse and spending time with their pets. When shopping, they look for American-made and generic products. These communities are heavily influenced by religious faith, traditional gender roles, and family history.

### Our Neighborhood

- ▶ This market is dominated by married couples, few with children at home.
- ▶ 80% of homes are owner occupied: primarily single family (73%) or mobile homes (23%).
- ▶ Nearly one in five housing units are vacant, with a high proportion for seasonal use.
- ▶ Home values are very low—almost half of owned homes are valued under \$100,000.

### Socioeconomic Traits

- ▶ Thrifty shoppers that use coupons frequently and buy generic goods.
- ▶ Far-right political values on religion and marriage.
- ▶ Do-it-yourself mentality; grow their own produce and work on their cars and ATVs.
- ▶ Pay bills in person and avoid using the Internet for financial transactions.
- ▶ Often find computers and cell phones too complicated and confusing.
- ▶ Clothes a necessity, not a fashion statement; only buy new clothes when old clothes wear out.

### Market Profile

- ▶ They own a riding lawn mower, as well as a garden tiller, and have vegetable gardens.
- ▶ Only half of the households have a high-speed Internet connection.
- ▶ They use a satellite dish to watch CMT, the History Channel, and GSN (Game Show Network).
- ▶ Pets are popular—dogs, cats, and birds.
- ▶ Leisure activities include hunting and fishing.
- ▶ They listen to faith-based radio and gospel music.

### Demographic Traits

Median Household Income:	\$38,000 (US: \$51,000)
Average Household Size:	2.47
Median Age:	44.1 (US: 37.6)
Median Net Worth:	\$72,000 (US: \$71,000)
Median Home Value:	\$104,000 (US: \$177,000)
Housing Style:	Single Family; Mobile Homes
Diversity Index:	28.2 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	65
Food	74
Apparel & Services	42
Transportation	78
Health Care	85
Entertainment & Recreation	76
Education	51
Pensions & Social Security	66
Other	74

## Green Acres (6A)

	5 Minutes	15 Minutes	30 Minutes
Study Area Households: Count – Pct. (Rank)	0 – 0.0% (–)	39 – 1.0% (5)	2,976 – 14.9% (4)

### Who We Are

The Green Acres lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.

### Our Neighborhood

- ▶ Rural enclaves in metropolitan areas, primarily (not exclusively) older homes with acreage; new housing growth in the past 10 years.
- ▶ Single-family, owner-occupied housing, with a median value of \$197,000.
- ▶ An older market, primarily married couples, most with no children.

### Socioeconomic Traits

- ▶ Education: 60% are college educated.
- ▶ Unemployment is low at 6% (Index 70); labor force participation rate is high at 67.4% (Index 108).
- ▶ Income is derived not only from wages and salaries but also from self-employment (more than 15% of households), investments (30% of households), and increasingly, from retirement.
- ▶ They are cautious consumers with a focus on quality and durability.
- ▶ Comfortable with technology, more as a tool than a trend: banking or paying bills online is convenient; but the Internet is not viewed as entertainment.
- ▶ Economic outlook is professed as pessimistic, but consumers are comfortable with debt, primarily as home and auto loans, and investments.

### Market Profile

- ▶ Purchasing choices reflect Green Acres' residents country life, including a variety of vehicles from trucks and SUVs to ATVs and motorcycles, preferably late model.
- ▶ Homeowners favor DIY home improvement projects and gardening.
- ▶ Media of choice are provided by satellite service, radio, and television, also with an emphasis on country and home and garden.
- ▶ Green Acres residents pursue physical fitness vigorously, from working out on home exercise equipment to playing a variety of sports.
- ▶ Residents are active in their communities and a variety of social organizations, from fraternal orders to veterans' clubs.

### Demographic Traits

Median Household Income:	\$72,000 (US: \$51,000)
Average Household Size:	2.69
Median Age:	43.0 (US: 37.6)
Median Net Worth:	\$226,000 (US: \$71,000)
Median Home Value:	\$197,000 (US: \$177,000)
Housing Style:	Single Family
Diversity Index:	24.0 (US: 62.1)

### Average Household Budget Index (US Average = 100)

Housing	119
Food	118
Apparel & Services	78
Transportation	122
Health Care	129
Entertainment & Recreation	128
Education	119
Pensions & Social Security	127
Other	122

## Old and Newcomers (8F)

	5 Minutes	15 Minutes	30 Minutes
Study Area Households: Count – Pct. (Rank)	0 – 0.0% (--)	0 – 0.0% (--)	3,209 – 16.0% (2)

### Who We Are

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. Old and Newcomers 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 environmental causes and Starbucks. Age is not always obvious from their choices.

### Our Neighborhood

- ▶ Metropolitan city dwellers.
- ▶ Predominantly single households (Index 148), with a mix of married couples (no children); average household size lower at 2.11.
- ▶ 54% renter occupied; average rent, \$800 (Index 88).
- ▶ 45% of housing units are single-family dwellings; 44% are multiunit buildings in older neighborhoods, built before 1980.
- ▶ Average vacancy rate at 11%.

### Socioeconomic Traits

- ▶ Unemployment is lower at 7.8% (Index 91), with an average labor force participation rate of 62.6%, despite the increasing number of retired workers.
- ▶ 30% of households are currently receiving Social Security.
- ▶ 28% have a college degree (Index 99), 33% have some college education, 10% are still enrolled in college (Index 126).
- ▶ Consumers are price aware and coupon clippers, but open to impulse buys.
- ▶ They are attentive to environmental concerns.
- ▶ They are more comfortable with the latest technology than buying a car.

### Market Profile

- ▶ Residents are strong supporters of environmental organizations.
- ▶ They prefer cell phones to landlines.
- ▶ Entertainment features the Internet (dating sites and games), movies at home, country music, and newspapers.
- ▶ Vehicles are basically just a means of transportation.
- ▶ Food features convenience, frozen and fast food.
- ▶ They do banking as likely in person as online.

### Demographic Traits

Median Household Income:	\$39,000 (US: \$51,000)
Average Household Size:	2.11
Median Age:	38.5 (US: 37.6)
Median Net Worth:	\$23,000 (US: \$71,000)
Average Rent:	\$850 (US: \$990)
Housing Style:	Single Family; Multiunits
Diversity Index:	50.1 (US: 62.1)

Average Household Budget Index (US Average = 100)	
Housing	75
Food	77
Apparel & Services	51
Transportation	76
Health Care	74
Entertainment & Recreation	76
Education	77
Pensions & Social Security	72
Other	73

## Retail Market Performance

Esri's Retail MarketPlace data provides a direct comparison between retail sales and consumer spending by industry. To capture a snapshot of an area's retail market place, the leakage and surplus factor summarizes the relationship between supply (retail sales by businesses) and demand (consumer spending by household). Deviations from potential sales may reveal areas of opportunity in the trade area's retail sectors, keeping in mind any extenuating circumstances that may be driving the results.

Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups within Retail Trade sector, and three industry groups within the Food Services & Drinking Establishments subsector. To estimate sales, the Retail MarketPlace database combines a number of data sources, including

- ▶ Census Bureau's Census of Retail Trade (CRT) and Monthly Retail Trade (MRT)
- ▶ Census Bureau's Nonemployer Statistics (NES)
- ▶ Esri's demographic data
- ▶ Infogroup
- ▶ Consumer Expenditure Surveys (CEX) from the Bureau of Labor Statistics

All estimates of actual sales (supply) reflect current dollars derived from receipts of businesses primarily engaged in selling merchandise. Potential sales (demand) is estimated by using Esri's consumer spending data which provides estimated expenditures for more than 700 products and services that are consumed by U.S. households. The estimate of a trade area's demand is based upon estimated expenditures by households within the trade area.

Leakage within a specified trade area represents a condition where supply is less than demand. Retailers outside of the trade area are fulfilling demand for retail products. Surplus within a specified trade area represents a condition where supply exceeds the area's demand. Thus, retailers are attracting customers that reside outside the trade area.

### Sales Surplus and Leakage Estimates

Total Retail Trade and Food & Drink demand versus sales comparisons show sales surpluses of about \$21.5 million at the five-minute drive time level, and more than \$212 million for the thirty-minute drive time, while sales leakage estimated at more than \$33.5 million is shown for the fifteen-minute drive time area.

	5 Minutes	15 Minutes	30 Minutes
NAICS Code: Business Description	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate
Retail Trade (NAICS 44 – 45)	\$15,537,531	(\$37,851,879)	\$157,303,156
Food & Drink (NAICS 722)	\$6,008,283	\$4,270,840	\$55,036,397
Total Retail Trade and Food & Drink (NAICS 44 – 45, 722)	\$21,545,814	(\$33,581,040)	\$212,339,553

Estimates and patterns for the Retail Trade sector are consistent with overall patterns, with a surplus estimated at about \$15.5 million and \$157.3 million in the five- and thirty-minute drive times, respectively; and sales leakage estimated at nearly \$37.9 million for the fifteen-minute drive time. Estimated surplus sales for the five-minute drive time are largely driven by the performance of the higher-volume Food & Beverage Stores category and, to lesser extent, the Sporting Goods, Hobby & Musical Instruments subcategory.

The Food & Drink sector shows sales surpluses across all drive time geographies, including an estimated surplus of more than six million dollars reported for the five-minute drive time. Positive performance in the Restaurants/Other Eating Places subcategory is largely responsible for driving surpluses reported across the drive time geographies.



The following table presents a breakdown of sales surplus and leakage estimates for 27 industry groups in the Retail Trade sector and for the three industry groups within the Food Services & Drinking Places subsector for the Downtown Boyne City drive time markets.

### Downtown Boyne City • Esri Retail MarketPlace Report Summary

Sales Surplus & Leakage and Leakage Estimates	5 Minutes	15 Minutes	30 Minutes
	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate
NAICS Code: Business Description			
Retail Trade (NAICS 44 – 45)	\$15,537,531	(\$37,851,879)	\$157,303,156
Food & Drink (NAICS 722)	\$6,008,283	\$4,270,840	\$55,036,397
Total Retail Trade and Food & Drink (NAICS 44 – 45, 722)	\$21,545,814	(\$33,581,040)	\$212,339,553
441: Motor Vehicle & Parts Dealers	(\$25,635)	(\$16,637,485)	(\$16,896,135)
4411: Automobile Dealers	(\$3,395,549)	(\$18,765,295)	(\$34,216,172)
4412: Other Motor Vehicle Dealers	\$2,131,194	\$1,469,002	\$15,871,001
4413: Auto Parts, Accessories, and Tire Stores	\$1,238,720	\$658,808	\$1,449,034
442: Furniture & Home Furnishings Stores	(\$898,312)	(\$3,592,820)	\$15,331,636
4421: Furniture Stores	(\$587,199)	(\$2,236,609)	\$12,157,868
4422: Home Furnishings Stores	(\$311,114)	(\$1,356,211)	\$3,173,768
443/4431: Electronics & Appliance Stores	(\$122,216)	(\$2,026,786)	\$901,506
444: Building Materials, Garden Equip. & Supply Stores	\$17,975	\$45,231	\$62,515,628
4441: Building Material and Supplies Dealers	\$67,104	\$336,660	\$56,793,375
4442: Lawn and Garden Equipment and Supplies Stores	(\$49,129)	(\$291,430)	\$5,722,253
445: Food & Beverage Stores	\$12,060,072	(\$1,262,865)	\$72,634,977
4451: Grocery Stores	\$10,627,824	(\$980,203)	\$66,829,201
4452: Specialty Food Stores	\$647,959	(\$23,802)	\$3,779,039
4453: Beer, Wine, and Liquor Stores	\$784,290	(\$258,860)	\$2,026,737
446/4461: Health & Personal Care Stores	\$1,545,599	(\$5,448,728)	\$3,591,430
447/4471: Gasoline Stations	(\$1,150,283)	\$7,728,328	\$7,267,271
448: Clothing and Clothing Accessories Stores	\$1,371,432	(\$1,998,404)	(\$3,208,784)
4481: Clothing Stores	\$925,120	(\$1,118,150)	\$910,880
4482: Shoe Stores	(\$211,931)	(\$809,464)	(\$2,425,877)
4483: Jewelry, Luggage, and Leather Goods Stores	\$658,243	(\$70,791)	(\$1,693,787)

**Source:** Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

**Data Note:** The polarity of surplus/leakage estimates shown in this report (as compared to those shown in the original Esri reports) have been reversed to show a surplus as a positive value, and to show a leakage as a negative value. The Retail Gap (Sales Surplus/Leakage) represents the difference between Retail Potential and Retail Sales. A positive value represents a surplus in retail sales, often indicating a market where customers are drawn in from outside the defined trade area.

Sales Surplus & Leakage Estimates NAICS Code: Business Description	5 Minutes	15 Minutes	30 Minutes
	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate	Surplus/(Leakage) Estimate
451: Sporting Goods, Hobby, Book, and Music Stores	\$3,838,788	\$3,295,365	\$20,263,049
4511: Sporting Goods/Hobby/Musical Instrument Stores	\$3,963,155	\$3,765,917	\$17,317,603
4512: Book, Periodical, and Music Stores	(\$124,367)	(\$470,551)	\$2,945,446
452: General Merchandise Stores	(\$3,806,167)	(\$17,218,236)	(\$1,501,117)
4521: Department Stores (Excluding Leased Depts.)	(\$3,258,792)	(\$12,426,038)	\$21,009,681
4529: Other General Merchandise Stores	(\$547,375)	(\$4,792,198)	(\$22,510,798)
453: Miscellaneous Store Retailers	\$502,188	(\$2,440,672)	\$4,178,323
4531: Florists	\$91,468	(\$28,028)	\$763,872
4532: Office Supplies, Stationery, and Gift Stores	\$362,415	\$36,081	\$8,144,832
4533: Used Merchandise Stores	\$219,602	(\$188,844)	\$1,067,852
4539: Other Miscellaneous Store Retailers	(\$171,297)	(\$2,259,881)	(\$5,798,234)
454: Nonstore Retailers	\$2,204,090	\$1,705,192	(\$7,774,625)
4541: Electronic Shopping and Mail-Order Houses	(\$466,721)	(\$1,773,267)	(\$9,215,033)
4542: Vending Machine Operators	(\$33,901)	(\$128,480)	(\$666,418)
4543: Direct Selling Establishments	\$2,704,712	\$3,606,940	\$2,100,584
722: Food Services & Drinking Places	\$6,008,283	\$4,270,840	\$55,036,397
7223: Special Food Services	(\$95,322)	(\$208,928)	(\$409,416)
7224: Drinking Places (Alcoholic Beverages)	\$1,302,411	\$1,157,333	\$4,591,296
7225: Restaurants/Other Eating Places	\$4,797,595	\$3,322,435	\$50,854,517

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Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as three industry groups within the Food Services & Drinking Establishments subsector. For more information on Retail MarketPlace data and to download the methodology statement visit <http://doc.arcgis.com/en/esri-demographics/data/retail-marketplace.htm>.

## Sales Surplus/Leakage Factors

Sales Surplus/Leakage Factors present a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total surplus) to -100 (total leakage). A positive value represents a surplus of retail sales (often indicative of a market where customers are drawn in from outside the trade area). Categories showing the highest surplus factors may be indicative of relative strength in the market, and possible opportunities for expansion or the introduction of complementary product and service lines to build on market strengths or existing and evolving niche markets. Negative leakage factors could also reveal possible retail opportunities, with the lowest values providing an initial indication of potential targets for expansion or recruitment. Additional research and consideration of other factors influencing opportunities in the local marketplace is required to fully assess potential opportunities.

The following table displays figures for some of the highest and lowest Surplus/Leakage Factors in the five-minute drive time for select Retail and Food & Drink categories and subcategories, along with corresponding figures for the fifteen- and thirty-minute drive time areas.

### Downtown Boyne City Study Area • Sales Surplus/Leakage Factors – Select Categories

Category/Subcategory Description	NAICS	5 Minutes		15 Minutes		30 Minutes	
		Factor	# Biz	Factor	# Biz	Factor	# Biz
+ Drinking Places - Alcoholic Beverages	7224	80.8	2	49.0	3	39.9	13
+ Sporting Goods/Hobby/Musical Instruments	4511	74.1	2	41.6	5	38.2	36
+ Other Motor Vehicle Dealers	4412	59.1	3	20.8	4	37.4	16
+ Jewelry, Luggage & Leather Goods Stores	4483	56.9	1	(3.8)	1	(17.7)	7
+ Specialty Food Stores	4452	52.7	3	(1.1)	4	25.2	19
+ Grocery Stores	4451	50.4	2	(2.5)	4	24.9	25
+ Beer, Wine & Liquor Stores	4453	48.6	1	(8.9)	1	11.0	7
+ Restaurants/Other Eating Places	7225	46.0	11	13.4	23	30.5	146
+ Auto Parts, Accessories & Tire Stores	4413	45.7	2	10.5	5	4.8	27
+ Office Supplies, Stationery & Gift Stores	4532	44.5	4	2.0	6	47.0	21
+ Florists	4531	44.0	2	(6.6)	2	25.0	13
+ Used Merchandise Stores	4533	38.1	2	(16.2)	3	12.6	17
+ Clothing Stores	4481	31.9	4	(17.3)	6	2.2	41
- Furniture Stores	4421	(100.0)	0	(100.0)	0	33.5	11
- Shoe Stores	4482	(100.0)	0	(100.0)	0	(37.8)	4
- Book, Periodical & Music Stores	4512	(100.0)	0	(100.0)	0	36.4	7
- Department Stores Excluding Leased Depts.	4521	(100.0)	0	(100.0)	0	13.8	9
- Special Food Services	7223	(100.0)	0	(40.4)	1	(12.2)	6
- Home Furnishings Stores	4422	(68.5)	1	(84.2)	1	16.8	17
- Automobile Dealers	4411	(36.9)	1	(65.3)	2	(17.3)	15
- Other General Merchandise Stores	4529	(20.0)	1	(62.9)	2	(55.7)	13

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