



Economic Development Strategic Plan



August 2013

Table of Contents

Executive Summary	2
SWOT Analysis	4
Economic Development Strategic Plan	16
Implementation	29
Appendices	
A: Economic & Demographic Trends	32
B: Retail Leakage	45
C: Small Business Incentives	47

Executive Summary

Located between Charlotte and Concord, Harrisburg has experienced growth from being in the right place at the right time. In the future, the Town wants to grow strategically rather than haphazardly. This Economic Development Strategic Plan is designed to do just that – strategically guide economic development policy so Harrisburg will continue to grow and develop into the Town citizens' vision.

The Town's focus on economic development is new. This strategic planning process started from first base. The planning process included a SWOT analysis, community engagement, organizational review, planning workshops, and strategy development. Even though the process was led by Town Council and staff, more than 200 citizens had input through focus groups and survey.

What stands out in the SWOT Analysis is the unique demographics of Harrisburg; desire for retail diversity; need for employment centers in/nearby the Town; and the importance of creating a sense of place. Citizen comments on the survey mirrored comments from focus group meetings and comments from Town Council and staff. There is alignment in the overall goals and strategies for economic development. Alignment is important in economic development.

Several key economic and demographic data trends stand out in Harrisburg. The population is younger, more educated, and faster growing than the county and region. The workforce is growing, and unemployment is declining at a faster rate than similar communities. Overall, the local economy is faring well post-recession. In spite of the growth, citizens cited retail diversity as a top goal. There are retail opportunities in automobiles, gasoline stations, food services, and general merchandise and, to a lesser degree, in other categories.

The Economic Development Strategic Plan is summarized on the next page. We recommend a full reading of this study to gain context from citizen input, research, and consulting expertise. For example, it may not be clear why an entertainment venue is recommended for Town Center. However, after reading the full report, it is clear that creating a place where citizens can gather and connect is very important to the community.



Harrisburg has a strong foundation upon which to build a sustainable economic development strategy. Hurdles to sustainable economic growth can be overcome with sound policy, strategic investments, and consistency in implementation. We encourage all stakeholders to support the Town Council and staff as they dedicate resources toward implementation.

HARRISBURG ECONOMIC DEVELOPMENT STRATEGIC PLAN

SUMMARY OF STRATEGIES AND ACTION STEPS

Organizational Development	<ul style="list-style-type: none"> • Expand Planning Staff • Cabarrus EDC Support • Funding
Networking with Chamber	<ul style="list-style-type: none"> • Participation in Committees • Participation in Events
Product Development	<ul style="list-style-type: none"> • Site & Building Assessment, Office Product • Site Certification • Multi-Jurisdictional Site
Target Sectors	<ul style="list-style-type: none"> • Product Development • Life Science Spin-Off • Capturing Tourism
Retail Development	<ul style="list-style-type: none"> • Retail Recruitment • Market Profile • Signage
Brand Identity	<ul style="list-style-type: none"> • Branding Study • Gathering Places, Public Art • Signage, Landscaping, Greenways
Internal Marketing	<ul style="list-style-type: none"> • Social Media, E-Blasts, Press Releases • Strategic Plan on Website • Annual Report
External Marketing	<ul style="list-style-type: none"> • Website • Leveraging Allies & Out-Reach • Photography
Town Center	<ul style="list-style-type: none"> • Entertainment Venue • Incentives
Small Business Development	<ul style="list-style-type: none"> • Retail Diversity, Capturing Leakage • Retention • Leverage the Chamber and RCCC
Workforce Development	<ul style="list-style-type: none"> • RCCC Satellite Campus

SWOT Analysis

A comprehensive SWOT (strengths, weaknesses, opportunities, threats) analysis serves as a foundational building block for an economic development strategic plan. Sound, sustainable development strategies should be built upon a community's assets and opportunities. The strategic plan should address weaknesses and take into consideration threats. Creative EDC gathered input into the SWOT Analysis from Harrisburg citizens through focus groups and an online survey, and we used economic and demographic trend data presented in Appendix A. Throughout the planning process, approximately 120 people were engaged for the SWOT Analysis.



The SWOT attributes listed below are what we heard from citizens. In some cases we do not agree. We reserve our professional input to the strategies section of the report. In other cases, such as transportation congestion, it is a relative perception. For example, people that live in the University area of Charlotte do not consider Harrisburg to have traffic congestion. Whereas, people that live in rural Cabarrus County may.

It is sometimes the case that an attribute can be both a strength and a weakness or an opportunity and a threat. One example is taxes. It is a strength to have a low tax rate; however, if the tax rate is too low to allow for investments into the amenities desired by citizens, it can be a weakness. Also, if the tax rate does not generate enough revenue for long-term investments in infrastructure, it can be a threat.

STRENGTHS

Strengths in economic development are those assets in a community that attract businesses, encourage existing businesses to expand, and welcome visitors and new citizens. The listing of assets is a compilation of the most often noted strengths from three focus group sessions and the online survey.

Strengths

Land, undeveloped parcels

Location

Low tax rate

Transportation 485/85/49/29 and I-77

Proximity to Charlotte, UNCC

Small town feel

Loyalty to local businesses

Low crime

Good schools

Parks, open space, YMCA, youth sports

Demographic: income, education level, younger population

Speedway

Workforce

Utilities

Hospitals

Town Center

WEAKNESSES

We often refer to weaknesses as challenges. These are the hurdles a community faces in economic development – reasons why a company would eliminate Harrisburg; why someone may choose to live elsewhere in the region; and obstacles to existing business expansion.

Weaknesses	Retail diversity
	Traffic congestion
	Lack of product business sites and buildings
	Town Center struggles
	Perceived difficulty of development
	Dependence on others for utilities
	Proximity to Concord/Charlotte
	Citizens want amenities without development
	No clear vision
	Demographics: little diversity
	Sense of place
	High speed rail splitting the community
	Policy of low density housing
	Cultural amenities
	Low tax rate
	Objection to box retailers
	Entertainment
	Lack of green trails, natural connectivity

OPPORTUNITIES

Economic developers have been described as a community's eternal optimist. Creative EDC believes that communities must identify opportunities and work to capture them in the strategic planning process. Harrisburg's list of opportunities is lengthy. You will see strategies later in the report specifically tied back to this list of opportunities.

Opportunities

Rail

Tourism, Speedway

Anchor tenant to spur retail diversification

Potential industrial sites

Athletic complex

Town Center

Inter-jurisdictional planning

Streetscape

Connect parks, transport, walking, greenway

Live, work, play in Town

Market that Harrisburg is open for business

Partnership opportunities UNCC, EDC/Chamber, RCCC

Diversify parks and recreation facilities

Change Town image

Recruiting major employers

Cultural events that build on a unified vision

THREATS

Threats loom on the horizon. They threaten sustainable economic growth, could scuttle strategic planning initiatives, and if left unchecked, could shift the course of economic development. Creative EDC refers to threats as those things that keep an economic developer awake at night. We addressed threats that can be impacted with sound strategies.

Threats

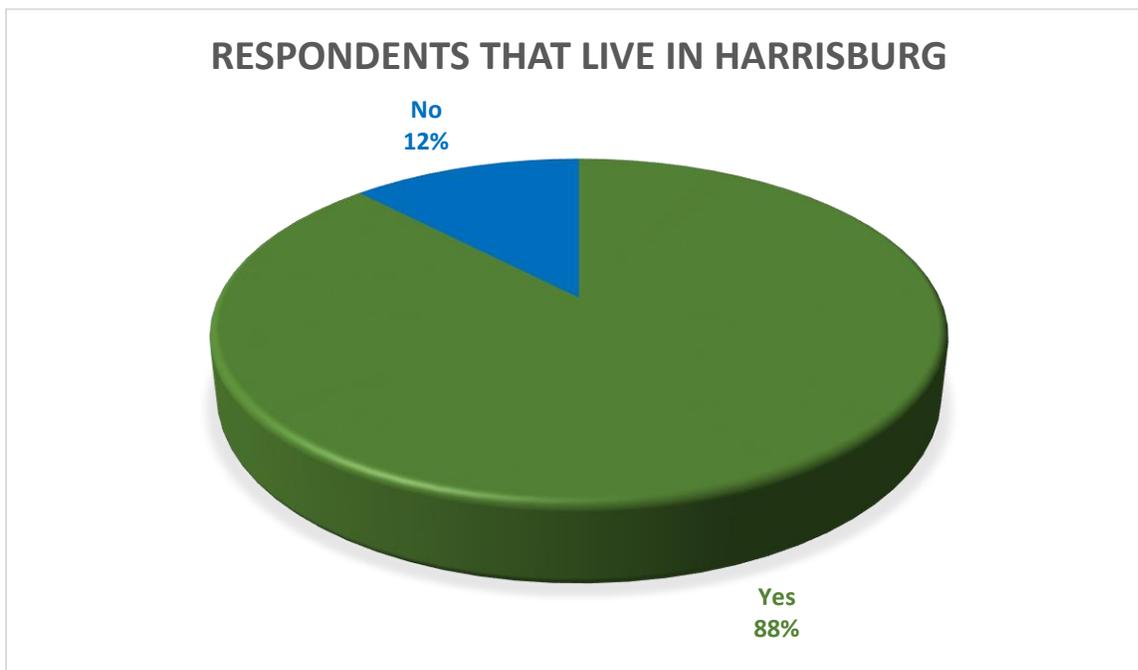
Perception of anti-retail
Residential density
Funding
Shortage of amenities
Sewer and water capacity
Roads
Safety in public schools
Too much /not enough growth
Non-attainment
Overcrowded classrooms
High speed rail fracturing the Town
Low taxes
Leaving the report on the shelf
Lack of vision / leadership

COMMUNITY SURVEY

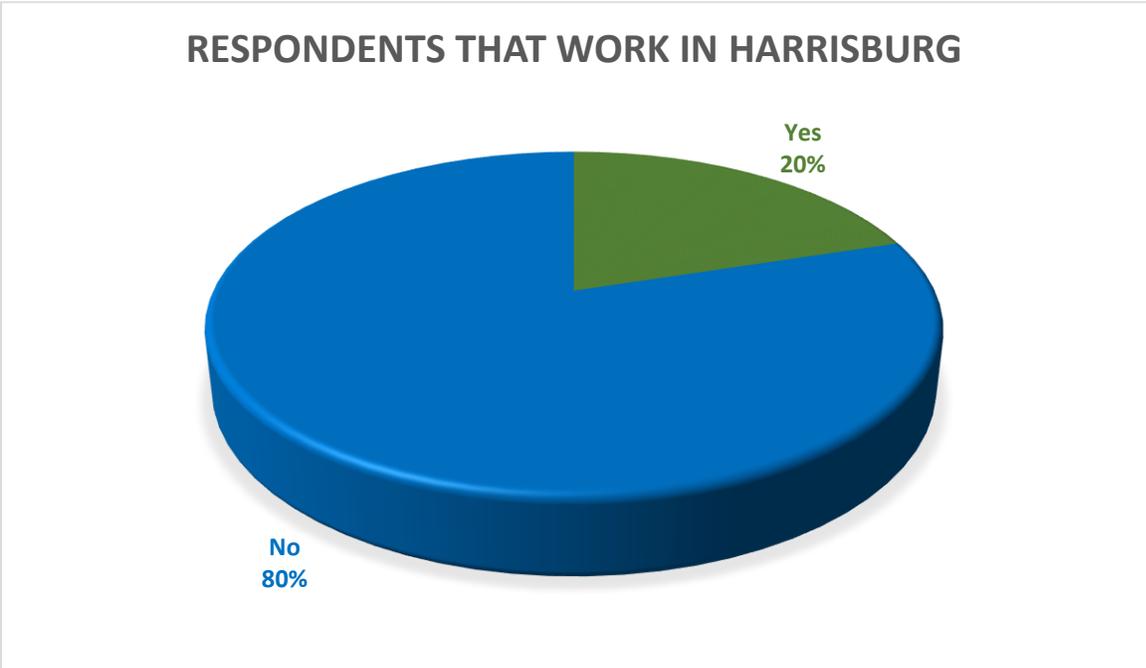
Through the assistance of Town staff, Creative EDC launched a community survey to gather input into the strategic planning process. The survey was sent to the Town's database, posted on the Town website, promoted on the Town Facebook page, and hardcopies were available at Town Hall.

The survey was designed to gather input on economic development goals, priorities for public investment, and an overall strategic direction for the Town in economic development. A total of 189 citizens completed the survey. The survey results are reported below. Survey participants had the option of including "additional comments" at the end of the survey. Creative EDC integrated those comments into the SWOT Analysis.

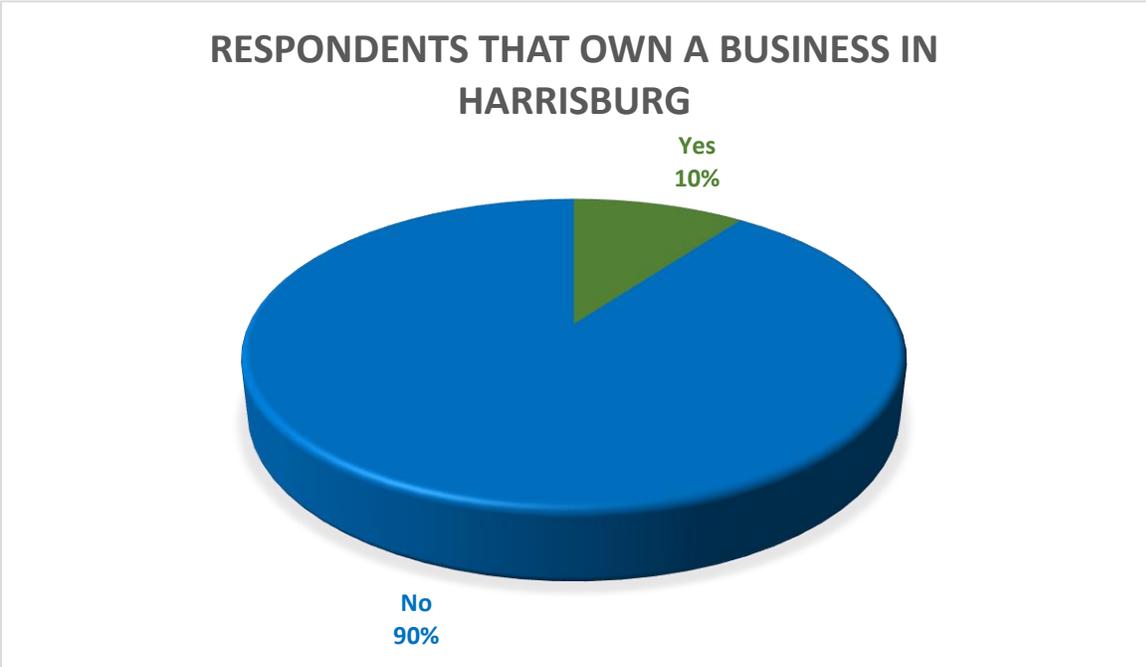
1. Do you live in the Town of Harrisburg?



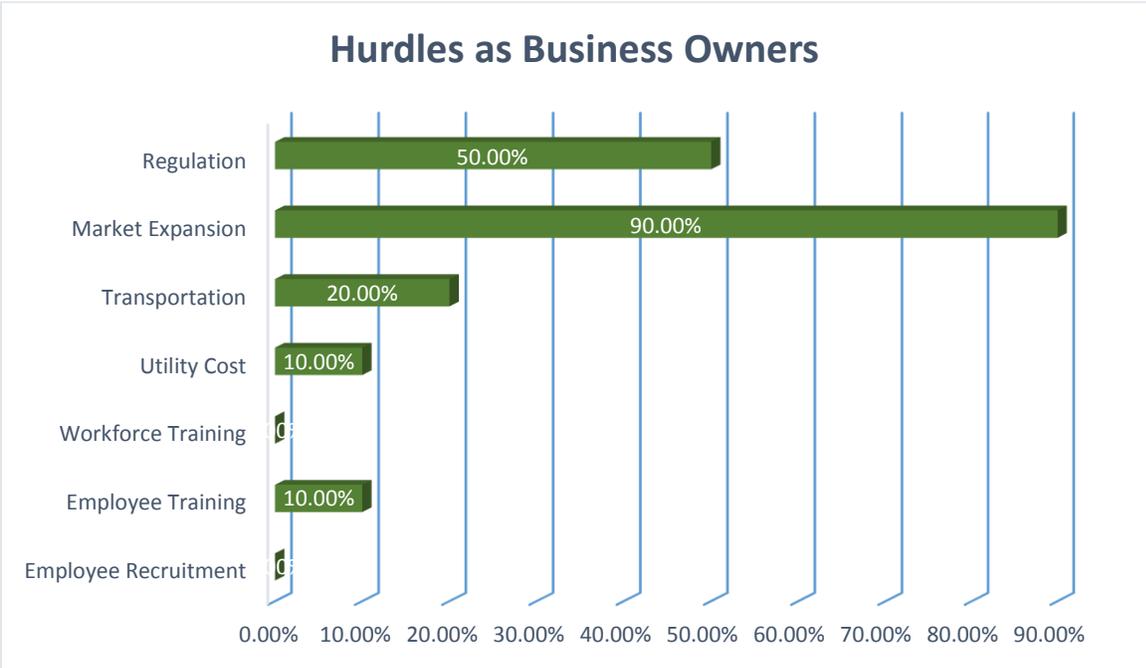
2. Do you work in Harrisburg?



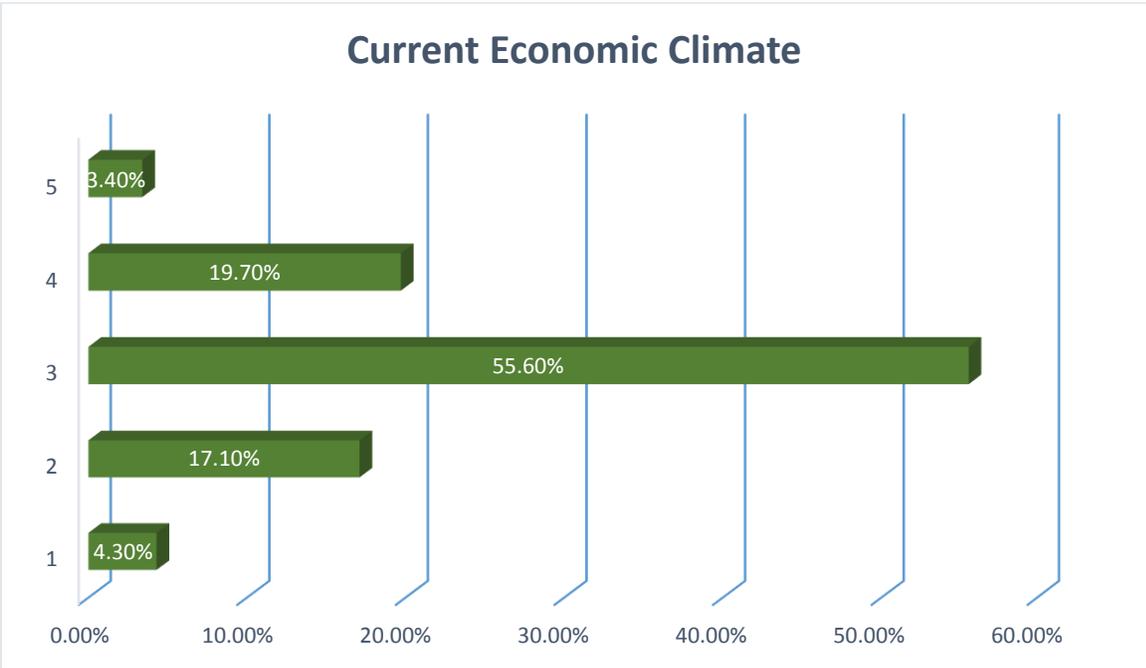
3. Do you own a business in Harrisburg?



4. What are your top three hurdles as a business owner in Harrisburg?



5. On a scale of 1 to 5, with 5 being highest, how do you rate the current economic climate of the area?



6. Rate the following as an asset supporting economic development or a weakness hindering economic growth or neither.

Asset	Weakness	Neither
Workforce		
	Transportation	
Proximity to Charlotte		
Utilities		
Public School System		
		Community College
Recreation Facilities		
	Retail Options	
	Arts & Cultural Programs	
	Entertainment Options	

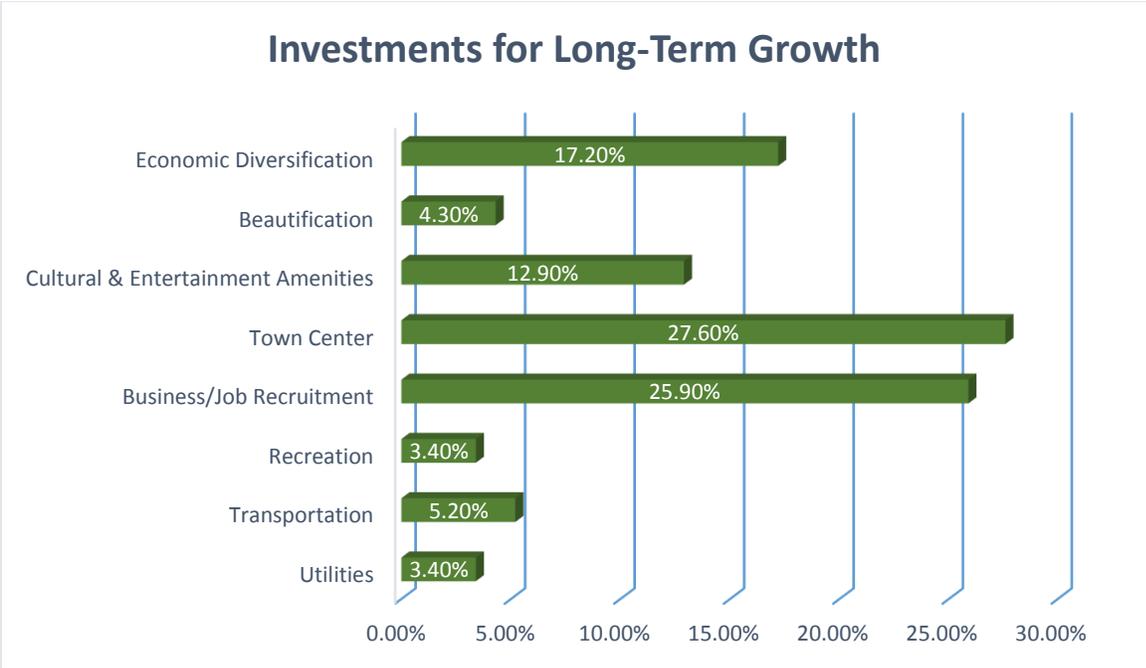
THE RESPONSES TO THE FOLLOWING QUESTIONS WERE COMPILED WITH THE SWOT INFORMATION GATHERED AT COMMUNITY MEETINGS AND REPORTED ON THE PREVIOUS PAGES.

7. What are Harrisburg’s most significant assets supporting economic growth?
8. What are Harrisburg’s most significant challenges to economic growth?
9. Rank in order the following economic development strategies in order of importance with **1 being the most important**.
 1. Retail and Commercial Development
 2. Town Center Development
 3. Existing business support
 4. Small business and entrepreneur development
 5. Business Recruiting to Provide Local Jobs
 6. Education & Workforce Development
 7. Infrastructure Improvements
 8. Transportation Improvements
 9. Recreation Facility Development

10. What should be the goal(s) of the economic development strategic plan? Choose THREE



11. Select the most important investment the Town could make to ensure long-term economic growth.



ECONOMIC AND DEMOGRAPHIC SUMMARY

The Economic and Demographic Trends Analysis can be found in Appendix A. Creative EDC compiled data on Harrisburg's population, workforce, and economy and benchmarked with the county, region, and state. Here, we summarize the key findings that played an important role in the SWOT Analysis.

- Fast growing population
- Significantly more working age people (35 – 64)
- Less diversity in race and ethnicity
- Higher educational attainment
- Higher SAT scores
- Higher per capita income and median family income
- Median home value 33% higher than county
- Growing workforce
- Decreasing unemployment rate (8.8%)
- Growing retail sales, even through the recession

RETAIL LEAKAGE SUMMARY

The retail leakage report (Appendix B) shows a total retail gap of \$78M. The majority of leakage is Automobile Dealers (\$20M), Gasoline Stations (\$12M), Food Services and Drinking Places (\$12M), and General Merchandise Stores (\$26m).

Creative EDC would like to note a few things about the retail leakage report. First, the data should be used as a guide. The data is an estimate based on ESRI and Dun & Bradstreet information. For towns the size of Harrisburg, the data could be skewed. Second, the leakage amounts for some categories may not warrant the opening of a new business. Rather, an existing business may expand product lines to capture some leaking revenue.

A retail leakage report is best used in small business counseling. Littleton, CO pioneered the economic development strategy called Economic Gardening. The concept is based on using market data to counsel small businesses and entrepreneurs.

SWOT SUMMARY

The SWOT information covered a wide range of topics. What stand out most are the unique demographics of Harrisburg; desire for retail diversity; need for employment centers in/nearby the Town; and the importance of creating a sense of place.

Creative EDC was buoyed by the results of the survey. Citizen comments on the survey mirrored comments from focus group meetings and comments from Town Council and staff. There is alignment in the overall goals and strategies for economic development. Examples include: citizens want to see more retail diversity; they want good local jobs, and the Town Center development has support to become a true focal point for the Town. In overall points of engagement, we saw consensus for Harrisburg's economic development program.

The economic and demographic data and retail leakage report are all positive. Harrisburg's demographics show a young, educated, fast growing population. Economic indicators of income, housing, employment, labor force, and decreasing unemployment show strength in the economy.

Harrisburg has a strong foundation upon which to build a sustainable economic development strategy. Hurdles to sustainable economic growth can be overcome with sound policy, strategic investments, and consistency in implementation. The following strategies and actions are built upon all of the cited information both quantitative and qualitative.

Harrisburg Economic Development Strategic Plan



Economic Development Strategic Plan

The Harrisburg Economic Development Strategic Plan brings together the vision of citizens, Town Council, and economic development partners with best practices, vetted strategies, and experience in implementation. The Strategic Plan is meant to be implemented over a three to five year period. Some actions can be taken immediately. Others will require time to form partnerships, time for additional study, and time to gather resources.

Citizens were loud and clear – they want to see action. They have been frustrated at the lack of direction in economic development. The Strategic Plan offers direction. It is important to capitalize on the momentum garnered by the strategic planning process.

In the implementation section that follows, Creative EDC outlines our recommendations on where to begin, capturing low-hanging fruit, and planning investments for the future. Don't get bogged down. Economic development is a process, not an event. Successful programs keep going day after day, working strategically, never giving up. That is what Harrisburg will need to do.



Organizational Development

We lead off the strategies section of the report with organizational development because without people resources, the strategic plan will not be implemented. It is critical that Town Council support implementation with both people and financial resources. In fact, the first year is designed to be a building year, and many of the actions require only people resources. The first action step is well underway with funds already allocated in this year's budget.

STRATEGY: EXPAND STAFF FOR STRATEGIC PLAN IMPLEMENTATION

Actions:

- **Expand Planning and Economic Development** – The Town placed a new position in the Planning and Economic Development Department in the FY14 budget. Creative EDC endorses the expansion of staff. It was needed with the previous workload and will be even more necessary for implementation of this strategic plan.
- **Cabarrus EDC Support** – In the recent past, the Town and EDC have sometimes had a bumpy relationship. It is our experience that communities at some point feel they are not getting enough economic development activity. In truth, most communities have not had significant activity in recent years due to the recession and prolonged recovery. It is time to forge ahead with a new partnership.

At the time of writing this report, the Cabarrus Chamber is undergoing a leadership transition. Harrisburg should be proactive and reach out to the Chamber to firm a relationship going forward. Economic development is a partnership, and the EDC is the most important partnership to foster.

- **Funding for Economic Development** – The Town has allocated funding for economic development in the FY14 budget. Over time, funding will need to be increased to implement the strategic plan. Some options for consideration:
 - For large project implementation, some communities have increased property taxes for a specific period of time to fund amenity improvements. Other communities have passed bond referendums for projects like greenways, parks, and downtown revitalization.
 - Some economic development organizations set aside a portion of net new revenue from business locations and expansions into an economic development fund. As the fund grows, it is invested in infrastructure projects.
 - Recently, a few counties in North Carolina have passed an increase in sales tax whereby funds go directly to economic development projects. This is an option for Cabarrus County.
 - Grants could be available for several of the recommendations in this strategic plan such as greenways, pocket parks, landscaping, and a venue in Town Center.

Networking the Town, Cabarrus Chamber, and EDC

Economic development is a team sport. When Harrisburg succeeds, so does Cabarrus County, and the reverse is true.

For any partnership to be successful, both parties must be fully engaged. Below we recommend Harrisburg becoming a regular, active participant in the Chamber/EDC.

STRATEGY: DIRECT INVOLVEMENT IN THE CHAMBER



Actions:

- **EDC Staff Support** – Harrisburg should lead on the EDC for as much support as can be granted. The EDC could assist with the site assessment, task force investigating a local RCCC campus, and many other initiatives listed in this strategic plan. We offer options for out-sourcing based on the EDC’s capacity.
- **Participate in Committees** – Ensure that Harrisburg is well represented on committees such as government relations, economic development, transportation planning, and others that directly impact the Town. Request a listing of all Chamber committees and request service from Harrisburg chamber members.
- **Participate in Chamber Events** – Networking with leaders from across Cabarrus County will increase awareness of Harrisburg.

Product Development

Product development is the cornerstone of a business recruitment strategy. Harrisburg has lacked the sites and buildings needed to attract new businesses. Creating product is the single most important step to attract new and expanding business.

Creative EDC often hears from localities complaining that the County/State/Region has not brought any projects to the locality. Our first question always is, “Have you given the County/State/Region any reason to bring a project?” Quality sites and buildings are the primary reason a company will consider a location for an expansion or new location.

STRATEGY: SITE DEVELOPMENT

Actions:

- **Site Assessment Process** - Utilize Town staff and Cabarrus EDC or contract services to complete a site assessment process. Depending upon staff time availability, they may partner with a consulting firm for an independent assessment. The process will inventory all potential business development sites, rank order the sites and buildings based on

development potential, identify development cost of priority sites, and determine the potential for public-private partnership development.

Harrisburg has an advantage in that there is an opportunity for rail sites. We recommend the site assessment process put an emphasis on identifying rail-served sites.

- **Building Inventory** - Creative EDC's review did not uncover any marketable buildings that would attract an outside business. The one building of size (approx. 32,000 sq. ft.) had low ceiling height. The one office building listed was only 4,000 sq. ft. An assessment process, like the one mentioned above, should be used periodically as the inventory changes.

The majority of expanding companies request existing buildings. Without quality buildings, Harrisburg will continue to be overlooked. We recommend that the Town first work on identifying and certifying a site. Private developers have still not returned to building spec industrial buildings in the Charlotte market. Put effort into a quality site: then, search for a developer to partner on a spec building as the economic recovery gains traction.

- **Certify a Site** – After completing a site assessment process, certify through the NC Department of Commerce, the priority site recommended by staff and the EDC. Certification tasks can be performed by staff/EDC and/or an outside consultant.



- **Multi-Jurisdictional Site** – It could be the case that Harrisburg lacks the opportunity to develop a sizable site. By partnering with Cabarrus County and/or other municipalities, a multi-jurisdictional site, or what is sometimes called a revenue-sharing site, can be developed. Explore this option as part of the site assessment. Multi-jurisdictional parks can be a public-private partnership as in the case of Brunswick/Columbus County.

Multi-jurisdictional sites allow for more investment from cost sharing, which typically leads to a higher quality product. It is also good land use planning since not every locality has a quality location. Sometimes the real advantage is that land in a neighboring community is more cost-competitive.

- **Office Product** – Stated below, Harrisburg is a good location for regional headquarters and small headquarters offices. For example, a twenty-person engineering office or a 30 person accounting office. There are companies that need/want to be near the Charlotte market but in a lower cost, easier to access location.

In the site assessment process, do not overlook the potential for office park locations. An office park development should be in partnership with a private developer. With the assistance of the EDC, make a list of developers in the Charlotte region to target with the marketing program described below.

Target Sectors

Targeting businesses for recruitment allows for an efficient use of external marketing resources. Targeting does not mean that other businesses will not locate in the area; rather, targeting is a focus of marketing dollars. The identification of target sectors aligns a locality's assets with the location requirements of business sectors. Target sectors actively recruited by Cabarrus EDC are:

- Life sciences
- Energy
- Motorsports
- Manufacturing
- Distribution

Creative EDC believes all of the County's targets fit with the assets and opportunities in Harrisburg. The North Carolina Research Campus in Kannapolis is the hub for life sciences in Cabarrus County. As the industry grows locally, there could be spin-offs locating in Harrisburg. The Charlotte Regional Partnership is branding the region as the New Energy Capital. Harrisburg could be home to small R&D energy firms. Motorsports is a growing industry in North Carolina, and Cabarrus County has a strong cluster. Manufacturing and Distribution also fit with Harrisburg assets such as the interstate highway system around Harrisburg.

We recommend below that Harrisburg leverage the partnership with Cabarrus EDC for external marketing. Harrisburg's resources are best spent on creating a place for business to locate. In fact, most site location consultants will tell a community to spend their marketing dollars on product.

STRATEGY: CAPITALIZING ON TARGET SECTORS

Actions:

- **Product Development** – Focus on the product development actions above in order to have something to market to prospects in target sectors.
- **Life Science Spin Off** – It will be some time before there are spin-off developments from the North Carolina Research Campus, but it will come. Harrisburg should stay tuned into the Research Campus through the Cabarrus EDC. With the support of the EDC, annually review the news of businesses associated with the Research Campus and track the need for R&D, office, and other space outside the campus but nearby.
- **Capturing Tourism** – A key opportunity is to capture more of the travelers visiting Cabarrus County for motorsports events, Concord Mills, and other events and venues. Network with developers of hotels in nearby cities. Put together marketplace data including traffic counts and occupancy information from area hotels.

Retail Development

Harrisburg citizens want retail diversity. It was noted in every engagement point in the planning process. Several strategies in this report note a retail component (marketing, Town Center) but here we specifically discuss retail. Retail developments locate where there is a market. Retailers have a specific market profile that they know will lead to a successful operation. That market profile includes demographics, economic data, and trends. The concept of retail recruitment is really matching your market with the profile of a retailer.

STRATEGY: DIVERSIFY RETAIL

Actions:

- **Retail Recruitment** – Noted below is out-reaching with private developers in the region. If Harrisburg desires a specific retail development, the best strategy is to work with a retail developer. They know the market requirements of most major retailers.

Harrisburg can directly contact the real estate department of major retailers to learn about their market requirements. We have found that attending trade shows is often not efficient for an individual locality. Being a part of a regional effort at trade shows is somewhat effective.

- **Market Profile** – As mentioned above, Harrisburg will only be considered for a retail store if the market profile matches. Town staff should develop a market profile to use when retailers and developers inquire. Also, the market profile can be shared with developers during networking meetings. The market profile should contain detailed demographics, economic data, traffic counts, listing of area retail establishments, and other information. Taking the data from Appendix A is a good place to start.

We comment on utilizing retail leakage information in the small business section below.

- **Signage** – The question of appropriate signage came up during the course of this study. After comparing the sign ordinances from 2007 and 2012, it can be seen that the sign ordinance has been relaxed a little. What is the right level of signage restriction for Harrisburg? There is a balance to be struck between being business friendly and maintaining the aesthetics of the community. Harrisburg's ordinance allows for monumental, wall, canopy, and suspended signs. We recommend staff conduct a review of sign ordinances of three to five like communities for a comparison. Choose communities in the Charlotte metro but also communities in the Raleigh metro.

Brand Identity

Creating a sense of place is a hot topic in economic development because companies follow talent, and talent chooses to live in places with which they connect. A brand is the central theme around which all marketing and promotion is designed. The brand permeates website, signage, social media, and all internal and external marketing.

STRATEGY: CREATE A SENSE OF PLACE

Actions:

- **Branding Study** – The town has already budgeted for a branding study. We recommend moving forward in this fiscal year.
- **Gathering Places** – Without a downtown, Harrisburg must create gathering places. To generate a sense of place, people must have venues to meet, network, and make connections. One way Harrisburg can work toward creating a sense of place is by developing pocket parks. Incorporate pocket parks into the next comprehensive plan update.
- **Signage and Landscaping** – Harrisburg is already planning landscaping enhancements to major intersections as a way to define the community. The landscaping plan can be expanded to include banner signage, wayfinding signage, and landscaped entrances at key entry points to the Town.
- **Greenway Connectivity** – Greenways and trail systems are an excellent way to connect a community, but they are also excellent ways to create a sense of place. People congregate, network, and interact on greenways.
- **Public Art** – Cities and towns that make an impression often do so because of public art. Asheville is probably the best example in North Carolina. The downtown is peppered with sculptures, interactive art, and street art. Another example is the Gaffney peach decorated on the water tower on I-85. Town staff should collect public art program information from cities such as Asheville as examples of how partnerships can be formed with local artists and arts councils.



Marketing (Internal and External)

External marketing is the most expensive program element of economic development organizations. It is difficult to create brand awareness and carve a niche in the marketplace because the potential audience is the world. Unlike marketing a product to a specific demographic, communities market to a wide range of businesses and industries. Economic development organizations (EDOs) target specific industry sectors, but there still may be thousands of companies in that sector.

Harrisburg should invest its limited resources on having something to sell and creating a community that will attract businesses and new citizens. Creative EDC recommends leaving lead generation, trade show participation, and sales missions to the EDC. That level of marketing is best done cooperatively at a high level. The EDC is much better staffed and funded, not to mention having more expertise. Where Harrisburg can make an impact in marketing is internal marketing and working with ally organizations.



STRATEGY: INTERNAL MARKETING

Actions:

- **Social Media** - Incorporate economic development into social media. Examples include:
 - LinkedIn groups for existing businesses.
 - Regular Facebook posts about economic development.
 - Twitter posts about economic development.
- **Strategic Plan on Website** - Post strategic plan summary on Town website.
- **Annual Report** - Post an annual economic development report on the Town website. Deliver interim reports to Council progress toward accomplishing the strategic plan.
- **E-Blasts** - Through the new communications director, regularly send electronic blasts to the Town's database on events, business expansions, and anything related to the economic development program.
- **Press Releases** - Through the communications director, issue regular press releases on economic development related topics.

STRATEGY: EXTERNAL MARKETING



Actions:

- **Website** – Create an economic development website under the Town’s website accessed via the button now labeled economic development. Websites are the first place businesses and their consultants stop for information. Good best practice websites to review are:
 - www.choosechester.com
 - www.discoverdanville.com
 - www.dorchesterforbusiness.com
 - www.lincolned.org

We recommend waiting until the branding study is completed. It is likely the branding consultant will have recommendations for the overall Town website. Also, this should be in partnership with the new communications staff.

- **Leveraging Allies** - Make the EDC, Charlotte Regional Partnership, and NC Department of Commerce aware of sites and buildings in Harrisburg through regular e-blasts as new properties become available.
- **Out-Reach** - With help from the EDC, develop a database of developers, realtors, and site selection consultants for electronic marketing. This is perhaps the most important element of external marketing. For example, in the areas of business park development, retail development, and small business development, most often a private developer is involved. We recommend staff spend some time developing relationships with private developers who regularly work in the Charlotte market.

- **Photography** – It may be recommended in the branding study, but if not, we suggest investing in quality photographs of the community. These can be used on the website, in electronic marketing, in-house documents and brochures, etc. Images are important in marketing and quality does make a difference.

Town Center

The Town Center development was mentioned at every point of engagement in the planning process. Harrisburg lacks a traditional downtown, and Town Center was seen as the project that would create a downtown environment and bring the Town together. Even though the development has struggled, citizens still see a need for a central hub, and Town Center has potential for expansion into a cultural venue.



STRATEGY: GIVE TOWN CENTER A BOOST

Actions:

- **Entertainment Venue** – Create a focal point to draw people to Town Center for entertainment. One example is an amphitheater with regular performances and festivals. Another example is the vintage carousel and miniature train developed in a park in Shelby through a partnership with a Rotary Club. A children’s museum could be a good fit for Harrisburg because of the high number of active families in the community. Creative EDC recommends the Town seek partners in the arts council, chamber, civic clubs, regional nonprofits/museums, and cultural arts organizations.

The partnership could include grant funding, private fundraising, and public investment. We recommend staff explore options and present several to Council.

- **Incentives** - There are many strategies to redevelop downtowns. Harrisburg should adopt some best practices in downtown development and apply them to the Town Center development. For example, Wilson, NC offers a rent subsidy incentive to businesses that generate pedestrian traffic in downtown.

Harrisburg can geographically define the area of Town Center as an economic development zone and implement specific incentives. Another example is offering a grant based on net new property tax revenue generated from investments in real property improvements.

We include in the Appendix a summary of downtown incentive programs and recommend that Council review for implementation.

Small Business Development

Small businesses are the cornerstone of local economies. In communities like Harrisburg, there is a real opportunity to grow small businesses and to encourage entrepreneurs.

Small business will be a driving force in the Town Center development. Tomorrow's entrepreneur may be commuting to Uptown Charlotte today.

STRATEGY: SUPPORT SMALL BUSINESS AND ENTREPRENEURS

Actions:

- **Retail Diversity** – Retail diversity will come from businesses anchored by a larger retailer. Retail diversity was a consistently hot topic in every point of engagement. Citizens want more retail options in Harrisburg. Developers will only build more retail space if the financial model works, and the model requires a larger retail anchor. This does not necessarily mean a Walmart or Target although it could. Small and medium anchors could be considered as well. We recommend that Harrisburg open the door to developers with retail projects that include an anchor tenant. If citizens want small shops, out-parcel development, franchise opportunities, and local flavor in retail, it will come from a development anchored by a larger retail tenant.
- **Retail Leakage** – Use the retail leakage information gathered for this study to counsel small businesses on opportunities to expand the market. It is likely that most categories do not warrant a new business start-up; however, the information can be used to counsel existing small businesses on how to expand.

There is significant leakage in general merchandise stores, automobile dealers, gasoline stations, and restaurants. This information can be used when marketing to retailers and restaurateurs.

- **Small Business Retention** – Recruitment is important, but retention is even more important. Just as the EDC leads a business retention and expansion effort, Harrisburg should include efforts to retain small business. Employ the same BRE principles used for larger businesses:
 - Regular visits to small businesses to assess overall health, expansion potential, and contraction potential.
 - Identify businesses with no succession plan to aid in finding future ownership.
 - Match small businesses with the Small Business Center or Small Business and Technology Development Center for support.

- If a small business fails, find out why. It has been our experience that often it is hard to get at one issue for failure; however, logging data over a period of time may reveal a trend.
- **Leverage the Chamber** – Chambers typically have a clearly defined role to provide small business support. Harrisburg should leverage the assets of the Cabarrus Chamber for small business development. One way to do this is to connect the Town’s new economic development website (recommended above) to small business services on the Chamber’s website.
- **RCCC Workshops** – Below we discuss recruiting a local extension campus of Rowan-Cabarrus Community College. The campus could bring workshops, classes, and seminars for small businesses to Harrisburg.

Workforce Development

In general, the Harrisburg population is well-educated. Statistics show educational attainment above the County average and also above the Mecklenburg County average. This does not lessen the need for workforce development. Education is a lifelong journey. Citizens need to update skills, obtain certifications, renew certifications, and pursue personal enrichment through education.

STRATEGY: CONNECT WORKFORCE DEVELOPMENT LOCALLY

Actions:

- **Rowan-Cabarrus Community College Satellite** – Create a small Task Force to reach out to RCCC to study the feasibility of a local campus, potential locations, and funding model. As an example, Surry Community College in Dobson has established successful learning centers spread out to Mt. Airy, Elkin, and Pilot Mountain.



Implementation Guide

The first year, and perhaps beyond, will be a building year for the Harrisburg economic development program. The Town is starting from scratch and has to put into place foundational building blocks. Economic development is a process where one year builds upon the next. So often, people expect immediate results when, in fact, many initiatives take years to realize. The first couple of years may be spent studying the feasibility (entertainment venue) or forming a new partnership (RCCC campus location). Afterwards, there may be significant investments in the results of feasibility studies and partnerships.

We recommend an annual planning retreat to review what has been accomplished, what hurdles developed, what course corrections should be made, and what funds should be allocated to economic development for the coming year. These annual reviews will keep Harrisburg on track.

Most of the action items require staff time. That is why it is so important that the Town follow through with expanding the Planning and Economic Development Department. Beyond Town staff, we recommend drawing on the expertise at the Cabarrus EDC for as much support as they have capacity to give. In addition to Town and EDC staff, it may be necessary to contract for specific services. At the time of delivery of this report, the EDC is in transition. The Town may need to contract for specialized services during the transition period.

The costs identified below for certain tasks are estimates. Creative EDC cannot estimate some of the most substantial costs since feasibility and exploratory work must be done first. A few examples are the entertainment venue at Town Center. The development could be a totally private venture or a publicly funded amphitheater or a museum funded through grant. In most cases, we recommend exploratory work in one year and implementation in the next to allow for budget considerations. We also note that some items can be done in-house or out-sourced depending upon staff time resources and expertise.

Year	Action	Budget
Year 1	Site Assessment	\$0 - \$10,000 depending upon where in-house/out-sourced
	Site Certification	\$18,000 - \$25,000
	Monitor Research Campus for Spin-Off	\$0
	Network with hotel developers	\$0 - \$1000 for travel cost
	Post strategic plan summary on Town website.	\$0
	Post an annual economic development report on the Town website.	\$0 – If professionally designed, \$2,500+.
	Incorporate economic development into social media	\$0
	E-Blasts to database on new sites and buildings.	\$0 - \$1,000 database maintenance
	Explore partners for Town Center entertainment venue	Town financial participation in the partnership could vary widely.

	Complete Branding Study	Already budgeted
	Signage and landscaping	Some projects already budgeted
	Complete signage review of comparable communities	\$0
	Support large retail developments to promote diversity	\$0
	Explore RCCC Campus	\$0 to study – Town/County may be asked to participate in funding
	Share retail leakage information	\$0
	Ongoing networking with Chamber/EDC	\$0
	Ongoing networking with private developers	\$2,000
	Expand Planning & Development staff	Already budgeted
	Explore funding options for economic development	\$0 – implementation cost will vary
	Annual planning session to update strategic plan and set priorities for coming year	\$5,000
Year 2	Public-private partnership for spec building development, office development	The partnership could take many forms so cost is unknown at this time.
	Update Site & Building Assessment	\$0
	Monitor Research Campus for Spin-Off	\$0
	Explore multi-jurisdictional park and public-private partnership	\$0 – implementation could take many forms in a partnership.
	Post an annual economic development report on the Town website.	\$0 If professional designed, the report could cost \$2,500+.
	Incorporate economic development into social media	\$0
	E-Blasts to database on new sites and buildings.	\$0 - \$1,000 database maintenance
	Implement an incentive policy for Town Center	\$0 (If the policy is used by a business, the Town will see net new revenue.)
	Implementation of Branding Study	TBD
	New website for economic development	\$10,000 - \$20,000
	Professional photography	\$5,000
	Incorporate pocket parks into the Town's comprehensive plan	TBD
	Seek cost estimate for wayfinding signage	TBD
	Continue greenway expansion	Scope and cost TBD – seeking state support
	Support large retail developments to promote diversity	\$0
	Share retail leakage information	\$0
	Ongoing networking with Chamber/EDC	\$0
	Ongoing networking with private developers	\$2,000
	Annual planning session to update strategic plan and set priorities for coming year	\$5,000

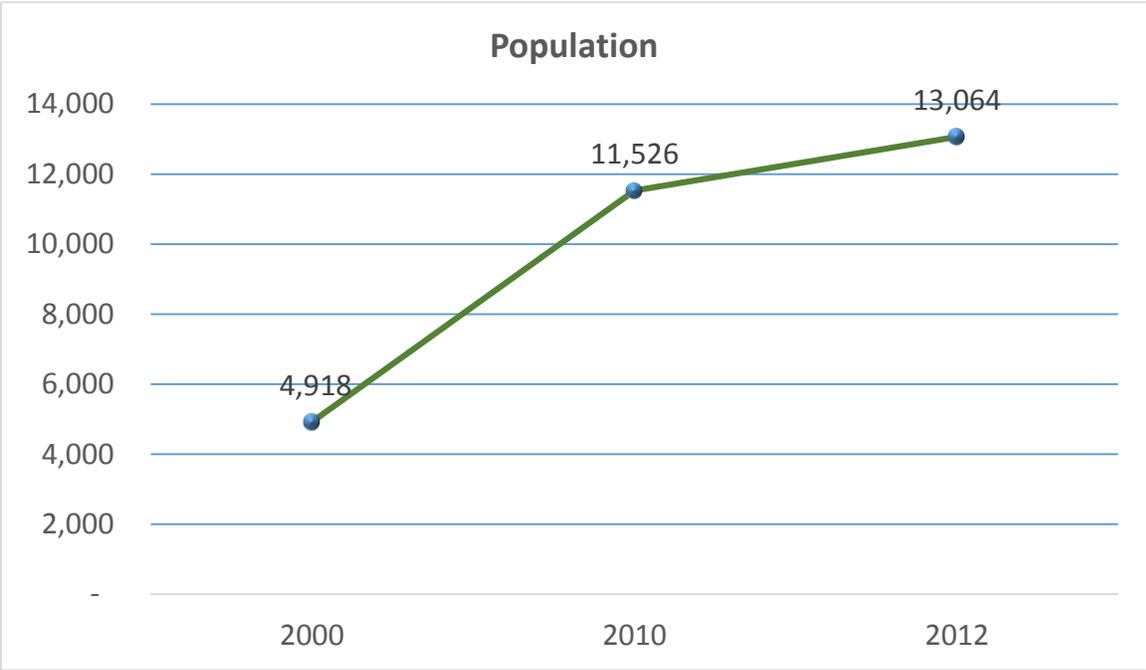
Years 3+	Update Site & Building Assessment	\$0
	Monitor Research Campus for Spin-Off	\$0
	Post an annual economic development report on the Town website.	\$0
	Incorporate economic development into social media	
	E-Blasts to database on new sites and buildings.	\$0 - \$1,000 database maintenance
	Implementation of Branding Study	TBD
	Continue greenway expansion	Scope and cost TBD – seeking state support
	Review implementing a public art program	Town’s participation could be a match to grants
	Support large retail developments to promote diversity	\$0
	Share retail leakage information	\$0
	Ongoing networking with Chamber/EDC	\$0
	Utilize EDC staff	\$0
	Ongoing networking with private developers	\$2,000
	Plan for strategic plan update	\$15,000

Appendix A: Economic and Demographic Trends

POPULATION

	2000	2010	% Change 2000 - 2010	Current/2012
Harrisburg	4,918	11,526	134%	13,064
Cabarrus County	131,063	178,011	36%	181,468
Mecklenburg County	695,454	919,628	32.2%	944,373
Charlotte MSA	1,499,293	1,758,038	17.3%	1,795,472
North Carolina	8,049,313	9,535,483	18.5%	9,669,244

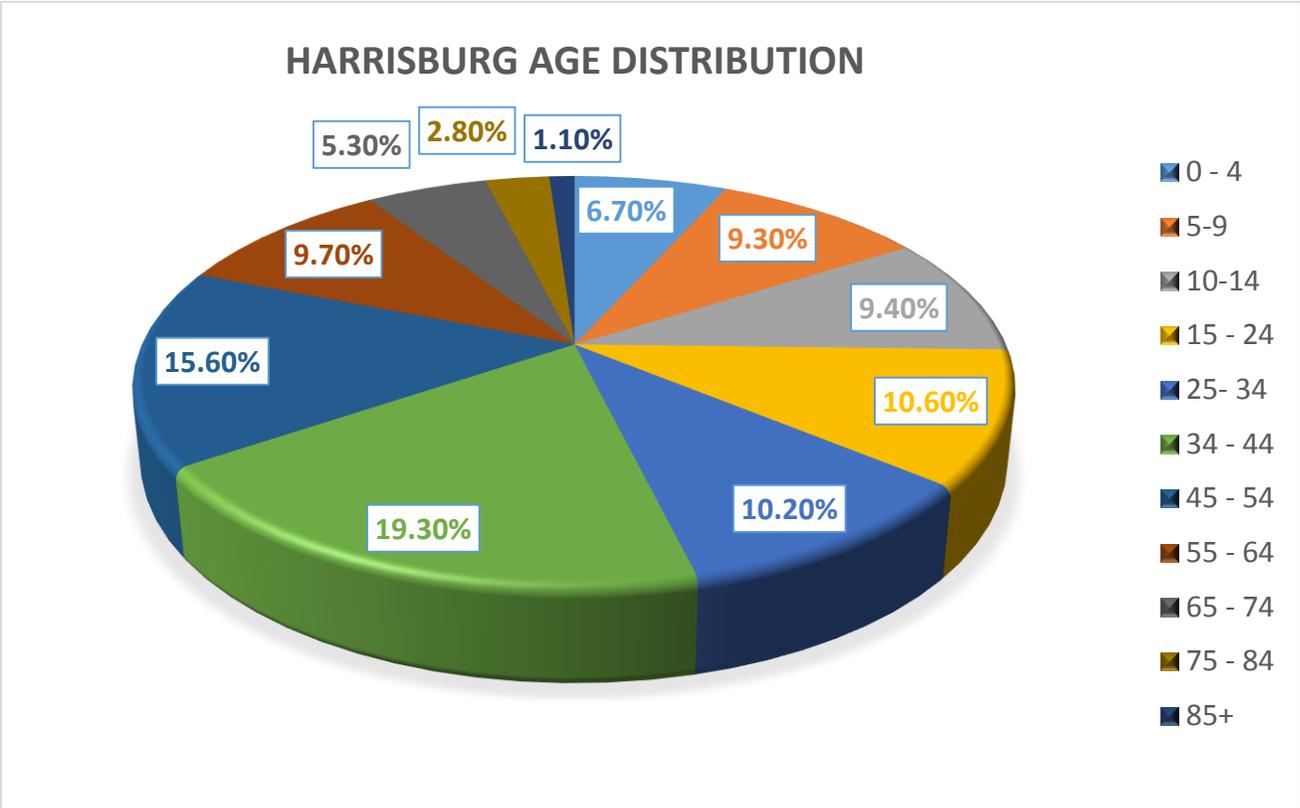
Source: US Census (www.uscensus.gov) and NC OSBM (www.osbm.state.nc.us)



AGE DISTRIBUTION

Age Categories	Harrisburg	Cabarrus County	Mecklenburg County	North Carolina
0 - 4	6.7%	7.3%	7.4%	6.6%
5 - 9	9.3%	7.9%	7.2%	6.7%
10 - 14	9.4%	7.6%	6.8%	6.6%
15 - 24	10.6%	12.0%	13.6%	13.9%
25 - 34	10.2%	12.7%	16.8%	13.1%
34 - 44	19.3%	16%	15.8%	13.9%
45 - 54	15.6%	14.6%	13.8%	14.4%
55 - 64	9.7%	10.6%	9.7%	11.9%
65 - 74	5.3%	6.4%	5.0%	7.3%
75 - 84	2.8%	3.5%	2.7%	4.1%
85+	1.1%	1.4%	1.2%	1.5%
18+	69.6%	72.6%	74.6%	76.1%

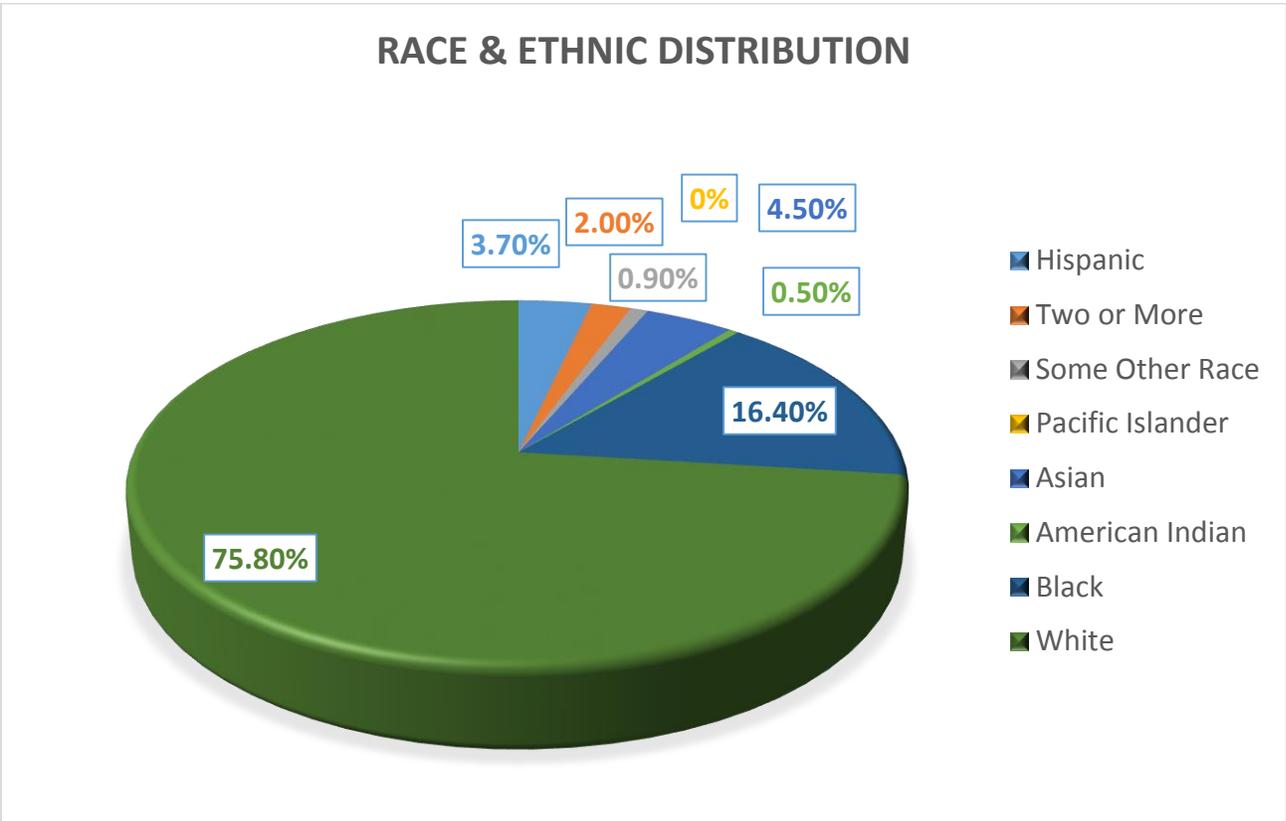
Source: US Census Bureau (www.census.gov)



RACE AND ETHNIC DISTRIBUTION

Race and Ethnic Categories	Harrisburg	Cabarrus County	Mecklenburg County	North Carolina
White Alone	75.8%	75.4%	55.3%	68.5%
Black Alone	16.4%	15.3%	30.8%	21.5%
American Indian Alone	0.5%	0.4%	0.5%	1.3%
Asian Alone	4.5%	2.0%	4.6%	2.2%
Pacific Islander Alone	0%	0%	0.1%	0.1%
Some Other Race Alone	0.9%	4.9%	6.2%	4.3%
Two or More Races	2.0%	2.1%	2.6%	2.2%
Hispanic Origin	3.7%	9.4%	12.2%	8.4%

Source: ESRI & US Census Bureau (www.census.gov)

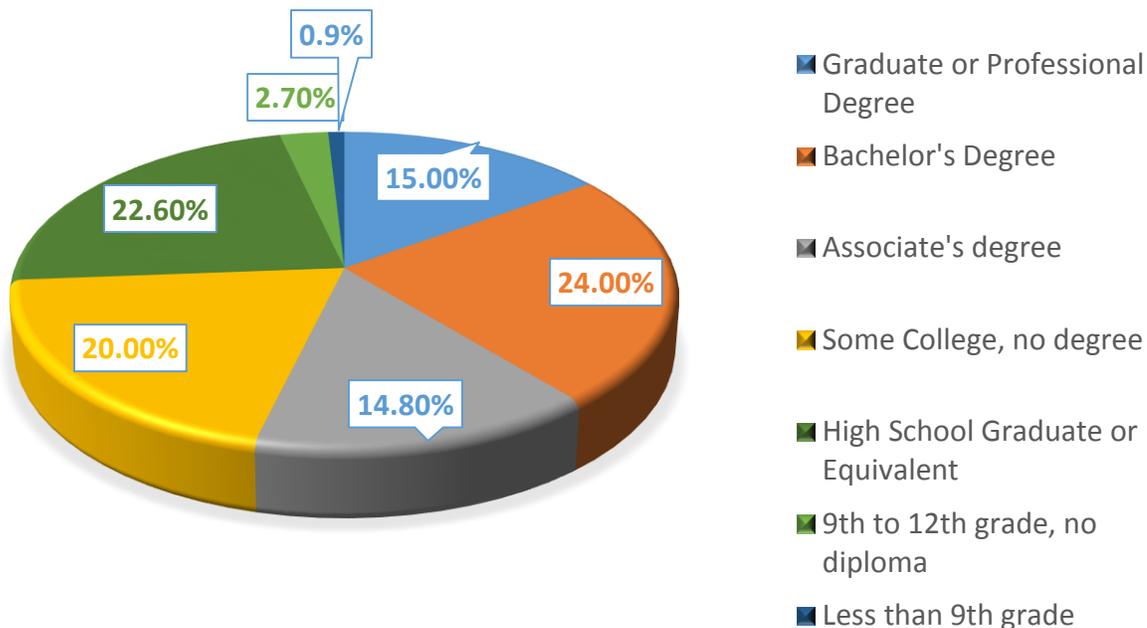


EDUCATIONAL ATTAINMENT

Education Categories	Harrisburg	Cabarrus County	Mecklenburg County	North Carolina
Population 18-24 years	569	13,128	86,366	927,183
Less than high school graduate	7.0%	17.5%	17.9%	17.7%
High school graduate (includes equivalency)	45.0%	36.6%	25.6%	30%
Some college or associate's degree	40.4%	39.2%	43.1%	43.8%
Bachelor's degree or higher	7.6%	6.7%	13.3%	8.4%
Population 25 years and over	6,972	113,783	588,499	6,229,136
Less than 9 th grade	0.9%	5.1%	4.5%	6%
9 th to 12 th grade, no diploma	2.7%	9.4%	6.8%	9.9%
High school graduate (includes equivalency)	22.6%	27.8%	19.9%	27.7%
Some college, no degree	20%	23.5%	20.7%	21.4%
Associate's degree	14.8%	10.2%	7.7%	8.5%
Bachelor's degree	24%	16.7%	27.8%	17.7%
Graduate or professional degree	15.1%	7.3%	12.6%	8.9%

Source: U.S. Census Bureau, 2007-2011 American Community Survey 5-Year Estimates

EDUCATIONAL ATTAINMENT 25 AND OLDER



COMMUTING PATTERNS

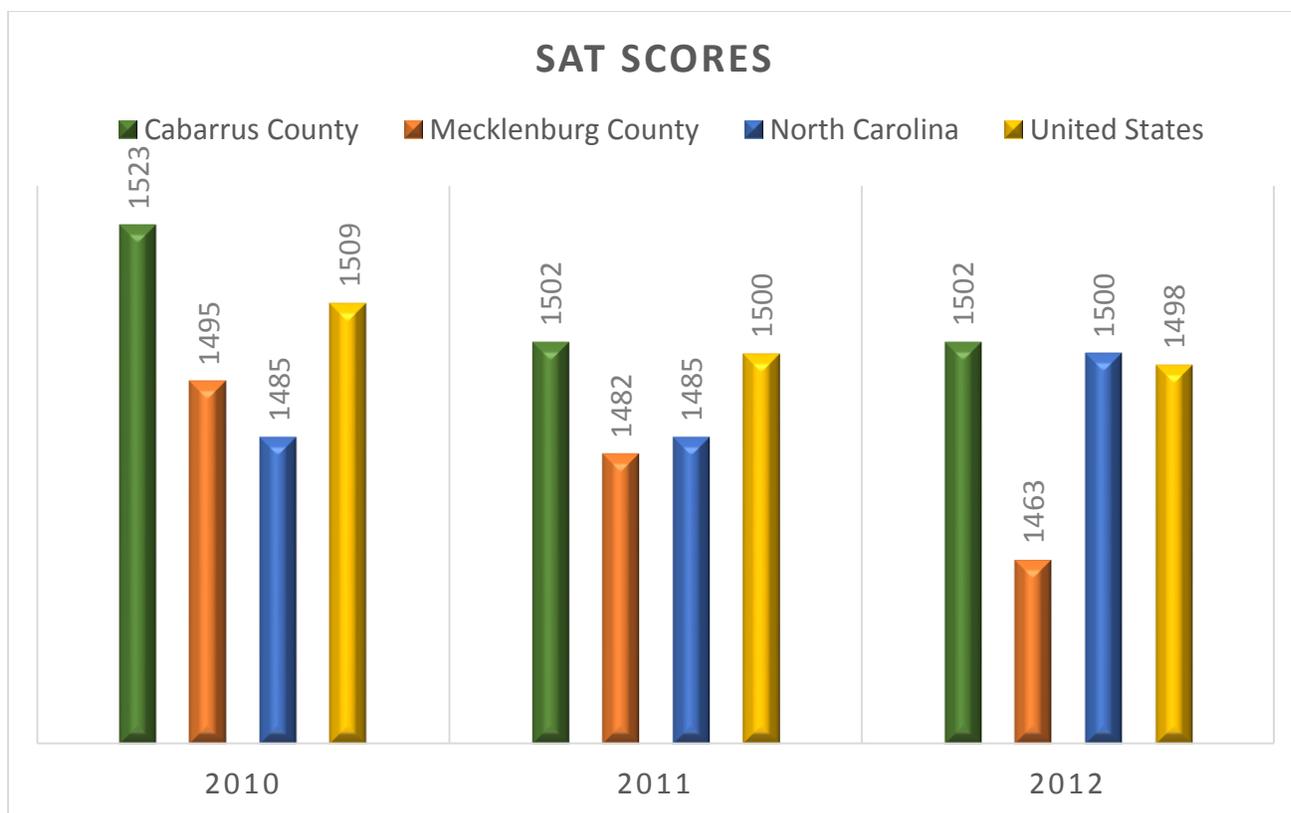
	In-Commuters	Out-Commuters
Iredell County	1,170	1,643
Mecklenburg County	9,678	28,916
Rowan County	8,721	3,384
Stanly County	2,603	603
Union County	954	760

Source: US Census (www.census.gov) county-to-county worker flow files 2006-2010 estimates

SAT SCORES

	2010	2011	2012
Cabarrus County	1,523	1,502	1,502
Mecklenburg County	1,495	1,482	1,463
North Carolina	1,485	1,475	1,469
United States	1,509	1,500	1,498

Source: NC Department of Public Instruction



INCOME

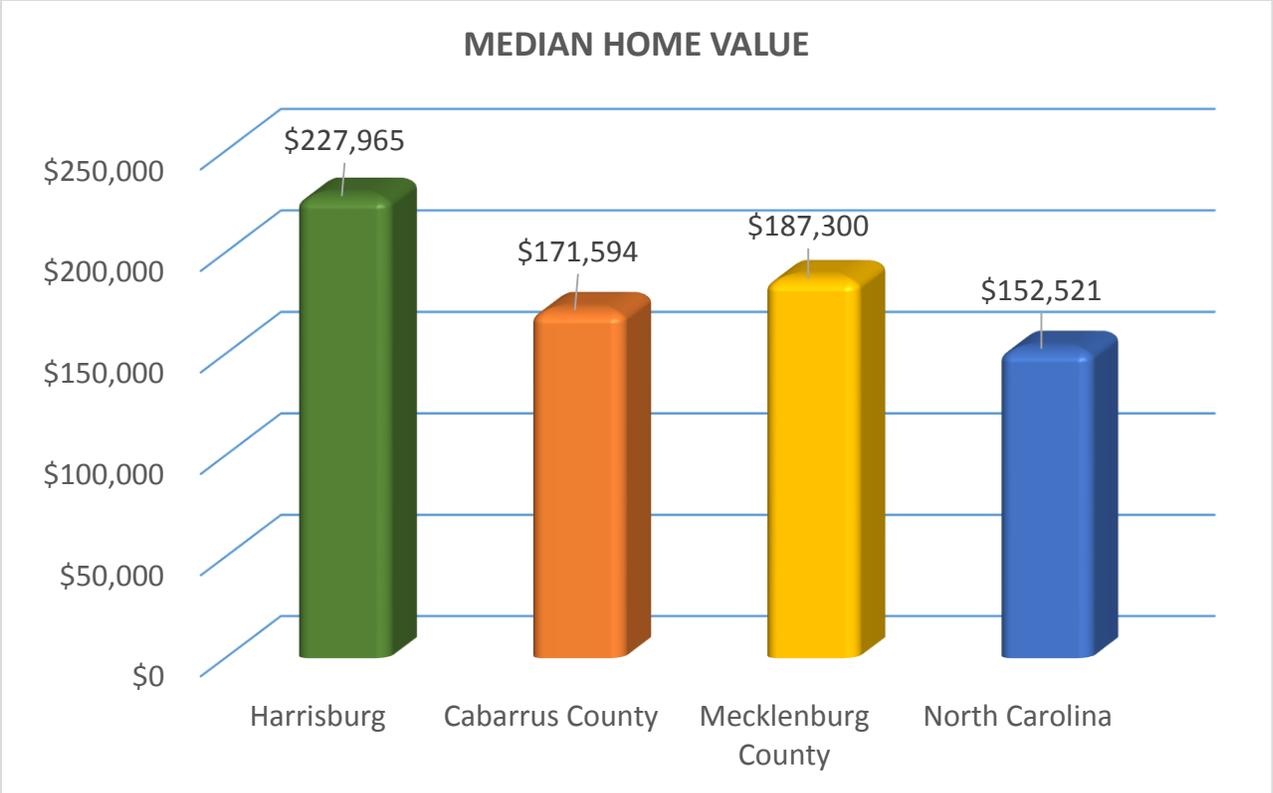
	Harrisburg	Cabarrus County	Mecklenburg County	North Carolina
Per Capita Income	\$33,008	\$25,720	\$32,506	\$23,938
Median Family Income	\$76,668	\$52,775	\$68,218	\$42,900

Source: ESRI & US Census Bureau (www.census.gov)

MEDIAN HOME VALUE

	Harrisburg	Cabarrus County	Mecklenburg County	North Carolina
Median home value	\$227,965	\$171,594	\$187,300	\$152,521

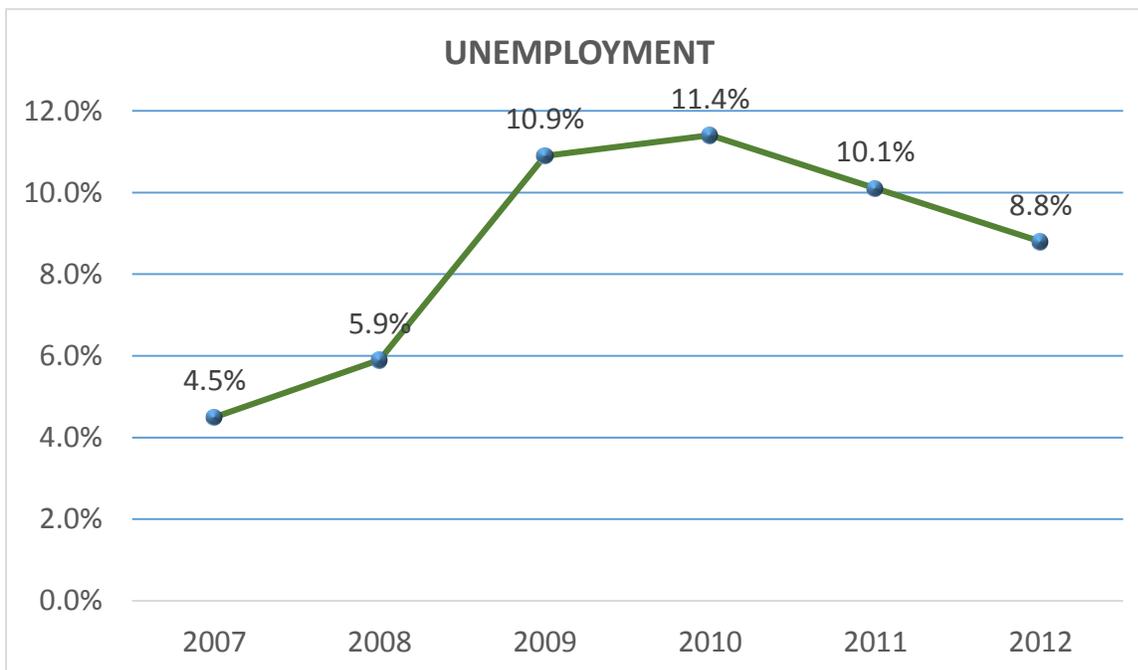
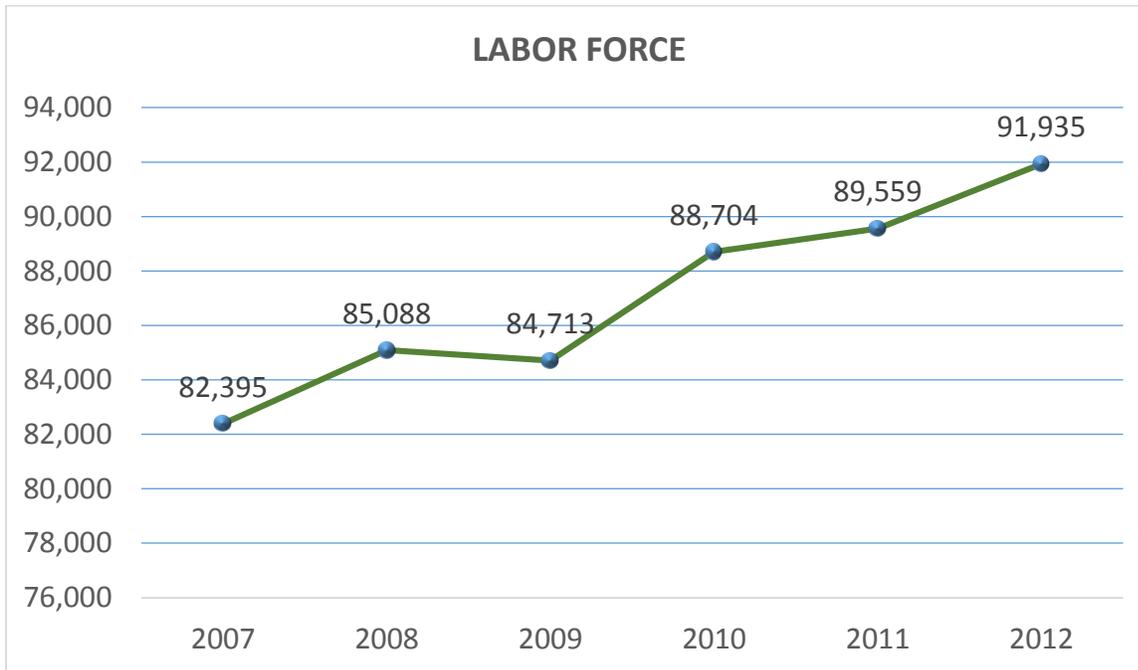
Source: ESRI & US Census Bureau (www.census.gov)



LABOR FORCE AND UNEMPLOYMENT

Cabarrus County	2007	2008	2009	2010	2011	2012
Labor Force	82,395	85,088	84,713	88,704	89,559	91,935
Unemployment	4.5%	5.9%	10.9%	11.4%	10.1%	8.8%

Source: NCESC – Labor Force and Unemployment Data (www.ncesc.com)

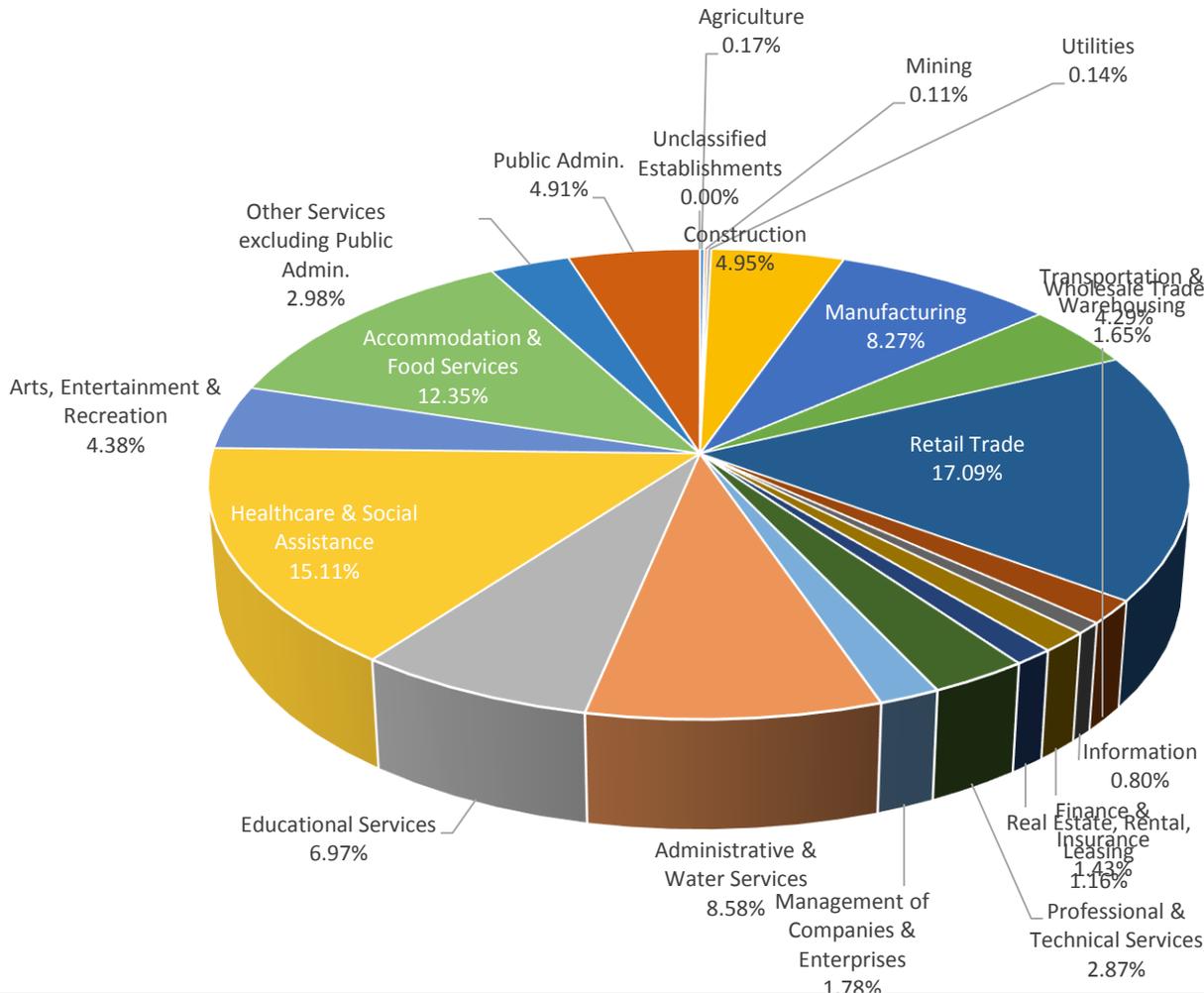


CABARRUS COUNTY EMPLOYMENT BY INDUSTRY, 2-DIGIT NAICS

	2005	2010	2012 3Q
Agriculture	109	110	105
Mining	75	81	68
Utilities	116	141	90
Construction	4,433	3,065	3,087
Manufacturing	8,141	5,456	5,157
Wholesale Trade	2,851	2,566	2,675
Retail Trade	9,676	10,069	10,659
Transportation and Warehousing	1,588	1,333	1,026
Information	627	544	501
Finance and Insurance	972	901	894
Real Estate, Rental, Leasing	602	633	723
Professional and Technical Services	1,862	2,141	1,789
Management of Companies and Enterprises	1,143	1,003	1,113
Administrative and Water Services	3,471	3,714	5,350
Educational Services	4,543	5,493	4,348
Healthcare and Social Assistance	8,425	9,515	9,423
Arts, Entertainment and Recreation	2,295	2,539	2,733
Accommodation and Food Services	6,057	7,047	7,702
Other Services excluding Public Admin.	1,537	1,791	1,859
Public Admin.	2,489	3,152	3,059
Unclassified Establishments	172	37	0
Total Employment	61,182	61,315	62,362

Source: NCESC-Employment and Wages by NAICS, 2011 Annual (www.ncesc.com)

CABARRUS COUNTY EMPLOYMENT BY INDUSTRY



CABARRUS COUNTY WAGES BY INDUSTRY, 2-DIGIT NAICS

	2005 (Avg. Annual Wage)	2010 (Avg. Annual Wage)	2012 3Q (Avg. Weekly Wage)
Agriculture	\$27,590	\$27,164	\$523
Mining	\$46,798	\$31,071	\$728
Utilities	\$46,460	\$60,578	\$1,178
Construction	\$34,416	\$36,976	\$751
Manufacturing	\$49,461	\$47,344	\$812
Wholesale Trade	\$44,332	\$49,480	\$961
Retail Trade	\$21,391	\$21,940	\$433
Transportation and Warehousing	\$38,498	\$42,515	\$851
Information	\$48,882	\$39,912	\$826
Finance and Insurance	\$41,314	\$47,195	\$887
Real Estate, Rental, Leasing	\$31,897	\$32,343	\$642
Professional and Technical Services	\$51,574	\$57,134	\$930
Management of Companies and Enterprises	\$48,387	\$49,521	\$985
Administrative and Water Services	\$27,140	\$27,471	\$568
Educational Services	\$30,812	\$33,977	\$676
Healthcare and Social Assistance	\$39,074	\$41,101	\$833
Arts, Entertainment and Recreation	\$58,168	\$54,134	\$1,230
Accommodation and Food Services	\$12,161	\$13,790	\$281
Other Services excluding Public Admin.	\$21,318	\$22,386	\$442
Public Admin.	\$35,775	\$40,499	\$778
Unclassified Establishments	\$21,116	\$25,991	0

Source: NCEC-*Employment and Wages by NAICS, 2011 average annual per employee (www.ncesc.com)*

TOP 25 EMPLOYERS FOR CABARRUS COUNTY

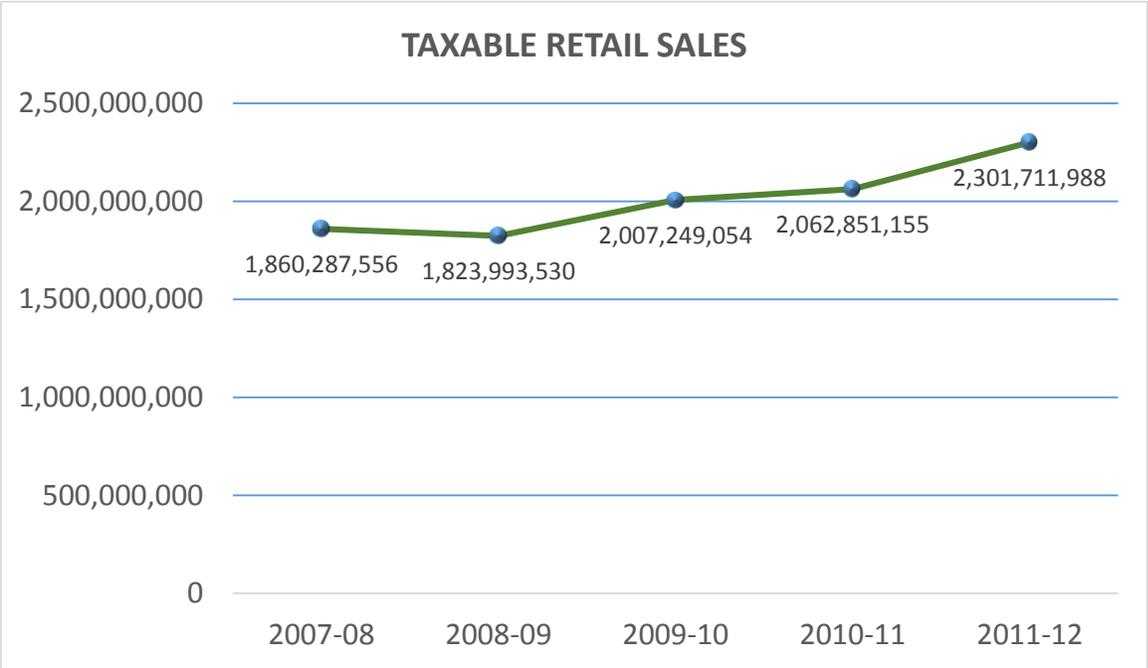
Rank	Company Name	Industry	Employment Range
1	Charlotte Mecklenburg Hospital	Professional & Business Services	1,000+
2	Cabarrus County Schools	Education & Health Services	1,000+
3	Connexions Inc.	Professional & Business Services	1,000+
5	Wal-Mart Associates Inc.	Trade, Transp., & Utilities	1,000+
5	Cabarrus County	Public Administration	1,000+
6	City Of Concord	Public Administration	500-999
7	The Shoe Show Of Rocky Mount Inc.	Trade, Transp., & Utilities	500-999
8	Kannapolis City Schools	Education & Health Services	500-999
9	Smi Systems LLC	Leisure & Hospitality	500-999
10	Hms Holdings Limited Partnership	Leisure & Hospitality	500-999
11	S & D Coffee Inc.	Manufacturing	500-999
12	Food Lion LLC	Trade, Transp., & Utilities	500-999
13	Pharmaceutical Research Assoc. Inc.	Professional & Business Services	500-999
14	Corning Incorporated	Manufacturing	250-499
15	Debbies Staffing Services	Professional & Business Services	250-499
17	McDonald Restaurants Of NC Inc.	Leisure & Hospitality	250-499
17	Great Wolf Resorts Inc.	Leisure & Hospitality	250-499
18	Sysco Charlotte LLC	Trade, Transp., & Utilities	250-499
19	Perdue Products Incorporated	Manufacturing	250-499
20	Piedmont Area Mental Health	Education & Health Services	250-499
21	Lowes Home Centers Inc.	Trade, Transp., & Utilities	250-499
22	City Of Kannapolis	Public Administration	250-499
23	Harris Teeter Inc.	Trade, Transp., & Utilities	250-499
24	Roush Fenway Racing LLC	Leisure & Hospitality	250-499
25	Bass Pro Outdoor World LLC	Trade, Transp., & Utilities	250-499

Source: NCESC – 25 largest employers by county, 2012 Q3 data (www.ncesc.com)

TAXABLE RETAIL SALES IN BILLIONS

	2007-08	2008-09	2009-10	2010-11	2011-12
Cabarrus County	1.86	1.82	2.01	2.06	2.30

Source: Department of Revenue (<http://www.dornc.com/publications/fiscalyearsales.html>)





Retail MarketPlace Profile

Harrisburg Town, NC_1
 Harrisburg town, NC (3729800)
 Geography: Place

Summary Demographics

2012 Population	11,943
2012 Households	4,186
2012 Median Disposable Income	\$56,916
2012 Per Capita Income	\$33,008

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	\$157,250,929	\$78,697,811	\$78,553,118	33.3	87
Total Retail Trade	44-45	\$140,799,558	\$74,006,581	\$66,792,977	31.1	78
Total Food & Drink	722	\$16,451,371	\$4,691,230	\$11,760,141	55.6	9

Industry Group

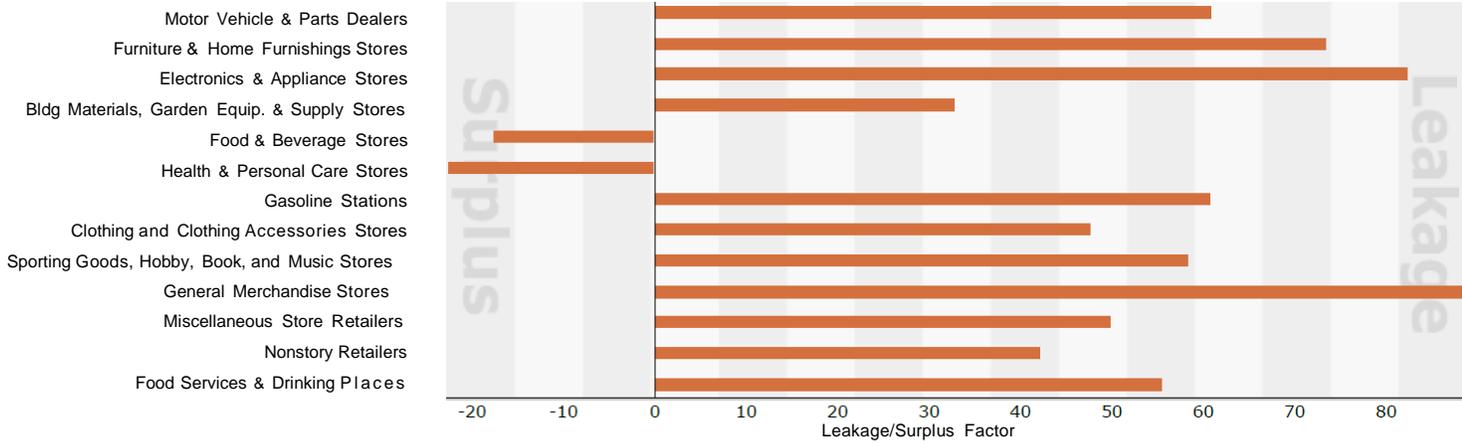
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$27,983,624	\$6,783,518	\$21,200,106	61.0	8
Automobile Dealers	4411	\$23,843,374	\$3,558,338	\$20,285,036	74.0	2
Other Motor Vehicle Dealers	4412	\$1,636,275	\$265,810	\$1,370,465	72.1	1
Auto Parts, Accessories & Tire Stores	4413	\$2,503,975	\$2,959,370	-\$455,395	-8.3	5
Furniture & Home Furnishings Stores	442	\$3,498,117	\$533,724	\$2,964,393	73.5	4
Furniture Stores	4421	\$1,969,031	\$430,649	\$1,538,382	64.1	2
Home Furnishings Stores	4422	\$1,529,086	\$103,075	\$1,426,011	87.4	2
Electronics & Appliance Stores	4431	\$4,101,082	\$396,751	\$3,704,331	82.4	2
Bldg Materials, Garden Equip. & Supply Stores	444	\$5,307,271	\$2,685,708	\$2,621,563	32.8	8
Bldg Material & Supplies Dealers	4441	\$4,648,983	\$1,977,320	\$2,671,663	40.3	6
Lawn & Garden Equip & Supply Stores	4442	\$658,288	\$708,388	-\$50,100	-3.7	2
Food & Beverage Stores	445	\$21,869,514	\$31,178,130	-\$9,308,616	-17.5	8
Grocery Stores	4451	\$20,718,436	\$30,583,326	-\$9,864,890	-19.2	5
Specialty Food Stores	4452	\$384,042	\$92,177	\$291,865	61.3	2
Beer, Wine & Liquor Stores	4453	\$767,036	\$502,627	\$264,409	20.8	1
Health & Personal Care Stores	446,4461	\$11,730,288	\$18,632,679	-\$6,902,391	-22.7	10
Gasoline Stations	447,4471	\$15,423,498	\$3,748,685	\$11,674,813	60.9	1
Clothing & Clothing Accessories Stores	448	\$9,178,987	\$3,248,530	\$5,930,457	47.7	7
Clothing Stores	4481	\$6,560,470	\$2,710,486	\$3,849,984	41.5	4
Shoe Stores	4482	\$1,266,278	\$0	\$1,266,278	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,352,239	\$538,044	\$814,195	43.1	3
Sporting Goods, Hobby, Book & Music Stores	451	\$3,346,752	\$878,952	\$2,467,800	58.4	5
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,476,087	\$878,952	\$1,597,135	47.6	5
Book, Periodical & Music Stores	4512	\$870,665	\$0	\$870,665	100.0	0
General Merchandise Stores	452	\$27,312,832	\$1,685,298	\$25,627,534	88.4	3
Department Stores Excluding Leased Depts.	4521	\$9,632,427	\$251,399	\$9,381,028	94.9	1
Other General Merchandise Stores	4529	\$17,680,405	\$1,433,899	\$16,246,506	85.0	2
Miscellaneous Store Retailers	453	\$3,435,488	\$1,145,736	\$2,289,752	50.0	14
Florists	4531	\$170,591	\$525,829	-\$355,238	-51.0	2
Office Supplies, Stationery & Gift Stores	4532	\$975,319	\$163,561	\$811,758	71.3	4
Used Merchandise Stores	4533	\$387,292	\$54,110	\$333,182	75.5	1
Other Miscellaneous Store Retailers	4539	\$1,902,286	\$402,236	\$1,500,050	65.1	7
Nonstore Retailers	454	\$7,612,105	\$3,088,870	\$4,523,235	42.3	8
Electronic Shopping & Mail-Order Houses	4541	\$5,743,687	\$655,385	\$5,088,302	79.5	1
Vending Machine Operators	4542	\$361,555	\$53,141	\$308,414	74.4	1
Direct Selling Establishments	4543	\$1,506,863	\$2,380,344	-\$873,481	-22.5	6
Food Services & Drinking Places	722	\$16,451,371	\$4,691,230	\$11,760,141	55.6	9
Full-Service Restaurants	7221	\$6,364,246	\$1,008,008	\$5,356,238	72.7	2
Limited-Service Eating Places	7222	\$8,469,602	\$3,459,917	\$5,009,685	42.0	5
Special Food Services	7223	\$407,839	\$0	\$407,839	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$1,209,684	\$223,305	\$986,379	68.8	2

(retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount 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 retail sales) to -100 (total retail sales). 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 Demand and Supply. 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 Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

Retail MarketPlace Profile

Harrisburg Town, NC_1
 Harrisburg town, NC (3729800)
 Geography: Place

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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Appendix C: Small Business Incentives

<p>City of Lincolnton</p>	<p>The Storefront Rehabilitation Grant is similar to standard façade grants offered by other municipalities. The Grant can be up to 50% of project costs up to \$40 per linear foot of front façade on buildings older than 50 years. Side façades are eligible if they meet certain requirements. Lincolnton offers the grant to any business in the city, not only downtown properties.</p>
	<p>The Architectural Services Grant encourages additional private reinvestment in existing infrastructure and promotes appropriate and attractive design projects that preserve the architectural character found only in older buildings. Grants are made available for up to 50% of design cost to a maximum of \$2,500. Buildings eligible for listing on the National Register of Historic Places or in historic districts are eligible for the Architectural Services Grant.</p>
	<p>Commercial buildings older than 50 years can apply for a Substantial Building Rehabilitation Grant to improve the property and make it suitable for continued use. Grants can equal up to 10% of assessed value of the property.</p>
<p>City of Gastonia</p>	<p>The City of Gastonia’s incentive grant is similar to traditional incentive grants for industrial development in that the grant is based on net new taxable investment. For example, if a building is valued at \$250,000 and an investor makes an \$80,000 improvement to the building, the net new taxable investment eligible for incentives is \$80,000.</p> <p>Separate from the City, Gastonia Downtown Development Corporation created a revolving loan program to spur development in downtown. The fund was established from a HUD grant. Minimum loan size is \$30,000 and a one-to-one match is required.</p>
<p>City of Hickory</p>	<p>Vacant Building Revitalization Grant - This grant encourages the reuse of vacant or under-utilized buildings located in the city’s Commercial Revitalization Area. Specifically, the grant helps property owners make improvements that will result in occupancy and reuse. This grant offers funding up to \$25,000 or 50% of eligible project costs (whichever is less).</p>
	<p>Community Appearance Grant - The grant program matches up to \$5,000 or 50% of the cost (whichever is less) of exterior improvements to projects in the Commercial Revitalization Area. This program is similar to façade improvement grants often used in downtown areas. Other uses include window replacement, painting, and repointing of brick and mortar.</p>
	<p>Landscape Incentive Grant - This grant targets improvements to outdoor landscaping in the Commercial Revitalization Area. The grants are up to \$2,500 or 50% of eligible costs, whichever is less.</p>
	<p>Commercial Revitalization Area Tax Incentives - This grant is similar to more traditional industrial incentive grants. It targets larger commercial or industrial projects located within the Commercial Revitalization Area. Projects investing more than \$500,000 and</p>

	creating new jobs are eligible for a grant equal to up to 100% of net new property taxes for up to five years.
Guilford County	Guilford County passed a Commercial Investment Policy that makes available an incentive grant to commercial businesses investing \$10,000 or more in real property improvements. For investments above \$3,000,000, applicants must list any new jobs created as a result of the investment since job creation can be a consideration of the grant. Qualifying commercial businesses include all use types except agriculture, mining, residential, and accessory uses and structures, and other uses.
City of Asheville	In addition to the traditional incentive policy, the City has a Business Development Grant program targeted to local, small business expansions. The threshold investment level for the Business Development Grant is \$250,000 - \$1,499,999. (The traditional incentive policy begins at a threshold of \$1.5 million.) The Business Development Grant may be up to 75% of net new property tax revenue each year for three years.
City of Wilson	<p>The Rent Incentive Grant is up to \$6,000 for one year or \$8,400 for two years to “Pedestrian Oriented Businesses” in the Central Business District. Wilson defines a “Pedestrian Oriented Business” as a type that generates positive foot traffic in downtown. It gives examples of restaurant, deli, coffee shop, retail shop, art gallery, dance studio, bakery, etc.</p> <p>The City encourages the purchase of buildings in the Central Business District through the Owner Occupied Building Incentive Grant Program. This incentive grants up to \$8,400 toward the purchase of a building in which a Pedestrian Oriented Businesses is opened.</p> <p>Similar to other cities, Wilson has a Façade Grant Program. The grants can be up to \$10,000 to improve building facades in the Central Business District. This grant is matching and cannot exceed 50% of the approved project cost. Building owners must follow Secretary of Interior Design Guidelines.</p> <p>Finally, Wilson maintains a Downtown Loan Pool. The \$2 million loan pool is available at prime to one point below prime for real estate purchases, building renovations, and equipment purchases. The loan pool is available to businesses in the Central Business District.</p>
City of Clinton	The Downtown Special Tax District Incentive Program grants the investor a sum equal to net new taxes each year for five years. If the investor was paying \$1,000 a year in property taxes and would pay \$3,000 after the renovation project, the incentive is equal to \$2,000 a year for five years.