

Harrisburg, NC

Market Analysis & Economic Development



Implementation Plan

Prepared for the Town of Harrisburg, NC

Rose & Associates Southeast, Inc.

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Section I
Introduction
Existing Conditions
Guiding Principles



1.1 Introduction

Introduction

The Town of Harrisburg has engaged Rose Associates to assist with developing a Market Analysis and Economic Development Implementation Plan for the purpose of creating a vibrant community and dynamic commercial areas, which in turn will: 1) provide some measure of economic stability, 2) provide residents options for retail purchases and entertainment, 3) and provide important connections between Harrisburg's history and its future.

The Harrisburg Town staff, together with elected officials and community stakeholders were interviewed and acted as an advisory group in this endeavor. We would like to thank them, as well as the citizens and business leaders who provided input in crafting this plan. The purpose of this study is to identify the dynamics of the local market in framing a strategic implementation plan to ensure economic sustainability for the community.

The foundation of this plan and report is based on the Harrisburg Economic Development Strategic Plan (EDSP), August 2013, and adopted by the Town of Harrisburg. The purpose of this plan is to provide an important connection between the summary of the work compiled in that effort and the market realities related to current market conditions, mobility networks, funding resources, and land development opportunities. It will also provide the action plan to begin the steps toward implementing the economic development plan for the sustainable economic health that the community desires.

For the purposes of this report, we include the entire township of Harrisburg; however, our focus also includes the primary corridor of Highway 49 from the town line, which is located approximately 1.5 miles east of I-485. We identified three key areas for economic

development: 1) Highway 49 at the western town gateway, 2) the town center on Highway 49 at Main Street, and 3) the Rocky River Road interchange of I-485. The town is strategically located in Cabarrus County immediately adjacent to I-485, just east of Charlotte (Mecklenburg County). Harrisburg is within close proximity to the University of North Carolina, Charlotte (UNC Charlotte), as well as The Charlotte Motor Speedway, in Cabarrus County.

The research and work for this report and plan consists of two phases:

Phase I –

Summary Market Analysis.

Interviews were conducted with town staff members, civic and community leaders, and stakeholders. Every community has a culture defined by socio-economic and political dynamics which are often identified during these stakeholder interviews. To gain additional insight, we also reviewed recently completed plans, reports and studies made available including: the Harrisburg Economic Development Strategic Plan (2013), Harrisburg Land Use Plan (2010), Harrisburg NC Rail Station Site Feasibility Assessment (2014), Harrisburg Branding Strategy (2014), Harrisburg Town Center Design Guidelines (2004), Harrisburg Park and Recreation Master Plan (2010) and The Town of Harrisburg Financial Statements ending June 30, 2014 as well as other plans and marketing efforts provided by town staff. The Phase I report includes findings based upon the review of these materials, a tour of the community, interviews, and our demographic, economic, and real estate data collection. A qualitative and quantitative commercial and residential market analysis was completed to assist in framing an outline plan that is market driven and subject to industry best practices. In addition to utilizing baseline demographic data, projections and conventional market demand analysis, the report also

1.1 Introduction

incorporates local lifestyle patterns and economic drivers such as employment and household characteristics to determine trade areas and market potential. The outcome of Phase I will be our preliminary assessment as it relates to understanding Harrisburg's assets, competitive advantages, strategic opportunities, and market positioning which inform the implementation plan.

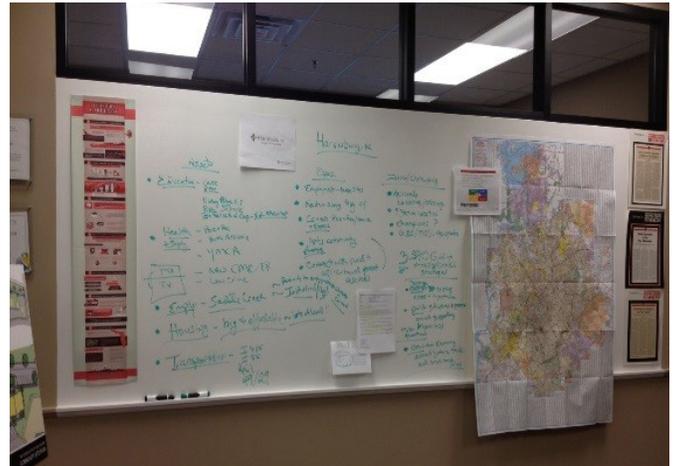
Phase II –

Economic Development Implementation Plan.

Using the data and findings obtained during Phase I, an Economic Development Implementation Plan is formulated. The plan includes data, prescriptive tools, and resources to begin a realistic systematic approach to developing community wealth and economic sustainability. In addition, Phase II incorporates tasks which support the agreed upon guiding principles established in Phase I and provides performance measures which allow the community to track and evaluate its progress.

Resources for data in preparing this plan include:

- *Census Bureau – 2010 Census and estimates from American Community Surveys; 2014*
- *Bureau of Labor Statistics – Location Quotient Calculator; 2013*
- *NC Employment Security Commission – Labor Market models; 2014*
- *ESRI – Demographic models, tapestry and lifestyle reports; 2014*
- *UNC Charlotte Urban Institute Regional Indicators*



1.2 Existing Conditions

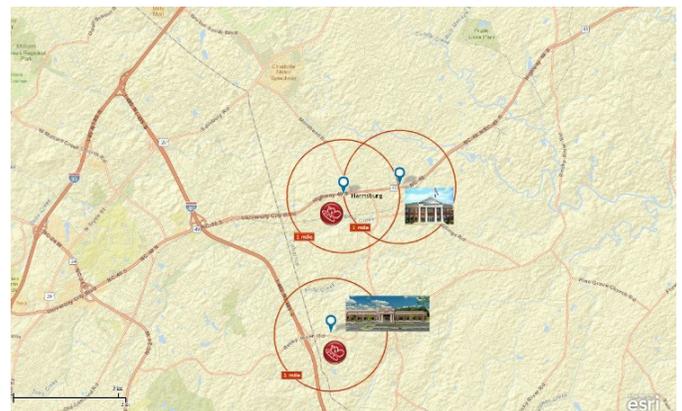
Existing Conditions & Community Assets

Harrisburg is a small town that enjoys a variety of amenities and community assets. These include parks, greenways and open space. Its recreation facilities include picnic shelters, multi-purpose fields, and the historic Old Post Office. Other important assets include the town center, with a YMCA, town hall and other retail, entertainment, medical and educational amenities.



Harrisburg is served by a major east-west road and freight rail transportation corridor. US Highway 49, the primary traffic artery through Harrisburg, contains the highest concentration of retail opportunities; however, this corridor does not have the characteristics of a small town main street. It is serviced by retail and commercial uses typically found in high volume traffic corridors. These uses include fast food restaurants, gas stations, small professional office uses, grocery stores and ancillary highway commercial services. All of these face the major corridor, but remain inaccessible to people walking from the surrounding neighborhoods. The portion of this corridor that currently serves as the town center is the section that runs from

Robinson Church Road east to Shamrock. Another key area of economic activity is the section of Highway 49 at its western gateway, near the Caldwell and Harrisburg Business/Industrial Parks, closest to I-485. A third area which serves as a hub for economic activity is located at I-485 and Rocky River Road, anchored by CMC-Harrisburg, a new Carolinas Healthcare System healthcare pavilion (freestanding ER) and adjacent medical offices. At the present, these areas have a smattering of buildings mostly characterized by general commercial uses. However, the majority of buildings that are present, in their current or future form, are critical to the growth and development of Harrisburg. It is with these areas that the effort to establish the guiding principles and key themes for the future development of Harrisburg begins.



1.3 Guiding Principles

Guiding Principles

The agreed upon guiding principles which are based upon review of the market and economic data, and interviews, provide a vision, preliminary recommendations, and starting points for discussion. These offer the staff and elected officials actionable items to begin to build consensus, commitment, and a strategic economic development work plan.

1. Maximize Existing Assets & Infrastructure

Discussion around how Harrisburg could develop a town center or “downtown” and its commercial areas has been going on for years. Now is the time to take action and opportunities exist to do that. The primary commercial corridor along Highway 49 has multiple property owners, and getting cooperation from these multiple owners may be a challenge, as some have little motivation to make any changes to their property, such as improving esthetics or functionality. Nonetheless, despite some functional obsolescence there are opportunities to improve upon what already exists, rather than build beyond where there is already existing infrastructure. Façade improvements, interconnections between properties, and way-finding signage would begin the process of developing a more functional corridor and would clearly be a sign that redevelopment of this corridor is imminent.

Nothing shows commitment more than investment in infrastructure. For the most part, investments in sidewalks, parking, streetscapes, and street lighting indicate to all concerned that the Town is the catalyst that makes it possible for others to invest along its corridors. There is also a significant investment in passenger rail under discussion, with a proposed rail stop in Harrisburg. In effect, development in and around a rail stop on the corridor could provide the shared public parking needed for the mutual

benefit of government services, residents and businesses, while creating additional options within the town center to attract customers, visitors, and investment.

Harrisburg may not be able to do all of the infrastructure investing at one time; however, a program which clearly shows how these components fit into a five-year capital improvement plan would provide clear evidence of commitment on the part of the Town.

This does not have to come at the expense of preserving the neighborhoods and rural character that Harrisburg already enjoys, and its citizens fiercely protect. However, if a series of visible actions were taken in a timely manner in the existing commercial areas, the community would see that positive change is happening and momentum could be started.

2. Build Opportunities To Support Multiple Generations

Harrisburg is a community comprised of Millennials with a significant number of families with young children. It also has a large contingent of Baby Boomers and Seniors, both long term residents and new comers, who may wish to age in place, with options that would allow them to stay in the community to enjoy children and grandchildren. Similarly, young adults who have grown up in Harrisburg may wish to remain in town after high school or college, or return as adults, to raise their own families. Today’s consumers have different needs and demands with regard to housing. Harrisburg is dominated by single family homes on large lots, which does not match all the needs of today’s home dwellers. Some are seeking an active community lifestyle with low maintenance, while some wish to age in place – with senior housing options which take them from independence to skilled care. And today’s Millennials seek a more urban lifestyle, with lofts and apartments that are part of a downtown vibe, adjacent to shops, restaurants, and recreation.

These housing options, if integrated into the master plan for the corridor, can provide additional housing opportunities for existing and new residents, and their occupancy can also contribute to the expansion of the retail mix and strength of local businesses.

3. Grow an Economy Around Future Trends and Small Town Values

Harrisburg is a quintessential small town. There is currently a limited market for goods and services that might be successful in a rejuvenated town center or downtown. The community is also experiencing a significant leakage of dollars spent to neighboring communities. However, opportunities to improve the Harrisburg market do exist. There are three ways to capture more of the market share: add residents, increase the number of local employees, and increase the number of visitors/tourists.

Much of the real estate product in Harrisburg is misaligned with the market. The commercial land uses in Harrisburg are predominately retail, highway business, and industrial. While historically industrial uses often employed blue collar workers, today's advance manufacturing often requires more skilled labor. The educational attainment in Harrisburg is higher than average, with many residents having college degrees. This suggests both a highly skilled and an educated workforce. Therefore, consideration should be given to create opportunities to attract companies that require a skilled labor force that will match the market, and will use commercial space that is the next generation of industrial and/or office space. Such space should be located in and around the major corridors and provide amenities such as restaurants, entertainment, and housing exist. There are three primary areas where this is feasible in Harrisburg: 1) the western edge of Highway 49, near Interstate 485, 2) the town center, and 3) the Rocky River interchange at Interstate 485.



Another opportunity for Harrisburg is tourism, broadly defined. The town is unique in its proximity to the Charlotte Motor Speedway and UNC Charlotte, and has a robust sports and recreation program, particularly for youth sports. While there is an ebb and flow to the number of events and the correlated visitor draw, collectively these all have the potential to increase visitor/tourism numbers over time.

The other element in building a market related to tourism includes capturing some of the pass through traffic on US 49. The need to greatly enhance the US 49 corridor has already been mentioned. As a part of that enhancement, directional signage will need to be employed along the corridor. Intersection signage should also be a component of signage in the downtown. Many communities are employing a wayfaring signage program that is very attractive as well as highly functional. The recent branding study with the new logo and signage recommendations can provide the wayfaring signage system.

And, of course, if Harrisburg is successful in its town center development, to perhaps include a future rail stop, the downtown may become a destination, which in turn will meet the needs of it's current and future residents.

Section II
Executive Summary
Market Analysis



2.1 Executive Summary

Subsumed within the three guiding principles are the following recommendations that inform the market analysis and the economic development implementation plan:

- **Retail** ~ The retail leakage from Harrisburg is substantial as there is a large supply of retail outside of town and there are limited options in the various retail categories within Harrisburg. The continued development of the western edge of Highway 49 and the town center will begin to reverse this outward flow of revenue in some retail and service categories. However, the opportunities for additional retail are tempered by this existing supply and the low population density that exists within town based on the predominance of single family housing.
- **Industrial** ~ Aside from retail and general commercial, the second largest commercial category in Harrisburg is industrial, including manufacturing, light manufacturing, and distribution uses. The industrial uses are primarily clustered around freight and cargo transportation, packaging materials, building supplies, and automotive/automotive sports. The current product is either in use (occupied) or obsolete. However, there is opportunity for a new generation of industrial space – which supports new technologies and advance manufacturing – and is consistent with the skills and educational attainment of the community.
- **Office** ~ The need for additional office development is minimal in the short term. However, as the population expands through development/redevelopment and regional job growth, professional office space will be needed for lawyers, accountants, medical facilities, and other service professionals. These opportunities will be driven by adjacency to other assets such as the town hall, YMCA, and medical facilities, all of which add to the daytime population of employees within the community.
- **Residential** ~ Because of changes in the annexation law, municipalities are not likely to grow by way of annexation at anywhere near the same pace as they did over the past fifty years. If this is true, the advantage that Harrisburg has in this new environment is that it can continue to grow in the adjacent unincorporated areas and take advantage of in-fill redevelopment opportunities with increased housing density in limited strategic areas where infrastructure already exists.
- **Infrastructure** ~ The recent branding study and subsequent gateway and way-finding signage program should be implemented. The pending Comprehensive Bike, Pedestrian and Greenway Plan will also impact future connectivity, accessibility, and development demand in and around key commercial and residential areas. The impact of the high speed rail and proposed station stop within the town of Harrisburg is difficult to predict. Probably the most important factor is that the town center program needs to be well underway and successful before the rail line is complete, so as to not relocate such synergy away from this area to a highway interchange or remote rail stop.
- **Civic Buildings & Spaces** ~ The need for growing municipal services at the town hall complex provides an opportunity to expand live/work, recreation, and entertainment with shared public parking. This will create synergy with adjacent existing shops and restaurants to drive future expansion of the town center. This expansion might include a public amphitheater, gardens, and other venues to attract both residents and visitors. An updated town center small area plan will help refocus the efforts of development in and around this critical area.

2.2 Market Analysis

Demographics

Demographically speaking, Harrisburg is in an admirable position. Harrisburg is located in Cabarrus County; however, it also is heavily influenced by adjacent Mecklenburg County. It is also located adjacent to two major assets within the region, the University of North Carolina – Charlotte (UNC Charlotte) and the Charlotte Motor Speedway.

Cabarrus County grew from 131,063 people in 2000 to 178,011 in 2010, at an annual rate of 3.11% per year. This growth rate placed Cabarrus County among the more rapidly growing counties in North Carolina during the decade. Adjacent Mecklenburg County grew at an annual rate of 2.83% per year during the same period.

By contrast, Harrisburg grew from a population of 4,918 in 2000 to 11,526 in 2010 for an annual growth rate of 8.89% during this period. Much of that growth can be attributed to the continuing growth of the region, employment and the student population at UNC Charlotte.

Other differences between Harrisburg and Cabarrus County can be found in the demographic information that comes from the Census and from estimates based on the annual American Community Survey (ACS) also done by the Census Office. These differences may or may not be influenced by the presence of a large neighboring student body. The 2014 racial breakdown in Cabarrus County is 72.8% white, 16.1% black and 11.0% other. Persons of Hispanic origin represent 10.6% of the population. Harrisburg is 72.7% white, 17.6% black, and 9.8% other with persons of Hispanic origin making up 4.5% of the population.

The table below suggests other differences between Harrisburg, Cabarrus County, neighboring Mecklenburg County, and the region or Metropolitan Statistical Area (MSA), which encompasses a 16 county area:

Geographic Area	2014 Population	2000-2010 Growth Rate	2014 Median Age	2014 Households	2014 Average Income
Harrisburg, NC	12,428	8.89%	38.3	4,292	\$101,565
Cabarrus County	189,495	3.11%	37.3	69,392	\$70,503
Mecklenburg County	974,119	2.84%	34.7	383,754	\$79,921
Region (MSA)	2,326,944	2.59%	36.9	890,886	\$72,615

Source: ESRI, Rose & Associates SE, Inc.

This demographic information has a potentially large impact on the goal of developing an economic development strategy. There is a captured market, but their needs are unclear. The fact that some of this affluent market is in easy walking distance of proposed development and potential redevelopment is certainly a positive. At the same time the current number of people residing in Harrisburg and the population density very small in terms of being able to support a substantial town center development. This report will address how this market can be grown for the purpose of building adequate support for expanded retail, recreation, entertainment and business options within Harrisburg.

Existing conditions in Cabarrus County may help support a development program from outside the immediate market area. As noted above, Harrisburg and Cabarrus County have grown very rapidly over the last decade. Institutions and activities to support that growth have not kept pace, partly because the recent recession temporarily stopped most types of development. In Harrisburg, small business and professional offices are scarce. Housing attractive to seniors is largely missing and housing options for all age and income groups are not found. Entertainment options are also limited. Non-chain restaurants are few and far between. Healthcare options seem to be highly concentrated. Hence the limited population and density in Harrisburg, while a potential deterrent to continued development of the town center, could be mitigated somewhat by the need for goods and services throughout this expanding trade area, located east of Interstate 485.

Economic Dynamics

The market potential for commercial real estate, including retail, office and industrial uses, relies upon a number of factors, including but not limited to: demographics, state and regional economic cycles, a business friendly environment, workforce dynamics (wages, education, employment and job training), and central places (i.e. colleges, hospitals, or large employers) that are demand generators for complementary uses. Demand indicators for office uses include estimated job growth in non-manufacturing sectors, while industrial demand relies on job growth in wholesale and manufacturing sectors. The resulting job growth fuels population and economic growth, which in turn drives demand for housing and retail uses.

The educational attainment levels for the region and Harrisburg are high. The 2008-2012 ACS Summary estimates that the population 25 years of age and older with a Bachelor's Degree in Harrisburg is 23.5%, and with a Master's Degree is 11.5%. Mecklenburg County holds the highest percentage of the population (27.6%) with a Bachelor's Degree. Cabarrus County holds the lowest percentage, with 17.0% having that degree. This latter figure would improve dramatically if more of the staff and faculty of UNC Charlotte lived within the County.

The public school performance data for the Cabarrus County School System were quite positive during this same period. The percentage with a high school diploma in Cabarrus County was 23.9%, while in the Mecklenburg County was 17.4%, and 21.7% throughout the MSA. These data suggest that Cabarrus County has one of the better school systems, gauged on graduations, in the region. The perception of the various stakeholders that were interviewed was that the school performance level throughout the Town and County contributes to Harrisburg's competitive advantage.

The resulting economic measure related to education is household and per capita income. In 2014, the median household income in Harrisburg was \$80,103 making it, on this measure, one of the wealthiest communities in the Charlotte region. The estimated average household income in 2014 in Harrisburg was \$101,565, a significant difference compared with both the county and state figures (see table below).

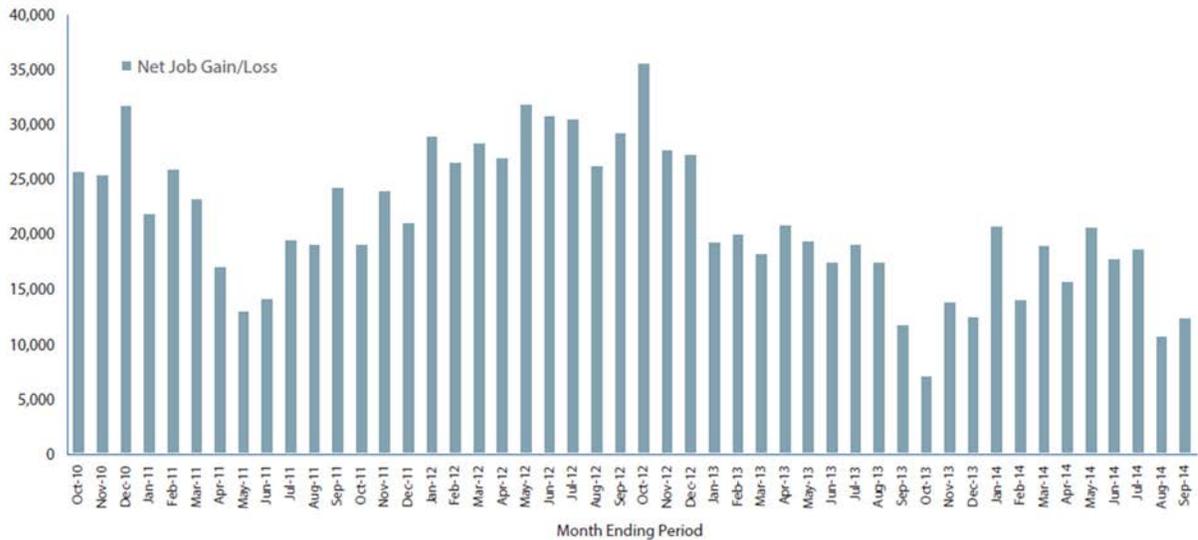
Geographic Area	Median HH Income 2014	Average HH Income 2014	Per Capita Income 2014
Harrisburg, NC	\$80,103	\$101,565	\$35,360
Cabarrus County	\$52,086	\$70,503	\$25,841
Mecklenburg County	\$54,559	\$79,921	\$31,576
North Carolina	\$45,343	\$63,250	\$25,040

Source: ESRI, Rose & Associates SE, Inc.

Employment and Economic Base

The greater Charlotte metropolitan area (MSA) has seen modest recovery from the recent recession, based upon employment and population growth over the past three years.

Rolling Monthly Year-Over Employment Growth: Charlotte-Gastonia-Concord MSA

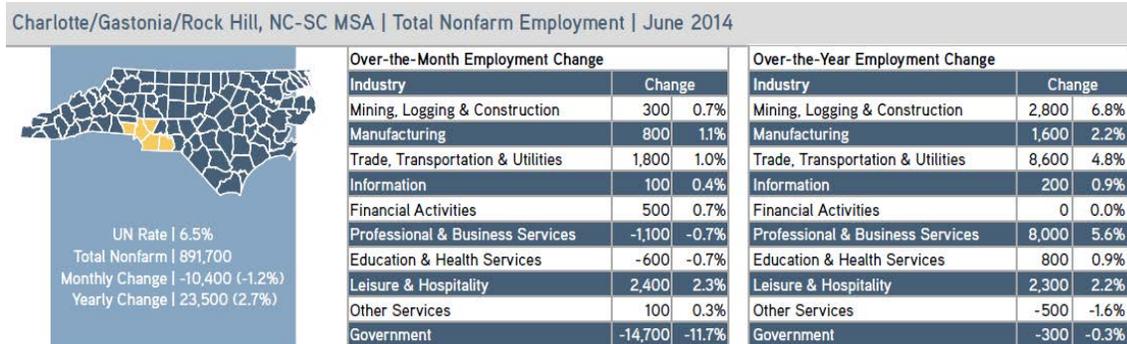


The challenge in reviewing employment and unemployment figures is to assess both, as many workers in the unemployment figures maybe no longer seeking a job.

Aside from the sectors of the economy – defined by traditional Standard Industry Classification (SIC) or the more recent North American Industrial Classification (NAICS) – the size or stage of each company is a factor when determining employment growth and its relationship to real estate. The overall labor market is improving, largely due to small business startups and company relocations. According to data from the Edward E. Lowe Foundation, job growth in Cabarrus County 2012-2013 averaged 1.4%, with stage 2 companies (10+ employees) showing 7.5% growth. However, the overall growth in business establishments shrunk by -7.1% during the same period, with only self-employed and startup establishments showing positive growth. In Mecklenburg County, the number of larger business establishments from 2012-2013 shrunk suggesting the growth of small business in the region. However, 2013 through the second quarter of 2014 began to see overall growth both in the state and the region.

Job & Establishment Growth	North Carolina	Cabarrus County	Mecklenburg County
2013 Establishments	248,353	4,034	32,192
2Q2014 Establishments	251,949	4,113	33,006
Net Establishment Growth	3,596	79	814
2013 Employment	3,291,488	51,541	516,375
2Q2014 Employment	3,407,688	53,706	541,279
Net Job Growth	116,200	2,165	24,904

Below is a snapshot of the regional labor market as of September 2014 by industry sectors:



Source: North Carolina Employment Security Commission

A review of the largest employers in Harrisburg reveals that the majority of workers (estimated to total between 640 and 937 workers plus 300 seasonal workers) are employed in the building materials, light manufacturing, marketing and promotions, textile, freight and cargo transportation, packaging, and automotive related industries. The on the following page highlights Harrisburg’s largest employers.

Economic Base Analysis is used to understand what drives a regional or local economy and determines real estate demand. The underlying theme suggests that jobs drive demand for real estate: in other words, for every job that is created, a multiplier effect increases overall employment, 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, and stability, for various commercial and residential uses of real estate. There are two types of jobs: those which export their goods and services outside the community (basic employment), and those which service the local community (service or non-basic employment). Therefore, companies seeking to locate the area with basic jobs are the goal of most economic development officials. These companies occupy both office and industrial space and are the catalysts for subsequent growth in housing and retail. Other factors such as education and income also influence workforce development, housing and consumer expenditures.

Company	General Information	Industry	SIC Code	Estimated # employed
Builders FirstSource, Inc.	Supplier of structural building materials and services to homebuilders	Lumber, plywood, millwork, and wood panels	5031	148
Galvan Industries, Inc.	Only U.S. manufacturer to produce both UL-Listed hot dip galvanized ground rods and UL-Listed copper clad ground rods	Coating, engraving, and allied services, not classified elsewhere	3479	125
Wilbert Plastic Services, Inc.	Injection molding for automotive industry; HQ Belmont, NC	Packaging paper and plastics film; coated and laminated	2671	100
JHE Production Group, Inc.	NASCAR focused live entertainment, experiential activation, special events and opening ceremonies for Fortune 500 and national sports marketing clients	Professional sports clubs and promoters	7941	75
Saddle Creek Corp	Branch location	Arrangement of transportation of freight and cargo	4731	50 (+300 seasonal)
SMI Properties	Full-service design, manufacturing, apparel, licensing and merchandising	Pleating, decorative & novelty stitching, & tucking for the trade	2395	60
Southeastern Packaging	Fiber-based packing	Corrugated and solid fiber boxes	2653	90
Mineral Research & Development, Inc.	Manufacturer of high quality, inorganic, metallic salts; main sales office & mineral research/development is one of 2 production sites here	Industrial inorganic chemicals, not classified elsewhere	2819	75
Premier/Universal Yarn, Inc.	High quality yarns for retail stores	Piece goods, notions and other dry goods	5131	90
JTG Daugherty Racing	NASCAR Sprint Cup Series team	Racing, including track operation	7948	40
US Legend Cars International	100K sq. ft. manufacturing facility; largest manufacturer of race cars in the world	Motor vehicle parts and accessories	3714	43
Wood Brothers Racing	Oldest continuously operating NASCAR Cup Series team	Racing, including track operation	7948	45
Keyper Systems	Key management systems for the fleet and automotive industries	Wood office and storage fixtures, partitions, shelving and lockers	2541	20

Source: Town of Harrisburg, Rose & Associates SE, Inc. – 2014

Economic Base and Real Estate Markets

Successful economic development strategies result in job growth. Job growth creates demand for real estate. These will come from business recruitment efforts to attract companies to Harrisburg. This requires cost effective product availability through available sites and buildings. The cost factors for business include operations, both in terms of facilities and workforce. This includes property taxes. Harrisburg boasts its low property tax rates as a competitive advantage; however, to sustain and continue that position, it must consider its property tax allocations and the cost of servicing land uses, including utilities, schools, and police and fire protection. The fiscal year 2014 real property tax for Harrisburg suggests that additional commercial and industrial tax base would assist in reaching that goal:

Harrisburg Real Property Tax Allocation – Fiscal Year 2014		
Residential	75%	\$1,055,547,130
Commercial	16.5%	\$233,496,818
Industrial	8.5%	\$126,088,282

Source: Town of Harrisburg

The region's employment location quotient, or percentage of US employment ratios that exceed base industry standards, identifies which sectors contribute the greatest local job and economic growth, which drives demand for real estate and creates tax base for communities. Those with quotients greater than 1.00 demonstrate higher than US averages and thus contribute to the local economic base. Sector employment is reported at the State, Metro area and County level.

North Carolina, Cabarrus County and Mecklenburg County were reviewed and compared. The top-ranked economic driver for the state is Management of Companies and Enterprises (NAICS 55), followed closely by Manufacturing (NAICS 31-33). For Cabarrus County, (NAICS 71) Arts, entertainment, and recreation and (NAIC 44-45) Retail trade are the strongest employment drivers, followed by (NAIC 72) Accommodation and food services, (NAIC 56) Administrative and waste services, (NAIC 23) Construction and (NAIC 55) Management of Companies and Enterprises. For Mecklenburg County, (NAIC 55) Management of Companies and Enterprises is the strongest employment driver, followed by Finance and Insurance (NAICS 52) and Information (NAICS 51), the next most dominant industries.

However, other sectors do not correlate closely with those at the state level. Performing arts and spectator sports is a primary driver in Cabarrus County. Various forms of light manufacturing and retail does create demand for commercial space serving non-office uses, influenced by Concord Mills and Charlotte Motor Speedway. When reviewing the more detailed subsectors, the influence of local industries becomes even more apparent: performing arts, nonmetallic mineral product manufacturing and textile related industries emerge as the drivers in Cabarrus County's economy. The dominate sectors fueling employment within Harrisburg includes freight and cargo transportation, packaging materials, building supplies and automotive/automotive sports.

The table below compares the key industries and subsectors that drive the areas' economic base:

Location Quotients	State	County	County
Primary Industry (2013)	NC	Cabarrus	Mecklenburg
NAICS 71 - Arts, entertainment, & recreation	1.01	3.12	1.40
NAICS 44-45 - Retail trade	1.05	1.57	0.86
NAICS 72 - Accommodation and food services	1.05	1.53	0.92
NAICS 56 - Administrative & waste services	1.12	1.40	1.36
NAICS 23 - Construction	1.02	1.29	1.00
NAICS 55 - Management of companies	1.28	1.18	2.60
NAICS 42 - Wholesale trade	1.04	1.02	1.32
NAICS 53 - Real estate rental & leasing	0.86	0.47	1.17
NAICS 52 - Finance & Insurance	0.92	0.33	2.03
NAICS 51 - Information	0.89	0.40	1.56
NAICS 48-49 - Transportation & Warehousing	0.87	ND	1.44
NAICS 42 - Wholesale Trade	1.04	1.02	1.32
NAICS 53 - Real Estate Rental & Leasing	0.86	0.87	1.17
NAICS 54 - Professional & Technical Services	0.84	0.47	1.10
Sub-Sector (2013)	NC	Cabarrus	Mecklenburg
NAICS 711 - Performing arts and spectator sports	1.11	12.79	1.90
NAICS 327 - Nonmetallic mineral product manufacturing	1.25	4.00	ND
NAICS 313 - Textile mills	8.15	3.23	1.12
NAICS 315 - Apparel manufacturing	2.09	3.19	0.03
NAICS 448 - Clothing and clothing accessories stores	0.89	3.00	0.96
NAICS 518 - Data Processing & Related Services	1.42	ND	5.44
NAICS 481 - Air Transportation	0.97	ND	4.73
NAICS 515 - Broadcasting, except Internet	0.91	ND	2.93
NAICS 522 - Credit intermediation & Related Activities	1.1	0.47	2.62
NAICS 551 - Management of Companies & Enterprises	1.28	1.18	2.60

Source: Bureau of Labor Statistics; Rose & Associates SE, Inc.

Real Estate Demand Dynamics

The market potential for real estate relies upon a number of factors, including but not limited to, regional economic cycles, a business friendly environment, workforce dynamics, and central places that are demand generators for complementary uses. The successful recruitment of businesses generally results in demand in the form of either office or industrial space. For office uses, demand indicators include estimated job growth in non-manufacturing sectors, while industrial uses rely on job growth in manufacturing sectors. Providing competitive labor, capital, operating costs, materials and qualified locations will ensure continued job growth in these sectors. Such demand drives employment and subsequently demand for housing and other commercial uses that serve residents and employees such as retail, food, entertainment and recreation.

Land Use Potential

Office Demand

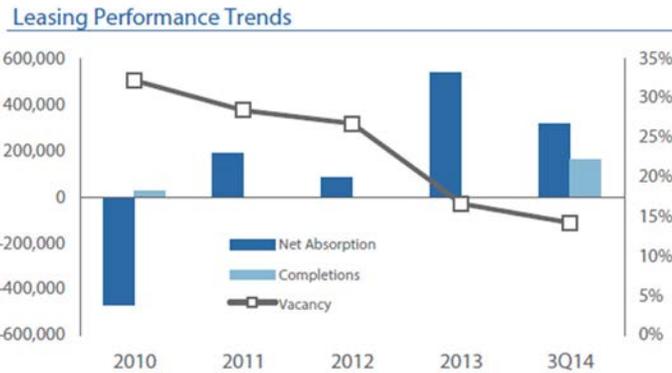
The successful recruitment of new businesses generally results in demand in the form of either office or industrial space. Based upon recent historical data of annual county job growth and an estimated capture rate for Harrisburg, annual square footage demand estimates can be projected using the County's percentage of key employment sectors that correlate with typical office uses. Given Harrisburg's demographics, size, location within the region and current offerings for land/buildings, a conservative capture rate of 15% of new county job growth can be expected:

Annual Office Demand Estimate		
Cabarrus County New Basic Employees (per year)	2013	1,043
Economic Base Multiplier		1.49
New Total Employees		1,554
Average Submarket Capture Rate		42%
Estimated Capture in Harrisburg		15%
New Total Employees (per year)		233
Average % and # Office Employees	12.4%	29
Average Office Space per Employee (S.F.)		150
New Office Space Demand (S.F.)		4,332
Current Office Supply		31,889
Office Gap (-oversupply)		-27,557

Existing Office Supply

Harrisburg, within the Charlotte MSA, is most closely associated with the northeast submarket, as defined by Karnes Research Company. According to third quarter 2014 reports from Karnes, office offerings in the northeast submarket include approximately 733,896 square feet with rents averaging \$18.77 per square foot. With 5,142,792 total square feet in this submarket, current overall vacancy is 14.27%. The net absorption in this submarket accounted for 42% of the total absorption for the region in 2013, and 64% by the third quarter of 2014. As of the third quarter of 2014 there was 1,888,647 square feet of office space proposed – excluding Cabarrus County.

Northeast Submarket Office Trends



Submarket	Class A				Class B				Class C			
	Inventory	Avg. Rent	Vacancy	Net Abs.	Inventory	Avg. Rent	Vacancy	Net Abs.	Inventory	Avg. Rent	Vacancy	Net. Abs.
Ballantyne / South	5,988,340	\$23.93	16.3%	(60,776)	659,784	\$19.17	20.2%	11,115	0	\$0.00	0.0%	0
Cotswold	136,448	\$23.94	5.6%	4,152	84,199	\$18.84	15.8%	1,027	0	\$0.00	0.0%	0
CrownPoint / Matthews	798,574	\$17.95	12.6%	56,795	307,324	\$13.82	39.2%	(36,902)	0	\$0.00	0.0%	0
Downtown	13,368,099	\$28.57	10.2%	158,565	3,416,190	\$23.28	14.1%	49,677	190,072	\$19.88	10.7%	0
East	42,300	\$19.50	0.0%	0	759,562	\$14.67	24.5%	(1,259)	240,310	\$11.80	34.4%	0
I-77 Southwest	6,622,728	\$17.87	18.1%	6,047	1,178,289	\$14.26	27.2%	3,864	0	\$0.00	0.0%	0
Midtown	2,283,548	\$25.77	4.0%	1,139	1,147,049	\$20.38	15.3%	19,982	143,076	\$21.36	4.6%	1,134
North	1,871,241	\$20.77	15.8%	10,996	463,158	\$19.99	12.7%	(4,500)	0	\$0.00	0.0%	0
Northeast	3,199,181	\$18.72	19.1%	(32,452)	1,916,287	\$18.84	6.4%	4,908	27,324	\$0.00	0.0%	0
Park Road	58,927	\$22.92	0.0%	0	668,476	\$16.57	26.6%	19,290	0	\$0.00	0.0%	0
SouthPark	3,617,214	\$25.81	12.9%	(43,590)	718,874	\$20.92	25.2%	(39,512)	0	\$0.00	0.0%	0
Total	37,986,600	\$24.07	13.4%	100,876	11,319,192	\$19.73	17.4%	27,690	600,782	\$17.22	18.2%	1,134

The KARNES Report Charlotte Office 3rd Quarter 2014

In Harrisburg, the existing inventory of available office space is limited to the town center area, with much of it being marketed as office and/or retail space. The bulk of the 31,889 square feet of space includes the YMCA space within the Town Hall building and a building for sale at 4351 Main Street. Details of this office inventory can be found in Section III of this report. When these buildings are absorbed, additional office inventory, driven by medical and professional office uses, can be considered.

Industrial Demand

The industrial market within the region is quantified by two sectors, warehouse and flex space. Warehouse is closely associated with high-bay distribution and logistics space, with the northeast submarket capturing little of the absorption over the past four years. Data for Cabarrus County were not readily available; however, review of the market inventory for such space suggests that areas along the Interstate 85 corridor are most competitive within the market. Access to major transportation infrastructure is critical to this product type. Harrisburg has limited direct access to Interstate 85 and other major transportation corridors, with the exception of the Interstate 485 outer loop. It is served

by the main rail line connecting Charlotte with Raleigh. Harrisburg currently has access to the rail infrastructure for the movement of freight but not passenger service. However, this rail line is under discussion and review by regional and state transportation authorities for high speed passenger service with a station in Harrisburg. This type of product generally has limited employment opportunities with the floor ratio of building to employee quite high. The cost of land associated with sites in Harrisburg compared to the market rates for warehouse, currently averaging \$3.94 per square foot for the submarket, do not make this a feasible option. Flex space, on the other hand, provides greater opportunity for job and economic growth. While historically this might include traditional manufacturing, over the past decade this has evolved into a more complex mix of uses to include clean-tech, light assembly, and advanced manufacturing space. Often this includes a higher ratio of office to high-bay space, with companies that might include a variety of industries, jobs, and required skills. Therefore, flex space should be considered as the most appropriate product type for the Harrisburg market.

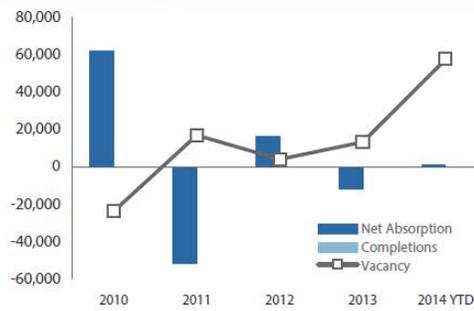
Annual Industrial Demand Estimate		
Cabarrus County New Basic Employees (per year)	2013	1,043
Economic Base Multiplier		1.49
New Total Employees		1,554
Average Submarket Capture Rate		10.0%
Estimated Capture in Harrisburg		5%
New Total Employees (per year)		78
Average % and # Industrial Employees	11.8%	9
Average Industrial Space per Employee (S.F.)		896
New Industrial Space Demand (S.F.)		8,236
Current Industrial Supply*		0
Industrial Gap		8,236
*with the exception of one building only for sale – 48,000 s.f.		

Existing Industrial Supply

According to third quarter 2014 reports from Karnes Research Company, flex industrial offerings in the northeast submarket include approximately 98,621 square feet with rents averaging \$9.29 per square foot. With 364,705 total square feet in the northeast submarket, current vacancy is 27.04%. The net absorption in this submarket accounted for less than 1% of the total absorption for the region in 2013, and 15% by the third quarter of 2014. As of the third quarter of 2014 there was 123,000 square feet of flex industrial space proposed – excluding Cabarrus County. In Harrisburg, the existing inventory of available industrial space is virtually non-existent, with only one building, the Fast Track, a 48,000 square foot building and land for sale on Morehead Road. Details of industrial sites for potential development can be found in Section III of this report.

Northeast Submarket Industrial Trends

Warehouse Leasing Performance Trends



Flex Leasing Performance Trends



Charlotte Industrial Inventory, Average Rent, Vacancy & Net Absorption by Submarket

Submarket	Warehouse				Flex				Totals			
	Inventory	Avg. Rent	Vacancy	Net Abs.	Inventory	Avg. Rent	Vacancy	Net Abs.	Inventory	Avg. Rent	Vacancy	Net Abs.
Central	3,710,496	\$4.15	6.2%	(11,309)	373,291	\$10.76	9.7%	240	4,083,787	\$4.76	6.6%	(11,069)
CrownPoint/Matthews	332,122	\$6.13	5.3%	0	906,838	\$8.30	16.3%	10,739	1,238,960	\$7.72	13.3%	10,739
East	0	\$0.00	0.0%	0	299,534	\$11.46	19.7%	8,986	299,534	\$11.46	19.7%	8,986
North	7,960,105	\$4.55	6.2%	(12,600)	2,171,563	\$10.13	7.1%	968	10,131,668	\$5.75	6.4%	(11,632)
Northeast	853,852	\$3.82	21.0%	0	364,705	\$9.35	27.0%	(1,300)	1,218,557	\$5.48	22.8%	(1,300)
Northwest	5,713,265	\$3.33	5.6%	136,600	203,925	\$7.66	23.6%	0	5,917,190	\$3.48	6.3%	136,600
Southeast	0	\$0.00	0.0%	0	168,119	\$12.58	8.9%	1,110	168,119	\$12.58	8.9%	1,110
Southwest	16,104,280	\$4.49	6.4%	186,300	6,228,081	\$8.13	18.8%	147,916	22,332,361	\$5.50	9.8%	334,216
Totals	34,674,120	\$4.33	6.5%	298,991	10,716,056	\$8.84	16.1%	168,659	45,390,176	\$5.39	8.8%	467,650

Office & Industrial Summary

Communities that do not focus economic development efforts on providing diversified (basic) jobs are limited to providing only housing and related retail, thus becoming known as “bedroom communities”. The current economic cycle will continue to drive companies to the southeast in search of lower operating costs, skilled labor, and quality of life characteristics found in this region, and Harrisburg could benefit from offering competitive business opportunities in key areas, including its town center. There are limited offerings of office and industrial space for lease within the town; however, a number of land parcels for development are readily available.

Small scale professional and medical office, and flex industrial uses clustered around key intersections and/or demand generators are recommended to grow and diversify business establishment types, stages, and employment sectors. These should be located in the three key areas previously identified: the town center (primarily office), the western gateway near the Highway 49/I-485 interchange, and the I-485 Rocky River Road interchange. The town center should be the focus of an updated small area plan, to create a central business district to provide synergy between residential and government uses, commerce, entertainment, restaurants, and retail. This would also provide additional daytime population to support the desired restaurants, retail, and other service businesses in the town center. As a result, the Town of Harrisburg could emerge as a desirable and viable business location, by adding new Class A office within a mixed-use development format and Flex space within campus environments. Assuming absorption of the existing inventory, and stable employment growth consistent with that seen in 2014, a 10-year plan could ultimately support approximately 45,000 – 75,000 sq. ft. of additional new office space in Harrisburg. Additionally, incubator and/or flex-light industrial space of approximately 85,000 – 125,000 sq. ft. in appropriate locations for new emerging clusters would complement existing industries and the university.

Retail Demand Dynamics

The demand dynamics for retail differ from office and/or industrial uses, as demand comes not only primarily from job growth, but disposable income. Within each trade area there are a number of components that determine which retail operators might find adequate demand for their goods/services, or retail sales potential. The demographic benchmarks include population and households, but most importantly disposable income to spend on those goods/services. Consumer Expenditures outline the average dollars spent in any given category for those items on an annual basis within a trade area. Given the suburban nature of the commercial areas in Harrisburg, the trade areas defined for the three key commercial areas include 5, 10, and 15 minute drive times. These are used to assess both demand and supply factors to determine gaps in the market for the major industry group segments. In addition, automobile traffic factors in as Highway 49 boasts over 21,000 cars per day coming to or passing through Harrisburg according to current NCDOT estimates.

Based on retail employment, a primary industry in Cabarrus County, the following retail space demand is estimated, suggesting a current oversupply of retail space:

Annual Retail Space Demand Estimate		
Cabarrus County New Basic Employees (per year)	2013	1,043
Economic Base Multiplier		1.49
New Total Employees		1,554
Average Submarket Capture Rate		23%
Estimated Capture in Harrisburg		15%
New Total Employees (per year)		233
Average% and # Retail Employees	20.9%	49
Average Retail Space per Employee (S.F.)		324
New Retail Space Demand (S.F.)		15,793
Current Retail Supply		23,347
Retail Gap (-oversupply)		-7,554

Existing Retail Supply

The Charlotte region is comprised of multiple retail submarkets including Cabarrus County and several within Mecklenburg County, specifically the northeast submarket, immediately adjacent to Harrisburg. This adjacent submarket is host to over 4.8 million square feet of retail space, while Cabarrus County – anchored by the Concord Mills Mall, one of the state’s leading tourist destinations, totals over 7.5 million square feet of inventory. Highway 49 and the Brookdale area on Rocky River Road currently serve as the primary local shopping destinations for Harrisburg, while regional shopping surrounds the town in both Mecklenburg and Cabarrus Counties, providing goods/services for a wide variety of categories. According to third quarter 2014 reports from Karnes Research Company, there is 340,104 square feet of space available in Cabarrus County and 639,360 square feet in the adjacent northeast submarket, totaling nearly 1 million square feet of vacant space surrounding Harrisburg. The average rents in these markets range from \$16.45 to \$17.66 per square foot. Cabarrus County’s net absorption totaled 52,797 square feet in 2013, an 11% market share – and a negative absorption of -24,866 by the third quarter of 2014. The northeast submarket enjoyed net absorption of 116,075 square feet in 2013 – grabbing 23% of the region’s market share, and a weak share of 3% by the third quarter of 2014 with only 8,557 square feet.

Again, the majority of available retail space in Harrisburg is located in the Harrisburg Town Center project, which is being offered at substantially higher rates than that within the surrounding submarkets at \$20.00 - \$24.00 per square foot, which may attribute to its vacancy.



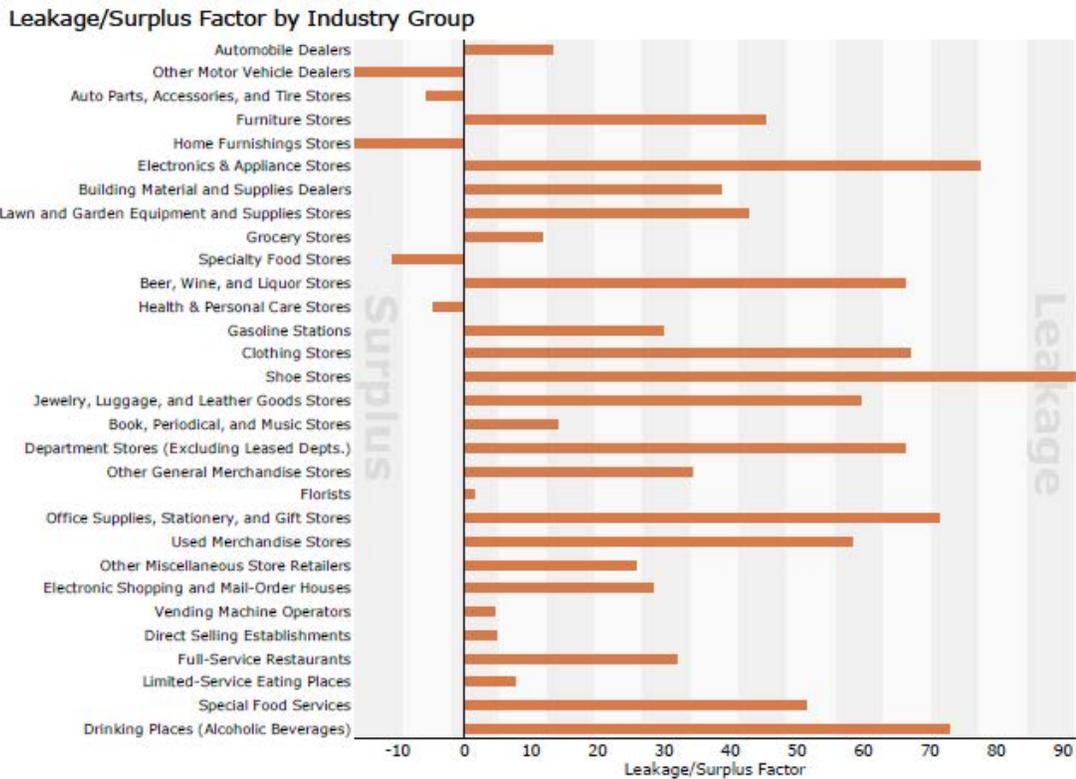
1st Half 2014 Retail by Submarket									
Submarket	No. of Bldgs.	Inventory	Completions	Net Abs.	Vacant SF	Vacancy %	Avg. Rent	UC SF	Proposed SF
Cabarrus County	57	7,552,407	0	(26,529)	341,767	4.5%	\$16.37	40,601	3,084,838
Downtown	19	913,463	0	(21,180)	105,616	11.6%	\$30.53	0	0
East	61	6,242,351	0	(2,162)	873,351	14.0%	\$16.46	70,600	880,908
Gaston County	48	5,589,953	0	(45,961)	389,083	7.0%	\$15.05	0	99,800
Inner Southeast	68	5,932,676	15,438	(139,831)	493,508	8.3%	\$23.22	85,375	304,755
Iredell County	47	4,208,104	59,084	(9,052)	441,239	10.5%	\$15.86	0	395,138
Lincoln County	18	1,173,728	0	21,381	177,945	15.2%	\$12.48	0	152,000
North	38	2,533,315	0	5,413	162,207	6.4%	\$21.73	58,423	133,200
Northeast	52	4,842,090	10,600	(8,976)	652,093	13.5%	\$17.64	0	420,297
Northwest	30	3,784,960	0	(6,228)	317,604	8.4%	\$16.80	0	194,000
Outer Southeast	54	7,450,585	66,445	(4,821)	417,497	5.6%	\$26.35	0	427,500
Southwest	23	1,735,568	0	24,198	114,012	6.6%	\$23.61	538,888	545,739
Union County	44	3,585,874	19,800	9,756	386,045	10.8%	\$17.32	65,000	1,662,179
York County	65	5,403,396	0	12,262	344,904	6.4%	\$17.88	0	699,549
Totals	624	60,948,470	171,367	(191,730)	5,216,871	8.6%	\$19.15	858,887	8,999,903
Mecklenburg	345	33,435,008	92,483	(153,587)	3,135,888	9.4%	\$21.07	753,286	2,906,399

The KARNES Report Charlotte Retail 1st Half 2014

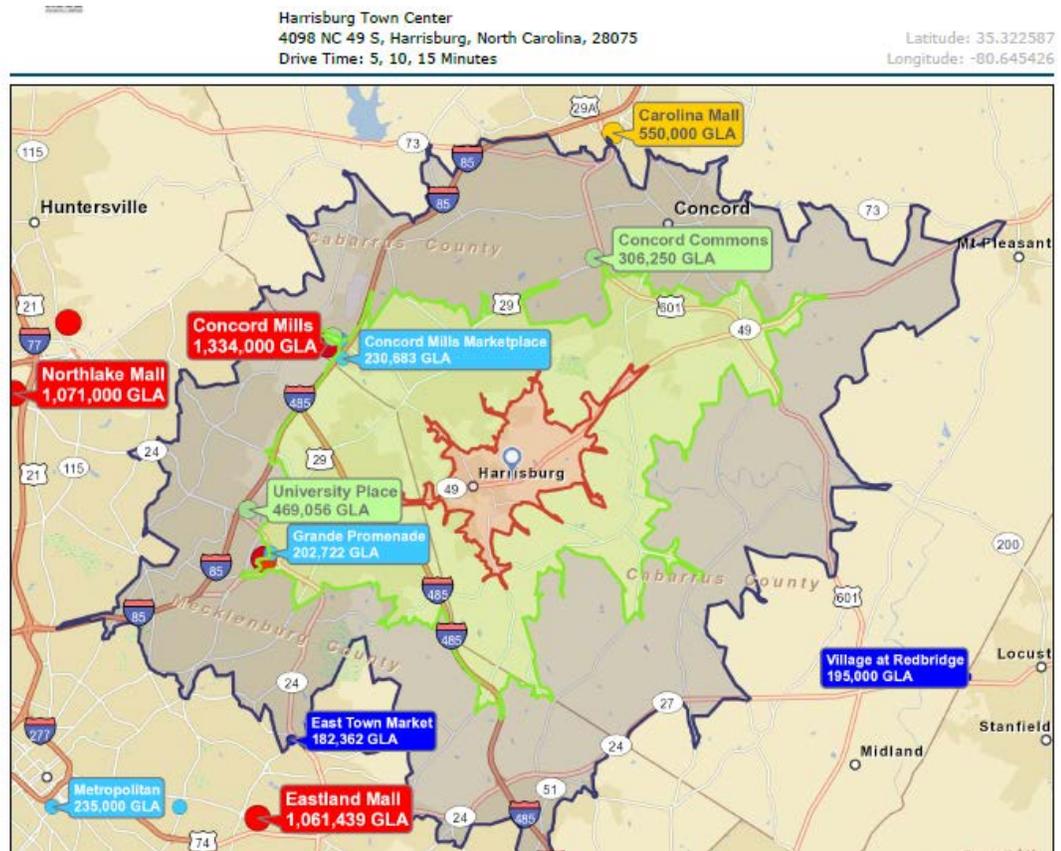
Retail Gap

Over 20% of Cabarrus County’s current employment is in Retail Trade (NAICS 44-55). The table above estimates square footage demand for space based upon 2013 employment in Cabarrus County, the Harrisburg estimated capture rate and the percentage of employment in the retail sector.

However, supply and demand is defined not only by square feet available, but the actual dollar expenditures within each category for a given trade area. This is based upon national and regional data, including sales tax, which also define monetary supply. Negative values (surplus) suggest oversupply or a market where customers are drawn in from outside the area, while positive values (leakage) indicate areas of opportunity for retail within a given trade area. While there is a retail gap in select categories, the potential income must meet the thresholds of per square foot sales in the categories as found in samplings from Dollars & Cents of Shopping Centers, an annual trade publication which surveys retailers across the country in a variety of retail formats.



With the large supply of retail space surrounding Harrisburg within a reasonable driving distance, there are few gaps for large scale retail opportunities left for Harrisburg, until or unless there is a major shift in population growth through housing or job growth. Details of surplus and leakage for all categories in the trade areas can be found at the end of this section. This may provide an opportunity for unique and locally owned boutiques, shops, and restaurants to be clustered together in the three key areas mentioned. These types of retailers would separate and differentiate the experience in Harrisburg from the larger national chain stores prevalent along the Highway 29 and 49 corridors in surrounding areas. However, much of the success of retail in Harrisburg is also dependent upon the continued success of retail in these surrounding areas, and the ultimate build out of the town center, and Rocky River Road interchange project proposed by Rocky River Road Associates, LLC. The adjacency of these projects to demand generators such as medical, major employment, or entertainment venues, would create and drive synergy between residents, employees, and visitors.



Retail Summary

The current economic cycle has resulted in the retail industry exercising caution as it focuses on profitability over new store openings and expansion. Regional and super-regional shopping venues are dominant in Cabarrus County and adjacent Mecklenburg County. Harrisburg's neighborhood shopping destinations are primarily located along the Highway 49 corridor. In Harrisburg small boutique shops, convenience retail, and restaurants are largely supported by drive-by traffic and local residents. While the town center and other key areas at/near I-485 can support some additional retail uses in a small number of categories, it is limited not only by population and income, but also by physical constraints, land costs and competition from neighboring shopping venues. Thus consideration must be given to the long term policy decisions regarding retail scale and size as larger retail formats downsize and are driven to more dense urban markets. Therefore, a clustering of small-scale boutique style retail should be considered in both traditional downtown and mixed-use formats with office or residential uses on second and third floors. These could include re-development of existing single story retail sites, and should be clustered near and interconnect with, civic and municipal sites and any future rail stops in an effort to create synergy with other uses. Locating retail near demand generators such as housing, recreation, educational, and medical facilities will increase the potential for future retail expenditures, thus demand. This demand will continue to expand commensurate with growth, both in the resident and daytime (employment) populations.

Housing

The current status of the housing units in Harrisburg suggests some possible options to consider in the future that would increase the diversity of the housing stock in the town. Who lives in the housing units currently in Harrisburg? Is the town satisfied with the types of housing that it is attracting? The population and income characteristics of the community were described in previous sections of this report. This, together with the lifestyle tapestry segmentation suggests that Harrisburg is not a very diverse population. It basically has two components: young families (Generation Y or Millennials) and Baby Boomers.

The median home value of the homes in Harrisburg in 2010 was \$241,596 and in Cabarrus County the median home value was \$180,868. All of these indicators – population, number of households, median household income, and median home value – are projected to grow somewhere in the 2% per annum range in Harrisburg over the next decade. The projected growth

Table 1: Owner Occupied Units by Value of Housing Unit

Value of Units	Number of Units	Percentage of Units
\$0-\$49,999	21	0.6%
\$50,000-\$99,999	66	1.8%
\$100,000-\$199,999	1460	41.7%
\$200,000-\$299,999	1052	30.0%
\$300,000-\$399,999	613	17.5%
\$400,000-\$499,999	208	5.9%
\$500,000 & above	85	2.4%

This table indicates that the housing stock in Harrisburg is not very diverse. Almost three-quarters of the existing stock falls between the values of \$100,000 and \$299,999 with the largest cluster in the \$100,000 to \$199,999 range.

Just over 90% of the existing housing is owner occupied. Although there are few rental units, data are available on the average rent of those units.

Table 2: Renter-Occupied Housing Units by Contract Rent

Monthly Rent	Number of Units	Percentage of Units
\$0-\$499	57	14.6%
\$500-\$749	48	12.3%
\$750-\$999	174	44.7%
\$1000 and over	110	28.3%

Interestingly, the few rental opportunities seem to represent a more diverse stock than is found when looking at the owner occupied units. Rents vary from a very affordable group (below \$750) to a few units that rent for \$1,500 or more. However, almost half of the units rent for between \$750 and \$999, which in all likelihood, is the same demographic as those living in owner occupied houses valued between \$100,000 and \$199,999.

Harrisburg is a relatively new community and the data on when the houses in the town were built supports that statement. Of the 4216 housing units in the town, 2322 (55.1%) were built between 2000 and 2012; 836 units (19.8%) were built between 1990 and 1999; 827 units (19.6%) were built between 1970 and 1989; and, 231 units (5.5%) were built prior to 1970. Data are also available showing when the current householder moved into the housing unit. Of the 3902 current householders, 2886 (74%) moved into the house between 2000 and 2012; 612 (15.7%) moved in between 1990 and 1999; 286 (7.3%) moved into the house between 1970 and 1989; and, 118 (3.0%) moved into the house prior to 1970.

Not only are the houses relatively new but the people currently living in them are even newer with three-quarters of the owners or renters having lived in them for 12 years or less. Demographic data about the current householder in all of the occupied units are also available.

Table 3: Age of Householder

Age	Occupied Units	Percentage of Occupied Units
15-24	56	1.4%
25-34	500	12.5%
35-44	1,170	29.2%
45-54	993	25.0%
55-64	649	16.2%
65-74	354	8.8%
75-84	211	5.3%
85+	70	1.7%

The age distribution is as expected with the largest bulge of householders in those ages that the housing market targets – those in the family raising years. Interestingly, however, about one-third of the householders have moved beyond the family raising stage (those 55 and above) into the Baby Boomer and retired senior category.

Table 4: Number of Persons in the Occupied Units

Number of Persons	Number of Units	Percentage of Occupied Units
1-person	670	16.7%
2-person	1,257	31.4%
3-person	689	17.2%
4-person	895	22.4%
5-person	346	8.6%
6-person	107	2.7%
7+person	39	1.0%

While the typical housing type in Harrisburg would suggest an appeal to fairly large families, the data show that almost two-thirds of the households are made up of smaller family units (1 to 3 people). About one-third of the households have 4 or more people in them.

These variables were compared with Cabarrus County to see if there were any significant differences. Clearly, housing units and householders across the county are a bit older than those in Harrisburg; however, for the most part the differences are not substantial. The median value of homes in Harrisburg and Cabarrus County in 2014 (according to this data source) is almost the same with the County just a bit higher. While the median household income is higher in Harrisburg than it is in Cabarrus County, this is not expressed in significantly higher home values.

Housing Summary

The housing stock in Harrisburg is predominately single family detached on relatively large lots. Other than the large townhome community in the Town Center and some mobile homes in the area, the housing product lacks diversity. Clearly, the Town policy and its regulations based on that policy favors a particular type of housing that, in turn, is most popular with those in the family raising situation. The existing housing is new; the people living in the new houses have lived in Harrisburg, or at least the house they are currently in, for a short period of time; and, the householders are relatively young themselves. The houses are mostly two-story, fairly large, on half acre or more lots. The amenity level is modest. The householders have relatively high incomes, yet the housing values do not always reflect that income level.

Future Housing Considerations

Harrisburg is a new town having incorporated in the 1970s. The Town is a popular destination for people as represented by its growth rate since the time of incorporation. In 2000, Harrisburg had less than 5,000 people (4,918). As noted previously, the 2010 census showed that Harrisburg had a population of 11,526, more than double that in 2000. The latest numbers from ESRI suggest that the population of Harrisburg in 2014 is 12,428 with the projected population for 2019 being 13,613. This projected growth rate is just under 2% a year, which is far different from the doubling of the population over the decade from 2000 to 2010. However, this more modest growth rate will be much more manageable by the Town.

Harrisburg, although it has industrial and commercial activities, is largely viewed in the region as a bedroom community serving the greater population of the Charlotte region. While we don't have specific information on where the people living in Harrisburg work, the traffic patterns leave little doubt about where those jobs are: Mecklenburg County. The Town has successfully attracted

the middle class family with a desire to have a relatively large home on a relatively large lot in a nice residential community where the taxes are less than in Mecklenburg County. However, some alternatives might deserve the Town's consideration.

After people find a place to live that suits their needs, they become strong advocates for "aging in place," a term that is more related to the older adult population than it is to the younger folks living in Harrisburg. But the concept has meaning for any population group. The strength of this concept has led to a growing demand for inter-generational housing. However, the housing stock available in Harrisburg is attractive to only one segment, a segment that is relatively small and getting smaller. The two largest population groups in terms of housing demand are the Millennials and the Baby Boomer/early retirees groups. Extensive research, including multiple surveys, concludes that the housing preference of these groups are substantially different than the majority of the housing stock in Harrisburg. The Millennials are primarily renters, both because they don't have the funds to buy a house and, for some, because they have made a lifestyle decision to rent rather than own. They want to live where they can walk to things, where a lot of others just like them live, and where arts, culture, restaurants and nightlife are available. They are fueling the back to the city movement in this country. Downtowns and access to vibrant town centers are what they seek, but this can also impact small towns, particularly those with some of these features available in their town center areas. Boomers and early retirees are in fact looking for some of the same features as the Millennials.

Housing attractive to older adults has some different characteristics than that which is designed for young families. Among the differences are the following:

- Master bedrooms downstairs (probably the most important factor for older adults)
- Smaller housing units (1000 to 2000 sq.ft.)
- As few steps as possible (one-story homes are very important)
- Bathroom walls that are constructed to support hand rails
- Wider entrance ways and hallways
- No responsibility for a yard; however, small planting spaces on patios are looked upon favorably
- Places to walk (walking is, by far, the primary source of exercise for older adults)
- Complete streets (streets, sidewalks and bike paths are combined)
- Compact neighborhoods (older adults seek community – the primary threat to older adults is social isolation)
- Parks, greenways, and open spaces are important (one's personal yard is replaced with communal yards that somebody else takes care of).

While these population groups are growing, the target demographic for most of the housing in Harrisburg is relatively small and getting smaller. Households in the United States have undergone a major transformation in the last twenty-five years. The biggest population group, the Baby Boomers, has moved beyond the child rearing ages, and, in fact, the Boomers progeny make up the other largest population group, the Millennials. The in-between group, the dominant group in Harrisburg, is relatively small. About 25% of the households in the US have school age children in them. A good number of this group is made up of one-parent households. Some portion of both two-parent and especially one-parent households are unable to afford a housing unit in Harrisburg. In addition, Harrisburg is competing with all sorts of similar places in this region for this declining demographic. With some relatively small changes that take into account the new

reality of the world in which we now live, Harrisburg can become attractive to a much wider range of possible future residents. What would some of these housing options be? Having some mid to upscale multi-family (apartment) options would provide a place for the children of local residents who would prefer living in their home community (but not with parents), for other Millennials, and for anyone who wishes to rent rather than own as a lifestyle statement. While apartments generally are perceived as negative, other in-fill rental housing options, such as above shops and/or offices would intermingle such housing in a mixed-use town center format.

The data show that there are a number of older adults already living in Harrisburg. Most certainly, a portion of them live in the townhouses in the Town Center, but some also live in the houses they have been living in for a while. Many of those houses are not what they need now, but they don't have any options. More townhomes and patio homes would help fill that vacuum. In fact, by placing this housing in the vacant areas in the Town Center multiple goals can be served. Housing is added where the infrastructure already exists. Modern, attractive attached and detached housing can fill many of the blank holes in the Town Center area. The additional population will go a long way in making the existing commercial activity successful and attract some new activity. By doing something like this, the Town changes its overall trajectory very little, but it begins to attract additional people who complement those already in Town.

A number of studies point to the current consumer needs and wants with respect to housing, including a recent report from the Urban Land Institute (ULI) and others real estate organizations. The Town Center is not the only option for siting alternative housing styles. In fact, an increasing number of developers are keenly interested in providing inter-generational housing options with the

context of a subdivision development. Mixing town homes, patio homes, and a small apartment complex into a traditional subdivision of single family homes on modest-sized lots is becoming more and more popular. Two of the regional subdivisions with the best sales record during the recent recession were Baxter in Fort Mill and Antiquity in Cornelius, both of which are examples of inter-generational housing. Highland Creek, a large residential community in Mecklenburg County (and Cabarrus County) is another inter-generational housing success story.

While any potential housing located along Highway 49 may meet resistance, some apartments, town home communities and older adult institutional care options may be a way to bring some needed vitality to that corridor, particularly on the North side of the roadway. Harrisburg needs to have a viable land use option other than retail/commercial/industrial along that corridor. The Town cannot support a corridor that is primarily retail and still expect to support the proposed large scale mixed-use and town center developments. Breaking up the commercial character along the Highway 49 corridor with some well-designed housing options would provide more customers for the existing retail and tremendously improve the appearance of the western gateway to Harrisburg.

Another significant opportunity for introducing different housing options will occur at the location of the future train stop in Harrisburg. This should not be viewed as just another Amtrak stop but as a potential commuter rail connection with Charlotte.

While becoming a commuter rail stop may be some years in the future, the Town could hasten that decision by accommodating a denser housing product in the vicinity of that rail stop, preferably at a location that could provide a catalyst for development in one of the three key areas mentioned.



Other Factors Influencing the Harrisburg Market

Targeted Buyer Segments

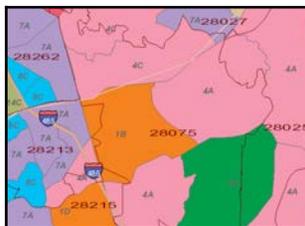
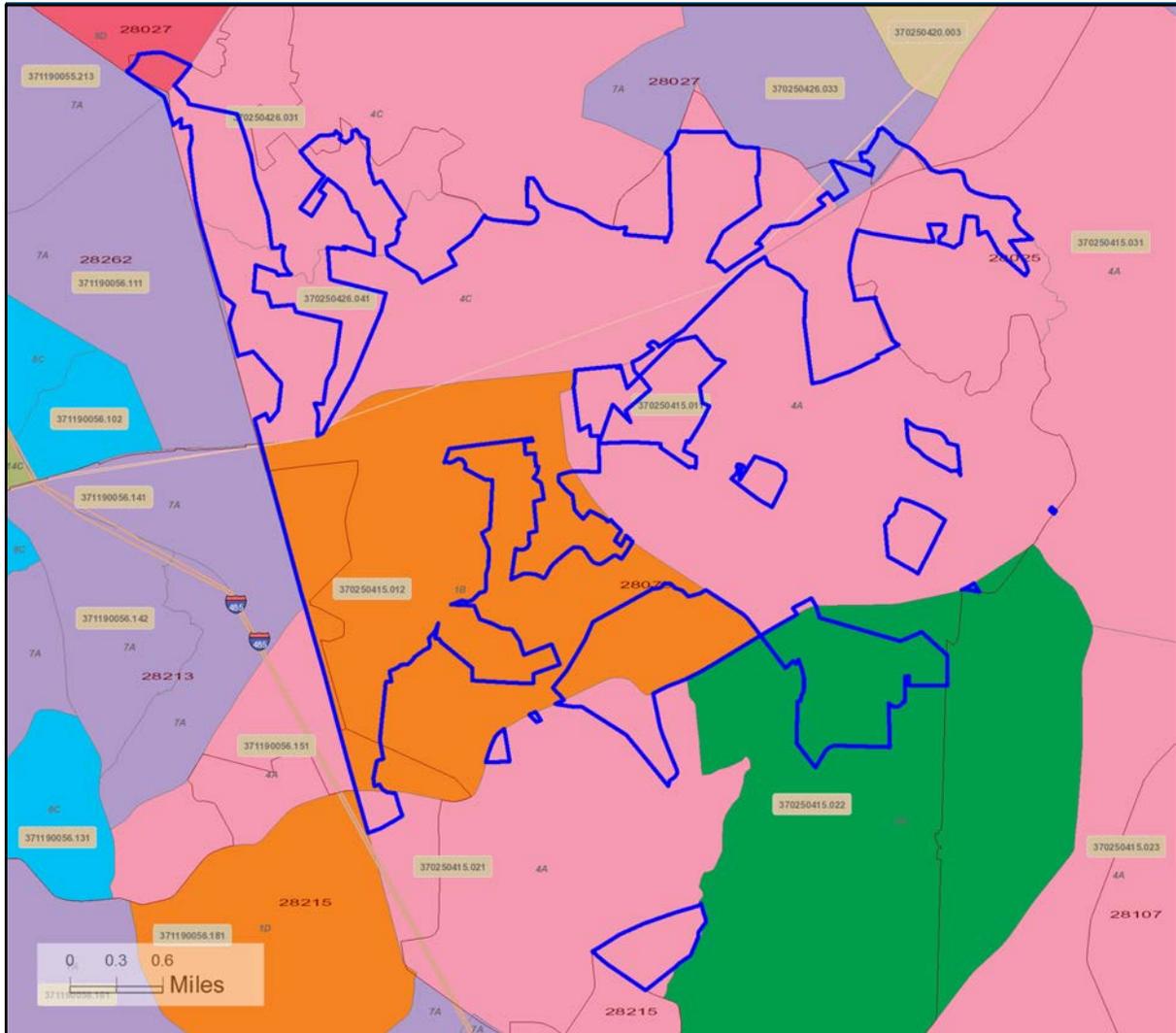
Determining the depth of the market based on household growth projections is limiting, therefore, geo-demographic segmentation, or lifestyle clustering, helps us understand that demographic variables exist not only region-to-region but by neighborhoods and in sub-communities within each neighborhood as well. This type of modeling is based on the premise that people tend to gravitate towards communities/neighborhoods of relative homogeneity. Factors that go into clustering include age, income, education, ethnicity, occupation, housing type, and family status. Tapestry Segmentation™ identifies those households with a preference for living in rural areas versus urban neighborhoods. Of 65 total potential segments, three appear in the Town of Harrisburg: Professional Pride (L1 Affluent Estates); Middleburg (L4 Family Landscapes); and Green Acres (L6 Cozy Country). Each has different buying characteristics and consumer behavior that create demand for housing choices, as well as shopping, recreation, and entertainment preferences.

The Tapestry Segmentation Report on the following pages further describes these lifestyles and assists in providing further insights to inform the land use strategy for Harrisburg around housing, retail, recreation, and entertainment.



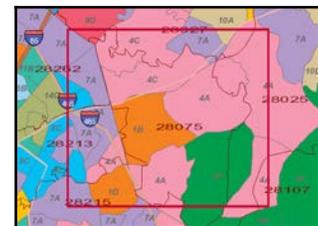
Dominant Tapestry Map

Harrisburg Town, NC
 Harrisburg town, NC (3729800)
 Place



Tapestry LifeMode

- L1: Affluent Estates
- L2: Upscale Avenues
- L3: Uptown Individuals
- L4: Family Landscapes
- L5: GenXurban
- L6: Cozy Country
- L7: Ethnic Enclaves
- L8: Middle Ground
- L9: Senior Styles
- L10: Rustic Outposts
- L11: Midtown Singles
- L12: Hometown
- L13: Next Wave
- L14: Scholars and Patriots



Source: Esri

January 12, 2015

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Page 1 of 2



Dominant Tapestry Map

Harrisburg Town, NC
Harrisburg town, NC (3729800)
Place

Tapestry Segmentation

Tapestry Segmentation represents the fifth generation of market segmentation systems that began 30 years ago. The 67-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic composition. Each segment is identified by its two-digit Segment Code. Match the two-digit segment labels on the map to the list below. Click each segment below for a detailed description.

- | | |
|---|---|
| Segment 1A (Top Tier) | Segment 8C (Bright Young Professionals) |
| Segment 1B (Professional Pride) | Segment 8D (Downtown Melting Pot) |
| Segment 1C (Boomburbs) | Segment 8E (Front Porches) |
| Segment 1D (Savvy Suburbanites) | Segment 8F (Old and Newcomers) |
| Segment 1E (Exurbanites) | Segment 8G (Hardscrabble Road) |
| Segment 2A (Urban Chic) | Segment 9A (Silver & Gold) |
| Segment 2B (Pleasantville) | Segment 9B (Golden Years) |
| Segment 2C (Pacific Heights) | Segment 9C (The Elders) |
| Segment 2D (Enterprising Professionals) | Segment 9D (Senior Escapes) |
| Segment 3A (Laptops and Lattes) | Segment 9E (Retirement Communities) |
| Segment 3B (Metro Renters) | Segment 9F (Social Security Set) |
| Segment 3C (Trendsetters) | Segment 10A (Southern Satellites) |
| Segment 4A (Soccer Moms) | Segment 10B (Rooted Rural) |
| Segment 4B (Home Improvement) | Segment 10C (Diners & Miners) |
| Segment 4C (Middleburg) | Segment 10D (Down the Road) |
| Segment 5A (Comfortable Empty Nesters) | Segment 10E (Rural Bypasses) |
| Segment 5B (In Style) | Segment 11A (City Strivers) |
| Segment 5C (Parks and Rec) | Segment 11B (Young and Restless) |
| Segment 5D (Rustbelt Traditions) | Segment 11C (Metro Fusion) |
| Segment 5E (Midlife Constants) | Segment 11D (Set to Impress) |
| Segment 6A (Green Acres) | Segment 11E (City Commons) |
| Segment 6B (Salt of the Earth) | Segment 12A (Family Foundations) |
| Segment 6C (The Great Outdoors) | Segment 12B (Traditional Living) |
| Segment 6D (Prairie Living) | Segment 12C (Small Town Simplicity) |
| Segment 6E (Rural Resort Dwellers) | Segment 12D (Modest Income Homes) |
| Segment 6F (Heartland Communities) | Segment 13A (International Marketplace) |
| Segment 7A (Up and Coming Families) | Segment 13B (Las Casas) |
| Segment 7B (Urban Villages) | Segment 13C (NeWest Residents) |
| Segment 7C (American Dreamers) | Segment 13D (Fresh Ambitions) |
| Segment 7D (Barrios Urbanos) | Segment 13E (High Rise Renters) |
| Segment 7E (Valley Growers) | Segment 14A (Military Proximity) |
| Segment 7F (Southwestern Families) | Segment 14B (College Towns) |
| Segment 8A (City Lights) | Segment 14C (Dorms to Diplomas) |
| Segment 8B (Emerald City) | Segment 15 (Unclassified) |

Source: Esri

January 12, 2015

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Page 2 of 2



LifeMode Group: Affluent Estates
Professional Pride

1B

Households: 1,878,000

Average Household Size: 3.11

Median Age: 40.5

Median Household Income: \$127,000

WHO ARE WE?

Professional Pride consumers are well-educated career professionals that have prospered through the Great Recession. To maintain their upscale suburban lifestyles, these goal oriented couples work, often commuting far and working long hours. However, their schedules are fine-tuned to meet the needs of their school age children. They are financially savvy; they invest wisely and benefit from interest and dividend income. So far, these established families have accumulated an average of 1.5 million dollars in net worth, and their annual household income runs at more than twice the US level. They take pride in their newer homes and spend valuable time and energy upgrading. Their homes are furnished with the latest in home trends, including finished basements equipped with home gyms and in-home theaters.

OUR NEIGHBORHOOD

- Typically owner occupied (Index 173), single-family homes are in newer neighborhoods: 59% of units were built in the last 20 years.
- Neighborhoods are primarily located in the suburban periphery of large metropolitan areas.
- Most households own two or three vehicles; long commutes are the norm.
- Homes are valued at more than twice the US median home value, although three out of four homeowners have mortgages to pay off.
- Families are mostly married couples (almost 80% of households), and more than half of these families have kids. Their average household size, 3.11, reflects the presence of children.

SOCIOECONOMIC TRAITS

- *Professional Pride* consumers are highly qualified in the science, technology, law, or finance fields; they've worked hard to build their professional reputation or their start-up businesses.
- These consumers are willing to risk their accumulated wealth in the stock market.
- They have a preferred financial institution, regularly read financial news, and use the Internet for banking transactions.
- These residents are goal oriented and strive for lifelong earning and learning.
- Life here is well organized; routine is a key ingredient to daily life.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

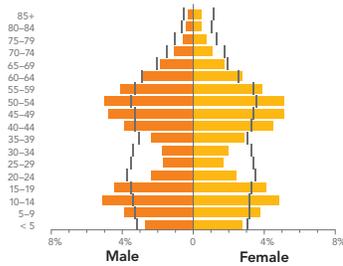
1B

LifeMode Group: Affluent Estates
Professional Pride



AGE BY SEX (Esri data)

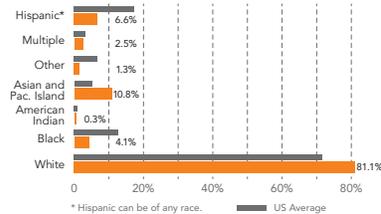
Median Age: **40.5** US: 37.6
 I indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

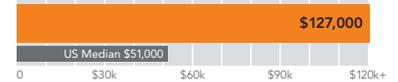
Diversity Index: **41.2** US: 62.1



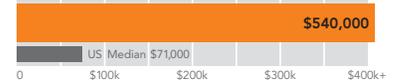
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

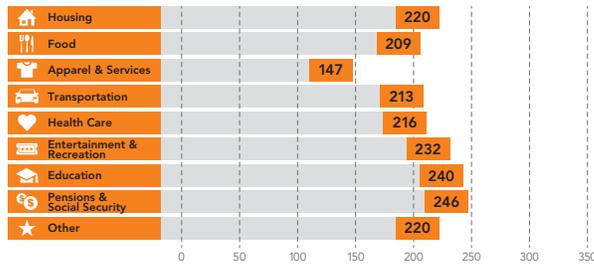


Median Net Worth



AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





LifeMode Group: Affluent Estates

Professional Pride



TAPESTRY SEGMENTATION
esri.com/tapestry

MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- These frequent travelers take several domestic trips a year, preferring to book their plane tickets, accommodations, and rental cars via the Internet.
- Residents take pride in their picture-perfect homes, which they continually upgrade. They shop at Home Depot and Bed Bath & Beyond to tackle the smaller home improvement and remodeling tasks but contract out the larger projects.
- To keep up with their busy households, they hire housekeepers or professional cleaners.
- Residents are prepared for the ups and downs in life; they maintain life insurance; homeowners and auto insurance; as well as medical, vision, dental, and prescription insurance through work. They are actively investing for the future; they hold 401(k) and IRA retirement plans, plus securities.
- Consumers spend on credit but have the disposable income to avoid a balance on their credit cards. They spend heavily on Internet shopping; Amazon.com is a favorite website.
- Consumers find time in their busy schedules for themselves. They work out in their home gyms, owning at least a treadmill, an elliptical, or weightlifting equipment. They also visit the salon and spa regularly.
- All family members are avid readers; they read on their smartphones, tablets, and e-readers but also read hard copies of epicurean, home service, and sports magazines.
- Residents, both young and old, are tech savvy; they not only own the latest and greatest in tablets, smartphones, and laptops but actually use the features each has to offer.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



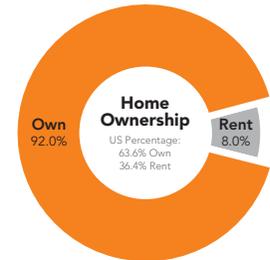
Typical Housing:

Single Family

Median Value:

\$387,000

US Median: \$177,000



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



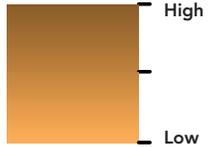
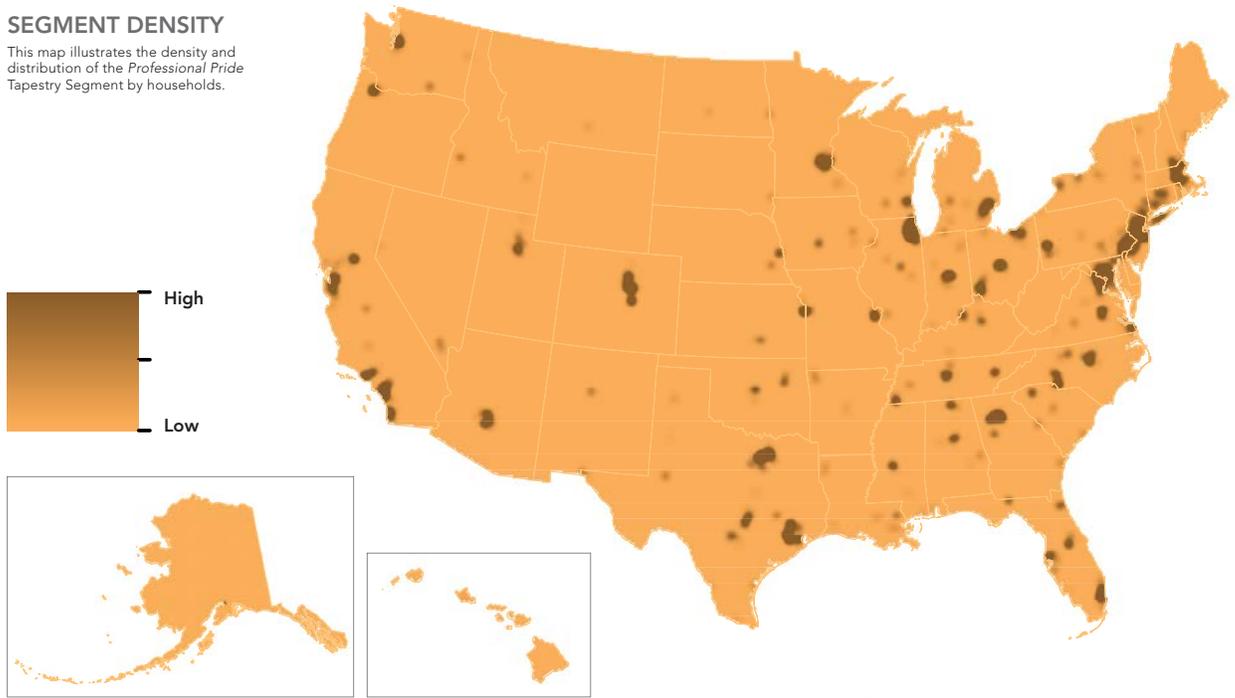
1B

LifeMode Group: Affluent Estates
Professional Pride



SEGMENT DENSITY

This map illustrates the density and distribution of the *Professional Pride* Tapestry Segment by households.



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LifeMode Group: Family Landscapes

Middleburg

4C

Households: 3,319,000

Average Household Size: 2.73

Median Age: 35.3

Median Household Income: \$55,000

WHO ARE WE?

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, when the housing boom reached out. Residents are conservative, family-oriented consumers. Still more country than rock and roll, they are thrifty but willing to carry some debt and are already investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is younger but growing in size and assets.

OUR NEIGHBORHOOD

- Semirural locales within metropolitan areas.
- Neighborhoods changed rapidly in the previous decade with the addition of new single-family homes.
- Include a number of mobile homes (Index 152).
- Affordable housing, median value of \$158,000 (Index 89) with a low vacancy rate.
- Young couples, many with children; average household size is 2.73.

SOCIOECONOMIC TRAITS

- Education: 66% with a high school diploma or some college.
- Unemployment rate lower at 7.4% (Index 85).
- Labor force participation typical of a younger population at 66.7% (Index 106).
- Traditional values are the norm here—faith, country, and family.
- Prefer to buy American and for a good price.
- Comfortable with the latest in technology, for convenience (online banking or saving money on landlines) and entertainment.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.



LifeMode Group: Family Landscapes

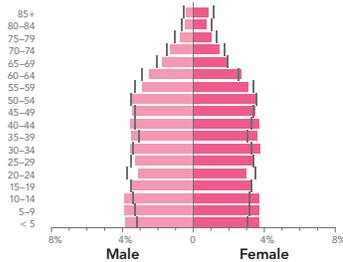
Middleburg



TAPESTRY SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

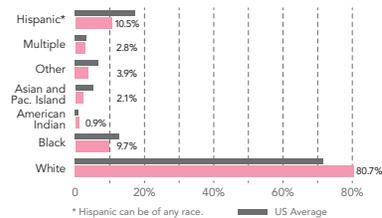
Median Age: **35.3** US: 37.6
I Indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: **46.3** US: 62.1



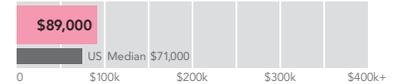
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

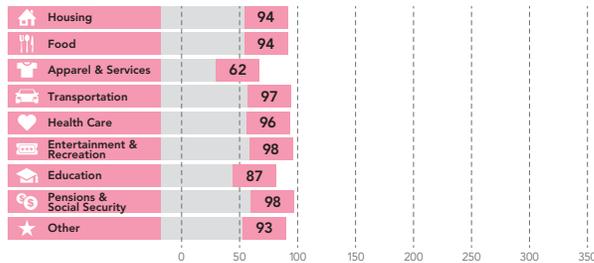


Median Net Worth



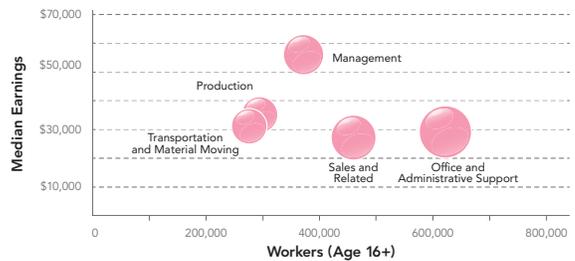
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





LifeMode Group: Family Landscapes

Middleburg



TAPESTRY SEGMENTATION
esri.com/tapestry

MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Residents are partial to trucks, SUVs, and occasionally, convertibles, or motorcycles.
- Entertainment is primarily family-oriented, TV and movie rentals or theme parks and family restaurants.
- Spending priorities also focus on family (children's toys and apparel) or home DIY projects.
- Sports include hunting, target shooting, bowling, and baseball.
- TV and magazines provide entertainment and information.
- Media preferences include country and Christian channels.

HOUSING

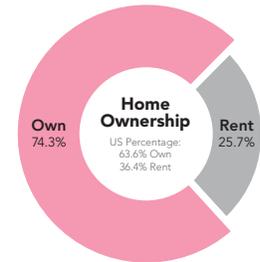
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

Median Value:
\$158,000

US Median: \$177,000



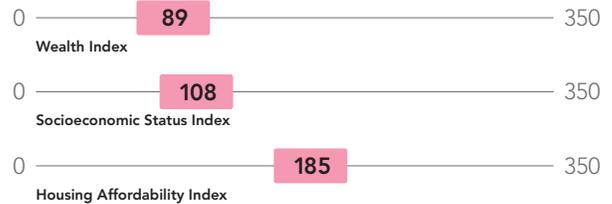
POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



4C

LifeMode Group: Family Landscapes

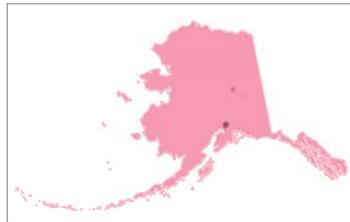
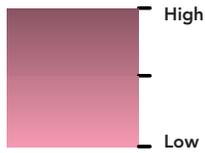
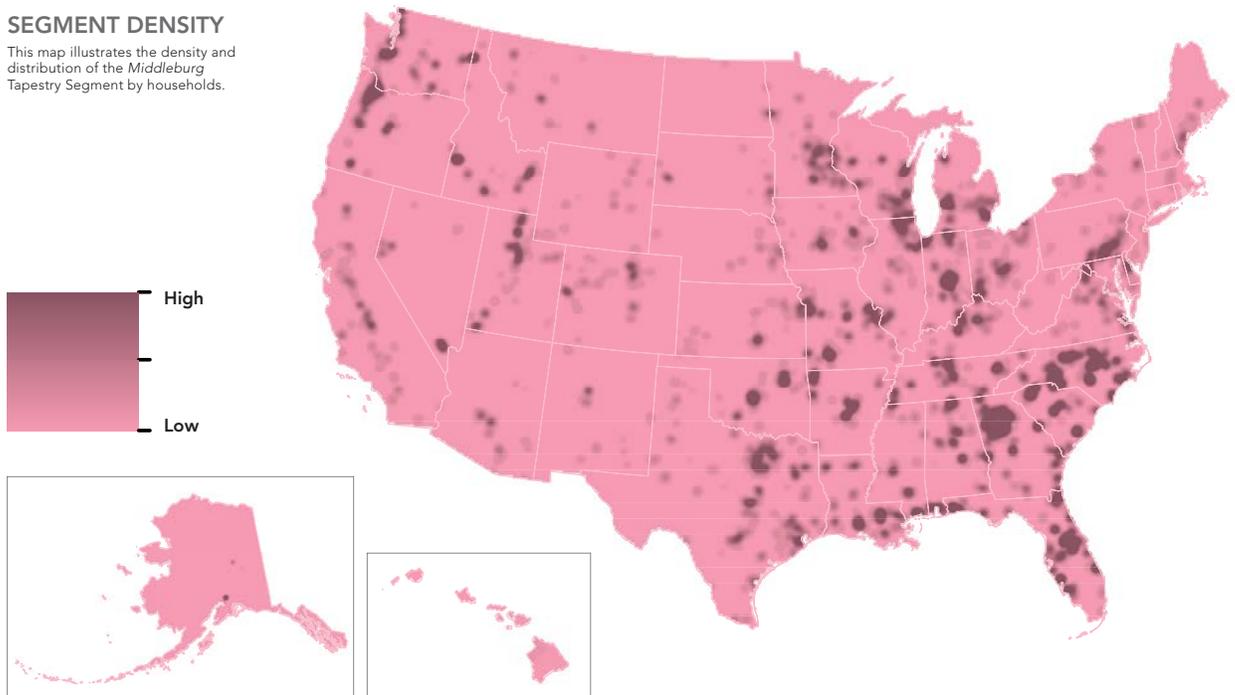
Middleburg



**TAPESTRY
SEGMENTATION**
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the *Middleburg* Tapestry Segment by households.



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LifeMode Group: Cozy Country Living
Green Acres

6A

Households: 3,794,000

Average Household Size: 2.69

Median Age: 43.0

Median Household Income: \$72,000

WHO ARE WE?

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

OUR NEIGHBORHOOD

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

SOCIOECONOMIC TRAITS

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



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MR.

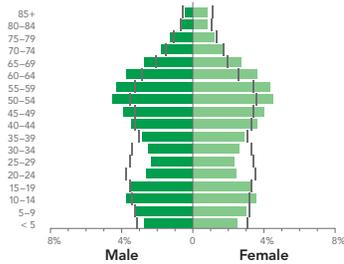


LifeMode Group: Cozy Country Living
Green Acres



AGE BY SEX (Esri data)

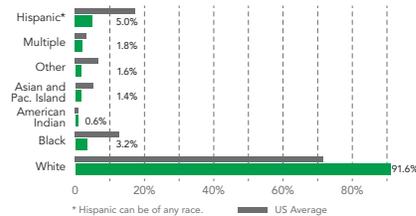
Median Age: **43.0** US: 37.6
 I indicates US



RACE AND ETHNICITY (Esri data)

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).

Diversity Index: **24.0** US: 62.1



INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g., mortgages) or unsecured (credit cards). Household income and net worth are estimated by Esri.

Median Household Income

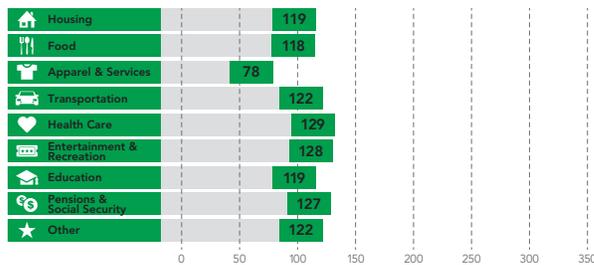


Median Net Worth



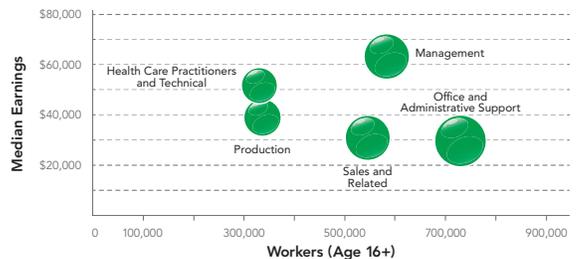
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average. Consumer expenditures are estimated by Esri.



OCCUPATION BY EARNINGS

The five occupations with the highest number of workers in the market are displayed by median earnings. Data from the Census Bureau's American Community Survey.





LifeMode Group: Cozy Country Living

Green Acres



TAPESTRY SEGMENTATION
esri.com/tapestry

MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

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

HOUSING

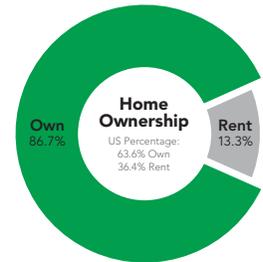
Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.



Typical Housing:
Single Family

Median Value:
\$197,000

US Median: \$177,000



POPULATION CHARACTERISTICS

Total population, average annual population change since Census 2010, and average density (population per square mile) are displayed for the market relative to the size and change among all Tapestry markets. Data estimated by Esri.



ESRI INDEXES

Esri developed three indexes to display average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.



6A

LifeMode Group: Cozy Country Living

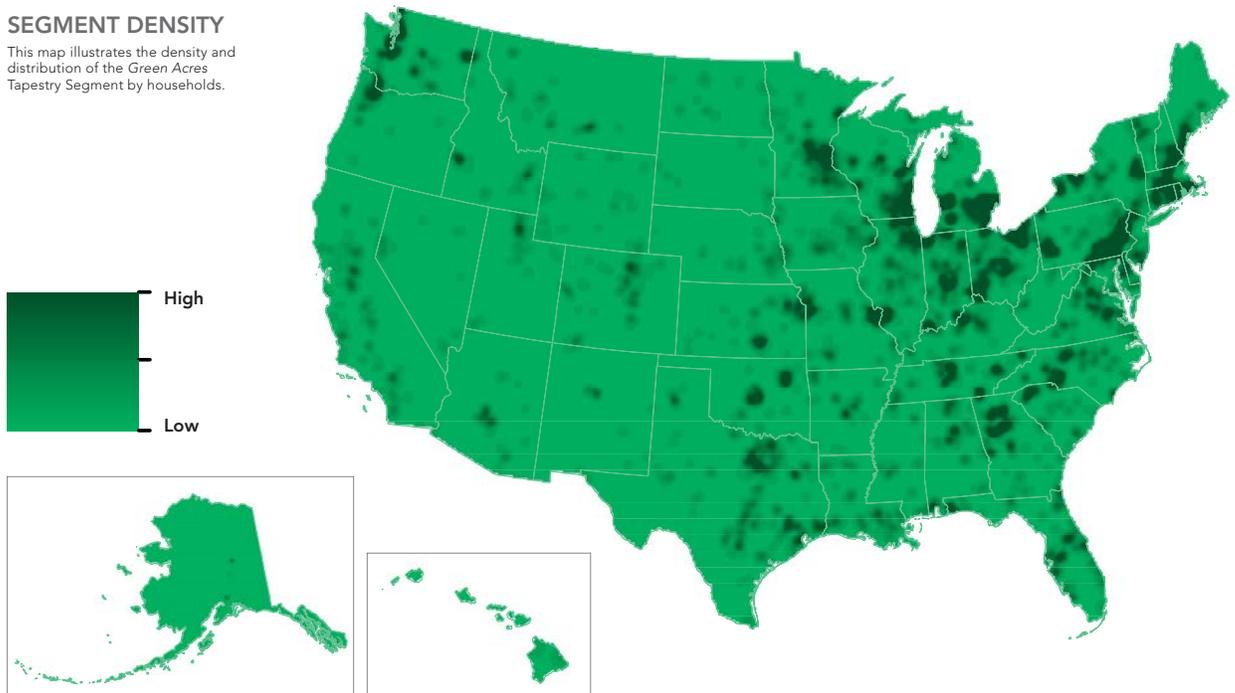
Green Acres



TAPESTRY
SEGMENTATION
esri.com/tapestry

SEGMENT DENSITY

This map illustrates the density and distribution of the Green Acres Tapestry Segment by households.



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esri.com



Civic and Public Spaces

The town center, and the Rocky River Road interchange includes key drivers and demand generators which create synergy and drive demand in Harrisburg. This includes the YMCA and governmental offices (Town Hall), as well as the CMC Medical Center. Together they form the nucleus of a civic or village centers, providing a social component to connect commerce with the community. Additional recreational uses and entertainment venues might be considered which are consistent with the lifestyle behaviors outlined in the tapestry segments. Though these uses differ from retail uses, they complement one another and can create additional trip generation and demand for existing or new retail uses. Examples within the town center might include a public band shell or amphitheater park, sports venues, skateboard parks, or a hard surface multi-use plaza near restaurants. Personal Service venues such as banks, financial services, real estate, salons, dry cleaners, and other convenience oriented services should also be included. These are generally found in small retail or office formats.

Place-making

Similar to the concept of *Quality of Life*, Place-making is a subjective term associated with creating a sense of place commonly found in downtowns, villages, arts districts, resort areas, and other places where people gather to socialize, or honor a historical event, time or place. This is also discussed and defined in the Introduction and Guiding Principles sections. While definitions and terms may vary, most have similar elements which are key to their success or memorable stature. More often than not, these places are associated with things to buy and things to do, such as shops, restaurants, and other entertainment venues. Physical and structural changes to the landscape through public improvements can only be successful with private investment to create a place that matches consumer spending, behavior, and lifestyle patterns. Most important is the creation of a village or town center, carefully planned, that establishes a place and an identity for Harrisburg to honor its history and connect with its residents. Integral to the plan and viability of retail, Harrisburg should also strive to:

- Evaluate density to cluster and energize commercial uses, reduce sprawl, and create mixed-use development opportunities to be competitive in the marketplace by offering space at competitive pricing;
- Address traffic patterns, volume, and visibility to strengthen retail viability;
- Create streetscape and gateway designs along with building standards in the three key areas, to ensure quality space offerings, strengthen trip generation, and establish place-making.

These are exciting times for Harrisburg. The Town is on a path of success that is not likely to reverse. Continuing with the historical plan of single family homes on large lot subdivisions will provide a modest growth rate for the declining demographic of households with families because of the general attractiveness of the Town and the relatively low tax rate. With this growth model, becoming the retail center that is the Town's vision will take a significantly longer period of time. With a relatively small adjustment in residential land use policy in limited, specifically targeted areas, the Town could provide inter-generational housing options, increased density in strategic locations, a somewhat faster growth rate, and a population of sufficient size to support the type of retail establishments that are desired.

Section III
Appendix
Demographic & Data Reports





Executive Summary

Harrisburg Town, NC
 Harrisburg town, NC (3729800)
 Place

	Harrisburg town,...
Population	
2000 Population	4,918
2010 Population	11,526
2014 Population	12,428
2019 Population	13,613
2000-2010 Annual Rate	8.89%
2010-2014 Annual Rate	1.79%
2014-2019 Annual Rate	1.84%
2014 Male Population	49.1%
2014 Female Population	50.9%
2014 Median Age	38.3

In the identified area, the current year population is 12,428. In 2010, the Census count in the area was 11,526. The rate of change since 2010 was 1.79% annually. The five-year projection for the population in the area is 13,613 representing a change of 1.84% annually from 2014 to 2019. Currently, the population is 49.1% male and 50.9% female.

Median Age	
The median age in this area is 38.3, compared to U.S. median age of 37.7.	
Race and Ethnicity	
2014 White Alone	72.7%
2014 Black Alone	17.6%
2014 American Indian/Alaska Native Alone	0.6%
2014 Asian Alone	5.8%
2014 Pacific Islander Alone	0.0%
2014 Other Race	1.1%
2014 Two or More Races	2.3%
2014 Hispanic Origin (Any Race)	4.5%

Persons of Hispanic origin represent 4.5% of the population in the identified area compared to 17.5% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 48.6 in the identified area, compared to 62.6 for the U.S. as a whole.

Households	
2000 Households	1,703
2010 Households	4,003
2014 Total Households	4,292
2019 Total Households	4,688
2000-2010 Annual Rate	8.92%
2010-2014 Annual Rate	1.65%
2014-2019 Annual Rate	1.78%
2014 Average Household Size	2.89

The household count in this area has changed from 4,003 in 2010 to 4,292 in the current year, a change of 1.65% annually. The five-year projection of households is 4,688, a change of 1.78% annually from the current year total. Average household size is currently 2.89, compared to 2.87 in the year 2010. The number of families in the current year is 3,376 in the specified area.



Executive Summary

Harrisburg Town, NC
 Harrisburg town, NC (3729800)
 Place

	Harrisburg town,...
Median Household Income	
2014 Median Household Income	\$80,103
2019 Median Household Income	\$88,044
2014-2019 Annual Rate	1.91%
Average Household Income	
2014 Average Household Income	\$101,565
2019 Average Household Income	\$110,871
2014-2019 Annual Rate	1.77%
Per Capita Income	
2014 Per Capita Income	\$35,360
2019 Per Capita Income	\$38,500
2014-2019 Annual Rate	1.72%

Households by Income
 Current median household income is \$80,103 in the area, compared to \$52,076 for all U.S. households. Median household income is projected to be \$88,044 in five years, compared to \$59,599 for all U.S. households

Current average household income is \$101,565 in this area, compared to \$72,809 for all U.S. households. Average household income is projected to be \$110,871 in five years, compared to \$83,937 for all U.S. households

Current per capita income is \$35,360 in the area, compared to the U.S. per capita income of \$27,871. The per capita income is projected to be \$38,500 in five years, compared to \$32,168 for all U.S. households

Housing	
2000 Total Housing Units	1,768
2000 Owner Occupied Housing Units	1,606
2000 Renter Occupied Housing Units	98
2000 Vacant Housing Units	64
2010 Total Housing Units	4,174
2010 Owner Occupied Housing Units	3,636
2010 Renter Occupied Housing Units	367
2010 Vacant Housing Units	171
2014 Total Housing Units	4,482
2014 Owner Occupied Housing Units	3,824
2014 Renter Occupied Housing Units	468
2014 Vacant Housing Units	190
2019 Total Housing Units	4,808
2019 Owner Occupied Housing Units	4,166
2019 Renter Occupied Housing Units	522
2019 Vacant Housing Units	120

Currently, 85.3% of the 4,482 housing units in the area are owner occupied; 10.4%, renter occupied; and 4.2% are vacant. Currently, in the U.S., 56.0% of the housing units in the area are owner occupied; 32.4% are renter occupied; and 11.6% are vacant. In 2010, there were 4,174 housing units in the area - 87.1% owner occupied, 8.8% renter occupied, and 4.1% vacant. The annual rate of change in housing units since 2010 is 3.21%. Median home value in the area is \$277,439, compared to a median home value of \$190,791 for the U.S. In five years, median value is projected to change by 1.22% annually to \$294,804.



Executive Summary

Charlotte-Concord-Gastonia, NC-SC Metropolitan Statistical
 Charlotte-Concord-Gastonia, NC-SC Metropolitan Statistica...
 Geography: CBSA

	Charlotte-Concor...
Population	
2000 Population	1,717,490
2010 Population	2,217,012
2014 Population	2,326,944
2019 Population	2,498,500
2000-2010 Annual Rate	2.59%
2010-2014 Annual Rate	1.15%
2014-2019 Annual Rate	1.43%
2014 Male Population	48.8%
2014 Female Population	51.2%
2014 Median Age	36.9

In the identified area, the current year population is 2,326,944. In 2010, the Census count in the area was 2,217,012. The rate of change since 2010 was 1.15% annually. The five-year projection for the population in the area is 2,498,500 representing a change of 1.43% annually from 2014 to 2019. Currently, the population is 48.8% male and 51.2% female.

Median Age	
The median age in this area is 36.9, compared to U.S. median age of 37.7.	
Race and Ethnicity	
2014 White Alone	66.7%
2014 Black Alone	22.1%
2014 American Indian/Alaska Native Alone	0.5%
2014 Asian Alone	3.2%
2014 Pacific Islander Alone	0.1%
2014 Other Race	5.2%
2014 Two or More Races	2.4%
2014 Hispanic Origin (Any Race)	10.3%

Persons of Hispanic origin represent 10.3% of the population in the identified area compared to 17.5% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 59.8 in the identified area, compared to 62.6 for the U.S. as a whole.

Households	
2000 Households	658,762
2010 Households	848,745
2014 Total Households	890,886
2019 Total Households	956,766
2000-2010 Annual Rate	2.57%
2010-2014 Annual Rate	1.15%
2014-2019 Annual Rate	1.44%
2014 Average Household Size	2.57

The household count in this area has changed from 848,745 in 2010 to 890,886 in the current year, a change of 1.15% annually. The five-year projection of households is 956,766, a change of 1.44% annually from the current year total. Average household size is currently 2.57, compared to 2.57 in the year 2010. The number of families in the current year is 601,561 in the specified area.



Executive Summary

Charlotte-Concord-Gastonia, NC-SC Metropolitan Statistical
 Charlotte-Concord-Gastonia, NC-SC Metropolitan Statistica...
 Geography: CBSA

	Charlotte-Concor...
Median Household Income	
2014 Median Household Income	\$51,955
2019 Median Household Income	\$58,243
2014-2019 Annual Rate	2.31%
Average Household Income	
2014 Average Household Income	\$72,615
2019 Average Household Income	\$80,696
2014-2019 Annual Rate	2.13%
Per Capita Income	
2014 Per Capita Income	\$27,874
2019 Per Capita Income	\$30,965
2014-2019 Annual Rate	2.13%

Households by Income

Current median household income is \$51,955 in the area, compared to \$52,076 for all U.S. households. Median household income is projected to be \$58,243 in five years, compared to \$59,599 for all U.S. households

Current average household income is \$72,615 in this area, compared to \$72,809 for all U.S. households. Average household income is projected to be \$80,696 in five years, compared to \$83,937 for all U.S. households

Current per capita income is \$27,874 in the area, compared to the U.S. per capita income of \$27,871. The per capita income is projected to be \$30,965 in five years, compared to \$32,168 for all U.S. households

Housing	
2000 Total Housing Units	707,229
2000 Owner Occupied Housing Units	456,668
2000 Renter Occupied Housing Units	202,094
2000 Vacant Housing Units	48,467
2010 Total Housing Units	936,452
2010 Owner Occupied Housing Units	575,908
2010 Renter Occupied Housing Units	272,837
2010 Vacant Housing Units	87,707
2014 Total Housing Units	983,641
2014 Owner Occupied Housing Units	586,144
2014 Renter Occupied Housing Units	304,742
2014 Vacant Housing Units	92,755
2019 Total Housing Units	1,052,909
2019 Owner Occupied Housing Units	627,767
2019 Renter Occupied Housing Units	328,999
2019 Vacant Housing Units	96,143

Currently, 59.6% of the 983,641 housing units in the area are owner occupied; 31.0%, renter occupied; and 9.4% are vacant. Currently, in the U.S., 56.0% of the housing units in the area are owner occupied; 32.4% are renter occupied; and 11.6% are vacant. In 2010, there were 936,452 housing units in the area - 61.5% owner occupied, 29.1% renter occupied, and 9.4% vacant. The annual rate of change in housing units since 2010 is 2.21%. Median home value in the area is \$199,069, compared to a median home value of \$190,791 for the U.S. In five years, median value is projected to change by 3.12% annually to \$232,147.



Executive Summary

Mecklenburg County, NC
 Mecklenburg County, NC (37119)
 Geography: County

	Mecklenburg Coun...
Population	
2000 Population	695,454
2010 Population	919,628
2014 Population	974,119
2019 Population	1,067,913
2000-2010 Annual Rate	2.83%
2010-2014 Annual Rate	1.36%
2014-2019 Annual Rate	1.86%
2014 Male Population	48.5%
2014 Female Population	51.5%
2014 Median Age	34.7

In the identified area, the current year population is 974,119. In 2010, the Census count in the area was 919,628. The rate of change since 2010 was 1.36% annually. The five-year projection for the population in the area is 1,067,913 representing a change of 1.86% annually from 2014 to 2019. Currently, the population is 48.5% male and 51.5% female.

Median Age	
The median age in this area is 34.7, compared to U.S. median age of 37.7.	

Race and Ethnicity	
2014 White Alone	53.5%
2014 Black Alone	31.0%
2014 American Indian/Alaska Native Alone	0.5%
2014 Asian Alone	5.2%
2014 Pacific Islander Alone	0.1%
2014 Other Race	6.9%
2014 Two or More Races	2.8%
2014 Hispanic Origin (Any Race)	13.7%

Persons of Hispanic origin represent 13.7% of the population in the identified area compared to 17.5% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 70.6 in the identified area, compared to 62.6 for the U.S. as a whole.

Households	
2000 Households	273,416
2010 Households	362,213
2014 Total Households	383,754
2019 Total Households	421,136
2000-2010 Annual Rate	2.85%
2010-2014 Annual Rate	1.37%
2014-2019 Annual Rate	1.88%
2014 Average Household Size	2.50

The household count in this area has changed from 362,213 in 2010 to 383,754 in the current year, a change of 1.37% annually. The five-year projection of households is 421,136, a change of 1.88% annually from the current year total. Average household size is currently 2.50, compared to 2.49 in the year 2010. The number of families in the current year is 236,654 in the specified area.



Executive Summary

Mecklenburg County, NC
 Mecklenburg County, NC (37119)
 Geography: County

	Mecklenburg Coun...
Median Household Income	
2014 Median Household Income	\$54,559
2019 Median Household Income	\$61,465
2014-2019 Annual Rate	2.41%
Average Household Income	
2014 Average Household Income	\$79,921
2019 Average Household Income	\$89,114
2014-2019 Annual Rate	2.20%
Per Capita Income	
2014 Per Capita Income	\$31,576
2019 Per Capita Income	\$35,225
2014-2019 Annual Rate	2.21%

Households by Income
 Current median household income is \$54,559 in the area, compared to \$52,076 for all U.S. households. Median household income is projected to be \$61,465 in five years, compared to \$59,599 for all U.S. households

Current average household income is \$79,921 in this area, compared to \$72,809 for all U.S. households. Average household income is projected to be \$89,114 in five years, compared to \$83,937 for all U.S. households

Current per capita income is \$31,576 in the area, compared to the U.S. per capita income of \$27,871. The per capita income is projected to be \$35,225 in five years, compared to \$32,168 for all U.S. households

Housing	
2000 Total Housing Units	292,780
2000 Owner Occupied Housing Units	170,393
2000 Renter Occupied Housing Units	103,023
2000 Vacant Housing Units	19,364
2010 Total Housing Units	398,510
2010 Owner Occupied Housing Units	219,588
2010 Renter Occupied Housing Units	142,625
2010 Vacant Housing Units	36,297
2014 Total Housing Units	421,931
2014 Owner Occupied Housing Units	223,598
2014 Renter Occupied Housing Units	160,156
2014 Vacant Housing Units	38,177
2019 Total Housing Units	459,610
2019 Owner Occupied Housing Units	244,826
2019 Renter Occupied Housing Units	176,310
2019 Vacant Housing Units	38,474

Currently, 53.0% of the 421,931 housing units in the area are owner occupied; 38.0%, renter occupied; and 9.0% are vacant. Currently, in the U.S., 56.0% of the housing units in the area are owner occupied; 32.4% are renter occupied; and 11.6% are vacant. In 2010, there were 398,510 housing units in the area - 55.1% owner occupied, 35.8% renter occupied, and 9.1% vacant. The annual rate of change in housing units since 2010 is 2.57%. Median home value in the area is \$227,632, compared to a median home value of \$190,791 for the U.S. In five years, median value is projected to change by 2.06% annually to \$252,040.



Executive Summary

Cabarrus County, NC
 Cabarrus County, NC (37025)
 Geography: County

	Cabarrus County,...
Population	
2000 Population	131,063
2010 Population	178,011
2014 Population	189,495
2019 Population	204,884
2000-2010 Annual Rate	3.11%
2010-2014 Annual Rate	1.48%
2014-2019 Annual Rate	1.57%
2014 Male Population	49.0%
2014 Female Population	51.0%
2014 Median Age	37.3

In the identified area, the current year population is 189,495. In 2010, the Census count in the area was 178,011. The rate of change since 2010 was 1.48% annually. The five-year projection for the population in the area is 204,884 representing a change of 1.57% annually from 2014 to 2019. Currently, the population is 49.0% male and 51.0% female.

Median Age	
The median age in this area is 37.3, compared to U.S. median age of 37.7.	
Race and Ethnicity	
2014 White Alone	72.8%
2014 Black Alone	16.1%
2014 American Indian/Alaska Native Alone	0.4%
2014 Asian Alone	2.7%
2014 Pacific Islander Alone	0.0%
2014 Other Race	5.5%
2014 Two or More Races	2.4%
2014 Hispanic Origin (Any Race)	10.6%

Persons of Hispanic origin represent 10.6% of the population in the identified area compared to 17.5% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 54.9 in the identified area, compared to 62.6 for the U.S. as a whole.

Households	
2000 Households	49,519
2010 Households	65,666
2014 Total Households	69,392
2019 Total Households	74,727
2000-2010 Annual Rate	2.86%
2010-2014 Annual Rate	1.31%
2014-2019 Annual Rate	1.49%
2014 Average Household Size	2.71

The household count in this area has changed from 65,666 in 2010 to 69,392 in the current year, a change of 1.31% annually. The five-year projection of households is 74,727, a change of 1.49% annually from the current year total. Average household size is currently 2.71, compared to 2.69 in the year 2010. The number of families in the current year is 50,422 in the specified area.



Executive Summary

Cabarrus County, NC
 Cabarrus County, NC (37025)
 Geography: County

	Cabarrus County,...
Median Household Income	
2014 Median Household Income	\$52,086
2019 Median Household Income	\$59,222
2014-2019 Annual Rate	2.60%
Average Household Income	
2014 Average Household Income	\$70,503
2019 Average Household Income	\$77,969
2014-2019 Annual Rate	2.03%
Per Capita Income	
2014 Per Capita Income	\$25,841
2019 Per Capita Income	\$28,451
2014-2019 Annual Rate	1.94%

Households by Income

Current median household income is \$52,086 in the area, compared to \$52,076 for all U.S. households. Median household income is projected to be \$59,222 in five years, compared to \$59,599 for all U.S. households

Current average household income is \$70,503 in this area, compared to \$72,809 for all U.S. households. Average household income is projected to be \$77,969 in five years, compared to \$83,937 for all U.S. households

Current per capita income is \$25,841 in the area, compared to the U.S. per capita income of \$27,871. The per capita income is projected to be \$28,451 in five years, compared to \$32,168 for all U.S. households

Housing	
2000 Total Housing Units	52,848
2000 Owner Occupied Housing Units	36,998
2000 Renter Occupied Housing Units	12,521
2000 Vacant Housing Units	3,329
2010 Total Housing Units	71,937
2010 Owner Occupied Housing Units	48,381
2010 Renter Occupied Housing Units	17,285
2010 Vacant Housing Units	6,271
2014 Total Housing Units	76,237
2014 Owner Occupied Housing Units	49,892
2014 Renter Occupied Housing Units	19,500
2014 Vacant Housing Units	6,845
2019 Total Housing Units	81,915
2019 Owner Occupied Housing Units	53,717
2019 Renter Occupied Housing Units	21,010
2019 Vacant Housing Units	7,188

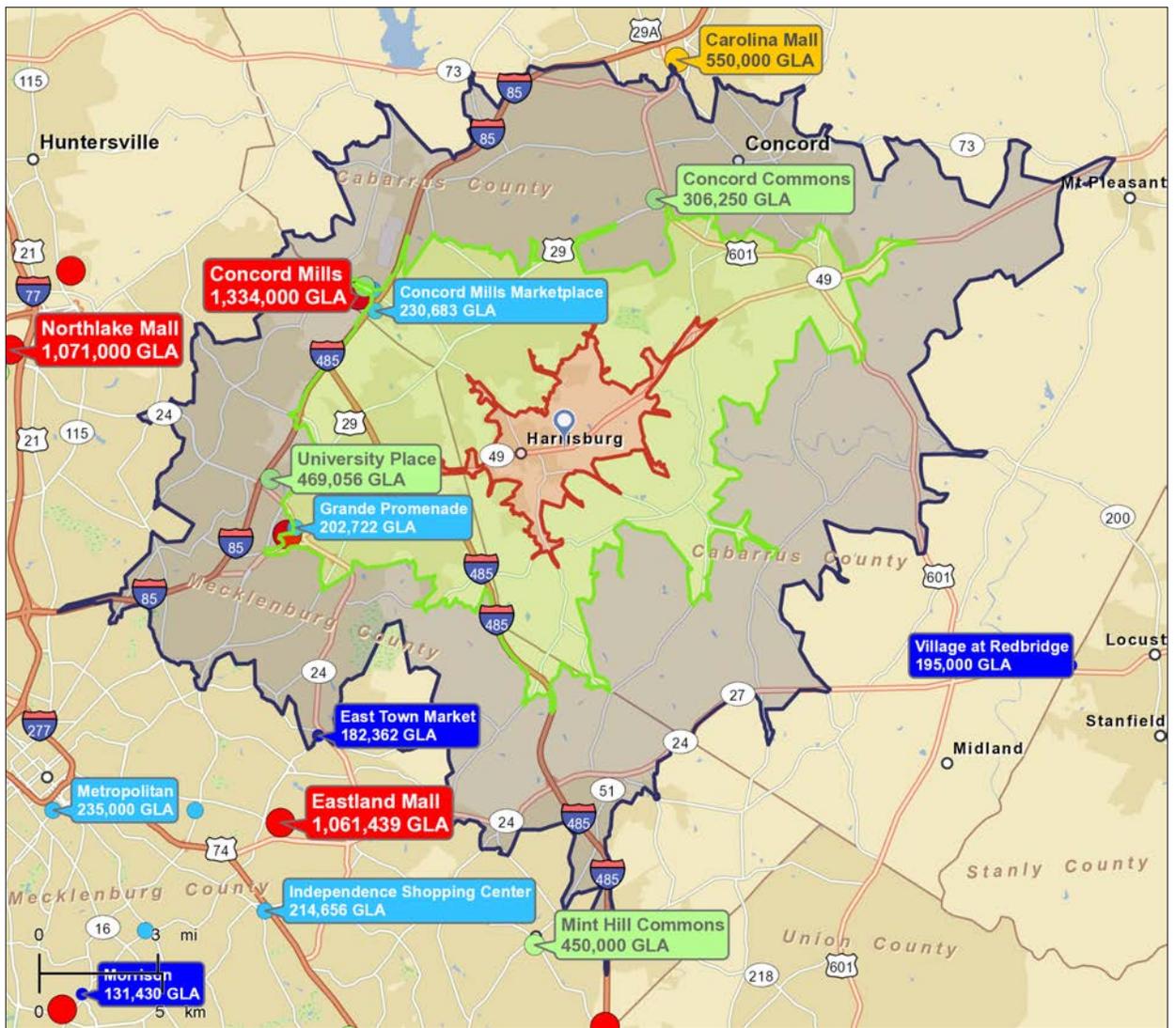
Currently, 65.4% of the 76,237 housing units in the area are owner occupied; 25.6%, renter occupied; and 9.0% are vacant. Currently, in the U.S., 56.0% of the housing units in the area are owner occupied; 32.4% are renter occupied; and 11.6% are vacant. In 2010, there were 71,937 housing units in the area - 67.3% owner occupied, 24.0% renter occupied, and 8.7% vacant. The annual rate of change in housing units since 2010 is 2.61%. Median home value in the area is \$203,482, compared to a median home value of \$190,791 for the U.S. In five years, median value is projected to change by 3.56% annually to \$242,321.



Major Shopping Center Map

Harrisburg Town Center
 4098 NC 49 S, Harrisburg, North Carolina, 28075
 Drive Time: 5, 10, 15 Minutes

Latitude: 35.322587
 Longitude: -80.645426



- Gross Leasable Area
- Less than 200,000 sq ft
 - 200,001 - 300,000
 - 300,001 - 500,000
 - 500,001 - 800,000
 - More than 800,000



Source: Directory of Major Malls, Inc.

January 06, 2015



Major Shopping Center Locator

Harrisburg Town Center
 4098 NC 49 S, Harrisburg, North Carolina, 28075
 Drive Times: 5, 10, 15 minute radii

Prepared by Esri
 Latitude: 35.322590
 Longitude: -80.645430

Source: Directory of Major Malls, Inc.	Total Major Shopping Centers	8
	Total GLA	4,198,051
	Total Stores	463

Major Shopping Center Name and Address Type and Number of Stores	Distance from site in miles	Year Open	GLA in square feet
Concord Mills Marketplace Concord Mills & Lyles Lane Blvd. Concord, NC 28027 Open, 11 Stores Anchors: BJ's Wholesale Club, Garden Ridge	4.90 NW	1999	230,683
Pavilion at King's Grant Concord Mills Blvd. (Speedway Blvd. & I-85) Concord, NC 28027 Open, 19 Stores Anchors: Toys R Us, The Sports Authority, Ross Dress For Less, Babies R Us	5.21 NW	2003	286,197
Concord Mills I-85 & Concord Mills Blvd. Concord, NC 28027 Enclosed, 200 Stores Anchors: Bass Pro Shops, Burlington Coat Factory, Dave & Buster's, T.J.Maxx	5.39 NW	1999	1,334,000
Afton Ridge Shopping Center Bayfield Pkwy. & George Bay Ct. Concord, NC 28027-7579 Open, 45 Stores Anchors: SuperTarget, Dick's Sporting Goods, Stein Mart, Ashley Furniture	5.39 NW	2007	470,288
Concord Commons Concord Pkwy. S. & Commercial Park Dr. Concord, NC 28027 Open, 27 Stores Anchors: Walmart Supercenter, Ollie's Bargain Outlet	5.57 NE	1999	306,250
Grande Promenade E. WT Harris Blvd. & N. Tryon St. Charlotte, NC 28202 Open, 55 Stores Anchors: Ashley Furniture	5.87 SW	2000	202,722
The Commons at Chancellor Park NWC University City Blvd. & W.T. Harris Blvd. Charlotte, NC 28213-8153 Open, 15 Stores Anchors: IKEA, Walmart Supercenter, Target, Home Depot	6.08 SW	1994	898,855

Data Note: N/A means data was not reported. GLA = Gross Leasable Area.
Source: Directory of Major Malls, Inc.

January 06, 2015



Major Shopping Center Locator

Harrisburg Town Center
4098 NC 49 S, Harrisburg, North Carolina, 28075
Drive Times: 5, 10, 15 minute radii

Prepared by Esri
Latitude: 35.322590
Longitude: -80.645430

Major Shopping Center Name and Address Type and Number of Stores	Distance from site in miles	Year Open	GLA in square feet
University Place I-85 & Harris Blvd. East Charlotte, NC 28262 N/A, 91 Stores Anchors: None	6.19 SW	1985	469,056

Data Note: N/A means data was not reported. GLA = Gross Leasable Area.
Source: Directory of Major Malls, Inc.

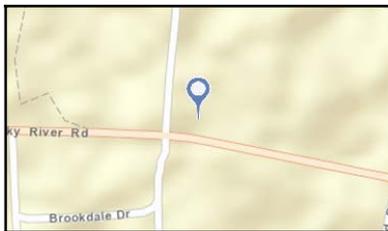
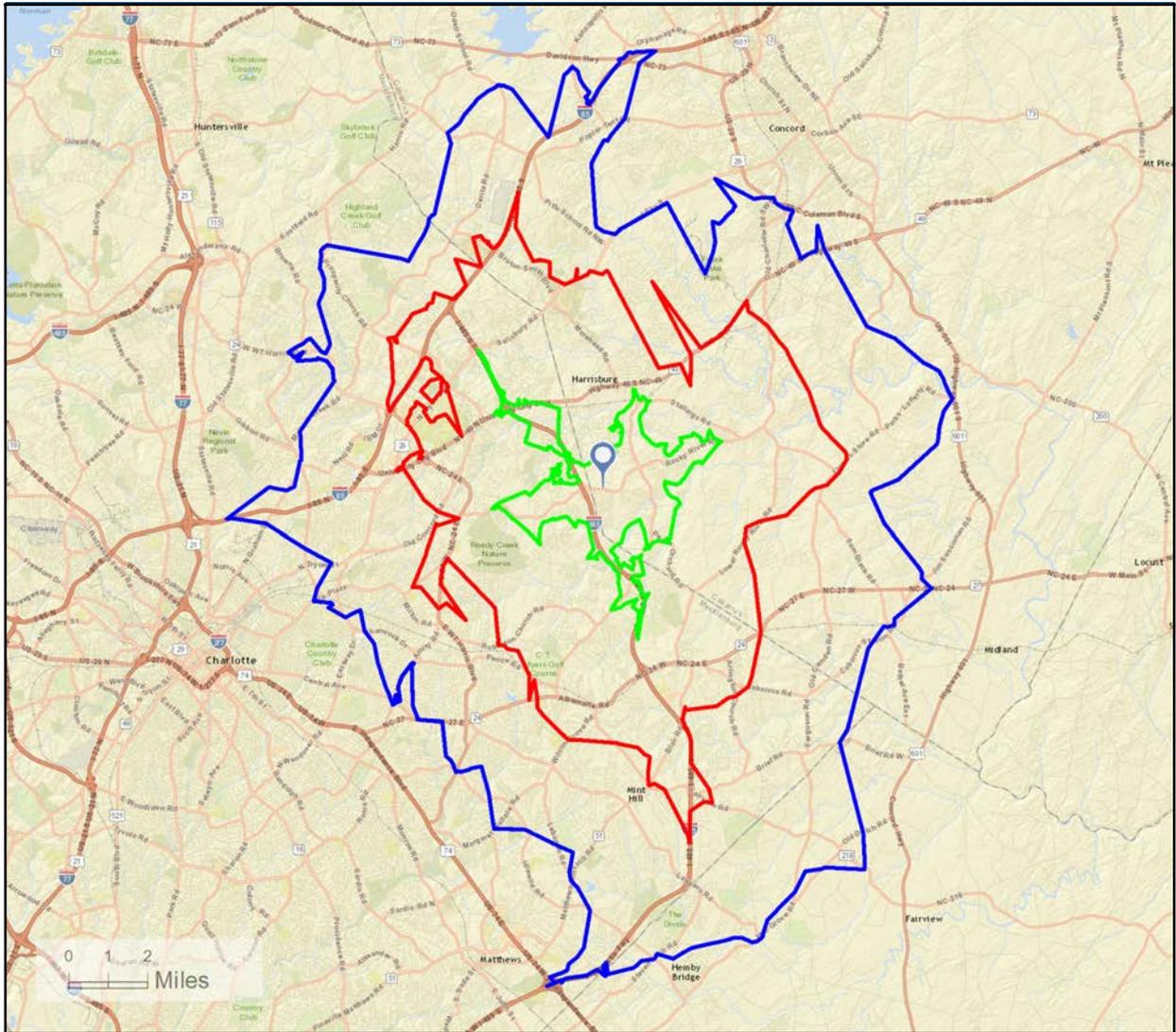
January 06, 2015



Site Map

Rocky River Interchange
9592 Rocky River Rd, Harrisburg, North Carolina, 28075
Drive Times: 5, 10, 15 minute radii

Latitude: 35.284720
Longitude: -80.66702



January 06, 2015



Retail MarketPlace Profile

Rocky River Interchange
 9592 Rocky River Rd, Harrisburg, North Carolina, 28075
 Drive Time: 5 minute radius

Latitude: 35.28472
 Longitude: -80.66702

Summary Demographics						
2014 Population						10,492
2014 Households						3,756
2014 Median Disposable Income						\$55,819
2014 Per Capita Income						\$34,704
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	\$152,462,937	\$40,206,597	\$112,256,340	58.3	51
Total Retail Trade	44-45	\$135,672,330	\$35,171,056	\$100,501,274	58.8	46
Total Food & Drink	722	\$16,790,607	\$5,035,541	\$11,755,066	53.9	5
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$29,346,590	\$2,275,144	\$27,071,446	85.6	4
Automobile Dealers	4411	\$25,426,277	\$1,209,766	\$24,216,511	90.9	1
Other Motor Vehicle Dealers	4412	\$1,697,157	\$0	\$1,697,157	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$2,223,156	\$1,002,574	\$1,220,582	37.8	3
Furniture & Home Furnishings Stores	442	\$3,417,185	\$774,631	\$2,642,554	63.0	5
Furniture Stores	4421	\$1,919,059	\$310,016	\$1,609,043	72.2	1
Home Furnishings Stores	4422	\$1,498,126	\$464,615	\$1,033,511	52.7	4
Electronics & Appliance Stores	443	\$3,906,136	\$158,840	\$3,747,296	92.2	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$4,981,583	\$566,635	\$4,414,948	79.6	2
Bldg Material & Supplies Dealers	4441	\$4,291,163	\$494,365	\$3,796,798	79.3	2
Lawn & Garden Equip & Supply Stores	4442	\$690,421	\$0	\$690,421	100.0	0
Food & Beverage Stores	445	\$20,347,817	\$1,918,059	\$18,429,758	82.8	5
Grocery Stores	4451	\$19,184,584	\$1,621,969	\$17,562,615	84.4	3
Specialty Food Stores	4452	\$358,633	\$296,089	\$62,544	9.6	2
Beer, Wine & Liquor Stores	4453	\$804,600	\$0	\$804,600	100.0	0
Health & Personal Care Stores	446,4461	\$10,927,519	\$13,582,939	-\$2,655,420	-10.8	6
Gasoline Stations	447,4471	\$14,356,533	\$8,349,679	\$6,006,854	26.5	2
Clothing & Clothing Accessories Stores	448	\$8,930,314	\$709,176	\$8,221,138	85.3	4
Clothing Stores	4481	\$6,342,326	\$698,074	\$5,644,252	80.2	4
Shoe Stores	4482	\$1,205,094	\$0	\$1,205,094	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,382,894	\$0	\$1,382,894	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$3,138,612	\$525,674	\$2,612,938	71.3	2
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,311,248	\$501,697	\$1,809,551	64.3	2
Book, Periodical & Music Stores	4512	\$827,365	\$0	\$827,365	100.0	0
General Merchandise Stores	452	\$25,696,220	\$548,859	\$25,147,361	95.8	1
Department Stores Excluding Leased Depts.	4521	\$8,899,832	\$548,859	\$8,350,973	88.4	1
Other General Merchandise Stores	4529	\$16,796,388	\$0	\$16,796,388	100.0	0
Miscellaneous Store Retailers	453	\$3,349,066	\$679,704	\$2,669,362	66.3	11
Florists	4531	\$137,903	\$40,163	\$97,740	54.9	1
Office Supplies, Stationery & Gift Stores	4532	\$984,997	\$70,478	\$914,519	86.6	2
Used Merchandise Stores	4533	\$448,094	\$175,702	\$272,392	43.7	1
Other Miscellaneous Store Retailers	4539	\$1,778,072	\$393,361	\$1,384,711	63.8	7
Nonstore Retailers	454	\$7,274,754	\$5,081,716	\$2,193,038	17.7	2
Electronic Shopping & Mail-Order Houses	4541	\$5,767,441	\$4,783,094	\$984,347	9.3	1
Vending Machine Operators	4542	\$317,208	\$0	\$317,208	100.0	0
Direct Selling Establishments	4543	\$1,190,105	\$276,483	\$913,622	62.3	1
Food Services & Drinking Places	722	\$16,790,607	\$5,035,541	\$11,755,066	53.9	5
Full-Service Restaurants	7221	\$6,153,037	\$139,196	\$6,013,841	95.6	1
Limited-Service Eating Places	7222	\$8,887,486	\$4,754,325	\$4,133,161	30.3	3
Special Food Services	7223	\$395,404	\$0	\$395,404	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$1,354,680	\$142,021	\$1,212,659	81.0	1

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 view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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January 06, 2015

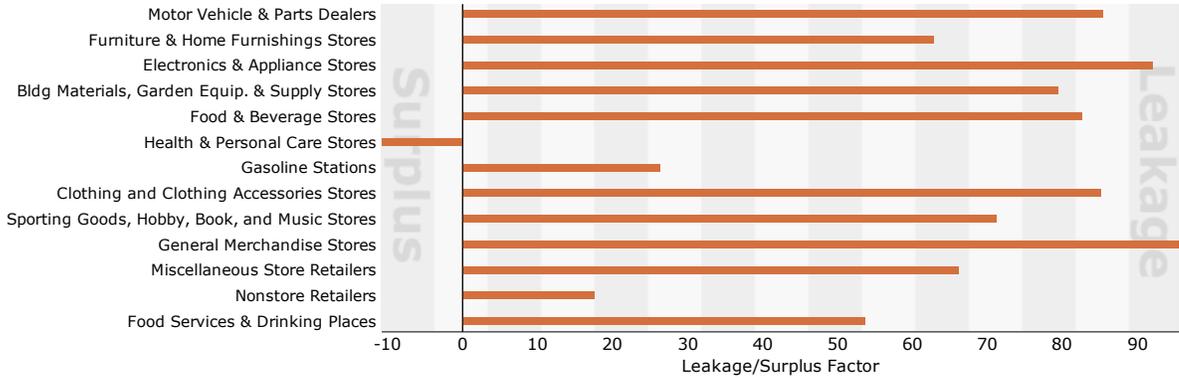


Retail MarketPlace Profile

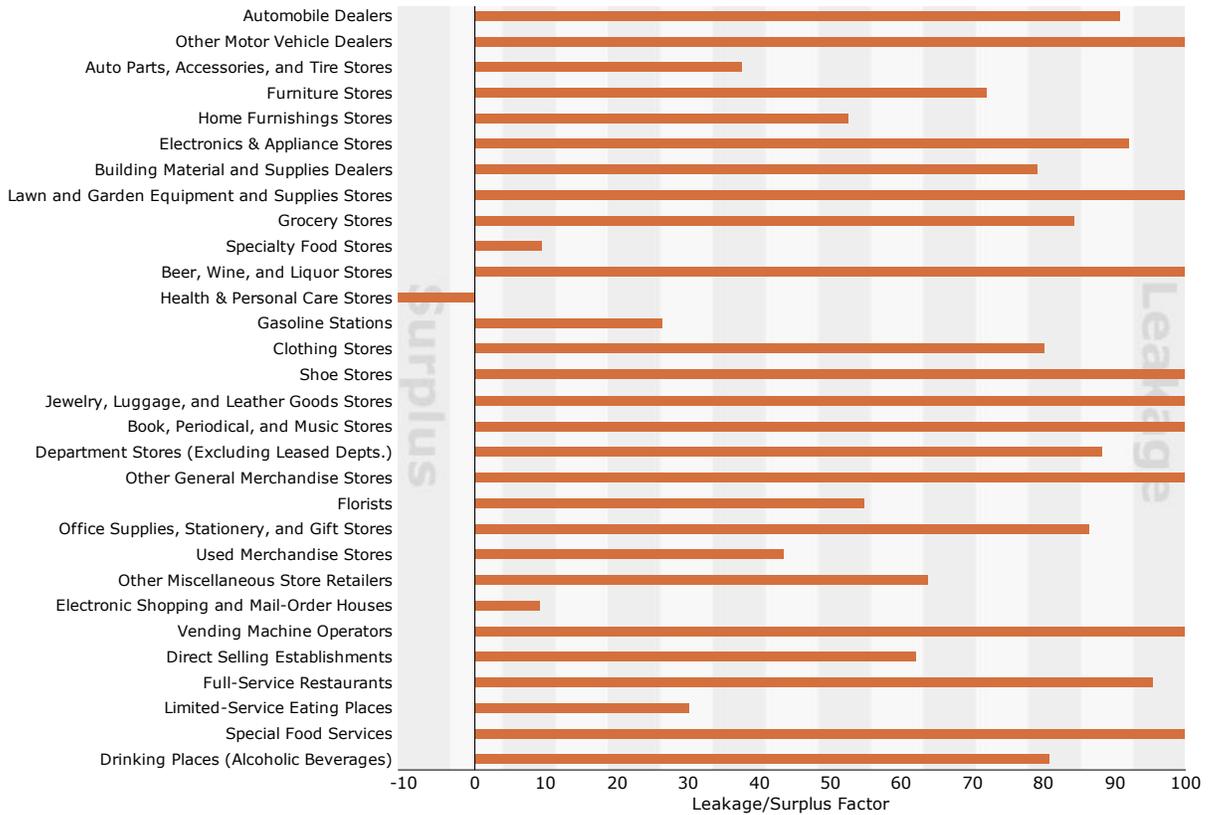
Rocky River Interchange
 9592 Rocky River Rd, Harrisburg, North Carolina, 28075
 Drive Time: 5 minute radius

Latitude: 35.28472
 Longitude: -80.66702

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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January 06, 2015



Retail MarketPlace Profile

Rocky River Interchange
 9592 Rocky River Rd, Harrisburg, North Carolina, 28075
 Drive Time: 10 minute radius

Latitude: 35.28472
 Longitude: -80.66702

Summary Demographics						
2014 Population						103,040
2014 Households						36,709
2014 Median Disposable Income						\$44,401
2014 Per Capita Income						\$26,982
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	\$1,145,023,620	\$817,713,938	\$327,309,682	16.7	544
Total Retail Trade	44-45	\$1,019,028,501	\$704,315,212	\$314,713,289	18.3	437
Total Food & Drink	722	\$125,995,119	\$113,398,725	\$12,596,394	5.3	107
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$219,078,962	\$92,164,757	\$126,914,205	40.8	39
Automobile Dealers	4411	\$190,600,272	\$46,834,678	\$143,765,594	60.5	15
Other Motor Vehicle Dealers	4412	\$11,934,158	\$16,558,193	-\$4,624,035	-16.2	8
Auto Parts, Accessories & Tire Stores	4413	\$16,544,532	\$28,771,886	-\$12,227,354	-27.0	16
Furniture & Home Furnishings Stores	442	\$25,212,114	\$27,842,445	-\$2,630,331	-5.0	38
Furniture Stores	4421	\$14,347,689	\$12,449,518	\$1,898,171	7.1	10
Home Furnishings Stores	4422	\$10,864,424	\$15,392,927	-\$4,528,503	-17.2	28
Electronics & Appliance Stores	443	\$29,167,622	\$23,839,604	\$5,328,018	10.1	24
Bldg Materials, Garden Equip. & Supply Stores	444	\$35,243,134	\$42,416,006	-\$7,172,872	-9.2	27
Bldg Material & Supplies Dealers	4441	\$30,354,761	\$41,025,663	-\$10,670,902	-14.9	24
Lawn & Garden Equip & Supply Stores	4442	\$4,888,373	\$1,390,342	\$3,498,031	55.7	3
Food & Beverage Stores	445	\$155,022,537	\$60,627,044	\$94,395,493	43.8	58
Grocery Stores	4451	\$146,276,094	\$58,351,659	\$87,924,435	43.0	42
Specialty Food Stores	4452	\$2,724,767	\$1,365,920	\$1,358,847	33.2	15
Beer, Wine & Liquor Stores	4453	\$6,021,676	\$909,465	\$5,112,211	73.8	1
Health & Personal Care Stores	446,4461	\$81,203,518	\$62,649,319	\$18,554,199	12.9	31
Gasoline Stations	447,4471	\$109,953,942	\$86,601,322	\$23,352,620	11.9	19
Clothing & Clothing Accessories Stores	448	\$67,045,099	\$81,417,567	-\$14,372,468	-9.7	52
Clothing Stores	4481	\$47,653,886	\$76,091,912	-\$28,438,026	-23.0	43
Shoe Stores	4482	\$9,199,534	\$1,804,641	\$7,394,893	67.2	4
Jewelry, Luggage & Leather Goods Stores	4483	\$10,191,679	\$3,521,015	\$6,670,664	48.6	5
Sporting Goods, Hobby, Book & Music Stores	451	\$23,545,598	\$23,782,535	-\$236,937	-0.5	32
Sporting Goods/Hobby/Musical Instr Stores	4511	\$17,197,604	\$16,136,840	\$1,060,764	3.2	19
Book, Periodical & Music Stores	4512	\$6,347,995	\$7,645,695	-\$1,297,700	-9.3	12
General Merchandise Stores	452	\$194,344,841	\$156,306,271	\$38,038,570	10.8	11
Department Stores Excluding Leased Depts.	4521	\$66,752,500	\$83,797,858	-\$17,045,358	-11.3	9
Other General Merchandise Stores	4529	\$127,592,341	\$72,508,413	\$55,083,928	27.5	2
Miscellaneous Store Retailers	453	\$25,297,968	\$20,959,847	\$4,338,121	9.4	83
Florists	4531	\$968,080	\$686,570	\$281,510	17.0	5
Office Supplies, Stationery & Gift Stores	4532	\$7,349,833	\$9,880,177	-\$2,530,344	-14.7	18
Used Merchandise Stores	4533	\$3,402,966	\$651,496	\$2,751,470	67.9	6
Other Miscellaneous Store Retailers	4539	\$13,577,089	\$9,741,604	\$3,835,485	16.4	53
Nonstore Retailers	454	\$53,913,166	\$25,708,495	\$28,204,671	35.4	24
Electronic Shopping & Mail-Order Houses	4541	\$43,108,448	\$20,117,594	\$22,990,854	36.4	3
Vending Machine Operators	4542	\$2,412,837	\$543,020	\$1,869,817	63.3	6
Direct Selling Establishments	4543	\$8,391,881	\$5,047,881	\$3,344,000	24.9	14
Food Services & Drinking Places	722	\$125,995,119	\$113,398,725	\$12,596,394	5.3	107
Full-Service Restaurants	7221	\$46,338,145	\$35,322,385	\$11,015,760	13.5	35
Limited-Service Eating Places	7222	\$66,931,124	\$72,510,442	-\$5,579,318	-4.0	56
Special Food Services	7223	\$2,834,678	\$1,579,400	\$1,255,278	28.4	4
Drinking Places - Alcoholic Beverages	7224	\$9,891,173	\$3,986,498	\$5,904,675	42.5	12

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 view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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January 06, 2015

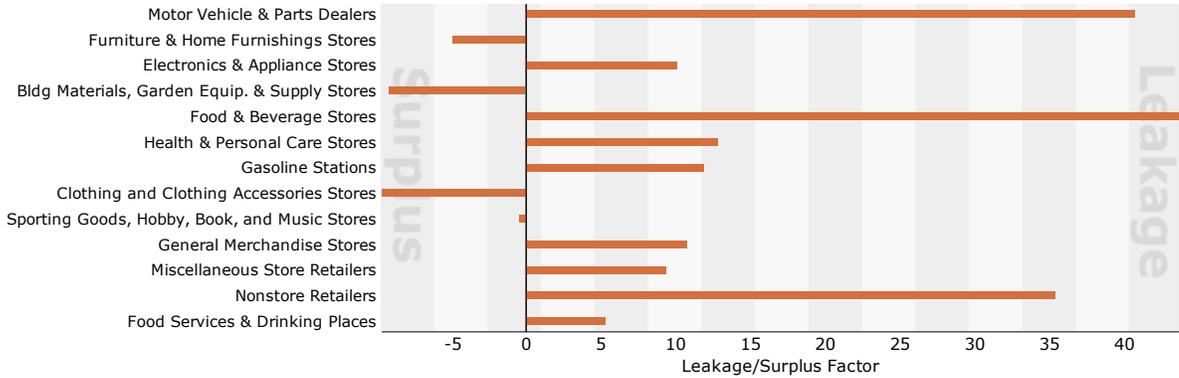


Retail MarketPlace Profile

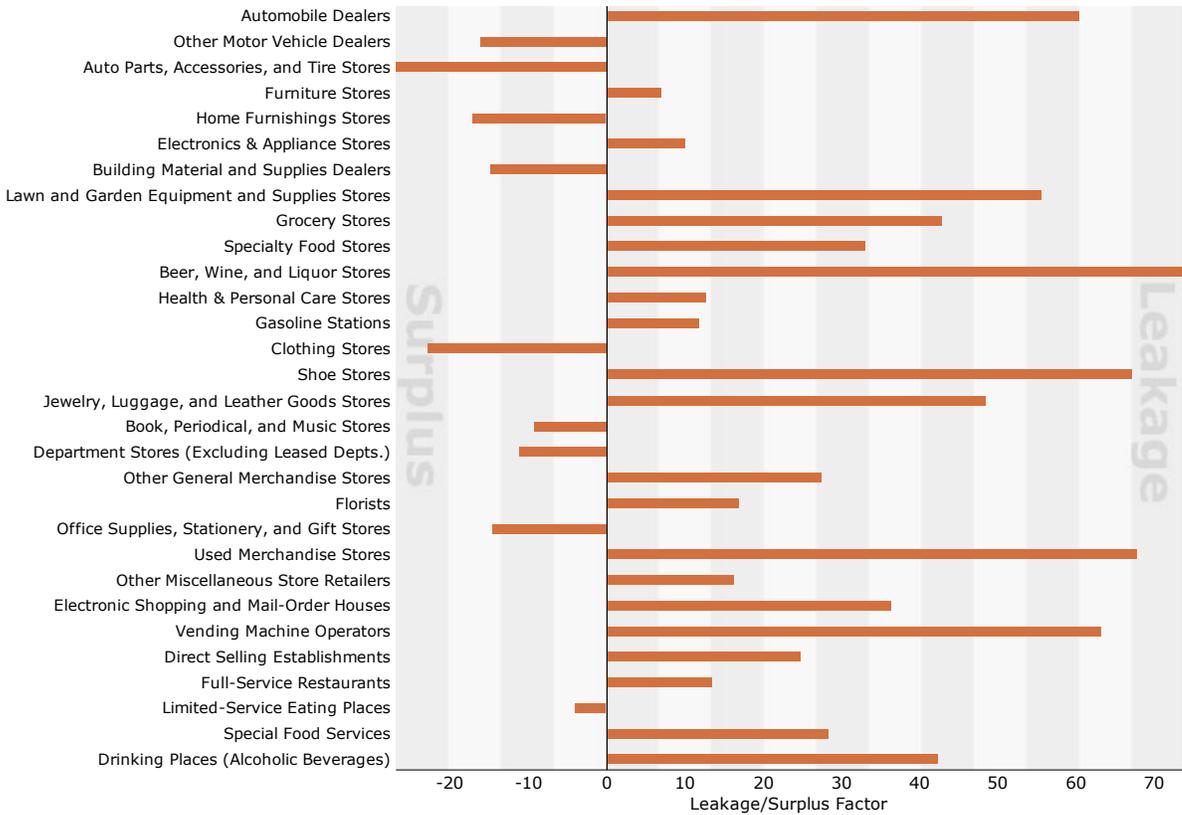
Rocky River Interchange
 9592 Rocky River Rd, Harrisburg, North Carolina, 28075
 Drive Time: 10 minute radius

Latitude: 35.28472
 Longitude: -80.66702

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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January 06, 2015



Retail MarketPlace Profile

Rocky River Interchange
9592 Rocky River Rd, Harrisburg, North Carolina, 28075
Drive Time: 15 minute radius

Latitude: 35.28472
Longitude: -80.66702

Summary Demographics						
2014 Population						284,762
2014 Households						104,293
2014 Median Disposable Income						\$40,677
2014 Per Capita Income						\$25,292
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	\$2,990,028,242	\$2,695,934,194	\$294,094,048	5.2	1,716
Total Retail Trade	44-45	\$2,662,342,953	\$2,379,372,604	\$282,970,349	5.6	1,409
Total Food & Drink	722	\$327,685,289	\$316,561,590	\$11,123,699	1.7	307
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$567,486,744	\$361,737,937	\$205,748,807	22.1	124
Automobile Dealers	4411	\$493,455,141	\$273,377,314	\$220,077,827	28.7	38
Other Motor Vehicle Dealers	4412	\$30,768,537	\$19,016,471	\$11,752,066	23.6	16
Auto Parts, Accessories & Tire Stores	4413	\$43,263,066	\$69,344,151	-\$26,081,085	-23.2	70
Furniture & Home Furnishings Stores	442	\$65,430,911	\$85,305,758	-\$19,874,847	-13.2	111
Furniture Stores	4421	\$37,115,120	\$46,823,731	-\$9,708,611	-11.6	33
Home Furnishings Stores	4422	\$28,315,791	\$38,482,027	-\$10,166,236	-15.2	77
Electronics & Appliance Stores	443	\$75,728,173	\$102,288,011	-\$26,559,838	-14.9	65
Bldg Materials, Garden Equip. & Supply Stores	444	\$91,680,970	\$92,844,810	-\$1,163,840	-0.6	96
Bldg Material & Supplies Dealers	4441	\$78,771,476	\$85,599,043	-\$6,827,567	-4.2	82
Lawn & Garden Equip & Supply Stores	4442	\$12,909,494	\$7,245,768	\$5,663,726	28.1	14
Food & Beverage Stores	445	\$407,598,865	\$274,143,361	\$133,455,504	19.6	169
Grocery Stores	4451	\$384,745,975	\$250,241,554	\$134,504,421	21.2	120
Specialty Food Stores	4452	\$7,162,217	\$5,170,078	\$1,992,139	16.2	44
Beer, Wine & Liquor Stores	4453	\$15,690,674	\$18,731,729	-\$3,041,055	-8.8	5
Health & Personal Care Stores	446,4461	\$214,281,716	\$206,540,089	\$7,741,627	1.8	93
Gasoline Stations	447,4471	\$287,829,687	\$232,721,216	\$55,108,471	10.6	45
Clothing & Clothing Accessories Stores	448	\$174,725,290	\$273,148,832	-\$98,423,542	-22.0	218
Clothing Stores	4481	\$124,412,397	\$191,175,937	-\$66,763,540	-21.2	170
Shoe Stores	4482	\$24,121,628	\$64,187,202	-\$40,065,574	-45.4	30
Jewelry, Luggage & Leather Goods Stores	4483	\$26,191,266	\$17,785,694	\$8,405,572	19.1	19
Sporting Goods, Hobby, Book & Music Stores	451	\$60,799,192	\$67,674,700	-\$6,875,508	-5.4	93
Sporting Goods/Hobby/Musical Instr Stores	4511	\$44,439,009	\$49,776,432	-\$5,337,423	-5.7	66
Book, Periodical & Music Stores	4512	\$16,360,183	\$17,898,269	-\$1,538,086	-4.5	28
General Merchandise Stores	452	\$508,684,307	\$407,175,427	\$101,508,880	11.1	42
Department Stores Excluding Leased Depts.	4521	\$173,779,661	\$245,903,029	-\$72,123,368	-17.2	27
Other General Merchandise Stores	4529	\$334,904,646	\$161,272,397	\$173,632,249	35.0	15
Miscellaneous Store Retailers	453	\$66,294,494	\$87,443,004	-\$21,148,510	-13.8	276
Florists	4531	\$2,549,859	\$1,774,533	\$775,326	17.9	20
Office Supplies, Stationery & Gift Stores	4532	\$19,179,481	\$17,409,067	\$1,770,414	4.8	63
Used Merchandise Stores	4533	\$8,811,438	\$1,967,237	\$6,844,201	63.5	17
Other Miscellaneous Store Retailers	4539	\$35,753,716	\$66,292,167	-\$30,538,451	-29.9	176
Nonstore Retailers	454	\$141,802,603	\$188,349,458	-\$46,546,855	-14.1	76
Electronic Shopping & Mail-Order Houses	4541	\$112,448,473	\$176,964,822	-\$64,516,349	-22.3	16
Vending Machine Operators	4542	\$6,340,358	\$4,030,178	\$2,310,180	22.3	23
Direct Selling Establishments	4543	\$23,013,771	\$7,354,458	\$15,659,313	51.6	37
Food Services & Drinking Places	722	\$327,685,289	\$316,561,590	\$11,123,699	1.7	307
Full-Service Restaurants	7221	\$120,550,633	\$115,218,964	\$5,331,669	2.3	121
Limited-Service Eating Places	7222	\$174,192,649	\$186,914,594	-\$12,721,945	-3.5	142
Special Food Services	7223	\$7,339,365	\$3,475,882	\$3,863,483	35.7	11
Drinking Places - Alcoholic Beverages	7224	\$25,602,643	\$10,952,150	\$14,650,493	40.1	33

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 view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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January 06, 2015



Retail MarketPlace Profile

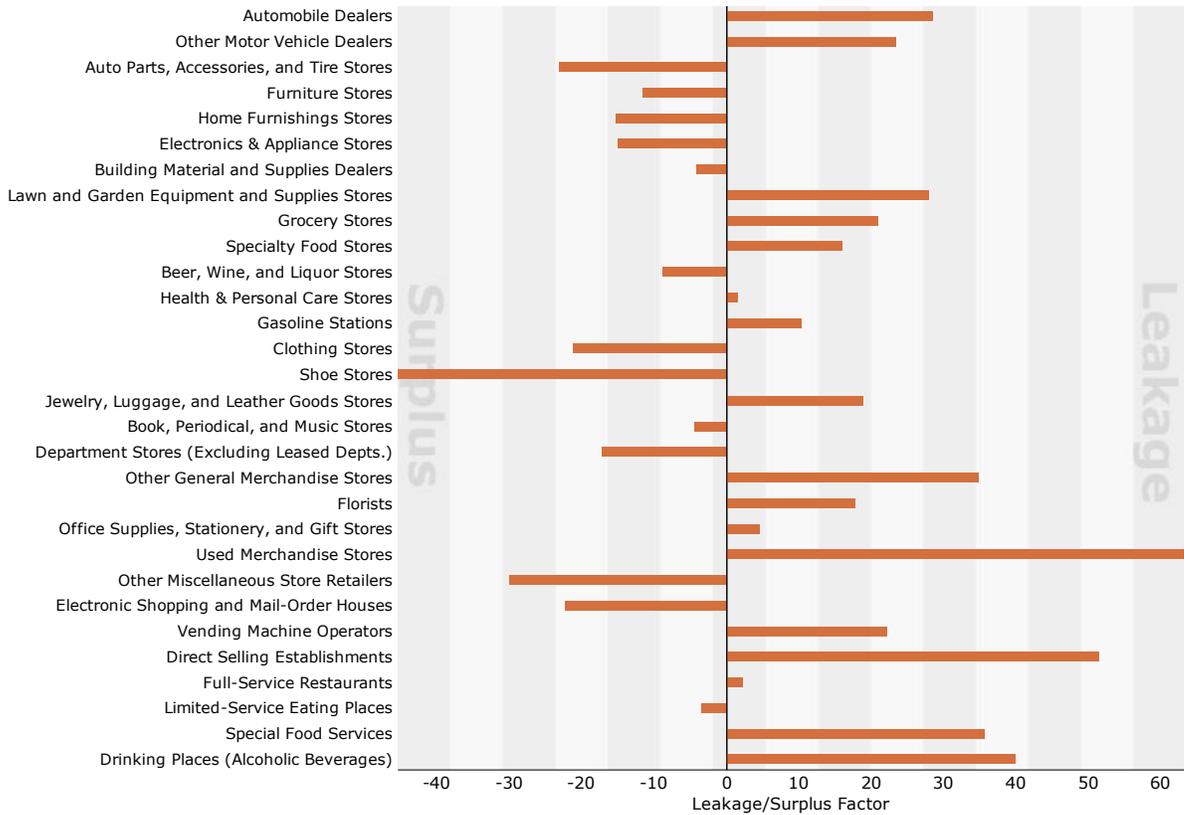
Rocky River Interchange
 9592 Rocky River Rd, Harrisburg, North Carolina, 28075
 Drive Time: 15 minute radius

Latitude: 35.28472
 Longitude: -80.66702

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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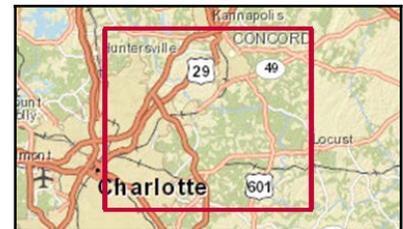
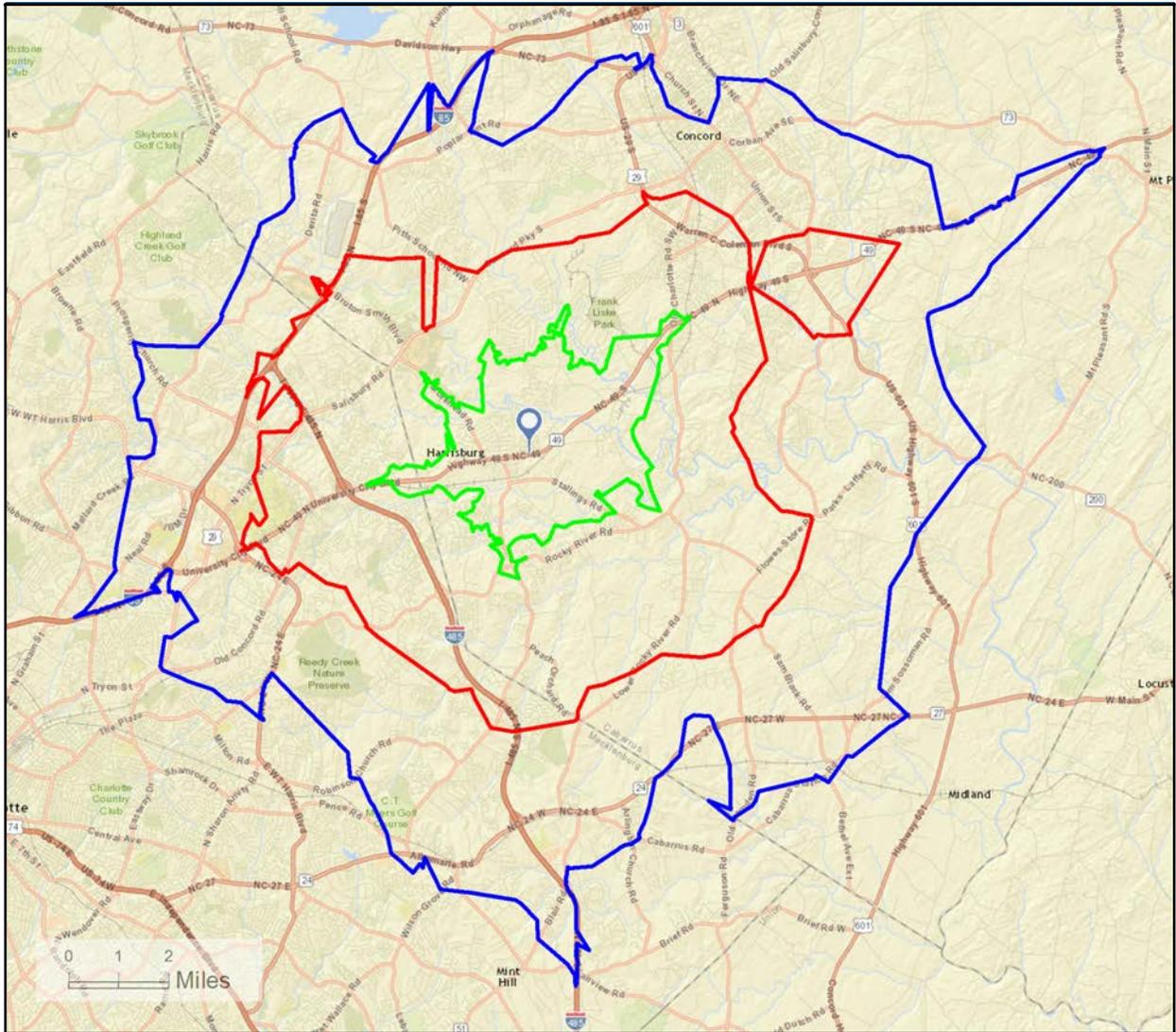
January 06, 2015



Site Map

Harrisburg Town Center
4098 NC 49 S, Harrisburg, North Carolina, 28075
Drive Times: 5, 10, 15 minute radii

Latitude: 35.322590
Longitude: -80.64543



January 06, 2015



Retail MarketPlace Profile

Harrisburg Town Center
4098 NC 49 S, Harrisburg, North Carolina, 28075
Drive Time: 5 minute radius

Latitude: 35.32259
Longitude: -80.64543

Summary Demographics						
2014 Population						11,437
2014 Households						4,194
2014 Median Disposable Income						\$51,783
2014 Per Capita Income						\$31,011
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	\$150,850,168	\$71,789,843	\$79,060,325	35.5	86
Total Retail Trade	44-45	\$134,517,272	\$67,164,529	\$67,352,743	33.4	76
Total Food & Drink	722	\$16,332,896	\$4,625,315	\$11,707,581	55.9	10
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$29,173,160	\$12,009,373	\$17,163,787	41.7	10
Automobile Dealers	4411	\$25,385,564	\$7,411,114	\$17,974,450	54.8	4
Other Motor Vehicle Dealers	4412	\$1,619,087	\$192,957	\$1,426,130	78.7	1
Auto Parts, Accessories & Tire Stores	4413	\$2,168,509	\$4,405,302	-\$2,236,793	-34.0	6
Furniture & Home Furnishings Stores	442	\$3,331,624	\$1,181,823	\$2,149,801	47.6	6
Furniture Stores	4421	\$1,892,891	\$929,431	\$963,460	34.1	3
Home Furnishings Stores	4422	\$1,438,733	\$252,392	\$1,186,341	70.2	3
Electronics & Appliance Stores	443	\$3,801,631	\$665,084	\$3,136,547	70.2	5
Bldg Materials, Garden Equip. & Supply Stores	444	\$4,775,578	\$3,616,784	\$1,158,794	13.8	7
Bldg Material & Supplies Dealers	4441	\$4,085,012	\$3,272,224	\$812,788	11.0	6
Lawn & Garden Equip & Supply Stores	4442	\$690,566	\$344,560	\$346,006	33.4	1
Food & Beverage Stores	445	\$20,255,661	\$7,778,776	\$12,476,885	44.5	5
Grocery Stores	4451	\$19,118,248	\$7,603,024	\$11,515,224	43.1	4
Specialty Food Stores	4452	\$355,744	\$59,289	\$296,455	71.4	1
Beer, Wine & Liquor Stores	4453	\$781,669	\$0	\$781,669	100.0	0
Health & Personal Care Stores	446,4461	\$11,013,701	\$15,945,719	-\$4,932,018	-18.3	6
Gasoline Stations	447,4471	\$14,517,520	\$6,471,995	\$8,045,525	38.3	2
Clothing & Clothing Accessories Stores	448	\$8,664,402	\$4,002,963	\$4,661,439	36.8	7
Clothing Stores	4481	\$6,163,963	\$2,691,241	\$3,472,722	39.2	5
Shoe Stores	4482	\$1,179,844	\$0	\$1,179,844	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$1,320,596	\$1,294,150	\$26,446	1.0	2
Sporting Goods, Hobby, Book & Music Stores	451	\$3,040,444	\$1,491,706	\$1,548,738	34.2	7
Sporting Goods/Hobby/Musical Instr Stores	4511	\$2,236,678	\$1,420,650	\$816,028	22.3	7
Book, Periodical & Music Stores	4512	\$803,766	\$71,056	\$732,710	83.8	1
General Merchandise Stores	452	\$25,466,191	\$1,803,895	\$23,662,296	86.8	2
Department Stores Excluding Leased Depts.	4521	\$8,752,934	\$238,595	\$8,514,339	94.7	1
Other General Merchandise Stores	4529	\$16,713,258	\$1,565,301	\$15,147,957	82.9	1
Miscellaneous Store Retailers	453	\$3,357,206	\$1,121,306	\$2,235,900	49.9	12
Florists	4531	\$136,596	\$510,917	-\$374,321	-57.8	2
Office Supplies, Stationery & Gift Stores	4532	\$964,996	\$196,224	\$768,772	66.2	4
Used Merchandise Stores	4533	\$435,521	\$71,438	\$364,083	71.8	1
Other Miscellaneous Store Retailers	4539	\$1,820,093	\$342,727	\$1,477,366	68.3	5
Nonstore Retailers	454	\$7,120,154	\$11,075,103	-\$3,954,949	-21.7	6
Electronic Shopping & Mail-Order Houses	4541	\$5,658,955	\$8,964,400	-\$3,305,445	-22.6	1
Vending Machine Operators	4542	\$314,648	\$0	\$314,648	100.0	0
Direct Selling Establishments	4543	\$1,146,550	\$2,056,827	-\$910,277	-28.4	4
Food Services & Drinking Places	722	\$16,332,896	\$4,625,315	\$11,707,581	55.9	10
Full-Service Restaurants	7221	\$5,989,543	\$1,103,937	\$4,885,606	68.9	3
Limited-Service Eating Places	7222	\$8,680,799	\$3,386,637	\$5,294,162	43.9	6
Special Food Services	7223	\$378,180	\$0	\$378,180	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$1,284,374	\$134,740	\$1,149,634	81.0	1

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 view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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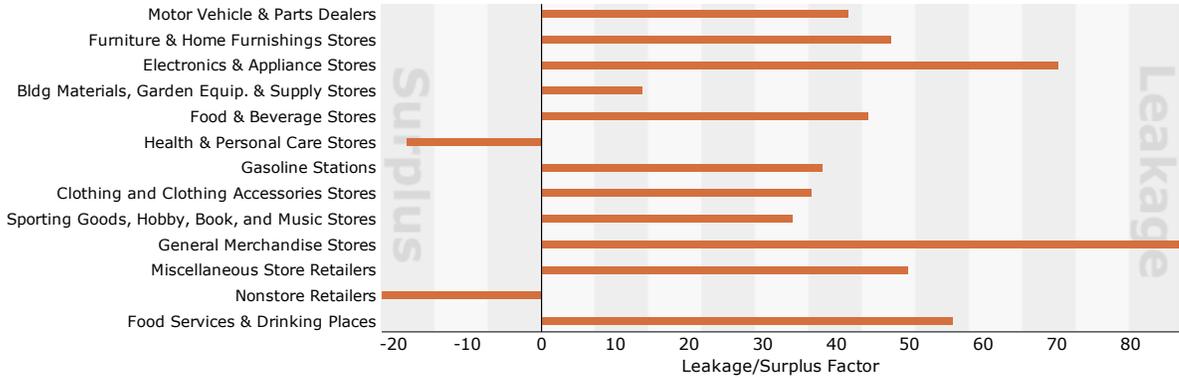


Retail MarketPlace Profile

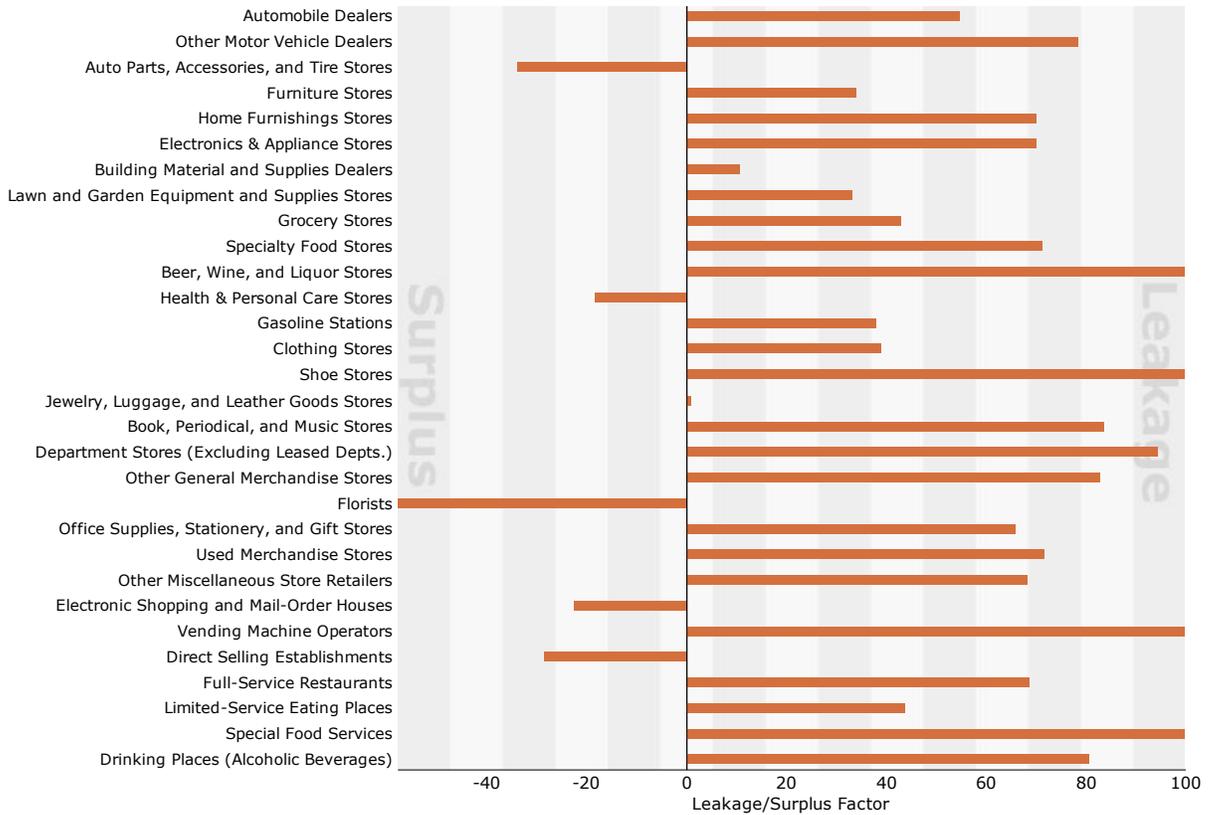
Harrisburg Town Center
 4098 NC 49 S, Harrisburg, North Carolina, 28075
 Drive Time: 5 minute radius

Latitude: 35.32259
 Longitude: -80.64543

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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January 06, 2015



Retail MarketPlace Profile

Harrisburg Town Center
4098 NC 49 S, Harrisburg, North Carolina, 28075
Drive Time: 10 minute radius

Latitude: 35.32259
Longitude: -80.64543

Summary Demographics						
2014 Population						87,306
2014 Households						30,848
2014 Median Disposable Income						\$44,944
2014 Per Capita Income						\$27,215
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	\$981,739,074	\$614,439,741	\$367,299,333	23.0	437
Total Retail Trade	44-45	\$874,547,400	\$543,259,535	\$331,287,865	23.4	371
Total Food & Drink	722	\$107,191,674	\$71,180,206	\$36,011,468	20.2	66
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$188,687,584	\$155,467,026	\$33,220,558	9.7	42
Automobile Dealers	4411	\$164,117,645	\$125,074,139	\$39,043,506	13.5	15
Other Motor Vehicle Dealers	4412	\$10,418,202	\$14,501,004	-\$4,082,802	-16.4	5
Auto Parts, Accessories & Tire Stores	4413	\$14,151,737	\$15,891,883	-\$1,740,146	-5.8	21
Furniture & Home Furnishings Stores	442	\$21,588,536	\$17,575,280	\$4,013,256	10.2	29
Furniture Stores	4421	\$12,266,256	\$4,599,067	\$7,667,189	45.5	10
Home Furnishings Stores	4422	\$9,322,280	\$12,976,213	-\$3,653,933	-16.4	20
Electronics & Appliance Stores	443	\$24,905,875	\$3,105,012	\$21,800,863	77.8	16
Bldg Materials, Garden Equip. & Supply Stores	444	\$30,571,071	\$13,278,326	\$17,292,745	39.4	27
Bldg Material & Supplies Dealers	4441	\$26,252,317	\$11,550,823	\$14,701,494	38.9	24
Lawn & Garden Equip & Supply Stores	4442	\$4,318,754	\$1,727,504	\$2,591,250	42.9	3
Food & Beverage Stores	445	\$132,470,637	\$102,544,653	\$29,925,984	12.7	45
Grocery Stores	4451	\$125,018,067	\$98,613,747	\$26,404,320	11.8	31
Specialty Food Stores	4452	\$2,327,833	\$2,891,712	-\$563,879	-10.8	13
Beer, Wine & Liquor Stores	4453	\$5,124,738	\$1,039,194	\$4,085,544	66.3	1
Health & Personal Care Stores	446,4461	\$70,335,393	\$77,253,756	-\$6,918,363	-4.7	25
Gasoline Stations	447,4471	\$94,499,444	\$50,822,028	\$43,677,416	30.1	14
Clothing & Clothing Accessories Stores	448	\$57,000,329	\$10,446,947	\$46,553,382	69.0	37
Clothing Stores	4481	\$40,536,239	\$7,944,732	\$32,591,507	67.2	31
Shoe Stores	4482	\$7,810,709	\$325,726	\$7,484,983	92.0	1
Jewelry, Luggage & Leather Goods Stores	4483	\$8,653,380	\$2,176,490	\$6,476,890	59.8	4
Sporting Goods, Hobby, Book & Music Stores	451	\$20,109,528	\$9,283,049	\$10,826,479	36.8	28
Sporting Goods/Hobby/Musical Instr Stores	4511	\$14,717,059	\$5,226,970	\$9,490,089	47.6	22
Book, Periodical & Music Stores	4512	\$5,392,469	\$4,056,079	\$1,336,390	14.1	7
General Merchandise Stores	452	\$166,238,811	\$64,810,409	\$101,428,402	43.9	10
Department Stores Excluding Leased Depts.	4521	\$57,055,866	\$11,579,227	\$45,476,639	66.3	7
Other General Merchandise Stores	4529	\$109,182,945	\$53,231,182	\$55,951,763	34.5	4
Miscellaneous Store Retailers	453	\$21,773,832	\$9,503,839	\$12,269,993	39.2	72
Florists	4531	\$849,895	\$821,442	\$28,453	1.7	7
Office Supplies, Stationery & Gift Stores	4532	\$6,284,818	\$1,045,443	\$5,239,375	71.5	15
Used Merchandise Stores	4533	\$2,893,681	\$756,639	\$2,137,042	58.5	6
Other Miscellaneous Store Retailers	4539	\$11,745,438	\$6,880,316	\$4,865,122	26.1	44
Nonstore Retailers	454	\$46,366,360	\$29,169,209	\$17,197,151	22.8	24
Electronic Shopping & Mail-Order Houses	4541	\$36,900,667	\$20,580,344	\$16,320,323	28.4	4
Vending Machine Operators	4542	\$2,060,256	\$1,879,364	\$180,892	4.6	5
Direct Selling Establishments	4543	\$7,405,437	\$6,709,501	\$695,936	4.9	15
Food Services & Drinking Places	722	\$107,191,674	\$71,180,206	\$36,011,468	20.2	66
Full-Service Restaurants	7221	\$39,384,816	\$20,245,753	\$19,139,063	32.1	22
Limited-Service Eating Places	7222	\$56,966,188	\$48,846,378	\$8,119,810	7.7	34
Special Food Services	7223	\$2,442,691	\$780,556	\$1,662,135	51.6	3
Drinking Places - Alcoholic Beverages	7224	\$8,397,979	\$1,307,518	\$7,090,461	73.1	7

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 view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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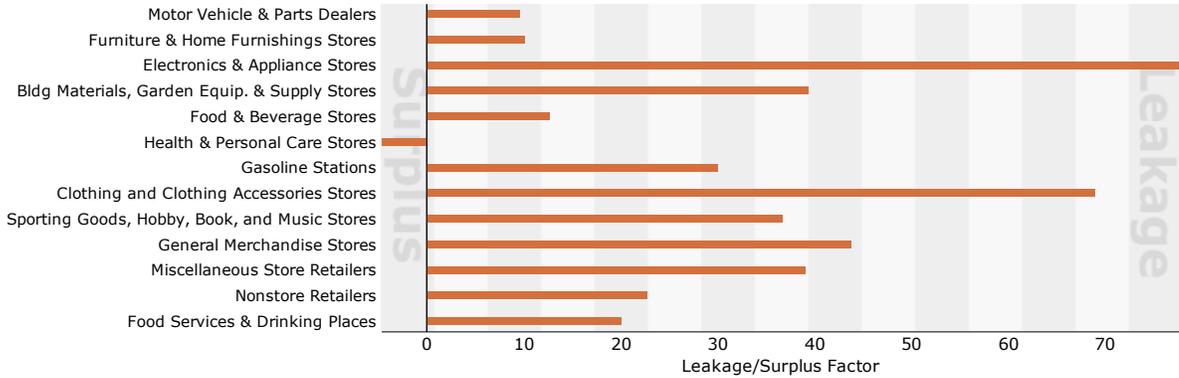


Retail MarketPlace Profile

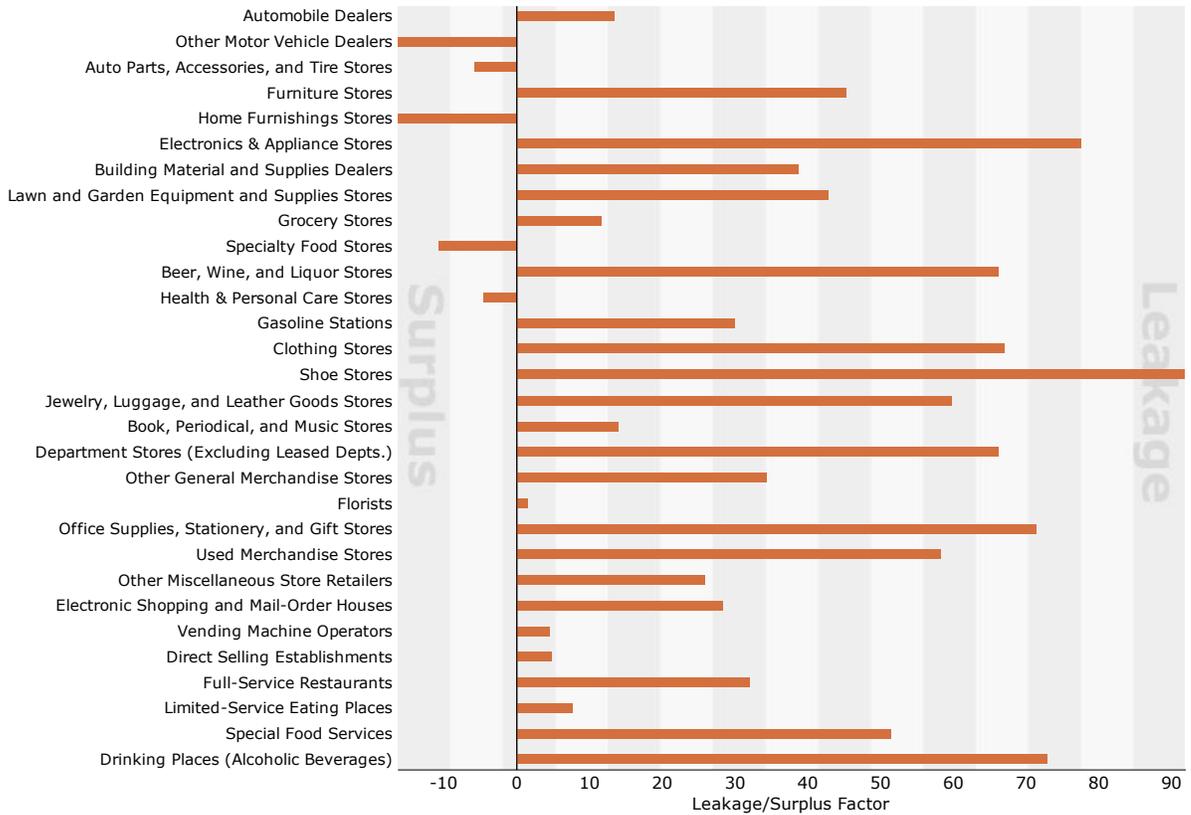
Harrisburg Town Center
 4098 NC 49 S, Harrisburg, North Carolina, 28075
 Drive Time: 10 minute radius

Latitude: 35.32259
 Longitude: -80.64543

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



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January 06, 2015



Retail MarketPlace Profile

Harrisburg Town Center
4098 NC 49 S, Harrisburg, North Carolina, 28075
Drive Time: 15 minute radius

Latitude: 35.32259
Longitude: -80.64543

Summary Demographics						
2014 Population						195,141
2014 Households						71,393
2014 Median Disposable Income						\$42,293
2014 Per Capita Income						\$26,405
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	\$2,145,942,667	\$2,628,972,057	-\$483,029,390	-10.1	1,337
Total Retail Trade	44-45	\$1,911,497,383	\$2,393,303,895	-\$481,806,512	-11.2	1,118
Total Food & Drink	722	\$234,445,284	\$235,668,162	-\$1,222,878	-0.3	219
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$410,210,506	\$487,632,024	-\$77,421,518	-8.6	114
Automobile Dealers	4411	\$356,831,135	\$387,270,254	-\$30,439,119	-4.1	37
Other Motor Vehicle Dealers	4412	\$22,445,724	\$34,661,071	-\$12,215,347	-21.4	20
Auto Parts, Accessories & Tire Stores	4413	\$30,933,648	\$65,700,699	-\$34,767,051	-36.0	57
Furniture & Home Furnishings Stores	442	\$46,986,773	\$87,365,519	-\$40,378,746	-30.1	84
Furniture Stores	4421	\$26,688,969	\$51,482,194	-\$24,793,225	-31.7	30
Home Furnishings Stores	4422	\$20,297,804	\$35,883,326	-\$15,585,522	-27.7	54
Electronics & Appliance Stores	443	\$54,289,899	\$96,403,309	-\$42,113,410	-27.9	62
Bldg Materials, Garden Equip. & Supply Stores	444	\$66,160,990	\$90,270,525	-\$24,109,535	-15.4	64
Bldg Material & Supplies Dealers	4441	\$56,770,594	\$84,896,117	-\$28,125,523	-19.9	58
Lawn & Garden Equip & Supply Stores	4442	\$9,390,396	\$5,374,408	\$4,015,988	27.2	6
Food & Beverage Stores	445	\$291,204,727	\$232,940,594	\$58,264,133	11.1	132
Grocery Stores	4451	\$274,888,560	\$201,993,838	\$72,894,722	15.3	86
Specialty Food Stores	4452	\$5,116,341	\$10,219,698	-\$5,103,357	-33.3	40
Beer, Wine & Liquor Stores	4453	\$11,199,826	\$20,727,058	-\$9,527,232	-29.8	6
Health & Personal Care Stores	446,4461	\$153,844,820	\$168,379,105	-\$14,534,285	-4.5	69
Gasoline Stations	447,4471	\$206,700,787	\$181,785,275	\$24,915,512	6.4	32
Clothing & Clothing Accessories Stores	448	\$124,783,305	\$263,855,959	-\$139,072,654	-35.8	179
Clothing Stores	4481	\$88,776,856	\$183,402,351	-\$94,625,495	-34.8	135
Shoe Stores	4482	\$17,180,697	\$61,398,256	-\$44,217,559	-56.3	24
Jewelry, Luggage & Leather Goods Stores	4483	\$18,825,752	\$19,055,352	-\$229,600	-0.6	20
Sporting Goods, Hobby, Book & Music Stores	451	\$43,796,184	\$66,293,839	-\$22,497,655	-20.4	85
Sporting Goods/Hobby/Musical Instr Stores	4511	\$32,058,145	\$48,724,033	-\$16,665,888	-20.6	62
Book, Periodical & Music Stores	4512	\$11,738,040	\$17,569,806	-\$5,831,766	-19.9	24
General Merchandise Stores	452	\$364,271,176	\$425,185,594	-\$60,914,418	-7.7	33
Department Stores Excluding Leased Depts.	4521	\$124,616,168	\$162,419,051	-\$37,802,883	-13.2	21
Other General Merchandise Stores	4529	\$239,655,008	\$262,766,543	-\$23,111,535	-4.6	12
Miscellaneous Store Retailers	453	\$47,643,652	\$100,636,970	-\$52,993,318	-35.7	211
Florists	4531	\$1,844,198	\$1,621,345	\$222,853	6.4	13
Office Supplies, Stationery & Gift Stores	4532	\$13,732,375	\$16,158,937	-\$2,426,562	-8.1	42
Used Merchandise Stores	4533	\$6,315,858	\$3,553,732	\$2,762,126	28.0	23
Other Miscellaneous Store Retailers	4539	\$25,751,221	\$79,302,956	-\$53,551,735	-51.0	134
Nonstore Retailers	454	\$101,604,563	\$192,555,181	-\$90,950,618	-30.9	51
Electronic Shopping & Mail-Order Houses	4541	\$80,654,259	\$173,011,192	-\$92,356,933	-36.4	8
Vending Machine Operators	4542	\$4,528,617	\$5,457,923	-\$929,306	-9.3	14
Direct Selling Establishments	4543	\$16,421,687	\$14,086,066	\$2,335,621	7.7	30
Food Services & Drinking Places	722	\$234,445,284	\$235,668,162	-\$1,222,878	-0.3	219
Full-Service Restaurants	7221	\$86,210,783	\$91,386,179	-\$5,175,396	-2.9	77
Limited-Service Eating Places	7222	\$124,604,950	\$132,811,245	-\$8,206,295	-3.2	107
Special Food Services	7223	\$5,289,460	\$3,727,206	\$1,562,254	17.3	10
Drinking Places - Alcoholic Beverages	7224	\$18,340,091	\$7,743,532	\$10,596,559	40.6	25

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 view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

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January 06, 2015

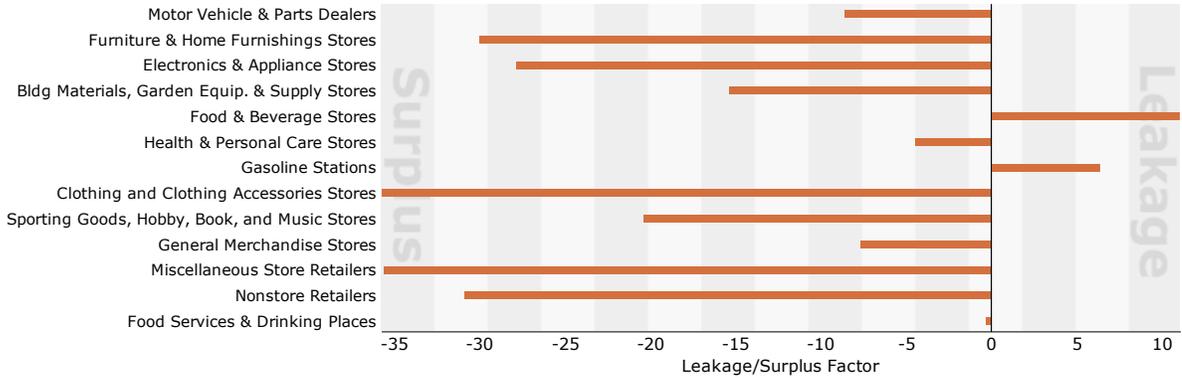


Retail MarketPlace Profile

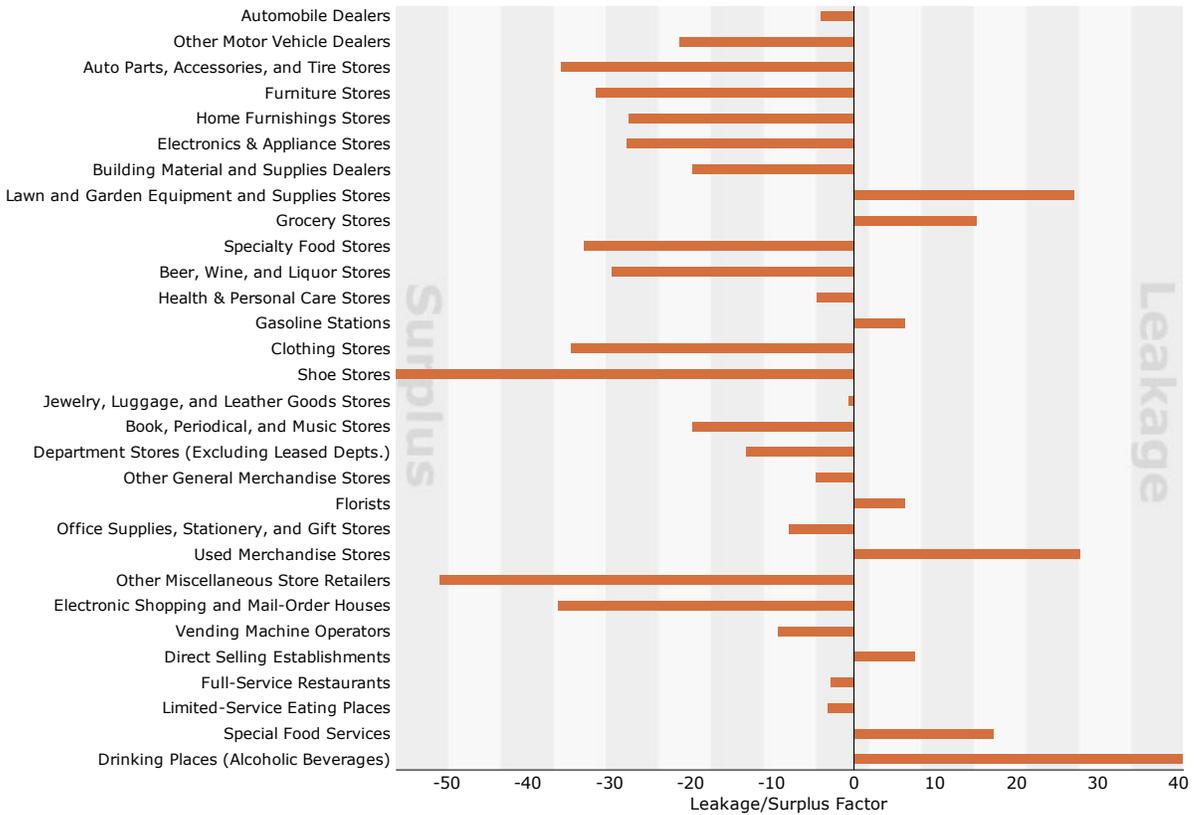
Harrisburg Town Center
 4098 NC 49 S, Harrisburg, North Carolina, 28075
 Drive Time: 15 minute radius

Latitude: 35.32259
 Longitude: -80.64543

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



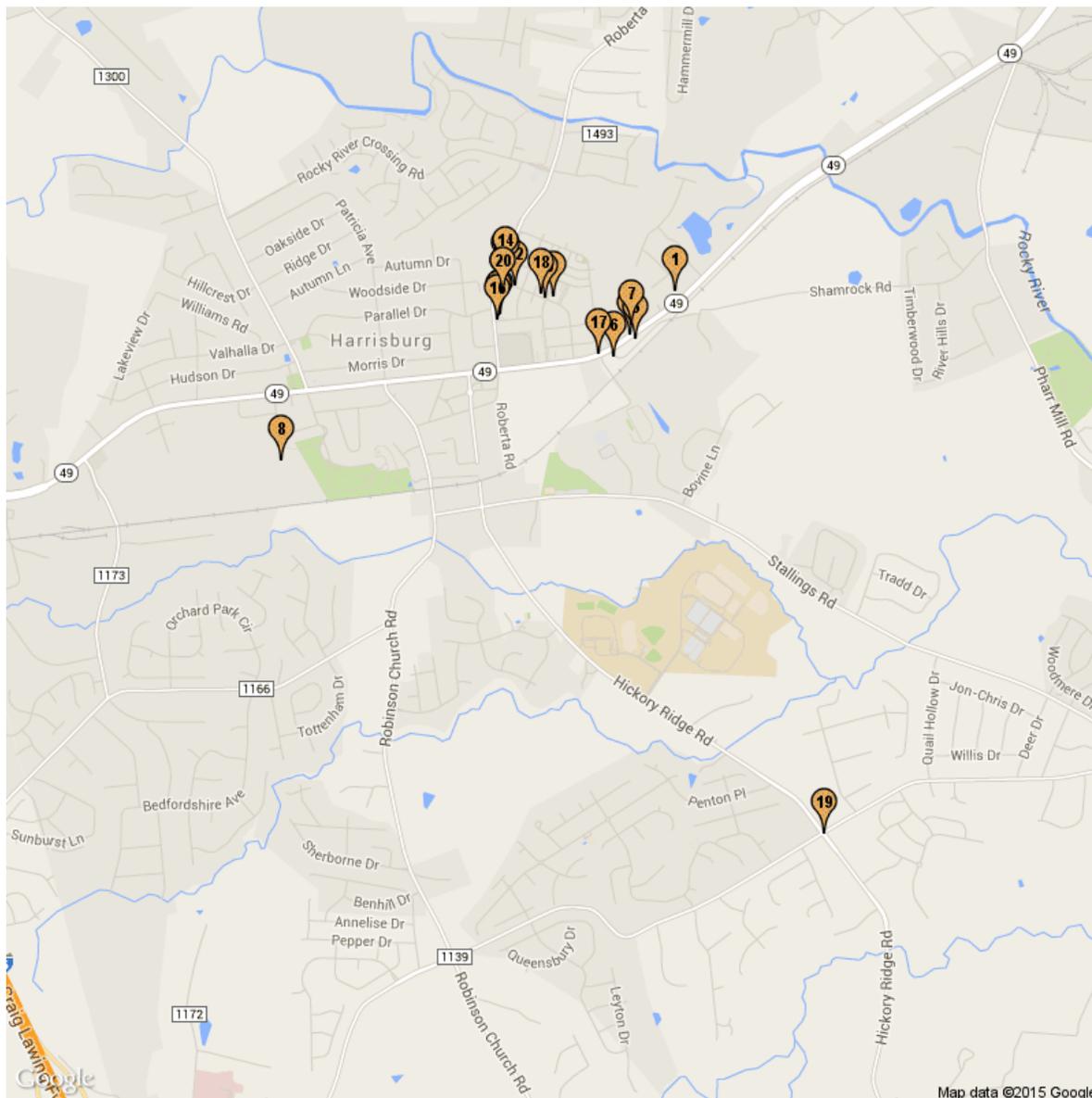
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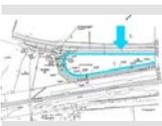
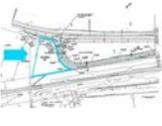
Section IV
Building & Sites
Inventory



4.1 Building & Site Inventory



4.1 Building & Site Inventory

	<p>3630 NC-49 3630 NC-49 Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 44937</p> <p>Contact: Michael L. Martin @ Newport Properties - Commercial Division, mlmcrs@gmail.com, 704.408.4833</p>	<p>Land Acreage: 1.410</p>	<p>For Sale Only - Available Total Avail. Acres: 1.410 Avail. Acres: 1.410 Sale Price (\$/Acre): \$379,432.62 Sale Price: \$535,000</p>	1
	<p>Pep Boys- 10 Year NNN Lease 3900 NC-49 Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 44809</p> <p>Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com, 704.619.7554</p>	<p>Retail Building SF: 5,546 Acreage: 0.700 Year Built: 2015 Investment</p>	<p>For Sale Only - Available Total Avail. SF: 5,546 Available SF: 5,546 Sale Price (\$/SF): \$315.54 Sale Price: \$1,750,000</p>	2
	<p>Pharmacy in Harrisburg 4310 Physicians Blvd Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 44122</p> <p>Contact: Ed McAfee @ Locus Real Estate Advisors, Inc., edlocus@gmail.com, 704.796.7460</p>	<p>Office, Retail Building SF: 4,800 Acreage: 0.490 Year Built: 2006 Class: A</p>	<p>For Sale and Lease - Available Total Avail. SF: 4,800 Available SF: 2,400 Rate (\$/SF): \$14.00 NNN Sale Price (\$/SF): \$208.13 Sale Price: \$999,000</p>	3
	<p>Harrisburg Town Center - Town 4100 Main St Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 3772</p> <p>Contact: Pat Mead @ Newport Properties - Commercial Division, pat.mead@att.net, 704.301.2904</p>	<p>Office Building SF: 27,000 Year Built: 2004 Class: A</p>	<p>For Sale Only - Available Total Avail. SF: 13,717 Available SF: 13,717 Sale Price (\$/SF): \$83.33 Sale Price: \$2,250,000</p>	4
	<p>NC-49 Harrisburg 2.4 Acre Parcel 3945 NC-49 Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 41746</p> <p>Contact: Tim Arey @ Arey Properties, tim@areyproperties.com, 704.782.6800</p>	<p>Land Acreage: 2.400</p>	<p>For Sale Only - Available Total Avail. Acres: 2.400 Avail. Acres: 2.400 Sale Price (\$/Acre): \$500,000.00 Sale Price: \$1,200,000</p>	5
	<p>NC-49 Harrisburg 1.5 Acre Parcel 3945 NC-49 Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 41745</p> <p>Contact: Tim Arey @ Arey Properties, tim@areyproperties.com, 704.782.6800</p>	<p>Land Acreage: 1.500</p>	<p>For Sale Only - Available Total Avail. Acres: 1.500 Avail. Acres: 1.500 Sale Price (\$/Acre): \$550,000.00 Sale Price: \$825,000</p>	6
	<p>Harrisburg NC-49 Build-to-Suit 3870 NC-49 Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 41692</p> <p>Contact: Tim Arey @ Arey Properties, tim@areyproperties.com, 704.782.6800</p>	<p>Land Acreage: 0.940</p>	<p>For Sale Only - Available Total Avail. Acres: 0.940 Avail. Acres: 0.940 Sale Price (\$/Acre): \$675,212.77 Sale Price: \$634,700</p>	7

4.1 Building & Site Inventory

	<p><u>Highway 49 at Z-Max Boulevard</u> North Carolina 49 Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 32129</p>	<p><u>Land</u> Acreage: 73.000</p>	<p><u>For Sale Only - Available</u> Total Avail. Acres: 73.000 Avail. Acres: 73.000 Sale Price (\$/Acre): \$33,500.00 Sale Price: \$2,445,500</p>	8
Contact: David Hanna @ Cushman & Wakefield Thalhimer, david.hanna@thalhimer.com , 704.705.3862				
	<p><u>Harrisburg Town Center - Retail Suite 107</u> 4350 Main Street Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 40439</p>	<p><u>Retail</u> Building SF: 28,000 Acreage: 1.000 Year Built: 2003 Community Center</p>	<p><u>For Lease Only - Available</u> Total Avail. SF: 2,500 Available SF: 2,500 Rate (\$/SF): \$18.50 - \$22.00 NNN</p>	9
Contact: Mark Swartz @ CHARLOTTE REAL ESTATE SERVICES, mshwartz20@gmail.com , 704.454.7807				
	<p><u>Mixed Use Investment Property- Harrisburg Town Center</u> 4351 Main St Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 2846</p>	<p><u>Office, Retail</u> Building SF: 26,732 Acreage: 1.000 Year Built: 2002 Class: B</p>	<p><u>For Sale Only - Available</u> Total Avail. SF: 26,732 Available SF: 26,732 Sale Price (\$/SF): \$190.78 Sale Price: \$5,100,000</p>	10
Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com , 704.619.7554				
	<p><u>Pharmacy or Medical Office with Drive-thru in Harrisburg Town Center</u> 4310 Physicians Blvd Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 30508</p>	<p><u>Office, Retail</u> Building SF: 4,800 Acreage: 0.490 Year Built: 2007 Class: A</p>	<p><u>For Sale and Lease - Available</u> Total Avail. SF: 4,800 Available SF: 2,400 - 4,800 Rate (\$/SF): \$17.00 NNN Sale Price (\$/SF): \$208.13 Sale Price: \$999,000</p>	11
Contact: Ed McAfee @ Locus Real Estate Advisors, Inc., edlocus@gmail.com , 704.796.7460				
	<p><u>HTC- Main Street Retail/Office/Medical Sites</u> 4360 Main St Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 37639</p>	<p><u>Land</u> Acreage: 4.000</p>	<p><u>For Sale Only - Available</u> Total Avail. Acres: 4.000 Avail. Acres: 1.000 - 3.000 Sale Price (\$/Acre): \$550,000.00 Sale Price: \$1,650,000</p>	12
Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com , 704.619.7554				
	<p><u>Harrisburg Town Center Main Street Office Space</u> 4350, 4351 Main St Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 3774</p>	<p><u>Office, Retail</u> Building SF: 28,778 Year Built: 2002 Class: A</p>	<p><u>For Sale and Lease - Available</u> Total Avail. SF: 13,372 Available SF: 750 - 13,372 Rate (\$/SF): \$15.00 Full Service Sale Price (\$/SF): \$125.00 Sale Price: \$93,750 - \$1,671,500</p>	13
Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com , 704.619.7554				
	<p><u>5 Year Lease- Harrisburg Town Center NNN Investment Property</u> 4350 Main St Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 37637</p>	<p><u>Retail</u> Building SF: 2,147 Year Built: 2006 Investment, Restaurant</p>	<p><u>For Sale Only - Available</u> Total Avail. SF: 2,147 Available SF: 2,147 Sale Price (\$/SF): \$317.65 Sale Price: \$682,000</p>	14
Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com , 704.619.7554				

4.1 Building & Site Inventory

	<p><u>Harrisburg Town Center Multifamily Site</u> Land 4200 Main St Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 37635</p>	<p>Acreage: 3.490</p>	<p>For Sale Only - Available Total Avail. Acres: 3.490 Avail. Acres: 3.490 Sale Price (\$/Acre): \$716,332.38 Sale Price: \$2,500,000</p>	15
<p>Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com, 704.619.7554</p>				
	<p><u>Harrisburg Town Center Medical Site</u> Land 4320 Physicians Blvd Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 37633</p>	<p>Acreage: 2.410</p>	<p>For Sale Only - Available Total Avail. Acres: 2.410 Avail. Acres: 1.000 - 2.410 Sale Price (\$/Acre): \$520,000.00 Sale Price: \$520,000 - \$1,250,000</p>	16
<p>Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com, 704.619.7554</p>				
	<p><u>HTC- Retail, Restaurant, Hotel Pad Ready Site</u> Land 4000 Highway 49 Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 37624</p>	<p>Acreage: 3.340</p>	<p>For Sale Only - Available Total Avail. Acres: 1.100 Avail. Acres: 1.000 - 1.100 Sale Price (\$/Acre): \$650,000.00 - \$900,000.00 Sale Price: \$650,000 - \$900,000</p>	17
<p>Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com, 704.619.7554</p>				
	<p><u>Harrisburg Town Center VIII</u> Retail 4200 Main St Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 25352</p>	<p>Building SF: 13,200 Acreage: 1.260 Year Built: 2008 Community Center,Free Standing Building,Neighborhood Center,Power Center,Regional Center,Restaurant,Specialty Center,Strip Center,Urban/Street Retail</p>	<p>For Lease Only - Available Total Avail. SF: 6,523 Available SF: 1,000 - 6,523 Rate (\$/SF): \$20.00 NNN</p>	18
<p>Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com, 704.619.7554</p>				
	<p><u>2718 Grady Harris Sr. Rd.</u> Land 2718 Grady Harris Sr. Rd. Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 35508</p>	<p>Acreage: 116.000</p>	<p>For Sale Only - Available Total Avail. Acres: 116.000 Avail. Acres: 116.000 Sale Price (\$/Acre): \$6,896.55 Sale Price: \$800,000</p>	19
<p>Contact: Robert G. Taylor @ Taylor Properties Group, LLC, bob@taylorpropertiesgrp.com, 704.451.8181</p>				
	<p><u>Harrisburg Town Center Main Street Retail</u> Retail 4351 Main St Harrisburg, NC 28075 Submarket: Cabarrus County CPE #: 37638</p>	<p>Building SF: 27,000 Acreage: 1.000 Year Built: 2002</p>	<p>For Lease Only - Available Total Avail. SF: 1,550 Available SF: 1,550 Rate (\$/SF): \$20.00 NNN</p>	20
<p>Contact: Chris D. Orr @ Romans Properties, LLC, co@romansproperties.com, 704.619.7554</p>				

Section V
**Economic Development
Implementation Plan**



5.1 Implementation Plan

Harrisburg, NC

Economic Development Implementation Plan

The purpose of this **Economic Development Implementation Plan** (the “Work Plan”) is to provide actionable steps the Town can take to reach its vision and mission and fulfill its community goals. This is driven by three agreed upon **Guiding Principles**:

1 | **MAXIMIZE** EXISTING ASSETS AND INFRASTRUCTURE by continuing to leverage investments in existing key development areas where assets and infrastructure investments have been made, including but not limited to transportation, recreation and utilities.

2 | **BUILD** OPPORTUNITIES AND PROGRAMS TO SUPPORT MULTIPLE GENERATIONS by providing housing opportunities and services that will better serve the current population that ranges from Millennials to Seniors and attract new generations to the community.

3 | **GROW** AN ECONOMY AROUND FUTURE TRENDS AND SMALL TOWN VALUES that support a focus on family, community, and quality of life for all people in the community while developing opportunities to live and work within the community.

The definition of **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.

This Work Plan is the implementation document of the *Harrisburg Economic Development Strategic Plan* (EDSP), dated August 2013 adopted by the Town of Harrisburg.

The August 2013 EDSP consists of ten (10) broad strategies:

1. Organizational Development
2. Networking with Chamber
3. Product Development
4. Target Sectors
5. Internal Marketing
6. External Marketing
7. Town Center
8. Brand Identity

9. Small Business Development
10. Workforce Development

Subsumed within these categories are a number of strategies and actions, some of which have already been implemented by the Town.

Projects/Tasks. This Work Plan refines and expands the recommendations of the EDSP through the findings of the Market Analysis (Sections I, II and III) to provide a more cohesive actionable set of projects, activities and tasks.

In moving from planning to “doing”, this plan will focus on four primary areas of responsibility:

1. Land Use – Planning and Zoning
2. Economic Development
3. Branding/Marketing
4. Fiscal/Capital Improvement Projects

This work includes Activities and/or Tasks which may evolve as:

- o Actions (per EDSP)
- o Programs
- o Initiatives

Departments. Elements of the Work Plan are supported by the Town’s departmental areas of administration, planning and zoning, economic development, parks and recreation, and marketing and communication that will set forth the policies (administration) and regulations (regulatory) which support the plan.

Budget. In addition to each project, activity and task, consideration should be given to resources and budget. A budget line item for each will provide human resource allocation (staff time) as well as any additional funding which may be required.

Timeline. To achieve the goals set forth in both the EDSP and the Work Plan, the strategies/actions include:

- Timeline: Targets for each area
 - o Short-term (ST): 60 – 90 – 180 days
 - o Long term/Ongoing (LG): 3-5 years

Metrics. Each activity/task that involves budgets/funding should provide quantifiable results that can be benchmarked and measured. This includes job growth, project/permit growth, building occupancy improvements, property sales, and ultimately, sales tax and property tax revenue growth.

The following pages outline the steps for each strategy and/or action identified in the EDSP and supported by the Market Analysis. Also included is a summary “At-a-Glance” of the Work Plan activities/tasks for review and status updates with staff and elected officials.

A | Overall Framework

The following first-step activities and tasks will provide the framework for remaining sections of the Work Plan.

1. Staff Planning. All staff departments should be brought together to discuss plan goals, determine key metrics, and make departmental assignments for each of the activities/tasks identified to reach those goals. Benchmarks should be established for each activity/task to measure progress at regular intervals and keep the plan moving forward.

Departments: All

2. Annual Citizens Survey. An Annual Citizens Survey should be administered to collect data on citizenry's desired Town amenities and activities, commuting and job-related data, and feedback on multi-generational opportunities. Select survey results should be posted on the Town website, included in the Newcomer Packet, announced to current residents, and referenced when updating citizenry on the progress of initiatives. There are national organizations that provide surveys and related services to local communities.

Departments: Marketing and Communication, Economic Development

3. Annual Business Survey. An Annual Business Survey should be created and administered through the creation of a formal Business Expansion and Retention (BRE) program. A combination of email survey and phone calls/in-person visits to survey businesses on satisfaction issues, future plans, and areas of concern related to their presence in Harrisburg. Select survey results to be included in an Annual Business and Industry Report.

Departments: Marketing and Communication, Economic Development

4. Annual Business & Industry Report. Create a Harrisburg Annual Business and Industry Report to encourage community engagement and dialogue around the state-of-business in Harrisburg and provide a vehicle to inform commercial RE brokers, developers and potential tenants/buyers of product inventory. The Annual Report should include limited results of the Business Survey. It should be published and presented as part of the *Cabarrus County Annual Summit*. The Report should also be posted on the Town website and made available at the Town Hall offices and Cabarrus Regional Chamber of Commerce office. This could be further elevated with an annual Broker/Developer breakfast event and tour in the Town of Harrisburg before or after the Annual Summit.

Departments: Marketing and Communications, Economic Development

5. Economic Small Area Plans (SAP). The three key areas for economic development (Town Center, western gateway and Rocky River interchange) should be reviewed and boundaries identified for individual small area plan efforts. The first priority would be an update to the previous Town Center plan, which could be a joint effort by the Town and key stakeholders under a public

private partnership program. This public-private partnership could consider jointly funding this initiative with the end result being a framework plan that would identify land uses and conceptualize best practice development scenarios for community consensus. This would assist in setting expectations for the community, reduce regulatory risk for development/real estate professionals and provide the quantitative framework for public finance considerations such as TIF (Tax Increment Finance), BID (Business Improvement District), or other finance vehicles.

6. Regulatory Review and Process for Permitting. In an effort to add a regulatory layer to support each SAP, ordinances and processes for permitting should be evaluated for opportunities to improve efficiencies, mitigate bottlenecks, and improving/streamlining. The result will provide a measureable pipeline and process for development projects.

Departments: Administration, Planning and Zoning

7. Economic Development Website/Marketing. The Economic Development microsite of the town website should be expanded to include .pdf (only) documents and be updated regularly to promote Harrisburg's unique differentiators and its influence in the region. This could include a key Business Areas Map with a description that outlines infrastructure, amenities, character, and opportunities within each key business area. The website should integrate the EDSP documents and tools, to include this map, the Annual Business and Industry Report, and other links/resources.

Integral to the website is a site/building inventory, to include product availability using the Karnes/Site Index link. The market data for the region activity will be key information for the Annual Business and Industry Report, and will provide information for the Annual Broker/Developer event.

Departments: Marketing and Communications, Economic Development

B | RETAIL

1. Streetscape/Façade Improvements. Shoppers are attracted to areas that are easy to navigate and make them feel comfortable. Traffic patterns, streetscape (e.g. sidewalks, landscape, street lights, way finding signage, and banners) enhance the consumer experience and draw people to retail areas. Harrisburg should evaluate the public realm to determine where streetscape improvements are needed and where they can be enhanced or maintained. Further, a Façade improvement program to include updating storefronts, building facades, property signage, and private parking areas program should be developed to provide incentive to expand improvements from the public realm to the private realm.

Departments: Planning and Zoning, Economic Development

2. Expand Public Space at Town Center. As part of development of each SAP and/or development plan for projects, incorporate public areas for seating/gathering adjacent to retail. Public art should be considered in the public areas as well to activate retail space and create a sense-of-place.

Departments: Planning and Zoning, Economic Development

3. Support Business Alliance Group. The emerging Business Alliance Group should be supported with networking opportunities and introduction to local, regional, and state resources. Partnership initiatives between the town and the Alliance could include a Buy Local program, economic gardening and other joint projects.

Departments: Economic Development, Marketing and Communications

4. Buy Local Program. “Buy Local” programs encourage support of local merchants. A Town program using the Buy Local toolkit (provided) should be implemented. Opportunities to consider could include: “Downtown Dollars”, discount days, extended evening hours in conjunction with events, encouragement of co-operative programs between merchants, and merchant-centric events (e.g. Shop ‘N Sip nights, Sidewalk Days).

Departments: Economic Development, Marketing and Communications

5. Retail Targets. Retail targets should be identified for categories where leakage exists in each key area, solicited through industry events (e.g. International Council of Shopping Centers – ICSC) and engaged with shopping center owners/developers. Potential retail targets within each area include:

- a. Town Center – Beer & wine shops, liquor stores (e.g. ABC), small format department store (e.g. Kohl’s), boutique clothing store, children’s store, interior design store, locally owned restaurants with entertainment, bakery, ice cream parlor, electronics and appliance store, office supply/stationary store, craft/hobby store.
- b. Rocky River – Sporting goods and athletic equipment (e.g. bike shop), high-end

consignment store or Goodwill Thrift Store, garden center (e.g. Tractor Supply), and nurseries/greenhouses.

- c. Western Gateway – pending more information on tenancy in the new Harris Teeter center project.

A target list of operators within each category should be developed prior to attending ICSC events or implementing targeted communications.

Departments: Economic Development, Marketing and Communications

C | INDUSTRIAL & OFFICE

1. Certified Sites Program. The Town should engage with local utility and/or NC Department of Commerce to evaluate and consider certified sites that will encourage product development through shovel-ready sites for the Rocky River interchange and western gateway areas. This includes maps and due diligence information (e.g. zoning, utilities, environmental) for developers and site selectors.

Departments: Planning and Zoning, Economic Development

2. Broker/Developer Event. Increased brand awareness and interaction with the broker/developer community will keep Harrisburg top-of-mind when an opportunity is available. To strengthen those relationships, the town could host a Broker/Developer event (e.g. continental breakfast and tour) prior to or after the regional *Cabarrus County Summit* to inform commercial real estate professionals about available product in Harrisburg. The success of this event can be benchmarked by any resulting increases in land sales and building occupancy. This event should be repeated annually to maximize momentum and reinforce Economic Development initiatives.

Departments: Marketing and Communications, Economic Development

3. Business Retention/Expansion (BRE) Program. Retaining and expanding current businesses is key to overall economic health. A BRE Program should be formalized to recognize and address the needs of current businesses located within Harrisburg. Data to drive the program will be gathered through The Annual Business Survey and the Business Alliance Group. The elements of this plan might include:

- Survey – for all businesses with 1-10 employees;
- Phone Interview – for all businesses with 11-25 employees;
- Personal Visit – for all businesses with 25+ employees

Departments: Economic Development, Marketing and Communications

4. Recruit Companies to Harrisburg. In addition to a formal BRE (Business Retention/Expansion) program, recruiting efforts should focus on attracting key target cluster sectors.

For Office Uses:

- Finance, insurance and real estate (FIRE)
- Medical and health related
- Legal and professional services

For Industrial Uses:

- Freight and cargo
- Packaging materials
- Building suppliers
- Automotive and motorsports industry

Target lists may be developed through BRE interviews, purchasing lists, and SIC/NAICS listing services.

Departments: Economic Development, Marketing and Communications

5. Business Leaders Program/Roundtable. The Harrisburg business community has strong networking ties which can be leveraged to assist in recruiting new businesses. Create a Business Leader Program as a private/public partnership with key business executives from the town's largest employers to act as ambassadors/advocates for identifying and recruiting vendors, suppliers and other businesses to Harrisburg. In addition, having the right workforce attracts businesses. Consider hosting a business leader/educator roundtable around workforce readiness and lifelong learning. Partner local corporations with secondary schools and higher education institutions such as RCCC Small Business Center, UNCC and the Portal Program, UTI, and CPCC to explore internships, apprenticeships, and continuing education opportunities.

Departments: Marketing and Communications, Economic Development

6. Economic Gardening. Most job growth occurs within small business. Therefore, promote SBE (Small business and entrepreneurship) initiatives and resources such as start-up kits, technical assistance, entrepreneurship classes, and other resources that assist in connecting, supporting and growing small business. The Economic Gardening toolkit (provided) will provide additional ideas and resources.

D | RESIDENTIAL

1. Multi-Generational Housing. Community development may be powered by businesses, but it is sustained by citizenry. Alternative housing opportunities often support retail, entertainment, and small town values. Millennials and Baby Boomers seek alternatives to traditional large-lot housing. Therefore, consider alternative opportunities for in-fill housing (e.g. townhomes, apartments, senior/age-restricted housing) for multi-generational use as part of SAP. Review zoning and subdivision ordinances to support alternative housing options within each SAP.

Departments: Planning and Zoning, Economic Development

E | INFRASTRUCTURE

1. Signage/Wayfinding Program. Directional information is key to easy navigation for both citizens and visitors. Complete implementation of signage/wayfinding program per the Branding Plan.

Departments: Planning and Zoning, Marketing and Communication

2. Connect Public Space. Easy access between public and private space is key to increasing traffic and utilization of existing and future retail areas. Under the current bike/pedestrian efforts, connect bike/greenways to retail and public spaces within each key area as part of the SAP.

Departments: Planning and Zoning, Economic Development

3. Monitor and Facilitate Rail Stop. The possibility of a rail stop can significantly impact the area around the proposed rail station. The location of the rail stop is critical to activating residential and commercial uses. Begin dialogue to leverage public space and mixed use opportunities in the areas surrounding the proposed rail stop. For example, this could enhance and activate the Town Center, therefore, strong consideration should be given to connecting this important transportation link to the Town Center area.

Departments: Administration, Planning and Zoning

4. Healthy Living. Collaborate with CMC/healthcare community to integrate wellness programs with public parks, recreation, and greenways infrastructure. These could include installation of outdoor exercise equipment and tot-lots in public parks, and events such as Family Bike Day.

Departments: Parks and Recreation, Marketing and Communications, Economic Development

F | CIVIC BUILDINGS AND PUBLIC SPACES

1. Public Spaces. Small town values are supported by community gatherings. Consider opportunities to utilize civic buildings and public spaces to create public meeting places such as a band shell, amphitheater, and plazas within the three key areas where the community can gather together for events, festivals, and other activities.

Citizenry of all ages require recreational outlets. Therefore, integrate the recommendations of the

Park and Recreation Master Plan with the public spaces within each SAP. Identify and implement recreation opportunities for all ages and abilities. This multi-generational interaction supports small town values, can provide mentoring opportunities, and will assist in activating and supporting retail uses. Such place-making further provides amenities that attracts housing and strengthens residential values. Ideas include: shaded areas, outdoor game tables (e.g. chess, backgammon), cluster seating, and in-ground water features (e.g. splash pads/spray-grounds) and health/recreation activity (outdoor exercise equipment in parks, youth skate park, Tot-Lot).

Departments: Planning and Zoning, Parks and Recreation, Economic Development, Marketing and Communication.

2. Shared Parking. Shared or municipal parking areas should be created and leveraged for maximum use throughout the day and evening hours. Consider shared parking in each key area to support commercial uses, public events, and the future rail stop.

Departments: Planning and Zoning

3. Public Arts Initiative. Public art is key to promoting community pride and sense-of-place. Encourage public/private partnerships to support emerging art initiatives, including creation of a public art commission to program events, initiate charity partnerships, and support public art installations in key areas to enhance place-making efforts.

Departments: Administration, Marketing and Communication, Economic Development

Harrisburg Economic Development Work Plan

March 9, 2015

Guiding Principal(s)	Key Area(s)	Activities/Tasks - Short Term	Department(s)	Status	Activities/Tasks - Long Term/Ongoing	Department(s)	Status
OVERALL FRAMEWORK		Staff Planning - budgets, assignments, metrics	All		Staff Planning - budgets, assignments, metrics	All	
		Create Annual Citizen Survey	MC; ED		Administer Annual Citizen Survey	MC; ED	
		Create Annual Business Survey	MC; ED		Administer Annual Business Survey	MC; ED	
		Website revisions to integrate the EDSP Plan	MC; ED		Maintain website data	MC; ED	
		Create Annual Business & Industry Report	MC; ED		Publish and distribute report annually	MC; ED	
		Evaluate ordinances and process for development to streamline permitting			Annual Plan and Ordinance Updates	Admin; PZ	
		Identify key area boundaries and implement Small Area Plans (SAP) to integrate infrastructure and land use			Implement CIP projects associated with SAP	Admin; PZ; PW	
		Evaluate public realm for streetscape improvements and private realm for façade improvements			Maintain streetscape; evaluate façade program effectiveness	PZ; PW	
	G.P. 1	All	Create/expand public parks and open space to activate retail	PZ; ED			
	G.P. 1	Town Center	Develop and launch a "Buy Local" program	Admin; PZ		Program public space with regular events	MC; ED
G.P. 3	All	Support the emerging Business Alliance Group	ED; MC		Use Buy Local toolkit	MC; ED	
G.P. 3	All	Identify retail targets and solicit through industry events (ICSC)	ED; MC		Link Business Alliance Group to local/regional resources	ED; MC	
G.P. 3	All		ED; MC		Attend annual industry regional events (ICSC)	ED	
INDUSTRIAL & OFFICE							
	Western Gateway, Rocky River	Evaluate and consider certified sites program with local utility and/or NC dept. of commerce	PZ; ED		Encourage product development through "shovel-ready" sites	PZ; ED	
G.P. 1	All	Implement Business Retention (BRE) Program	MC; ED		Annual Business Visits	MC; ED	
G.P. 2	All	Host a business leader/educator initiative to assist recruiting, and explore workforce readiness and lifelong learning	MC; ED		Implement "Ready by 21" program including partnerships	MC; ED	
G.P. 3	All	Recruit new businesses by identifying companies in key clusters	ED		Create business ambassador program to engage key industry leaders to help recruiting	MC; ED	
G.P. 3	All	Host a Broker/Developer event before/after Summit	ED		Continue annual event and monitor results	MC; ED	
G.P. 3	All	Implement an Economic Gardening Program	ED		Continue and monitor program		

Guiding Principal(s)	Key Area(s)	Activities/Tasks - Short Term	Department(s)	Status	Activities/Tasks - Long Term/Ongoing	Department(s)	Status
RESIDENTIAL							
G.P. 1	Town Center	Consider/review housing densities to support retail/entertainment	PZ; ED		Review zoning and subdivision ordinances to support small area plans	PZ	
G.P. 2	All	Consider alternative in-fill housing for multi-generational use as part of SAP	PZ		Review zoning and subdivision ordinances to support small area plans	PZ	
INFRASTRUCTURE							
G.P. 1	All	Complete implementation of signage/wayfinding program per the Branding Plan	PZ; MC		Maintain signage	PZ; PW	
G.P. 2	All	Connection bike/greenways retail/public space within each key area as part of pending plan	PZ; ED		Implement bike/pecd/greenway plan	PZ; PW	
G.P. 2	All	Collaborate with CMC/Healthcare community to integrate wellness program with public parks, recreation, greenways	MC; ED		Annual 5k runs, health fairs, family bike day, etc.	MC; ED	
G.P. 3	Town Center	Monitor Rail stop issues with NCDOT	Admin; PZ				
CIVIC BUILDINGS & SPACES							
G.P. 1	Town Center	Consider shared public parking to support rail and town center commercial uses and public events	PZ;				
G.P. 3	All	Support emerging art initiatives including creation of a public art commission	Admin; MC; ED		Support and implement public art installations and events	MC; ED	
G.P. 3	All	Program public spaces within each key area to support residential and activate retail	MC; ED		Maintain and expand public events	MC; ED	