



Strong Roots, Smart Growth

2021

Economic Development Plan

August 19, 2021

Prepared for: Harnett County

Prepared by: Rose Associates

ACKNOWLEDGEMENTS

The conclusions set forth are based upon information provided by public records, municipal officials, business owners, market and demographic data obtained by Rose & Associates Southeast Inc. Anecdotal qualitative information was obtained through individual and/or group interviews during this process, and we wish to thank the Harnett County team, including staff, elected officials and the steering committee members for their valuable input:

Harnett County Staff

Paula Stewart—(Former) County Manager

George Wood—Interim County Manager

Coley Price, Brian Haney—County Manager’s Office

Jay Sikes, Landon Chandler, Mark Locklear—County Development Services

Angie Stewart, Rebecca Parker—County Economic Development

Steve Ward—Harnett Regional Water

Carl Davis—County Parks & Recreation

Chris Hawk— County GIS

Harnett County Elected Officials

W. Brooks Matthews—Commission Chair

Lewis Weatherspoon—Commission Vice-Chair

Barbara McKoy—Commissioner

Mark Johnson—Commissioner

Matt Nicol—Commissioner

Grow Harnett Steering Committee (including those above)

Harnett County Properties Corp.— Teddy Byrd, Dan Camp and Walter Weeks

Harnett County Economic Development Council—Mike Jones and Jeff Whittington

Town Managers—Gerry Vincent (Angier), Joseph Jefferies (Lillington), Nick Holcomb (Coats), Snow Bowden (Erwin) and Steve Neuschafer (Dunn)



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1. Executive Summary

Introduction

Rose & Associates Southeast, Inc. was engaged by Harnett County, NC to review and update Demographic and Economic information from the **2015 Grow Harnett County Comprehensive Growth Plan**, and provide a more detailed evaluation of Economic Development in Harnett County to identify opportunities for improvement.

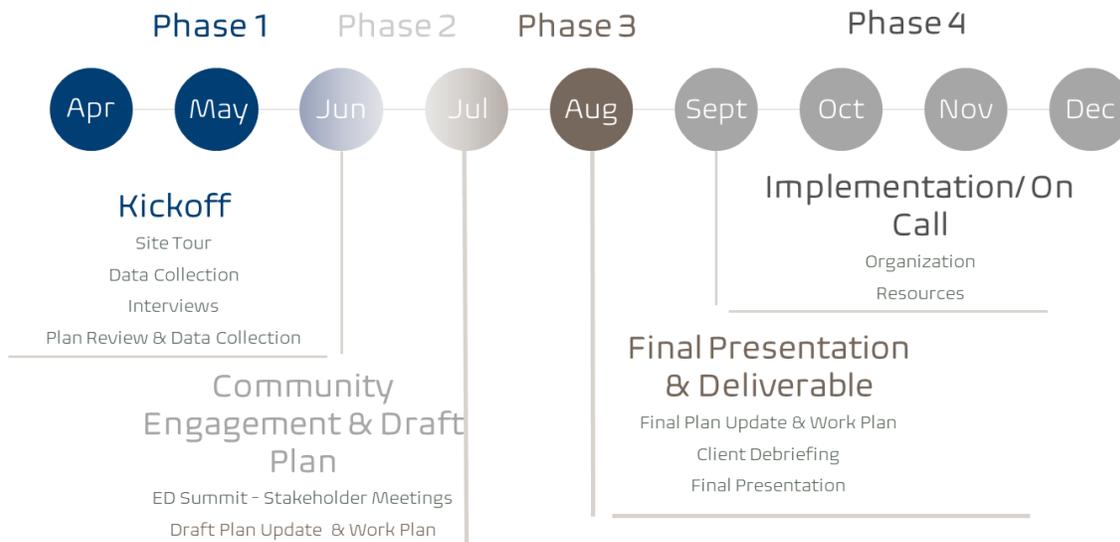
Harnett County is strategically located between the Raleigh, NC region and Research Triangle Park, and the Fayetteville, NC region and Fort Bragg, one of the nation’s largest military installations. The county has experienced tremendous growth from the economic expansion of both of these areas, and has evolved from an agricultural economy to a manufacturing one, as well as a place of natural resource abundance that allures people to visit, work and live in. At the center lies the Town of Lillington, the County Seat, and is home to renowned Campbell University, which is situated just east in Buies Creek.

Economic Development is not just about recruiting new businesses to the region. It also includes stewardship of policies that government undertakes to meet broad economic objectives like sustainable growth; policies and programs to provide services such as infrastructure and access; and advocacy for the policies and programs directed at improving the region’s business climate.

This report provides review of what has changed since the 2015 Plan was adopted, benchmarking to determine best practices, and recommendations for how to move forward through the implementation of a 5-year plan.

Harnett County has rich natural, intellectual and cultural resources which will propel it forward with a promising future for current and future generations.

Work on the Economic Development Plan includes four phases as outlined below:



Executive Summary

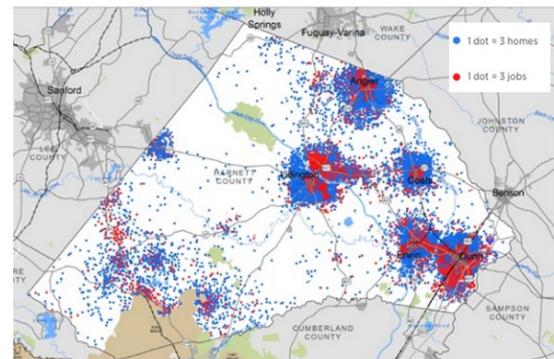
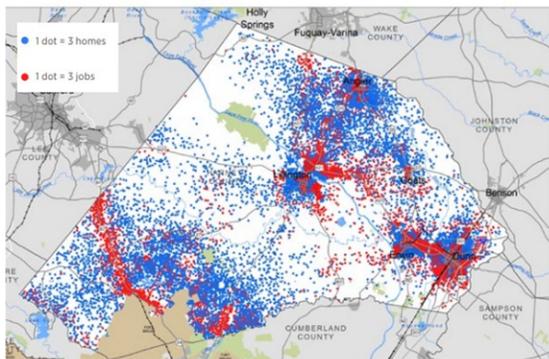
2015 Plan Review & Findings

The 2015 Plan included five key areas: Economic Development, Land Use, Utilities, Natural Resources and Transportation. While this report does not update or address all of these areas, each are integral to the success of Economic Development, which is the centerpiece of this plan.

The Plan set forth goals in each of these areas, many of which are related to economic development have been achieved since its adoption. The community agreed on a vision for future growth, which balanced growth scenarios from unmitigated development to rural preservation, and placed a priority for growth around its small towns and critical transportation corridors.

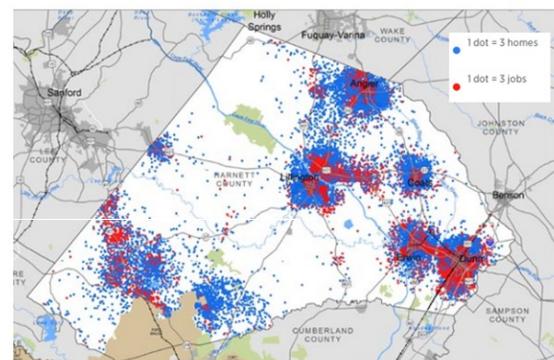
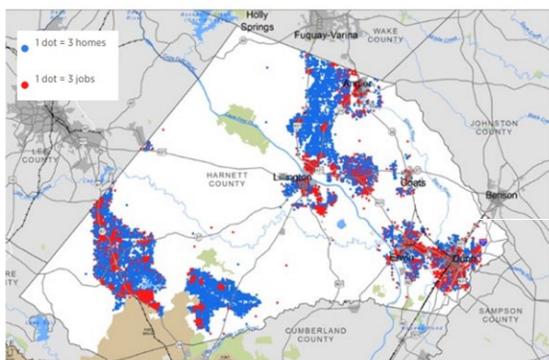


2015 Comprehensive Plan Growth Scenarios



Business As Usual Scenario (BAU)

Strong Towns (ST)



Natural Assets Scenario (NA)

Preferred Scenario (PS)

Executive Summary

2015 Plan Review & Findings

Harnett County is strategically located between the Raleigh, NC region and Research Triangle Park, and the Fayetteville, NC region and Fort Bragg, one of the nation’s largest military installations. Interstate 95 runs along its eastern most border and is also served by major rail and air facilities. The Cape Fear River runs through the middle of the county, and includes many natural and recreational assets, including [Raven Rock State Park](#). Educational assets include [Campbell University](#), [Central Carolina Community College](#) and the [Harnett County School System](#).



The county has experienced tremendous residential growth since 2015, while commercial growth has been relatively stagnant. The data below shows double digit growth in population and housing units, as growing employed populations experience household income growth.

	2015 Report	2020 Census Data/Estimates	% Change
Population	124,987 (2013)	133,568*	+6.87%
Housing Units	47,381 (2013)	52,876*	+11.60%
Median HH Income	\$46,334	\$53,943	+16.42%
Employed Population (16+)	45,000+/- (2013)	50,199	+11.55%
Education (High School>)	84.4%	87.8%	+3.4%
Education (Bachelor’s Degree>)	18.5%	22.6%	+4.1%

Source: 2015 Comp Plan, ESRI, Rose Associates, Harnett County, 2020 Census Estimates
 *Current available 2020 Census Data. Complete data available in September 2021 per USDOC.

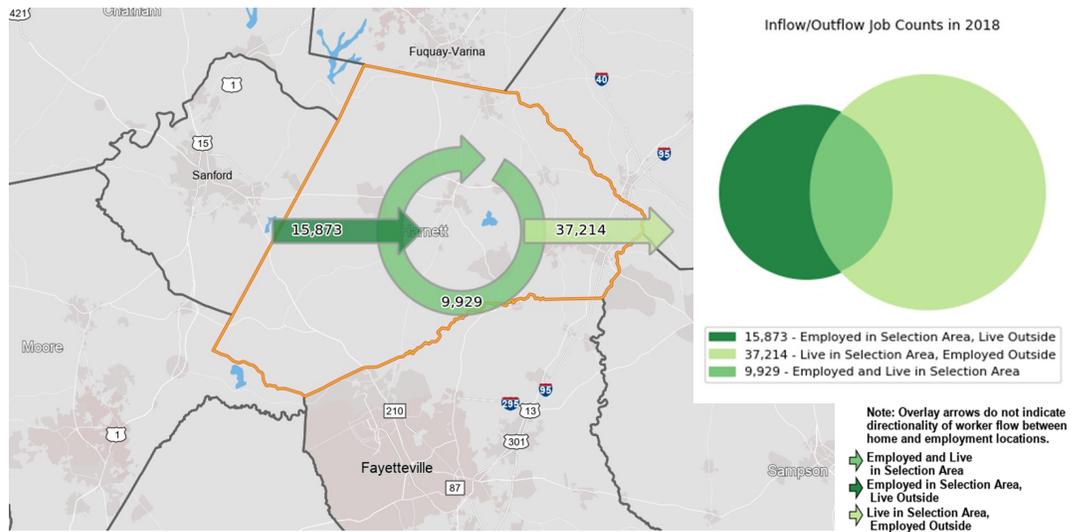
However, much of the job growth has occurred in the Raleigh Metropolitan Statistical Area (MSA). As a result, it exports both people and revenue through the flow of commuters traveling to other areas to work, and residents shopping elsewhere. Competitive and diverse shopping and entertainment options in surrounding counties causes residents and students to travel to other areas, and few college graduates remain to work and live in the county.

Executive Summary

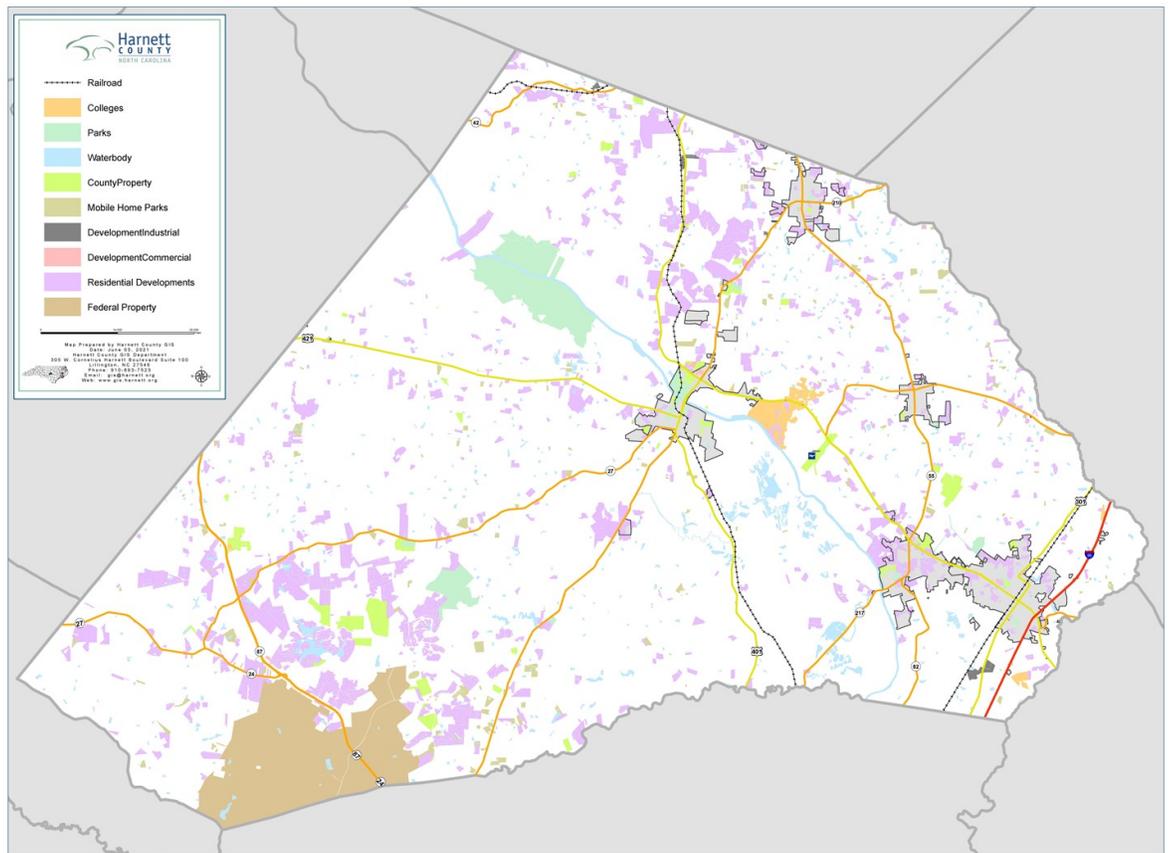
2015 Plan Review & Findings

Land Use—In addition to workers commuting out of the county daily, the dynamics of escalating housing prices in the more urban centers surrounding Raleigh have caused workers to “drive until they qualify” sending them south to Harnett County for more affordable housing options. Data provided by the US Census and NC Commerce Department provides insight as to the flow of commuters both into and out of Harnett County. Additionally, growth in and around Fort Bragg has expanded demand for housing. As a result, despite the 2015 Plan for more balanced growth, there has been an explosion of housing developments, totaling over 10,000 new housing units, both in the northwest and south west areas of the county adjacent to the Raleigh and Fayetteville MSAs.

Harnett County Commuting Patterns



Harnett County Development Patterns



Executive Summary

2015 Plan Review & Findings

Infrastructure—The exploding residential growth and changing commuting patterns have put a strain on transportation infrastructure. Federal and state transportation planning and improvement projects are occurring on **Interstates 95** and 540, **U.S. 401** and **NC 55**. Some of the feedback from Steering Committee members and community stakeholders included concerns regarding the limited 4-lane road segments on many of the major commuting and transportation corridors. Discussions with regional transportation authorities underscored the need for corridor studies to provide planning for road infrastructure to keep up with development growth. This would include periodic plan updates as added development projects are permitted.

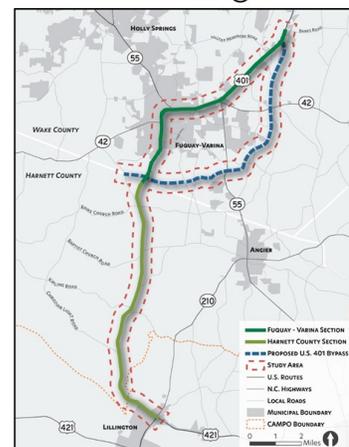
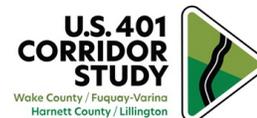
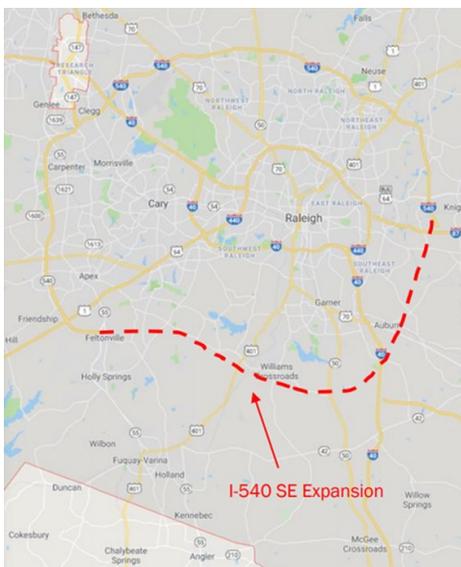
Additionally, utilities provide county water and sewer capacity where infrastructure exists; however, these also must be expanded strategically to maintain service and manage growth. The City of Dunn is in the midst of an EPA moratorium on utility expansion, which will temporarily impact growth and development along the Interstate 95 corridor.

Broadband has been a top priority. The County funded existing infrastructure mapping and anticipates using ARP funds to expand broadband county-wide. Through a regional provider, this broadband initiative is expanding internet service, crucial to economic development as well as the healthcare and educational institutions in the county.



STIP Project No. R-5705

NC 55 from south of SR 1532 (Oak Grove Church Road) to NC 42
Harnett and Wake Counties
WBS No. 46377.1.1



Executive Summary

2015 Plan Review & Findings

Economic Development —Despite the limited commercial growth in the county through land use permits, there have been some significant developments in economic development efforts since 2015. The county Economic Development office has experienced ebbs and flows in staffing, leaving a limited staff to further the goals set forth for economic development. Like many economic development organizations throughout the southeast, the primary focus of the department has been on business attraction. Business Attraction is the hallmark of economic development organizations, whose goal is to attract jobs and industry to the local market, through marketing and product development initiatives. The challenge for business attraction efforts in Harnett County is limited product. This includes commercially zoned land developed with infrastructure, shovel ready sites and shell buildings for development.

The Harnett County Properties Corporation is a 501C3 affiliated organization that acquired county owned property for economic development, including [Edgerton Industrial Park](#) off I-95 in Dunn, and a portion of the sites at [Brightwater Business Park](#) off U.S. 401 in Lillington. The County owns [Western Harnett Industrial Park \(WHIP\)](#) off NC87 near Fort Bragg. The properties are featured on the county's economic development website, with links to properties through Zoom Prospector (NC Department of Commerce), and marketing is handled by a local commercial brokerage firm and the county economic development office.

Another primary focus is business retention and expansion of existing business and industry. Since the 2015 plan was adopted, Harnett County created incentive guidelines and announcements including the Godwin Group \$3.5 million dollar expansion, a new \$7 million dollar KriGen Pharmaceuticals facility bringing 117 jobs and Pallet Consultants \$3.7 million dollar project with 50 new jobs.



- Pallet Consultants - \$3.7 M + 50 new jobs
- KriGen Pharmaceuticals - \$7 M + 117 jobs
- Godwin Group Expansion - \$3.5 M
- Walmart Supercenter – 300 jobs
- Created Incentive Guidelines

Executive Summary

Vision Harnett

In an effort to create an economic development strategy, a review of prior plans and community input was essential. A kick-off meeting with the Steering Committee was followed by interviews with several community business leaders and organizations. This culminated in a gathering of the Steering Committee, elected officials, county staff and community stakeholders held June 8th at an Economic Development Summit.

Before crafting an economic development strategy, a key element of the Summit was **Vision Harnett**, a workshop to determine which areas of the 2015 Plan should have priority, and have the community agree to a vision of what Harnett should become once all plan goals are accomplished.

The priorities were grouped into three areas: Land Use, Infrastructure and Economic Development. The Natural Resources of the county are central to the county’s history and defined its preferred growth scenario as outlined in the 2015 plan. Therefore, the agricultural lands, greenways and blueways were established as set asides for reasonable and sustainable preservation.

Economic Development and Infrastructure garnered the most attention, with a high focus on programmatic growth and implementation of bike, greenway and transportation projects. Land Use confirmed its prior focus on measured and sustainable growth.

The details of each of the focus characteristics may be found in the Appendix of this report.

Harnett COUNTY
NORTH CAROLINA

Strong Roots Smart Growth Summit
An economic development symposium for Harnett County Business & Industry Leaders and Organizations

JUNE 8, 2021
9:00 AM - 12:00 PM
Harnett County Resource Center and Library
455 McKinney Parkway, Lillington, NC 27546

8:45 am: Registration
9:00 am: Welcome – Brooks Matthews
9:15 am: Introduction – Kathleen Rose
9:30 am: Guest Speaker – Peter Frandano
9:50 am: Guest Speaker – Garrett Wyckoff
10:15 am: Break/Visual Gallery
10:30 am: Vision Harnett
11:30 am: Why Harnett?
12:00 pm: Adjourn

If you have not done so already, please RSVP by June 3 to Rebecca Parker at 910-893-7524 or rparker@harnett.org.

FEATURED SPEAKERS

Brooks Matthews
Harnett County Board of Commissioners Chairman

Peter Frandano
Author, Endurance Real Estate – Running from Peak to Peak

Garrett Wyckoff
Director of Business Recruitment, Economic Development Partnership of North Carolina

Kathleen Rose
President/CEO, Rose & Associates Southeast, Inc.

Vision Workshop Input Session	Low Focus Vote Count	Moderate Focus Vote Count	High Focus Vote Count
Economic Development	0	13	32
Infrastructure	4	10	35
Land Use	1	30	14

Vision Workshop Input Session, June 8, 2021 ~ Rose Associates

See Appendix for further details

Executive Summary

Vision Harnett

With the priorities established, the groups set about creating a vision which is the aspirational statement for the community. This includes key words which drive the vision. The Vision Statement below was drafted after combining the words, statements and thoughts of the collective groups in the exercise:

Vision Statement:

Harnett County is a strongly rooted community where its heritage is respected, its natural environment is protected, and people and business thrive.

~Health

~Innovation

~Preservation

Following the Summit, County Staff formulated a Mission Statement for the Economic Development office, which will guide the future organization that is tasked with administering Economic Development:

Mission Statement:

Harnett County will provide well-planned infrastructure, a trained workforce, a high quality of life, and ample natural resources to support economic growth.

Tagline- **Your success is our business.**

A further review of the updated demographic, economic and real estate data as well as the current policies and practices of the economic development department revealed four primary initiatives for this strategic plan:

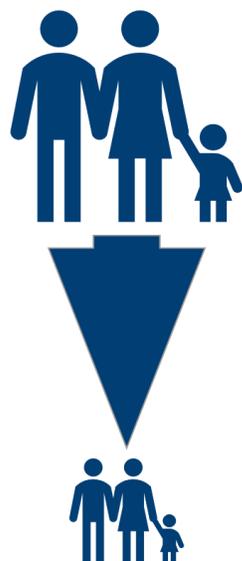
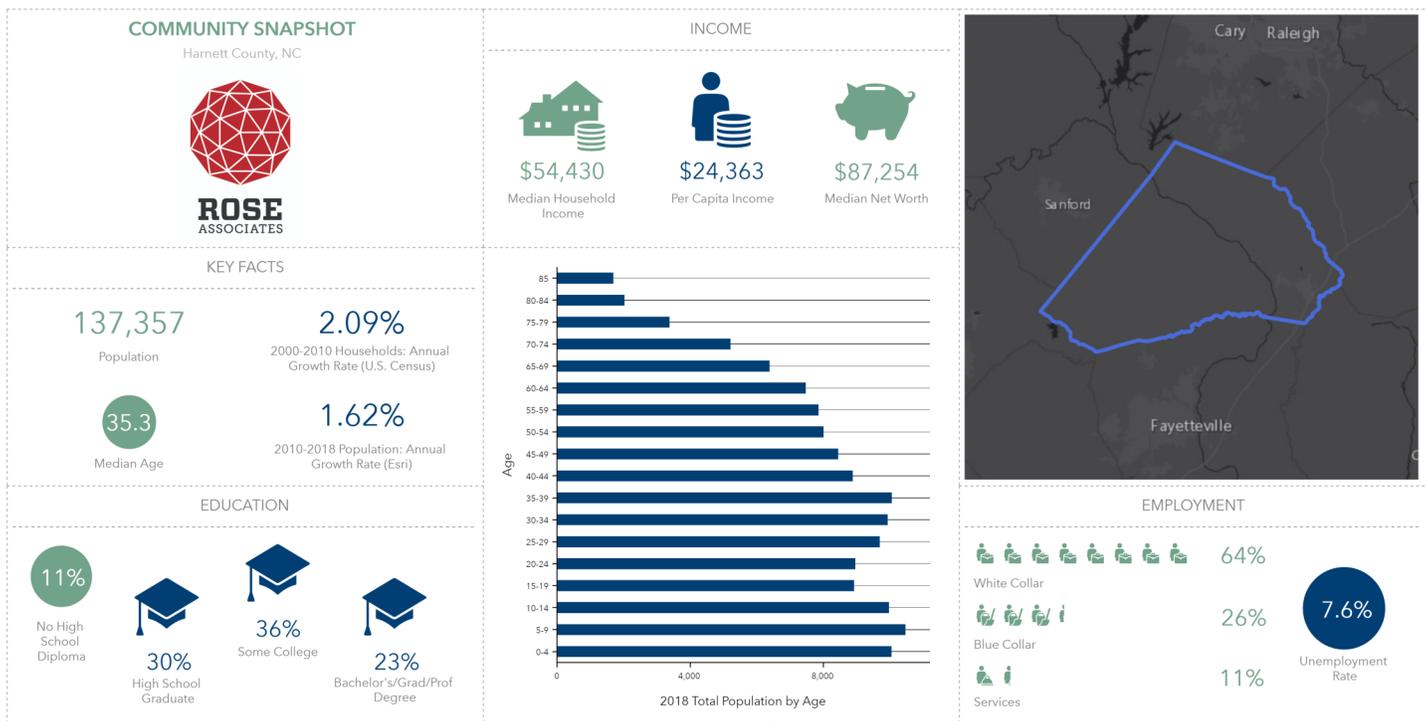
- ⇒ **Marketing & Product Development**
- ⇒ **Talent Attraction & Retention**
- ⇒ **Collaboration**
- ⇒ **Advocacy**

The details of these initiatives can be found in the Implementation Action Plan, in Section 6 of this report.

2. Demographic & Economic Update

Population Dynamics

According to updated figures from the U.S. Census, North Carolina is one of the nation’s top growing states. The state’s 10-year estimated population growth rate from 2010—2020 is 9.5%, making it the 11th fastest growing among the 50 states and the District of Columbia. Harnett County’s population grew 16.5% from 2010 to 2020. Much of this growth has been outside of the incorporated townships, which make up approximately 20% of the county population. The 2020 US Census reported population for Harnett County is 133,568. However, based on permit data from the County Planning Department, and estimates from ESRI, the estimates for 2020 population vary widely from the 2020 released count. The data below shows 2020 estimates from ERSI and county sources.



- Harnett County**
143,573
- Dunn: 10,845
 - Angier: 5,838
 - Erwin: 5,145
 - Lillington (County Seat): 3,898
 - Coats: 2,675

Source: 2020 Harnett County Permitting Office Estimates

Demographic & Economic Update

Education & Employment

North Carolina boasted one of the strongest growing economies in the nation. At the end of the fourth quarter in 2019 the state reported an increase of 7.1% in new business applications according to the US Department of Commerce. However, the recent recession due to Covid-19 has hindered this growth as both new and existing businesses attempt to recover.

The nation continues to recover from one of the most substantial job losses in modern history due to Covid-19 and its resulting economic shutdown. As a result, the Federal Reserve recently announced plans to keep rates at historically low near zero rates until the economy's employment levels return to Pre-Covid-19 levels for at least 3 years. The most recent analysis done by ADP, a national payroll services company, indicates private sector employment grew 428,000 jobs in the U.S. from July to August 2020, with Leisure & Hospitality, Education & Health Services, and Professional & Business sectors experiencing the greatest gains during the recovery/reopening period. With the introduction of vaccinations, the state is gradually reopening, as businesses of all sizes and sectors begin to rebound to their Pre-Covid-19 employment levels.

The employment clusters are concentrated around the I-95 Corridor, county government center, regional hospitals and Campbell University. The sectors with the highest employment in 2020 include Retail Trade (22.04%), Accommodation & Food Services (15.08%), Construction (9.49%) and Educational Services (8.09%) as evidenced by the county's top tax payers and employers.

2020 Top 10 Taxpayers

1. Atlantic Coast Pipeline LLC
2. Duke Energy Progress
3. Rooms to Go
4. South River EMC
5. Delhaize America (Food Lion)
6. Central EMC
7. ADUSA Transportation LLC
8. Wal-mart Real Estate
9. Wincor
10. Piedmont Natural Gas Co

2020 Top 10 Employers

1. Harnett County Public Schools
2. Delhaize America (Food Lion)
3. Campbell University
4. Harnett County
5. Harnett Health System
6. Wal-mart Centers
7. Carlie C's Operations (IGA)
8. NC Dept. of Corrections
9. Rooms to Go
10. Champion Home Builders



Economic Base Analysis is used to determine what industry sectors drive the local economy and determine real estate demand. **The underlying theme suggests that jobs drive demand for real estate.** In other words, for every base industry job that is created, a multiplier effect increases overall employment, in turn increasing both population and household income. There are two types of jobs: those which export their goods and services outside the community (also referred to as basic employment), and those which service the local community (otherwise referred to as non-basic or service employment). The ratio of the county percentage of employment as compared to U.S. employment, or location quotient (“LQ”) identifies which basic industry sectors contribute the greatest local economic growth. The sectors with location quotients (“LQ”) greater than >1.00 demonstrate higher than U.S. averages, thus the primary drivers of the local economy. It is reported out in major sectors and subsectors based on NAICS/SIC Codes as reported to state and federal agencies. Leading industries based on LQ may vary from those industries providing the highest percentages of employment.

In Harnett County, Educational Services is the primary driver of its economy. At three times the national average, Harnett County Schools, Central Carolina Community College and Campbell University collectively create the economic engine in the local economy, with its main export: Students and their intellectual capital. Capturing these students to continue to live and work within their respective careers in the County further drives economic expansion. Workforce development, through expanded post K-12 education to recruit talent, is the primary focus for attracting new companies and industries to Harnett County.

Central Carolina Community College provides over 5,000 students with 130 programs of study across three campuses in Harnett, Chatham and Lee Counties. The new Harnett Promise program offers free tuition to qualifying high school graduates.

Campbell University is one of the largest private universities in North Carolina, with over 7,000 students across its campuses. Campbell offers over 150 programs and 10 academic divisions, including twenty bachelor degrees, eight associate degrees, and one certificate program 100 percent online or at three extended campuses in North Carolina. Its most notable undergraduate studies eight schools and colleges that include business, divinity, law, medical and health sciences, education and engineering.

LQ – What drives the economy

1. Educational Services(LQ-3.07) 
2. Retail Trade(LQ – 1.57)
 1. Retail Trade – Food & Beverage(LQ-2.59)
 2. Retail Trade – Gasoline Stations(LQ – 2.46)
 3. Retail Trade – Health & Personal Care(LQ-2.19)
3. Construction (LQ – 1.42)
4. Accommodation & Food Services (LQ – 1.20)
5. Manufacturing(LQ - 0.84)
 1. Fabricated Metals(LQ – 2.23)



3. Economic Development Assessment

Competitive Analysis

Recent commentary from economic development officials and organizations recognize the shift toward quality of life. Though subjective, this can include education, recreation, cultural and lifestyle characteristics that provide a unique and authentic experience, that is connected and social as well as reasonably affordable. The [Project for Public Spaces](#) provides guidelines for creating such places, which involves collaboration with governmental departments and other organizations. Such collaborations include both government entities, non-profits and other organizations creating Public-Private Partnerships.

Market Demand has traditionally been driven by workforce development and job growth. However, these traditional norms have been disrupted by a new generation of workers who choose the community in which they wish to live based on local community culture and quality of life. These include housing choices, transportation options, proximity to parks/greenways, and places for dining, shopping and entertainment based on connectivity and experience. Other disrupters such as co-working spaces have also changed the work environment. Additionally, artificial intelligence and technology have changed the way real estate is utilized. Many of the trends that were already shifting land use and product types were accelerated with the Covid-19 pandemic. Our perspective on living and work environments changed within weeks. The impacts on the economy and the markets are still evolving as communities compete to attract both business and workforce talent.

These trends and recent shifts have created changes in the way economic development organizations (EDOs) are structured and how they operate. The reality is that markets, including employers and consumers, do not follow geographic boundaries. And so, many EDOs are collaborating and forming partnerships among counties and regions to share talent and resources. The funding for these structures cannot rely on public funding alone, and the partnerships might include non-profits, educational institutions and private business and industry. These Public-Private Partnerships (P3s) are models for attracting state and federal grants, such as the US Economic Development Administration ([EDA](#)), Housing and Urban Development ([HUD](#)) and the Department of Transportation ([USDOT](#)). Grant funds are often used for studies, operational collaboration for targeted projects, such as infrastructure, transportation, housing and economic development projects.

Economic Development Assessment

Competitive Analysis

When comparing Economic Development Organizations (EDO's) of the surrounding communities, the differences in how these organizations function reveals how they are funded and staffed. The Harnett County Economic Development office is funded by the County, with public funds and two governing bodies, the Economic Development Council, which is an advisory board, and the Harnett County Properties Corporation which is a 501C3 non-profit organization.

Several of the surrounding counties are organized and funded through Public-Private Partnerships through one non-profit organization that is funded by county, municipal and private industry funds. Investors on the private side may include utilities (such as electrical, gas and broadband providers), business and industry (e.g. largest employers/taxpayers) and educational institutions, all of whom benefit from a strong local economy and job growth.

Key Facts 2020	Harnett County	Lee County	Chatham County	Wake County	Johnston County	Cumberland County	Sampson County
Population (NCOSBM)	136,705	61,663	77,061	1,102,782	211,626	333,531	64,053
Property Tax Rate/\$100	.7500 ***	.7750	.6700	.6000	.7600	.7990	.8250
Sales & Use Tax Rate	7.00%	7.00%	7.00%	7.25%	6.75%	7.00%	7.00%
EDO Structure	Public + 501C3 (2)	Public-Private	Public-Private	Public-Private	Public	Public-Private	Public
# Employees	3	7	3	10	3	5	3
Notes:	FT+ Admin	EDO, Chamber, CVB		EDO, Chamber		Fayetteville + County	

***Footnote: Harnett County is conducting a property revaluation (done every four years), which will go into effect on January 1, 2022. The latest annual sales ratio study shows that on average our properties are currently appraised at 15% below market value. Therefore, the market value will increase by that percentage in the revaluation, and the tax rate will decline by that amount in order to arrive at a "revenue neutral tax rate". A 15% reduction in the tax rate would change the current \$.7500/\$100 of assessed value, to \$.6375/\$100. That would make Harnett County the second lowest tax rate among these neighboring counties.

Economic Development Assessment

Organizational Structure

Current Structure

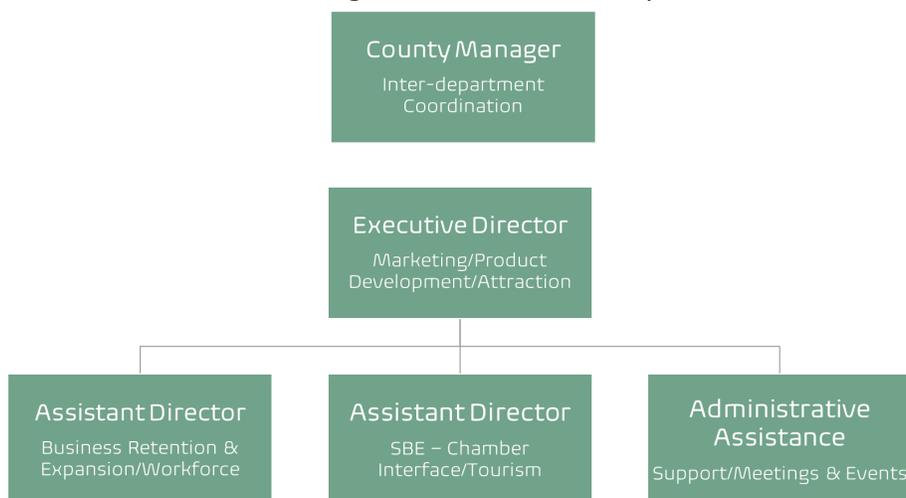
The current structure within Harnett County that confers business support, tourism and economic development includes the Harnett County Economic Development office which administers the work of the Harnett County Economic Development Council, the Harnett County Properties Corporation (a 501C3) and the Harnett County Tourism Development Authority (TDA).



Additionally, each municipality within the County has its own Chamber of Commerce, and Dunn also has a Tourism Board (TDA).

Each of these organizations have boards, staff and budgets, some of whom are struggling financially and having to rely on membership or sponsorships, many of whom are competing for the same resources. The current structure between the county and municipalities could be more efficient with resources (funding and staffing), by collaborating with shared resources such as administration and marketing, including software and other analytics which would allow each organization to reallocate funds and resources towards their various missions.

Below is one such suggested EDO structure which would assist in creating these efficiencies and allow for more structured collaboration between the county and the towns it serves. This might include one organization—the existing 501C3—that could be renamed “Harnett County Economic Development Partnership” funded partially through the county budget, together with funding allocations from each of the municipalities (based on population or tax revenue contributions), along with private investors. Such structures are prevalent throughout the Southeast, North Carolina and region. Therefore, there are many examples from which Harnett County could model itself. And the current boards from the Economic Development Council and the Harnett County Properties Corporation could merge and reduce from 22 collective members to 12-15 members through attrition as terms expire.



Supported by: Administration, Development Services, GIS, Parks & Recreation and Harnett Regional Water

4. Real Estate Product Review

The Real Estate Market is assessed by demand, driven by job growth and lifestyle relocations and is impacted by supply. Data is customarily reported by product type to include: Industrial, Office, Retail and Multifamily Apartments. Data is also reported on the housing market blending single family, townhomes and duplexes (1-4 units). Real estate supply data is tracked by product type and submarkets, which may include specific geographic areas. These are important elements when determining local market capture in the context of the larger regional marketplace. Data is provided by the US Census and other proprietary sources. CoStar, a national commercial real estate data provider along with its affiliate Loopnet, tracks and reports commercial product supply data within Harnett County. The data below includes units and/or the total square footage (SF) of space for each product category, as well as available space (vacancy rate), absorption of vacant space, average rental rates and market cap performance. Industry standards suggest that low vacancy rates of 5% or below indicate full occupancy or market equilibrium, while high vacancy rates (10% or above) suggest product oversupply. Clearly, Harnett County has room for additional product capacity in all of the categories, and is competitive with product in the surrounding counties as shown below:

Harnett County Metrics	Industrial	Office	Retail	Multifamily
Inventory	6,400,000 SF	862,000 SF	4,400,000 SF	2,115 Units
12 mo. Net Absorption	26,400 SF	194,000 SF	21,100 SF	44 (+4.2%) Units
Vacancy Rate	3.6% (-0.4%)	2.2% (unchanged)	1.8% (-0.3%)	2.9% (-2.1%)
Market Rent/unit	\$3.72 (+5.8%)	\$18.78 (+1.1%)	\$9.92 (+1.5%)	\$683 (+8.2%)
Market Sale/unit	\$43.00 (+7.8%)	\$155.00 (2.2%)	\$118.00 (+8.9%)	\$66,900 (+11.8%)
Market Cap Rate	7.8% (unchanged)	8.5% (-0.1%)	8.1% (-0.4%)	6.8% (-0.3%)

	Harnett County	Lee County	Cumberland County	Wake County
Industrial Inventory	6,400,000 SF	10,400,000 SF	13,600,000 SF	51,600,000 SF
Industrial Vacancy	3.6% (-0.4%)	9.1% (+7.8%)	6.5% (-4.1%)	2.9% (-0.3%)
Industrial Market Rent	\$3.72 (+5.8%)	\$3.54 (+4.4%)	\$4.90 (+4.8%)	\$7.91 (+4.9%)
Office Inventory	862,000 SF	1,100,000 SF	7,600,000 SF	72,800,000 SF
Office Vacancy	2.2% (unchanged)	4.9% (+0.5%)	6.5% (+0.3%)	8.6% (+2.8%)
Office Market Rent	\$18.78 (1.1%)	\$15.45 (1.2%)	\$18.88 (+0.8%)	\$27.65 (+1.0%)
Retail Inventory	4,400,000 SF	3,600,000 SF	21,000,000 SF	64,700,000 SF
Retail Vacancy	1.8% (-0.3%)	3.6% (-0.8%)	5.0% (unchanged)	3.3% (+0.6%)
Retail Market Rent	\$9.92 (+1.5%)	\$13.42 (1.8%)	\$14.46 (+1.1%)	\$22.13 (+4.8%)

Source: CoStar, Rose Associates—May 2021

Real Estate Product Review

Production—Industrial & Office

The successful economic development recruitment of new business generally results in demand in the form of production workspace, traditionally in office and industrial buildings. Steady demand for industrial space in Harnett County and the entire region have kept vacancies low, likely due to a combination of obsolescence and limited new construction. The Economic Development office has traditionally been focused on industrial growth. As mentioned in the Executive Summary, the Harnett County Properties Corporation is a 501C3 affiliated organization that acquired all or a portion of two county owned industrial and business parks for economic development. The vacant sites for development are featured on the county's economic development website and marketing is handled by the EDO and a local commercial brokerage firm. However, much of the detail is missing as to the status of each park and site, and the reorganization of the EDO should include resuming control of the marketing effort, with the assistance of the local commercial brokerage community. The challenge for business attraction efforts is limited product—shovel ready sites and shell buildings for development. Therefore, the county could consider facilitating shovel ready or certification to include due diligence reports on zoning, utility and soils status, and/or prepare a Request for Proposal (RFP) to solicit private sector development of buildings within its parks.

CoStar reports on three categories of industrial space defined as follows:

- **Logistics:** “Logistics property refers to a haul area with tall ceiling heights that is used for storage, order picking and distribution of goods. They often have a similar layout but differ in their use by the individual company.”
- **Specialized Industrial:** “A type of building(s) adapted for a combination of uses such as assemblage, processing, and/or manufacturing products from raw materials or fabricated parts.”
- **Flex:** “Flex-space provides companies with access to flexible but dependable office space on a lease term of anywhere from one month to three years. Flex space is short for flexible space. Flexibility in this case refers to a range of ability to build out the space with varying degrees of office space.”

Real Estate Product Review

Production—Industrial & Office

The majority of space in Harnett County is logistics and specialized industrial space. The properties within each of the parks could benefit from planning and/or development of shell flex buildings. Based on rising land costs in the more urbanized areas, there are few opportunities for industrial development in the Raleigh (Wake County) market to the north. As vacant or underutilized parcels develop and older facilities become obsolete, new opportunities for specialized flex, medical and health (life) science companies continues to emerge.

The targeted areas to best address and expand the industrial market include the areas surrounding the I-95 and future I-540 corridors (and the Harnett Regional Airport) as well as NC 87 and corridors serving Fort Bragg. Targeted areas are more fully described in Section 5 of this report.



Edgerton Industrial Park

Western Harnett Innovation Park

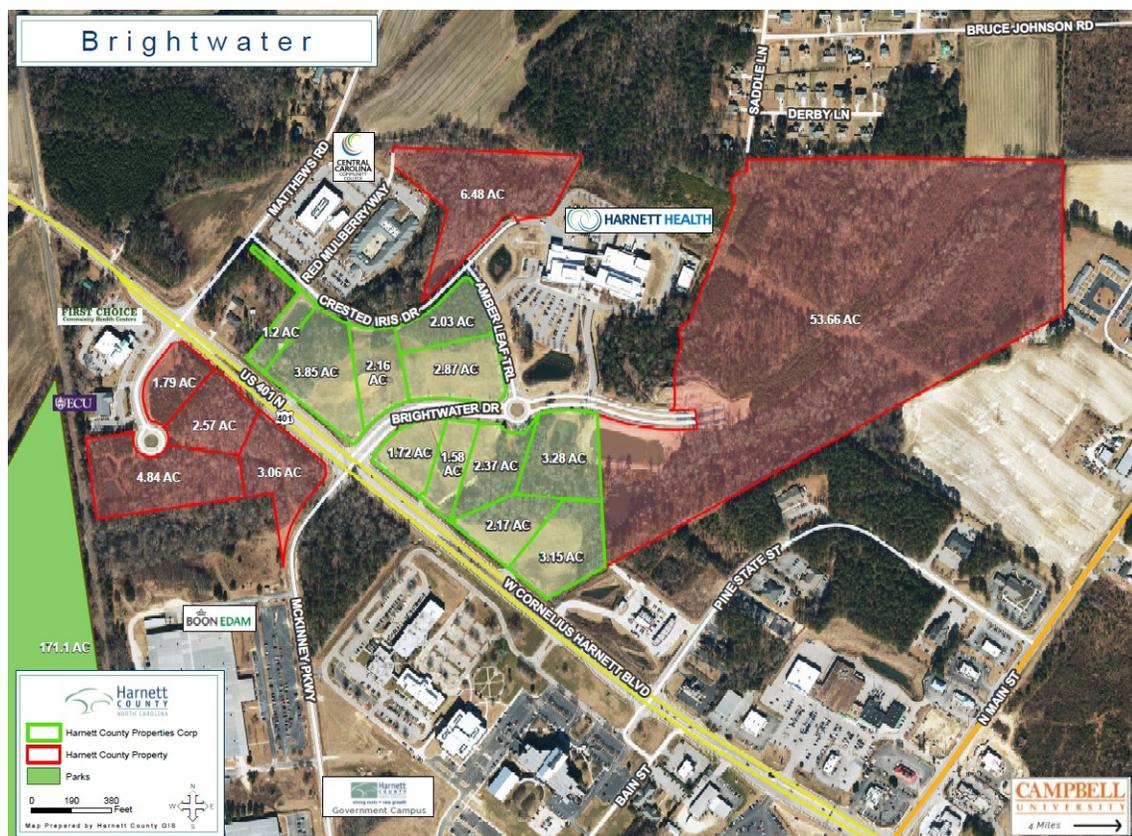


Real Estate Product Review

Production—Industrial & Office

The lack of current market offerings for office space in Harnett County is overshadowed by aging and often under-utilized sites and obsolete product inventory. However, companies attracted to Campbell University, the hospitals and quality of life amenities offered would provide opportunities to build an office market in key districts. The county should strive to capture more of the region’s office employment. As noted, however, today’s workforce and company site selection criteria demand a work environment that includes a variety of amenities including greenways/open space, food and beverage offerings and access to shopping, dining, entertainment, and housing.

Beyond the hospitality industry, the impacts of Covid-19 have been felt most in the office sector. Flexible office space providers such as Regus and WeWork have placed numerous properties in bankruptcy in major metro areas, as other companies and businesses have begun to shift their efforts into less dense suburban and rural areas where accessibility and smaller footprints will be the preference post-pandemic. This migration to less dense environments, together with Harnett County’s location providing substantial outdoor recreation and proximity to education and healthcare providers, presents a unique opportunity to grow the office sector. Brightwater Business Park and the areas surrounding Campbell University are poised to benefit from this dynamic. Other targeted areas to best address and expand the office market might be part of mixed-use developments in the US 401, 421 and NC 55 and 210 corridors serving the Raleigh MSA. These targeted areas are more fully described in Section 5 of this report.



Brightwater Business Park

Real Estate Product Review

Lifestyle—Housing & Retail

Housing demand is driven by two factors: employment growth and population growth, which in turn results in household growth. New residents will continue to be attracted by jobs in the region or those relocating for lifestyle preferences. They may also choose an area based on affordability. Demand based on anticipated annual job growth suggests more robust demand than population growth over a five-year period. With such rapid growth comes challenges. One such challenge includes the concern for ongoing affordability in lieu of exponential housing value growth. Whether driven by job growth, quality of life or retirement, inbound residential migration grows the population and households. And it increases capital flow within the community. This has been the foundation of Harnett County's growth to date.

Although change to the housing pattern is occurring, most of this change is proposed and not on the ground. According to county planning reports, thousands of building lots are in the rezoning process, awaiting permitting, or permitted but not in construction yet. Therefore, the stasis that seems to describe the county is likely to change rapidly into a more dynamic development pattern of becoming a suburban bedroom county for the Triangle region and, perhaps to a lesser degree, the Cumberland County/Fayetteville area. The housing pattern in the county and towns is relatively monolithic - single family detached homes with a few duplexes, triplexes and quads (some of these may be townhomes). There is limited multi-family housing. The US Census American Community Survey (ACS) 2015—2019 estimates that 65.4% of the housing units in Harnett County are owner-occupied. The data show that in the towns of Coats and Erwin no one lives in an apartment complex with 50 or more units. In Lillington (4.5%), Dunn (0.9%) and Angier (1.3%) very few people live in large apartment complexes.

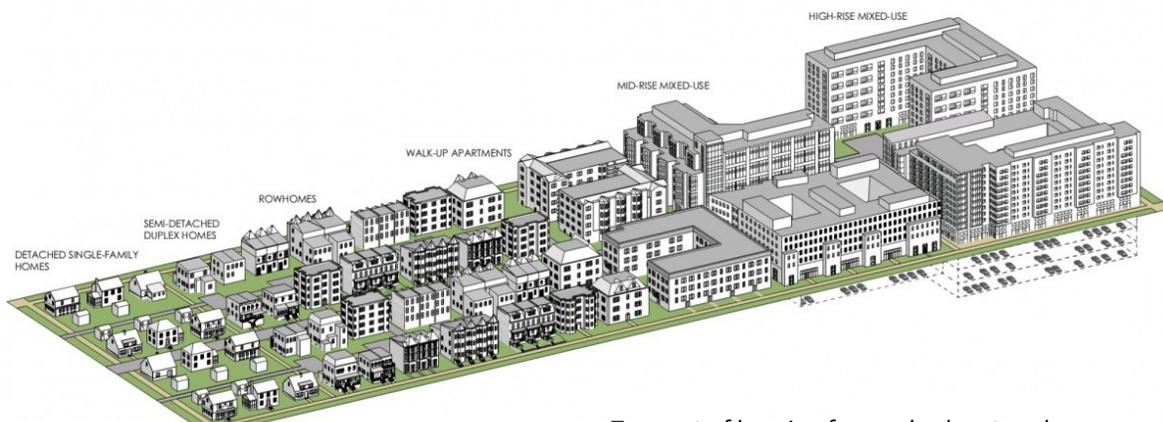
Real Estate Product Review

Lifestyle—Housing & Retail

Most of the housing data are consistent with the rural history of this county. The data available from the 2015—2019 American Community Survey (ACS) indicate that the housing is relatively affordable with median gross rents in the county at \$893 per month and with median owner-occupied housing values at \$154,000. Most of the housing structures were built in the post World War II period.

Affordable housing is always a concern; however, that issue may be less severe in Harnett County than it is in other locales because of the relatively low rent and home ownership costs. But the data show that in the municipalities, on average, about 25 to 30 percent of those holding mortgages are financially stressed because of housing costs: They pay more than 30% of their monthly income for housing. As land prices and building costs escalate, displacement will begin to occur and housing affordability will increase in importance. With the thousands of housing units coming online, growth is going to come at a break-neck pace. The need is not inducement but growth management. The greatest gravitational pull for housing development in Harnett County is the dynamic Triangle region. The secondary pull is Cumberland County and surrounding area. With only two crossings of the Cape Fear River within the County, the concern is the county becomes two quite different entities: rural and exurban development south of the river and suburban/urban growth north of the river that is strongly attached to the Triangle area.

The targeted areas that might best address housing and lifestyle choices would include a mix of housing types, styles and price ranges in mixed-use developments both adjacent to the Raleigh markets just south of the I-540 expansion in those corridors where retail and entertainment are expanding, and in the Fayetteville area surrounding Fort Bragg. This may include townhomes, apartments or mixed-use mid-rise options.



Transect of housing from suburban to urban

Real Estate Product Review

Lifestyle—Housing & Retail

The retail industry is dramatically changing and exercising caution as the market recovers from the pandemic. Online shopping (also called “nonstore retail”) has disrupted this segment of the market. Retail operators are shifting from large boxes to smaller formats, and from traditional malls and shopping centers to mixed-use and urban Main Street formats. These new retail spaces offer customers an interactive experience that includes social media, technology, and bricks and mortar integration. Local consumers want expanded options for this type of shopping, dining, and entertainment experience.

Harnett County provides some regional and local shopping and dining options, primarily along highway corridors and in some of the local downtowns. However, there are opportunities to provide new retail/entertainment environments that are within a convenient distance from the university, hospitals and neighborhoods that would appeal to residents and local employees, as well as visitors traveling to and through the area.

Trade areas are defined by the distance in which a location may attract employees, visitors, or local consumers. Within each trade area thresholds are measured to determine adequate capacity, or demand, for a particular use. Often trade areas are defined by a radius distance around a site in terms of miles. While a useful benchmark, trade areas are more accurately defined based upon drive-time indicated by traffic volume, convenience, and the number of alternative route options within the trade area.

Larger destination-oriented uses or central places such as major employers, colleges/universities, hospitals and major retail centers for furniture, clothing, specialty items and automobiles have a larger trade area or distance that an employee or consumer would be willing to drive - generally 30+ minutes or more. These may also be considered secondary trade areas.

On the other hand, local employment and small service businesses that support purchases made for daily living, such as gas, food, drugs, grocery and household items, and local services draw from a smaller, more convenience-oriented trade area. In these primary trade areas the average consumer will generally travel up to 15+/- minutes for these purchases and services.

Real Estate Product Review

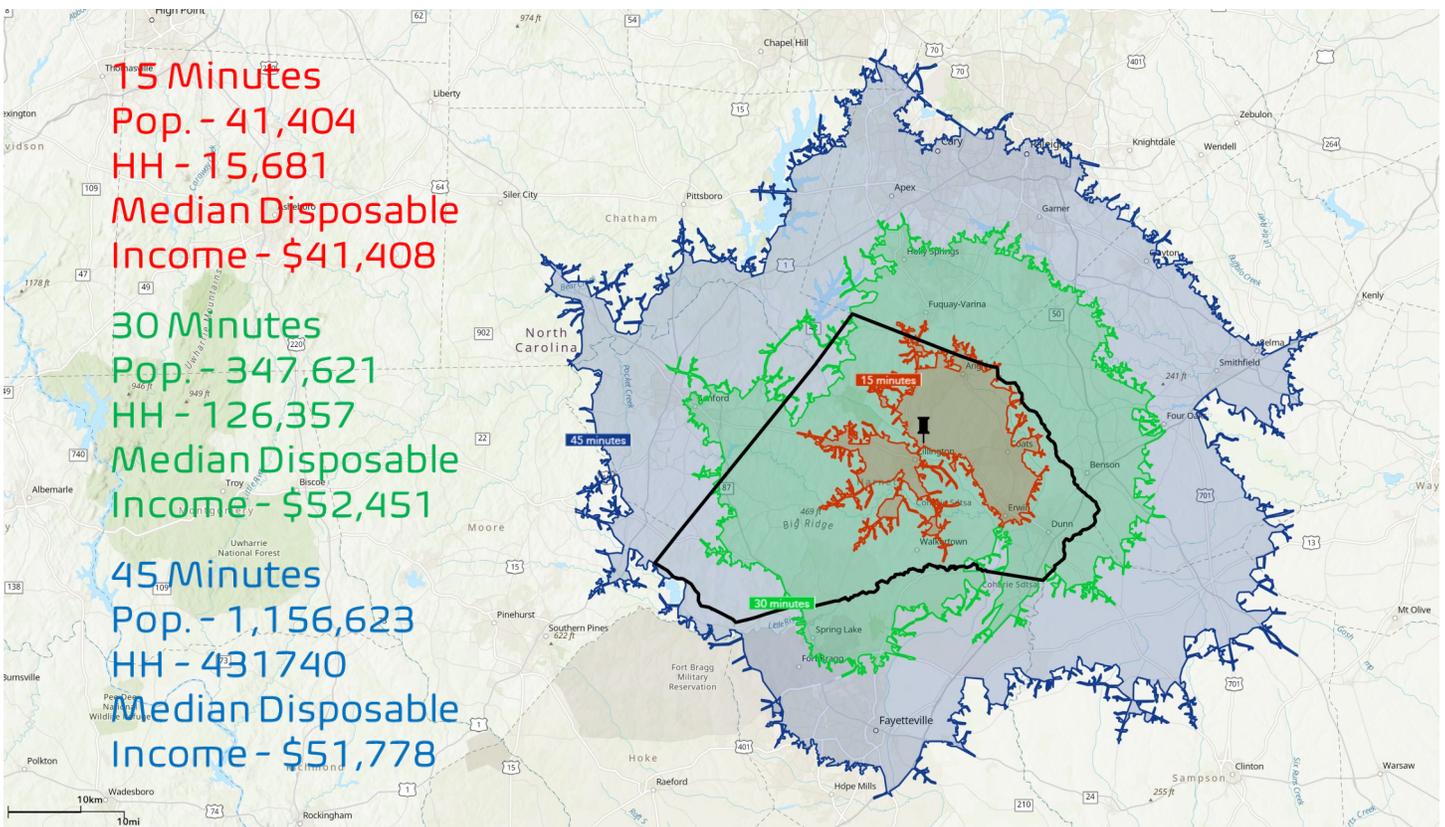
Lifestyle—Housing & Retail

Each retail segment and its operators have defined trade areas and threshold populations that are required for them to consider a market or specific location. These are generally found on retail operation websites or through their real estate departments.

From the center of the county, in the county seat of Lillington, these trade areas are illustrated in the graphic below. Further details as to the demographic and economic characteristics of each of these trade areas may be found in the Appendix of this report.

Employees and consumers don't follow geographic boundaries when making decisions. They ask "how long will it take to get there?"

Primary & Secondary Trade Areas



Source: ESRI, Rose Associates—May 2021

Real Estate Product Review

Lifestyle—Housing & Retail

While supply and demand are defined by employment and square feet, additionally for retail, the actual dollar expenditures within each category are measured to determine demand potential and the supply within a given trade area.

Negative gaps (**surplus**) suggest oversupply where there are an abundance of stores in one category competing for customers, or a market where customers are drawn in from outside the area as in destination-oriented retail. An example would include the Rooms To Go outlet, where consumers are traveling up to 45 minutes for purchases which could attract other retailers in the furniture category to create a cluster of options.

On the other hand, positive gaps (**leakage**) indicate areas where the supply does not meet the demand or retail potential in a trade area, thus providing an opportunity for additional retail within a given trade area. The table below highlights the broad retail leakage and surplus within the trade areas previously defined demonstrating the large amount of retail leakage, or positive gaps within 15 and 30-minute drivetimes signaling retail opportunity within Harnett County. Within the 45-minute drivetime there is significant competition from large regional shopping destinations in the Raleigh region and, to a certain extent, in Fayetteville.

2017 Industry Summary	15- minute drive time	30-minute drive time	45-minute drive time
	Positive gaps/leakage	Positive gaps/leakage	Negative gaps/oversupply
Total Retail Trade and Food & Drink	\$50,982,312	\$1,099,006,534	\$802,243,547
Total Retail Trade	\$39,270,186	\$994,963,715	\$642,245,220
Total Food & Drink	\$11,712,126	\$104,042,819	\$159,998,327

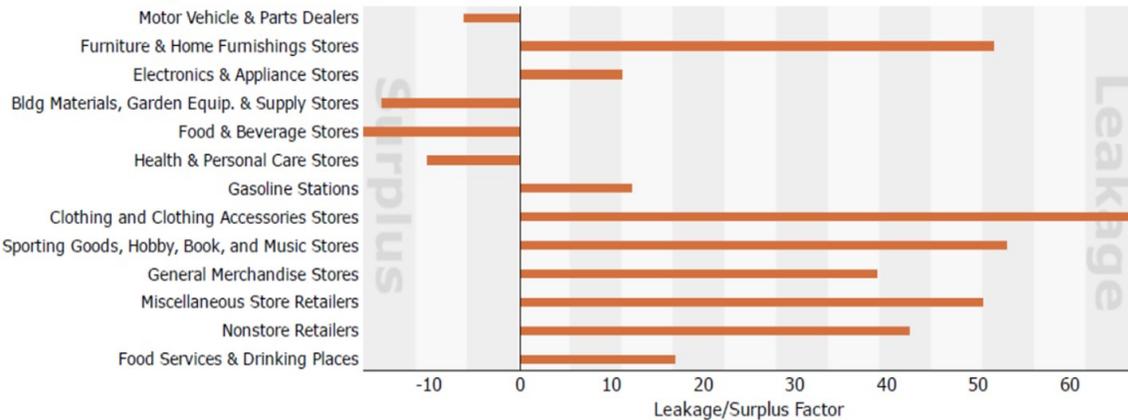
Real Estate Product Review

Lifestyle—Housing & Retail

Further disaggregation into each of the retail segments identifies which segments of the market have opportunity for growth, shown as leakage in the graphic below. Detailed information on this Retail Gap Analysis and these targeted segments can be found in the Appendix.

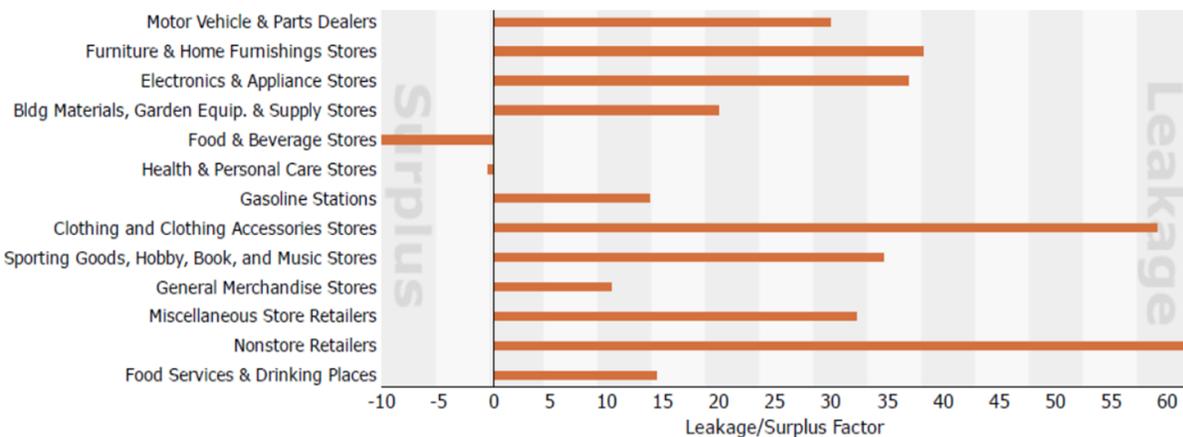
15 – minute drive time

2017 Leakage/Surplus Factor by Industry Subsector



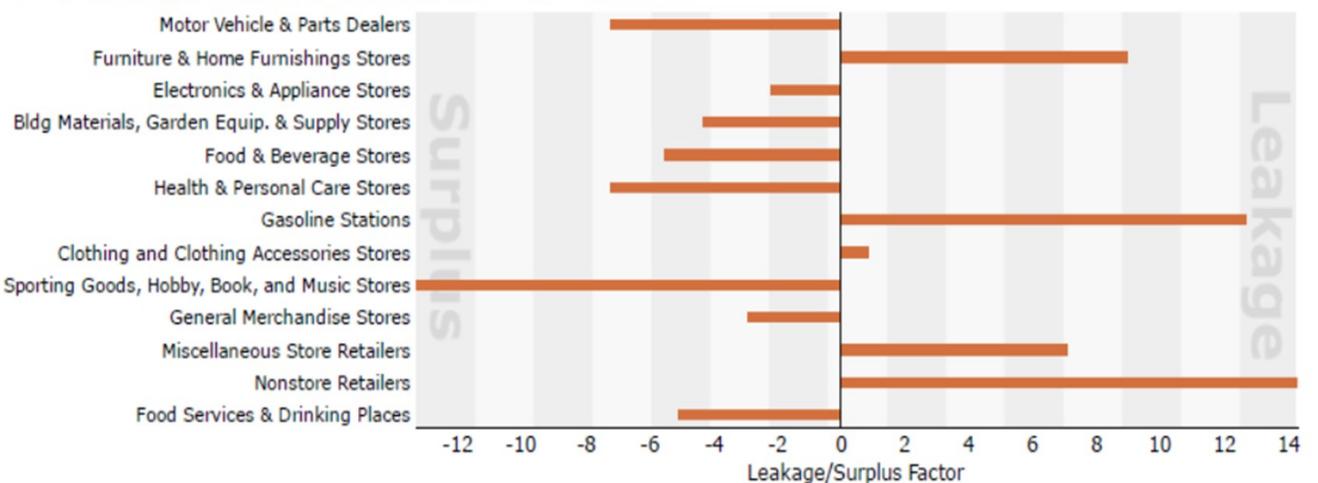
30 – minute drive time

2017 Leakage/Surplus Factor by Industry Subsector



45 – minute drive time

2017 Leakage/Surplus Factor by Industry Subsector



5. Economic Development Strategy



The four pillars of Economic Development include Attraction (to include marketing and product development), Business Retention & Expansion (BRE), Small Business & Entrepreneurship (SBE) and Tourism. The Harnett County Economic Development Strategic Plan must include these four areas, some of which are interdependent upon one another.

While much of the work on these goals has been accomplished, there is more work to be done to improve upon and supplement the various strategies created by staff since 2015, many of which have yet to be accomplished with limited staff and the dynamics of the Covid-19 Pandemic. Together with the four initiatives described in the Executive Summary, these include revised or expanded new goals for this plan:

Goal	2015 Plan	2021 Plan
ED—1	Start a business attraction and marketing effort	Marketing: Create and implement a marketing plan for product development and recruitment.
ED—2	Support existing industry to encourage retention and expansion of jobs	Talent Retention & Attraction: Support education and business training and workforce recruitment efforts.
ED—3	Build an better overall economic product.	Collaboration: Create partnerships with town and county governments, and other organizations.
ED— 4	Build organizational capacity	Advocacy: Create plan and structure to garner support for reorganization to expand capacity.

These revised Goals form the foundations of this strategic plan, the details of which can be found in Section 6 Implementation Action Plan.

Economic Development Strategy

Marketing & Attraction

The current economic cycle will continue to drive companies to the Carolinas in search of lower operating costs, skilled labor and quality of life characteristics found in this region. Traditional industry clusters are transforming, developing opportunities for new work environments. As industries continue to evolve, site selection criteria are changing. Moving from a focus on costs and incentives to advanced workforce skills, adequate transportation infrastructure and quality of life, including housing, is a high priority in location and operation decisions.

The successful recruitment of new business includes having an adequate supply of product for economic developers and site selectors. This includes land ready for construction and buildings ready for occupancy in the form of work space, such as office and industrial buildings. The next generation of space reflects the behaviors and attitudes of a changing workforce and impacts the design of traditional office and industrial space. New work environments are less formal structures that are flexible and offer open spaces where workers can collaborate or perhaps be used for light assembly. These structures may look more like a brewery or coffee house than a traditional office or industrial building, as the workspace environment has now become a recruiting tool. New work spaces which integrate emerging technologies and a new workforce must be constructed for future economies.

The emphasis on business attraction and expansion suggest that of the 19,354 average annual employment in Harnett County in 2019, 67.43% of its employment is basic, or exporting their goods and services outside of the market. The target industries which are the focus of Harnett County Economic Development points primarily to office and industrial uses for Harnett County. Other supportive industries to Health/Life Science such as healthcare and education services may diversify the landscape and drive demand for institutional space, where other amenities exist.

The Harnett County Properties Corporation is a 501C3 whose primary focus is the sale and development of the parks in the

County as previously noted. These are managed and marketed through the Economic Development Department and a local broker who specializes in commercial real estate. A review of the current marketing efforts suggest that the creation and implementation of a marketing plan should include web, print brochure and social media initiatives to provide more detailed information on the overall market demographics, locational attributes, and site specifics of each park. This might include the future creation of an RFP (Request for Proposals) to solicit developers/investors.

Target Industries	NAICS (North American Industrial Classification System)
Agriculture	#11 Agriculture, Forestry, Fishing & Hunting
Forestry & Food	#11 & 42 Wholesale Trade
Health Sciences	#54 Professional, Scientific & Technical Services #62 Healthcare & Social Assistance
Manufacturing	#31-33 Manufacturing
Military & Defense	#33 Manufacturing and various others
Transportation Logistics	#48-49 Transportation & Warehousing

Economic Development Strategy

Business Retention & Expansion

Keeping existing companies and businesses is the most affordable way to grow commercial tax base and job opportunities. With mutual investment, assisting the successful growth of existing business in Harnett County will not only retain them but help them grow and thrive within the community.

In the past, low-cost land, labor and tax incentives were key factors in economic development. Today, however, quality of life, education and the ability to assist innovative companies and entrepreneurs have become the primary drivers of economic growth. Small business and cottage industries have fueled many communities, both urban and rural. According to the Edward Lowe Foundation, which hosts the National Center for Economic Gardening (NCEG), this concept supports the “grow from within” approach where small business can be supported and can flourish with local assistance from municipalities and economic development organizations. Economic gardening focuses on second stage companies that have advanced beyond the startup stage but haven’t reached maturity. They typically have 10 or more employees and generate over \$1 million dollars in revenue, depending on their industry. What separates these companies from other small or home-based businesses is their intention to add employees and the ability to scale their operations. These companies will start with small space needs, which need the flexibility to grow – within the same area. Establishing an entrepreneurial culture in Harnett County is vital to its long-term success.

In partnership with local Chambers of Commerce, Harnett County could facilitate the creation of a program for economic gardening, including annual business visits for those second stage companies that employ 10 or more people locally, and are on a path for expansion. Details regarding economic gardening and a guide for business retention and expansion efforts are included in the Appendix of this report. A formal BRE program should be established, to include annual surveys and formal visits for larger companies, and incorporate the Harnett County Incentives program.

Economic gardening is an **entrepreneurial approach to economic development that seeks to grow the local economy from within**. Its premise is that local entrepreneurs create the companies that bring new wealth and economic growth to a region in the form of jobs, increased revenues, and a vibrant local business sector.

~ National Center for Economic Gardening

<http://edwardlowe.org/entrepreneurship-programs/economic-gardening/>

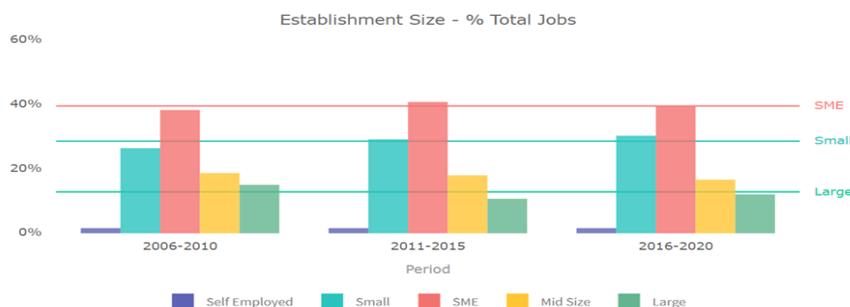
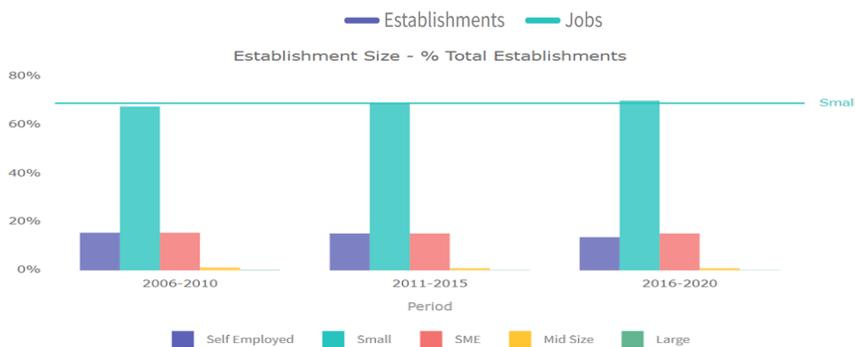
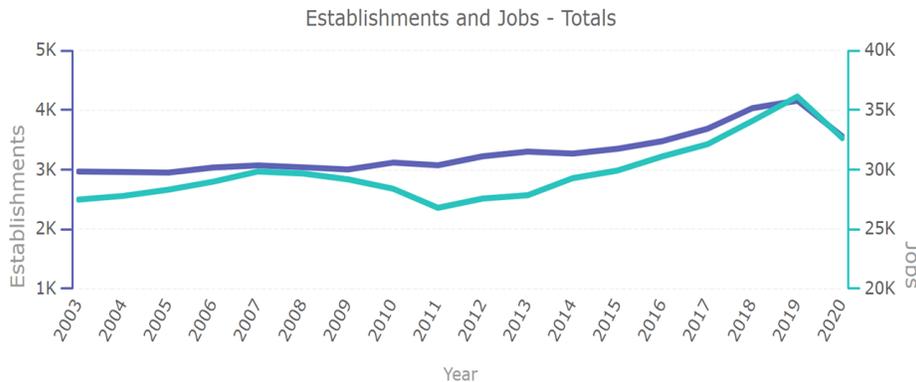
Economic Development Strategy

Small Business & Entrepreneurship

How can discretionary income and local savings be tapped for local economic expansion? As noted previously, capital is leaking out of Harnett County as shoppers spend their dollars elsewhere for some major purchases and entertainment. Small business includes Main Street. Therefore, a plan to support home-based and small business should include strategies to keep more local dollars (community capital) in Harnett County and its municipalities.

An environment that supports business and entrepreneurship starts with an ecosystem of education, financing and technical assistance. In partnership with local Chambers of Commerce and Central Carolina Community College small business resources, a small business center should be established that could be located at the county offices and feature the various offerings of the municipal chambers of commerce. Other efforts might include small business educational offerings at the county library. These could provide a catalyst for future economic gardening initiatives. Below is an assessment of the number of establishments, jobs and the size of each for Harnett County:

Harnett County



Small Business is defined by employment (100-500) and by revenue (\$1m - \$40m)

employees 2-9 10-99 100-499 500+

Source: SBA, U.S. Census, Center for Entrepreneurship/YourEconomy.org, Rose Associates

Economic Development Strategy

Tourism & The Outdoor Economy



While the most obvious opportunities for tourism include attractions and recreation, additional fiscal revenue for the community may be found in cultural, historical, arts and entertainments venues or events, either directly or indirectly. [Visit North Carolina](#) contracts with the research company OmniTrak Group, Inc. for data on North Carolina visitors through its TravelTrakAmerica product. In 2019, approximately 48 million person-trips were taken in North Carolina and the state ranked #6 in the US in terms of domestic visitation. Eighty-nine percent of all domestic visitors came to North Carolina for pleasure purposes, while more than seven percent of visitors came to conduct business (includes meeting/convention). The remaining 3% indicated “other” reasons for visiting the state.

Tourism draws visitors for either short or long periods of time to attend cultural, sporting and other events, as well as visiting attractions such as parks, historical or cultural facilities and recreational amenities, including parks and greenways for bicycling and walking. Harnett County’s tagline of "Strong Roots, New Growth," describes a county in transition, one that values its rural agricultural heritage while also embracing new growth and industry. Although Visit NC categorizes Harnett County geographically in the Central – Piedmont Region, it is in proximity to the Great Smoky Mountains and Blue Ridge Parkway, as well as the Coastal Counties and Atlantic Ocean beaches. Being centrally located, the coastal regions are within a short drive from Harnett County. Therefore, we compare the average trip expenditures within each of these regions, some of which might be captured during travel through Harnett County toward the Coastal Region.

2019 Average Trip Spending by Overnight Visitor



Agriculture remains an important industry in both the Piedmont and Coastal regions, as farmland is still abundant. Harnett County possesses abundant natural resources including nearly 6,000 acres of park land and 26 miles of hiking and walking trails. Harnett County is home to Raven Rock State Park and some of the best white-water rapids in the region along the Cape Fear River. In Harnett County, Lanier Falls is the only waterfall in Raven Rock State Park.

Economic Development Strategy

Tourism & The Outdoor Economy

Tourism can be in many forms, including ecotourism, heritage tourism, wildlife tourism and newly popular agritourism which includes visits to family or legacy farms. Aside from tourism impacts, the improved quality of life that many of these amenities bring attract new residents and businesses. According to a 2019 report by the US Bureau of Economic Analysis, Outdoor Recreation has become a major contributor to state and regional economic growth through value-added impacts. Of the nation's states, North Carolina ranked 7th in recreational employment, 10th for value-added and 12th in outdoor recreation compensation.

Table 1. Outdoor Recreation Value Added, Employment, and Compensation as a Percent of Total, 2019

	Total Outdoor Recreation Value Added (Thousands of Dollars)	Percent of Total Value Added ¹	Total Outdoor Recreation Employment	Percent of Total Employment ¹	Total Outdoor Recreation Compensation (Thousands of Dollars)	Percent of Total Compensation ¹
United States	459,787,933	2.1	5,168,514	2.5	226,346,059	2.0
California	57,376,843	1.8	578,480	2.4	29,589,251	1.8
Florida	49,080,891	4.4	511,100	4.0	23,417,903	3.9
Texas	35,911,171	1.9	327,281	1.8	14,431,740	1.5
New York	29,246,321	1.7	291,429	2.3	15,908,105	1.7
Illinois	15,570,784	1.8	165,565	2.1	8,206,955	1.7
Pennsylvania	13,214,772	1.6	170,565	2.2	6,602,521	1.5
Georgia	12,379,136	2.0	143,122	2.2	6,323,871	1.9
Washington	12,343,986	2.0	130,553	2.8	6,467,993	2.1
Colorado	12,242,946	3.1	149,140	3.8	6,413,321	2.9
North Carolina	12,077,972	2.0	151,661	2.5	5,786,878	1.8

Source: US Bureau of Economic Analysis (2019); Rose Associates

Additionally, the sectors that support the Outdoor Economy contribute to other sectors such as arts, entertainment, recreation, accommodation and food services. The impacts of which also create value added in the areas of retail trade and manufacturing. Outdoor recreation and lifestyle amenities have become a key factor in attracting a talented workforce, thus have influenced key site decisions for manufacturing and other business relocations. The report on North Carolina's Outdoor Recreation economy is included in the Appendix.



Arts, Entertainment, Recreation, Accommodation, and Food Services

\$128.5 Billion



Retail Trade
\$98.6 Billion



Manufacturing
\$55.0 Billion

Economic Development Strategy

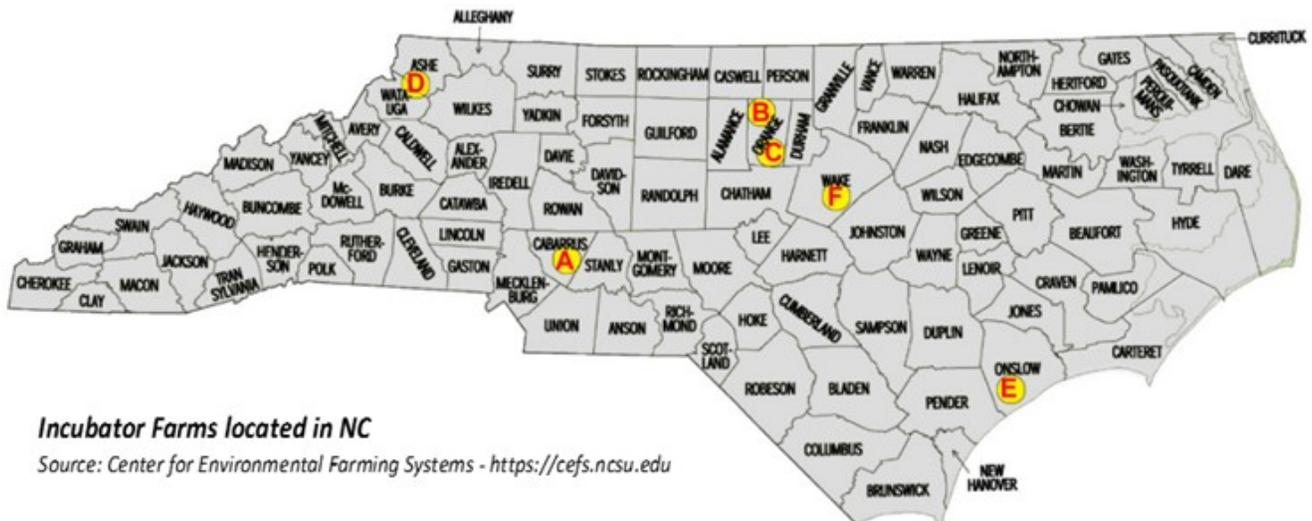
Tourism & The Outdoor Economy

Patrick Mason of Carolinaliving.com further evaluates the impact of tourism on the local economy, particularly those relocating or those at or nearing retirement. According to their annual report, the transient leisure segment (“Turbo-Tourists”), estimated to be 6-million visitors to the Carolinas annually are here exploring with investment and relocation motivations. These affluent, educated families visit and tour numerous destinations as part of their exploration mission. According to Mason, “They reserve way in advance, spend more, stay longer and return more frequently on average. Beyond a \$2,000 to \$10,000 visit or vacation, there’s a “turbo-effect” when they relocate or acquire a second home, investing \$250,000 to over a million in the first year. Each new household creates 1.9 jobs locally. Then, the “turbo-effect” kicks in again, as these new homeowners begin entertaining, on average, six friends and family groups a year, some of whom, like birds-of-a feather, will also relocate or invest here. A third “turbo-effect” further expands the economic benefits as the research consistently reports that as many as 14% indicate that they plan to move or launch a business, bringing intellectual capital, investing millions and creating thousands of new jobs across the Carolinas.”

For Harnett County, the visitor first comes in search of a home. The community could expand the “turbo-tourism” effect, by creating a visitor guide or postcard to highlight community assets and culture. Its impact could include its agricultural history to create new types of neighborhoods and recreation opportunities.

Harnett County is evolving from its Agricultural History

- Producing Farms
- Family Farms
- Educational Farms (Cooperative Extension)
- Agri-hoods
- Agritourism
- Farm to Table



Economic Development Strategy

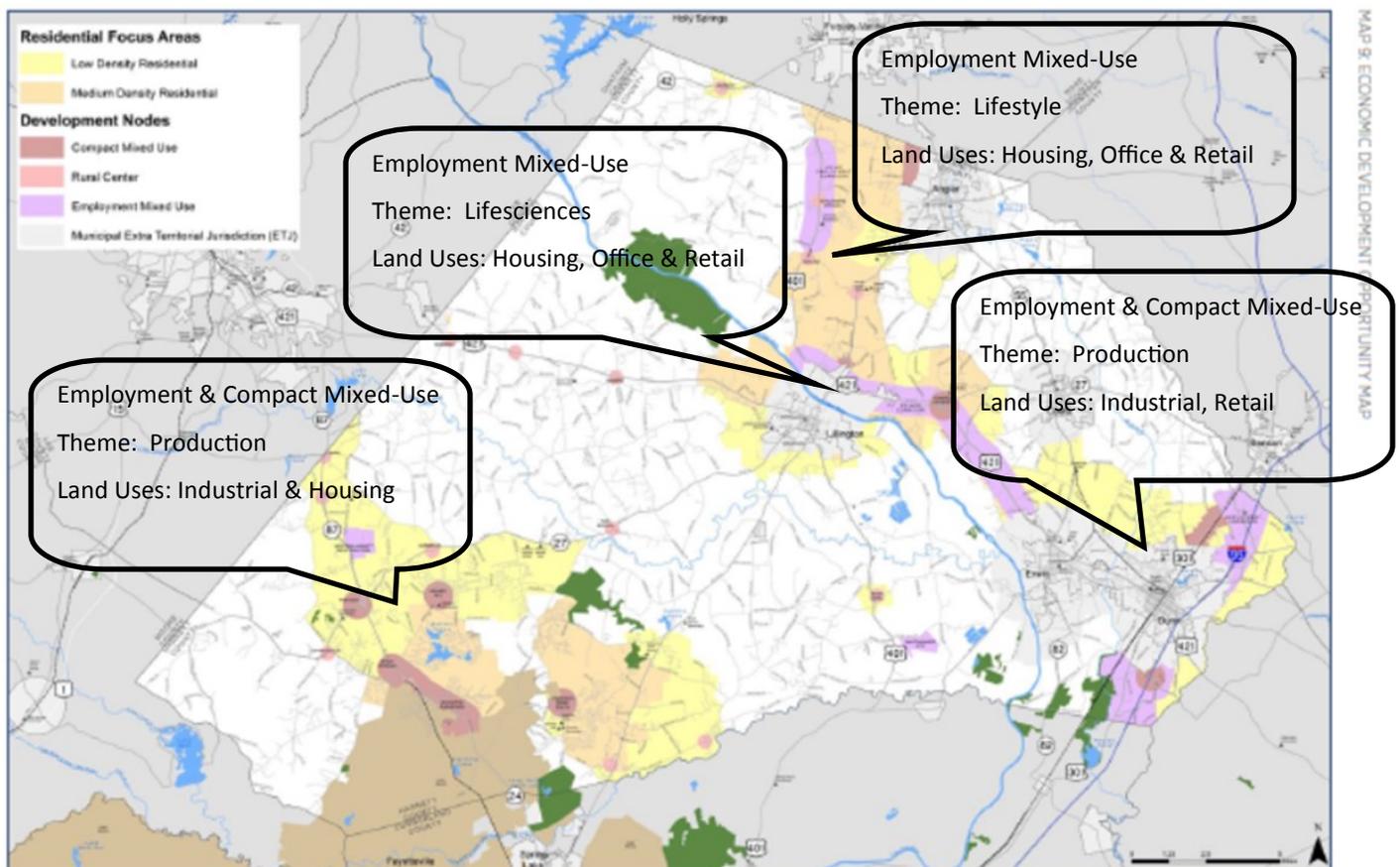
Targeted Economic Development Areas & Sectors

The 2015 Comprehensive Plan included development nodes for future development of mixed-use projects defined as Compact Mixed Use and Employment Mixed Use without any detailed definition of the types of products. Our analysis suggests that Harnett County, in collaboration with the municipalities, might consider three themes for mixed-use which may drive the type of development and services that the community desires:

Lifestyle Mixed-Use would consider more compact residential development along with retail and entertainment uses that would provide amenities. These might include apartments, townhomes and condominiums in/around downtowns and key transportation corridors.

Production Mixed-Use would consider industrial developments that might include manufacturing, logistics/distribution which incorporate flex space for light assembly or services. These would provide employment opportunities along the primary transportation corridors and near Interstate 95.

Lifesciences Mixed-Use would be centered in areas of health science and education, such as the hospitals and Campbell University. This environment would combine office, lab, and limited retail space along with compact residential development such as apartments, student housing and senior living environments.



Mixed Use: 1. Lifestyle 2. Production 3. Lifesciences

6. Implementation Action Plan

5– Year Plan

Definition: Economic development generally refers to the sustained, concerted actions of policymakers and communities that promote the standard of living and economic health of a specific area. Economic development can also be referred to as the quantitative and qualitative changes in the economy. Such actions can involve multiple areas including development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health, safety, literacy, and other initiatives. Economic development differs from economic growth. Whereas economic development is a policy intervention endeavor with aims of economic and social well-being of people, economic growth is a phenomenon of market productivity and rise in GDP.

Implementation Action Plan: This is the Work Plan document for Harnett County’s economic development strategy. In moving from planning to “doing”, it will focus on four key areas:

1. **Attraction** – recruiting new 2nd stage (larger) and more mature companies in partnership with the Triangle Partnership and the North Carolina Economic Development Partnership (NCEDP)
2. **Business Retention (BRE)** – enabling existing business to stay, grow and expand within Harnett County.
3. **Small Business & Entrepreneurship (SBE)** – through implementation of a Main Street program framework and in partnership with the municipalities Chambers of Commerce.
4. **Tourism** – expansion of tourism through an understanding that every citizen and business is an ambassador through branding and marketing efforts that make Harnett County a great place to live AND a great place to work.

As mentioned in the Executive Summary, the results of our findings suggest four primary initiatives:

- ⇒ **Marketing**— The department has a robust website; however, a review revealed some need for clarifications and modifications. A strong marketing plan to include web, print and social media strategies should be developed and implemented.
- ⇒ **Talent Attraction and Retention**—While talent and workforce development begins with education, the lifestyle options and entrepreneurial opportunities in the community should be developed and supported. This will lead to small company and business growth for expansion through a robust economic gardening program.
- ⇒ **Collaboration**—“The whole is greater than the sum of its parts” ~ Aristotle. Never before has regional collaboration been as much on the forefront, as competition among counties, regions and states drives project announcements and company relocations. The county, together with the incorporated municipalities within it must work together for the benefit of the entire community, as geographic boundaries melt away in the eyes of the consumer, employee and business. This includes partnerships with nonprofits and other organizations that may realize efficiencies and benefits of working together.
- ⇒ **Advocacy**—With one voice, the collaborative and collective interests may advocate for state and regional funding for roads, infrastructure and other public interests. This includes public-private partnerships for grants and other public finance tools that may be available through federal, state and other philanthropic organizations.

Implementation Action Plan

5– Year Plan

Additionally, it should monitor progress by implementing measures of performance, specifically focused on business and economic development. Other elements of the work plan include departmental budget considerations (to include part-time or full-time staff), development of an operations manual, and setting forth the policies (administration) and regulations (regulatory) which support the work plan.

To achieve the goals set forth, the work plan will expand the strategies/tasks to include:

Timeline: Targets for each area

Early Actions – 30 – 90 – 180 days; or current fiscal year

Long-Term Plans – 1 – 2 – 3 years; or future fiscal years

Ongoing - items which may be repeated or updated annually

Activities:

Policy – creation or modification of policy

Operating – operations, or tasks by staff or partners

Capital – operations, projects or activities which require funding

Milestone: Benchmarks for performance—See Metrics Table

The 2015 Comprehensive Plan—Economic Development Section included 4 Goals:

1. Start a business and attraction marketing effort—in process; however, the website lacks detailed information on locational advantages, as well as sites and business parks (left mostly to the commercial broker). It could benefit from highlights/testimonials from companies who have already moved or grown here. It also lacks updated information on announcements and available sites. Rather than rely on commercial broker “flyers” create a detailed brochure that includes locational attributes, site details, due diligence materials.
2. Support existing industry to encourage retention and expansion of jobs—in process, though no formal BRE program could be communicated or identified. Suggest structuring a formal BRE policy/program in partnership with state and regional agencies. See Appendix for toolkit on BRE.
3. Build a better overall economic product—in process. Efforts to date include final plat recordation and stormwater master plans at Brightwater and Edgerton parks, as well as the extension of Brightwater Drive. If and where possible, complete efforts to create “shovel ready” or “certified” sites within these parks.
4. Build organizational capacity—this is the area in need of most attention and work. The department is short staffed and has an inadequate strategic plan, nor any operational plans or policies that could be identified. Rather than a “by the seat of pants” approach, which may change with each election cycle, this plan may assist in creating a document that can be supplemented by policies and procedures that can be followed by current/future staff as a guidebook - which in turn will provide consistency and continuity.

The following pages begin the Implementation Action work plan which can supplement current goals and strategies:

Implementation Action Plan

5– Year Plan

Initiative	Activity/Task	Economic	Timeline	Milestone	Resources
1. Marketing	1.1. Create a print and online Brochure that includes key demographic, economic, locational information and highlights the details of each business/industrial park—update annually.	1.1 Attraction	1.1 Early Action, Ongoing	1.1 Project Announcements	https://edpnc.com/ https://www.researchtriangle.org/ Site Selectors: Southeastern US Economic Development Directory (ecodevdirectory.com)
	1.2 Hold Annual Summit to include community and business leaders including commercial realtors to highlight projects and community updates—this may include a site tour before/after the event.	1.2 Attraction, BRE	1.2 Ongoing	1.2 Commercial Development—permits	
	1.3 Develop a social media presence with Facebook and Linked-In pages dedicated to Economic Development.	1.3 Attraction, BRE, SBE	1.3 Early Action, Ongoing	1.3 Project announcements, employment growth, commercial permits	https://www.visitnc.com/
	1.4 Develop a marketing plan that highlights lifestyle amenities, including parks, recreation, housing, dining and entertainment. Tie this to health/well-being to support university and hospital programs.	1.4 Attraction, BRE, SBE, Tourism	1.4 Early Action, Ongoing	1.4 Sales Tax revenue, hotel occupancy	https://www.ncdcr.gov/about/featured-programs/nc-path
2. Talent Attraction	2.1 Develop a program that partners with county high schools and the Community College for career development—assist in developing multi institutional career days with education, business and industry.	2.1 Attraction, BRE, SBE	2.1 Long Term, Ongoing	2.1 Employment, educational attainment	http://www.readyby21.org/
	2.2 Develop a “live here, work here” program to attract talent.	2.2 Attraction, BRE, SBE	2.2 Long Term, Ongoing	2.2 Project announcements, new business formations	https://economicgardening.org/

Implementation Action Plan

5– Year Plan

Initiative	Activity/Task	Economic	Timeline	Milestone	Resources
3. Collaboration	3.1 Communicate with all Chambers of Commerce and Tourism Boards—hold quarterly meetings.	3.1 Attraction, BRE, SBE, Tourism	3.1 Long Term, Ongoing	See Benchmark Metrics on following page	
	3.2 Partner with Chambers of Commerce and Tourism to create a single marketing piece for visitors and new residents which highlights each community within the County. (See 1.4 above)	3.2 Tourism, BRE, SBE	3.2 Short Term, Ongoing	See Benchmark Metrics on following page	
	3.3 Create a capacity plan and consider streamlining resources such as office space, marketing and administration among ED, Chamber and Tourism agencies to provide efficiencies and have greater impact on the market.	3.3 All areas	3.3 Long Term		
	3.4 Communicate with State EDC and Regional Triangle—as well as major commercial real estate firms within the Raleigh and Fayetteville metro regions. (See 1.2 above)	3.4 All areas	3.4 Long Term, Ongoing		
4. Advocacy	4.1 With the 2015 Plan and this document as foundational documents, create a department policies and procedures manual. This together with regular consistent data reporting will provide avenues for advocacy for budgets and future programs/initiatives.	4.1 All areas	4.1 Short Term, Ongoing		
	4.2 Included above, a policy regarding advocacy for transportation and infrastructure (e.g. broadband).	4.2 All areas	4.2 Long Term, Ongoing		

Implementation Action Plan

Benchmarking

The implementation of the plan moves from analysis, planning and design, into capital investment in public or private improvements. The funding of such investment is based upon market forces and cycles which influence financing decisions.

Market Forces

Market forces include both external and internal forces. External forces include such things as natural or man-made disasters and the broader geopolitical climate as well as the national economy. Internal forces include more localized factors that are influenced by state and local public policy. The identification of capital improvement projects to provide a catalyst for private investment can be measured by fiscal impacts. Fiscal impacts are based upon reasonable assumptions that reflect state and local economic factors, as well as other market factors such as housing and real estate markets. Tax valuations for the purposes of tax assessment are based upon mass appraisal practices which take these factors into consideration. Since 2015, construction costs have risen dramatically and many housing markets have seen dramatic upward shifts in value, both in for sale and for lease residential real estate. Commercial markets generally follow the housing market, so long as construction costs can be justified by occupancy costs, including market rental rates and property taxes. When the market rates are not commensurate with the cost to construct new product or occupancy costs, the market cycle of supply and demand is impacted.

Market Cycles

Real estate markets are reflection of national, state and local economies. They are also influenced by costs of capital, wages and construction. Each of these factors into a complex prism of demand and supply, much of which can be measured or quantified. The market metrics gathered during the market analysis and fiscal impact phase of a project assist in determining appropriate land uses and product types as well as what phase the local market may be experiencing. Based on the data collected during the market analysis phase, the Harnett County market appears to be in the expansion phase. The housing market leads local market cycles, as rising rental rates and median home price increases have fueled new construction. In commercial, market vacancies are low, however, new construction is somewhat limited compared to other markets, as rent pressures have not yet met the test to warrant new construction in certain sectors of the commercial real estate market.

In order to establish a baseline and track progress, the series of data points as shown in the table are those that the county should create and track annually using a simple spreadsheet model.

Regular communication and collaboration between all departments will assist in tracking these metrics, and provide year over year changes for targeted growth.

Metric	
Commercial Permits New	(#)
Commercial Permits New	(\$)
Commercial Tax Values	(\$)
Retail Vacancy	%
Office Vacancy	%
Industrial Vacancy	%
Hotel Occupancy Tax	(\$)
Retail Sales Tax	(\$)
Business Licenses	(#)
Employment	(#)
Unemployment	%
Residential Permits	(#)
Residential Tax Values	(\$)

7. Appendix

Methodologies, Assumptions and Limiting Conditions

A combination of methodologies is utilized in developing this report. The analyses and forecasting of market data which includes demographic and population estimates, together with real estate, economic and employment estimates, is both art and science. All market research analysts begin with US Census Bureau data – which has limitations as to accuracy and timeliness. Nonetheless, the data provides a benchmark as much for a retrospective look as a prospective one. Therefore, the following methodologies include: Economic Base Analysis, Highest & Best Use Analysis, Central Place Theory and Qualitative Research. They are described as follows:

Economic Base Analysis is used to understand the regional economy and determine real estate demand. The underlying theme suggests that for every (basic) job that is created, a multiplier effect increases overall employment (both basic and non-basic), thus increasing both population and income within an area benefiting from such job growth. The corresponding growth (or decline) in jobs, population and income correspond to demand for commercial and residential uses of real estate.

Highest & Best Use is used to determine the most appropriate use of land, given the underlying economic base. It is site specific. Highest & Best Use, as defined in *The Dictionary of Real Estate Appraisal*, is:

The reasonably probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible, and that results in the highest value. The four criteria the Highest & Best Use must meet are legal permissibility, physical possibility, financial feasibility and maximum profitability.

Using the Highest & Best Use concept a site is analyzed “As if Vacant.” The premise of the concept is that an analysis of all reasonable alternative uses will identify the use that yields the highest present land value, after payments are made for labor, capital, and coordination, and, therefore, is the Highest & Best Use.

Central Place Theory (CPT) is utilized to evaluate commercial feasibility and trade areas. It can be also be used for certain types of non-traditional housing, such as senior or student housing, whose locations are dependent upon central places, such as a university or hospital. The underlying theme of CPT is that the location decision of commercial establishments is driven by rent maximizing forces. That is, providers of goods and services will locate where they believe they can maximize profits. CPT suggests that certain locations are more “desirable” than others, primarily due to the location of existing businesses that are already attracting customers. This means that there are “central places” with varying degrees of magnitude that attract such customers. The fundamental theme of CPT is that commercial locations are spatially interdependent, implying that growth is not random, but ordered and rational. Therefore, CPT relies on three basic concepts:

- Threshold Population
- Higher vs. lower order of goods and services
- Trade area or “range” of goods and services

- **Threshold population**: Businesses need a certain number of customers to break even. The threshold refers to the number of persons or households of a target customer group. When the population density is known, this can be expressed in terms of a trade or service area. Most employers and retailers know their threshold population and it is common for them to specify minimum site requirements in terms of population, households, and workforce or customer type (by age, income, occupation, etc.) within certain radial or drive-time areas around a site. The trade area for this analysis includes typical benchmarks for determining threshold consumer or employee populations.
- **Higher vs. lower order of goods and services**: Goods and services with low thresholds are called lower order of goods (i.e., gas stations, eating/drinking establishments, beauty salons, etc.), also referred to as convenience-oriented locations. Those with high thresholds are called higher order of goods (i.e., shopping malls, hospitals, office parks, etc.), also referred to as destination-oriented locations. The location of higher order goods and services may influence the location of lower order goods and services. This is often seen where retail/office uses will cluster together around certain centers of influence such as regional malls, large shopping centers, hospitals and business parks or major employment centers.
- **Trade area or “range” of goods and services**: Demand for a good or service is constrained to a limit or “range” (measured in terms of distance or drive time) beyond which customers will not travel to a specific store location. Therefore, demand for most goods/services decreases with distance or travel (drive) time from a retail/commercial location. The existence of competitors diminishes the range and more accurately determines the actual market area for a good or service. The market or trade area will also vary according to street patterns and population density. However, not all businesses seek to maximize distance from competitors, but rather cluster together to attract more customers per business than if they were to distance themselves from each other.

Qualitative Research includes data and anecdotal information obtained through interviews with the client, municipal staff, stakeholders and other relevant sources. Our research includes phone or in-person conversations with some or all of those provided on a list compiled by the client.

Data & Resources

All market research analysts begin with U.S. Census Bureau data - which has limitations as to accuracy and timeliness. Nonetheless, the data provides a benchmark as much for a retrospective look as a prospective one. Two factors must be considered when looking exclusively at demographic data: the role of economic drivers that are a departure from past trends' growth from primary urban centers spilling over into outlying suburban and rural areas; and constraints due to availability of land physically and legally suited for such development. We utilize a variety of state, federal and proprietary data in our analysis.

Below we have included data report, publications/toolkits and other data resources which may be compiled, together with this report, to form the foundation of an Economic Development Operations Manual as a guide for the department.

The following data reports are attached for reference:

- ESRI: Community Profile Harnett County
- ESRI: Housing Profile Harnett County
- ESRI: Trade Area Analysis
- ESRI: Retail Marketplace Profile
- Vision Harnett—Priorities Assessment

The following publications include toolkits attached/linked for reference:

- BRE: EDRP: Beyond the Survey, Business Retention & Expansion Guide
- Infrastructure: EDRP: Getting Connected with Broadband
- Tourism: U.S. BEA: 2019 Outdoor Recreation Account, North Carolina
- SBE: Edward Lowe Foundation: Economic Gardening Guide
- SBE: NC Rural Center: North Carolina's New Small Business Plan

Additional data sources include the following:

- US Bureau of Labor Statistics
- **NC Department of Commerce**
- **VisitNC**



Community Profile

Harnett County, NC
Harnett County, NC (37085)
Geography: County

Prepared by Esri

	Harnett Count...
Population Summary	
2000 Total Population	91,048
2010 Total Population	114,678
2020 Total Population	135,936
2020 Group Quarters	3,380
2025 Total Population	146,771
2020-2025 Annual Rate	1.55%
2020 Total Daytime Population	117,386
Workers	36,571
Residents	80,815
Household Summary	
2000 Households	33,809
2000 Average Household Size	2.61
2010 Households	41,594
2010 Average Household Size	2.68
2020 Households	49,410
2020 Average Household Size	2.68
2025 Households	53,405
2025 Average Household Size	2.68
2020-2025 Annual Rate	1.57%
2010 Families	29,726
2010 Average Family Size	3.16
2020 Families	34,873
2020 Average Family Size	3.19
2025 Families	37,551
2025 Average Family Size	3.20
2020-2025 Annual Rate	1.49%
Housing Unit Summary	
2000 Housing Units	38,614
Owner Occupied Housing Units	61.5%
Renter Occupied Housing Units	26.0%
Vacant Housing Units	12.4%
2010 Housing Units	46,731
Owner Occupied Housing Units	59.5%
Renter Occupied Housing Units	29.5%
Vacant Housing Units	11.0%
2020 Housing Units	56,412
Owner Occupied Housing Units	57.4%
Renter Occupied Housing Units	30.1%
Vacant Housing Units	12.4%
2025 Housing Units	61,197
Owner Occupied Housing Units	57.1%
Renter Occupied Housing Units	30.1%
Vacant Housing Units	12.7%
Median Household Income	
2020	\$53,943
2025	\$57,269
Median Home Value	
2020	\$157,465
2025	\$171,182
Per Capita Income	
2020	\$25,379
2025	\$27,911
Median Age	
2010	33.5
2020	35.1
2025	35.4

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Community Profile

Harnett County, NC
Harnett County, NC (37085)
Geography: County

Prepared by Esri

	Harnett Count...
2020 Households by Income	
Household Income Base	49,410
<\$15,000	10.1%
\$15,000 - \$24,999	10.9%
\$25,000 - \$34,999	7.5%
\$35,000 - \$49,999	17.2%
\$50,000 - \$74,999	19.5%
\$75,000 - \$99,999	14.3%
\$100,000 - \$149,999	13.3%
\$150,000 - \$199,999	4.7%
\$200,000+	2.6%
Average Household Income	\$69,696
2025 Households by Income	
Household Income Base	53,405
<\$15,000	9.0%
\$15,000 - \$24,999	10.3%
\$25,000 - \$34,999	6.7%
\$35,000 - \$49,999	16.5%
\$50,000 - \$74,999	19.6%
\$75,000 - \$99,999	14.6%
\$100,000 - \$149,999	14.9%
\$150,000 - \$199,999	5.4%
\$200,000+	3.0%
Average Household Income	\$76,588
2020 Owner Occupied Housing Units by Value	
Total	32,402
<\$50,000	9.9%
\$50,000 - \$99,999	17.1%
\$100,000 - \$149,999	20.0%
\$150,000 - \$199,999	20.9%
\$200,000 - \$249,999	14.0%
\$250,000 - \$299,999	7.6%
\$300,000 - \$399,999	6.2%
\$400,000 - \$499,999	2.0%
\$500,000 - \$749,999	1.9%
\$750,000 - \$999,999	0.3%
\$1,000,000 - \$1,499,999	0.1%
\$1,500,000 - \$1,999,999	0.0%
\$2,000,000 +	0.0%
Average Home Value	\$176,909
2025 Owner Occupied Housing Units by Value	
Total	34,964
<\$50,000	7.5%
\$50,000 - \$99,999	14.7%
\$100,000 - \$149,999	18.7%
\$150,000 - \$199,999	21.4%
\$200,000 - \$249,999	15.8%
\$250,000 - \$299,999	9.0%
\$300,000 - \$399,999	7.4%
\$400,000 - \$499,999	2.4%
\$500,000 - \$749,999	2.6%
\$750,000 - \$999,999	0.4%
\$1,000,000 - \$1,499,999	0.1%
\$1,500,000 - \$1,999,999	0.0%
\$2,000,000 +	0.0%
Average Home Value	\$192,228

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Community Profile

Harnett County, NC
Harnett County, NC (37085)
Geography: County

Prepared by Esri

	Harnett Count...
2010 Population by Age	
Total	114,678
0 - 4	8.1%
5 - 9	7.8%
10 - 14	7.5%
15 - 24	14.4%
25 - 34	14.2%
35 - 44	14.3%
45 - 54	13.0%
55 - 64	10.1%
65 - 74	6.2%
75 - 84	3.2%
85 +	1.1%
18 +	72.2%
2020 Population by Age	
Total	135,936
0 - 4	7.4%
5 - 9	7.7%
10 - 14	7.3%
15 - 24	13.3%
25 - 34	14.2%
35 - 44	13.6%
45 - 54	12.3%
55 - 64	11.2%
65 - 74	8.1%
75 - 84	3.7%
85 +	1.2%
18 +	73.9%
2025 Population by Age	
Total	146,771
0 - 4	7.4%
5 - 9	7.5%
10 - 14	7.5%
15 - 24	13.1%
25 - 34	13.8%
35 - 44	13.6%
45 - 54	11.6%
55 - 64	10.8%
65 - 74	8.7%
75 - 84	4.6%
85 +	1.3%
18 +	73.5%
2010 Population by Sex	
Males	56,199
Females	58,479
2020 Population by Sex	
Males	66,795
Females	69,141
2025 Population by Sex	
Males	72,195
Females	74,576

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Community Profile

Harnett County, NC
Harnett County, NC (37085)
Geography: County

Prepared by Esri

	Harnett Count...
2010 Population by Race/Ethnicity	
Total	114,678
White Alone	68.3%
Black Alone	20.9%
American Indian Alone	1.2%
Asian Alone	0.9%
Pacific Islander Alone	0.1%
Some Other Race Alone	5.5%
Two or More Races	3.1%
Hispanic Origin	10.8%
Diversity Index	58.8
2020 Population by Race/Ethnicity	
Total	135,936
White Alone	65.0%
Black Alone	21.5%
American Indian Alone	1.2%
Asian Alone	1.3%
Pacific Islander Alone	0.2%
Some Other Race Alone	6.8%
Two or More Races	3.9%
Hispanic Origin	13.7%
Diversity Index	64.1
2025 Population by Race/Ethnicity	
Total	146,771
White Alone	63.2%
Black Alone	21.5%
American Indian Alone	1.1%
Asian Alone	1.6%
Pacific Islander Alone	0.2%
Some Other Race Alone	7.8%
Two or More Races	4.5%
Hispanic Origin	15.7%
Diversity Index	67.2
2010 Population by Relationship and Household Type	
Total	114,678
In Households	97.1%
In Family Households	84.3%
Householder	25.9%
Spouse	18.6%
Child	33.8%
Other relative	3.6%
Nonrelative	2.4%
In Nonfamily Households	12.8%
In Group Quarters	2.9%
Institutionalized Population	1.3%
Noninstitutionalized Population	1.7%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

April 13, 2021



Community Profile

Harnett County, NC
Harnett County, NC (37085)
Geography: County

Prepared by Esri

	Harnett Count...
2020 Population 25+ by Educational Attainment	
Total	87,476
Less than 9th Grade	4.0%
9th - 12th Grade, No Diploma	8.4%
High School Graduate	24.3%
GED/Alternative Credential	4.9%
Some College, No Degree	24.3%
Associate Degree	11.7%
Bachelor's Degree	14.9%
Graduate/Professional Degree	7.7%
2020 Population 15+ by Marital Status	
Total	105,515
Never Married	30.2%
Married	53.1%
Widowed	5.8%
Divorced	10.8%
2020 Civilian Population 16+ in Labor Force	
Civilian Population 16+	57,666
Population 16+ Employed	87.1%
Population 16+ Unemployment rate	12.9%
Population 16-24 Employed	14.4%
Population 16-24 Unemployment rate	18.3%
Population 25-54 Employed	65.9%
Population 25-54 Unemployment rate	12.9%
Population 55-64 Employed	14.9%
Population 55-64 Unemployment rate	8.9%
Population 65+ Employed	4.8%
Population 65+ Unemployment rate	7.8%
2020 Employed Population 16+ by Industry	
Total	50,199
Agriculture/Mining	1.9%
Construction	9.7%
Manufacturing	10.6%
Wholesale Trade	2.7%
Retail Trade	11.5%
Transportation/Utilities	4.1%
Information	1.3%
Finance/Insurance/Real Estate	3.7%
Services	45.2%
Public Administration	9.4%
2020 Employed Population 16+ by Occupation	
Total	50,199
White Collar	58.1%
Management/Business/Financial	12.5%
Professional	22.2%
Sales	10.6%
Administrative Support	12.9%
Services	16.0%
Blue Collar	25.9%
Farming/Forestry/Fishing	0.9%
Construction/Extraction	7.2%
Installation/Maintenance/Repair	5.5%
Production	6.7%
Transportation/Material Moving	5.6%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

April 13, 2021



Community Profile

Harnett County, NC
Harnett County, NC (37085)
Geography: County

Prepared by Esri

	Harnett Count...
2010 Households by Type	
Total	41,594
Households with 1 Person	23.4%
Households with 2+ People	76.6%
Family Households	71.5%
Husband-wife Families	51.2%
With Related Children	25.1%
Other Family (No Spouse Present)	20.3%
Other Family with Male Householder	5.4%
With Related Children	3.3%
Other Family with Female Householder	14.9%
With Related Children	10.8%
Nonfamily Households	5.1%
All Households with Children	39.7%
Multigenerational Households	4.5%
Unmarried Partner Households	6.2%
Male-female	5.6%
Same-sex	0.6%
2010 Households by Size	
Total	41,594
1 Person Household	23.4%
2 Person Household	31.8%
3 Person Household	18.0%
4 Person Household	14.8%
5 Person Household	7.5%
6 Person Household	2.9%
7 + Person Household	1.6%
2010 Households by Tenure and Mortgage Status	
Total	41,594
Owner Occupied	66.9%
Owned with a Mortgage/Loan	47.1%
Owned Free and Clear	19.8%
Renter Occupied	33.1%
2020 Affordability, Mortgage and Wealth	
Housing Affordability Index	190
Percent of Income for Mortgage	12.2%
Wealth Index	60
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	46,731
Housing Units Inside Urbanized Area	11.1%
Housing Units Inside Urbanized Cluster	31.4%
Rural Housing Units	57.4%
2010 Population By Urban/ Rural Status	
Total Population	114,678
Population Inside Urbanized Area	10.7%
Population Inside Urbanized Cluster	33.4%
Rural Population	55.9%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

April 13, 2021



Community Profile

Harnett County, NC
 Harnett County, NC (37085)
 Geography: County

Prepared by Esri

		Harnett Count...
Top 3 Tapestry Segments		
1.		Southern Satellites (10A)
2.		Middleburg (4C)
3.		Down the Road (10D)
2020 Consumer Spending		
Apparel & Services: Total \$		\$83,221,814
Average Spent		\$1,684.31
Spending Potential Index		79
Education: Total \$		\$61,169,981
Average Spent		\$1,238.01
Spending Potential Index		69
Entertainment/Recreation: Total \$		\$127,622,074
Average Spent		\$2,582.92
Spending Potential Index		79
Food at Home: Total \$		\$211,928,138
Average Spent		\$4,289.18
Spending Potential Index		80
Food Away from Home: Total \$		\$148,622,317
Average Spent		\$3,007.94
Spending Potential Index		80
Health Care: Total \$		\$233,402,551
Average Spent		\$4,723.79
Spending Potential Index		82
HH Furnishings & Equipment: Total \$		\$86,427,592
Average Spent		\$1,749.19
Spending Potential Index		80
Personal Care Products & Services: Total \$		\$36,062,269
Average Spent		\$729.86
Spending Potential Index		79
Shelter: Total \$		\$704,876,616
Average Spent		\$14,265.87
Spending Potential Index		74
Support Payments/Cash Contributions/Gifts in Kind: Total \$		\$96,299,552
Average Spent		\$1,948.99
Spending Potential Index		83
Travel: Total \$		\$88,807,552
Average Spent		\$1,797.36
Spending Potential Index		75
Vehicle Maintenance & Repairs: Total \$		\$46,704,447
Average Spent		\$945.24
Spending Potential Index		82

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Housing Profile

Harnett County, NC
 Harnett County, NC (37085)
 Geography: County

Prepared by Esri

Population		Households	
2010 Total Population	114,678	2020 Median Household Income	\$53,943
2020 Total Population	135,936	2025 Median Household Income	\$57,269
2025 Total Population	146,771	2020-2025 Annual Rate	1.20%
2020-2025 Annual Rate	1.55%		

Housing Units by Occupancy Status and Tenure	Census 2010		2020		2025	
	Number	Percent	Number	Percent	Number	Percent
Total Housing Units	46,731	100.0%	56,412	100.0%	61,197	100.0%
Occupied	41,594	89.0%	49,410	87.6%	53,405	87.3%
Owner	27,817	59.5%	32,402	57.4%	34,964	57.1%
Renter	13,777	29.5%	17,008	30.1%	18,441	30.1%
Vacant	5,137	11.0%	7,002	12.4%	7,792	12.7%

Owner Occupied Housing Units by Value	2020		2025	
	Number	Percent	Number	Percent
Total	32,402	100.0%	34,964	100.0%
<\$50,000	3,198	9.9%	2,632	7.5%
\$50,000-\$99,999	5,525	17.1%	5,125	14.7%
\$100,000-\$149,999	6,466	20.0%	6,552	18.7%
\$150,000-\$199,999	6,778	20.9%	7,490	21.4%
\$200,000-\$249,999	4,542	14.0%	5,538	15.8%
\$250,000-\$299,999	2,459	7.6%	3,133	9.0%
\$300,000-\$399,999	2,020	6.2%	2,571	7.4%
\$400,000-\$499,999	644	2.0%	832	2.4%
\$500,000-\$749,999	628	1.9%	914	2.6%
\$750,000-\$999,999	92	0.3%	126	0.4%
\$1,000,000-\$1,499,999	35	0.1%	35	0.1%
\$1,500,000-\$1,999,999	4	0.0%	4	0.0%
\$2,000,000+	11	0.0%	12	0.0%
Median Value	\$157,465		\$171,182	
Average Value	\$176,909		\$192,228	

Census 2010 Housing Units	Number	Percent
Total	46,731	100.0%
In Urbanized Areas	5,209	11.1%
In Urban Clusters	14,695	31.4%
Rural Housing Units	26,827	57.4%

Data Note: Persons of Hispanic Origin may be of any race.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025.



Housing Profile

Harnett County, NC
Harnett County, NC (37085)
Geography: County

Prepared by Esri

Census 2010 Owner Occupied Housing Units by Mortgage Status		
	Number	Percent
Total	27,817	100.0%
Owned with a Mortgage/Loan	19,582	70.4%
Owned Free and Clear	8,235	29.6%

Census 2010 Vacant Housing Units by Status		
	Number	Percent
Total	5,137	100.0%
For Rent	1,808	35.2%
Rented- Not Occupied	77	1.5%
For Sale Only	829	16.1%
Sold - Not Occupied	151	2.9%
Seasonal/Recreational/Occasional Use	267	5.2%
For Migrant Workers	23	0.4%
Other Vacant	1,982	38.6%

Census 2010 Occupied Housing Units by Age of Householder and Home Ownership			
	Occupied Units	Owner Occupied Units	
		Number	% of Occupied
Total	41,594	27,817	66.9%
15-24	2,149	553	25.7%
25-34	7,621	3,947	51.8%
35-44	8,787	5,772	65.7%
45-54	8,351	6,096	73.0%
55-64	6,715	5,195	77.4%
65-74	4,572	3,659	80.0%
75-84	2,578	1,998	77.5%
85+	821	597	72.7%

Census 2010 Occupied Housing Units by Race/Ethnicity of Householder and Home Ownership			
	Occupied Units	Owner Occupied Units	
		Number	% of Occupied
Total	41,594	27,817	66.9%
White Alone	30,217	21,697	71.8%
Black/African American Alone	8,483	4,609	54.3%
American Indian/Alaska Native	431	269	62.4%
Asian Alone	299	187	62.5%
Pacific Islander Alone	43	28	65.1%
Other Race Alone	1,489	671	45.1%
Two or More Races	632	356	56.3%
Hispanic Origin	2,896	1,440	49.7%

Census 2010 Occupied Housing Units by Size and Home Ownership			
	Occupied Units	Owner Occupied Units	
		Number	% of Occupied
Total	41,594	27,817	66.9%
1-Person	9,733	5,749	59.1%
2-Person	13,235	10,010	75.6%
3-Person	7,475	5,084	68.0%
4-Person	6,155	4,158	67.6%
5-Person	3,119	1,805	57.9%
6-Person	1,193	651	54.6%
7+ Person	684	360	52.6%

2020 Housing Affordability	
Housing Affordability Index	190
Percent of Income for Mortgage	12.2%

Data Note: Persons of Hispanic Origin may be of any race.

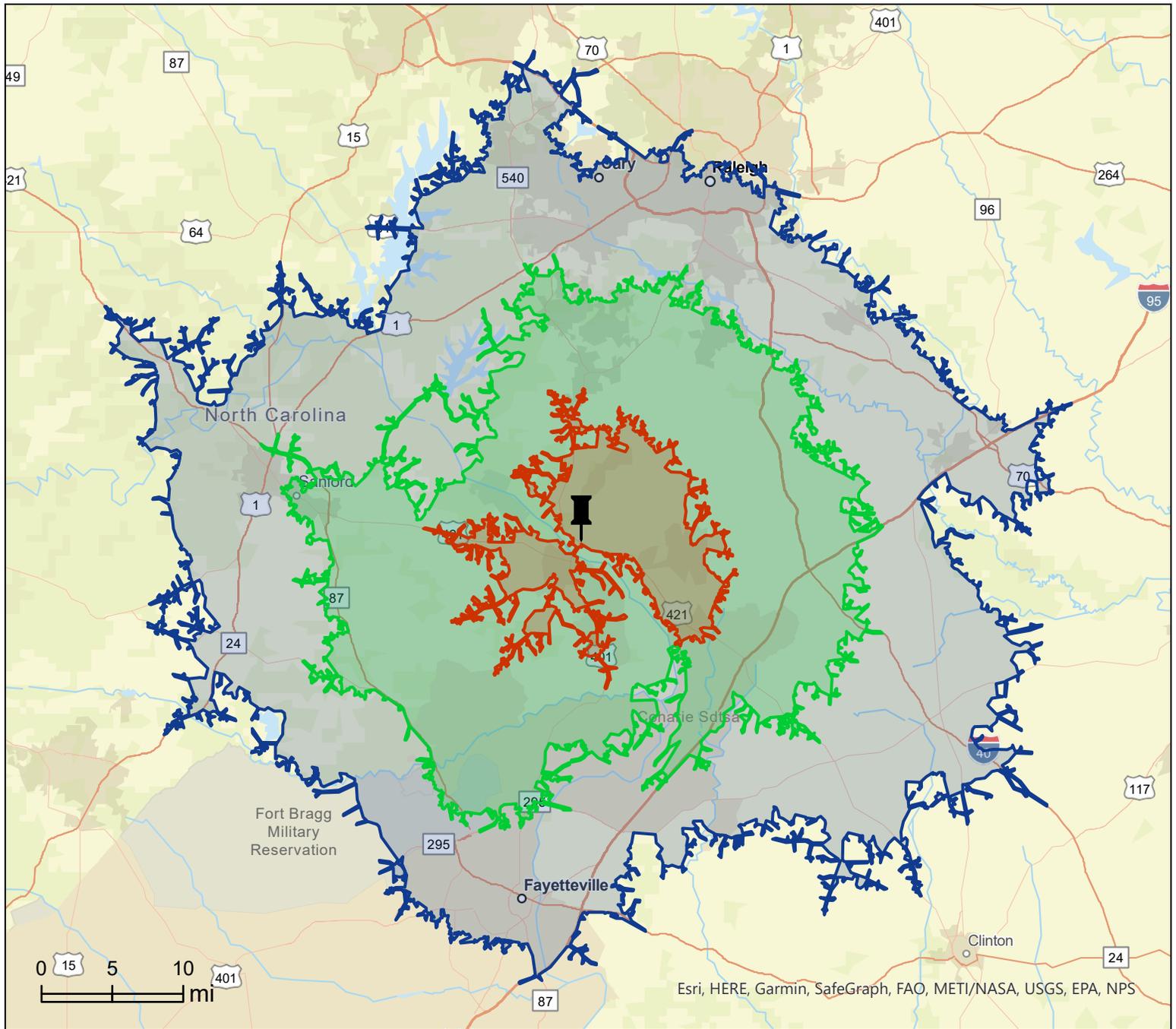
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025.



Site Details Map

1500-1506 N Main St, Lillington, North Carolina, 27546
Drive Time: 15, 30, 45 minute radii

Prepared by Esri
Latitude: 35.41812
Longitude: -78.80339



This site is located in:

- City:** Lillington
- County:** Harnett County
- State:** North Carolina
- ZIP Code:** 27546
- Census Tract:** 37085070801
- Census Block Group:** 370850708011
- CBSA:** Fayetteville, NC Metropolitan Statistical Area



Retail MarketPlace Profile

1500-1506 N Main St, Lillington, North Carolina, 27546
Drive Time: 15 minute radius

Prepared by Esri
Latitude: 35.41812
Longitude: -78.80339

Summary Demographics

2020 Population	41,404
2020 Households	15,681
2020 Median Disposable Income	\$41,408
2020 Per Capita Income	\$24,728

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$428,446,317	\$377,464,005	\$50,982,312	6.3	240
Total Retail Trade	44-45	\$388,181,347	\$348,911,161	\$39,270,186	5.3	178
Total Food & Drink	722	\$40,264,970	\$28,552,844	\$11,712,126	17.0	62
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$85,793,573	\$97,143,857	-\$11,350,284	-6.2	43
Automobile Dealers	4411	\$70,720,385	\$80,358,873	-\$9,638,488	-6.4	20
Other Motor Vehicle Dealers	4412	\$6,919,070	\$1,533,598	\$5,385,472	63.7	4
Auto Parts, Accessories & Tire Stores	4413	\$8,154,117	\$15,251,386	-\$7,097,269	-30.3	20
Furniture & Home Furnishings Stores	442	\$14,632,901	\$4,641,920	\$9,990,981	51.8	6
Furniture Stores	4421	\$8,917,486	\$677,443	\$8,240,043	85.9	2
Home Furnishings Stores	4422	\$5,715,415	\$3,964,477	\$1,750,938	18.1	5
Electronics & Appliance Stores	443	\$11,132,022	\$8,886,714	\$2,245,308	11.2	5
Bldg Materials, Garden Equip. & Supply Stores	444	\$28,187,597	\$38,147,876	-\$9,960,279	-15.0	21
Bldg Material & Supplies Dealers	4441	\$26,501,362	\$32,229,467	-\$5,728,105	-9.8	16
Lawn & Garden Equip & Supply Stores	4442	\$1,686,234	\$5,918,409	-\$4,232,175	-55.7	5
Food & Beverage Stores	445	\$66,697,478	\$94,171,160	-\$27,473,682	-17.1	23
Grocery Stores	4451	\$62,064,781	\$92,633,367	-\$30,568,586	-19.8	22
Specialty Food Stores	4452	\$2,433,760	\$0	\$2,433,760	100.0	0
Beer, Wine & Liquor Stores	4453	\$2,198,937	\$1,537,792	\$661,145	17.7	1
Health & Personal Care Stores	446,4461	\$24,484,639	\$30,066,304	-\$5,581,665	-10.2	9
Gasoline Stations	447,4471	\$42,791,430	\$33,449,128	\$9,342,302	12.3	12
Clothing & Clothing Accessories Stores	448	\$17,662,190	\$3,451,243	\$14,210,947	67.3	10
Clothing Stores	4481	\$11,672,263	\$1,778,863	\$9,893,400	73.6	6
Shoe Stores	4482	\$2,887,024	\$0	\$2,887,024	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$3,102,903	\$1,441,174	\$1,661,729	36.6	3
Sporting Goods, Hobby, Book & Music Stores	451	\$9,999,285	\$3,051,885	\$6,947,400	53.2	8
Sporting Goods/Hobby/Musical Instr Stores	4511	\$8,465,497	\$2,124,739	\$6,340,758	59.9	7
Book, Periodical & Music Stores	4512	\$1,533,788	\$927,146	\$606,642	24.7	1
General Merchandise Stores	452	\$63,298,429	\$27,709,080	\$35,589,349	39.1	13
Department Stores Excluding Leased Depts.	4521	\$45,456,086	\$18,364,005	\$27,092,081	42.5	2
Other General Merchandise Stores	4529	\$17,842,343	\$9,345,075	\$8,497,268	31.3	10
Miscellaneous Store Retailers	453	\$17,048,059	\$5,593,564	\$11,454,495	50.6	27
Florists	4531	\$525,287	\$571,203	-\$45,916	-4.2	5
Office Supplies, Stationery & Gift Stores	4532	\$3,445,652	\$665,035	\$2,780,617	67.6	4
Used Merchandise Stores	4533	\$1,887,038	\$1,311,828	\$575,210	18.0	8
Other Miscellaneous Store Retailers	4539	\$11,190,083	\$3,045,498	\$8,144,585	57.2	10
Nonstore Retailers	454	\$6,453,743	\$2,598,430	\$3,855,313	42.6	1
Electronic Shopping & Mail-Order Houses	4541	\$4,618,621	\$0	\$4,618,621	100.0	0
Vending Machine Operators	4542	\$363,719	\$0	\$363,719	100.0	0
Direct Selling Establishments	4543	\$1,471,403	\$2,333,081	-\$861,678	-22.6	1
Food Services & Drinking Places	722	\$40,264,970	\$28,552,844	\$11,712,126	17.0	62
Special Food Services	7223	\$370,794	\$2,019,947	-\$1,649,153	-69.0	2
Drinking Places - Alcoholic Beverages	7224	\$2,632,963	\$548,722	\$2,084,241	65.5	3
Restaurants/Other Eating Places	7225	\$37,261,213	\$25,984,176	\$11,277,037	17.8	57

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. 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 four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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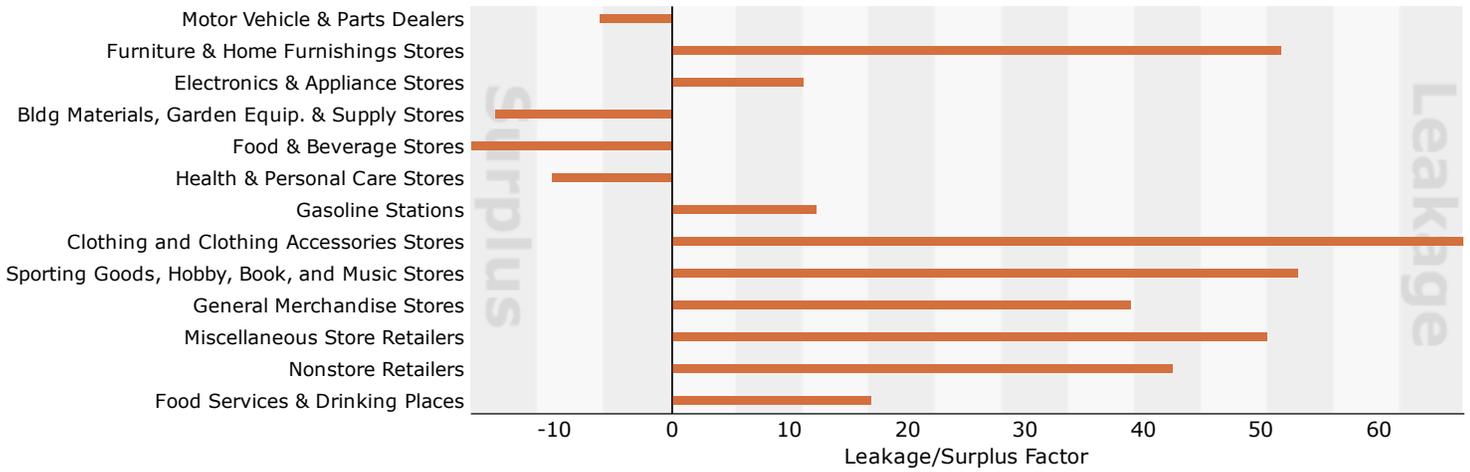


Retail MarketPlace Profile

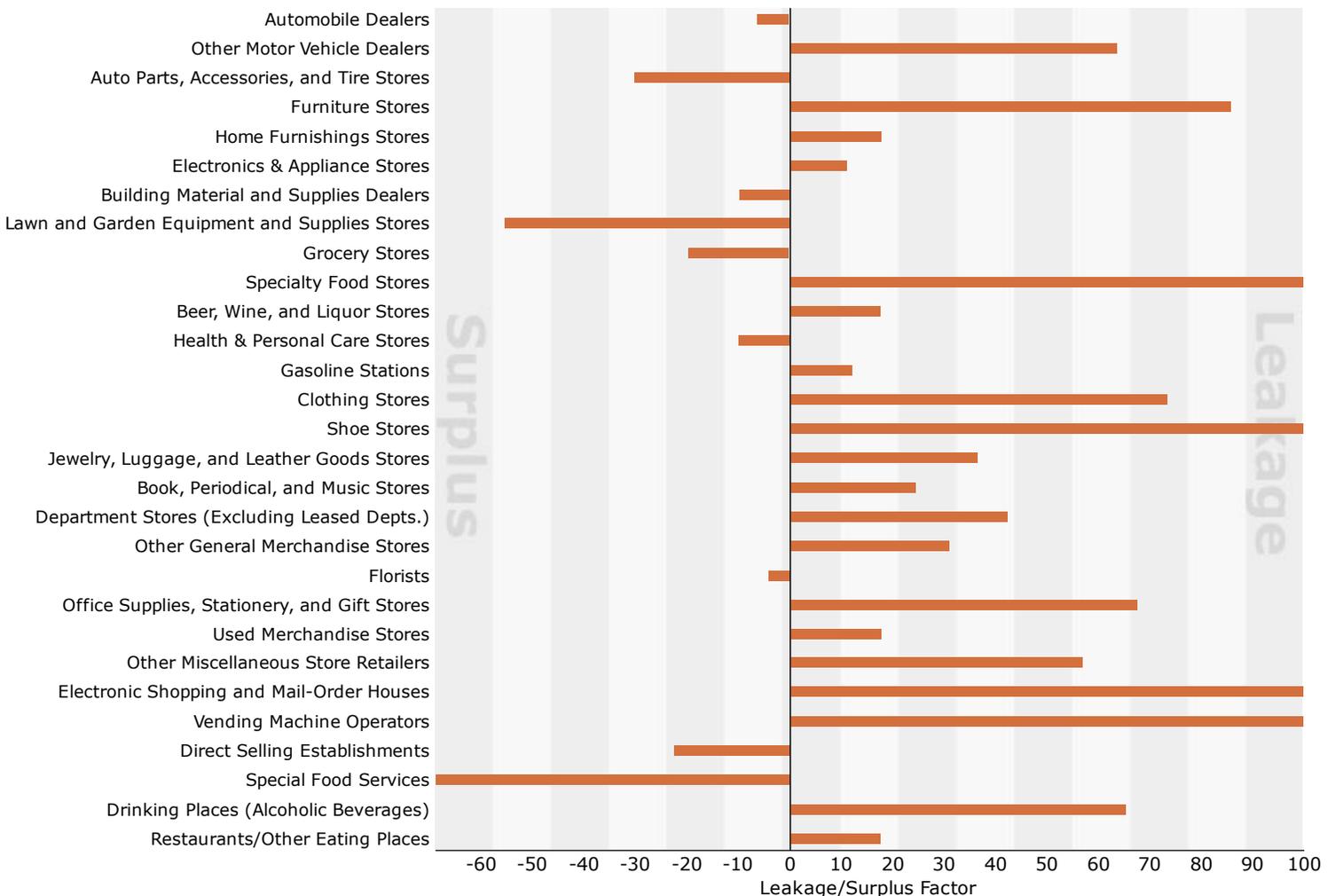
1500-1506 N Main St, Lillington, North Carolina, 27546
 Drive Time: 15 minute radius

Prepared by Esri
 Latitude: 35.41812
 Longitude: -78.80339

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Data Axle. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace. ©2020 Esri. ©2017 Data Axle, Inc. All rights reserved.



Retail MarketPlace Profile

1500-1506 N Main St, Lillington, North Carolina, 27546

Drive Time: 30 minute radius

Prepared by Esri

Latitude: 35.41812

Longitude: -78.80339

Summary Demographics

2020 Population	347,621
2020 Households	126,357
2020 Median Disposable Income	\$52,451
2020 Per Capita Income	\$31,201

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$4,166,445,474	\$3,067,438,940	\$1,099,006,534	15.2	1,685
Total Retail Trade	44-45	\$3,757,245,457	\$2,762,281,742	\$994,963,715	15.3	1,209
Total Food & Drink	722	\$409,200,017	\$305,157,198	\$104,042,819	14.6	476
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$810,898,326	\$435,392,068	\$375,506,258	30.1	206
Automobile Dealers	4411	\$665,848,645	\$336,118,977	\$329,729,668	32.9	98
Other Motor Vehicle Dealers	4412	\$65,651,727	\$17,781,580	\$47,870,147	57.4	18
Auto Parts, Accessories & Tire Stores	4413	\$79,397,954	\$81,491,512	-\$2,093,558	-1.3	89
Furniture & Home Furnishings Stores	442	\$148,719,072	\$66,301,332	\$82,417,740	38.3	62
Furniture Stores	4421	\$90,056,465	\$35,396,358	\$54,660,107	43.6	28
Home Furnishings Stores	4422	\$58,662,607	\$30,904,974	\$27,757,633	31.0	34
Electronics & Appliance Stores	443	\$113,809,219	\$52,314,103	\$61,495,116	37.0	53
Bldg Materials, Garden Equip. & Supply Stores	444	\$271,688,779	\$180,911,537	\$90,777,242	20.1	113
Bldg Material & Supplies Dealers	4441	\$255,906,606	\$150,427,613	\$105,478,993	26.0	80
Lawn & Garden Equip & Supply Stores	4442	\$15,782,173	\$30,483,924	-\$14,701,751	-31.8	33
Food & Beverage Stores	445	\$646,229,465	\$790,284,015	-\$144,054,550	-10.0	176
Grocery Stores	4451	\$599,836,319	\$770,523,708	-\$170,687,389	-12.5	145
Specialty Food Stores	4452	\$23,667,757	\$7,375,250	\$16,292,507	52.5	20
Beer, Wine & Liquor Stores	4453	\$22,725,389	\$12,385,057	\$10,340,332	29.5	11
Health & Personal Care Stores	446,4461	\$230,269,991	\$232,576,401	-\$2,306,410	-0.5	89
Gasoline Stations	447,4471	\$402,601,259	\$303,794,464	\$98,806,795	14.0	89
Clothing & Clothing Accessories Stores	448	\$181,713,881	\$46,654,817	\$135,059,064	59.1	87
Clothing Stores	4481	\$118,773,211	\$28,214,947	\$90,558,264	61.6	54
Shoe Stores	4482	\$29,463,591	\$7,956,365	\$21,507,226	57.5	11
Jewelry, Luggage & Leather Goods Stores	4483	\$33,477,079	\$10,483,505	\$22,993,574	52.3	22
Sporting Goods, Hobby, Book & Music Stores	451	\$101,172,273	\$48,977,301	\$52,194,972	34.8	67
Sporting Goods/Hobby/Musical Instr Stores	4511	\$85,593,542	\$46,376,785	\$39,216,757	29.7	60
Book, Periodical & Music Stores	4512	\$15,578,731	\$2,600,516	\$12,978,215	71.4	7
General Merchandise Stores	452	\$627,722,758	\$508,553,271	\$119,169,487	10.5	95
Department Stores Excluding Leased Depts.	4521	\$455,269,865	\$430,630,954	\$24,638,911	2.8	27
Other General Merchandise Stores	4529	\$172,452,893	\$77,922,317	\$94,530,576	37.8	68
Miscellaneous Store Retailers	453	\$160,452,771	\$81,994,019	\$78,458,752	32.4	163
Florists	4531	\$5,338,586	\$6,438,823	-\$1,100,237	-9.3	26
Office Supplies, Stationery & Gift Stores	4532	\$34,776,226	\$11,613,215	\$23,163,011	49.9	33
Used Merchandise Stores	4533	\$19,515,736	\$12,142,278	\$7,373,458	23.3	37
Other Miscellaneous Store Retailers	4539	\$100,822,223	\$51,799,703	\$49,022,520	32.1	67
Nonstore Retailers	454	\$61,967,662	\$14,528,414	\$47,439,248	62.0	10
Electronic Shopping & Mail-Order Houses	4541	\$45,940,663	\$8,113,058	\$37,827,605	70.0	3
Vending Machine Operators	4542	\$3,542,833	\$385,369	\$3,157,464	80.4	2
Direct Selling Establishments	4543	\$12,484,166	\$6,029,987	\$6,454,179	34.9	5
Food Services & Drinking Places	722	\$409,200,017	\$305,157,198	\$104,042,819	14.6	476
Special Food Services	7223	\$3,765,289	\$4,768,032	-\$1,002,743	-11.8	14
Drinking Places - Alcoholic Beverages	7224	\$28,053,959	\$8,821,026	\$19,232,933	52.2	23
Restaurants/Other Eating Places	7225	\$377,380,769	\$291,568,140	\$85,812,629	12.8	440

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. 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 four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

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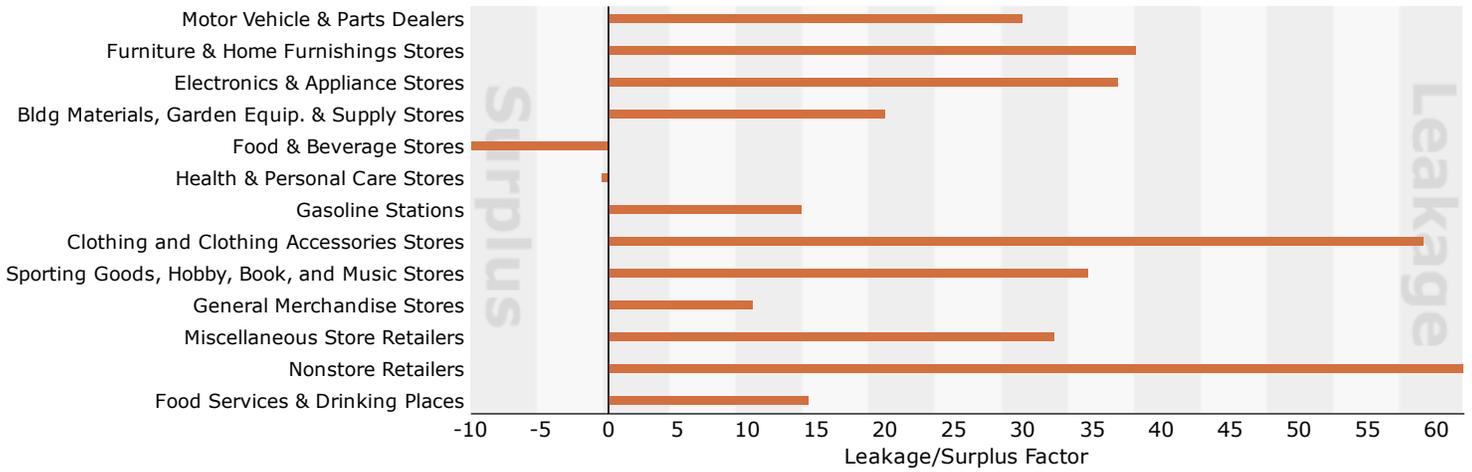


Retail MarketPlace Profile

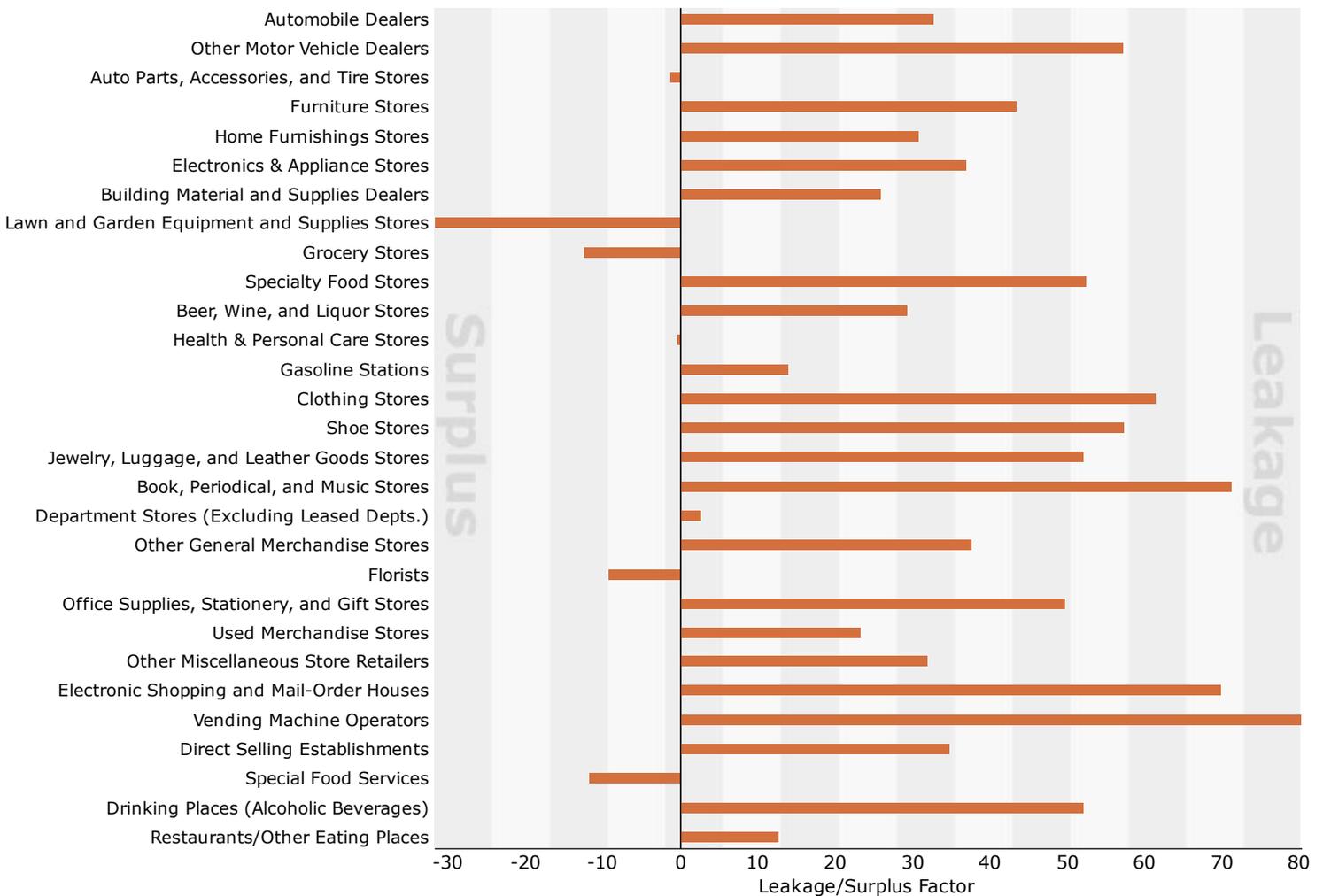
1500-1506 N Main St, Lillington, North Carolina, 27546
Drive Time: 30 minute radius

Prepared by Esri
Latitude: 35.41812
Longitude: -78.80339

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Data Axle. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace. ©2020 Esri. ©2017 Data Axle, Inc. All rights reserved.



Retail MarketPlace Profile

1500-1506 N Main St, Lillington, North Carolina, 27546
Drive Time: 45 minute radius

Prepared by Esri
Latitude: 35.41812
Longitude: -78.80339

Summary Demographics

2020 Population	1,156,623
2020 Households	431,740
2020 Median Disposable Income	\$51,778
2020 Per Capita Income	\$33,885

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$15,010,096,055	\$15,812,339,602	-\$802,243,547	-2.6	7,412
Total Retail Trade	44-45	\$13,511,408,313	\$14,153,653,533	-\$642,245,220	-2.3	5,207
Total Food & Drink	722	\$1,498,687,742	\$1,658,686,069	-\$159,998,327	-5.1	2,205
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$2,890,273,961	\$3,336,880,791	-\$446,606,830	-7.2	710
Automobile Dealers	4411	\$2,373,029,298	\$2,884,870,130	-\$511,840,832	-9.7	352
Other Motor Vehicle Dealers	4412	\$230,946,894	\$122,023,691	\$108,923,203	30.9	61
Auto Parts, Accessories & Tire Stores	4413	\$286,297,769	\$329,986,970	-\$43,689,201	-7.1	297
Furniture & Home Furnishings Stores	442	\$537,407,964	\$448,576,905	\$88,831,059	9.0	300
Furniture Stores	4421	\$328,657,923	\$269,069,849	\$59,588,074	10.0	158
Home Furnishings Stores	4422	\$208,750,041	\$179,507,056	\$29,242,985	7.5	142
Electronics & Appliance Stores	443	\$416,953,499	\$435,612,727	-\$18,659,228	-2.2	268
Bldg Materials, Garden Equip. & Supply Stores	444	\$943,080,611	\$1,026,900,832	-\$83,820,221	-4.3	384
Bldg Material & Supplies Dealers	4441	\$887,291,351	\$941,554,143	-\$54,262,792	-3.0	295
Lawn & Garden Equip & Supply Stores	4442	\$55,789,260	\$85,346,689	-\$29,557,429	-20.9	89
Food & Beverage Stores	445	\$2,346,269,994	\$2,619,946,980	-\$273,676,986	-5.5	646
Grocery Stores	4451	\$2,175,738,270	\$2,521,028,984	-\$345,290,714	-7.4	476
Specialty Food Stores	4452	\$85,872,740	\$62,337,863	\$23,534,877	15.9	112
Beer, Wine & Liquor Stores	4453	\$84,658,984	\$36,580,133	\$48,078,851	39.7	58
Health & Personal Care Stores	446,4461	\$821,905,793	\$948,559,791	-\$126,653,998	-7.2	413
Gasoline Stations	447,4471	\$1,437,630,286	\$1,113,332,111	\$324,298,175	12.7	355
Clothing & Clothing Accessories Stores	448	\$669,594,819	\$657,550,233	\$12,044,586	0.9	619
Clothing Stores	4481	\$436,101,497	\$488,947,484	-\$52,845,987	-5.7	424
Shoe Stores	4482	\$107,230,266	\$99,340,467	\$7,889,799	3.8	85
Jewelry, Luggage & Leather Goods Stores	4483	\$126,263,056	\$69,262,283	\$57,000,773	29.2	109
Sporting Goods, Hobby, Book & Music Stores	451	\$368,372,558	\$481,090,343	-\$112,717,785	-13.3	310
Sporting Goods/Hobby/Musical Instr Stores	4511	\$310,208,128	\$450,823,909	-\$140,615,781	-18.5	274
Book, Periodical & Music Stores	4512	\$58,164,430	\$30,266,435	\$27,897,995	31.5	37
General Merchandise Stores	452	\$2,279,533,447	\$2,416,905,714	-\$137,372,267	-2.9	318
Department Stores Excluding Leased Depts.	4521	\$1,656,693,451	\$1,651,774,156	\$4,919,295	0.1	103
Other General Merchandise Stores	4529	\$622,839,996	\$765,131,558	-\$142,291,562	-10.3	215
Miscellaneous Store Retailers	453	\$575,476,374	\$499,653,685	\$75,822,689	7.1	806
Florists	4531	\$19,382,615	\$23,140,678	-\$3,758,063	-8.8	104
Office Supplies, Stationery & Gift Stores	4532	\$125,923,154	\$162,362,870	-\$36,439,716	-12.6	165
Used Merchandise Stores	4533	\$71,528,451	\$54,009,376	\$17,519,075	14.0	161
Other Miscellaneous Store Retailers	4539	\$358,642,154	\$260,140,761	\$98,501,393	15.9	375
Nonstore Retailers	454	\$224,909,007	\$168,643,421	\$56,265,586	14.3	78
Electronic Shopping & Mail-Order Houses	4541	\$166,197,516	\$93,519,923	\$72,677,593	28.0	32
Vending Machine Operators	4542	\$12,873,268	\$8,975,568	\$3,897,700	17.8	10
Direct Selling Establishments	4543	\$45,838,223	\$66,147,931	-\$20,309,708	-18.1	36
Food Services & Drinking Places	722	\$1,498,687,742	\$1,658,686,069	-\$159,998,327	-5.1	2,205
Special Food Services	7223	\$13,636,628	\$18,009,802	-\$4,373,174	-13.8	54
Drinking Places - Alcoholic Beverages	7224	\$104,384,307	\$114,876,467	-\$10,492,160	-4.8	150
Restaurants/Other Eating Places	7225	\$1,380,666,807	\$1,525,799,800	-\$145,132,993	-5.0	2,000

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. 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 four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Data Axle. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace. ©2020 Esri. ©2017 Data Axle, Inc. All rights reserved.

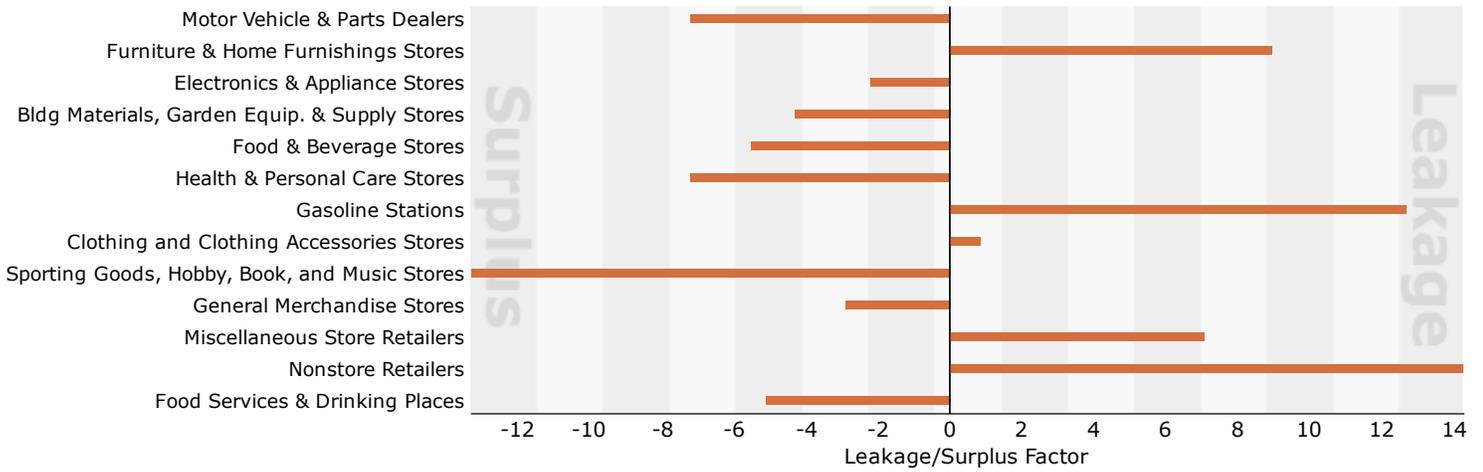


Retail MarketPlace Profile

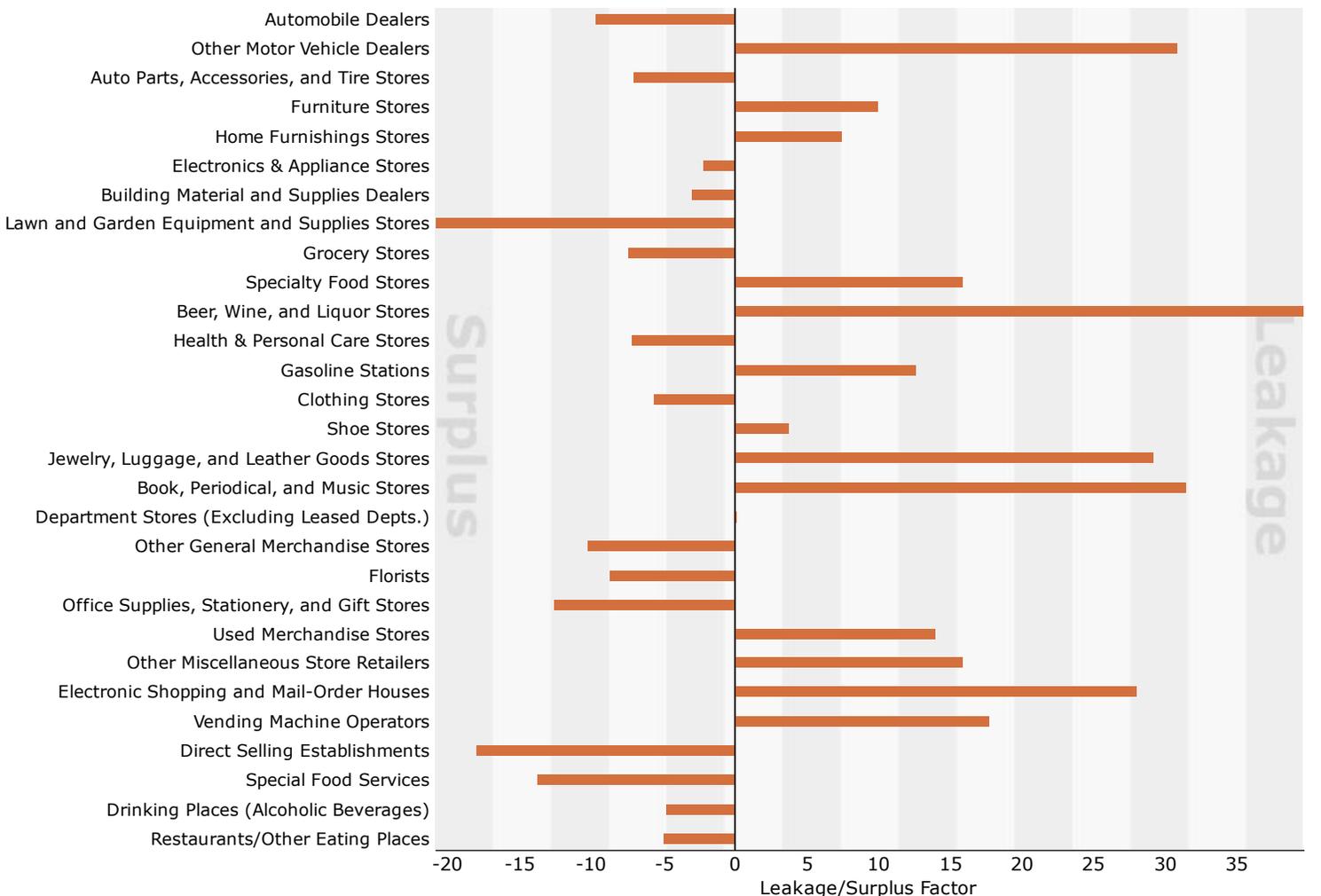
1500-1506 N Main St, Lillington, North Carolina, 27546
Drive Time: 45 minute radius

Prepared by Esri
Latitude: 35.41812
Longitude: -78.80339

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Data Axle. Esri 2020 Updated Demographics. Esri 2017 Retail MarketPlace. ©2020 Esri. ©2017 Data Axle, Inc. All rights reserved.

Economic Development

A county and its citizens are directly affected by the economic, social and the quality of life of its towns, cities and surrounding areas. Economic development seeks to improve those standards through strategic actions that result in a stronger community for everyone.

Please place your corresponding colored dot below the Economic Development focus areas to indicate your priority.

Low Focus

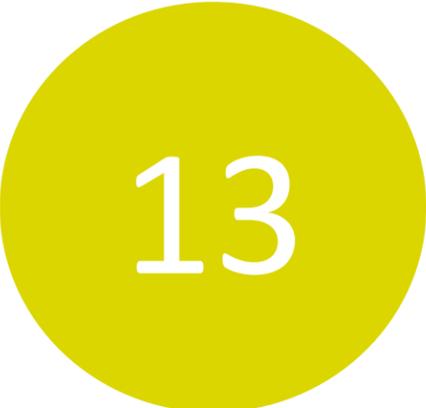
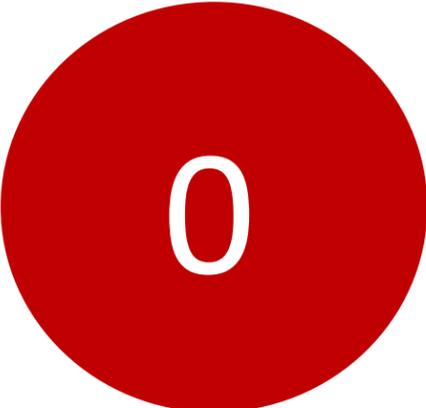
- ◆ Maintain existing business.
- ◆ New businesses occur occasionally.
 - ◆ Limited job creation.
 - ◆ Static property values.
- ◆ Limited incentive for property improvement.
- ◆ Limited increase in County services, as revenue will remain relatively flat.
- ◆ Same number of staff in county ED office.

Moderate Focus

- ◆ Limited assistance and incentives provided for existing businesses.
- ◆ Limited strategies for attracting/creating new businesses.
- ◆ Moderate potential for job creation.
- ◆ Moderate potential for increase in property values.
- ◆ Property improvements keep pace with economic growth.
- ◆ County has ability to provide limited new services based on additional revenue.
- ◆ Hire additional staff to assist county ED office.

High Focus

- ◆ Comprehensive program for retaining and expanding existing businesses.
- ◆ Comprehensive strategy for attracting/creating new businesses
- ◆ High potential for talented job creation.
- ◆ High potential for increase in property values.
 - ◆ Property Improvement keep pace and anticipate economic growth
- ◆ County has ability to provide and update existing services and fund new facilities based on additional revenue.
- ◆ Hire additional staff to actively facilitate additional recruitment, marketing and tourism.



Total Votes: 45

Land Use

Public spaces are where people interact, gather and travel. The type, style, and character of land uses affect transportation patterns and influence livability and quality of life. Land Use and density will provide a way to manage growth and balance development with preservation.

Please place your corresponding colored dot below the Land Use focus areas to indicate your priority.

Low Focus

- ◆ No expansion of ped/bike/greenways
- ◆ Large lot sizes and longer block lengths.
 - ◆ Single land use type per parcel.
 - ◆ Minimal building design standards.
- ◆ Few trees or other streetscape improvements.
- ◆ Limited product development for attraction.

Moderate Focus

- ◆ Moderate lot sizes and longer block lengths.
 - ◆ Mix of land use types per parcel.
 - ◆ Moderate building design standards for materials and colors.
 - ◆ Limited street scape improvements
- ◆ Moderate product development (shovel ready sites) for attraction.

High Focus

- ◆ Smaller lot sizes and shorter block lengths.
 - ◆ Mix of land use types per parcel.
- ◆ Building design standards for size, height, style, materials and colors.
- ◆ Expanded streetscape improvements to include lighting, sidewalks, street trees, landscaping and wayfinding signage.
- ◆ Aggressive product development to include shovel ready sites and spec shell buildings.

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Total Votes: 45

Infrastructure

Roadways, utilities, internet service and wayfinding signage provide ease of use and facilitate growth. Supporting growth where infrastructure already exists will help reduce sprawl and assist in managed and meaningful growth.

Please place your corresponding colored dot below the Infrastructure focus areas to indicate your priority.

Low Focus

- ◆ No/limited dedicated bike /greenway /pedestrian facilities.
- ◆ Limited water/sewer expansion or driven by development vs. by design.
- ◆ Limited broadband/fiber optic capability.
 - ◆ No/limited wayfinding signage.
- ◆ Limited roadway/highway expansion, limited focus on complete streets concepts.

Moderate Focus

- ◆ Some expanded bike/greenway/ pedestrian facilities.
- ◆ Moderate water/sewer expansion in select areas targeted for growth.
- ◆ Support for moderate broadband/ fiber optic capability
- ◆ Dedicated wayfinding signage in targeted areas.
- ◆ Moderate support for roadway/highway expansion, with a focus on complete streets concepts.

High Focus

- ◆ Fully implement bike/greenway/pedestrian plans.
- ◆ Strategic expansion of water/sewer in targeted areas.
- ◆ Fully implement broadband/fiberoptic capability for residents and business.
- ◆ Fully implement a wayfinding signage program throughout the county.
- ◆ Aggressive advocacy and support for implementing road/highway corridor studies, with a focus on complete streets concepts.

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Total Votes: 49



The conclusions set forth are based upon information provided by public records, municipal officials, business owners, market and demographic data obtained by Rose & Associates Southeast, Inc.

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