



GRAHAM, TEXAS



Medical Retail Trade Area Gap/Opportunity Analysis



About The Retail Coach

The Retail Coach is a national retail recruitment and development firm that combines strategy, technology, and creative expertise to develop and deliver high-impact retail recruitment and development plans to local governments, chambers of commerce, economic development organizations and private developers.

Through its unique Retail360® Process, The Retail Coach offers a dynamic system of products and services that better enable communities to maximize their retail development potential.

Retail360® Process

Providing more than simple data reports of psychographic and demographic trends, The Retail Coach goes well beyond other retail consulting and market research firms' offerings by combining current national and statewide demographics and trend data with real-world, "on-the-ground" information gathered through extensive visits to our clients' communities. Every community is different, and there is no "one size fits all" retail recruitment solution. Compiling the gathered data into client-tailored information packets that are uniquely designed for, and targeted to, specific retailers and restaurants who meet the community's needs help assure our clients that they are receiving the latest and best information for targeted retail recruitment efforts – all with personal service and coaching guidance that continues beyond the initial project scope and timeline.

Our Retail360® Process assures that communities get timely, accurate and relevant information. Translating that data into the information that retailers need and seek assures our clients even better possibilities for tremendous retail growth and success.



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NAICS	DESCRIPTION	POTENTIAL SALES	ACTUAL SALES	LEAKAGE	INDEX
44, 45, 722	Total retail trade including food and drinking places	\$904,665,025	\$206,467,099	\$698,197,926	0.23
441	Motor vehicle and parts dealers	\$220,204,815	\$25,905,922	\$194,298,893	0.12
4411	Automobile dealers	\$191,917,733	\$15,935,171	\$175,982,562	0.08
4412	Other motor vehicle dealers	\$12,843,016	\$4,976,081	\$7,866,935	0.39
4413	Automotive parts, accessories, and tire stores	\$15,444,065	\$4,994,670	\$10,449,395	0.32
442	Furniture and home furnishings stores	\$18,840,639	\$4,057,132	\$14,783,507	0.22
4421	Furniture stores	\$10,435,609	\$2,397,311	\$8,038,298	0.23
4422	Home furnishings stores	\$8,405,030	\$1,659,821	\$6,745,209	0.20
443	Electronics and appliance stores	\$14,340,917	\$3,529,358	\$10,811,559	0.25
443141	Household appliance stores	\$1,964,616	\$2,215,195	-\$250,579	1.13
443142	Electronics stores	\$12,376,301	\$1,314,163	\$11,062,138	0.11
444	Building material and garden equipment and supplies dealers	\$54,742,759	\$13,759,984	\$40,982,775	0.25
4441	Building material and supplies dealers	\$48,795,923	\$5,776,822	\$43,019,101	0.12
44411	Home centers	\$25,371,989	\$2,786,464	\$22,585,525	0.11
44412	Paint and wallpaper stores	\$2,179,362	\$0	\$2,179,362	0.00
44413	Hardware stores	\$4,048,957	\$771,553	\$3,277,404	0.19
44419	Other building material dealers	\$17,195,616	\$2,218,805	\$14,976,811	0.13
4442	Lawn and garden equipment and supplies stores	\$5,946,835	\$7,983,162	-\$2,036,327	1.34
44421	Outdoor power equipment stores	\$653,370	\$0	\$653,370	0.00
44422	Nursery, garden center, and farm supply stores	\$5,293,465	\$7,983,162	-\$2,689,697	1.51
445	Food and beverage stores	\$107,226,605	\$22,540,629	\$84,685,976	0.21
4451	Grocery stores	\$97,645,201	\$21,757,964	\$75,887,237	0.22
44511	Supermarkets and other grocery (except convenience) stores	\$93,605,360	\$20,576,761	\$73,028,599	0.22
44512	Convenience stores	\$4,039,842	\$1,181,203	\$2,858,639	0.29
4452	Specialty food stores	\$2,920,254	\$0	\$2,920,254	0.00
4453	Beer, wine, and liquor stores	\$6,661,150	\$782,665	\$5,878,485	0.12
446	Health and personal care stores	\$45,830,572	\$7,122,546	\$38,708,026	0.16
44611	Pharmacies and drug stores	\$36,837,666	\$6,487,102	\$30,350,564	0.18
44612	Cosmetics, beauty supplies, and perfume stores	\$3,476,670	\$0	\$3,476,670	0.00
44613	Optical goods stores	\$1,873,273	\$635,444	\$1,237,829	0.34
44619	Other health and personal care stores	\$3,642,963	\$0	\$3,642,963	0.00
447	Gasoline stations	\$84,852,881	\$22,885,885	\$61,966,996	0.27
448	Clothing and clothing accessories stores	\$41,053,544	\$7,422,151	\$33,631,393	0.18
4481	Clothing stores	\$29,040,136	\$5,390,034	\$23,650,102	0.19
44811	Men's clothing stores	\$1,311,745	\$0	\$1,311,745	0.00
44812	Women's clothing stores	\$5,869,100	\$1,437,293	\$4,431,807	0.24
44813	Children's and infants' clothing stores	\$1,253,308	\$97,890	\$1,155,418	0.08
44814	Family clothing stores	\$17,579,795	\$3,854,851	\$13,724,944	0.22
44815	Clothing accessories stores	\$1,193,049	\$0	\$1,193,049	0.00
44819	Other clothing stores	\$1,833,138	\$0	\$1,833,138	0.00
4482	Shoe stores	\$6,693,763	\$865,949	\$5,827,814	0.13
4483	Jewelry, luggage, and leather goods stores	\$5,319,645	\$1,166,168	\$4,153,477	0.22
44831	Jewelry stores	\$4,700,230	\$1,166,168	\$3,534,062	0.25
44832	Luggage and leather goods stores	\$619,415	\$0	\$619,415	0.00

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451	Sporting goods, hobby, musical instrument, and book stores	\$12,161,216	\$997,640	\$11,163,576	0.08
4511	Sporting goods, hobby, and musical instrument stores	\$10,816,348	\$997,640	\$9,818,708	0.09
45111	Sporting goods stores	\$7,249,568	\$997,640	\$6,251,928	0.14
45112	Hobby, toy, and game stores	\$2,373,222	\$0	\$2,373,222	0.00
45113	Sewing, needlework, and piece goods stores	\$466,735	\$0	\$466,735	0.00
45114	Musical instrument and supplies stores	\$726,823	\$0	\$726,823	0.00
4512	Book stores and news dealers	\$1,344,868	\$0	\$1,344,868	0.00
452	General merchandise stores	\$108,646,275	\$63,701,824	\$44,944,451	0.59
4522	Department stores	\$15,726,719	\$0	\$15,726,719	0.00
4523	Other general merchandise stores	\$92,919,556	\$63,701,824	\$29,217,732	0.69
453	Miscellaneous store retailers	\$13,815,101	\$2,064,435	\$11,750,666	0.15
4531	Florists	\$909,059	\$376,807	\$532,252	0.41
4532	Office supplies, stationery, and gift stores	\$3,415,193	\$0	\$3,415,193	0.00
45321	Office supplies and stationery stores	\$1,406,462	\$0	\$1,406,462	0.00
45322	Gift, novelty, and souvenir stores	\$2,008,731	\$0	\$2,008,731	0.00
4533	Used merchandise stores	\$2,625,708	\$0	\$2,625,708	0.00
4539	Other miscellaneous store retailers	\$6,865,141	\$1,687,628	\$5,177,513	0.25
45391	Pet and pet supplies stores	\$3,182,299	\$0	\$3,182,299	0.00
45399	All other miscellaneous store retailers	\$3,682,843	\$1,687,628	\$1,995,215	0.46
454	Non-store retailers	\$73,944,820	\$2,634,331	\$71,310,489	0.04
722	Food services and drinking places	\$109,004,882	\$29,845,262	\$79,159,620	0.27
7223	Special food services	\$6,883,266	\$0	\$6,883,266	0.00
7224	Drinking places (alcoholic beverages)	\$4,790,331	\$0	\$4,790,331	0.00
7225	Restaurants and other eating places	\$97,331,285	\$29,845,262	\$67,486,023	0.31
722511	Full-service restaurants	\$41,903,382	\$10,404,444	\$31,498,938	0.25
722513	Limited-service restaurants	\$48,613,712	\$19,440,818	\$29,172,894	0.40
722514	Cafeterias, grill buffets, and buffets	\$2,267,556	\$0	\$2,267,556	0.00
722515	Snack and nonalcoholic beverage bars	\$4,546,635	\$0	\$4,546,635	0.00

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DESCRIPTION	DATA	%
Population		
2025 Projection	62,087	
2020 Estimate	60,734	
2010 Census	60,845	
2000 Census	60,588	
Growth 2020 - 2025		2.23%
Growth 2010 - 2020		-0.18%
Growth 2000 - 2010		0.42%
2020 Est. Population by Single-Classification Race	60,734	
White Alone	51,107	84.15%
Black or African American Alone	1,529	2.52%
Amer. Indian and Alaska Native Alone	585	0.96%
Asian Alone	372	0.61%
Native Hawaiian and Other Pacific Island Alone	29	0.05%
Some Other Race Alone	5,609	9.24%
Two or More Races	1,503	2.48%
2020 Est. Population by Hispanic or Latino Origin	60,734	
Not Hispanic or Latino	47,408	78.06%
Hispanic or Latino	13,326	21.94%
Mexican	11,629	87.27%
Puerto Rican	103	0.77%
Cuban	20	0.15%
All Other Hispanic or Latino	1,575	11.82%
2020 Est. Hisp. or Latino Pop by Single-Class. Race	13,326	
White Alone	6,840	51.33%
Black or African American Alone	54	0.41%
American Indian and Alaska Native Alone	185	1.39%
Asian Alone	15	0.11%
Native Hawaiian and Other Pacific Islander Alone	3	0.02%
Some Other Race Alone	5,586	41.92%
Two or More Races	642	4.82%
2020 Est. Pop by Race, Asian Alone, by Category	372	
Chinese, except Taiwanese	45	12.10%
Filipino	41	11.02%
Japanese	40	10.75%
Asian Indian	47	12.63%
Korean	17	4.57%
Vietnamese	53	14.25%
Cambodian	1	0.27%
Hmong	0	0.00%
Laotian	0	0.00%
Thai	65	17.47%
All Other Asian Races Including 2+ Category	63	16.94%

DESCRIPTION	DATA	%
2020 Est. Population by Ancestry	60,734	
Arab	26	0.04%
Czech	156	0.26%
Danish	31	0.05%
Dutch	711	1.17%
English	4,371	7.20%
French (except Basque)	726	1.20%
French Canadian	109	0.18%
German	4,954	8.16%
Greek	44	0.07%
Hungarian	77	0.13%
Irish	4,855	7.99%
Italian	340	0.56%
Lithuanian	3	0.01%
United States or American	6,461	10.64%
Norwegian	113	0.19%
Polish	150	0.25%
Portuguese	18	0.03%
Russian	39	0.06%
Scottish	733	1.21%
Scotch-Irish	951	1.57%
Slovak	14	0.02%
Subsaharan African	11	0.02%
Swedish	122	0.20%
Swiss	22	0.04%
Ukrainian	1	0.00%
Welsh	186	0.31%
West Indian (except Hisp. groups)	117	0.19%
Other ancestries	15,316	25.22%
Ancestry Unclassified	20,078	33.06%
2020 Est. Pop Age 5+ by Language Spoken At Home		
Speak Only English at Home	46,608	81.83%
Speak Asian/Pacific Island Language at Home	672	1.18%
Speak IndoEuropean Language at Home	394	0.69%
Speak Spanish at Home	9,275	16.28%
Speak Other Language at Home	10	0.02%

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DESCRIPTION	DATA	%
2020 Est. Population by Age	60,734	
Age 0 - 4	3,776	6.22%
Age 5 - 9	3,872	6.38%
Age 10 - 14	4,070	6.70%
Age 15 - 17	2,488	4.10%
Age 18 - 20	2,280	3.75%
Age 21 - 24	3,120	5.14%
Age 25 - 34	7,283	11.99%
Age 35 - 44	6,828	11.24%
Age 45 - 54	6,983	11.50%
Age 55 - 64	8,055	13.26%
Age 65 - 74	6,863	11.30%
Age 75 - 84	3,681	6.06%
Age 85 and over	1,436	2.36%
Age 16 and over	48,203	79.37%
Age 18 and over	46,528	76.61%
Age 21 and over	44,248	72.86%
Age 65 and over	11,979	19.72%
2020 Est. Median Age		40.07
2020 Est. Average Age		40.68
2020 Est. Population by Sex	60,734	
Male	30,756	50.64%
Female	29,978	49.36%

DESCRIPTION	DATA	%
2020 Est. Male Population by Age	30,756	
Age 0 - 4	1,944	6.32%
Age 5 - 9	2,015	6.55%
Age 10 - 14	2,094	6.81%
Age 15 - 17	1,289	4.19%
Age 18 - 20	1,233	4.01%
Age 21 - 24	1,772	5.76%
Age 25 - 34	3,914	12.73%
Age 35 - 44	3,487	11.34%
Age 45 - 54	3,512	11.42%
Age 55 - 64	3,992	12.98%
Age 65 - 74	3,315	10.78%
Age 75 - 84	1,676	5.45%
Age 85 and over	514	1.67%
2020 Est. Median Age, Male		38.13
2020 Est. Average Age, Male		39.51
2020 Est. Female Population by Age	29,978	
Age 0 - 4	1,832	6.11%
Age 5 - 9	1,857	6.19%
Age 10 - 14	1,976	6.59%
Age 15 - 17	1,199	4.00%
Age 18 - 20	1,047	3.49%
Age 21 - 24	1,348	4.50%
Age 25 - 34	3,369	11.24%
Age 35 - 44	3,341	11.15%
Age 45 - 54	3,471	11.58%
Age 55 - 64	4,064	13.56%
Age 65 - 74	3,548	11.84%
Age 75 - 84	2,004	6.69%
Age 85 and over	921	3.07%
2020 Est. Median Age, Female		42.09
2020 Est. Average Age, Female		42.05

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DESCRIPTION	DATA	%
2020 Est. Pop Age 15+ by Marital Status		
Total, Never Married	12,140	24.77%
Males, Never Married	7,220	14.73%
Females, Never Married	4,920	10.04%
Married, Spouse present	24,477	49.94%
Married, Spouse absent	2,952	6.02%
Widowed	3,827	7.81%
Males Widowed	997	2.03%
Females Widowed	2,830	5.77%
Divorced	5,620	11.47%
Males Divorced	2,617	5.34%
Females Divorced	3,002	6.13%
2020 Est. Pop Age 25+ by Edu. Attainment		
Less than 9th grade	2,655	6.5%
Some High School, no diploma	4,958	12.1%
High School Graduate (or GED)	14,786	36.0%
Some College, no degree	9,675	23.5%
Associate Degree	2,244	5.5%
Bachelor's Degree	4,764	11.6%
Master's Degree	1,615	3.9%
Professional School Degree	239	0.6%
Doctorate Degree	191	0.5%
2020 Est. Pop Age 25+ by Edu. Attain., Hisp./ Lat.		
No High School Diploma	3,093	46.74%
High School Graduate	2,379	35.95%
Some College or Associate's Degree	896	13.54%
Bachelor's Degree or Higher	250	3.78%
Households		
2025 Projection	23,603	
2020 Estimate	23,111	
2010 Census	23,289	
2000 Census	23,207	
Growth 2020 - 2025		2.13%
Growth 2010 - 2020		-0.76%
Growth 2000 - 2010		0.35%
2020 Est. Households by Household Type	23,111	
Family Households	16,072	69.54%
Nonfamily Households	7,040	30.46%
2020 Est. Group Quarters Population	2,092	
2020 Households by Ethnicity, Hispanic/Latino	3,391	

DESCRIPTION	DATA	%
2020 Est. Households by Household Income	23,111	
Income < \$15,000	3,118	13.49%
Income \$15,000 - \$24,999	2,759	11.94%
Income \$25,000 - \$34,999	2,686	11.62%
Income \$35,000 - \$49,999	3,494	15.12%
Income \$50,000 - \$74,999	3,975	17.20%
Income \$75,000 - \$99,999	2,480	10.73%
Income \$100,000 - \$124,999	1,861	8.05%
Income \$125,000 - \$149,999	1,263	5.47%
Income \$150,000 - \$199,999	839	3.63%
Income \$200,000 - \$249,999	292	1.26%
Income \$250,000 - \$499,999	269	1.16%
Income \$500,000+	78	0.34%
2020 Est. Average Household Income		\$65,043
2020 Est. Median Household Income		\$47,631
2020 Median HH Inc. by Single-Class. Race or Eth.		
White Alone		\$49,896
Black or African American Alone		\$28,562
American Indian and Alaska Native Alone		\$51,749
Asian Alone		\$41,923
Native Hawaiian and Other Pacific Islander Alone		\$39,625
Some Other Race Alone		\$36,048
Two or More Races		\$33,226
Hispanic or Latino		\$39,134
Not Hispanic or Latino		\$50,490
2020 Est. Family HH Type by Presence of Own Child.	16,072	
Married-Couple Family, own children	4,447	27.67%
Married-Couple Family, no own children	7,870	48.97%
Male Householder, own children	602	3.75%
Male Householder, no own children	546	3.40%
Female Householder, own children	1,410	8.77%
Female Householder, no own children	1,196	7.44%
2020 Est. Households by Household Size	23,111	
1-person	6,142	26.58%
2-person	8,243	35.67%
3-person	3,485	15.08%
4-person	2,726	11.80%
5-person	1,480	6.40%
6-person	618	2.67%
7-or-more-person	419	1.81%
2020 Est. Average Household Size		2.53

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DESCRIPTION	DATA	%
2020 Est. Households by Presence of People Under 18	23,111	
Households with 1 or More People under Age 18:	7,545	32.65%
Married-Couple Family	4,973	65.91%
Other Family, Male Householder	728	9.65%
Other Family, Female Householder	1,770	23.46%
Nonfamily, Male Householder	60	0.80%
Nonfamily, Female Householder	16	0.21%
Households with No People under Age 18:	15,566	67.35%
Married-Couple Family	7,351	47.23%
Other Family, Male Householder	425	2.73%
Other Family, Female Householder	828	5.32%
Nonfamily, Male Householder	3,193	20.51%
Nonfamily, Female Householder	3,770	24.22%
2020 Est. Households by Number of Vehicles	23,111	
No Vehicles	1,480	6.40%
1 Vehicle	7,896	34.17%
2 Vehicles	9,029	39.07%
3 Vehicles	3,372	14.59%
4 Vehicles	1,017	4.40%
5 or more Vehicles	317	1.37%
2020 Est. Average Number of Vehicles		1.82
Family Households		
2025 Projection	16,417	
2020 Estimate	16,072	
2010 Census	16,173	
2000 Census	16,298	
Growth 2020 - 2025		2.15%
Growth 2010 - 2020		-0.62%
Growth 2000 - 2010		-0.77%

2020 Est. Families by Poverty Status	16,072	
2020 Families at or Above Poverty	13,887	86.41%
2020 Families at or Above Poverty with Children	5,598	34.83%
2020 Families Below Poverty	2,185	13.60%
2020 Families Below Poverty with Children	1,692	10.53%
2020 Est. Pop 16+ by Employment Status	48,202	
Civilian Labor Force, Employed	25,838	53.60%
Civilian Labor Force, Unemployed	1,579	3.28%
Armed Forces	47	0.10%
Not in Labor Force	20,738	43.02%

DESCRIPTION	DATA	%
2020 Est. Civ. Employed Pop 16+ by Class of Worker	25,597	
For-Profit Private Workers	16,909	66.06%
Non-Profit Private Workers	1,265	4.94%
Local Government Workers	219	0.86%
State Government Workers	1,305	5.10%
Federal Government Workers	2,122	8.29%
Self-Employed Workers	3,629	14.18%
Unpaid Family Workers	147	0.57%
2020 Est. Civ. Employed Pop 16+ by Occupation	25,597	
Architect/Engineer	319	1.25%
Arts/Entertainment/Sports	228	0.89%
Building Grounds Maintenance	1,099	4.29%
Business/Financial Operations	744	2.91%
Community/Social Services	444	1.74%
Computer/Mathematical	127	0.50%
Construction/Extraction	2,597	10.15%
Education/Training/Library	1,526	5.96%
Farming/Fishing/Forestry	304	1.19%
Food Prep/Serving	1,506	5.88%
Health Practitioner/Technician	1,050	4.10%
Healthcare Support	503	1.97%
Maintenance Repair	1,157	4.52%
Legal	86	0.34%
Life/Physical/Social Science	133	0.52%
Management	2,158	8.43%
Office/Admin. Support	3,233	12.63%
Production	2,130	8.32%
Protective Services	645	2.52%
Sales/Related	2,442	9.54%
Personal Care/Service	826	3.23%
Transportation/Moving	2,340	9.14%

2020 Est. Pop 16+ by Occupation Classification	25,597	
White Collar	12,490	48.80%
Blue Collar	8,224	32.13%
Service and Farm	4,883	19.08%
2020 Est. Workers Age 16+ by Transp. to Work	24,989	
Drove Alone	20,809	83.27%
Car Pooled	2,070	8.28%
Public Transportation	90	0.36%
Walked	339	1.36%
Bicycle	103	0.41%
Other Means	456	1.83%
Worked at Home	1,122	4.49%

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DESCRIPTION	DATA	%
2020 Est. Workers Age 16+ by Travel Time to Work		
Less than 15 Minutes	12,954	
15 - 29 Minutes	5,018	
30 - 44 Minutes	3,135	
45 - 59 Minutes	1,237	
60 or more Minutes	1,536	
2020 Est. Avg Travel Time to Work in Minutes		22
2020 Est. Occupied Housing Units by Tenure	23,111	
Owner Occupied	16,522	71.49%
Renter Occupied	6,589	28.51%
2020 Owner Occ. HUs: Avg. Length of Residence		18.27
2020 Renter Occ. HUs: Avg. Length of Residence		6.98
2020 Est. Owner-Occupied Housing Units by Value	23,111	
Value Less than \$20,000	1,123	6.80%
Value \$20,000 - \$39,999	1,636	9.90%
Value \$40,000 - \$59,999	1,736	10.51%
Value \$60,000 - \$79,999	2,159	13.07%
Value \$80,000 - \$99,999	1,983	12.00%
Value \$100,000 - \$149,999	2,927	17.72%
Value \$150,000 - \$199,999	1,763	10.67%
Value \$200,000 - \$299,999	1,495	9.05%
Value \$300,000 - \$399,999	673	4.07%
Value \$400,000 - \$499,999	413	2.50%
Value \$500,000 - \$749,999	294	1.78%
Value \$750,000 - \$999,999	144	0.87%
Value \$1,000,000 or \$1,499,999	87	0.53%
Value \$1,500,000 or \$1,999,999	42	0.25%
Value \$2,000,000+	47	0.28%
2020 Est. Median All Owner-Occupied Housing Value		\$95,895

DESCRIPTION	DATA	%
2020 Est. Housing Units by Year Structure Built		
Housing Units Built 2014 or later	588	1.94%
Housing Units Built 2010 to 2014	947	3.12%
Housing Units Built 2000 to 2009	3,090	10.17%
Housing Units Built 1990 to 1999	2,653	8.73%
Housing Units Built 1980 to 1989	3,825	12.59%
Housing Units Built 1970 to 1979	4,618	15.20%
Housing Units Built 1960 to 1969	4,462	14.69%
Housing Units Built 1950 to 1959	4,967	16.35%
Housing Units Built 1940 to 1949	2,205	7.26%
Housing Unit Built 1939 or Earlier	3,025	9.96%
2020 Est. Median Year Structure Built		1971

DESCRIPTION	DATA	%
2020 Est. Housing Units by Units in Structure		
1 Unit Detached	23,121	76.11%
1 Unit Attached	441	1.45%
2 Units	714	2.35%
3 or 4 Units	547	1.80%
5 to 19 Units	844	2.78%
20 to 49 Units	269	0.89%
50 or More Units	208	0.69%
Mobile Home or Trailer	4,184	13.77%
Boat, RV, Van, etc.	52	0.17%



ACKNOWLEDGMENTS

The observations, conclusions and recommendations contained in this study are solely those of The Retail Coach, LLC and should not be construed to represent the opinions of others, including its clients, or any other entity prior to such entity's express approval of this study.

All information furnished is from sources deemed reliable and is submitted subject to errors, omissions, change of terms and/or conditions.

Sources used in completing this study include: infoUSA™, Applied Geographic Solutions, Environics Analytics, ESRI, U.S. Census Bureau, Economy.com, Placer.AI, Spatial Insights Inc., Urban Land Institute, CensusViewer.com, International Council of Shopping Centers, and/or U.S. Bureau of Labor and Statistics. To better represent current data, where applicable, portions of estimated actual sales may be calculated using an average sales per square foot model. Mapping data is provided by Google, Nielsen, ESRI and/or Microsoft Corporation.

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