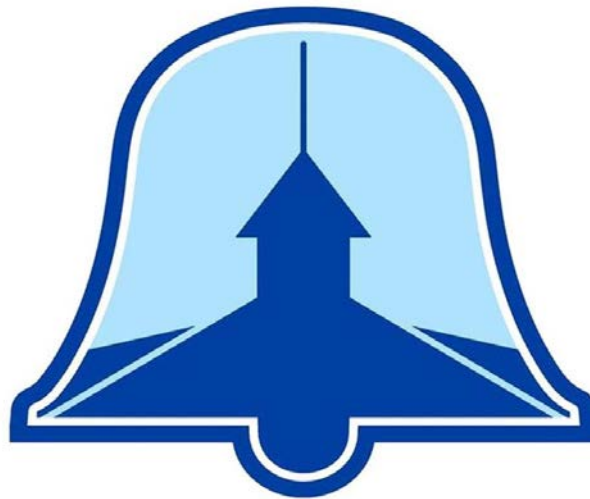




Biscoe, North Carolina

Report of
Economic Development Assessment
January 29-30, 2018

TOWN OF BISCOE



www.townofbiscoe.com

Report: March 12, 2018

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Section 1. Introduction

The Town of Biscoe invited the NC Main Street & Rural Planning Center to develop an Economic Development Assessment. The two-member Rural Planning Team visited Biscoe on January 29-30, 2018. Each member has extensive experience in community planning and economic development.

During the two-day visit, the Rural Planning Team toured the community, and conducted interviews with members of the community; elected officials, property and business owners, citizens and Town staff who are listed in the Appendix.

Rural Planning Team

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The Rural Planning Team would like to thank the **Local Work Group** members who generously gave up two full mornings and an early afternoon to work with us through this process:

James Blake, Mayor
Jessica Blake, Community in Schools
Beth Deberry, Fidelity Bank
Andrew Gardner, Montgomery Community College

Brandon Holland, Town Manager
Laura Morton, Town Clerk
Mark Scott, Montgomery Chamber of Commerce
Larry Wilson, Pastor

We offer this report as a working document to guide you through the on-going activity of focusing and successfully implementing the recommendations found in this Economic Development Assessment. The residents of Biscoe have a keen sense of community pride. We hope this report inspires the community to support the economic development efforts of the Town of Biscoe.

North Carolina Department of Commerce

www.nccommerce.com

The North Carolina Department of Commerce is the state's lead agency for economic, community and workforce development. The Department works with local, regional, national and international organizations to fulfill its mission to improve the economic well-being and quality of life for all North Carolinians.

Taking a comprehensive approach to economic development, the Department's work reaches many areas. The Department helps people find jobs and employers find and retain a qualified workforce. The Department administers the state's employment security system, supporting workers during career transitions. The Department provides local communities with grants and planning services to spur infrastructure development and economic growth, and administers the state's economic incentive programs.

The Department is also responsible for recruiting companies to the state, helping existing North Carolina companies expand, encouraging business start-ups, enabling companies to export, and marketing North Carolina as a business and visitor destination. In October 2014, the Department entered a contract with a new public-private organization, the [Economic Development Partnership of North Carolina](http://www.edpnc.com) (www.edpnc.com) to take the lead in these recruitment and marketing functions.

The Department also publishes data, statistics, information and reports for citizens and policymakers interested in the state's economy.

The Department of Commerce, an executive branch agency of the State of North Carolina, is headquartered in Raleigh.

The NC Main Street & Rural Planning Center

The *NC Main Street and Rural Planning Center* (MS&RPC) is part of the NC Department of Commerce, the state's lead agency for workforce, community, and economic development. In this capacity, the Center provides downtown revitalization and planning assistance to communities across the state, primarily in economic development planning.

The Center has offices throughout the state, in the West (Asheville and Sylva), Northwest (N. Wilkesboro), the Piedmont (Winston-Salem), Southwest (Albemarle), North Central (Raleigh and Wilson), South Central (Fayetteville) and the East (Washington, Jacksonville, and Wilmington).

Recognizing that economic prosperity is the number one priority in most communities, our experienced staff partners with community leaders to add value to their economic development efforts through a variety of services and assistance.

Whether rural communities are planning future economic expansion, injecting life into existing structures, or developing in an economically challenged area, the MS&RPC staff can help attain those goals through targeted assistance with these services:

- > Economic Development Assessment
- > Strategic Economic Development Planning
- > Implementation Services
- > Local & Regional Market Analysis
- > Small Area Planning for High Impact Areas
- > GIS & Custom Mapping

Section 2. The Six Economic Factors

There are six basic factors that should be considered when undertaking any economic activities. Without an understanding of these factors, it will be difficult to determine the direction that economic activity must take to bring about a successful effort. These factors are as follows:

Factor 1 Market Conditions and Business Climate

Assessing this factor helps determine the status of the retail, residential and office markets and their potential in your town. Information gathered related to retail sales, occupancies and rents is used to develop recruitment materials for attracting new business to town and downtown.

Factor 2 Retail Mix

A market assessment and merchant's survey can provide information related to the number and types of businesses currently in the downtown area. From this information, the potential for success of additional or different retail businesses can be determined. Additionally, a personal observation should be made to determine the best locations to site additional businesses.

Factor 3 Real Estate Availability and Condition

This factor addresses the ability to recruit development and business. If there are no available buildings or if they are overpriced or in poor condition, then it will be difficult to carry out the economic development/revitalization effort.

Factor 4 Physical Environment and Amenities

The physical environment in which a business must function is critical to its success. Even the best businesses will not be successful if the surrounding environment is run down, with few amenities, and is difficult to access.

Factor 5 Availability of Capital/Financing

It is critical that adequate investment capital and attractive financing be available for projects. In addition to public financing tools, local financial institutions must be actively involved and supportive of development and business in town and downtown.

Factor 6 Business and Development Assistance

Business and investment decisions must be made based on complete and factual information. One of the most important services that can be offered to potential investors is the provision of professional business and development assistance along with a coordinated promotional effort.

Section 3. Demographics

Location

Biscoe is a town located in Montgomery County, very near the geographic center of North Carolina. The town is located approximately 83 miles from the state capitol in Raleigh; approximately 68 miles from Charlotte, the state's largest city; 52 miles from Greensboro; 30 miles from Southern Pines; 30 miles from Pinehurst and 7 miles from Troy, the county seat. NC 24 and NC 27 run through Biscoe and Town limits abut Interstate 74. It is approximately 1-1/4 miles east of Town Hall.

Population

The population of Biscoe has shown a slight growth trend since the 2010 Census (*Table 3-1*) from 1,700 people to an estimated 1,896 people in 2017. (*Figure 3-1*). Biscoe has 3.11 square miles of geographic area. Within the 5-mile Primary Trade Area (*Map 3-1*), the population has increased from 7,155 people in 2000 to 7,852 in 2017. Please note: a full-page map of the Primary Trade Area can be found in the Appendix.

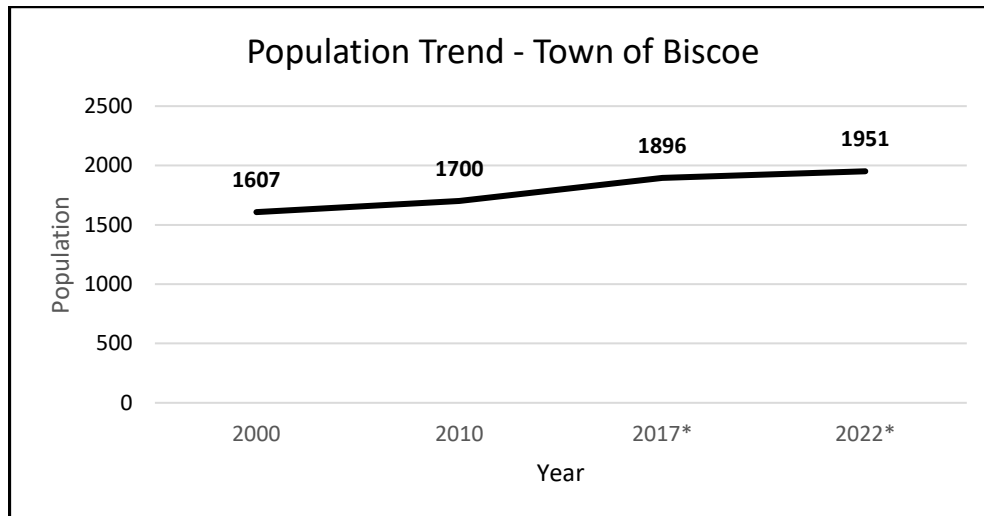
Table 3-1. Population Change in the Town of Biscoe

Year	2000	2010	2017*	2022*
Population	1,607	1,700	1,896	1,951

U.S. Census Data

*ESRI Forecast

Figure 3-1. Population Change in the Town of Biscoe



Race

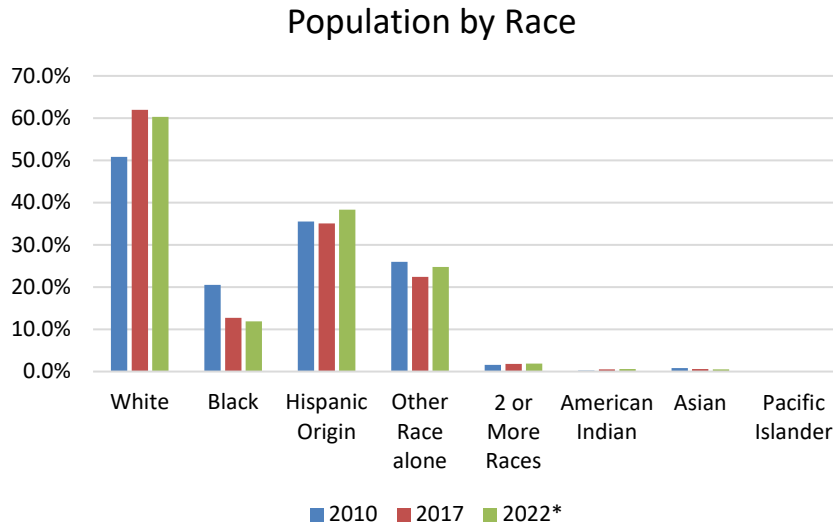
Table 3-2 shows the racial composition in Biscoe. In 2010, almost 51% of the population was white and 20.5% was black. By 2017, the projected population was 62% white and 12.7% black, a decline of 7.8%. Hispanic populations remain essentially flat through the period at +/- 35%.

Table 3-2 Population by Race

Year	White	Black	Hispanic Origin	Other Race alone	2 or More Races	American Indian	Asian	Pacific Islander	Total Population
2010	50.8%	20.5%	35.5%	26.0%	1.6%	0.2%	0.8%	0.1%	1,700
2017	62.0%	12.7%	35.1%	22.4%	1.8%	0.5%	0.6%	0.0%	1,896
2022*	60.3%	11.9%	38.3%	24.8%	1.9%	0.6%	0.5%	0.0%	1,951

*ESRI Forecast

Figure 3-1 Population by Race



Age

The census data in Table 3-3 shows that Biscoe's population has become slightly older since 2010 from a median age of 33.3 years old to 36.7 years old, an increase of 2.4 years. There appears to be a declining trend of the younger ages, birth to 24 years old.

Table 3-3. Median Age

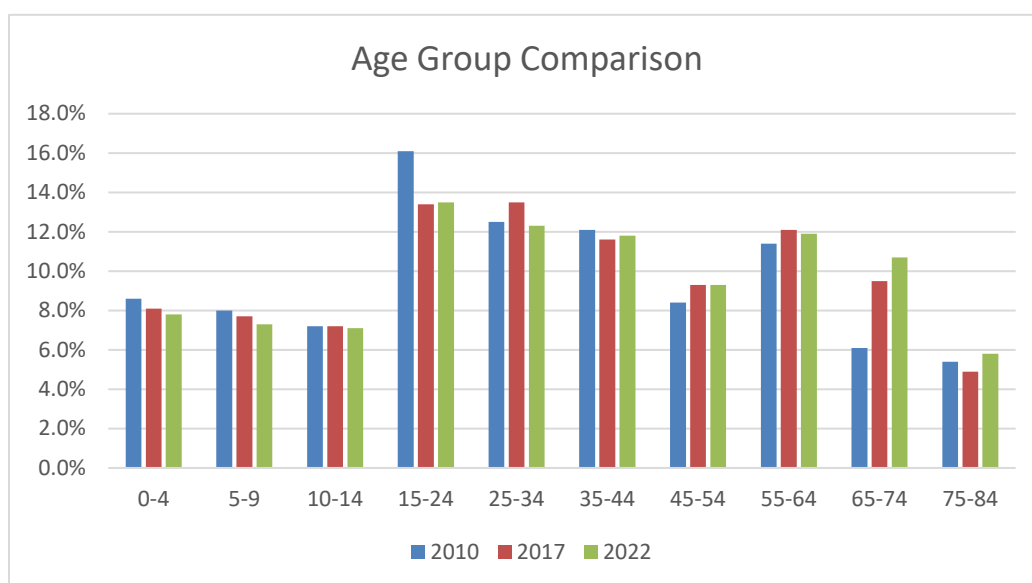
Year	2010	2017	2022	
Age (years)	33.3	35.0	36.7	
Change	n/a	+1.7	+1.7	+2.4 yrs net change

Table 3-4 and Figure 3-2 show trends from the US Census in 2010 and projections in 2017 and 2022 by ESRI.

Table 3-4. Population by Age

Total Pop	1,700	1,896	1,954
Year	2010	2017	2022
0-4	8.6%	8.1%	7.8%
5-9	8.0%	7.7%	7.3%
10-14	7.2%	7.2%	7.1%
15-24	16.1%	13.4%	13.5%
25-34	12.5%	13.5%	12.3%
35-44	12.1%	11.6%	11.8%
45-54	8.4%	9.3%	9.3%
55-64	11.4%	12.1%	11.9%
65-74	6.1%	9.5%	10.7%
75-84	5.4%	4.9%	5.8%

Figure 3-2 Age Group Comparison



Households

Median Household Income was \$26,797 in 2017 and expected to remain relatively flat in 2022 at \$26,339.

In 2000, Biscoe had 518 households and an estimated 610 in 2017, an increase of 92 households. The number of housing units increased from 585 to an estimated 708 in 2017, an increase of 153 housing units.

Table 3-5. Household & Housing Unit Summary

Year	2000	2010	2017*	2022*
Household	518	539	610	630
Units	555	607	708	765

U.S. Census Data

*ESRI Forecast

Owner occupied units are trending downward since 2000 with 68.3% and an estimated 54.8% in 2017, showing further decline by 2022. Renter occupied units increased by 7.3% from 2000 to 2010, but remaining relatively flat with a forecasted declining trend from 2010 to 2022.

Table 3-6. Biscoe Owner versus Renter Comparison

Year	2000	2010	2017*	2022*
Owner Occupied	68.3	56.5	54.8	52.7
Renter Occupied	25	32.3	31.4	29.7

U.S. Census Data

*ESRI Forecast

Section 4. Market Analysis

Income

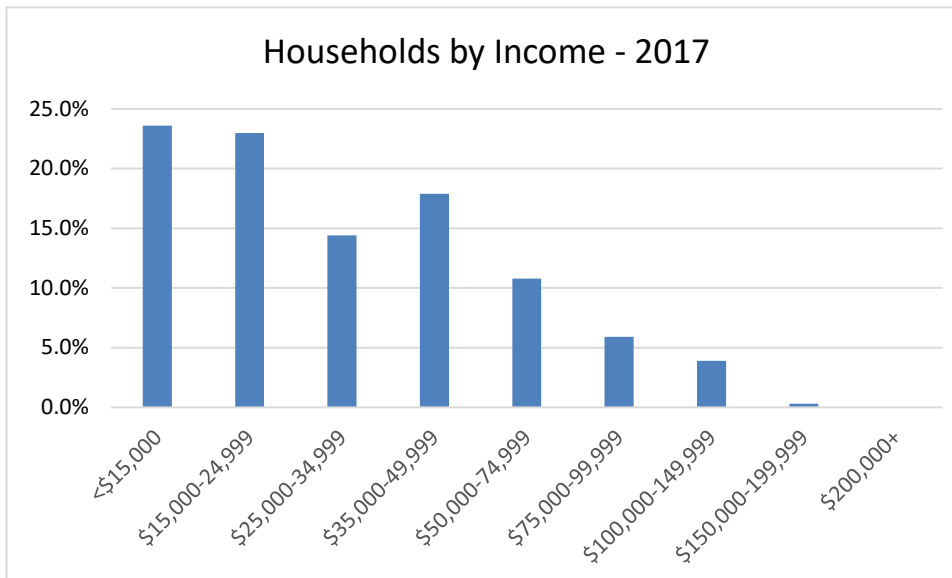
Personal household income is shown in Table 4-1 and Figure 4-1. For personal income has higher percentage of persons with income in the \$15,000 to \$49,000 income brackets.

Table 4-1. Households by Income – 2017

<\$15,000	23.6%
\$15,000-24,999	23.0%
\$25,000-34,999	14.4%
\$35,000-49,999	17.9%
\$50,000-74,999	10.8%
\$75,000-99,999	5.9%
\$100,000-149,999	3.9%
\$150,000-199,999	0.3%
\$200,000+	0.0%
Average Household Income	\$36,413

**ESRI Community Profile & US Census Data*

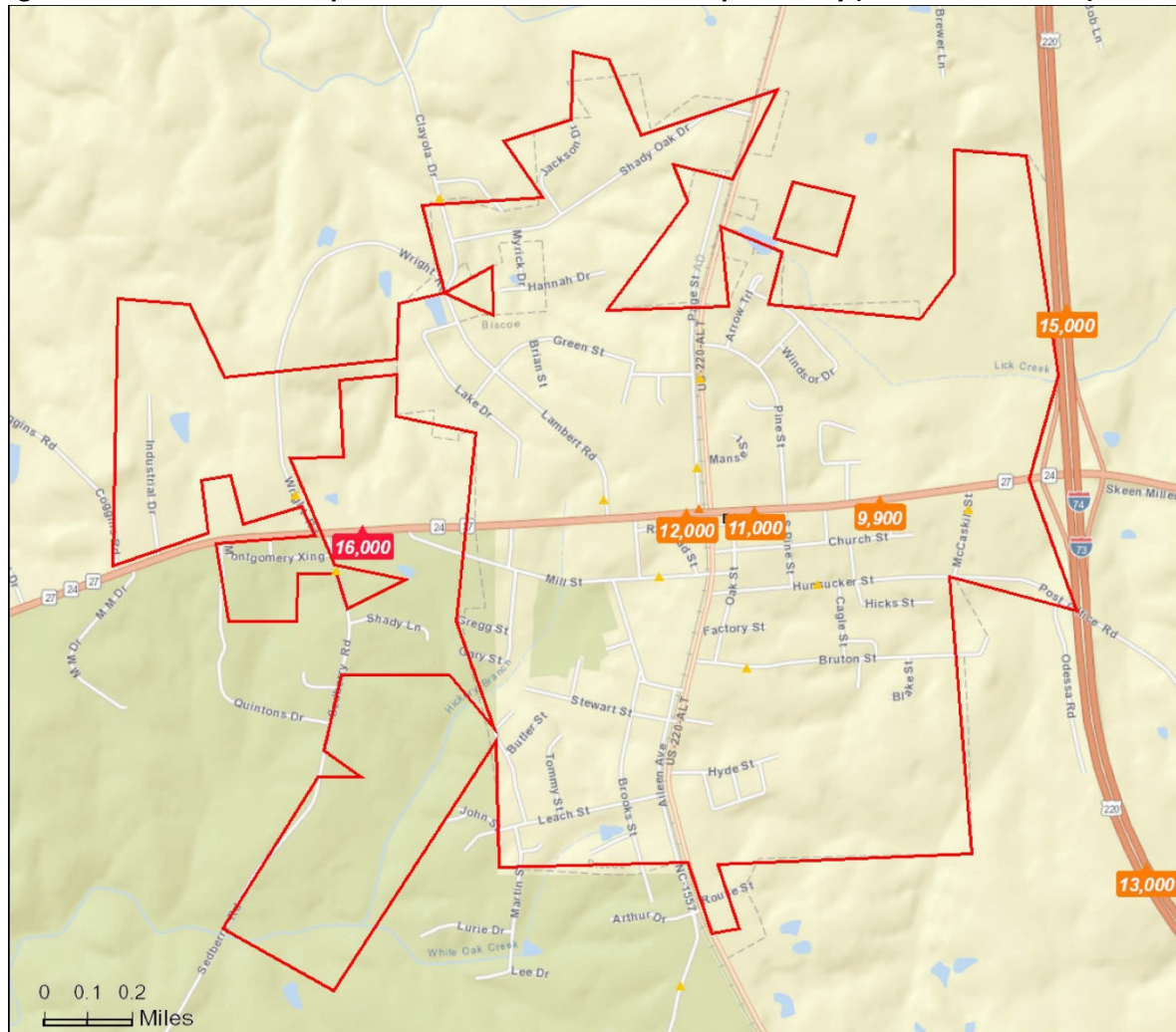
Figure 4-1 Households by Income - 2017



Traffic Counts

Traffic counts show that NC24/27 in Biscoe (Figure 4-2) are in the approximate range of 10,000 to 12,000 vehicle trips per day. 16,000 vehicle trips per day by Montgomery Crossing and 15,000 per day on I-74/73.

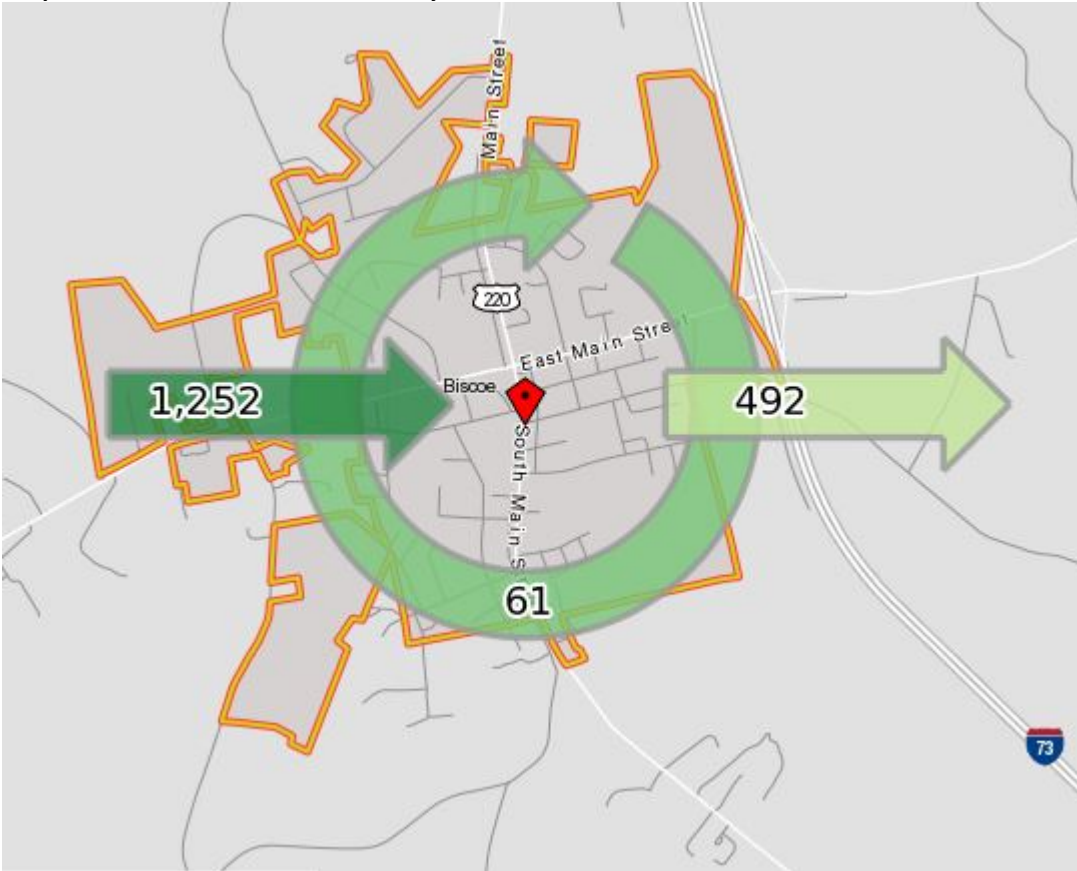
Figure 4-2. Traffic count map of Biscoe viewed in Vehicle Trips Per Day (NCDOT- 2017 data).



Jobs – Inflow and Outflow

The following Map 4-1 map shows a 2015 jobs analysis with inflow and outflow where: 1,252 persons are employed in Biscoe and commute in from outside the town for work; 492 persons live in Biscoe and commute outside the town for work; and 61 people are employed and live in Biscoe.

Map 4-1. Jobs inflow and outflow analysis of Biscoe – 2015.



Biscoe, Troy, Asheboro and Star are the most popular destinations for commuting to work.

Figure 4-3. Where Biscoe Residents Commute to for Work. (US Census - On The Map)

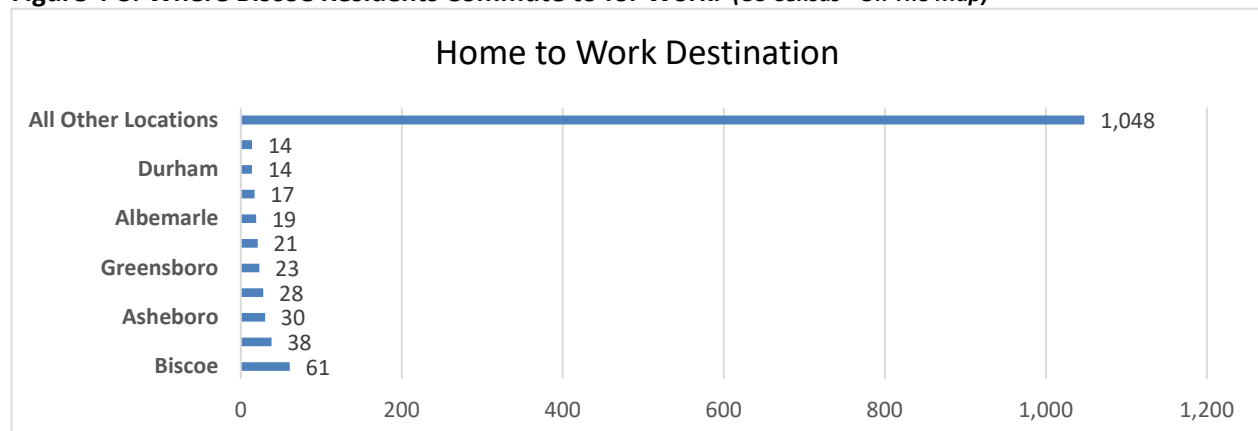


Table 4-2 Where Workers in Biscoe Live (2015)

Town/City	Count	Share
Biscoe	61	4.6%
Troy	38	2.9%
Asheboro	30	2.3%
Star	28	2.1%
Greensboro	23	1.8%
Charlotte	21	1.6%
Albemarle	19	1.4%
Seven Lakes	17	1.3%
Durham	14	1.1%
Fayetteville	14	1.1%
All Other Locations	1,048	79.8%

US Census - On The Map

Largest Town Employers

Table 4-3 shows the top 15 largest employers in number of full-time employees. The top three employers are manufacturers and builders: MPG (Grede), Central Carolina Hosiery, and Myrick Construction.

Table 4-3. Top 15 Largest Employers in Biscoe.

Company Name	Business Description	Employees
MPG (Grede)	Castings-Ferrous Metals (Mfrs)	370
Central Carolina Hosiery	Hosiery-Wholesale	200
Myrick Construction Inc	General Contractors	200
Autumn Care of Biscoe	Nursing & Convalescent Homes	115
East Middle School	Schools	65
East Montgomery High School	Schools	60
K-M Machine Co Inc	Machine Shops (Mfrs)	60
Greenridge Elementary School	Schools	55
Select Frame Shop	Furniture Frames (Mfrs)	50
Vanderveer's Gas Svc	Propane (Lp) Gas	32
Mack Truck Sales Inc	Truck-Dealers	30
Walgreens	Pharmacies	21
Food King	Food Products-Retail	18
Comfort Tech Inc	Rubber-Foam & Sponge (Whls)	14
Da Vita Inc	Clinics	14

NC Department of Commerce – Labor and Economic Analysis Division – AccessNC – October 2017

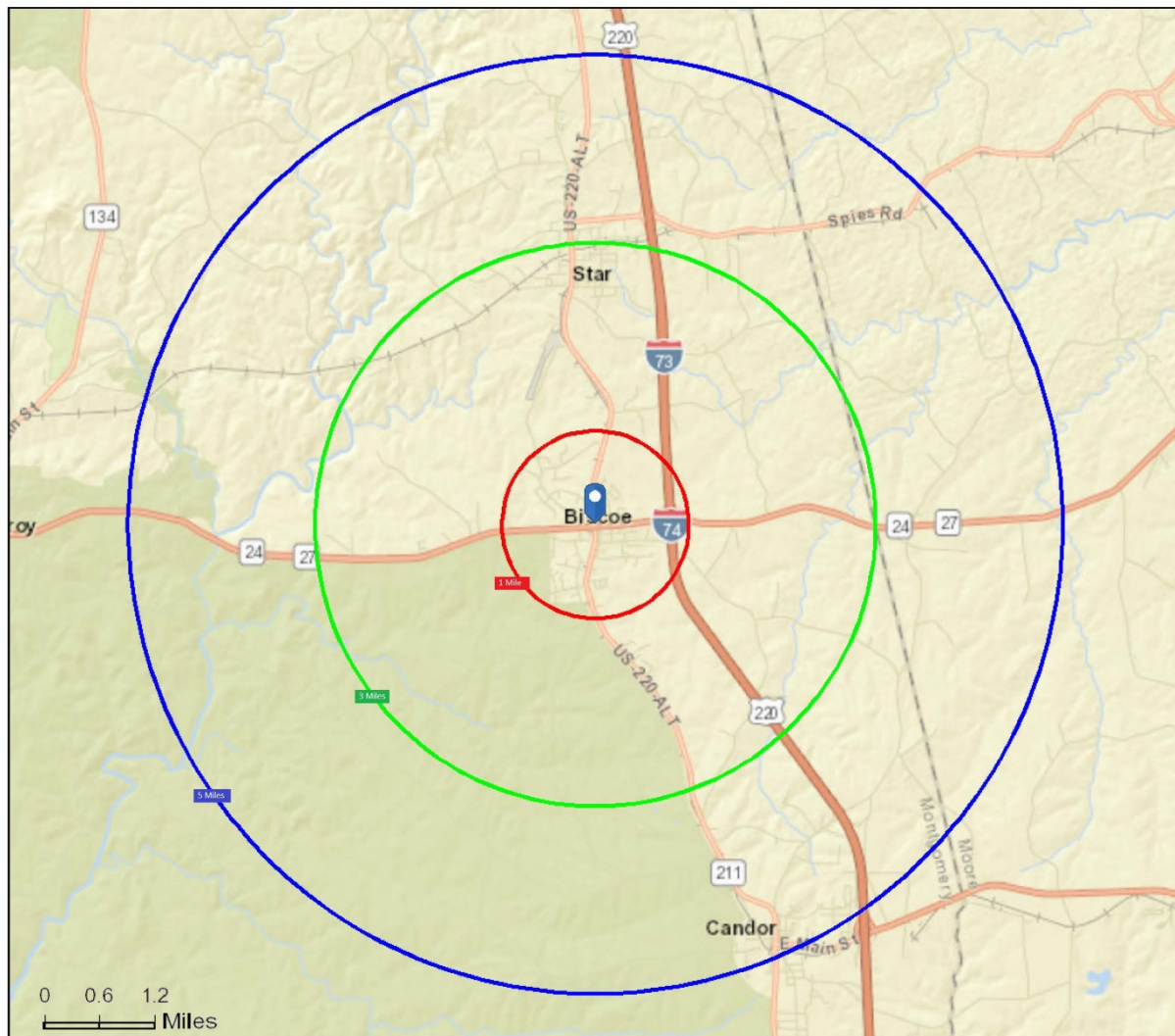
Retail Market Profile

A Retail Market Profile for Biscoe reflects areas of potential un-met demand for numerous services. Within a five-mile radius of Biscoe, these areas include motor vehicle and parts dealers, furniture and home furnishing stores, electronics and appliance stores, food and beverage stores, and building materials, garden equipment and supply stores.

Primary Trade Area

A Primary Trade Area (PTA) is simply the contiguous geographic area around a site that generates most of the customers for a business, shopping center or business district. Customer concentrations tend to decline rapidly beyond the bounds of the primary trade area. The rings on the map below (*Map 4-2*) represent 1 mile (red), 3 miles (green) and 5 miles (blue) using Town Hall as the “center” of Town. For the purposes of this report, we are using the 5 mile data.

Map 4-2. Primary Trade Area Map



Biscoe Retail Summary Demographics & Retail Supply and Leakage

Table 4-4 shows a summary of the Demographics within a 5-mile radius of Biscoe Town Hall.

Table 4-4.

Summary Demographics & Retail Leakage for 5 Mile Radius Biscoe	
2017 Population	7,850
2017 Households	2,901
2017 Median Disposable Income	\$26,016
2017 Per Capita Income	\$15,056

Table 4-5 shows the amount of **Demand** for product within the 5-mile Primary Trade Area (PTA), the amount that is spent (**Supply**) for those products by customers drawn in from outside the 5-mile PTA and the amount residents are spending outside the 5-mile PTA (**Leakage**).

Under the “**Surplus/Leakage**” column, negative numbers (in red) represent the “Surplus” or dollars that residents are spending within the 5-mile Primary Trade Area. The positive numbers (green) are the dollars “leaking” out of the Primary Trade Area to purchase products that may not be available within the 5-mile PTA.

In Biscoe, there is a **\$45,595,423** “surplus” of sales within the 5-mile PTA, largely based on General Merchandise Stores. There is a “leakage” however, of **\$18,497,911** in the sectors of Motor Vehicle & Parts, Furniture & Home Furnishings, Electronics & Appliances, Building Materials, Garden Equipment & Supply Stores, where Biscoe residents are shopping 5-miles outside of town.

Table 4-5. Retail Demand, Supply & Leakage for 5-Mile Radius (Primary Trade Area)

Industry Group	Demand	Supply	Surplus/Leakage
Motor Vehicle & Parts Dealers	\$13,334,749	\$7,752,387	\$5,582,362
Furniture & Home Furnishings Stores	\$1,970,785	\$866,016	\$1,104,769
Electronics & Appliance Stores	\$1,519,082	\$0	\$1,519,082
Building Materials, Garden Equip & Supply Stores	\$4,366,778	\$1,413,119	\$2,953,659
Food & Beverage Stores	\$9,984,486	\$6,892,852	\$3,091,634
Health & Personal Care Stores	\$3,781,161	\$2,844,041	\$937,120
Gasoline Stations	\$6,634,038	\$17,504,092	(\$10,870,054)
Clothing & Clothing Accessories Stores	\$2,369,468	\$966,322	\$1,403,146
Sporting Goods, Hobby, Book & Music Stores	\$1,408,336	\$905,223	\$503,113
General Merchandise Stores	\$9,123,952	\$50,772,420	(\$41,648,468)
Miscellaneous Store Retailers	\$2,713,483	\$1,310,457	\$1,403,026
Non-Store Retailers	\$1,007,313	\$11,175,846	(\$10,168,533)
Food Services & Drinking Places	\$5,461,187	\$6,867,466	(\$1,406,279)
Restaurants & Other Eating Places	\$5,089,240	\$6,867,466	(\$1,778,226)
Total Retail Trade and Food & Drink	\$68,764,058	\$116,137,707	(\$45,595,423)
Total Leakage			\$18,497,911

For example, the Town loses (or leaks) outside the Primary Trade Area approximately \$5.5 million in “automobile dealers” services, and leaks approximately \$3 million in the “Food & Beverage store category, as well as all the other shown retail categories for a total of \$18.4 million leaking out of the Primary Trade Area.

Conversely, the retail leakage categories shown in Table 4-6 represent potential niche business or expansion opportunities, for growth within the Primary Trade Area because of the customer demand, and current dollars being lost to outside area.

Table 4-6. Biscoe retail service dollar (\$) leakage in 2017

Retail Service	Leakage (\$) and Potential Business Opportunity
Automobile Dealers	\$5,582,362
Food & Beverage Stores	\$3,091,634
Building Materials, Garden Equipment, Supplies	\$2,953,659
Electronics & Appliance Stores	\$1,519,082
Clothing & Clothing Accessories	\$1,403,146
Miscellaneous Store Retailers	\$1,403,026
Furniture & Home Furnishings	\$1,104,769
Health & Personal Care	\$937,120
Sporting Goods, Hobby, Book & Music	\$503,113
TOTAL LEAKAGE	\$18,497,911

Information from AccessNC - ESRI Retail Marketplace Profile – 2017

Before drawing conclusions about potential business expansion or recruitment opportunities, qualitative considerations, such as additional sources should be more closely studied. This could be additional information from ESRI data or sources that the county or regional economic development office may have. This report is based on the data collected and should serve only as a starting point.

The full *ESRI Retail Marketplace Profile for Biscoe* is available in the Appendix.

Section 5. Assessment Input

Assets

The following information was recorded from the Local Work Group and Stakeholder Interviews on January 29, 2018.

Economic

200 Acres of Town-owned land
Mega Industrial Park
D.R. Reynolds
Myrick Construction
Biscoe Hardware/Carolina Ag
Arauco
Days Inn
K & M
Carolina Dairy
American Axle
Select Frames
Central Carolina Hosiery
Jordan Lumber
Tractor Supply
Montgomery Solar
P.R. Moore Fruit Stand
Montgomery Crossing Shopping Center
Walmart
Bojangles
Hardee's
McDonald's
Subway
Waffle House
Panderia Los Charritas

Cultural

Halloween Event
Elevate Ballet Studio

Institutional

Graystone Charter School
Private Christian schools (5)
Montgomery Community College (Troy)
Montgomery Central High School (pending)
Southern Correctional Institution (Troy)
Uwharrie Charter Academy

Natural & Recreational

Deaton Monroe Recreational Park
Uwharrie National Forest
Morrow Mountain State Park
Nearby golf
 Old North State
 Pinehurst 2
Nearby lakes
 Tillery
 Badin
Nearby boating, fishing, hunting
Biking
Boating
Fishing
Hunting
Horseback riding
Nearby pottery
4-H Program

Governmental

Town Hall
Fire Department
Deaton Monroe Recreational Park

Community / Human Resources

4-H Program
Biscoe Community Center
Lions Club
Montgomery Community College HVAC School
VFW

Note: The Biscoe Asset Map is in Appendix B.

SWOT Analysis

The following information was recorded during the Local Work Group meeting on January 29, 2018 at Biscoe Town Hall. The input information is in four SWOT categories: strengths, weaknesses, opportunities, and (outside external) threats. This is followed by some general input comments stakeholder interviews that same afternoon.

Strengths

- Biscoe Town Park
- Climate
- Established Businesses/Industry
- Financial health of town
- Gifted people
- Good, main road arteries for growth
- Infrastructure
- Location - between Washington DC & Atlanta
- Location - Interstate Bypass
- Location - mid of Raleigh, Greensboro. Charlotte
- Low crime rate
- Mega park
- NC 24/27 main road
- New, consolidated high school being built
- Pro-growth attitude - elected/community leaders
- Proximity to rail, Interstate
- Recreation
- Some community involvement
- Stable town staff - only 3 managers
- Strong elected officials
- Strong Volunteer Fire Department
- Travel Destination - growth potential



Opportunities

- Land and open space
- Land availability potential
- Location
- Lodging - Overnight
- Quality of Life spillover from Charlotte, etc
- Uwharrie National Forest proximity
- Working closely with County
- Housing - temporary (apartments)

Weaknesses

- Citizen participation - need more involvement
- Educational level in county is low
- Few high-tech citizens
- Graduates leave - no jobs higher level
- Lack of activities for young adults
- Lack of broadband (Spectrum only)
- Lack of dining choices - except for fast food
- Lack of Land Use Plan
- Lack of natural gas
- Lack of rental housing - apartments
- Low cell service
- Low motivation & morale of residents - lack of jobs
- No new stick-built houses in five years
- Real estate - fixer-uppers

Threats (External)

- Incentives of nearby states
- Lack of population
- Lack of Workers
- One county away from growth
- Residential risk in new construction
- State & federal mandates
- Unfriendly business trends - Amazon



Stakeholder Interview Comments

These are the full comments from stakeholder interviews on January 29, 2018. The list of questions asked of each stakeholder follows the comments.



We compiled all the comments and then sorted them in category types. The responses, in this order, may or may not be related to a specific question, but provides the opportunity to see topical responses (i.e. jobs) in a group without having to search for each similar response.

Combined Comments	Category	Question
All seems to be doing well with usual activities	Amenities	Programs & Service Improvements
Baby swings - there are none in the county!	Amenities	Other Suggestions
Develop more amenities	Amenities	Opportunities
Develop more non-athletic programs - Boys & Girls Club type place	Amenities	Programs & Service Improvements
Entertainment	Amenities	Opportunities
Give youth something to do that involves adult supervision	Amenities	Programs & Service Improvements
Have special events such as parades	Amenities	Programs & Service Improvements
Implement events such as parades or festivals	Amenities	Programs & Service Improvements
Just more stuff - programs for kids like Boys & Girls Club	Amenities	Quality of Life Changes
Lack of amenities	Amenities	Weaknesses
More stuff for kids/teenagers to do	Amenities	Other Suggestions
Need youth activities	Amenities	Weaknesses
Needs to find more opportunities for young adults	Amenities	Other Suggestions
New swings in the park	Amenities	Quality of Life Changes
Nightlife	Amenities	Quality of Life Changes
Nothing here to do	Amenities	Weaknesses

Options for people who want to "do things"	Amenities	Opportunities
Something for young adults to do	Amenities	Opportunities
Special events	Amenities	Quality of Life Changes
Take advantage of great park system	Amenities	Opportunities
There's a large population of senior citizens - increase visibility and social activities for seniors and young people	Amenities	Programs & Service Improvements
Town park	Amenities	Strengths
Town Park is a great public amenity	Amenities	Opportunities
Fine arts opportunities	Arts	Other Suggestions
Fine arts seem to be lacking but are necessary	Arts	Opportunities
About 50% residents are pro-growth - about 50% not	Attitude	Quality of Life Changes
Acceptance of new businesses	Attitude	Opportunities
Be open minded toward growth	Attitude	Other Suggestions
Biscoe is the most progressive-minded town in (Montgomery) County	Attitude	Strengths
Change in "mental" attitude of the residents - might be national trend - but people should care more about where they live	Attitude	Quality of Life Changes
End the east vs. west mentality	Attitude	Threats
Keep an open mind	Attitude	Other Suggestions
We're missing "the thing"	Branding	Threats
What is our identity?	Branding	Weaknesses
Fix up the old Coca Cola Plant and other buildings	Buildings	Opportunities
Grants for home improvements	Buildings	Quality of Life Changes
Pay more attention to building appearances such as the old Sonic building	Buildings	Weaknesses
Put something in vacant Sonic building	Buildings	Quality of Life Changes
Vacant buildings and lots to be developed	Buildings	Opportunities
Add more coffee shops and other places for young people to socialize	Business	Quality of Life Changes
All the stores - WalMart, Dollar Tree	Business	Strengths
Better retail opportunities	Business	Quality of Life Changes
Business diversity	Business	Strengths
Business options are limited	Business	Weaknesses

Community doesn't seem to support local businesses	Business	Weaknesses
Continue to place emphasis on being business friendly	Business	Programs & Service Improvements
Create a positive environment for young professionals	Business	Opportunities
Daycare	Business	Quality of Life Changes
Hoping the new high school will help spawn new business opportunities	Business	Opportunities
Improve "human infrastructure" i.e. Daycare, temporary housing, alternate transportation for workers	Business	Other Suggestions
Inability to provide business incentives	Business	Threats
Lack of business traffic - weekend business increases from out of town travelers	Business	Weaknesses
Learn what scores poorly for desired businesses to locate here and improve those conditions	Business	Other Suggestions
More jobs - bigger businesses	Business	Opportunities
Need another Food Lion	Business	Weaknesses
Need good, clean gas stations	Business	Opportunities
New-business friendly	Business	Strengths
Quality businesses in town	Business	Strengths
Shopping opportunities	Business	Opportunities
Take advantage of improving economy	Business	Opportunities
Town very helpful in getting business started	Business	Strengths
Variety of businesses	Business	Quality of Life Changes
Keep town new business friendly	Business	Other Suggestions
Better communications with citizens - newsletter?	Communication	Quality of Life Changes
Keep citizens involved, be creative in doing so	Communication	Programs & Service Improvements
Lack of citizen participation - many don't feel like they're invited to participate	Communication	Weaknesses
Overall good job with FaceBook	Communication	Programs & Service Improvements
The unknown of what's coming to town	Communication	Threats
Ask the public for their opinions	Communications	Other Suggestions
Good communication for town events via Facebook	Communications	Strengths

Consistent growth	Community	Strengths
Create citizen awareness groups	Community	Quality of Life Changes
Difficulty fitting in if not from around here	Community	Weaknesses
Good Community	Community	Strengths
Hopefully new high school will help with residential development for families	Community	Quality of Life Changes
Lack of participation by Hispanic Community - may not feel welcome - not a lot of co-mingling	Community	Weaknesses
More diversity in all phases of the town	Community	Programs & Service Improvements
Need more community involvement	Community	Weaknesses
Sense of Community	Community	Strengths
Sense of optimism (in the county) that things are getting better	Community	Opportunities
Small town loyalty is strong, particularly during tragedy	Community	Strengths
Strong communities - churches	Community	Strengths
Strong community environment	Community	Strengths
Strong community relationships	Community	Strengths
Strong core of volunteers	Community	Strengths
Too many special interests, community does not function as one	Community	Weaknesses
Mega Site	EconDev	Strengths
Improve schools by paying teachers more to keep quality teachers in county	Education	Quality of Life Changes
Increased community involvement	Education	Quality of Life Changes
More youth programming - kids get into trouble between 3:00 pm - 6:00 pm	Education	Programs & Service Improvements
Schools are lacking a little - no alternate choices (private schools)	Education	Quality of Life Changes
Strong community college	Education	Strengths
Vocational Lab at the new high school - collaboration with Montgomery Community College	Education	Opportunities
(Uwharrie) National Forest limits physical expansion	Government	Threats
A more "welcoming" attitude toward citizens - be proactive instead of reactive.	Government	Quality of Life Changes
Being strategic in what you're doing	Government	Opportunities

Child-focused - Town sees the future in children	Government	Strengths
Competition from neighboring towns and cities	Government	Threats
Connectivity within the county	Government	Opportunities
Continue good governmental leadership	Government	Other Suggestions
Create a citizens academy	Government	Programs & Service Improvements
Engage the Hispanic population to increase opportunities	Government	Quality of Life Changes
Gather ideas from other successful communities	Government	Programs & Service Improvements
Good dedicated Town employees	Government	Strengths
Good teamwork	Government	Strengths
Growth in general	Government	Opportunities
Helpful town government	Government	Strengths
Lack of a fulltime fire department	Government	Weaknesses
Lot of "food insecurity"	Government	Quality of Life Changes
Low income should not mean low quality - opportunities should reflect quality	Government	Other Suggestions
Lower tax rates	Government	Other Suggestions
Need someone to bring in new business	Government	Other Suggestions
Police Department may not handle certain public relations properly (family member had a negative incident)	Government	Weaknesses
Spend more money on basic services	Government	Programs & Service Improvements
Staff position to initiate and plan events	Government	Programs & Service Improvements
Strong leadership - fiscally responsible	Government	Strengths
Take advantage of land owned by town	Government	Other Suggestions
Tax base	Government	Weaknesses
Town is clean	Government	Strengths
Town is in strong financial position	Government	Strengths
Town sponsored health seminars	Government	Programs & Service Improvements
Well-functioning city government	Government	Strengths
Better housing	Housing	Quality of Life Changes
Housing market for young adults - if you can't live with mom or dad or get a 30-year mortgage there's no place to live	Housing	Weaknesses

Lack of temporary living (apartments)	Housing	Weaknesses
Rapid population growth in lakes area detracts from new housing in Biscoe	Housing	Threats
Temporary housing	Housing	Quality of Life Changes
Add more industrial diversity to leverage potential economic loss (downturns) in existing industry types	Industry	Quality of Life Changes
Good industrial foundation	Industry	Strengths
Industrial incentives	Industry	Other Suggestions
Invest in industry recruitment	Industry	Opportunities
Mega Park - get it ready for business & create a draw for people traveling the Interstate	Industry	Opportunities
More industries in county	Industry	Quality of Life Changes
Possibilities with Interstate, Railroad and (Biscoe's) location (proximity) to major centers	Industry	Opportunities
Add more benches along sidewalks	Infrastructure	Quality of Life Changes
Give proper recognition to poor neighborhoods i.e. Sidewalks and other amenities	Infrastructure	Other Suggestions
Improve local roads	Infrastructure	Quality of Life Changes
Interstate	Infrastructure	Strengths
Interstate - could use improved signage	Infrastructure	Strengths
Rail	Infrastructure	Strengths
Replace worn out infrastructure	Infrastructure	Other Suggestions
Take advantage of roads and highways	Infrastructure	Quality of Life Changes
Utilize water and sewer capability	Infrastructure	Other Suggestions
Water-sewer	Infrastructure	Strengths
Bypass around Troy	Infrastructure	Threats
No highway bypass	Infrastructure	Threats
Businesses seem to be hiring	Jobs	Opportunities
Jobs	Jobs	Quality of Life Changes
Lack of job opportunities and higher wages keeps new businesses from opening	Jobs	Threats
Need better paying jobs	Jobs	Weaknesses
Need more job opportunities, lack of jobs due to closing of textile mills	Jobs	Weaknesses
Not enough jobs	Jobs	Weaknesses
A great place to live	Location	Strengths
Couldn't ask for better location between beach and mountains	Location	Strengths
Location	Location	Strengths

Location - our proximity to Randolph County hurts some development opportunities	Location	Threats
Location between Southern Triad, Greensboro and Myrtle Beach	Location	Strengths
Rural location hurts business recruitment	Location	Weaknesses
Better hotels - existing one is lacking in quality	Lodging	Other Suggestions
Lodging	Lodging	Opportunities
Accessibility of natural gas	Natural Gas	Threats
Lack of natural gas	Natural Gas	Weaknesses
Lack of natural gas	Natural Gas	Threats
Diverse populations (<i>Hispanics, Haitians, Laotians, Mungs</i>)	Populations	Strengths
Attract a good sit down restaurant	Restaurant	Opportunities
Fast food restaurants	Restaurants	Weaknesses
Need places to eat	Restaurants	Weaknesses
Places to eat	Restaurants	Quality of Life Changes
Recruit sit down restaurants	Restaurants	Other Suggestions
Low crime	Safety	Strengths
Strong law enforcement	Safety	Strengths
Could capitalize from vehicle traffic on by-pass - beach traffic	Tourism	Opportunities
Interstate	Tourism	Opportunities
Map for visitors (cartoon-type) to show town highlights and businesses	Tourism	Other Suggestions
Other county towns are able to close streets for special events, Biscoe cannot	Tourism	Threats
Stop being "Best Kept Secret" in regard to Uwharries	Tourism	Opportunities
Alternate transportation	Transportation	Quality of Life Changes
Develop local transportation system	Transportation	Opportunities
Lack of alternate transportation (taxis)	Transportation	Weaknesses
Transportation (RCATS - Randolph County)	Transportation	Programs & Service Improvements
Better training for job opportunities	Workforce	Weaknesses
Better workforce development	Workforce	Quality of Life Changes
Lack of trained/trainable workforce	Workforce	Weaknesses
No growth opportunities for people	Workforce	Weaknesses
Workforce development	Workforce	Weaknesses

Stakeholder Interview Questions
Biscoe NC
1/29/2018

Name: _____

Address: _____ Town _____

Phone: _____ E-mail: _____

Interest/Title: _____

~~~~~

1. What are the Town's strengths?
  
  
  
  
  
  
  
  
  
  
2. What are the Town's weaknesses?
  
  
  
  
  
  
  
  
  
  
3. What are opportunities for the Town?
  
  
  
  
  
  
  
  
  
  
4. What are the threats, from outside of Town, with little to no control of, by the Town?
  
  
  
  
  
  
  
  
  
  
5. What changes do you think could improve the quality of life in the Town in the next 5 years?
  
  
  
  
  
  
  
  
  
  
6. What could the Town do to improve its programs and services over the next 5 years?
  
  
  
  
  
  
  
  
  
  
7. The Town is undergoing an economic development assessment. Do you have any other comments or suggestions that will help the Town in its economic development and planning efforts?

## Section 6. Assessment Recommendations

This Economic Development Assessment provides the Town of Biscoe, North Carolina with a focused approach to getting started with the on-going project of community and economic development. To establish a starting point, it is the recommendation of the Rural Planning Team to begin your effort focusing directly on the following actions as first steps:

### 1) Conduct Community Economic Visioning/Positioning Forum

- a. Based on the SWOT analysis and Stakeholder Interview comments we learned there is a lack of citizen participation in Town activities and initiatives.
- b. There is pride in the community, but also a perception that residents feel like they're not welcome or invited to participate in Town decision-making.
- c. The community visioning forum is a first step in bringing diverse elements of the community together to define a *shared* vision of Town.
- d. It requires the involvement of Biscoe's residents
- e. Participants will gain a sense of "ownership" in the vision and feel a responsibility to help move it forward
- f. It will provide action statements the Town can utilize in decision-making and planning
- g. It will create a database of potential volunteers, committee members and others who can remain involved in helping organize Town activities.

#### SWOT

- *Lack of citizen participation*
- *Low motivation and morale of residents*

#### Stakeholder Interview Comments

- *What is our identity?*
- *Lack of citizen participation*
- *Many (residents) don't feel like they're invited to participate*
- *Lack of participation by Hispanic community/May not feel welcome*
- *Need better communication with citizens*
- *Community doesn't support local businesses*

### 2) Recruit Multi-Family Market-Rate Housing (Apartments)

- a. Based on the SWOT analysis and Stakeholder Interview comments we learned there is a need for market-rate multi-family/temporary housing (apartments).
- b. Review Town ordinances for favorable development
- c. Identify areas suitable for apartment/multi-family development
- d. Identify existing vacant buildings that might be suitable for redevelopment into rental units
- e. Identify existing or potential developers and investors

#### SWOT

- *Opportunities – Housing – temporary (Apartments)*
- *Weaknesses – Lack of rental housing - apartments*

#### Stakeholder Interview Comments

- *Better housing needed*
- *Lack of temporary living (apartments)*
- *Temporary housing*
- *Market for young adults – if you can't live with mom or dad or get a 30-year mortgage there's no place to live*

### 3) Host a Small-Town Business Recruitment Workshop

- a. Smaller-population towns can recruit new businesses.
- b. Several North Carolina communities have been successful in recruiting businesses to their towns.
- c. It takes a plan, data and persistence.
- d. Hosting a regional workshop for Biscoe and other local governments would provide helpful information and tools for business recruitment.
- e. As host community, speakers would tend to highlight Biscoe as appropriate during presentations
- f. The Sandhills Prosperity Zone *Community Economic Development Planner* can provide assistance in planning the event by coordinating with speakers and presenters.

#### SWOT

- *Location*
- *Infrastructure*
- *Travel destination potential*
  - *Quality of life spillover from Charlotte, etc.*
  - *Uwharrie National Park proximity*
- *Land availability potential*
- *Overnight lodging*

#### Stakeholder Interview Comments

- *Learn what scores poorly for desired businesses to locate here and improve those conditions*
- *Lack of job opportunities and higher wages*
- *More jobs – bigger businesses*
- *Need someone to bring in new businesses*
- *Jobs*
- *Not enough jobs*
- *Tax base*
- *Town very helpful in getting business started*

## Section 7. Assessment Adoption, Monitoring and Implementation

The following steps are recommended to adopt, monitor, and implement Recommendations in the 2018 Biscoe Economic Development Assessment.

### Assessment Items to Address and Follow

- ✓ Town Council should review, make any changes, and adopt the Recommendations in Section 6 of the 2018 Biscoe Economic Development Assessment.
- ✓ We recommend that six (6) months after the Recommendations are adopted the Town Council receive a progress update from the Town Manager.
- ✓ If the municipality would like the NC Commerce Rural Planning Center to provide assistance or guidance in the implementation of any of the Recommendations, the Town Manager should direct that request in writing (e-mail) to the Community Economic Development Planner for the Sandhills (South Central) Prosperity Zone or to the Main Street & Rural Planning Center.
- ✓ After a specified period, 6 months to 1 year, the Project Leader and municipality will determine if a full-scale strategic planning process is needed or desired by the municipality, or If the municipality might benefit from other asset-based, local economic development technical assistance.
- ✓ On the 1-year anniversary of adoption of the Assessment and Recommendations, the Rural Planning Center Project Leader will conduct a review of the municipality's progress and results.
- ✓ If Goals or Action items in Section 6 need revisions or adjustments the Plan should be amended by the Town. These amendments should also be adopted by the Town Council.
- ✓ We suggest that the easiest recommendations in Section 6 be addressed and accomplished. The more difficult items will take some persistence, time, and working together by the person(s) or groups responsible identified in Section 6 for each of the items.

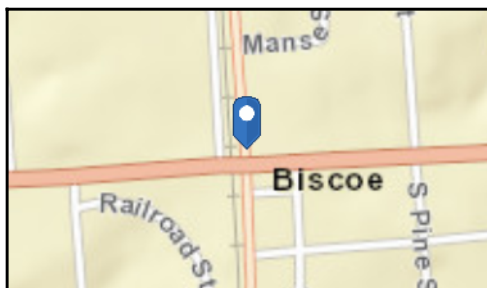
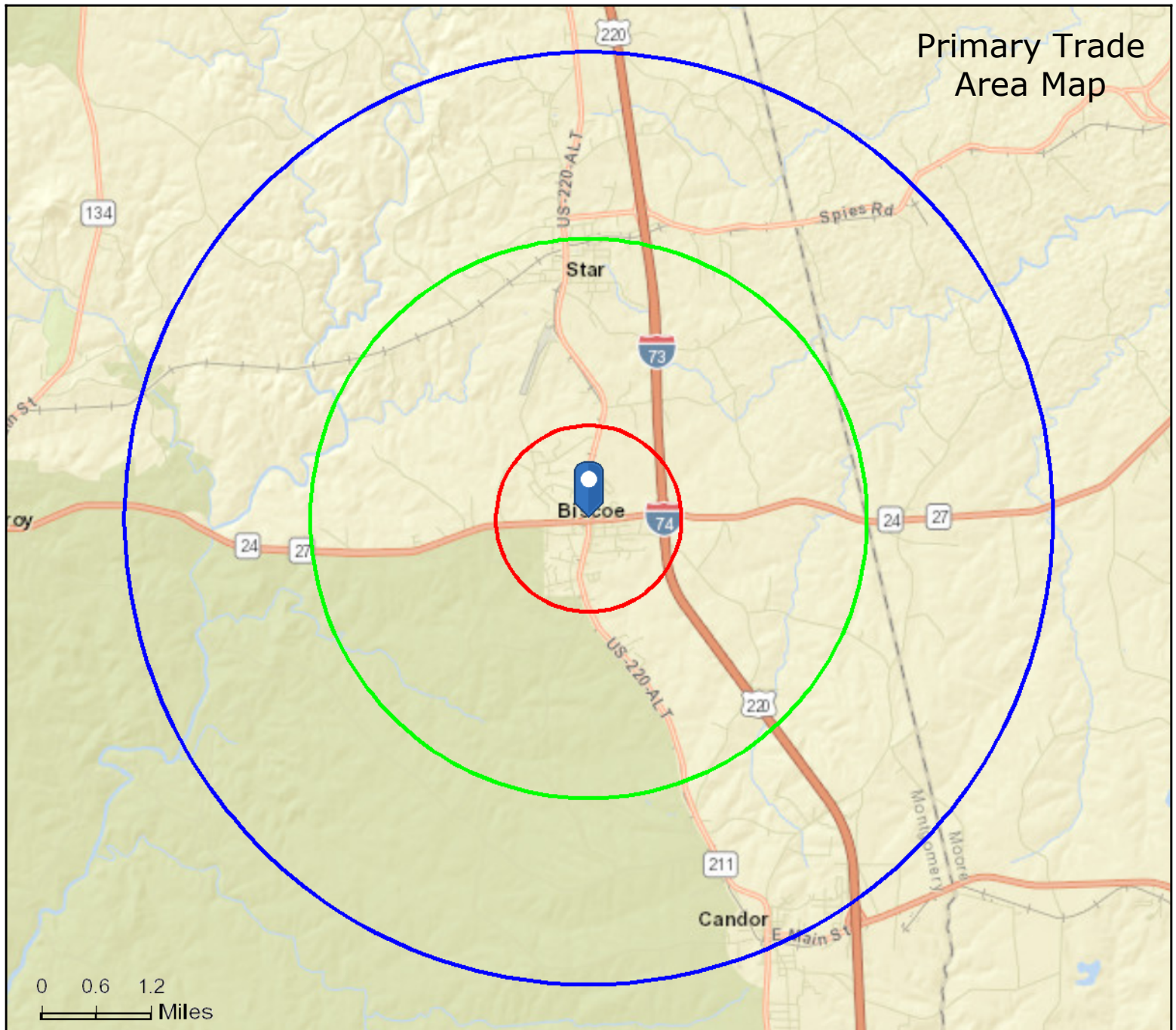
NC Main Street & Rural Planning Center  
4346 Mail Service Center  
Raleigh, NC 27699-4346  
(919) 814-4658



## Site Map

110 N Main St, Biscoe, North Carolina, 27209  
Rings: 1, 3, 5 mile radii

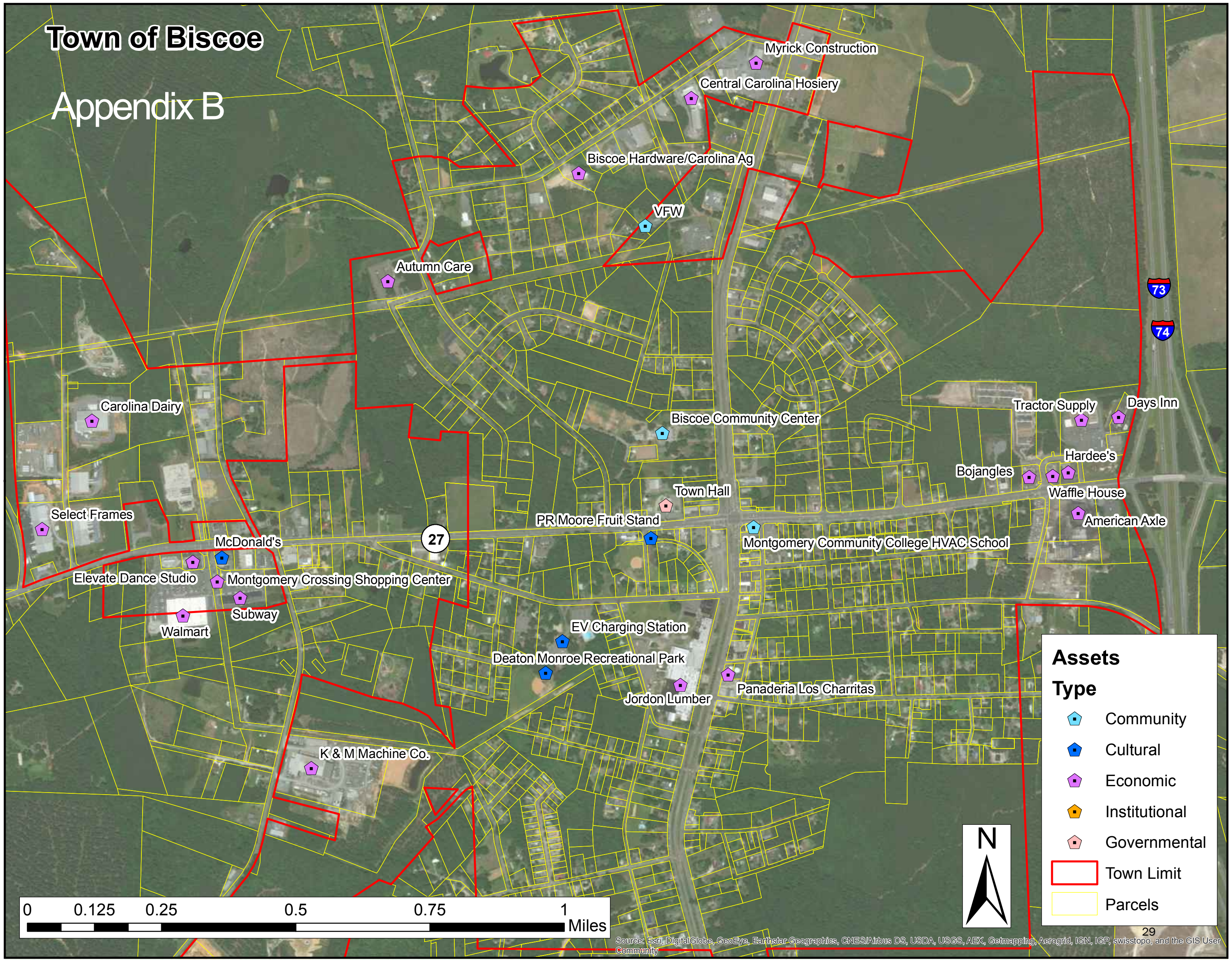
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Latitude: 35.35999  
Longitude: -79.77982



January 22, 2018

# Town of Biscoe

## Appendix B



# Appendix C

## Stakeholder Interviewees

The Rural Planning Team thanks and appreciates the following individuals for their time and candid responses to our questions about Biscoe. Each person was interviewed one-on-one and responded to the following questions:

- 1) What are the Town's strengths?
- 2) What are the Town's weaknesses?
- 3) What are opportunities for the Town?
- 4) What are the threats, from outside of Town, with little or no control by the Town?
- 5) What changes do you think could improve the quality of life in the Town in the next 5 years?
- 6) What could the Town do to improve its programs and services over the next 5 years?
- 7) Do you have any other comments or suggestions that will help the Town in its economic development and planning efforts?

|           |           |                  |                                |
|-----------|-----------|------------------|--------------------------------|
| Shelby    | Bean      | Business Owner   | Elevate Ballet                 |
| Jessica   | Blake     | Biscoe Native    | Community in Schools, Exec Dir |
| Benjy     | Dunn      | Citizen          | Assistant Park & Rec Dir       |
| Linda     | Johnson   | Citizen          | Retired from Postal Service    |
| Laura     | Jordan    | Deputy Clerk     | Town of Biscoe                 |
| Kay       | Kinch     | Citizen          | Town Commissioner              |
| Tember    | Locklear  | Business Manager | Bojangles Restaurant           |
| Christina | Marcelino | Citizen          | Town Staff                     |
| Sam       | Martin    | Citizen          | Volunteer/Active resident      |
| Sarah     | Morgan    | Business Owner   | Elevate Ballet                 |
| Jeremiah  | Rodriguez | Citizen          | Volunteer Fire Department      |
| Karen     | Saunders  | Past Chamber VP  | Owner Karen's Fried Pies       |
| David     | Steele    | Citizen          | Public Works Employee          |
| Bill      | Thompson  | Citizen          | Retired from Coke              |
| Chris     | Watkins   | Sheriff          | Sheriff, Montgomery County     |
| Wayne     | Wooten    | Citizen          | Montgomery County Commissioner |



## Retail MarketPlace Profile

110 N Main St, Biscoe, North Carolina, 27209

NC Main Street &amp; Rural Planning Center

Ring: 1 mile radius

Latitude: 35.35999

Longitude: -79.77982

## Summary Demographics

|                               |          |
|-------------------------------|----------|
| 2017 Population               | 2,058    |
| 2017 Households               | 666      |
| 2017 Median Disposable Income | \$23,751 |
| 2017 Per Capita Income        | \$12,714 |

## Industry Summary

|                                     | NAICS | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplus<br>Factor | Number of<br>Businesses |
|-------------------------------------|-------|------------------------------|--------------------------|---------------|---------------------------|-------------------------|
| Total Retail Trade and Food & Drink | 44-   | \$12,782,406                 | \$59,718,533             | -\$46,936,127 | -64.7                     | 36                      |
| Total Retail Trade                  | 44-45 | \$11,626,327                 | \$56,029,361             | -\$44,403,034 | -65.6                     | 27                      |
| Total Food & Drink                  | 722   | \$1,156,079                  | \$3,689,172              | -\$2,533,093  | -52.3                     | 9                       |

## Industry Group

|                                               | NAICS    | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplus<br>Factor | Number of<br>Businesses |
|-----------------------------------------------|----------|------------------------------|--------------------------|---------------|---------------------------|-------------------------|
| Motor Vehicle & Parts Dealers                 | 441      | \$2,572,608                  | \$2,282,331              | \$290,277     | 6.0                       | 5                       |
| Automobile Dealers                            | 4411     | \$2,122,871                  | \$1,070,342              | \$1,052,529   | 33.0                      | 2                       |
| Other Motor Vehicle Dealers                   | 4412     | \$207,139                    | \$0                      | \$207,139     | 100.0                     | 0                       |
| Auto Parts, Accessories & Tire Stores         | 4413     | \$242,598                    | \$1,211,989              | -\$969,391    | -66.6                     | 3                       |
| Furniture & Home Furnishings Stores           | 442      | \$412,750                    | \$274,452                | \$138,298     | 20.1                      | 1                       |
| Furniture Stores                              | 4421     | \$251,242                    | \$274,452                | -\$23,210     | -4.4                      | 1                       |
| Home Furnishings Stores                       | 4422     | \$161,508                    | \$0                      | \$161,508     | 100.0                     | 0                       |
| Electronics & Appliance Stores                | 443      | \$320,627                    | \$0                      | \$320,627     | 100.0                     | 0                       |
| Bldg Materials, Garden Equip. & Supply Stores | 444      | \$836,514                    | \$808,607                | \$27,907      | 1.7                       | 2                       |
| Bldg Material & Supplies Dealers              | 4441     | \$787,208                    | \$692,902                | \$94,306      | 6.4                       | 2                       |
| Lawn & Garden Equip & Supply Stores           | 4442     | \$49,306                     | \$115,706                | -\$66,400     | -40.2                     | 1                       |
| Food & Beverage Stores                        | 445      | \$2,021,089                  | \$4,254,078              | -\$2,232,989  | -35.6                     | 5                       |
| Grocery Stores                                | 4451     | \$1,884,935                  | \$2,735,450              | -\$850,515    | -18.4                     | 2                       |
| Specialty Food Stores                         | 4452     | \$73,347                     | \$278,357                | -\$205,010    | -58.3                     | 1                       |
| Beer, Wine & Liquor Stores                    | 4453     | \$62,807                     | \$1,240,270              | -\$1,177,463  | -90.4                     | 1                       |
| Health & Personal Care Stores                 | 446,4461 | \$741,370                    | \$2,088,186              | -\$1,346,816  | -47.6                     | 2                       |
| Gasoline Stations                             | 447,4471 | \$1,320,778                  | \$8,753,792              | -\$7,433,014  | -73.8                     | 3                       |
| Clothing & Clothing Accessories Stores        | 448      | \$510,553                    | \$417,537                | \$93,016      | 10.0                      | 1                       |
| Clothing Stores                               | 4481     | \$341,395                    | \$133,770                | \$207,625     | 43.7                      | 1                       |
| Shoe Stores                                   | 4482     | \$85,109                     | \$283,768                | -\$198,659    | -53.9                     | 1                       |
| Jewelry, Luggage & Leather Goods Stores       | 4483     | \$84,048                     | \$0                      | \$84,048      | 100.0                     | 0                       |
| Sporting Goods, Hobby, Book & Music Stores    | 451      | \$291,953                    | \$594,650                | -\$302,697    | -34.1                     | 2                       |
| Sporting Goods/Hobby/Musical Instr Stores     | 4511     | \$249,279                    | \$594,650                | -\$345,371    | -40.9                     | 2                       |
| Book, Periodical & Music Stores               | 4512     | \$42,674                     | \$0                      | \$42,674      | 100.0                     | 0                       |
| General Merchandise Stores                    | 452      | \$1,881,120                  | \$28,175,248             | -\$26,294,128 | -87.5                     | 3                       |
| Department Stores Excluding Leased Depts.     | 4521     | \$1,341,527                  | \$26,333,260             | -\$24,991,733 | -90.3                     | 1                       |
| Other General Merchandise Stores              | 4529     | \$539,593                    | \$1,841,988              | -\$1,302,395  | -54.7                     | 2                       |
| Miscellaneous Store Retailers                 | 453      | \$525,834                    | \$439,760                | \$86,074      | 8.9                       | 2                       |
| Florists                                      | 4531     | \$14,410                     | \$0                      | \$14,410      | 100.0                     | 0                       |
| Office Supplies, Stationery & Gift Stores     | 4532     | \$100,086                    | \$0                      | \$100,086     | 100.0                     | 0                       |
| Used Merchandise Stores                       | 4533     | \$52,841                     | \$0                      | \$52,841      | 100.0                     | 0                       |
| Other Miscellaneous Store Retailers           | 4539     | \$358,497                    | \$439,760                | -\$81,263     | -10.2                     | 2                       |
| Nonstore Retailers                            | 454      | \$191,131                    | \$7,940,718              | -\$7,749,587  | -95.3                     | 1                       |
| Electronic Shopping & Mail-Order Houses       | 4541     | \$135,365                    | \$0                      | \$135,365     | 100.0                     | 0                       |
| Vending Machine Operators                     | 4542     | \$10,984                     | \$0                      | \$10,984      | 100.0                     | 0                       |
| Direct Selling Establishments                 | 4543     | \$44,781                     | \$7,940,718              | -\$7,895,937  | -98.9                     | 1                       |
| Food Services & Drinking Places               | 722      | \$1,156,079                  | \$3,689,172              | -\$2,533,093  | -52.3                     | 9                       |
| Special Food Services                         | 7223     | \$10,194                     | \$0                      | \$10,194      | 100.0                     | 0                       |
| Drinking Places - Alcoholic Beverages         | 7224     | \$70,109                     | \$0                      | \$70,109      | 100.0                     | 0                       |
| Restaurants/Other Eating Places               | 7225     | \$1,075,776                  | \$3,689,172              | -\$2,613,396  | -54.8                     | 9                       |

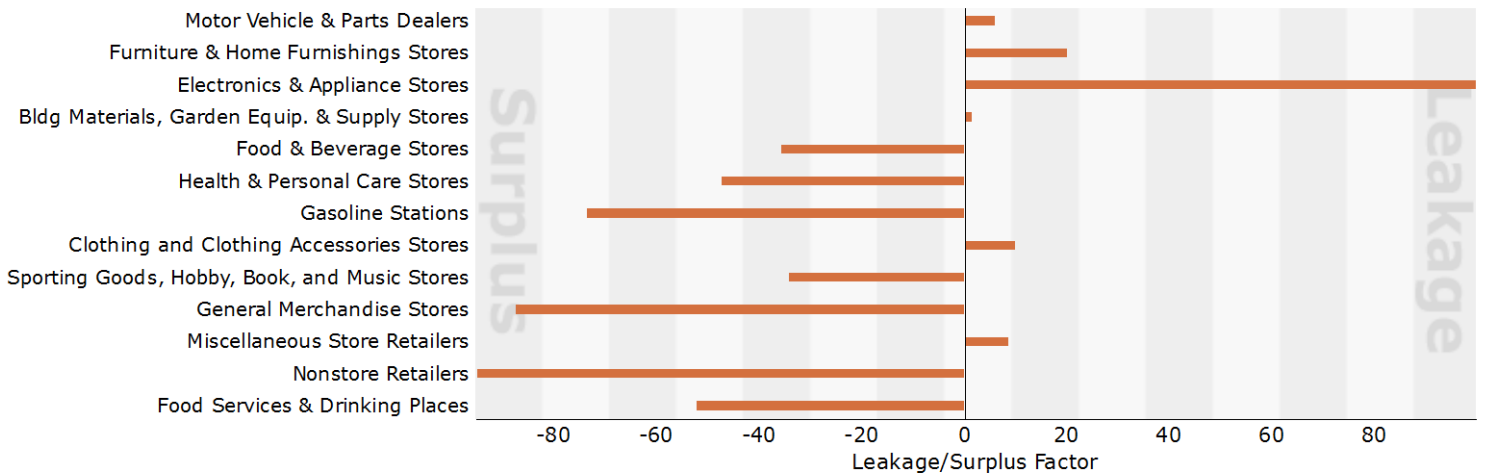
Data Note: Supply (Retail Sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (Retail Potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

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

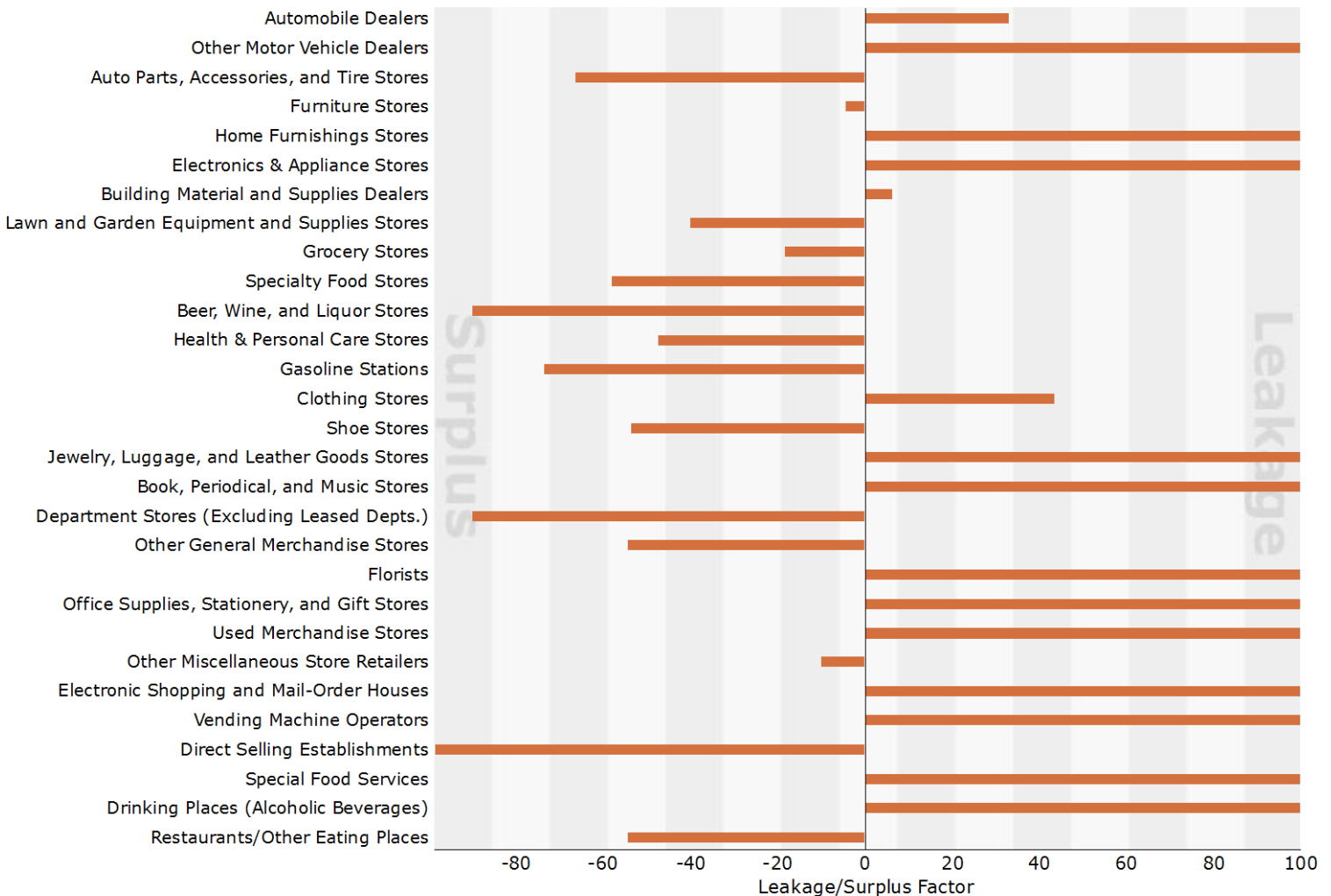
Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

January 25, 2018

## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





## Retail MarketPlace Profile

110 N Main St, Biscoe, North Carolina, 27209

NC Main Street & Rural Planning Center

Ring: 3 mile radius

Latitude: 35.35999

Longitude: -79.77982

### Summary Demographics

|                               |          |
|-------------------------------|----------|
| 2017 Population               | 4,697    |
| 2017 Households               | 1,652    |
| 2017 Median Disposable Income | \$25,471 |
| 2017 Per Capita Income        | \$14,094 |

| Industry Summary                              | NAICS | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplus<br>Factor | Number of<br>Businesses |
|-----------------------------------------------|-------|------------------------------|--------------------------|---------------|---------------------------|-------------------------|
| Total Retail Trade and Food & Drink           | 44-   | \$34,317,655                 | \$88,803,569             | -\$54,485,914 | -44.3                     | 54                      |
| Total Retail Trade                            | 44-45 | \$31,308,424                 | \$83,416,658             | -\$52,108,234 | -45.4                     | 41                      |
| Total Food & Drink                            | 722   | \$3,009,231                  | \$5,386,911              | -\$2,377,680  | -28.3                     | 13                      |
| Industry Group                                | NAICS | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplus<br>Factor | Number of<br>Businesses |
| Motor Vehicle & Parts Dealers                 | 441   | \$7,066,019                  | \$3,264,694              | \$3,801,325   | 36.8                      | 8                       |
| Automobile Dealers                            | 4411  | \$5,830,311                  | \$1,407,535              | \$4,422,776   | 61.1                      | 3                       |
| Other Motor Vehicle Dealers                   | 4412  | \$583,166                    | \$0                      | \$583,166     | 100.0                     | 0                       |
| Furniture & Home Furnishings Stores           | 442   | \$1,081,550                  | \$388,171                | \$693,379     | 47.2                      | 1                       |
| Furniture Stores                              | 4421  | \$656,684                    | \$381,184                | \$275,500     | 26.5                      | 1                       |
| Home Furnishings Stores                       | 4422  | \$424,866                    | \$0                      | \$424,866     | 100.0                     | 0                       |
| Electronics & Appliance Stores                | 443   | \$837,310                    | \$0                      | \$837,310     | 100.0                     | 0                       |
| Bldg Materials, Garden Equip. & Supply Stores | 444   | \$2,312,074                  | \$1,014,059              | \$1,298,015   | 39.0                      | 3                       |
| Bldg Material & Supplies Dealers              | 4441  | \$2,165,005                  | \$866,126                | \$1,298,879   | 42.9                      | 2                       |
| Grocery Stores                                | 4451  | \$5,044,151                  | \$3,713,259              | \$1,330,892   | 15.2                      | 3                       |
| Clothing & Clothing Accessories Stores        | 448   | \$1,313,067                  | \$774,988                | \$538,079     | 25.8                      | 3                       |
| Clothing Stores                               | 4481  | \$880,616                    | \$320,959                | \$559,657     | 46.6                      | 2                       |
| Jewelry, Luggage & Leather Goods Stores       | 4483  | \$214,623                    | \$0                      | \$214,623     | 100.0                     | 0                       |
| Book, Periodical & Music Stores               | 4512  | \$111,977                    | \$0                      | \$111,977     | 100.0                     | 0                       |
| Miscellaneous Store Retailers                 | 453   | \$1,443,875                  | \$931,912                | \$511,963     | 21.5                      | 5                       |
| Office Supplies, Stationery & Gift Stores     | 4532  | \$262,900                    | \$0                      | \$262,900     | 100.0                     | 0                       |
| Used Merchandise Stores                       | 4533  | \$136,940                    | \$0                      | \$136,940     | 100.0                     | 0                       |
| Other Miscellaneous Store Retailers           | 4539  | \$1,003,402                  | \$768,193                | \$235,209     | 13.3                      | 4                       |
| Electronic Shopping & Mail-Order Houses       | 4541  | \$362,743                    | \$0                      | \$362,743     | 100.0                     | 0                       |
| Vending Machine Operators                     | 4542  | \$29,225                     | \$0                      | \$29,225      | 100.0                     | 0                       |
| Special Food Services                         | 7223  | \$27,720                     | \$0                      | \$27,720      | 100.0                     | 0                       |
| Drinking Places - Alcoholic Beverages         | 7224  | \$180,214                    | \$0                      | \$180,214     | 100.0                     | 0                       |

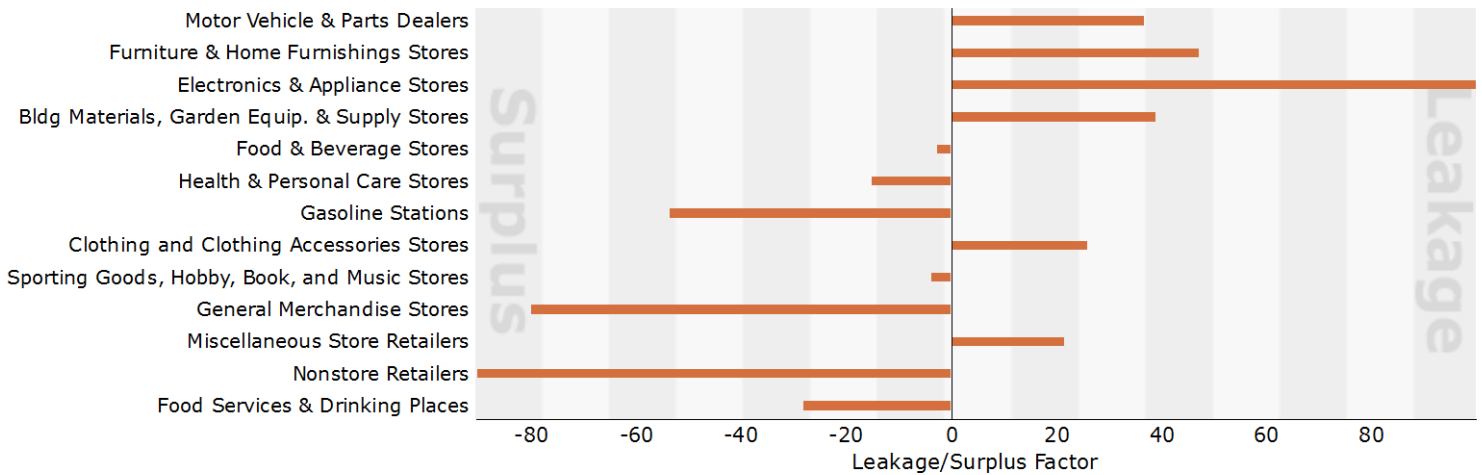
Data Note: Supply (Retail Sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (Retail Potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

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

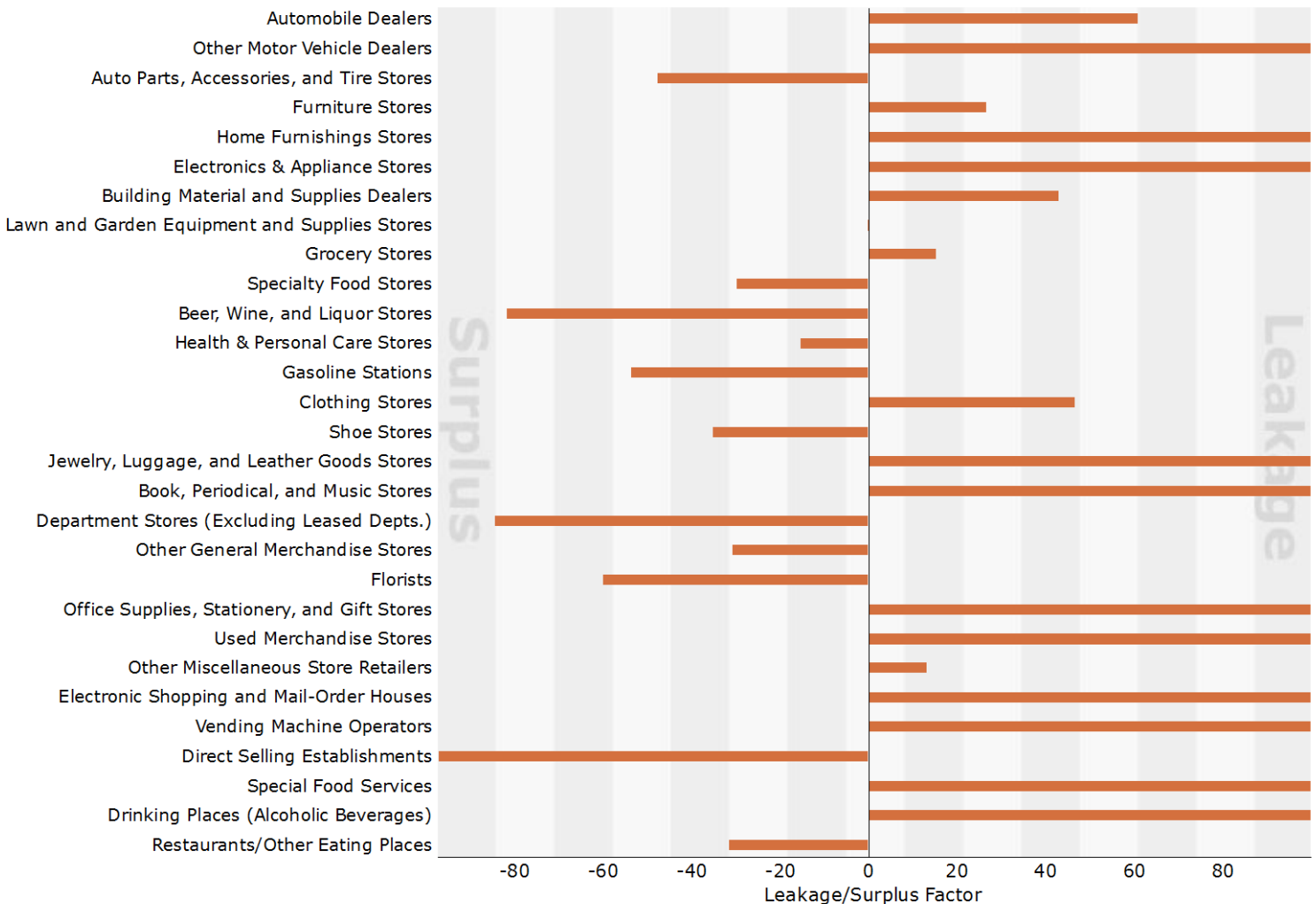
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January 25, 2018

## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group





## Retail MarketPlace Profile

110 N Main St, Biscoe, North Carolina, 27209

NC Main Street & Rural Planning Center

Ring: 5 mile radius

Latitude: 35.35999

Longitude: -79.77982

### Summary Demographics

|                               |          |
|-------------------------------|----------|
| 2017 Population               | 7,852    |
| 2017 Households               | 2,902    |
| 2017 Median Disposable Income | \$26,024 |
| 2017 Per Capita Income        | \$15,061 |

### Industry Summary

|                                     | NAICS | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplus<br>Factor | Number of<br>Businesses |
|-------------------------------------|-------|------------------------------|--------------------------|---------------|---------------------------|-------------------------|
| Total Retail Trade and Food & Drink | 44-   | \$63,698,045                 | \$109,423,831            | -\$45,725,786 | -26.4                     | 69                      |
| Total Retail Trade                  | 44-45 | \$58,234,725                 | \$102,556,365            | -\$44,321,640 | -27.6                     | 53                      |
| Total Food & Drink                  | 722   | \$5,463,320                  | \$6,867,466              | -\$1,404,146  | -11.4                     | 16                      |

### Industry Group

|                                               | NAICS    | Demand<br>(Retail Potential) | Supply<br>(Retail Sales) | Retail Gap    | Leakage/Surplus<br>Factor | Number of<br>Businesses |
|-----------------------------------------------|----------|------------------------------|--------------------------|---------------|---------------------------|-------------------------|
| Motor Vehicle & Parts Dealers                 | 441      | \$13,339,279                 | \$7,752,387              | \$5,586,892   | 26.5                      | 9                       |
| Automobile Dealers                            | 4411     | \$11,018,513                 | \$5,635,830              | \$5,382,683   | 32.3                      | 4                       |
| Other Motor Vehicle Dealers                   | 4412     | \$1,111,619                  | \$0                      | \$1,111,619   | 100.0                     | 0                       |
| Auto Parts, Accessories & Tire Stores         | 4413     | \$1,209,147                  | \$2,033,765              | -\$824,618    | -25.4                     | 5                       |
| Furniture & Home Furnishings Stores           | 442      | \$1,971,558                  | \$886,082                | \$1,085,476   | 38.0                      | 3                       |
| Furniture Stores                              | 4421     | \$1,194,981                  | \$693,245                | \$501,736     | 26.6                      | 2                       |
| Home Furnishings Stores                       | 4422     | \$776,577                    | \$192,837                | \$583,740     | 60.2                      | 1                       |
| Electronics & Appliance Stores                | 443      | \$1,519,693                  | \$0                      | \$1,519,693   | 100.0                     | 0                       |
| Bldg Materials, Garden Equip. & Supply Stores | 444      | \$4,368,345                  | \$1,413,119              | \$2,955,226   | 51.1                      | 4                       |
| Bldg Material & Supplies Dealers              | 4441     | \$4,084,415                  | \$1,125,899              | \$2,958,516   | 56.8                      | 3                       |
| Lawn & Garden Equip & Supply Stores           | 4442     | \$283,930                    | \$287,220                | -\$3,290      | -0.6                      | 2                       |
| Food & Beverage Stores                        | 445      | \$9,988,153                  | \$6,892,852              | \$3,095,301   | 18.3                      | 8                       |
| Grocery Stores                                | 4451     | \$9,331,011                  | \$4,820,869              | \$4,510,142   | 31.9                      | 4                       |
| Specialty Food Stores                         | 4452     | \$362,732                    | \$375,472                | -\$12,740     | -1.7                      | 2                       |
| Beer, Wine & Liquor Stores                    | 4453     | \$294,409                    | \$1,696,511              | -\$1,402,102  | -70.4                     | 2                       |
| Health & Personal Care Stores                 | 446,4461 | \$3,782,609                  | \$2,844,041              | \$938,568     | 14.2                      | 3                       |
| Gasoline Stations                             | 447,4471 | \$6,636,342                  | \$17,634,169             | -\$10,997,827 | -45.3                     | 6                       |
| Clothing & Clothing Accessories Stores        | 448      | \$2,370,406                  | \$967,313                | \$1,403,093   | 42.0                      | 3                       |
| Clothing Stores                               | 4481     | \$1,593,813                  | \$456,530                | \$1,137,283   | 55.5                      | 2                       |
| Shoe Stores                                   | 4482     | \$394,934                    | \$510,783                | -\$115,849    | -12.8                     | 1                       |
| Jewelry, Luggage & Leather Goods Stores       | 4483     | \$381,659                    | \$0                      | \$381,659     | 100.0                     | 0                       |
| Sporting Goods, Hobby, Book & Music Stores    | 451      | \$1,408,875                  | \$905,223                | \$503,652     | 21.8                      | 4                       |
| Sporting Goods/Hobby/Musical Instr Stores     | 4511     | \$1,207,111                  | \$905,223                | \$301,888     | 14.3                      | 4                       |
| Book, Periodical & Music Stores               | 4512     | \$201,764                    | \$0                      | \$201,764     | 100.0                     | 0                       |
| General Merchandise Stores                    | 452      | \$9,127,348                  | \$50,772,420             | -\$41,645,072 | -69.5                     | 5                       |
| Department Stores Excluding Leased Depts.     | 4521     | \$6,443,592                  | \$47,400,000             | -\$40,956,408 | -76.1                     | 1                       |
| Other General Merchandise Stores              | 4529     | \$2,683,756                  | \$3,372,420              | -\$688,664    | -11.4                     | 4                       |
| Miscellaneous Store Retailers                 | 453      | \$2,714,439                  | \$1,312,914              | \$1,401,525   | 34.8                      | 7                       |
| Florists                                      | 4531     | \$75,514                     | \$255,609                | -\$180,095    | -54.4                     | 3                       |
| Office Supplies, Stationery & Gift Stores     | 4532     | \$480,076                    | \$0                      | \$480,076     | 100.0                     | 0                       |
| Used Merchandise Stores                       | 4533     | \$246,341                    | \$0                      | \$246,341     | 100.0                     | 0                       |
| Other Miscellaneous Store Retailers           | 4539     | \$1,912,508                  | \$1,057,305              | \$855,203     | 28.8                      | 4                       |
| Nonstore Retailers                            | 454      | \$1,007,676                  | \$11,175,846             | -\$10,168,170 | -83.5                     | 1                       |
| Electronic Shopping & Mail-Order Houses       | 4541     | \$669,556                    | \$0                      | \$669,556     | 100.0                     | 0                       |
| Vending Machine Operators                     | 4542     | \$53,875                     | \$0                      | \$53,875      | 100.0                     | 0                       |
| Direct Selling Establishments                 | 4543     | \$284,245                    | \$11,175,846             | -\$10,891,601 | -95.0                     | 1                       |
| Food Services & Drinking Places               | 722      | \$5,463,320                  | \$6,867,466              | -\$1,404,146  | -11.4                     | 16                      |
| Special Food Services                         | 7223     | \$51,014                     | \$0                      | \$51,014      | 100.0                     | 0                       |
| Drinking Places - Alcoholic Beverages         | 7224     | \$321,090                    | \$0                      | \$321,090     | 100.0                     | 0                       |
| Restaurants/Other Eating Places               | 7225     | \$5,091,215                  | \$6,867,466              | -\$1,776,251  | -14.9                     | 16                      |

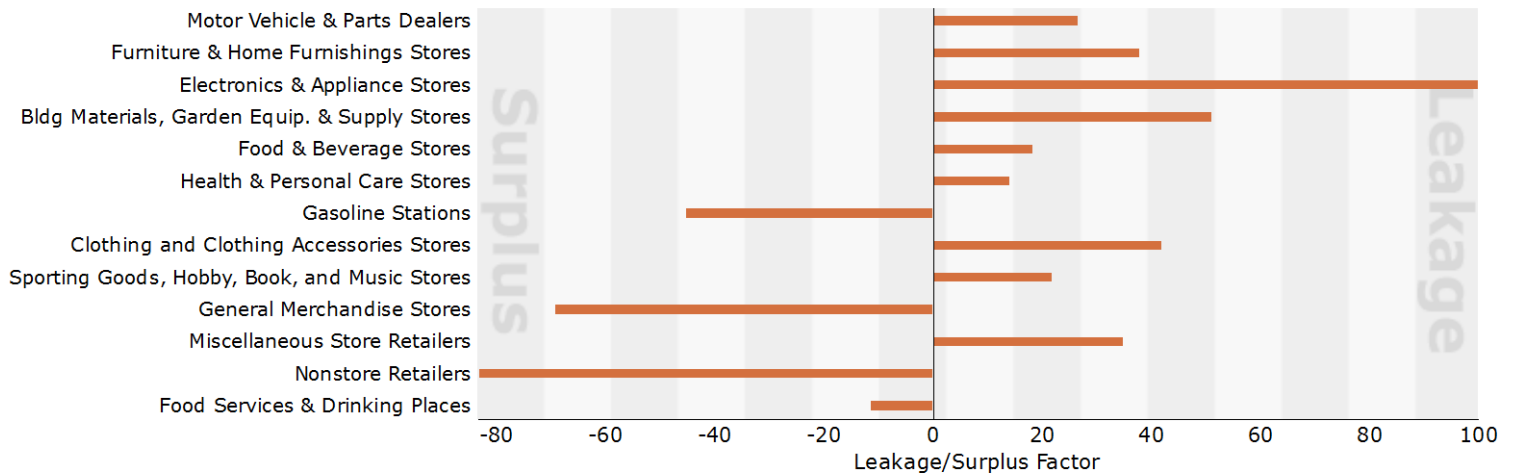
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## Leakage/Surplus Factor by Industry Subsector



## Leakage/Surplus Factor by Industry Group

