

FLETCHER, NC

Market Analysis & Economic Development Strategic Plan



**Prepared For:
The Town of Fletcher**

Rose & Associates Southeast, Inc.

www.roseassociates.com

March 2020



ROSE
ASSOCIATES

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

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Table of Contents

1. Introduction

- 1.1 Locational Analysis**
- 1.2 Community Engagement**

2. Executive Summary

- 2.1 Community Profile**
- 2.2 SWOT Analysis**
- 2.3 Real Estate Market**
- 2.4 Economic Development**

3. Community Profile

- 3.1 Demographics**
- 3.2 Economics**
- 3.3 Trade Areas**

4. Real Estate Market Analysis

- 4.1 Real Estate Demand**
- 4.2 Workspace (Office & Industrial)**
- 4.3 Retail**
- 4.4 Housing**

5. Economic Development Strategic Plan

- 5.1 What is Economic Development**
- 5.2 Catalyst Sites**
- 5.3 Key Themes**
- 5.4 Implementation Work Plan**
- 5.5 Economic Development Work Plan Matrix**

6. Appendix

Section 1

Introduction



Introduction

Rose & Associates SE, Inc. was retained by the Town of Fletcher to complete a Real Estate Market Analysis to inform land uses in conjunction with the preparation of an Economic Development Strategic Plan (“EDSP”). The EDSP is intended to provide guidance regarding site acquisition/disposition and specific initiatives as it relates to creative, experiential place-making and Economic Development. The key strategic areas of focus include: the town center (also known as “the Heart of Fletcher”), the Meritor Park site, the Fanning Bridge gateway and industrial park areas. Our work was completed in three Phases:

Phase I – Real Estate Market Analysis

Phase 2 – Economic Development Strategic Plan

Phase 3 – Implementation & Public-Private Partnership

Phase I included the following:

Kickoff - Project/Site Orientation & Tour	The Rose & Associates team conducted two comprehensive site tours of the community, including the town center site, Meritor park area, and other commercial areas along Highway 25 and in the existing industrial parks.
Research – Data Collection & Document Review	Public data provided by the Town of Fletcher was collected, along with public and proprietary demographic, economic and real estate data from the State of NC, Bureau of Labor Statistics, US Census, ESRI, Regional Real Estate Association, CoStar, REIS and others. Website reports were collected and analyzed from the Henderson County Chamber and Economic Development Partnership, including but not limited to: <ul style="list-style-type: none"> Heart of Fletcher – Master Plan Land Use Plan – Town of Fletcher Land of Sky Economic Development Strategy Future Meritor Park – Master Plan Demographic & Economic Data Real Estate Data Town Website
Locational Analysis	A locational analysis was completed to understand the transportation linkages in and around Fletcher and its position in the broader region. This informs our understanding of existing conditions and trade areas. Existing real estate uses in conjunction with economic development strategies are considered in identifying key areas for strategic development. <i>This is further detailed in Section 1.1</i>
Community Asset Inventory	A community asset inventory was completed to understand the cultural, social, recreational and other resources contributing to quality of life both in Fletcher and the immediate area. <i>This is further detailed in Section 1.1</i>
Interviews/Public Engagement	Personal interviews were conducted by the Rose team either in person or by teleconference with the following staff, elected officials and other local/regional stakeholders as identified by Town staff: <ol style="list-style-type: none"> 1. Mark Biberdorf, Town Manager 2. Eric Rufa, Town Planner 4. Mayor Rod Whiteside 5. Eddie Henderson, Mayor Pro-Tem 6. Hugh Clark, Councilman 7. Bob Davy, Councilman 8. Sheila Franklin, Councilwoman 9. Brittany Brady, Henderson County Partnership for Economic Development 10. Bob Williford, Henderson County Chamber of Commerce 11. Jared Bellmund, Fletcher Area Business Association 12. Robert Settle, Commercial Carolina 13. Don Bell, NAI Beverly-Hanks 14. Ben Smith, Small Business Development Center, Blue Ridge Community College 15. Dr. Laura Leatherwood, Blue Ridge Community College 16. Beth Carden, Henderson County TDA 17. Charlie Ball, Ball Properties/Hatch Asheville 18. The Johnston Family, Fletcher Hardware 19. Mark Buchanan, General Manager, WNC Agriculture Center <p>In addition, an online survey was produced and posted live on the town website. <i>This is further detailed in the Appendix..</i></p>
SWOT Analysis	From our interviews and data collection, we have formulated an understanding of the Strengths, Weaknesses, Opportunities and Threats for the Town Center and Economic vitality of Fletcher. Additional data from the online surveys assisted in informing this analysis. <i>This is further detailed in Section 2.2.</i>

Methodology

A combination of methodologies is used when developing a Real Estate Market Analysis and EDSP. The analyses and forecasting of market data is both art and science. Overall analysis incorporates a variety of data including demographic and population estimates, existing and potential real estate uses, economic forecasts and employment estimates. All market research analysts begin with US Census Bureau data – which has limitations as to accuracy and timeliness. Nonetheless, the data provides a benchmark as much for a retrospective look as a prospective one. These are the methodologies included in our work: **Economic Base Analysis, Highest & Best Use Analysis, Central Place Theory and Qualitative Research.**

They are described as follows:

Economic Base Analysis	<p>Developed by Robert Murray Haig in 1928, this methodology is fundamental to understanding the regional economy and determine real estate demand. The underlying theme suggests that for every (basic) job that is created, a multiplier effect increases overall employment (both basic and non-basic), thus increasing both population and income within an area benefiting from such job growth. The corresponding growth (or decline) in jobs, population and income correspond to demand for commercial and residential uses of real estate.</p>
Highest & Best Use	<p>Highest & Best Use, as defined in <i>The Dictionary of Real Estate Appraisal</i>, is:</p> <p><i>The reasonably probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible, and that results in the highest value. The four criteria the Highest & Best Use must meet are legal permissibility, physical possibility, financial feasibility and maximum profitability.</i></p> <p>A Highest and Best Use analysis is used to determine the most appropriate use of land given the underlying economic base. It is site specific. The premise of the concept is that an analysis of all reasonable alternative uses of a site will identify the use that yields the highest present land value after payments are made for labor, capital, and coordination.</p>
Central Place Theory	<p>(CPT) is utilized to evaluate commercial feasibility and trade areas. It can also be used for certain types of non-traditional housing, such as senior or student housing, whose locations are dependent upon central places, such as a university or hospital. The underlying theme of CPT is that the location decision of commercial establishments is driven by rent maximizing forces. That is, providers of goods and services will locate where they believe they can maximize profits. CPT suggests that certain locations are more “desirable” than others, primarily due to the location of existing businesses that are already attracting customers. This means that there are “central places” with varying degrees of magnitude that attract such customers. The fundamental theme of CPT is that commercial locations are spatially interdependent, implying that growth is not random, but ordered and rational.</p> <p>CPT relies on the following three basic concepts:</p> <ol style="list-style-type: none"> 1. <u>Threshold population:</u> Businesses need a certain number of customers to break even. The threshold refers to the number of persons or households of a target customer group. Population density, when known, can be expressed in terms of a trade or service area. Most employers and retailers know their threshold population and it is common for them to specify minimum site requirements in terms of population, households, and workforce or customer type (by age, income, occupation, etc.) within certain radial or drive-time areas around a site. The trade area for this analysis includes typical benchmarks for determining threshold consumer or employee populations. 2. <u>Higher vs. lower order of goods and services:</u> Goods and services with low thresholds are called lower order of goods (i.e., gas stations, eating/ drinking establishments, beauty salons, etc.), also referred to as convenience-oriented locations. Those with high thresholds are called higher order of goods (i.e., shopping malls, hospitals, office parks, etc.), or destination-oriented locations. The location of higher order goods and services may influence the location of lower order goods and services. This is often seen where retail/office uses will cluster together around certain centers of influence such as regional malls, large shopping centers, hospitals and business parks or major employment centers.

	<p>occupation, etc.) within certain radial or drive-time areas around a site. The trade area for this analysis includes typical benchmarks for determining threshold consumer or employee populations.</p> <ol style="list-style-type: none"> 2. <u>Higher vs. lower order of goods and services</u>: Goods and services with low thresholds are called lower order of goods (i.e., gas stations, eating/ drinking establishments, beauty salons, etc.), also referred to as convenience-oriented locations. Those with high thresholds are called higher order of goods (i.e., shopping malls, hospitals, office parks, etc.), or destination-oriented locations. The location of higher order goods and services may influence the location of lower order goods and services. This is often seen where retail/office uses will cluster together around certain centers of influence such as regional malls, large shopping centers, hospitals and business parks or major employment centers. 3. <u>Trade area or “range” of goods and services</u>: Demand for a good or service is constrained to a limit or “range” (measured in terms of distance or drive time) beyond which customers will not travel to a specific store location. Therefore, demand for most goods/services decreases with distance or travel (drive) time from a retail/commercial location. The existence of competitors diminishes the range and more accurately determines the actual market area for a good or service. The market or trade area will also vary according to street patterns and population density. However, not all businesses seek to maximize distance from competitors, but rather cluster together to attract more customers per business than if they were to distance themselves from each other.
Qualitative Research	<p>The Rose Team analyzed data and anecdotal information obtained through interviews with the client, municipal staff, stakeholders and other relevant sources. Our research included phone or in-person conversations with some or all of those provided on a list compiled by the client. This may also include online community surveys.</p>

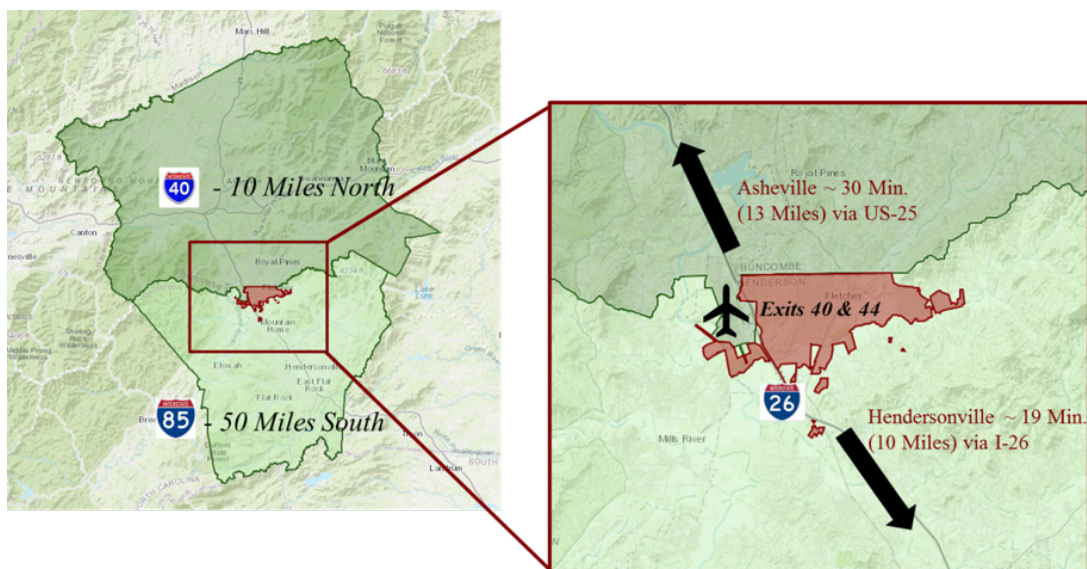
1.1 Locational Analysis

The Town of Fletcher is located in western North Carolina, situated in the Asheville MSA which is comprised of four counties: Buncombe, Henderson, Haywood, and Madison. Fletcher is located on the northernmost edge of Henderson County, bordering Buncombe County, and situated between the City of Asheville and the City of Hendersonville, two prominent municipalities in the mountains of NC.

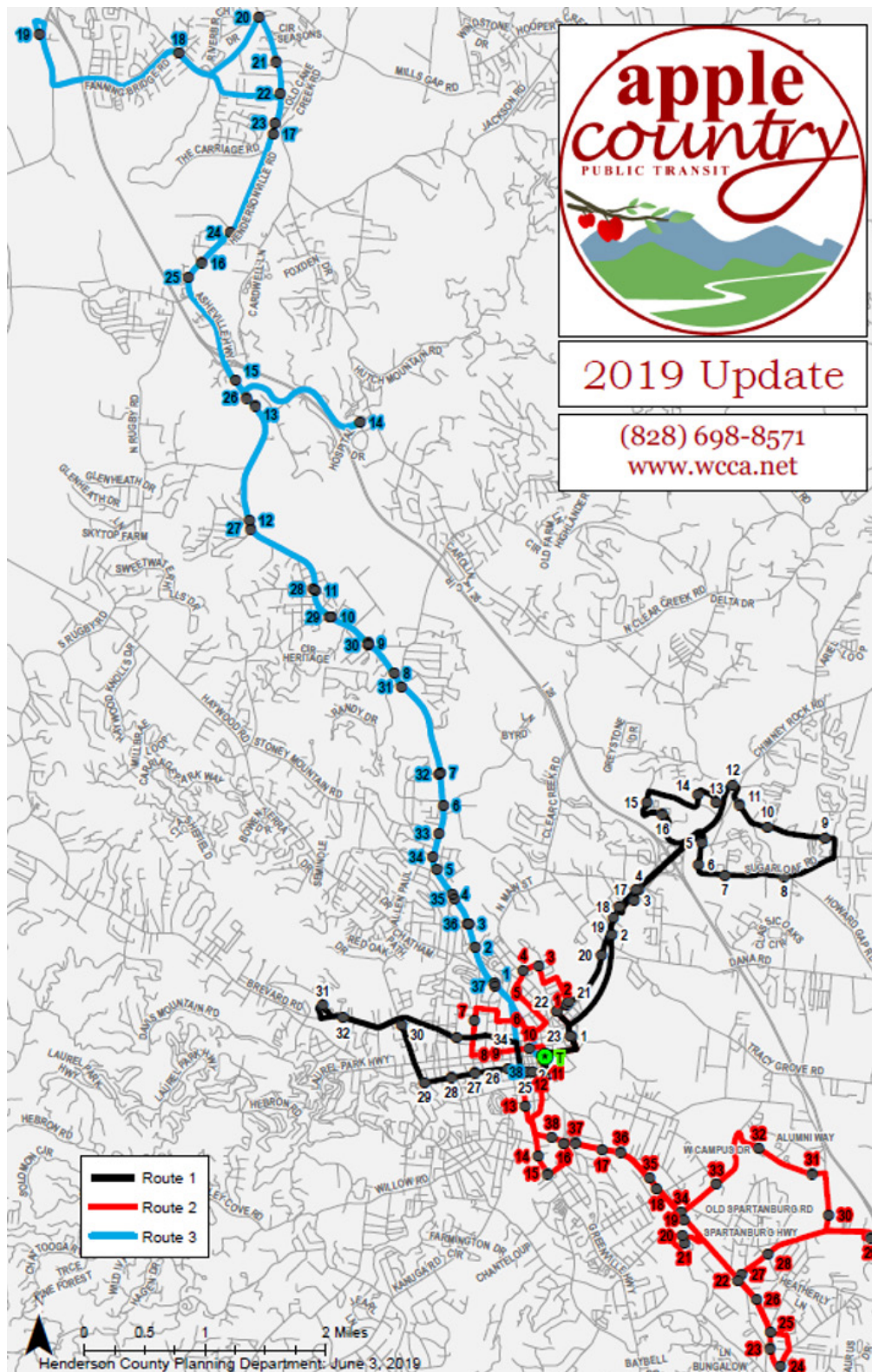


Fletcher is strategically located off Interstate 26 (I-26) between Asheville and Hendersonville. I-26 also connects two other major interstates: I-40 and I-85 which traverse the state of North Carolina. Fletcher is also adjacent to the Asheville Regional Airport which boasts over 1 million travelers per year. US Highway 25 is the primary commercial corridor which runs from north to south through the center of Fletcher.

In addition to being serviced by major interstates, state highways and a regional airport, Fletcher is also serviced by the Blue Ridge Southern Railroad (Watco Company), which provides limited freight service to the town's industrial park. This railroad primarily ships commodities such as plastics, cement, coal, paper, woodchips and other agricultural products over 92 miles of track that feed into Asheville.



Apple Country Public Transit provides bus service throughout the Town of Fletcher with 38 stops on the Blue Route from the Asheville Regional Airport south through Fletcher to Hendersonville. Two additional routes provide bus service to surrounding areas.



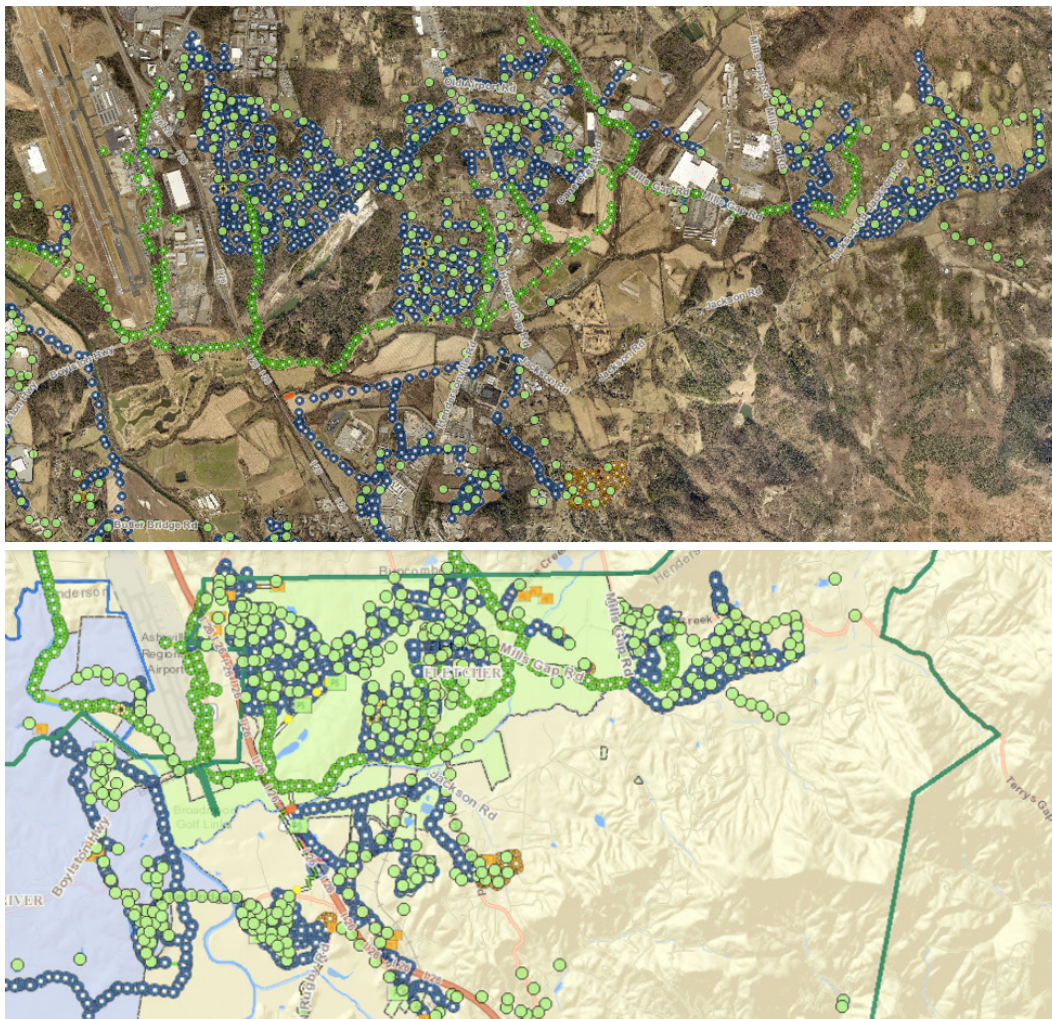
The Flood Damage Prevention Ordinance (Appendix 1) of the Land Development Code of the Town of Fletcher states:

"A Floodplain Development Permit shall be required in conformance with the provisions of this ordinance prior to the commencement of any development activities within Special Flood Hazard Areas determined in accordance with the provisions of Article 3, Section B of this ordinance...No structure or land shall hereafter be located, extended, converted, altered, or developed in any way without full compliance with the terms of this ordinance and other applicable regulations."

Future redevelopment or development of the town center and other key economic areas should consider the proximity of the flood plain.

Utilities

The availability of public water and sewer is concentrated along the major commercial corridor of US Highway 25, in and around the town center, and around industrial park areas. Redevelopment in areas where public water and sewer is available would take advantage of investments already made by the town.



Key:

Solid Green Circles
Hydrants (water)

Open Green, Blue or Gold Circles
Manhole Covers (sewer)

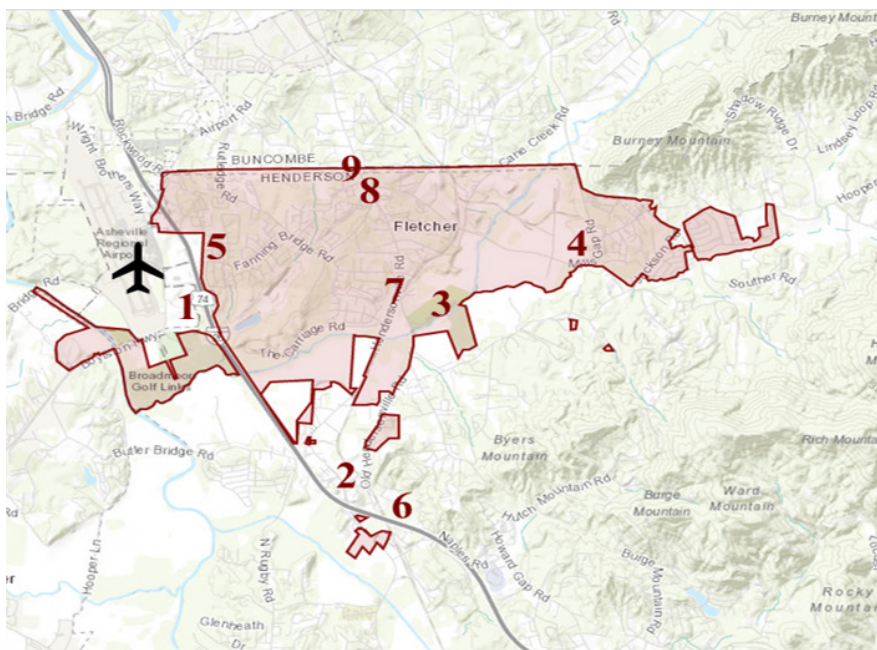
Public Water & Sewer Lines
Source: Henderson County GIS

Community Asset Inventory

An inventory of key local assets includes large scale employers within industrial parks, major event and sports destinations, and most notably, the Asheville Regional Airport. Located adjacent to Fletcher, the airport is situated at the terminus of Fanning Bridge Road. Asheville Regional Airport currently offers 19 non-stop destinations served by 6 airlines. In 2018, over 1 million airline travelers arrived within 3.3 miles from Fletcher's town center. Western North Carolina is recognized as a prime tourist destination contributing to air service growth and the resulting increase in passenger utilization. The airport's continued growth and expansion is a positive indication for growth of visitor traffic in and around Fletcher.

The WNC Agricultural Center is considered "the crown jewel" of North Carolina according to tourism and agricultural leaders. In 2018 the center reported 472,112 attendees to its many shows and events. Adding to the visitor count, the Xcel Sports Complex reported over 100,000 attendees to its sports tournaments and events.

All total, these three community assets alone contribute to the over 1.5 million people who visit or pass through Fletcher on an annual basis.



- ✈ Asheville Regional Airport
- 1. WNC Agricultural Center
- 2. Xcel Sportsplex
- 3. Bill Moore Community Park
- 4. Cane Creek & Fletcher Industrial Parks
- 5. Blue Ghost Brewery
- 6. Leila Patterson Fitness & Aquatic Center
- 7. Feed & Seed Church/Venue
- 8. YMCA
- 9. Mission - Pardee Health Campus

Key Strategic Areas

Town Center



The Town Center area as shown above includes the town hall and adjacent sites owned by the Town of Fletcher, together with an assemblage of six parcels totaling approximately 50+/- acres fronting along Hendersonville Road (US Hwy 25). The assemblage includes buildings that can be demolished or redeveloped; or alternatively, earmarked for adaptive reuse into a mixed-use development.

Meritor Park Site



This approximately 94-acre parcel was acquired by the town to be used as a recreational area. In 2017, a master plan of the site resulted in the Meritor Park Master Plan that was subsequently adopted by Town Council. The project is currently unfunded but could receive consideration in future Capital Improvement Plan budgets. At minimum the Council and public would like to see a greenway extension along the far northern half of the property. We explored alternative uses that could result in reduced funding requirements while providing additional recreational and/or economic development opportunities for the community.

Fanning Bridge Road @ Asheville Regional Airport

While not specifically outlined in the scope of work, this area was noted as being a strategic gateway into Fletcher's town center. There is limited wayfinding signage in this area indicating notable destinations such as area hotels, Blue Ghost Brewery, and the town center. We explored additional opportunities to enhance signage, both at this key intersection and on the adjacent interstate.

1.2 Community Engagement

As highlighted in the Introduction, our qualitative research provides information from various community leaders, organizations and stakeholders through personal and phone interviews. We also invited residents to participate in a brief online survey (via Survey Monkey) to help us better understand the community. The survey asked the following **eight** questions:

- 1** **Where in Fletcher do you reside?**
- 2** **Where do you work?**
- 3** **Where do you most frequently bring out of town guests/family to showcase the region?**
- 4** **What uses or services would you like to see at the Town Center? (rank 1-10 with 1 being the top priority)**
- 5** **What social or civic uses would you like to see at the Town Center?**
- 6** **What social organizations do you belong to?**
- 7** **How should Fletcher grow?**
- 8** **Any additional comments or questions?**

We received 434 responses representing 5% of the current population in Fletcher. Many of the respondents are retired and live in town. Respondents share the desire for healthy growth that exemplifies a unique town identity but are equally weary of traffic and mobility constraints. **A summary of the responses can be found in the Appendix.**

Section 2

Executive Summary



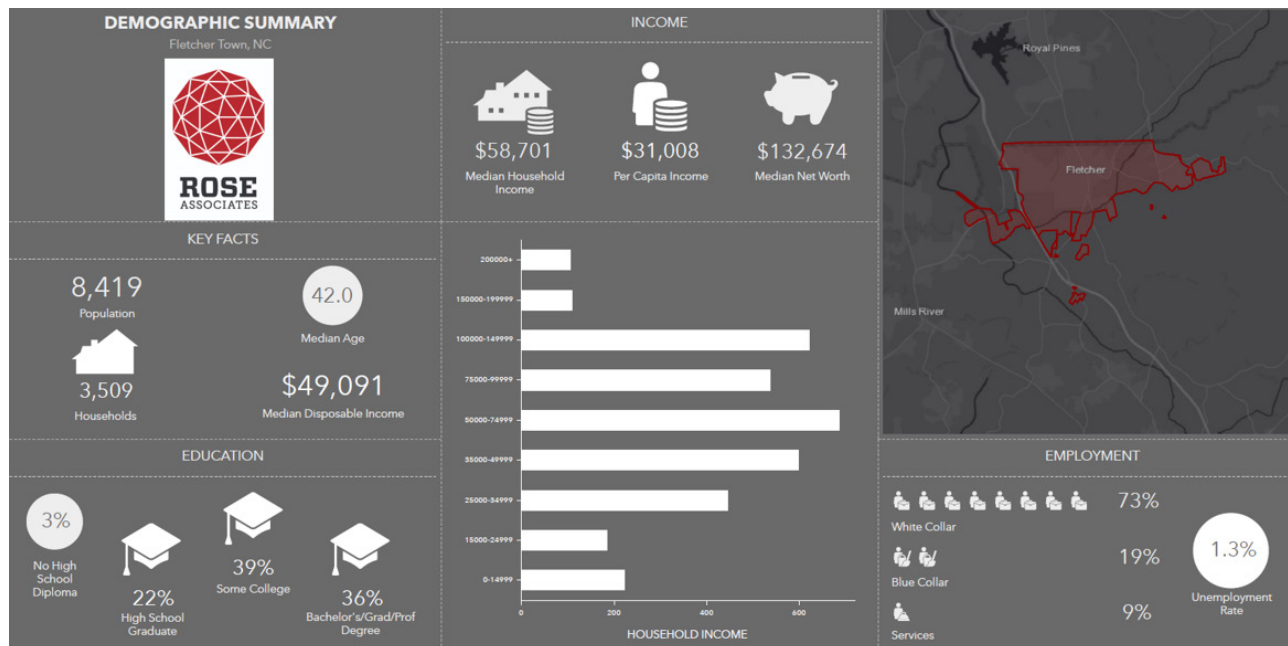
Executive Summary

2.1 Community Profile

The demographic and economic assessment lays the groundwork for the real estate market analysis and the EDSP. For the purposes of analysis, demographic and economic data is reviewed from a macro to micro view to help us understand Fletcher's position within the surrounding environment. For the purposes of this study, we provide a comparison view of the town and its relationship to both Henderson and Buncombe Counties. This is further detailed in Section 3.

Fletcher's strategic location between Asheville (Buncombe County) and Hendersonville (Henderson County), together with its steady growth in employment and population, position it favorably in the region while highlighting its continued relevancy in the coming years.

Below is a summary of the demographic and economic profile for the Town of Fletcher:



2.2 SWOT Analysis

From our interviews and data collection, we formulated an understanding of the Strengths, Weaknesses, Opportunities and Threats for the Town Center and economic vitality of Fletcher. Additional data from the online survey assisted in informing this analysis. The survey results are in the Appendix of this report.

The economic strength of Fletcher's industrial parks cannot be understated. According to the Henderson County Comprehensive Annual Financial Report for the period ending June 30, 2018, five of the seven major manufacturers listed are located in Fletcher. Additionally, Fletcher's strategic location at the edge of two counties and adjacent to the Asheville Regional Airport and other destinations bring over 1.5 million visitors to or through Fletcher each year. While currently considered a "pass-through" community, Fletcher could benefit from more community capital circulating through its economy built through investments in attractive employment opportunities, tourism and resident lifestyle amenities.



2.3 Real Estate Market

Real Estate Uses

Fletcher has a significant inventory of industrial product; however, like similar places, it has a goal of balancing residential growth with an increase in commercial activities. Despite its economic base in manufacturing, 73% of Fletcher residents are employed in white collar jobs, which suggests office uses. Many Fletcher residents travel to surrounding communities for work each day, while workers from other areas travel to Fletcher's industrial parks. Large scale retail shopping venues surround Fletcher resulting in limited demand for retail. However, Fletcher could benefit from additional destination food and beverage uses as an amenity to the town center. The focus for mixed-use development in the town center should be destination oriented to include lifestyle amenities, office workspace (including shared/coworking space) and institutional uses, such as educational and healthcare facilities. At the same time, development activities should continue to honor Fletcher's rich agricultural history. The summary of proposed commercial real estate uses provides guidelines for the type and amount of product to consider in long-term planning. As outlined in the Market Analysis section, real estate demand and supply based on market fundamentals provides a program for land use in support of transportation and economic development goals.

While growing and diversifying the commercial inventory, Fletcher might also diversify its housing stock to maintain affordability and meet the needs of future residents. This includes a mix of single family attached and detached housing, such as townhomes, patio homes and senior housing – both for sale and for lease. Beyond low density single family for sale or high-density apartment homes, alternative options for attainable housing for all ages and income levels is important to consider.

In summary, research findings suggest product types based upon annual demand. This assumes a targeted capture from both Henderson and Buncombe Counties and takes into consideration future job growth, market timing, economic cycles and build out. Below are conservative estimates for capacity of demand for each product sector:



Land Uses

In addition to the real estate uses above, two additional land use elements are critical for the success of the Town Center Plan:

- **Civic Uses** – This includes public buildings such as community center and more notably relocation of the Fletcher Library. A December 2016 facility study prepared by Solutions for Local Government recommended a facility totaling 23,707 gross square feet to include an auditorium and classroom space.
- **Public Uses** – A public centerpiece for the town center should include a central plaza or gathering space to include hardscape elements such as splash pad, outdoor furniture and public art. This should be connected to the existing greenway and park system adjacent to town hall.

2.4 Economic Development

The Economic Development Strategic Plan began with feedback from the community through a variety of meetings and interviews. Much of feedback suggests that the community supports additional growth to provide more opportunities for business and more dining, entertainment and shopping choices. However, the retention of Fletcher's rural and agricultural history remains a critical concern. The following elements contribute to community wealth, which assist in understanding the role each plays in growing the local economy:

Residential Migration

Whether driven by job growth, quality of life or retirement, inbound residential migration grows the population, households and capital flow within a community. This has been the foundation of Fletcher's growth to date.

Community Capital

How can discretionary income and local savings, both short and long-term, be tapped for local economic expansion? As noted in the Market Analysis, capital is leaking out of Fletcher as shoppers spend their dollars elsewhere for major purchases and entertainment. The focus should be to create strategies to keep investment and expenditures within the local community.

Imports & Exports

The foundation of Economic Base underscores the difference between high paying jobs that export goods and services, and local service jobs, both important to balance within the local economy. Fletcher is the industrial powerhouse for Henderson County, and should strive to maintain this position and continue to bring more employment within its borders.

Tourism

While the most obvious opportunities include attractions and recreation, a number of cultural, historical, arts and entertainment venues or events may result in additional fiscal revenue for the community, either directly or indirectly. This is an opportunity for Fletcher, particularly in the area of agritourism, for expanding visitor and hospitality revenue.

Regional and State Economic Development Organizations (EDOs) are focused primarily on attraction and business retention. Fletcher must partner with these organizations to collaborate on regional and local strategies in these areas. Fletcher could also benefit from focusing on Tourism and Small Business/Entrepreneurship (SBE). Therefore, Fletcher must expand its efforts beyond a "silver bullet" approach to a more comprehensive program that includes all areas of economic development. Additionally, economic development efforts may include the same collaboration with its corporate citizens to engage them in the community and provide opportunities for local and regional public-private partnerships.

Key Themes

Key Themes which provide the foundation for the goals and strategies for the plan include the following:



A vibrant town center is not just a place, but an ideal, that captures the heart and soul of the community - its past and its future. Opportunities to expand employment and incorporate public and civic uses are recommended to provide a unique experience in Fletcher.

Building for the future includes expanding existing economic base industries and attracting new emerging ones. Specifically, continued growth in industrial sectors and emerging growth in agricultural, culinary and food/beverage markets that connect key assets and targeted areas of the community.

Marketing Fletcher's strategic location and strategic assets will highlight the community's strengths as a place to live, work and visit. Creating experiences and connecting places in a visual and digital way will promote these strengths.



Existing signage at exit from Asheville Regional Airport at Fanning Bridge Rd, Fletcher

Section 3

Community Profile



Community Profile

Demographic and economic assessment is the foundation for the Market Analysis and EDSP. When compiling this data, the most appropriate geography is used to understand the community from a macro to micro view to discover competitive advantages or disadvantages.

3.1 Demographics



Source: New York Post Photo

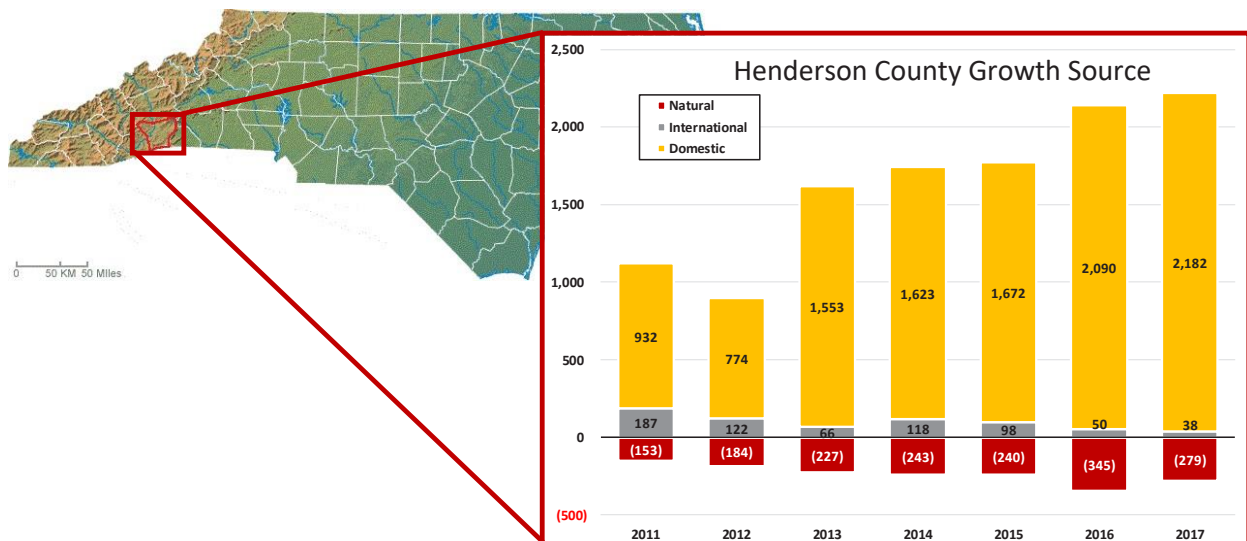
“Movers to and from the South make up the largest domestic migration flows at the regional level.”

In 2018, 1.2 +/- million people moved to the South from another region, while only about 714,000 moved from the South to another region. This resulted in a net gain of about 512,000 people. If movers from abroad are included, the net gain from migration to the South is approximately 959,000 people.

~ US Census

Population

North Carolina continues to exhibit strong growth on the national level. It is currently the 9th largest state in the country with a population of 10.2 million people and continues to grow daily. Since 2015, North Carolina has averaged more than 110,000 new residents annually. In 2017, it grew by 113,000 residents, gaining 87,000 from net migration. Henderson County shares in this systemic growth. The years between 1969 and 2017 have seen 49 years of unbroken growth in the county. Annual net growth has averaged 1,535 residents according to Syneva Economics. Henderson County's annual growth rate of 1.7% has outpaced the nation and the state since 2014.



Source: HCPED; Syneva Economics

The Asheville Metropolitan Statistical Area (MSA) is comprised of four counties. Due to the geographic size of the Asheville MSA, this comparative analysis focuses on the Town of Fletcher as it relates to Henderson and Buncombe counties. Fletcher is located in Henderson County and is adjacent to Buncombe County. The proximity of Buncombe County and the Town of Fletcher is important to consider.

Data shows Fletcher's population growth has outpaced both Henderson and Buncombe counties and is projected to continue. Annual population growth between 2019 and 2024 is expected to grow by 1.66 %, a likely result of regional population growth stemming from development and sprawl from Buncombe County and nearby Asheville.



Estimated Population Growth	Town of Fletcher	Henderson County	Buncombe County
2019 Total Population	8,419	121,618	269,929
2010 – 2019 Population Growth	18.3%	13.9%	13.3%
2024 Estimated Total Population	9,140	129,917	287,534
2019 – 2024 Annual Population Growth	1.66%	1.33%	1.27%

Source: ESRI, Rose Associates 2019

Income

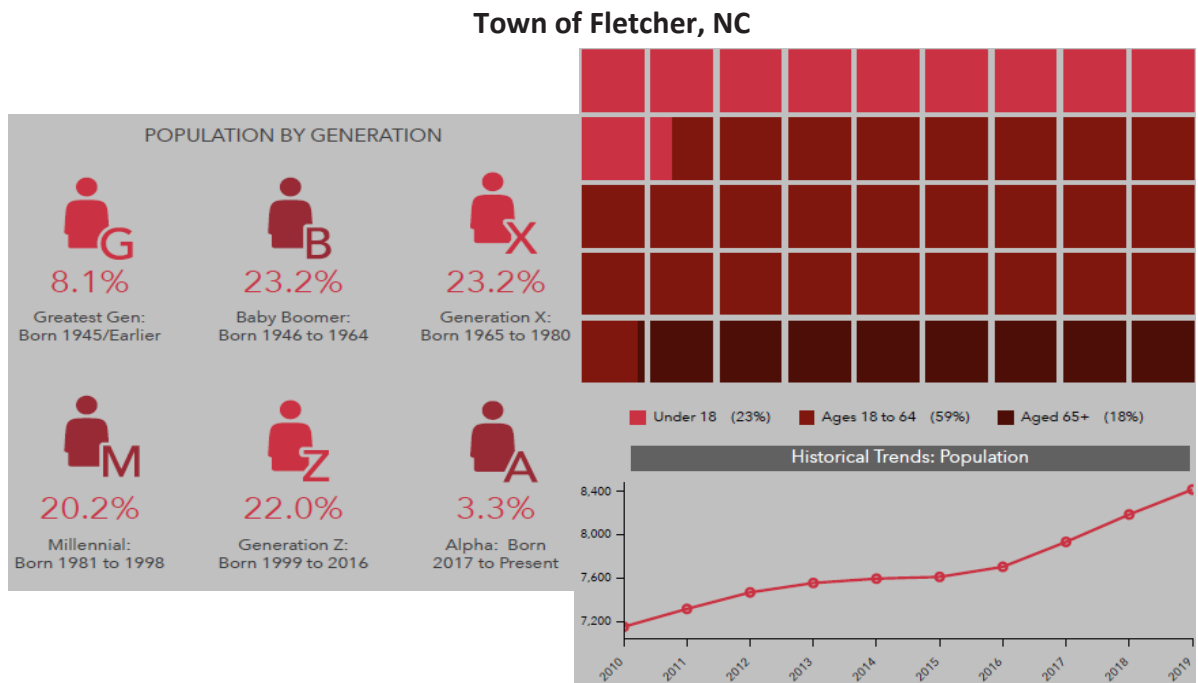
Fletcher, on average, produces higher median and average household incomes as compared to Henderson county. Average income is only slightly higher in Buncombe County. Fletcher also supports a younger population and larger household size than either of the counties.

Income, Age & Household Size	Town of Fletcher	Henderson County	Buncombe County
2019 Total Population	8,419	121,618	269,929
2019 Median Household Income	\$58,701	\$53,695	\$51,861
2019 Average Household Income	\$74,748	\$71,296	\$75,666
2019 Median Age	42.0	47.8	42.7
2019 Average Household Size	2.38	2.34	2.30

Source: ESRI, Rose Associates 2019

Age

Fletcher is predominately populated by Baby Boomers (born between 1946 and 1964) and Generation X (1965-1980), followed by Generation Z (1999-2016) and Millennials (1981-1998). Fletcher's population has seen a steady rise between 2010 and 2019. The population is currently 8,419 in the Town of Fletcher with an median age of 42.

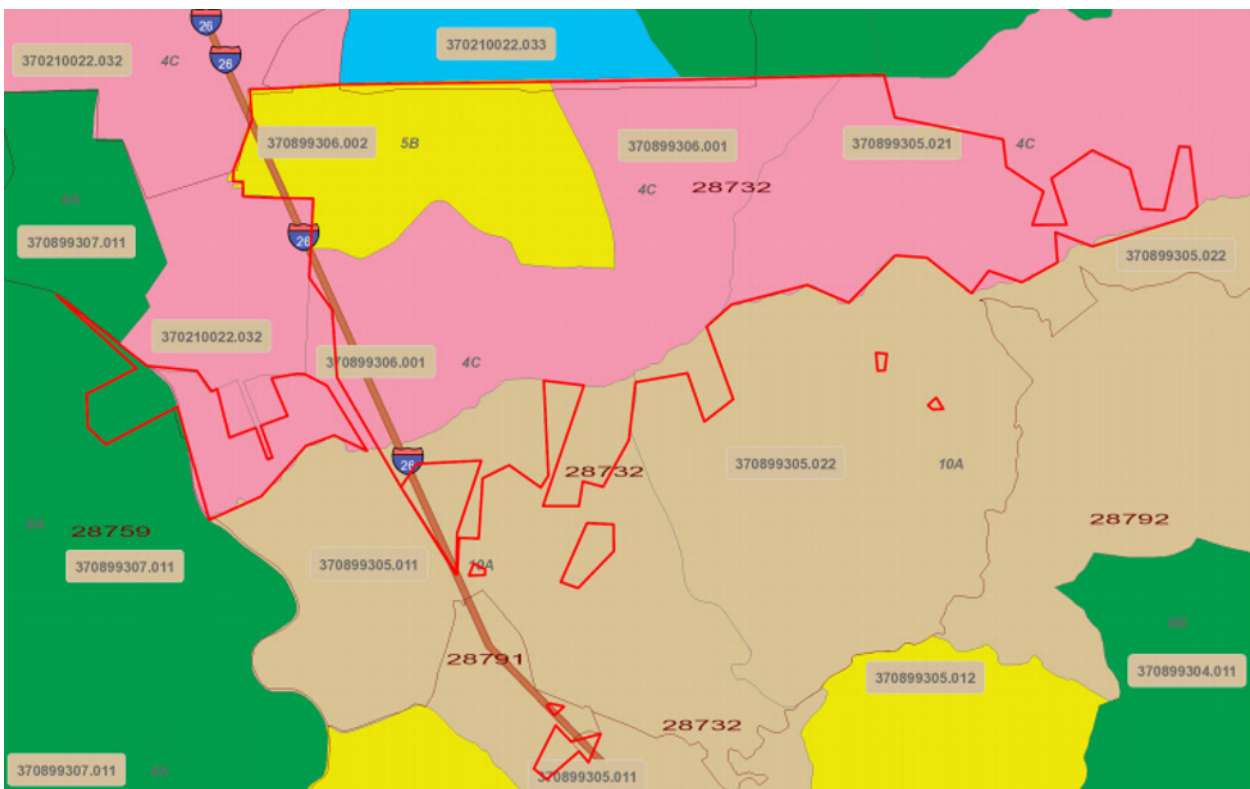


Source: ESRI, Rose Associates 2019

Lifestyle Segmentation

Lifestyle Segmentation, as defined by ESRI's Tapestry®, combines demographic and socio-economic composition to further understand community culture and lifestyle characteristics. Preferences in consumer housing and entertainment are used to detail the diversity of a community. The entire U.S. population is categorized within 14 Tapestry LifeMode groups, from which 65 Lifestyle Segments can be identified. Segments are further grouped from rural to urban center populations.

Henderson County contains seven LifeMode groups showing a socioeconomically diverse population. The Town of Fletcher contains only 3 of the 14 LifeMode groups: Family Landscapes, GenXUrban and Rustic Outposts. These are further defined by Tapestry Segments within each of these LifeMode groups highlighting more specific lifestyle characteristics. This helps us to understand housing, shopping and entertainment preferences.



Tapestry LifeMode

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

LifeMode: Family Landscapes (4C)



Middleburg

Housing Type: Single Family; Mostly Own

Household Type: Married Couples; Have Kids

Employment: Professional; Management

Education: College Degree

% of Households in Fletcher: 61.6%

LifeMode: GenXurban (5B)



In Style

Housing Type: Single Family; Mostly Own

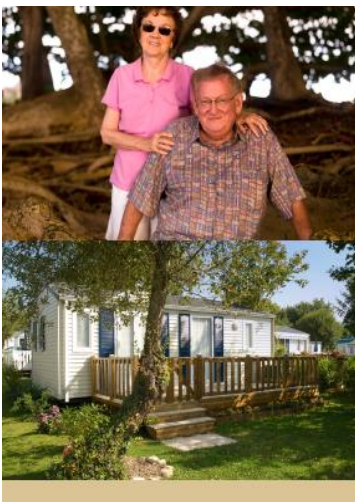
Household Type: Married Couples with No Kids

Employment: Professional; Management

Education: College Degree

% of Households in Fletcher: 34.9%

LifeMode: Rustic Outposts (10A)



Southern Satellites

Housing Type: Single Family; Mobile Homes; Mostly Own

Household Type: Married Couples with No Kids

Employment: Services; Professional; Management

Education: HS Diploma Only

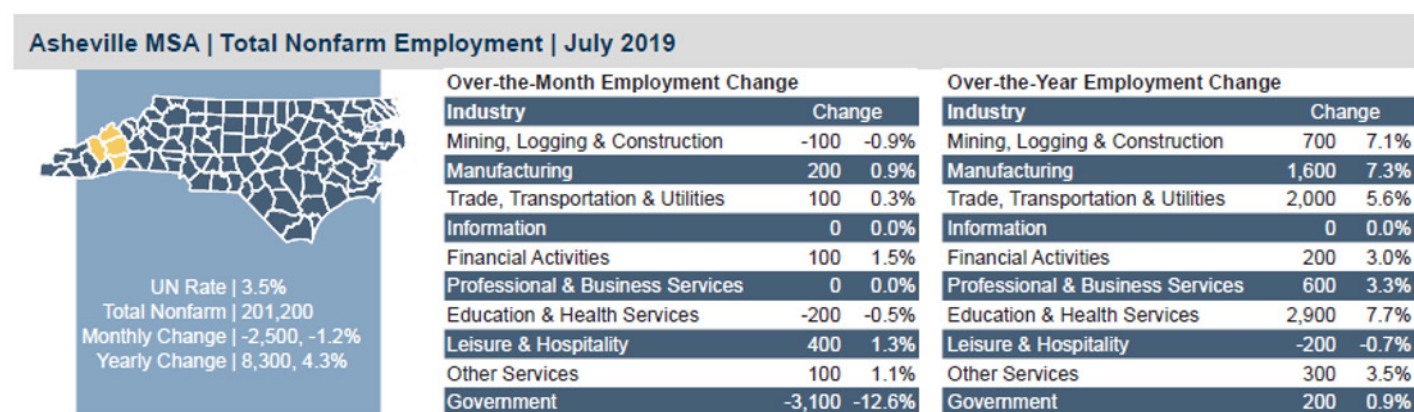
% of Households in Fletcher: 3.5%

More information on each Tapestry Segment can be found in the Appendix.

3.2 Economics

Local economies are driven by employment. Multiple data points are used to assess local employment, including educational attainment for job readiness and the employed population. Often the percentage of civilian population aged 16 or higher that are employed or seeking employment is defined as the labor force participation rate. However, these figures do not consider those that are unemployable due to lack of skills or minimum educational attainment and the unemployed, such as retirees.

The data below shows regional employment growth in major sectors from July 2018 to July 2019. Educational and Health Services leads in annual growth at 7.7% followed closely by Manufacturing (7.3%) and Mining, Logging & Construction (7.1%). All sectors experienced growth except for Information and Leisure & Hospitality.



Source: NC Department of Commerce 2019

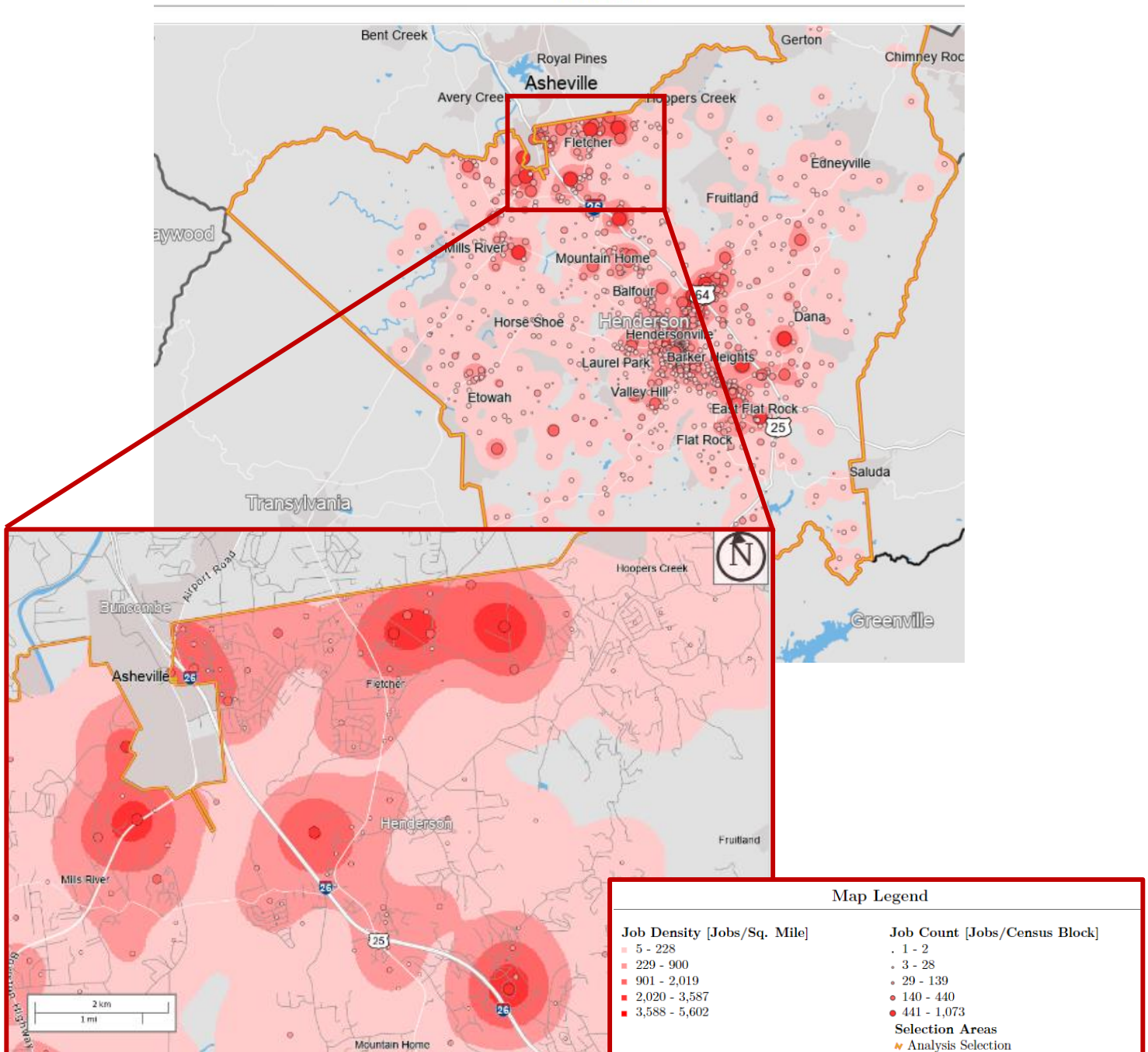
Unemployment in the region has remained steady overall. The Bureau of Labor and Statistics reported an unemployment rate of 4.3% for August 2019 in North Carolina, slightly higher than the national average of 3.7%. The Asheville MSA fell below the average statewide unemployment rate at 3.5% in both July and August 2019.

Fletcher's top employment sectors include Manufacturing (28%), followed by Retail Trade (18%), Accommodation and Food (10%) and Health Care & Social Assistance (9%).

The image below highlights the job density clusters in Fletcher. Most of the density centers are around Cane Creek Road and the industrial parks (northeast of the town center), at the airport and south of the town center around the Meritor facilities

Counts and Density of All Jobs in Work Selection Area in 2017

All Workers



Source: US Census Bureau's OnTheMap - Henderson County

One of the most important criteria in site selection by companies seeking to relocate is talent. Therefore, workforce development is an important strategy in attracting jobs and investment. The key determining factor for workforce development is educational attainment. Correlation between education, employment, and income is impacted by job readiness. According to the North Carolina Department of Public Instruction, the 2016-2018 graduation rate was 88.3% and 92.9% for Buncombe and Henderson County respectively. Henderson County was among the top counties for this period with graduation rates up 6.4% from the state average. The percentage of the population based on educational attainment is highlighted below.



	No HS Diploma	Highschool Graduate	Some College	Bachelors/Grad/Prof Degree
Town of Fletcher	3.3%	21.8%	38.8%	36.1%
Henderson County	9.4%	23.9%	33.1%	33.6%
Buncombe County	8.1%	23.0%	27.7%	40.2%

Source: ESRI, Rose Associates 2019

Business and Industry

The Top 25 Employers for Henderson County are listed in the table below:

Henderson County Top 25 Employers (1Q2019)			
Company	Rank	Industry	Employment Range
HENDERSON CO BD OF PUBLIC EDUCATION	1	Education & Health Services	1000+
MARGARET R PARDEE MEMORIAL HOSP	2	Education & Health Services	1000+
INGLES MARKETS, INC	3	Trade, Transportation, & Utilities	1000+
PARK RIDGE HEALTH	4	Education & Health Services	1000+
COUNTY OF HENDERSON	5	Public Administration	500-999
CONTINENTAL AUTOMOTIVE SYSTEMS INC	6	Manufacturing	500-999
WAL-MART ASSOCIATES INC.	7	Trade, Transportation, & Utilities	500-999
MERITOR HEAVY VEHICLE SYSTEMS LLC	8	Manufacturing	250-499
SIERRA NEVADA BREWING CO	9	Manufacturing	250-499
BLUE RIDGE COMMUNITY COLLEGE	10	Education & Health Services	250-499
COMPASSIONATE HOME CARE/ FOUR SEASO	11	Education & Health Services	250-499
GENERAL ELECTRIC COMPANY	12	Manufacturing	250-499
HUMAN TECHNOLOGIES	13	Professional & Business Services	250-499
U P M-RAFLATAC INC	14	Manufacturing	250-499
CAROLINA VILLAGE INC	15	Education & Health Services	250-499
PEAK WORKFORCE SOLUTIONS LLC	16	Professional & Business Services	250-499
LIONBRIDGE GLOBAL SOLUTIONS INC	17	Professional & Business Services	250-499
CITY OF HENDERSONVILLE	18	Public Administration	250-499
CUSTOM PAK INC	19	Natural Resources & Mining	100-249
MCDONALDS RESTAURANTS	20	Leisure & Hospitality	100-249
FLAVOR 1ST GROWERS & PACKERS LLC	21	Natural Resources & Mining	100-249
VAN WINGERDEN INTERNATIONAL INC	22	Trade, Transportation, & Utilities	100-249
BLUE RIDGE COMMUNITY HEALTH SERVICE	23	Education & Health Services	100-249
BORGWARNER THERMAL SYSTEMS INC	24	Manufacturing	100-249
MANUAL WOODWORKERS AND WEAVERS INC	25	Manufacturing	100-249

Local reports indicate the #6 ranked county employer, Continental Automotive Systems Inc. located in Fletcher, will be closing its doors and phasing out operations over the next few years. At least 650 workers will be impacted. Henderson County Manager and local economic development leaders were unaware of the company's decision until recently according to Citizen Times².

² Davis, Dillon. "650 workers impacted as Continental Automotive Systems to close Fletcher plant". Asheville Citizen Times; https://www.citizen-times.com/story/news/local/2019/09/25/continental-automotive-systems-close-fletcher-plant-65jobs/2440308001/?utm_source=Business+North+Carolina+Daily+Digest&utm_campaign=5e614c526d-EMAIL_CAMPAIGN_8_12_2019_COPY_01&utm_medium=email&utm_term=0_7ae5defd0d-5e614c526d-112469273#new_tab

Economic Base

Economic Base Analysis is used to determine what industry sectors drive the local economy and determine real estate demand. **The underlying theme suggests that jobs drive demand for real estate.** In other words, for every base industry job that is created, a multiplier effect increases overall employment. The result is an increase in both population and household income.

There are two types of jobs: those that export goods and services outside the community (also referred to as basic employment), and those that service the local community (otherwise referred to as non-basic or service employment). The ratio of county employment compared to U.S. employment, calculated as a location quotient ("LQ"), identifies which basic industry sectors contribute the greatest local economic growth. Sectors with an LQ greater than 1.00 demonstrate higher than U.S. averages, thus the primary drivers of the local economy. Leading industries based on LQ may vary from those industries providing the highest percentages of employment.

The top sectors that account for over half of the 2018 annual average employment for Henderson County include Manufacturing (18.08%), Retail Trade (16.93%) and Health Care & Social Assistance (16.61%).

Economic Base Industry Key Sectors (NAICS)				
Henderson County	2018	LQ	% Employment	Product Type
Total Sector Annual Average Employment:		32,160		
Agriculture, forestry, fishing and hunting (11)				
		-	-	-
Crop production (111)		2.56	1.16%	Industrial
Agriculture and forestry support activities (115)		6.12	1.96%	Industrial
Construction (23)				
		1.05	6.27%	Industrial
Construction of buildings (236)		1.09	1.45%	Industrial
Specialty trade contractors (238)		1.25	4.74%	Industrial
Manufacturing (31-33)				
		1.73	18.08%	Industrial
Beverage and tobacco product manufacturing (312)		6.98	1.59%	Industrial
Textile mills (313)		17.73	1.63%	Industrial
Textile product mills (314)		3.19	0.30%	Industrial
Paper manufacturing (322)		5.34	1.61%	Industrial
Plastics and rubber products manufacturing (326)		1.66	1.00%	Industrial
Nonmetallic mineral product manufacturing (327)		2.17	0.74%	Industrial
Transportation equipment manufacturing (336)		3.25	4.56%	Industrial
Furniture and related product manufacturing (337)		1.37	0.44%	Industrial
Wholesale trade (42)				
		-	-	-
Merchant wholesalers, nondurable goods (424)		1.11	1.97%	Industrial
Retail Trade (44-45)				
		1.30	16.93%	Retail
Motor vehicle & parts dealers (441)		2.01	3.34%	Retail
Building material & garden supply stores (444)		1.73	1.86%	Retail
Food and beverage stores (445)		1.93	4.89%	Retail
Health & personal care stores (446)		1.32	1.15%	Retail
General merchandise stores (452)		1.01	2.59%	Retail
Miscellaneous store retailers (453)		1.23	0.85%	Retail
Health Care and Social Assistance (62)				
		1.02	16.61%	Institutional/Office
Nursing & residential care facilities (623)		1.71	4.73%	Institutional
Accommodation and Food Services (72)				
		1.11	12.73%	Retail
Accommodation (721)		1.40	2.33%	Retail
Food services & drinking places (722)		1.07	10.40%	Retail
Other services, except public administration (81)				
		1.04	3.86%	Office/Retail
NOTE: This table excludes sectors and subsectors with an Employment Location Quotient below 1.00				

Fletcher's proximity to Buncombe County warrants gathering employment figures for it as well because the county has a large number of employees traveling trans-county for work. Top employment sectors include Health Care & Social Assistance (21.79%), Accommodation & Food Services (15.31%) and Retail Trade (14.78%), which accounts for over half the county's average employment for 2018.

Economic Base Industry Key Sectors (NAICS)				
Buncombe County	2018	LQ	% Employment	Product Type
Total Annual Average Employmen	117,298			
Construction (23)		-	-	-
Construction of buildings (236)		1.28	1.60%	Industrial
Manufacturing (31-33)		1.14	11.14%	Industrial
Beverage and tobacco product manufacturing (312)		3.75	0.80%	Industrial
Textile mills (313)		3.21	0.28%	Industrial
Textile product mills (314)		1.37	0.12%	Industrial
Leather and allied product manufacturing (316)		1.11	0.02%	Industrial
Printing and related support activities (323)		2.02	0.67%	Industrial
Plastics and rubber manufacturing (326)		2.82	1.59%	Industrial
Machinery manufacturing (333)		1.15	0.99%	Industrial
Electrical equipment and appliance mfg. (335)		8.18	2.51%	Industrial
Miscellaneous manufacturing (339)		1.13	0.53%	Industrial
Retail trade (44-45)		1.21	14.78%	Retail
Furniture and home furnishings stores (442)		1.48	0.54%	Retail
Building material and garden supply stores (444)		1.33	1.35%	Retail
Food and beverage stores (445)		1.49	3.54%	Retail
Health and personal care stores (446)		1.33	1.09%	Retail
Clothing and clothing accessories stores (448)		1.36	1.43%	Retail
Sports, hobby, music instrument, book stores (451)		1.86	0.83%	Retail
Miscellaneous store retailers (453)		1.38	1.00%	Retail
Transportation and warehousing (48-49)		-	-	-
Warehousing and storage (493)		1.38	1.22%	Industrial
Health care and social assistance (62)		1.43	21.79%	Institutional/Office
Ambulatory health care services (621)		1.66	9.58%	Office/Retail
Nursing and residential care facilities (623)		1.31	3.40%	Institutional
Arts, entertainment, and recreation (71)		1.67	3.05%	Other
Accommodation & Food Services (72)		1.43	15.31%	Retail
Accommodation (721)		1.82	2.84%	Retail
Food services and drinking places (722)		1.36	12.46%	Retail
Other services, except public administration (81)		1.15	4.02%	Other
Personal and laundry services (812)		1.10	1.27%	Retail
Membership associations and organizations (813)		1.35	1.45%	Other
Private households (814)		1.38	0.31%	Other
NOTE: This table excludes sectors and subsectors with an Employment Location Quotient below 1.00				

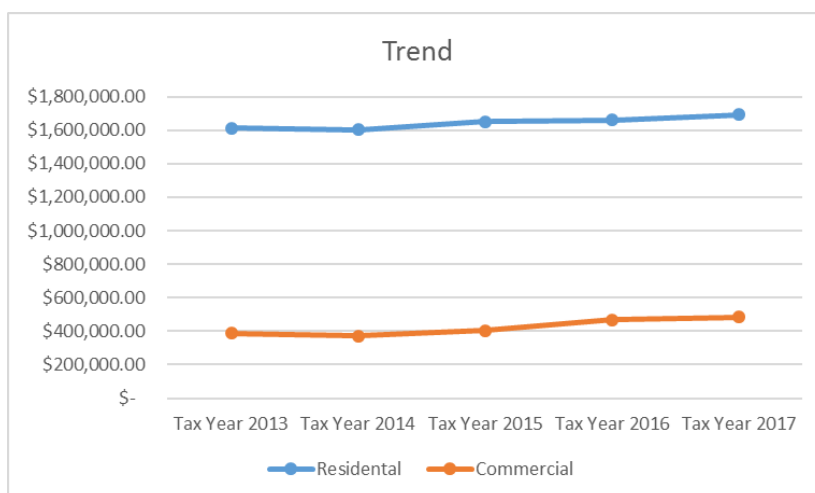
Tax Base

Municipalities strive to keep a balance between residential and commercial components of the tax base. Most local officials believe that tax resources from commercial enterprises help pay for residential development, and they also believe that residential development does not pay for itself. Commercial development requires fewer services from the municipality and helps subsidize residential development. The ratio of the residential tax base in Fletcher has remained steady at 62-65% of total revenue. The arc of development in Fletcher is in the direction of increasing residential growth with limited concurrent growth in commercial activity. A sustainable goal would be a ratio of 25 – 30% of tax revenue from commercial enterprises and 70 – 75% of revenue from residential growth.

Revenues Generated by Property Tax Levy

	Residential	Commercial
Tax Year 2013	\$1,612,512.21	\$388,913.76
Tax Year 2014	\$1,604,666.49	\$371,351.40
Tax Year 2015	\$1,651,001.07	\$404,776.75
Tax Year 2016	\$1,661,251.12	\$467,763.34
Tax Year 2017	\$1,693,535.50	\$483,354.72

Source: Town of Fletcher



At a rate of 0.34 cents per \$100 of assessed valuation, Fletcher has the third lowest tax rate in Henderson County when combined with County taxes. It remains competitive due to its large manufacturing tax base.

TAXES

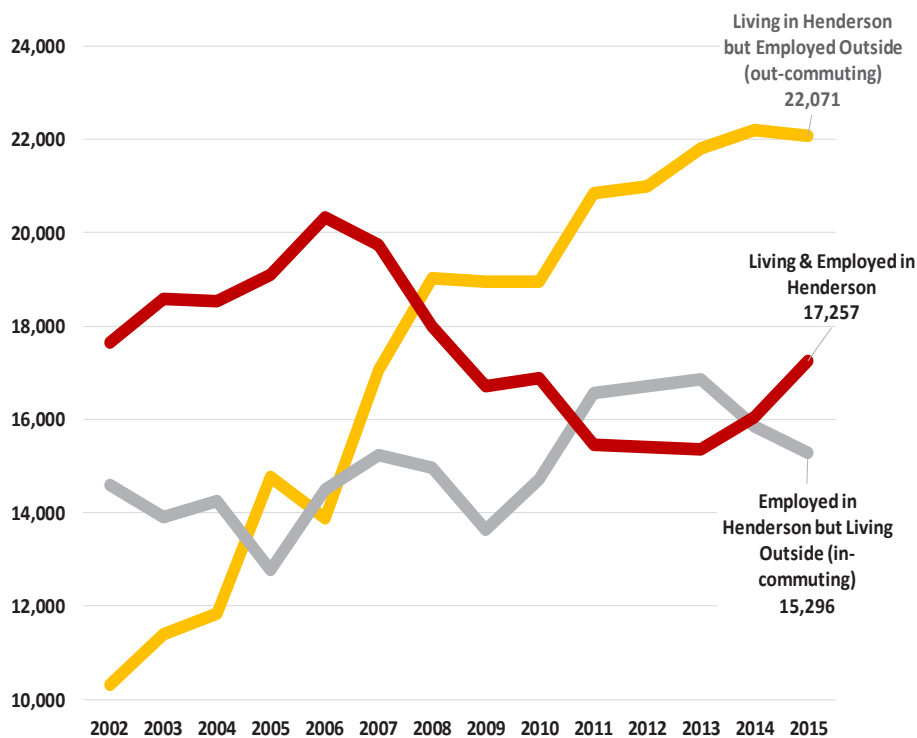
Henderson County	0.561¢ per \$100 of assessed valuation
City of Hendersonville	0.49¢ per \$100 of assessed valuation, + County rate = 1.051¢
Hendersonville Main St.	0.26¢ per \$100 of assessed valuation + City & County = \$1.311
Hendersonville 7th Ave.	0.17¢ per \$100 of assessed valuation + City & County = \$1.221
Town of Laurel Park	0.435¢ per \$100 of assessed valuation + County rate = 0.996¢
Town of Fletcher	0.34¢ per \$100 of assessed valuation + County rate = 0.901¢
Town of Mills River	0.19¢ per \$100 of assessed valuation + County rate = 0.751¢
Village of Flat Rock	0.13¢ per \$100 of assessed valuation + County rate = 0.691¢
North Carolina Sales Tax	6.75% (4.75% State + applicable local rate)
NC Corporate Income Tax	2.5%

Source: Henderson County Economic Development

Additional information regarding town tax revenue can be found in the Appendix.

Commuting Patterns

Data provided by the US Census and North Carolina Commerce Department provides insight as to the flow of workers both into and out of Henderson County. The average commute time for Henderson County residents is 21.6 minutes. Fletcher residents only commute 18.7 minutes on average. While nearly 43.9% of county residents work within Henderson County, almost 50.5% commute from other surrounding counties. Each day there is a net outflow of approximately 6,775 workers that commute outside of Henderson County. Most are traveling to key employment centers located in Asheville and other communities along the I-26 corridor.



**Over half of
resident workers
out-commute for
employment.**

Source: US Census Bureau; Syneva Economics

Additional information regarding commuting patterns in the county can be found in the Appendix.

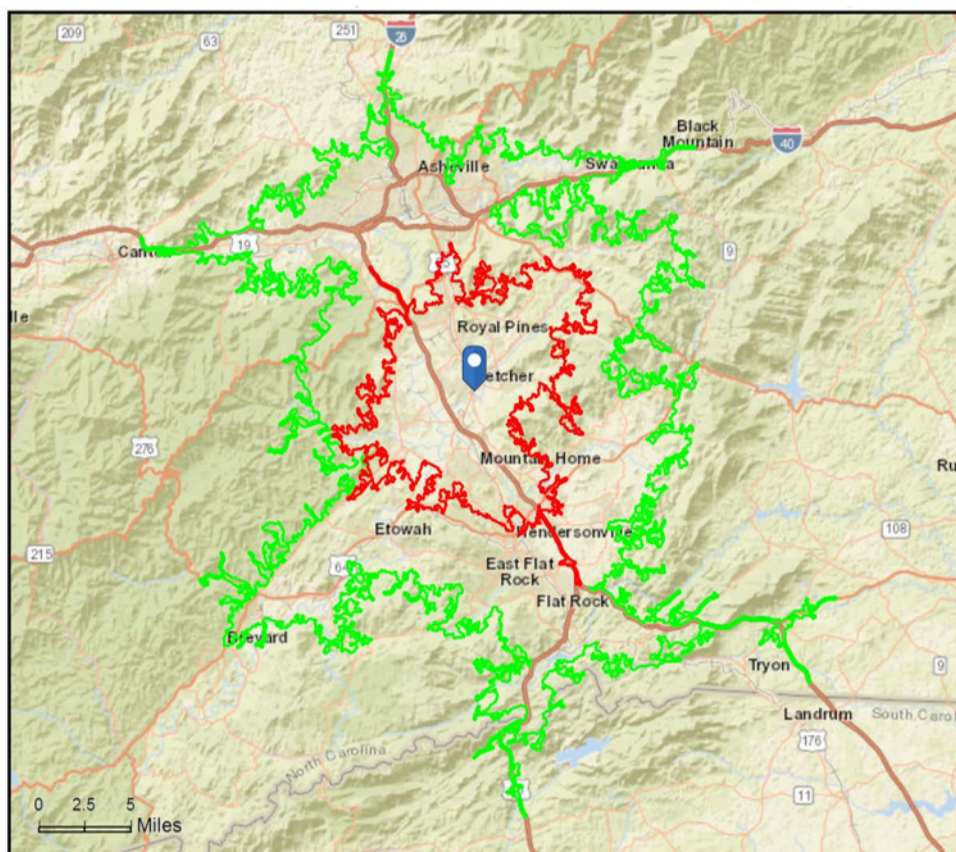
3.3 Trade Areas

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

Larger **destination-oriented** uses such as major employers, colleges/universities, hospitals and major destinations such as retail centers for furniture, clothing, specialty items and automobiles have a larger trade area, or distance that a consumer would be willing to drive - generally 20+ minutes or more.

Local employment and small service businesses for daily purchases, such as gas, food, drugs, grocery and household items, and local services, draw from a smaller, **more convenience-oriented**, trade area. The average consumer will generally not travel more than 10+/- minutes for these purchases and services.

The location of the Fletcher town center and commuting patterns found throughout the county indicate that the primary trade area be defined within a 15-minute drive time. The secondary trade area includes a 30-minute drive time surrounding the town center, providing access to major employers and assets in the region. These highlight opportunities for both convenience-oriented and destination-oriented uses.



Section 4

Market Analysis



Market Analysis

4.1 Real Estate Demand

Real estate market data represents both a snapshot in real time and prevailing economic cycles and real estate trends. Current and proposed future land use strategies are benchmarked against these trends as demand for space is driven by several factors including, but not limited to, the local economy and job growth, transportation, infrastructure, land entitlements and quality of life.

Real estate data is tracked by product type and submarkets, which may include specific geographic areas, such as counties, cities or census tracts. These are important elements when determining local market capture in the context of the larger regional marketplace. CoStar, a national commercial real estate data provider, tracks and reports product supply data within the region by major metropolitan areas (MSA) and each county or submarket within these MSAs. The data includes the total square footage of space for each product category, as well as available space (vacant space and vacancy rate), absorption of vacant space and average rental rates. Industry standards suggest that low vacancy rates (5% or below) indicate full occupancy or market equilibrium, while high vacancy rates (10% or above) suggest product oversupply.

According to CoStar, the Asheville market for Retail and Office space is made up of ten submarkets. These submarkets are delineated by area and county including Buncombe County, Central Asheville, Downtown Asheville, East Asheville, Haywood, Henderson, and Madison Counties. The submarket area also includes North Asheville, West Asheville, and the Asheville/Royal Pines communities.

4.2 Workspace (Office & Industrial)

The successful recruitment of new business generally results in demand in the form of workspace, such as office and industrial buildings. The next generation of space reflects the behaviors and attitudes of a changing workforce and impacts the design of traditional office and industrial space. New work environments are less formal structures that are flexible and offer open spaces where workers can collaborate or perhaps be used for light assembly. These structures may look more like a brewery or coffee house than a traditional office or industrial building, as the workspace environment has now become a recruiting tool.

Henderson County's average annual employment grew by 2,024 jobs from 2017 to 2018, while Buncombe County grew by 2,720 jobs during this same period. The emphasis on business attraction and expansion includes those industries which export their goods and services outside of the local market, or basic. All other labor is considered non-basic, servicing the local community. Labor data for the basic industries (those noted above with LQ substantially higher than 1.0) suggests that 52.7% of Henderson County employment is basic, and Buncombe County basic employment totals 51.4% of its labor force. The share of employment attributable to office and industrial uses is highlighted below and the foundation for estimated demand.

Workspace Type	Henderson County (2018)		Buncombe County (2018)	
	% Basic	Total Employees	% Basic	Total Employees
	52.70%	32,160	51.40%	117,298
Office/Flex	8.59%	2,763	12.98%	15,225
Industrial	23.17%	7,451	10.32%	12,105

Source: US Bureau of Labor Statistics, Rose Associates

While this points to office and industrial uses in Fletcher, additionally, other industries such as healthcare and education services diversify the landscape and drive demand for professional, medical and institutional space, where other amenities and complementary uses exist. Fletcher's location and adjacencies to major transportation networks and employment centers make it well positioned to drive additional employment for office servicing both basic and non-basic (service providing) sectors in the Fletcher town center.

Asheville Area Office Supply

CoStar defines office space quality using a highly recognized 5 Star scale, with 5 Star being state-of-the-art and highest quality construction. Within the industry, new construction is often defined as Class A while older or more obsolete space is rated B or C (1-4 Stars under the CoStar rating system).

Healthcare and education are among metro Asheville's primary office demand generators. As noted in a recent article³, co-working space is growing in Asheville. In addition, CoStar reports that Business Services is the fastest growing sector in downtown Asheville, including innovative membership driven co-working space at The Collider in Downtown Asheville.

Costar reports on over 13 million square feet (SF) of office space within ten submarkets of the Asheville market. During the 12-month reporting period through August 2019, office vacancies remain low due to limited construction and continued demand for office space. New construction is not likely to catch up with office demand in the foreseeable future with CoStar reporting less than 10,000 SF under construction. Most notably, CoStar reports no new office space under construction in all ten submarkets.

Growth in rents peaked to 5% in 2015, yet in recent quarters rent growth has slowed to 0.2%. Average rents are reported to be \$19.99 overall in the Asheville market, well below other major metro areas across North Carolina. Vacancy rates increased 0.2% to 2.4% during the 12-month reporting period, with Costar forecasting a small decrease to 2.3%. Net absorption was negative at -1,200 SF for the reporting period with forecast net absorption to increase to just over 10,000 SF.

Asheville Area Office Key Indicators

Current Quarter	RBA	Vacancy Rate	Market Rent	Availability Rate	Net Absorption SF	Deliveries SF	Under Construction
4 & 5 Star	968,100	1.2%	\$28.13	1.4%	81	0	0
3 Star	4,702,837	3.1%	\$21.61	4.0%	2,137	0	0
1 & 2 Star	7,844,437	2.1%	\$18.02	3.0%	373	0	0
Market	13,515,374	2.4%	\$19.99	3.2%	2,591	0	0

Annual Trends	12 Month	Historical Average	Forecast Average	Peak	When	Trough	When
Vacancy Change (YOY)	0.2%	6.2%	2.3%	10.2%	2008 Q2	2.0%	2017 Q4
Net Absorption SF	(1.2 K)	146,130	10,611	624,666	2009 Q2	(213,258)	2007 Q4
Deliveries SF	32.9 K	99,716	12,894	305,171	2009 Q4	0	2013 Q4
Rent Growth	0.2%	0.3%	0.4%	5.7%	2015 Q4	-7.2%	2010 Q2
Sales Volume	\$93.8 M	\$44.2M	N/A	\$114.7M	2018 Q1	\$6.8M	2008 Q1

Source: NAI Beverly Hanks; Costar

³<https://avlrealestatenews.com/asheville-coworking-has-its-time-come-for-the-western-n-c-market/>

The Henderson County office submarket is ranked third in the Asheville market containing over 2 million total square feet of space. Rents in the Henderson County submarket ranked eighth, remaining steady at \$18.35. Compare this with a high of \$22.50 reported in Downtown Asheville and the low of \$17.04 in Haywood County submarkets. Over the past twelve months, Henderson County reported a 2.2% vacancy rate which ranked fifth out of the ten reporting submarkets. Vacancies throughout the submarkets ranged from a low of 0.9% in Buncombe County to a high of 5.9% in Haywood County. Net absorption was 0%, again ranking fifth, with net absorption ranging from 3.4% in the West Asheville submarket to -3.0% in the Downtown Asheville submarket.

SUBMARKET INVENTORY

No.	Submarket	Inventory				12 Month Deliveries			
		Bldgs	SF (000)	% Market	Rank	Bldgs	SF (000)	Percent	Rank
1	Buncombe County	179	1,178	8.7%	5	0	0	0%	-
2	Central Asheville	269	3,515	26.0%	1	0	0	0%	-
3	Downtown Asheville	62	1,619	12.0%	4	0	0	0%	-
4	East Asheville	23	121	0.9%	9	1	3	2.2%	2
5	Haywood County	144	896	6.6%	7	0	0	0%	-
6	Henderson County	279	2,058	15.2%	3	0	0	0%	-
7	Madison County	13	59	0.4%	10	0	0	0%	-
8	North Asheville	146	956	7.1%	6	0	0	0%	-
9	S Asheville/Royal Pines	175	2,420	17.9%	2	0	0	0%	-
10	West Asheville	105	692	5.1%	8	2	30	4.4%	1

SUBMARKET VACANCY & NET ABSORPTION

No.	Submarket	Vacancy			12 Month Net Absorption		
		SF	Percent	Rank	SF	% of Inv	Rank
1	Buncombe County	10,421	0.9%	1	15,269	1.3%	3
2	Central Asheville	55,671	1.6%	3	(6,928)	-0.2%	8
3	Downtown Asheville	65,582	4.1%	7	(47,941)	-3.0%	10
4	East Asheville	5,214	4.3%	8	(806)	-0.7%	7
5	Haywood County	53,020	5.9%	9	22,543	2.5%	2
6	Henderson County	45,317	2.2%	5	476	0%	5
7	Madison County	-	-	-	0	0%	-
8	North Asheville	12,480	1.3%	2	5,968	0.6%	4
9	S Asheville/Royal Pines	52,172	2.2%	4	(12,972)	-0.5%	9
10	West Asheville	23,813	3.4%	6	23,201	3.4%	1

Source: NAI Beverly Hanks; Costar

According to research by 42Floors.com⁴, much of Henderson County's supply was built prior to 1997, thus functional obsolescence is a factor with the quality of supply in the market.

⁴<https://42floors.com/research/us/nc/henderson-county>

Asheville Area Industrial Supply

Costar reports on commercial industrial leasing activity in the Greater Asheville area. Based on a snapshot of quarterly activity in the metro area, the 2nd Quarter (Q2) overview reports a .03% decline in industrial leasing between April 1 and June 30, 2019 to a vacancy rate of 2.7%. This includes both warehouse and flex space. The prior quarterly reporting period indicated a 3.0% vacancy rate.

Asheville Area Industrial Leasing Key Indicators

	Q2 2019	Q1 2019	12 Month		Q2 2019	Q1 2019		Q2 2019	Q1 2019
Vacancy Rate	2.7%	3.0%	2.5%	Warehouse	2.8%	3.2%	Flex	2.0%	1.9%
Quoted Rate/Asking Rent	\$6.11	\$6.78	\$6.47		\$6.42	\$6.41		\$10.84	\$10.84
Net Absorption	(47,935)	(62,851)	199,380		(133,916)	(91,421)		(4,840)	28,750
Vacant Sublease Space	-	-	5,055	No. of Transactions: 6					
New Buildings Delivered	0	0	2	SF Leased: 89,697					
New SF Delivered	0	0	20,600	Avg. SF: 14,949					
SF Under Construction	2,400	5,000	301,710	Avg Mos. on Market: 3.7					

Source: Whitney CRE; Costar

Asking rents decreased to the lowest during the previous twelve months to \$6.11 per square foot. Net absorption was negative at 47,935 SF, continuing negative absorption from the previous quarter. No new buildings or new space was delivered for the reporting period. Construction has slowed, with only 2,400 SF of new space under construction compared with 5,000 SF the previous quarter and 301,710 SF reported one year ago. Submarket data for Henderson County was limited.

Asheville Area Industrial Sales Key Indicators

	Q2 2019	4 Transactions (2 Industrial/2 Flex)
Sales Volume	\$3,800,000	Q2 2018: \$2,060,000
Sales Price	Average: \$1,540,000	Median: \$1,540,000
Price per SF	Average: \$46.02	Median: \$49.49
SF	87,930	Average SF: 21,733
Price/Ask Ratio	-	Median Flex: 97.74%
Days on Market	-	-
Cap Rate	Actual: 8.0%	-

Source: Whitney CRE; Costar

Based upon annual job growth in both Henderson and Buncombe Counties, and a targeted capture rate for Fletcher, annual square footage demand estimates can be projected using each county's percentage of employment sectors that correlate with industrial and office uses. Given the existing submarket supply and absorption data, conservative capture rates for each product type as it relates to job growth is estimated. Based upon current trends of space demand per employee, the results in total annual estimated demand are shown in the table below:

Product Type	Industrial	Office/Flex
Fletcher Submarket Capture	10%	5%
Annual Est. Demand (sq. ft.)	27,294	1,630

Source: Rose Associates, NC Commerce, US Bureau of Labor Statistics 2017-2018

The town center is most appropriately positioned for office among its highest and best use. However, Fletcher's continued strength as a major contributor in the industrial sectors cannot be understated. The growth of the industrial sector in nearby business parks will continue to create demand for supporting services for these industries, their employees and visitors.

4.3 Retail

Retail formats are shifting from traditional malls and shopping centers to mixed-use and authentic Main Street formats. The respondents from the survey and interviews in Fletcher clearly want expanded options for this type of shopping, dining and entertainment experience. The town center provides opportunities to provide new lifestyle environments that appeal to residents, as well as employees and visitors traveling to and through the area. The demand dynamics for retail differ from office and industrial uses, which are driven by employment. Retail demand is the result of population, household and income growth. This expansion is most often attributed to job growth and lifestyle relocations.

The misconception that retail is a dying asset class stems from the idea that most shopping is done online when in fact it only makes up 10% of total retail sales. Total retail sales have increased at an average annual rate in excess of 4.35% since 1993, with projections of online retail sales hitting 20-25% of total retail sales by 2025. This extends beyond traditional retail. Online shopping is just 2% to 4.3% of the total \$641 billion U.S. grocery market. A study by the Food Marketing Institute conducted by Nielsen predicts that online grocery sales will make up 20 percent of total grocery retail sales, or \$100 billion, by 2025. Looking ahead, the grocery stores of the future will be a third to half the size they are today with a more limited, locally curated assortment of products designed to fit the neighborhood.⁵

Retail Demand

Retail demand is estimated by both employment and consumer expenditures, as demonstrated through retail sales tax revenue. As shown below, retail sales tax revenue continues to grow throughout Henderson County:

Area Name	PeriodYear	Taxable Retail Sales, Mil\$, FY	County Property Tax Rate, FY
Henderson County	2007	\$918.7	0.565
Henderson County	2008	\$845	0.565
Henderson County	2009	\$778.9	0.462
Henderson County	2010	\$751.9	0.462
Henderson County	2011	\$788.2	0.462
Henderson County	2012	\$805.7	0.462
Henderson County	2013	\$881.9	0.514
Henderson County	2014	\$903.5	0.514
Henderson County	2015	\$990.6	0.514
Henderson County	2016	\$1,100.6	0.514
Henderson County	2017	\$1,203.5	0.514
Henderson County	2018	\$1,262.5	0.565
Henderson County	2019	N/A	0.565

Source: NC Department of Commerce

Basic employment in retail industry sectors (Retail Trade and Food Services) totals 27.42% in Henderson and 26.35% in Buncombe County, contributing to its economic base and bringing shoppers from outside the local area.

⁵ Conway, K.C., MAI, CRE, CCIM. "Retail e-Volution: Predictions for 2025". CCIM Newscenter. <https://www.ccim.com/newscenter/commercial-real-estate-insights-report/retail-e-volution--predictions-for-2025/?gmSsoPc=1#endnotes>

Asheville Area Retail Supply

During the 12-month reporting period through August 2019, CoStar's Asheville Retail Market reported on over 31 million square feet of retail space. Drivers for retail leasing in the central Asheville submarkets include restaurants and clothing stores, a mix of both national chains and locally based businesses. Big box retail leasing has been strong in suburban areas to the south along Hendersonville Road and near the Asheville Regional Airport with the addition of operators such as Hobby Lobby.

In recent years, leasing activity continues to create strong demand and declining vacancies. Median lease size is around 2,000 square feet and remains strong, reflecting tenants composed of smaller local and regional businesses since 2012. Current vacancy for the overall market is 2.3% and has increased by 0.6% over the past twelve months.

Though demand remains strong, current rent growth has been modest at 0.1% with the metro average of \$15.40 per square foot. Higher rents are reported in major retail centers, while the highest asking rents are found in Asheville urban submarkets including Central, North and South Asheville. Asking rents in these areas are close to \$20.00 per square foot.

Retail construction remains limited in the Asheville market with the most recent construction being within a five-mile radius of its downtown or along I-26 south towards Fletcher and Hendersonville. New deliveries peaked in 2015 when more than 200,000 square feet of new retail space was delivered. Nearly two-thirds was located at the Asheville Outlets on Brevard Road, near I-26. Currently there are nine properties under construction totaling 77,264 SF of retail space. Negative net absorption of -103,000 SF was reported during the past twelve-month period for the Asheville market area.

Asheville Area Retail Key Indicators

Current Quarter	RBA	Vacancy Rate	Market Rent	Availability Rate	Net Absorption SF	Deliveries SF	Under Construction
Malls	1,763,939	3.2%	\$20.46	14.8%	(902)	0	0
Power Center	1,505,292	0.9%	\$16.88	2.5%	0	0	0
Neighborhood Center	6,045,617	5.5%	\$14.36	8.2%	(5,719)	0	0
Strip Center	1,668,647	2.2%	\$14.78	3.2%	(8,500)	0	0
General Retail	20,351,111	1.3%	\$15.23	2.3%	56,919	50,000	77,264
Other	0	-	-	-	0	0	0
Market	31,334,606	2.3%	\$15.41	4.2%	41,798	50,000	77,264

Annual Trends	12 Month	Historical Average	Forecast Average	Peak	When	Trough	When
Vacancy Change (YOY)	0.6%	4.3%	2.1%	6.0%	2010 Q1	1.7%	2018 Q3
Net Absorption SF	(103 K)	281,411	69,877	889,159	2008 Q2	(104,595)	2019 Q2
Deliveries SF	99.7 K	253,246	91,605	891,770	2008 Q4	24,968	2011 Q4
Rent Growth	0.1%	0.1%	0.2%	2.9%	2018 Q2	-4.6%	2009 Q4
Sales Volume	\$130 M	\$82.1M	N/A	\$190.3M	2018 Q3	\$25.4M	2008 Q1

Source: NAI Beverly Hanks; Costar

The Henderson County retail submarket contains over 5,500,000 square feet of retail space, nearly eighteen percent of the total market area. With a vacancy rate of 2.9%, or 162,694 SF, it ranked ninth out of ten in vacancies for the twelve-month reporting period. Net absorption also ranked low at -0.8%.

Despite these numbers, rent growth ranked second out of ten submarkets during the twelve-month period ending August 2019. During the same period, rent increases of 0.4% were reported in Henderson County compared with 0.1% reported for the overall market.

Deliveries of new construction for the submarket were 6,000 SF. According to CoStar, 9,000 SF was under construction and pre-leased during the 12-month reporting period through August 2019.

SUBMARKET INVENTORY

No.	Submarket	Inventory				12 Month Deliveries				Under Construction			
		Bldgs	SF (000)	% Market	Rank	Bldgs	SF (000)	Percent	Rank	Bldgs	SF (000)	Percent	Rank
1	Buncombe County	477	4,863	15.6%	2	2	11	0.2%	3	1	10	0.2%	4
2	Central Asheville	292	4,726	15.1%	3	1	20	0.4%	2	1	14	0.3%	2
3	Downtown Asheville	169	2,169	6.9%	7	0	0	0%	-	0	-	-	-
4	East Asheville	90	1,244	4.0%	8	0	0	0%	-	0	-	-	-
5	Haywood County	341	3,716	11.9%	5	0	0	0%	-	0	-	-	-
6	Henderson County	462	5,527	17.7%	1	1	6	0.1%	5	1	9	0.2%	5
7	Madison County	62	449	1.4%	10	0	0	0%	-	0	-	-	-
8	North Asheville	131	1,035	3.3%	9	0	0	0%	-	0	-	-	-
9	S Asheville/Royal Pines	272	3,868	12.4%	4	2	54	1.4%	1	2	10	0.3%	3
10	West Asheville	364	3,667	11.7%	6	1	8	0.2%	4	4	34	0.9%	1

SUBMARKET VACANCY & NET ABSORPTION

No.	Submarket	Vacancy			12 Month Net Absorption			
		SF	Percent	Rank	SF	% of Inv	Rank	Construct. Ratio
1	Buncombe County	225,772	4.6%	10	(148,348)	-3.1%	10	-
2	Central Asheville	105,975	2.2%	7	66,342	1.4%	1	0.2
3	Downtown Asheville	32,004	1.5%	4	7,153	0.3%	4	-
4	East Asheville	13,555	1.1%	3	(9,749)	-0.8%	7	-
5	Haywood County	59,268	1.6%	6	(21,434)	-0.6%	8	-
6	Henderson County	162,694	2.9%	9	(46,052)	-0.8%	9	-
7	Madison County	2,408	0.5%	1	(42)	0%	5	-
8	North Asheville	25,491	2.5%	8	(8,564)	-0.8%	6	-
9	S Asheville/Royal Pines	59,487	1.5%	5	36,703	0.9%	2	1.5
10	West Asheville	26,327	0.7%	2	20,806	0.6%	3	0.4

Source: NAI Beverly Hanks; CoStar

Retail Gap

Trade areas include several components that determine which retail operators might find adequate demand for their goods/services, or retail sales potential. Given the dynamics of the corridor serving both convenience-oriented businesses and major destinations, the trade areas around the town center suggest evaluating expenditure potential within 15 and 30-minute drive times, as highlighted in Section 3.3.

Consumer expenditures outline the average dollars spent in major retail segments on an annual basis within each trade area and assess both demand and supply factors based upon consumer incomes and spending. These are used to determine gaps in the market for each segment.

While supply and demand is often quantified by square feet, for retail, the actual dollar expenditures within each category are measured within a given trade area. Negative gaps (**surplus**) suggest oversupply or a market where customers are drawn in from outside the area at existing retail and in destination-oriented retail, while positive gaps (**leakage**) indicate areas of opportunity for additional consumer expenditures within a given trade area, creating demand for additional retail space. Details of surplus and leakage for all categories in the primary and secondary trade areas can be found below:

Retail Gap Opportunities for Fletcher, NC Trade Areas			
Retail Industry Group	NAICS #	Primary (15 minute drive)	Secondary (30 minute drive)
Motor Vehicles & Parts Dealers	441	(\$179,956,725)	(\$521,302,185)
Other Motor Vehicle Dealers	4412	(\$755,111)	\$15,537,439
Furniture & Home Furnishings Stores	442	\$1,396,184	(\$59,947,174)
Furniture Stores	4421	\$5,516,119	\$7,265,981
Electronics & Appliance Stores	443	(\$42,466,900)	(\$63,510,797)
Bldg Materials, Garden Equip. & Supply Stores	444	(\$36,951,238)	(\$61,586,367)
Food & Beverage Stores	445	(\$13,152,392)	(\$341,215,484)
Specialty Food Stores	4452	\$1,517,157	(\$13,462,936)
Health & Personal Care Stores	446	(\$12,715,094)	(\$129,681,469)
Gasoline Stations	447	(\$39,738,018)	(\$78,004,590)
Clothing & Clothing Accessories Stores	448	\$12,050,023	(\$154,402,606)
Clothing Stores	4481	\$11,570,373	(\$97,965,725)
Jewelry, Luggage & Leather Goods Stores	4483	\$1,671,795	(\$27,719,351)
Sporting Goods, Hobby, Book & Music Stores	451	(\$12,408,792)	(\$64,786,700)
Book, Periodical & Music Stores	4512	\$321,761	(\$10,504,280)
General Merchandise Stores	452	(\$201,493,458)	(\$249,054,469)
Miscellaneous Store Retailers	453	(\$1,053,168)	(\$57,367,847)
Other Miscellaneous Store Retailers	4539	\$10,858,076	(\$10,725,912)
Nonstore Retailers	454	\$12,174,616	\$22,057,994
Electronic Shopping & Mail-Order Houses	4541	\$8,132,634	\$16,395,847
Vending Machine Operators	4542	(\$167,916)	\$941,557
Direct Selling Establishments	4543	\$4,209,898	\$4,720,590
Food Services & Drinking Places	722	(\$61,578,862)	(\$263,308,065)
Drinking Places - Alcoholic Beverages	7224	\$4,433,383	(\$535,679)

These gaps suggest that the primary trade area provides the greatest opportunity for additional retail space in Fletcher. This includes furniture, clothing, specialty foods and drinking places (e.g. breweries/distilleries). Further, added attention to creating a new "place" or destination may also pull some of these expenditures from other competing locations within the primary and secondary trade areas.

Additional information regarding trade area retail gaps can be found in the Appendix.

In addition to the demand driven by job growth in the retail sector and consumer expenditures, the volume of automobile traffic is an important factor for the success of retail. The 2017 annual average daily traffic volume along US Highway 25 suggests traffic volumes to support retail have grown, and visibility along the corridor is a key factor. Therefore, strategies to acquire the parcels that front this corridor are critical to the success of retail within the town center.

Based upon the sectors where gaps occur in consumer expenditures, together with basic employment growth in retail, it appears a conservative submarket capture target of 5% could yield demand for retail of approximately 10,000 square feet annually. This could be in the form of new or repositioned product within the town center area of approximately 50,000 square feet over a 5-year period.

Product Type	Retail
Submarket Capture	5%
Annual Demand (sq. ft.)	10,301

Source: Rose Associates, NC Commerce, US Bureau of Labor Statistics 2017-2018

4.4 Housing

Housing Dynamics

The dynamics of housing nationally are evolving. The mobility rate in the U.S. has decreased since the 2008 recession, and mobility is greatest among the young. Meanwhile the number of older households (baby boomers and seniors) is increasing rapidly. Seniors have low mobility rates as compared to the young. The South attracts more than half of the demand for new housing, according to Robert Seigel Associates, a research and consulting firm that tracks housing data. His research suggests that communities should try to understand the potential importance of corporate decision-making on where people (workers) want to live.

“Suburban growth is turning in the opposite direction. Instead of moving away from large cities, it is turning toward them. The fastest growing markets tend to be located around cities. It is moving toward the center of metros areas, not toward the edges.”

- ROBERT L. SEIGEL

The tables below provide a snapshot of the housing market in Fletcher. The household size suggests that people who live in Fletcher are characterized as being from the more traditional notion of a household: two parents with kids, many of whom are school age. Nationally, a little less than 25% of households have school age children in them. Home ownership is also quite high in Fletcher. This is probably more of a function of the housing stock than anything else. More surprising is that the 2013 – 2017 average indicates the majority of housing stock in Fletcher was built from 1990 to 2009, followed by the recession.

Fletcher Household Summary (2019)		
Number of Households		3,509
Average Household Size		2.38
Median Age		42
Housing Unit Summary		
	Housing Units	3,630
	Owner Occupied Housing Units	72.6%
	Renter Occupied Housing Units	24.0%
	Vacant Housing Units	3.3%
Median Household Income		\$58,701
Average Home Value		\$215,766
Households by Income of Owner		
	Less than \$50,000	41.3%
	\$50,000 - \$99,999	34.8%
	\$100,000 - \$149,000	17.7%
	\$150,000 or more	6.1%

Community Profile (ACS 2013-2017 Average)

Fletcher Housing Stock Summary		
2019 Owner Occupied Housing Units by Value		
Owner Occupied Housing Units		2,637
	Less than \$150,000	22.2%
	\$150,000 - \$299,999	67.1%
	\$300,000 - \$499,999	10.0%
	\$500,000 or more	0.7%
Housing Units by Units in Structure*		
Total		3,728
	1, detached	63.2%
	1, attached	9.3%
	2	0.7%
	3 or 4	8.4%
	5 to 9	2.2%
	10 to 19	1.3%
	20 to 49	2.3%
	50 or more	0.0%
	Mobile home	12.5%
Housing Units by Year Structure Built*		
	Built 2014 or Later	1.9%
	Built 2010 to 2013	1.5%
	Built 2000 to 2009	41.5%
	Built 1990 to 1999	30.5%
	Built 1980 to 1989	11.6%
	Built 1970 to 1979	6.1%
	Built 1960 to 1969	2.9%
	Built 1950 to 1959	2.6%
	Built 1940 to 1949	0.9%
	Built 1939 or earlier	0.6%
Median Year Structure Built*		1998
*2013-2017 American Community Survey (ACS) Estimates		

Source: Community Profile, US Census, ESRI, Rose Associates 2019

Housing Demand

Housing demand is driven by two factors: employment growth and population growth. New residents will continue to be attracted by jobs in the region, relocation for lifestyle preferences, or both. They may also choose a community based on affordability.

An industry benchmark for housing based on employment suggests that for every 100 new jobs, 80 new housing units are needed. Demand based on estimated annual job growth suggests more robust demand than by population growth over a five-year period. The tables below compare demand based on these two factors and provides a range of 61-145 units per year for housing demand in Fletcher. This does not include demand created from job growth in Buncombe County.

Employment to Resident Housing Summary	Henderson County	Town of Fletcher
Total Businesses	4,496	400
Total Employees	48,710	4,368
Total Resident Population	121,618	8,419
Employee/Resident Population Ratio	0.40	0.52
Annual Estimated Employment Growth	2,024	181
Annual Estimated Housing Demand	1,619	145

Estimated Population Growth	Henderson County	Town of Fletcher
2019 Total Population	121,618	8,419
2024 Estimated Total Population	129,917	9,140
Added Population	8,299	721
2019-2024 Average HH Size	2.35	2.38
Annual Estimated Housing Demand	706	61

Housing Supply

Housing supply consists of homes (single family, townhomes, condos) for sale and apartments for rent. The housing market continues to remain strong nationally. The purchase-only index for homes rose 5.1% from Q1 2018 to Q1 2019, with FHFA (Federal Housing Finance Agency) reporting a 6.0% compound annual growth rate since January 2012. North Carolina reported a 5.4% purchase-only index increase for the same period, reduced from an 8.44% increase in the previous year. The Asheville MSA reports an even higher rate at 5.75% YoY, with home values appreciating at a staggering 41.27% over a 5-year period. Without an influx of new product, the demand will continue to push home values higher and the resulting gap will further challenge affordability for low to mid-range priced options.

Homes For Sale

The data below provides a snapshot of the housing market in the region:

Key Metrics	Asheville MSA					
	September			Year to Date		
	2018	2019	% Change	Thru 9-18'	Thru 9-19'	% Change
Inventory of Homes for Sale	3,331	2,938	-11.3%	--	--	--
Months Supply of Inventory	5.4	4.6	-14.8%	--	--	--
Median Sales Price*	\$268,000	\$285,000	+6.3%	\$266,000	\$280,000	+5.3%
Average Sales Price*	\$317,963	\$334,896	+5.3%	\$315,725	\$328,015	+3.9%

Key Metrics	Henderson County			Buncombe County		
	September			September		
	2018	2019	% Change	Thru 9-18'	Thru 9-19'	% Change
Inventory of Homes for Sale	801	716	-10.6%	--	--	--
Months Supply of Inventory	4.5	4.1	-8.9%	--	--	--
Median Sales Price*	\$265,000	\$262,500	-0.9%	\$260,000	\$275,000	+5.8%
Average Sales Price*	\$287,856	\$309,438	+7.5%	\$285,500	\$305,585	+7.0%

Key Metrics	September			Year to Date		
	2018	2019	% Change	Thru 9-18'	Thru 9-19'	% Change
	2018	2019	% Change	Thru 9-18'	Thru 9-19'	% Change
Inventory of Homes for Sale	1,736	1,527	-12.0%	--	--	--
Months Supply of Inventory	5.2	4.3	-17.3%	--	--	--
Median Sales Price*	\$292,000	\$315,000	+7.9%	\$295,000	\$306,000	+3.7%
Average Sales Price*	\$361,285	\$367,534	+1.7%	\$356,671	\$361,424	+1.3%

*Does not account for sale concessions and/or down payment assistance.

Source: Canopy MLS, Rose Associates 2019

According to Zillow, the median home value in Fletcher is \$284,400. Fletcher home values have gone up 4.9% over the past year and are predicted to rise 4.3% within the next year. The median list price per square foot in Fletcher is \$173, which is lower than the Asheville Metro average of \$197. The median price of homes currently listed in Fletcher is \$369,900 while the median price of homes that sold is \$278,100. This is Fletcher's competitive advantage in the region.

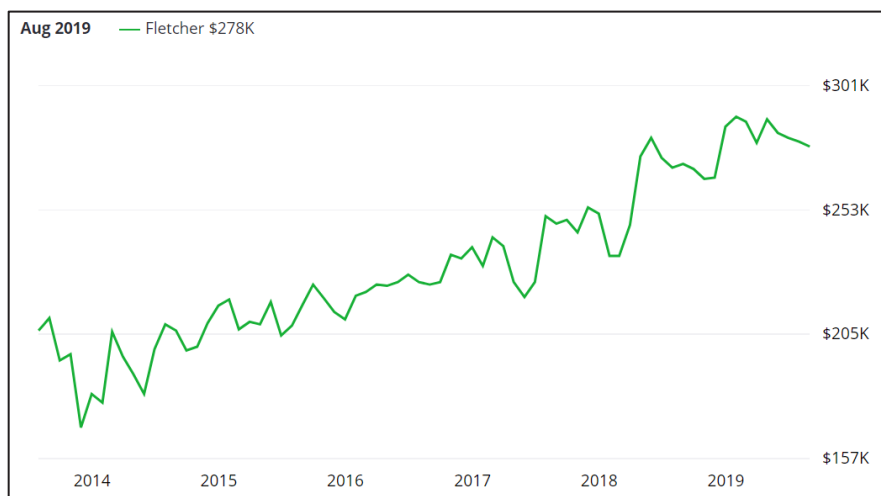
Mortgage delinquency is the first step in the foreclosure process and occurs when a homeowner fails to make a mortgage payment. The percent of delinquent mortgages in Fletcher is 0.2%, which is lower than the national value of 1.1%. With U.S. home values having fallen by more than 20% nationally from their peak in 2007 until their trough in late 2011, many homeowners are now underwater on their mortgages, meaning they owe more than their home is worth. The percent of Fletcher homeowners underwater on their mortgage is 3.8%.

\$284,400 ZHVI ?

↑ 4.3% 1-yr forecast ? (Oct 31, 2020)

\$369,900 Median listing price

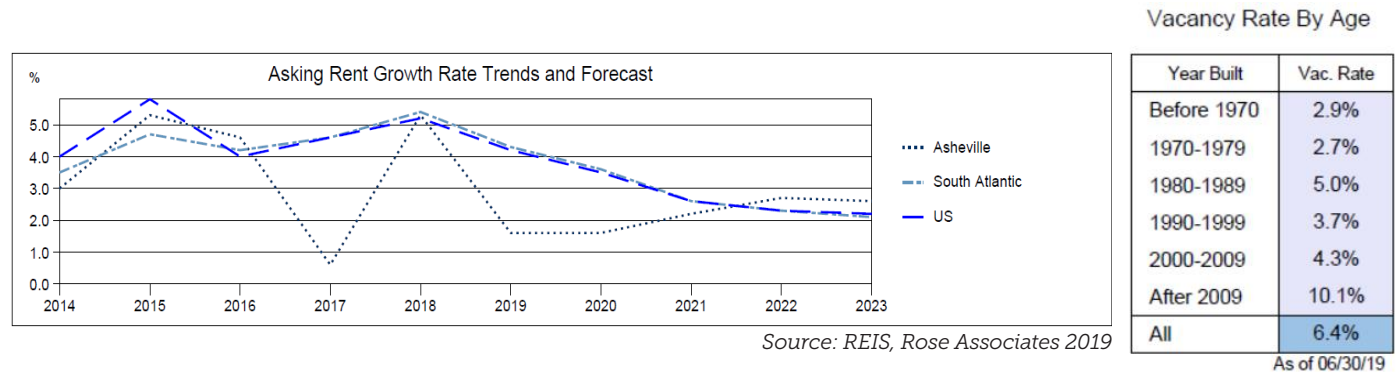
\$278,100 Median sale price (Aug 31, 2019)



Source: Zillow, Rose Associates 2019

Apartments for Rent

Apartment rental data is provided by REIS, which tracks a total of 11,807 competitive rental apartment units in the Asheville apartment market. The REIS database includes competitive, rental apartment properties in complexes with 20 or more units. Although the database also may contain selected condominium, co-operative, student apartment, senior housing, rent stabilized, and subsidized properties, these are excluded from inventory, completions, and all other REIS rental apartment statistics. Noteworthy is the Asheville market performance in rents, however, newer product has more vacancy as demonstrated by the added new supply to the market.

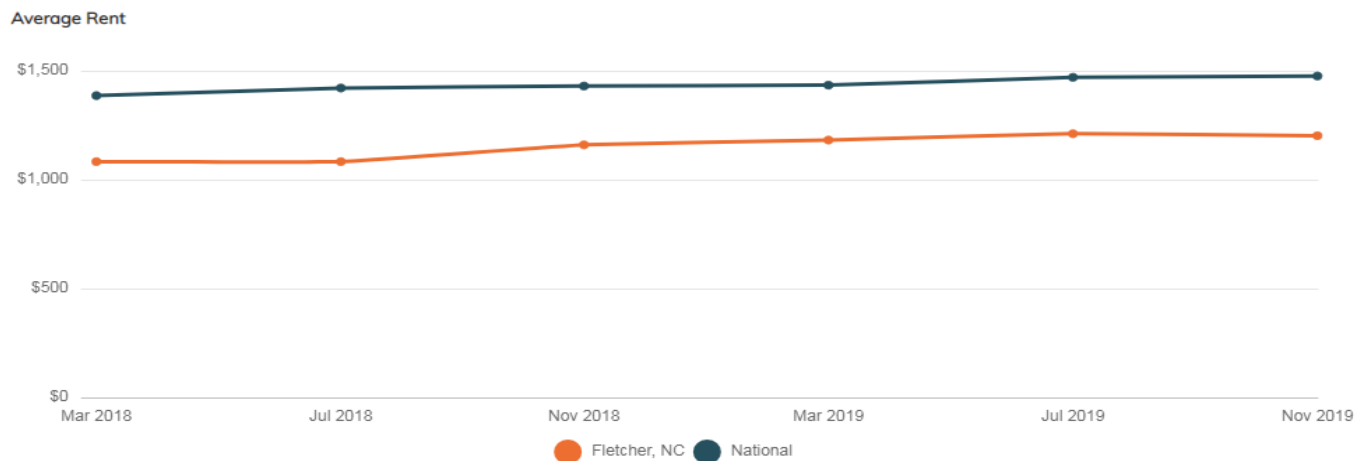


Asheville Apartment Performance Monitor Futures

Year	Quarter	Vac %	Vacancy Change	Asking Rent \$	Asking Rent % Change
2015	Y	7.2	0.9%	\$941	5.3
2016	Q1	7.4	0.2%	\$940	-0.2
2016	Q2	6.1	-1.3%	\$965	2.7
2016	Q3	5.3	-0.8%	\$970	0.5
2016	Q4	6.3	1.0%	\$985	1.5
2016	Y	6.3	-0.9%	\$985	4.6
2017	Q1	4.7	-1.6%	\$972	-1.4
2017	Q2	3.3	-1.4%	\$976	0.5
2017	Q3	3.4	0.1%	\$983	0.7
2017	Q4	3.4	0.0%	\$991	0.8
2017	Y	3.4	-2.9%	\$991	0.6
2018	Q1	4.6	1.2%	\$1,002	1.1
2018	Q2	5.8	1.2%	\$1,009	0.8
2018	Q3	5.7	-0.1%	\$1,019	1.0
2018	Q4	6.5	0.8%	\$1,043	2.4
2018	Y	6.5	3.1%	\$1,043	5.3
2019	Q1	6.6	0.1%	\$1,051	0.7
2019	Q2	6.4	-0.2%	\$1,048	-0.2
2019	Y	6.6	0.1%	\$1,060	1.6
2020	Y	6.6	0.0%	\$1,076	1.6
2021	Y	6.6	0.0%	\$1,100	2.2
2022	Y	6.7	0.1%	\$1,129	2.7
2023	Y	6.7	0.0%	\$1,158	2.6

Source: REIS, Rose Associates 2019

In Fletcher, the average rent as of November 2019 for an apartment is \$1,202, according to RentCafe. This represents a 4% increase compared to the previous year when the average rent was \$1,160. The average size for a Fletcher apartment is 1,035 square feet, but this number varies greatly depending on apartment type. Studio apartments are the smallest and most affordable, 1-bedroom apartments are closer to the average, while 2-bedroom apartments and 3-bedroom apartments offer a more generous square footage.



The construction of new housing in Fletcher in recent years has included for sale and rental product. According to the Fletcher Town Planner, these include:

Sycamore Cottages – Approved late 2015 for 150 units – best described as “detached townhomes” these are single family residences—located on Old Hendersonville Road (a satellite parcel of Fletcher) Phase I is nearing completion, with Phases 2 & 3 expected to build out over next couple of years.

The Groves at Town Center – Approved late 2017 for 168 rental apartment units – located on Howard Gap Road immediately adjacent to Town owned land and to the community park.

Unnamed Development - Approved in June 2019 for 311 total units. This will be located at 150 Cane Creek Road, a large 80+/- acre tract located just north of the Town Hall. This will be a rental community consisting of apartment buildings, townhomes, and single-family dwellings (all owned and maintained by one company as rental units).



Sycamore Cottages

Source: Windsor Homes

Future Housing Considerations

The most obvious place to start reimagining the future of Fletcher is how to grow, how to diversify the housing product, and how to diversify the population. This is not a housing centric report; therefore, the intent is just to plant some ideas that might be considered in achieving these goals.

The existing housing stock in Fletcher is almost all detached single-family units, which, of course, attracts the very people who have and are moving into these units. However, recent demographic changes suggest that the town may continue to diversify the single-family detached housing stock. This goes beyond simply adding apartment units for rent. A little less than 25% of the households in the US have a school age child. Evidence is already beginning to come to light that we could be in a “baby bust” era. Therefore, this type of household is contracting rather than expanding. The two largest segments of childless households are the baby boomers (now largely empty nesters) and the millennials (mostly who have not yet made a “permanent nest”).

Interestingly, both large groups are looking for somewhat the same type of housing, and it is not what has been and is being built in Fletcher. Both groups are looking for a place to live where their value of “community” can be enhanced. We humans are social animals, and the experiences we have had living in traditional subdivisions has often been viewed as a detriment rather than a support for our social inclinations. For millennials this often means living in rental units (apartments) until they are ready to start a family and, for baby boomers, it means downsizing into smaller units such as townhomes, condos, and patio homes. For both groups, the preference is for their housing to be a part of a mixed-use community, so that some of their needs can be met by walking or biking to them. And these groups are willing - even prefer - to live in much denser developments than the typical subdivision offers.

Fletcher is well-positioned to begin making changes in housing options. The development pattern shows major subdivisions and apartment complexes with gaps between them. These gaps, infill development, are exactly the kinds of places where modest-sized townhome communities, perhaps condos and patio homes would fit perfectly. Mixing some retail and service uses into this infill development would serve not only the new, more dense communities but also the major subdivisions around this infill development.

Section 5

Economic Development Strategic Plan



Economic Development Strategic Plan

5.1 What is Economic Development?

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

As mentioned in the Executive Summary, the elements of community wealth include residential migration, community capital, imports and exports and tourism. Additionally, each of the standard areas of economic development may focus efforts in any or all of the following four areas:

- **Attraction (large/mature companies)**
- **Business Retention & Expansion (BRE)**
- **Small Business & Entrepreneurship (SBE)**
- **Tourism**

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

The foundation of Economic Base underscores the difference between high paying jobs that export goods and services, and local service jobs, both important to the local economy. To balance the tax base, Fletcher must strive to create a quality of life that will bring more tourism dollars, business and industry within its borders, while providing quality affordable housing to attract talent. Keeping existing companies and businesses is the most affordable way to grow commercial tax base and job opportunities. With mutual investment, assisting in the successful growth of existing business in Fletcher will not only retain them but help them grow, thrive and invest in the community.

Tourism draws visitors for either short or long periods of time to attend cultural, sporting and other events, as well as visiting attractions such as historical, cultural or agricultural facilities, and recreational amenities including parks and greenways for bicycling and walking. Fletcher's greatest opportunity lies in focusing on this area and highlighting its agricultural and rural roots.

Partnerships: The Henderson County Partnership for Economic Development (HCPED)⁶ is the primary economic development organization for the county, focused on business recruitment (attraction), retention and expansion. It also supports programs in small business and entrepreneurship, largely managed by the Blue Ridge Community College. The Henderson County Chamber and local Fletcher Area Business Association (FABA) also lead in this effort. Tourism is funded by the county and managed by the Henderson County Tourism Development Authority (HCTDA)⁷ which focuses primarily on the Town of Hendersonville, the county seat.

Each of these are important strategic partners and Fletcher can assist in these efforts by providing information as to its livability and quality of life characteristics, programs and events, as well as maintaining an inventory of available land and buildings for business recruitment and expansion. Further details regarding partnerships are included in the Implementation Matrix found in Section 5.4.



⁶ <https://gohendersoncountync.org/>

⁷ <https://www.visithendersonvillenc.org/>

5.2 Catalyst Sites

The analysis of the market, together with the scope and goals of the EDSP includes identifying key target areas that could be catalysts for future growth and economic expansion. These included the highest priority Town Center, followed by the Meritor Site. The area surrounding the Asheville Regional Airport was also identified as a key target area from the perspective of tourism and wayfinding. Fletcher should have a stake in the region's tourism industry, ranging from signs at the airport exit to more identification on the interstate.

Town Center



As noted earlier, the core of the Town Center area is an assemblage of parcels totaling 5-acres along Hendersonville Rd. that are easily adaptable for redevelopment or adaptive reuse. Key themes would include a destination-oriented mixed-use development for regional attraction building on the "local food" movement, local breweries and distilleries, agriculture and entrepreneurship. The entire area encompasses approximately 49-acres, including acreage both north and south of Town Hall.

Real Estate	Economic Development
Retail <ul style="list-style-type: none"> • Food/Beverage • Tap/Distillery Room • Showcase Locally Made/Grown 	Entrepreneurship <ul style="list-style-type: none"> • Education/Programs/Events • Incubator/Co-working
Office <ul style="list-style-type: none"> • Medical • Education • Services • Incubator/Co-working 	Tourism <ul style="list-style-type: none"> • Events • Hospitality • Experiential Placemaking • Beer Train!?
Housing <ul style="list-style-type: none"> • Attached/Detached (ownership) 	Events <ul style="list-style-type: none"> • Truck Rally - Food & Boutique Trucks
Other <ul style="list-style-type: none"> • Hotel/Inn • Library • Pop-Up Museum/Exhibits 	Public Space <ul style="list-style-type: none"> • Connect Park & Town Center • Town Plaza & Splash Pad • Bridge Amphitheater

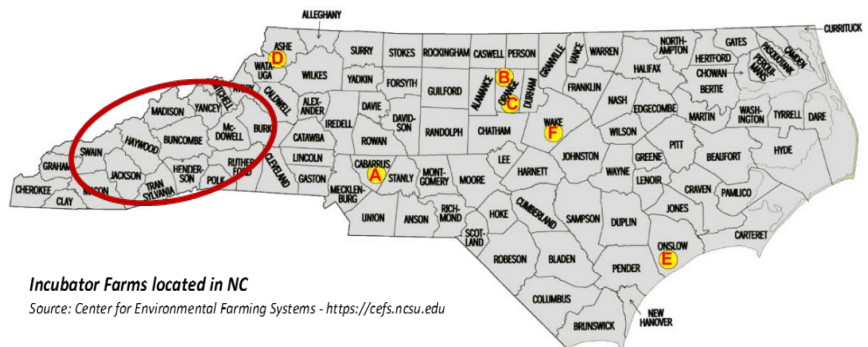
Meritor Park Site

The Town of Fletcher acquired this 94-acre parcel for recreational purposes culminating in the adoption of the Meritor Park Master Plan in 2017. The unfunded project leaves open alternative possibilities for the site



that includes an extension of the Greenway Master Plan that could connect the site to the 12.65-mile system of walking trails envisioned for the town.

We also explored options for a farm incubator given the lack of a formal one located in the region. Examples include the Elma Lomax Incubator Farm in Cabarrus County, NC and the Farm Park in Germantown, TN. Key themes for the site include recreation and entrepreneurship focused on agritourism, which when commercialized can also feed into the Town Center. For example, food produced and processed at Meritor can then be displayed/sold/consumed at the Town Center.



Real Estate	Economic Development
Agricultural <ul style="list-style-type: none"> • Experiential Farm/Co-op • Culinary Growers • Farm Incubator 	Tourism <ul style="list-style-type: none"> • Experiential Farm/Co-op • Farm Camp • Farm to Table
Industrial/Warehouse <ul style="list-style-type: none"> • Public Works Relocation • Parks & Recreation Storage 	Entrepreneurship <ul style="list-style-type: none"> • Farm Incubator

Fanning Bridge Road @ Asheville Regional Airport

The section of Fanning Bridge Road west of the airport is a strategic gateway to Fletcher's town center. Enhanced signage at this key intersection and the adjacent interstate could increase the numbers of travelers visiting Fletcher, boosting economic activity for local businesses.



5.3 Key Themes

The elements of building community wealth, combined with industry standard areas for economic development, suggest the following key themes and strategies for Fletcher:

1. Create a Vibrant Town Center

Site selection searches focus on labor, costs and incentives, however are increasingly more about corporate culture fit and community quality of life. Skilled talent and workforce availability are key in corporate expansions, which means understanding lifestyle preferences is integral to economic development. However, Fletcher must first be discovered, and this is often experienced by a visitor, which could include a visiting family member, a business traveler or a corporate executive who happens to like beer. These visitors often become future residents, employees or business owners who invest in the community. Creating a vibrant town center will attract both visitors and creative, growing companies who wish to be part of something. Focusing on unique and authentic places and experiences in and around the Town Center, such as the Bill Moore Park and greenway, the Fletcher Hardware building and the Feed & Seed, will set Fletcher apart from other surrounding communities.

Work Plan goals and strategies should include:

- Create a Request for Proposal (RFP) to attract development to implement the vision, in whole or in part to include required critical elements and uses of the plan, while allowing for creative and innovative design by the private sector;
- Plan retail and commercial uses (1-2 stories) along Highway 25 to maximize access and visibility;
- Plan hospitality/lodging use, subject to a hotel feasibility study, for a newer flagged concept hotel, a small boutique inn or a bed & breakfast to take advantage of the limitations imposed in neighboring Buncombe County;
- Expand the Town Center south of Town Hall and connect to Howard Gap road with expanded civic, institutional and commercial uses (2-4 stories);
- Expand alternative housing types in and around the Town Center and connect (by car, bike and pedestrians) to greenways, Town Center and parks;
- Expand public spaces with a town center plaza (hardscape) to include a splashpad (at town center versus at Meritor Park); and program for events, including food truck rallies, to incubate small retail and food/beverage businesses.

2. Build for the Future

Traditional industries that communities have relied upon in the past are being replaced. Transformative technologies are changing the way business is done. Workspace environments are also changing with a key focus on flexibility of use and design to attract talent. Fletcher could create unique and authentic opportunities to build for the future while honoring its agricultural roots – and food is the key element to bridge the generational and cultural gaps that may currently exist. It must also consider that land is a depleting resource and should be utilized to maximize productivity, particularly in areas where infrastructure investment already exists.

Work Plan goals and strategies should include:


- Continue to expand and strengthen industrial sector in existing commerce park areas;
- Expand agricultural sector to include food, culinary industries and agri-tourism, and integrate into both the town center and Meritor development plans;
- Evaluate relocation of Parks & Recreation and Public Works facilities to the Meritor Site;
- Redevelop existing Parks & Recreation and Public Works facilities into civic and commercial uses;
- Evaluate adaptive reuse of the existing Fletcher Hardware store and other buildings along the rail line;
- Expand alternative housing types in and around the Town Center and connect by car, bike and pedestrians to greenways, the Town Center and local parks.

3. Market to Build the Local Economy

A community vision and mission statement should be created that aligns with the region, while at the same time establishing local goals for balancing the tax base. Find ways to stimulate regular dialogue in the community to keep citizens informed and engaged. This goes beyond the town seal to a branding and marketing strategy that helps people discover Fletcher.


Work Plan goals and strategies should include:

- Develop a branding and marketing strategy for community development;
- Solicit NCDOT for signage on I-26;
- Design and implement gateway and wayfinding signage at Airport Exit/Fanning Bridge Rd.;
- Measure success by creating benchmarks and tracking progress.



"Social media has forever changed the way that people plan trips, take trips, and document a trip after their return. This change presents new opportunities for cities and towns to grow the local economy through tourism."

Whether tourists come downtown to see historic sites and cultural venues, to attend business meetings, or to celebrate the holidays, the town center area has a unique opportunity to capture much needed tourism dollars for local businesses."



5.4 Implementation Work Plan

Strategic Plan: The Strategic Plan includes the analysis and vision driven by three Key Themes as described in Section 5.3 above.

Work Plan: The Work Plan is the **implementation** document of the Fletcher Economic Development Strategic Plan. In moving from planning to “doing”, it will focus on four key areas:

1. **Attraction** – recruiting new 2nd stage or more mature companies in partnership with the Henderson County Partnership for Economic Development (HCPED).
2. **Business Retention (BRE)** – enabling existing business to stay, grow and expand within Fletcher.
3. **Small Business & Entrepreneurship (SBE)** – through implementation of a Main Street program framework, in partnership with the Blue Ridge Community College and the Fletcher Area Business Association (FABA).
4. **Tourism** – expansion of tourism through an understanding that every citizen and business is an ambassador through branding and marketing efforts that make Fletcher a great place to live AND a great place to work. This also includes partnership with the Henderson County Tourism Development Authority (HCTDA)

Additionally, it should monitor progress by implementing measures of performance, specifically focused on business and economic development. Other elements of the work plan include tools, resources and potential public-private partnerships with other organizations. The Plan may serve as a baseline operations manual setting forth the policies (administration) and regulations (planning) which support the work plan.

Performance Measures

Performance measures include land use and real estate economic metrics to create a baseline for Fletcher for the 2019 Tax Year and track its progress for each tax year following to determine trends. The key metrics include measuring the ratio between the commercial and residential tax base for sustainable fiscal balance (the industry ideal range is a minimum of 25-30% commercial and 70-75% residential). Additional measures in the form of numbers (#), percentages (%) and dollars (\$) for tracking and measuring progress include:

Fletcher Metrics Table (Tax Year)			
Commercial Tax Base %			
Commercial Permits New	(#)	Hotel Occupancy	%
Commercial Permits New	(\$)	Hotel Tax	(\$)
Commercial Permits Renov	(#)	Retail Sales Tax	(\$)
Commercial Permits Renov	(\$)	Business Licenses	(#)
Retail Vacancy (submarket)	%	Employment	(#)
Retail Lease Rates (average)	\$	Unemployment	%
Office Vacancy (submarket)	%	Residential Permits	(#)
Office Lease Rates (average)	\$	Residential Values	(\$)

Land Use & Real Estate Strategies

The catalyst site areas should be evaluated from a regulatory perspective to meet the goals of the Plan and provide flexibility for changing markets. While Business Improvement Districts (BID) or other revenue producing districts are not recommended at this time, consideration for Tax Increment Finance (TIF) may be considered in the Heart of Fletcher/Town Center overlay district. This includes more detailed uses, design requirements and regulating policies that would encourage the type of development the community is seeking. Strategies for development incentives in key areas may include fast-track review and permitting, regional/state economic development incentives for job creation, façade improvement grants and other tools to enable investment. The Work Plan Matrix below includes resources and tools for these areas.

A review of the federal Community Development Financial Institutions (CDFI) fund site reveals that the census tract that includes the Town Center does not qualify for either New Market Tax Credits (NMTC) or a Qualified Opportunity Zone (QOZ) limiting growth from some investments.

Real estate uses are outlined in Section 4 and more specific strategies noted in Section 5.2, above. Based upon national trends and best practices, the following should be considered for each product type in the town center area:

Workspace	Retail	Other
Flexible environments to include co-working space and incubators;	Focus on balance between national, regional and local retailers with smaller footprints to create an authentic Main Street experience;	Hospitality might include an inn, small boutique hotel, bed & breakfast or other local experience;
Medical office space to include out-patient facilities and smaller footprints;	Encourage entrepreneurship with food and/or boutique trucks and other small retail incubators;	Civic uses such as a library, educational center and other marquee attractions will enhance work and lifestyle components;
Connection to amenities such as food/beverage, health related activities and recreation (e.g. yoga, walking/biking paths)	Combine retail with event/activity programming in public/common areas.	Public uses such as a plaza with splash pad, greenway connection to the park or even an amphitheater between them will attract visitors/customers and support retail uses.

5.5 Work Plan Implementation Matrix

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

Focus Areas

- Attraction – recruiting large/mature companies to Fletcher
- BRE – business retention and expansion of existing companies in Fletcher
- SBE – small business and entrepreneurship, including home-based business
- Tourism – attraction of visitors and events to Fletcher

Activities

- Policy – creation or modification of policy
- Operating – operations, or tasks by staff or partners
- Capital – operations, projects or activities which require funding

Milestone: Performance Benchmarks

- Metrics
- Programs/Initiatives

The following pages begin the Work Plan Matrix:

Key Theme	Focus Area(s)	Strategy	Task	Department (Public)	Potential P3 Partner	Tools & Resources (See also - Appendix)	Benchmark/Metric
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CREATE A VIBRANT TOWN CENTER	Attraction SBE Tourism	Enhance Quality of Life through vibrant Town Center	1. Develop an RFP for design and construction of Town Center Development per Market Analysis/EDSP. for Town Center development.	Administration, Planning	Henderson County Partnership for Economic Development (HCPED)	Property Disposal Options: https://www.sog.unc.edu/sites/www.sog.unc.edu/files/Property%20Disposal%20Options%20Chart.pdf	Growth in Property Tax Revenue and Retail Sales Tax
	Attraction SBE Tourism	Enhance Quality of Life through vibrant Town Center	2. Establish economic development program/policies based on NC Main Street Program to expand beyond industrial incentives (e.g. façade improvement grants).	Administration, Planning	Fletcher Area Business Association (FABA), Henderson County Chamber of Commerce	NC Main Street Program Guidelines https://www.nccommerce.com/rd/main-street/nc-main-street-program	Growth in Property Tax Revenue and Retail Sales Tax
	SBE	Create program for retail and culinary incubation, to include food and boutique trucks in Town Center – engage local champions such as Ghost Face Brewery (Zac Horn) and Charlie Ball.	3. Target retail segments as noted and create targeted marketing campaign for Town Center. This could include food/beverage incubators, breweries and distilleries.	Administration CIO	FABA Henderson County Chamber of Commerce	NC Main Street Program Guidelines (see link above); Main Street America – Retail Future https://www.mainstreet.org/viewdocument/the-future-of-retail-creative-applications-cid=b4d61c5176&mc_cid=1d00d71616	Retail Occupancy; Growth in sales tax revenue; Commercial Tax revenue
	Tourism	New Program to focus Tourism assets by partnering and promoting Town Center and Meritor sites with unique experiences and the connection between them (farm to table/store).	4. Identify and inventory tourism assets – this includes venues and events. Collaborate with P3 partners to create “A Guide to Fletcher” to highlight recreation, dining and things to do.	Administration Parks & Recreation	Henderson County Tourism Development Authority (HCTDA): https://www.visitnc.com/visiting-w/Lv/g/hendersonville-visitor-center-henderson-county-ida	CarolinaLiving.com: https://carolinalive.com/marketing-tools/nc-tourism-authority https://www.nccommerce.com/tourism NC Rural Center Food & Community https://www.ncruralcenter.org/engagement/food-community-development/	Growth in sales tax revenue Growth in food and agriculture sectors;
	SBE	Establish home-based/small business outreach	5. Create a local small business center within Town Center (e.g. Town Hall) with tools/resources for SBE and expand SBE offerings/classes.	Administration	FABA Blue Ridge Community College	Blue Ridge CC website toolkit https://www.blueridge.edu/continuing-education/small-business-center/business-resources/start-business	Registration of business licenses in Fletcher

Key Theme	Focus Area(s)	Strategy	Task	Department (Public)	Potential P3 Partner	Tools & Resources (See also - Appendix)	Benchmark/Metric
BUILD FOR THE FUTURE	Attraction BRE	Designate targeted growth areas for economic development incentives	6. Decrease areas of subjectivity in Planning – more definition of expectations; incentives may include fast track permitting, tax abatement/increment grants, or infrastructure.	Administration, Planning & Town Board	HCPED	See Harrisburg Policy Example: https://www.harrisburgnc.org/sites/default/files/Economic_Development/Harrisburg_tax_increment_grant_policy.pdf or others in local jurisdictions. Retail Design – the Public Square https://www.cmu.org/publicsquare/2020/01/29/ten-rules-successful-storefront-design?mc_cid=b4d61c5176&mc_eid=1d00d71616	Predictability measured by increased applications & positive CSS data.
	BRE	Hold an Annual Corporate Roundtable – with key corporate executives	7. Open lines of communications directly with corporate citizens to expand investment and involvement in community development.	Administration, Public Information Officer (PIO)	Local press/publications HCPED	IEDC Manual on BRE https://www.iedconline.org/book-store/training-manuals/business-retention-and-expansion/?back=product_catalog	Increased applications, positive CSS, increased tax revenue from resulting projects.
	BRE						
	Attraction BRE SBE Tourism	Establish Program to visit/Interview/survey businesses (25+ employees) in Fletcher once yearly. Product Development	8. Focus on improving business growth and expansion for small businesses (work with HCPED existing BRE for largest businesses). 9. Establish and maintain an inventory of available land and/or buildings, or work with third party provider to link to online service.	Administration & Planning	HCPED and/or Third Party provider such as Loopnet/Costar	IEDC Manual on BRE Edward E. Lowe Economic Gardening guidelines http://edwardlowe.org/entrepreneurship-programs/economic-gardening/ HCPED: https://gohenderscountync.org/sites-buildingse/	Stable Building Occupancy, Tax Revenue growth
	SBE Tourism	New Program to tap into the reserve of local intellectual capital (local champions who are invested in the community – retirees, business leaders, corporate executives)	10. Support tourism (volunteers), attract business (new/startup) and expand key clusters in Fletcher economy.	Administration, PIO	FABA Henderson County Chamber of Commerce	Edward E. Lowe Economic Gardening guidelines http://edwardlowe.org/entrepreneurship-programs/economic-gardening/	Increased citizen engagement, business start-ups and expansion

Key Theme	Focus Area(s)	Strategy	Task	Department (Public)	Potential P3 Partner	Tools & Resources (See also - Appendix)	Benchmark/Metric
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MARKET TO BUILD THE LOCAL ECONOMY	Attraction BRE SBE Tourism	Develop branding and marketing strategy for CED with a focus on the Town Center	11. Internally discuss economic development goals with all town departments and staff; 12. Externally communicate to citizenry as well as other organizations in town its goals for economic development.	Administration PIO	HCPED Henderson County Chamber FABA	Third Party Consultant to drive this effort.	Improved CSS Improved occupancy Improved tax base balance
	Attraction BRE SBE	New Program to create a business attraction promotion	13. Attract business and industry to Fletcher by creating an E-brochure. 14. Improve <i>Brand Identity</i> in digital world – through social media.	Administration PIO	HCPED Henderson County Chamber FABA	Third Party Consultant as part of implementation. www.strongtowns.org https://www.publicrelations today.com/comm unity/	Improved CSS Improved occupancy Improved tax base balance
	Attraction BRE SBE	New Program to keep Fletcher "top of mind" for business leaders and economic developers	15. Create and facilitate an annual Business Roundtable meeting with key business leaders, real estate brokers and developers and economic development officials.	Administration PIO	NC Commerce Dept. HCPED Henderson County Chamber FABA		Improved occupancy Improved tax base balance
	Attraction BRE SBE Tourism	Establish performance measures around Strategic Goals as well as those in the Comprehensive & Economic Development Plans – this includes a Dashboard for transparency with citizenry.	16. Determine existing benchmarks as outlined above by obtaining data through existing sources or by research/inventory. 17. Obtain benchmark and performance software to assist in tracking performance of all departments. 18. Communicate internally and externally metrics and performance.	Administration PIO		www.ci.rock-hill.sc.us/dashboard.html IBMCognos/Smarter Planet – performance software; www.myprotrackplus.com/DemoRequest	Performance based on agreed upon measures/metrics

Section 6

Appendix



Appendix

- Fletcher Community Survey Results
- Town of Fletcher ESRI Community Profile
- Town of Fletcher ESRI Business Summary
- Town of Fletcher ESRI Dominant Tapestry Map
- LifeMode Group Middleburg
- LifeMode Group InStyle
- LifeMode Group Southern Satellites
- Drive-Time Retail Marketplace Profile
- Town of Fletcher Tax Base (2013 – 2017)
- Henderson County Commuting Report

Community Survey Summary

To better gain a perspective of the community, we invited the residents to participate in a brief online survey (via Survey Monkey) comprising of **eight** questions with their responses listed below:

1. Where in Fletcher do you reside?

Total of 426 responses.

2. Where do you work?

3. Where do you most frequently bring out of town guests/family to showcase the region?

4. What uses or services would you like to see at the Town Center? (rank 1-10 with 1 being the top priority)

5. What social or civic uses would you like to see at the Town Center?

6. What social organizations do you belong to?

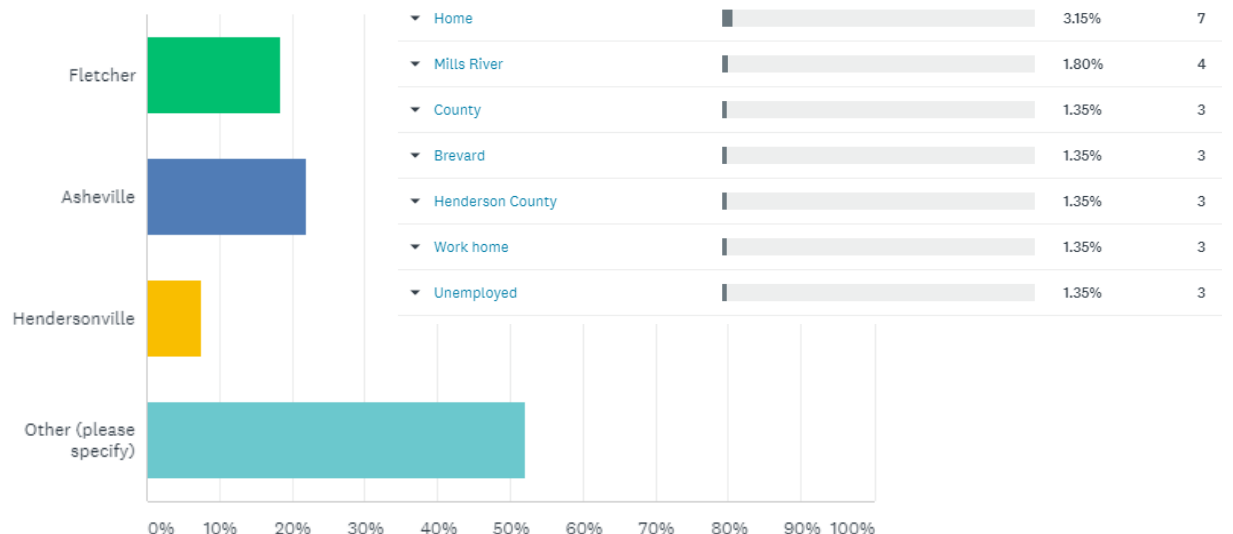
7. How should Fletcher grow?

8. Any additional comments or questions?

Please contact the Town for additional information.

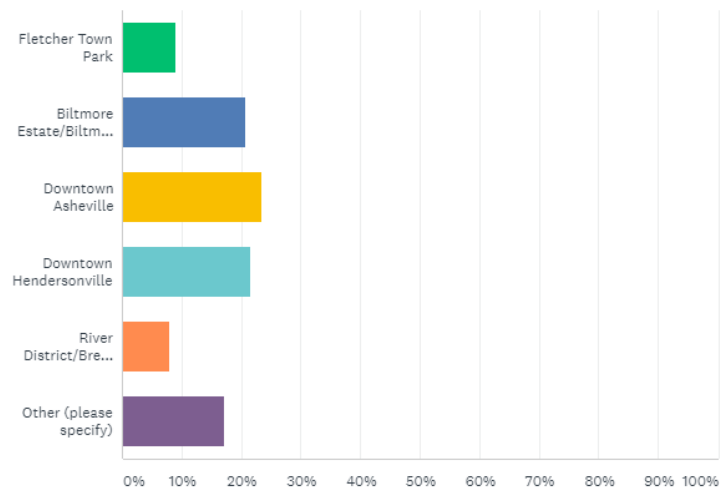
Where do you work?

Answered: 427 Skipped: 7



Where do you most frequently bring out of town guests/family to showcase the region?

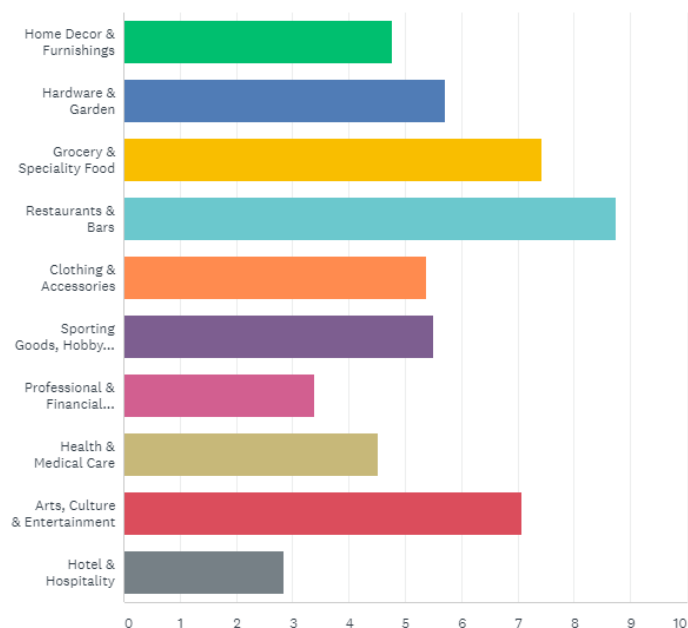
Answered: 430 Skipped: 4



Pisgah Forest Hendersonville Asheville Waterfalls
 Biltmore Park breweries area Mountains
 Blue Ridge Parkway Pisgah National Forest park
 Sierra Nevada Parkway South Asheville Fletcher trails

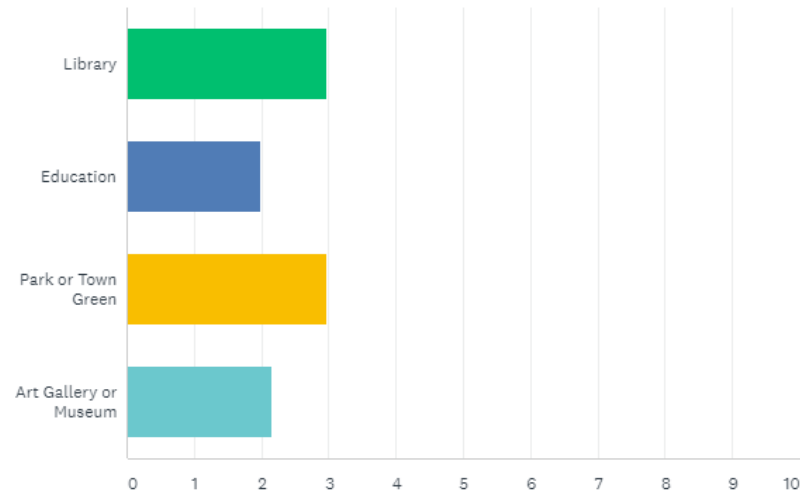
What uses or services would you like to see at the Town Center (rank 1-10 with 1 being the top priority)

Answered: 427 Skipped: 7



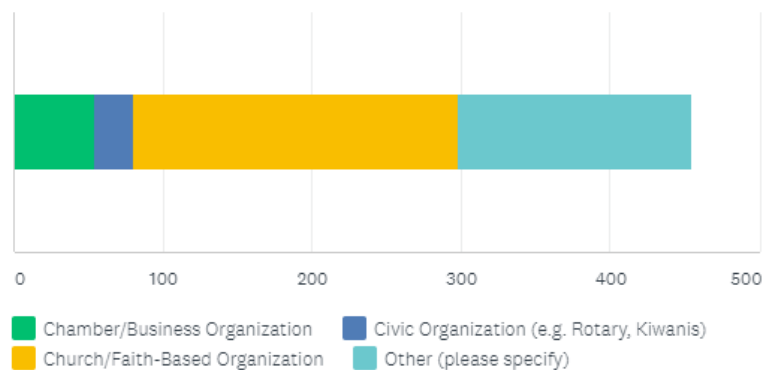
What social or civic uses would you like to see at the Town Center (rank 1-4)?

Answered: 428 Skipped: 6



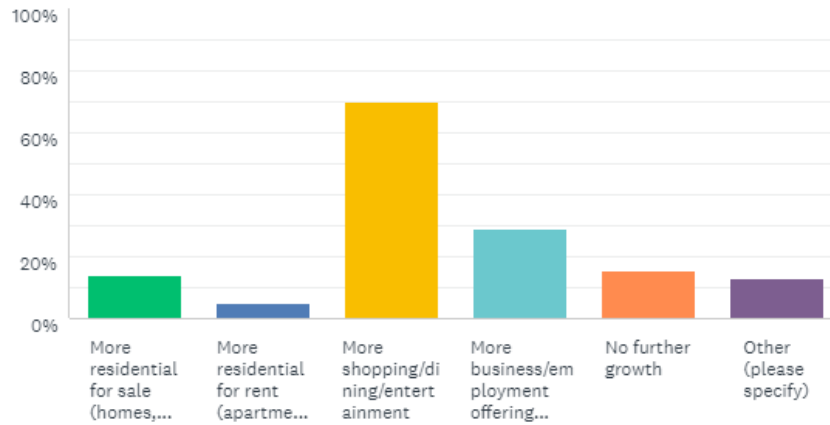
What social or civic organizations do you belong to?

Answered: 388 Skipped: 46



How should Fletcher grow?

Answered: 433 Skipped: 1





Community Profile

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

	Fletcher town...
Population Summary	
2000 Total Population	4,533
2010 Total Population	7,119
2019 Total Population	8,419
2019 Group Quarters	85
2024 Total Population	9,140
2019-2024 Annual Rate	1.66%
2019 Total Daytime Population	8,257
Workers	4,266
Residents	3,991
Household Summary	
2000 Households	1,887
2000 Average Household Size	2.40
2010 Households	2,980
2010 Average Household Size	2.36
2019 Households	3,509
2019 Average Household Size	2.38
2024 Households	3,799
2024 Average Household Size	2.38
2019-2024 Annual Rate	1.60%
2010 Families	1,956
2010 Average Family Size	2.90
2019 Families	2,292
2019 Average Family Size	2.93
2024 Families	2,470
2024 Average Family Size	2.95
2019-2024 Annual Rate	1.51%
Housing Unit Summary	
2000 Housing Units	1,985
Owner Occupied Housing Units	79.6%
Renter Occupied Housing Units	15.4%
Vacant Housing Units	4.9%
2010 Housing Units	3,180
Owner Occupied Housing Units	76.1%
Renter Occupied Housing Units	17.6%
Vacant Housing Units	6.3%
2019 Housing Units	3,630
Owner Occupied Housing Units	72.6%
Renter Occupied Housing Units	24.0%
Vacant Housing Units	3.3%
2024 Housing Units	3,913
Owner Occupied Housing Units	73.9%
Renter Occupied Housing Units	23.2%
Vacant Housing Units	2.9%
Median Household Income	
2019	\$58,701
2024	\$65,656
Median Home Value	
2019	\$212,391
2024	\$221,373
Per Capita Income	
2019	\$31,008
2024	\$35,102
Median Age	
2010	39.2
2019	42.0
2024	42.4

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

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

July 30, 2019



Community Profile

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

	Fletcher town...
2019 Households by Income	
Household Income Base	3,510
<\$15,000	6.3%
\$15,000 - \$24,999	5.3%
\$25,000 - \$34,999	12.7%
\$35,000 - \$49,999	17.0%
\$50,000 - \$74,999	19.5%
\$75,000 - \$99,999	15.3%
\$100,000 - \$149,999	17.7%
\$150,000 - \$199,999	3.1%
\$200,000+	3.0%
Average Household Income	\$74,748
2024 Households by Income	
Household Income Base	3,798
<\$15,000	5.3%
\$15,000 - \$24,999	4.5%
\$25,000 - \$34,999	10.9%
\$35,000 - \$49,999	15.8%
\$50,000 - \$74,999	19.0%
\$75,000 - \$99,999	15.8%
\$100,000 - \$149,999	20.4%
\$150,000 - \$199,999	4.4%
\$200,000+	3.9%
Average Household Income	\$84,945
2019 Owner Occupied Housing Units by Value	
Total	2,637
<\$50,000	6.8%
\$50,000 - \$99,999	4.0%
\$100,000 - \$149,999	11.4%
\$150,000 - \$199,999	20.3%
\$200,000 - \$249,999	30.5%
\$250,000 - \$299,999	16.3%
\$300,000 - \$399,999	3.9%
\$400,000 - \$499,999	6.1%
\$500,000 - \$749,999	0.3%
\$750,000 - \$999,999	0.0%
\$1,000,000 - \$1,499,999	0.4%
\$1,500,000 - \$1,999,999	0.0%
\$2,000,000 +	0.0%
Average Home Value	\$215,766
2024 Owner Occupied Housing Units by Value	
Total	2,892
<\$50,000	5.6%
\$50,000 - \$99,999	3.3%
\$100,000 - \$149,999	9.6%
\$150,000 - \$199,999	18.3%
\$200,000 - \$249,999	31.0%
\$250,000 - \$299,999	18.1%
\$300,000 - \$399,999	4.9%
\$400,000 - \$499,999	8.2%
\$500,000 - \$749,999	0.4%
\$750,000 - \$999,999	0.0%
\$1,000,000 - \$1,499,999	0.5%
\$1,500,000 - \$1,999,999	0.0%
\$2,000,000 +	0.0%
Average Home Value	\$230,999

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

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

July 30, 2019



Community Profile

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

	Fletcher town...
2010 Population by Age	
Total	7,119
0 - 4	7.1%
5 - 9	7.1%
10 - 14	6.3%
15 - 24	8.1%
25 - 34	14.3%
35 - 44	16.5%
45 - 54	14.4%
55 - 64	12.3%
65 - 74	7.6%
75 - 84	4.9%
85 +	1.5%
18 +	76.3%
2019 Population by Age	
Total	8,417
0 - 4	5.9%
5 - 9	6.6%
10 - 14	7.0%
15 - 24	9.4%
25 - 34	10.7%
35 - 44	14.9%
45 - 54	14.3%
55 - 64	13.3%
65 - 74	10.7%
75 - 84	5.5%
85 +	1.8%
18 +	77.0%
2024 Population by Age	
Total	9,141
0 - 4	5.8%
5 - 9	6.4%
10 - 14	7.0%
15 - 24	10.0%
25 - 34	11.1%
35 - 44	13.3%
45 - 54	13.7%
55 - 64	13.0%
65 - 74	11.0%
75 - 84	6.8%
85 +	1.9%
18 +	76.9%
2010 Population by Sex	
Males	3,340
Females	3,779
2019 Population by Sex	
Males	3,958
Females	4,459
2024 Population by Sex	
Males	4,290
Females	4,851

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

July 30, 2019



Community Profile

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

	Fletcher town...
2010 Population by Race/Ethnicity	
Total	7,119
White Alone	88.4%
Black Alone	4.0%
American Indian Alone	0.5%
Asian Alone	3.1%
Pacific Islander Alone	0.1%
Some Other Race Alone	2.0%
Two or More Races	1.9%
Hispanic Origin	4.8%
Diversity Index	28.8
2019 Population by Race/Ethnicity	
Total	8,420
White Alone	86.5%
Black Alone	4.5%
American Indian Alone	0.5%
Asian Alone	3.9%
Pacific Islander Alone	0.1%
Some Other Race Alone	2.1%
Two or More Races	2.4%
Hispanic Origin	5.2%
Diversity Index	32.2
2024 Population by Race/Ethnicity	
Total	9,141
White Alone	84.9%
Black Alone	4.8%
American Indian Alone	0.5%
Asian Alone	4.6%
Pacific Islander Alone	0.1%
Some Other Race Alone	2.3%
Two or More Races	2.7%
Hispanic Origin	5.7%
Diversity Index	35.3
2010 Population by Relationship and Household Type	
Total	7,119
In Households	98.8%
In Family Households	81.3%
Householder	27.5%
Spouse	21.9%
Child	27.5%
Other relative	2.9%
Nonrelative	1.6%
In Nonfamily Households	17.5%
In Group Quarters	1.2%
Institutionalized Population	1.2%
Noninstitutionalized Population	0.0%

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

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

July 30, 2019



Community Profile

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

	Fletcher town...
2019 Population 25+ by Educational Attainment	
Total	5,994
Less than 9th Grade	1.5%
9th - 12th Grade, No Diploma	1.8%
High School Graduate	19.7%
GED/Alternative Credential	2.1%
Some College, No Degree	30.7%
Associate Degree	8.1%
Bachelor's Degree	27.1%
Graduate/Professional Degree	9.0%
2019 Population 15+ by Marital Status	
Total	6,783
Never Married	22.2%
Married	59.0%
Widowed	6.4%
Divorced	12.3%
2019 Civilian Population 16+ in Labor Force	
Civilian Employed	98.7%
Civilian Unemployed (Unemployment Rate)	1.3%
2019 Employed Population 16+ by Industry	
Total	4,502
Agriculture/Mining	0.3%
Construction	3.6%
Manufacturing	19.1%
Wholesale Trade	3.0%
Retail Trade	11.1%
Transportation/Utilities	5.6%
Information	2.7%
Finance/Insurance/Real Estate	11.7%
Services	39.2%
Public Administration	3.8%
2019 Employed Population 16+ by Occupation	
Total	4,504
White Collar	69.4%
Management/Business/Financial	14.3%
Professional	23.4%
Sales	14.1%
Administrative Support	17.5%
Services	11.7%
Blue Collar	18.9%
Farming/Forestry/Fishing	0.0%
Construction/Extraction	1.9%
Installation/Maintenance/Repair	1.5%
Production	9.0%
Transportation/Material Moving	6.5%
2010 Population By Urban/ Rural Status	
Total Population	7,119
Population Inside Urbanized Area	99.5%
Population Inside Urbanized Cluster	0.0%
Rural Population	0.5%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

July 30, 2019



Community Profile

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

	Fletcher town...
2010 Households by Type	
Total	2,980
Households with 1 Person	28.4%
Households with 2+ People	71.6%
Family Households	65.6%
Husband-wife Families	52.3%
With Related Children	23.1%
Other Family (No Spouse Present)	13.4%
Other Family with Male Householder	3.9%
With Related Children	2.4%
Other Family with Female Householder	9.5%
With Related Children	5.6%
Nonfamily Households	6.0%
All Households with Children	31.5%
Multigenerational Households	2.8%
Unmarried Partner Households	6.1%
Male-female	4.9%
Same-sex	1.2%
2010 Households by Size	
Total	2,980
1 Person Household	28.4%
2 Person Household	36.6%
3 Person Household	15.8%
4 Person Household	12.2%
5 Person Household	4.7%
6 Person Household	1.5%
7 + Person Household	0.7%
2010 Households by Tenure and Mortgage Status	
Total	2,980
Owner Occupied	81.2%
Owned with a Mortgage/Loan	63.6%
Owned Free and Clear	17.7%
Renter Occupied	18.8%
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	3,180
Housing Units Inside Urbanized Area	99.2%
Housing Units Inside Urbanized Cluster	0.0%
Rural Housing Units	0.8%

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

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

July 30, 2019



Community Profile

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

	Fletcher town...
Top 3 Tapestry Segments	
1.	Middleburg (4C)
2.	In Style (5B)
3.	Southern Satellites (10A)
2019 Consumer Spending	
Apparel & Services: Total \$	\$6,388,654
Average Spent	\$1,820.65
Spending Potential Index	85
Education: Total \$	\$4,458,318
Average Spent	\$1,270.54
Spending Potential Index	80
Entertainment/Recreation: Total \$	\$9,843,256
Average Spent	\$2,805.15
Spending Potential Index	86
Food at Home: Total \$	\$15,411,388
Average Spent	\$4,391.96
Spending Potential Index	85
Food Away from Home: Total \$	\$11,117,523
Average Spent	\$3,168.29
Spending Potential Index	86
Health Care: Total \$	\$18,316,443
Average Spent	\$5,219.85
Spending Potential Index	88
HH Furnishings & Equipment: Total \$	\$6,582,489
Average Spent	\$1,875.89
Spending Potential Index	88
Personal Care Products & Services: Total \$	\$2,766,390
Average Spent	\$788.37
Spending Potential Index	89
Shelter: Total \$	\$53,653,104
Average Spent	\$15,290.14
Spending Potential Index	83
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$7,714,360
Average Spent	\$2,198.45
Spending Potential Index	89
Travel: Total \$	\$6,760,620
Average Spent	\$1,926.65
Spending Potential Index	86
Vehicle Maintenance & Repairs: Total \$	\$3,553,128
Average Spent	\$1,012.58
Spending Potential Index	89

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

Source: Consumer Spending data are derived from the 2016 and 2017 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2019 and 2024 Esri converted Census 2000 data into 2010 geography.

July 30, 2019



Business Summary

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

Data for all businesses in area				Fletcher town...			
Total Businesses:				400			
Total Employees:				4,368			
Total Residential Population:				8,419			
Employee/Residential Population Ratio (per 100 Residents)				52			
by SIC Codes				Businesses		Employees	
				Number	Percent	Number	Percent
Agriculture & Mining				11	2.8%	35	0.8%
Construction				31	7.8%	307	7.0%
Manufacturing				26	6.5%	950	21.7%
Transportation				19	4.8%	172	3.9%
Communication				0	0.0%	0	0.0%
Utility				0	0.0%	0	0.0%
Wholesale Trade				22	5.5%	220	5.0%
Retail Trade Summary				94	23.5%	1,334	30.5%
Home Improvement				7	1.8%	45	1.0%
General Merchandise Stores				4	1.0%	17	0.4%
Food Stores				7	1.8%	220	5.0%
Auto Dealers, Gas Stations, Auto Aftermarket				23	5.8%	324	7.4%
Apparel & Accessory Stores				5	1.2%	59	1.4%
Furniture & Home Furnishings				13	3.2%	284	6.5%
Eating & Drinking Places				19	4.8%	303	6.9%
Miscellaneous Retail				16	4.0%	82	1.9%
Finance, Insurance, Real Estate Summary				34	8.5%	132	3.0%
Banks, Savings & Lending Institutions				8	2.0%	55	1.3%
Securities Brokers				5	1.2%	9	0.2%
Insurance Carriers & Agents				7	1.8%	18	0.4%
Real Estate, Holding, Other Investment Offices				14	3.5%	50	1.1%
Services Summary				118	29.5%	1,018	23.3%
Hotels & Lodging				11	2.8%	153	3.5%
Automotive Services				19	4.8%	63	1.4%
Motion Pictures & Amusements				14	3.5%	53	1.2%
Health Services				17	4.2%	229	5.2%
Legal Services				0	0.0%	0	0.0%
Education Institutions & Libraries				7	1.8%	153	3.5%
Other Services				50	12.5%	367	8.4%
Government				11	2.8%	192	4.4%
Unclassified Establishments				34	8.5%	8	0.2%
Totals				400	100.0%	4,368	100.0%

Source: Copyright 2019 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2019.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

July 24, 2019



Business Summary

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	1	0.2%	2	0.0%
Mining	0	0.0%	0	0.0%
Utilities	0	0.0%	0	0.0%
Construction	34	8.5%	321	7.3%
Manufacturing	29	7.2%	1,211	27.7%
Wholesale Trade	21	5.2%	210	4.8%
Retail Trade	72	18.0%	775	17.7%
Motor Vehicle & Parts Dealers	13	3.2%	237	5.4%
Furniture & Home Furnishings Stores	4	1.0%	13	0.3%
Electronics & Appliance Stores	4	1.0%	13	0.3%
Bldg Material & Garden Equipment & Supplies Dealers	7	1.8%	45	1.0%
Food & Beverage Stores	8	2.0%	227	5.2%
Health & Personal Care Stores	3	0.8%	29	0.7%
Gasoline Stations	10	2.5%	87	2.0%
Clothing & Clothing Accessories Stores	5	1.2%	59	1.4%
Sport Goods, Hobby, Book, & Music Stores	6	1.5%	24	0.5%
General Merchandise Stores	4	1.0%	17	0.4%
Miscellaneous Store Retailers	7	1.8%	20	0.5%
Nonstore Retailers	1	0.2%	4	0.1%
Transportation & Warehousing	17	4.2%	173	4.0%
Information	2	0.5%	9	0.2%
Finance & Insurance	20	5.0%	82	1.9%
Central Bank/Credit Intermediation & Related Activities	8	2.0%	55	1.3%
Securities, Commodity Contracts & Other Financial	5	1.2%	9	0.2%
Insurance Carriers & Related Activities; Funds, Trusts & Real Estate, Rental & Leasing	7	1.8%	18	0.4%
Professional, Scientific & Tech Services	22	5.5%	85	1.9%
Legal Services	16	4.0%	78	1.8%
Management of Companies & Enterprises	1	0.2%	3	0.1%
Administrative & Support & Waste Management & Remediation	12	3.0%	84	1.9%
Educational Services	10	2.5%	159	3.6%
Health Care & Social Assistance	24	6.0%	388	8.9%
Arts, Entertainment & Recreation	8	2.0%	43	1.0%
Accommodation & Food Services	29	7.2%	436	10.0%
Accommodation	11	2.8%	153	3.5%
Food Services & Drinking Places	18	4.5%	283	6.5%
Other Services (except Public Administration)	37	9.2%	109	2.5%
Automotive Repair & Maintenance	13	3.2%	36	0.8%
Public Administration	11	2.8%	192	4.4%
Unclassified Establishments	34	8.5%	8	0.2%
Total	400	100.0%	4,368	100.0%

Source: Copyright 2019 Infogroup, Inc. All rights reserved. Esri Total Residential Population forecasts for 2019.

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

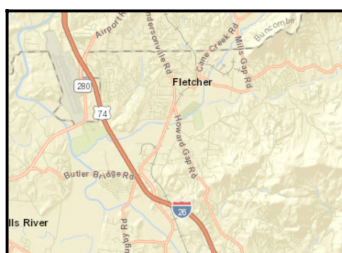
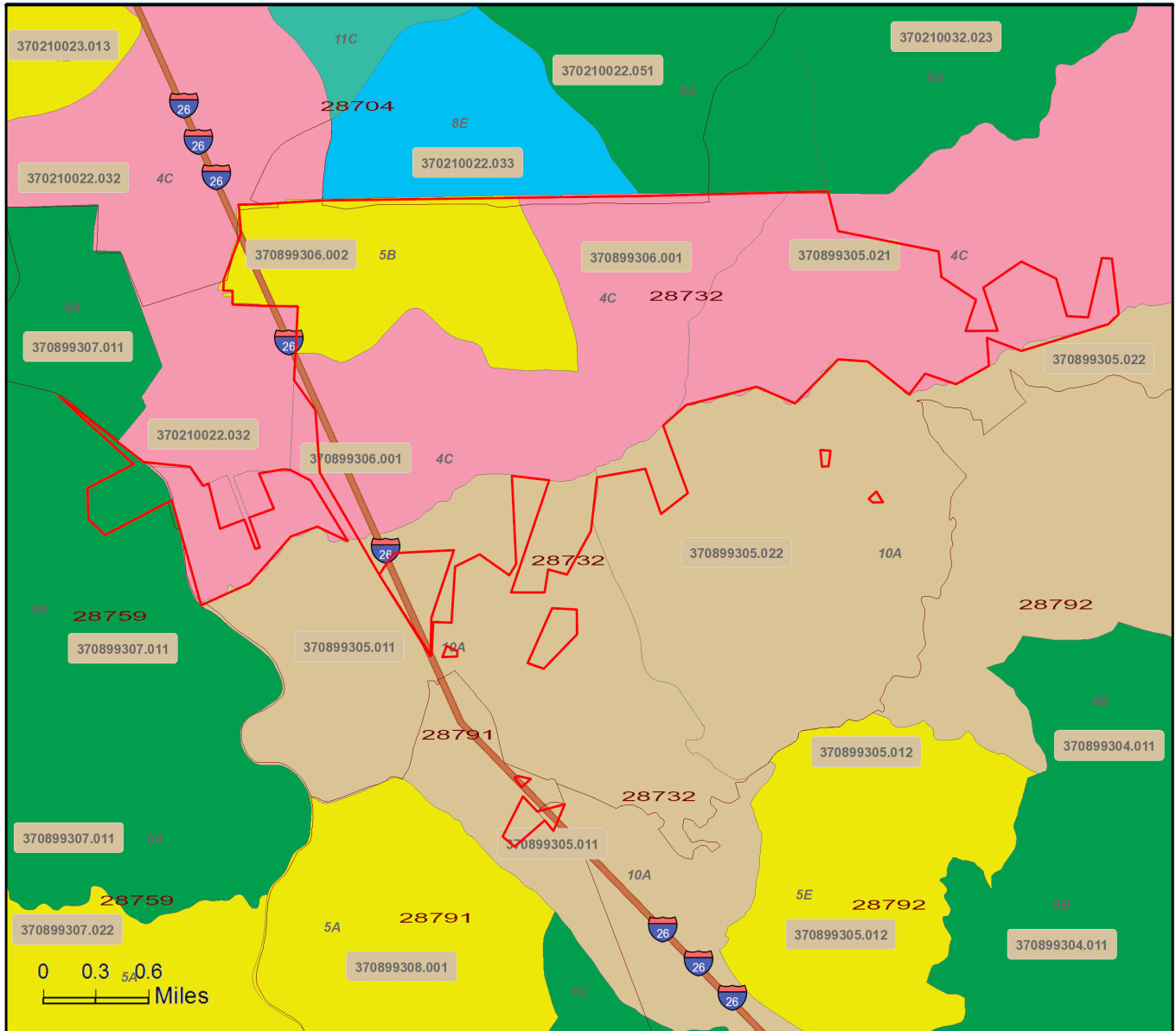
July 24, 2019



Dominant Tapestry Map

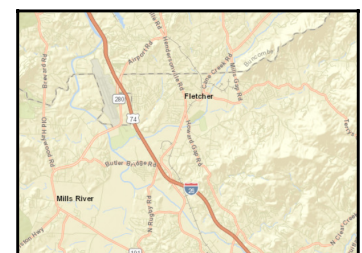
Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri



Tapestry LifeMode

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



Source: Esri

May 15, 2019

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Page 1 of 2



Dominant Tapestry Map

Fletcher Town, NC
Fletcher Town, NC (3723760)
Geography: Place

Prepared by Esri

Tapestry Segmentation

Tapestry Segmentation represents the latest generation of market segmentation systems that began over 30 years ago. The 68-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

May 15, 2019

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Page 2 of 2



LifeMode Group: Family Landscapes Middleburg

4C

Households: 3,511,200

Average Household Size: 2.75

Median Age: 36.1

Median Household Income: \$59,800

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 150).
- Affordable housing, median value of \$175,000 (Index 84) with a low vacancy rate.
- Young couples, many with children; average household size is 2.75.

SOCIOECONOMIC TRAITS

- Education: 65% with a high school diploma or some college.
- Unemployment rate lower at 4.7% (Index 86).
- Labor force participation typical of a younger population at 66.7% (Index 107).
- 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.



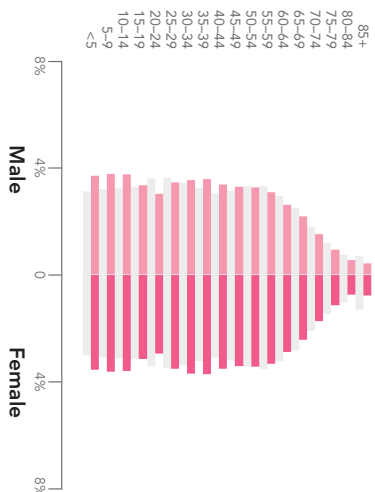
LifeMode Group: Family Landscapes Middleburg



AGE BY SEX (Esri data)

Median Age: **36.1** US: 38.2

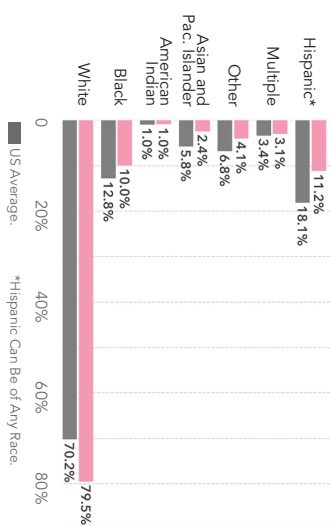
■ Indicates US



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).

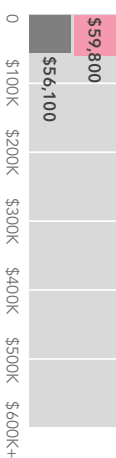
Diversity Index: **48.5** US: 64.0



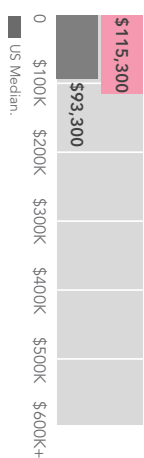
INCOME AND NET WORTH

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

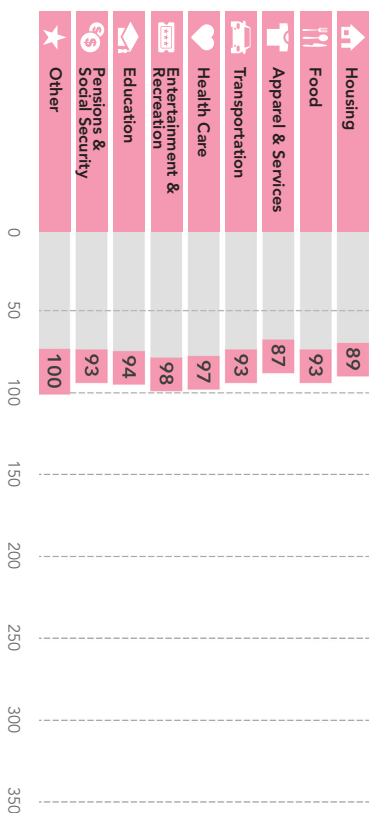


Median Net Worth



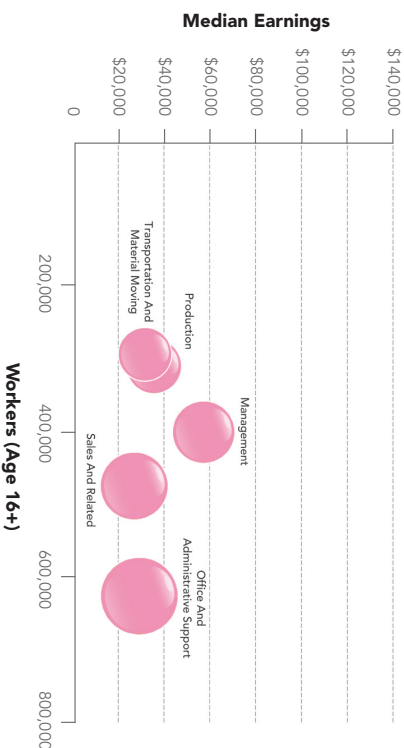
AVERAGE HOUSEHOLD BUDGET INDEX

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



MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Residents are partial to domestic vehicles; they like to drive trucks, SUVs, 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, fishing, bowling, and baseball.
- TV and magazines provide entertainment and information.
- Media preferences include country and Christian channels.

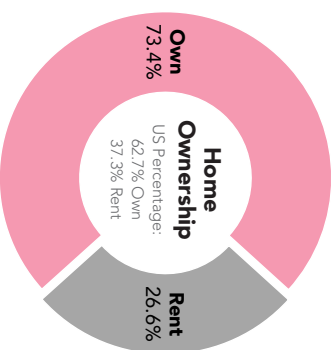
HOUSING

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.



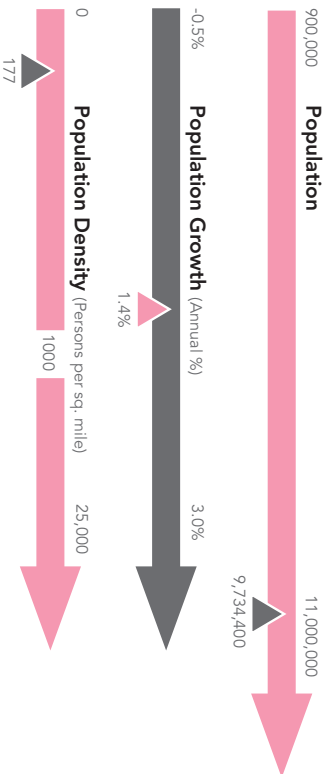
Typical Housing:
Single Family

Median Value:
\$175,000
US Median: \$207,300



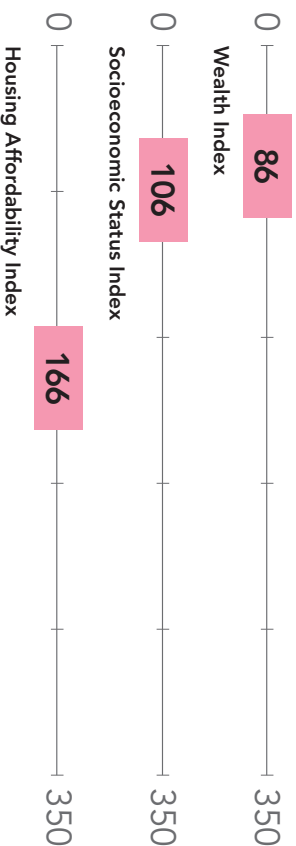
POPULATION CHARACTERISTICS

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.



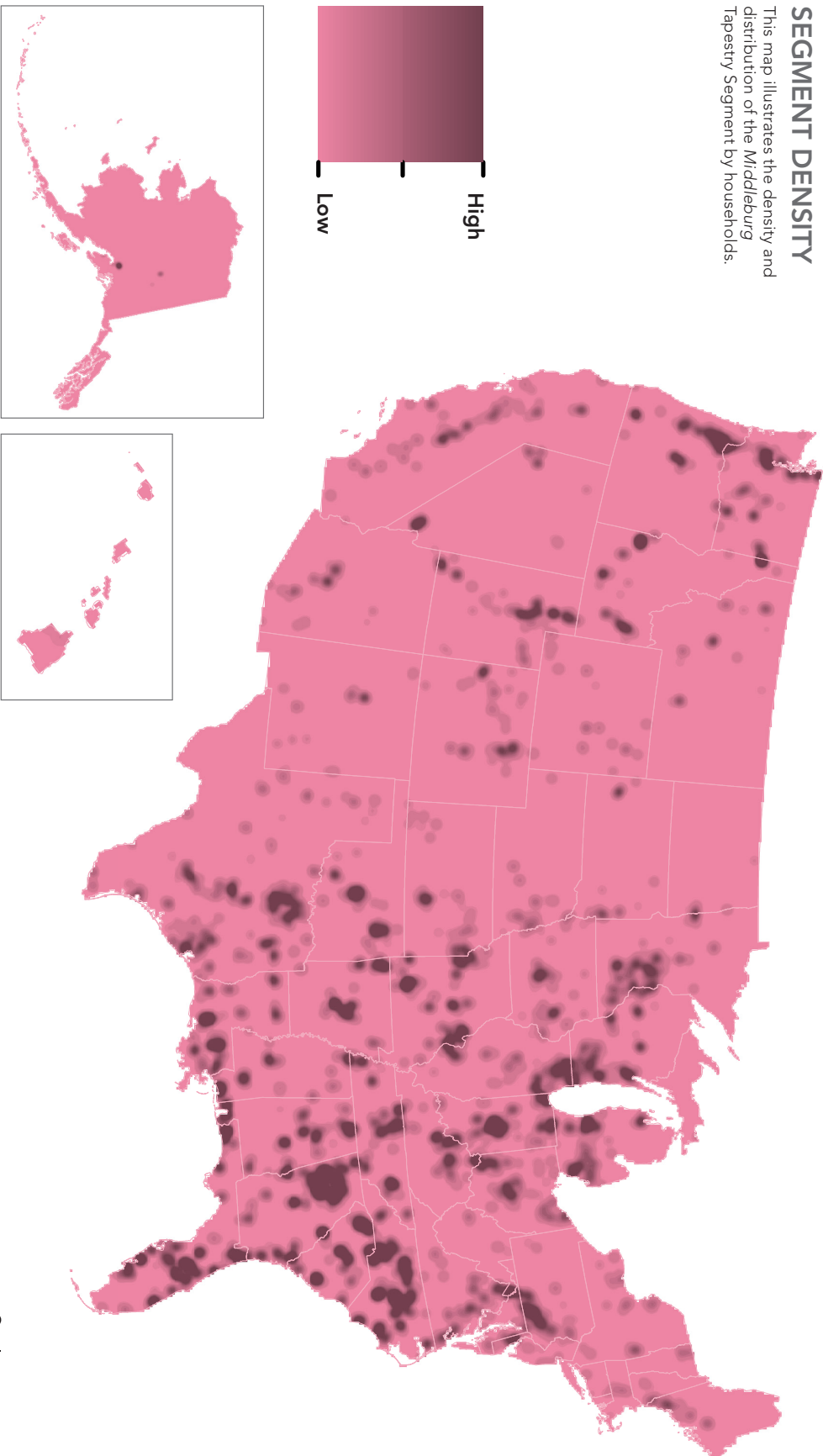
4C

LifeMode Group: Family Landscapes
Middleburg



SEGMENT DENSITY

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



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LifeMode Group: GenXurban

In Style



Households: 2,764,500

Average Household Size: 2.35

Median Age: 42.0

Median Household Income: \$73,000

WHO ARE WE?

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

OUR NEIGHBORHOOD

- City dwellers of large metropolitan areas.
- Married couples, primarily with no children (Index 112) or single households (Index 109); average household size at 2.35.
- Home ownership average at 68% (Index 108); nearly half, 47%, mortgaged (Index 114).
- Primarily single-family homes, in older neighborhoods (built before 1980), with a mix of town homes (Index 132) and smaller (5–19 units) apartment buildings (Index 110).
- Median home value at \$243,900.
- Vacant housing units at 8.6%.

SOCIOECONOMIC TRAITS

- College educated: 48% are graduates (Index 155); 77% with some college education.
- Low unemployment is at 3.6% (Index 66); higher labor force participation rate is at 67% (Index 108) with proportionately more 2-worker households (Index 110).
- Median household income of \$73,000 reveals an affluent market with income supplemented by investments (Index 142) and a substantial net worth (Index 178).
- Connected and knowledgeable, they carry smartphones and use many of the features.
- Attentive to price, they use coupons, especially mobile coupons.



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.



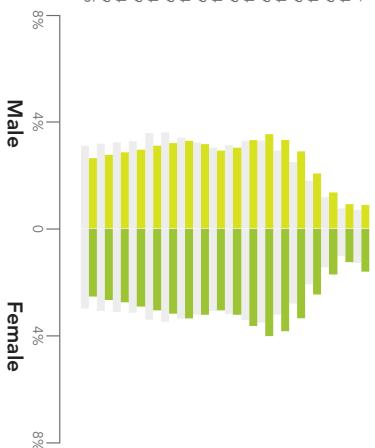
LifeMode Group: GenXurban
In Style



AGE BY SEX (Esri data)

Median Age: **42.0** US: 38.2

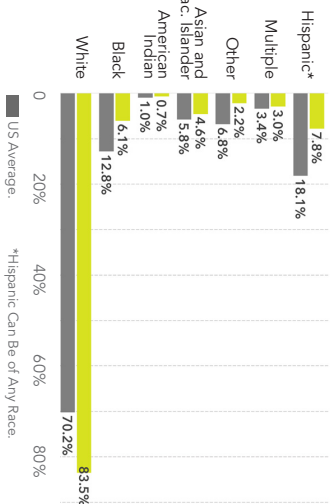
■ Indicates US



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).

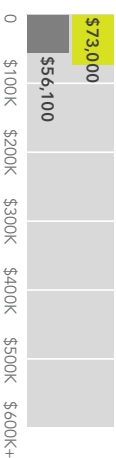
Diversity Index: **39.8** US: 64.0



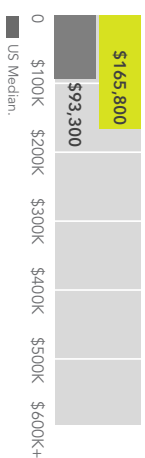
INCOME AND NET WORTH

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

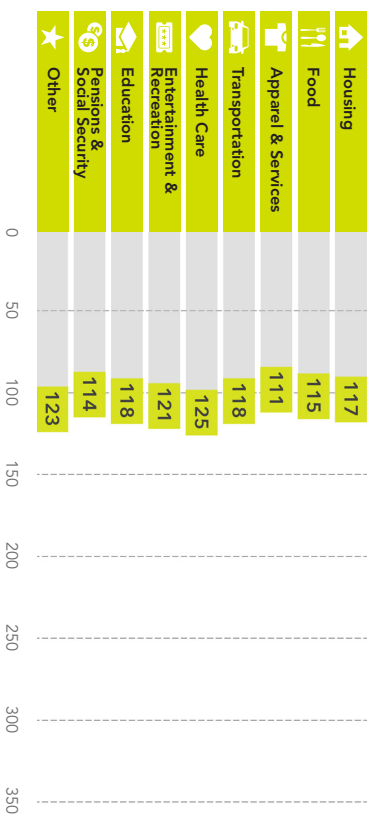


Median Net Worth



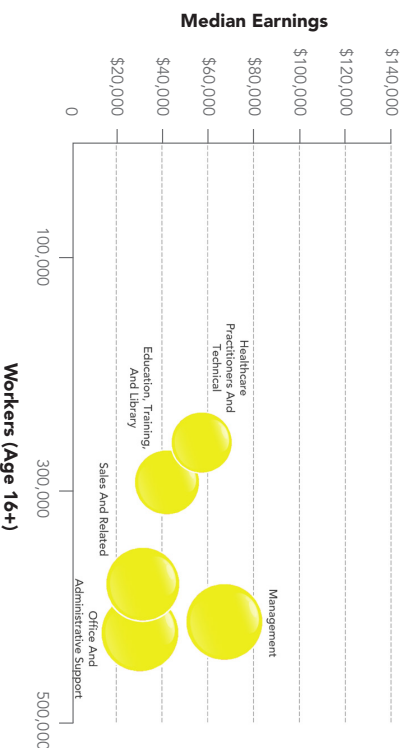
AVERAGE HOUSEHOLD BUDGET INDEX

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: GenXurban
In Style



MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Partial to late model SUVs: compact SUVs are gaining popularity.
- Homes integral part of their style; invest in home remodeling/maintenance, DIY or contractors; housekeeping hired.
- Prefer organic foods, including growing their own vegetables.
- Financially active, own a variety of investments often managed by a financial planner.
- Meticulous planners, both well insured and well invested in retirement savings.
- Generous with support of various charities and causes.
- Actively support the arts, theater, concerts, and museums.

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.



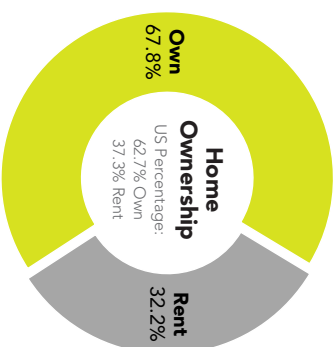
Typical Housing:

Single Family

Median Value:

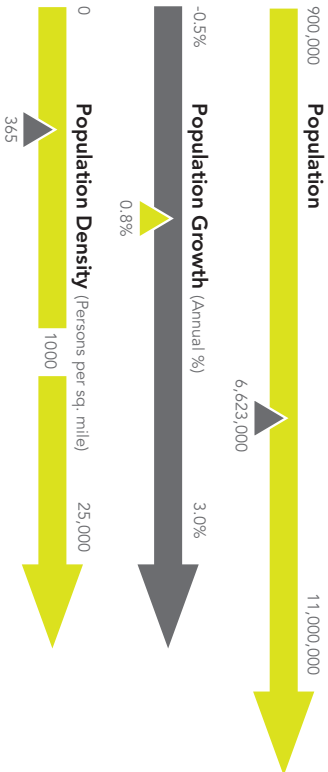
\$243,900

US Median: \$207,300



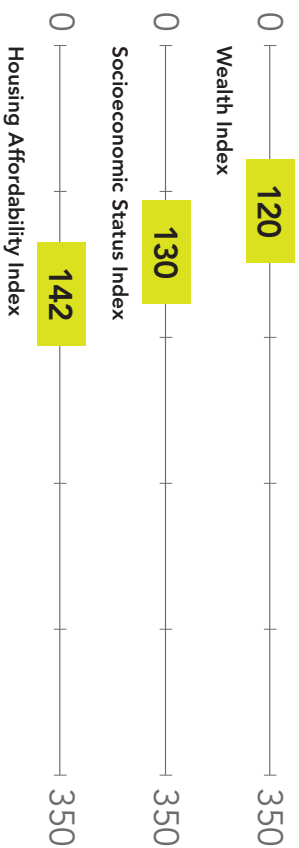
POPULATION CHARACTERISTICS

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.



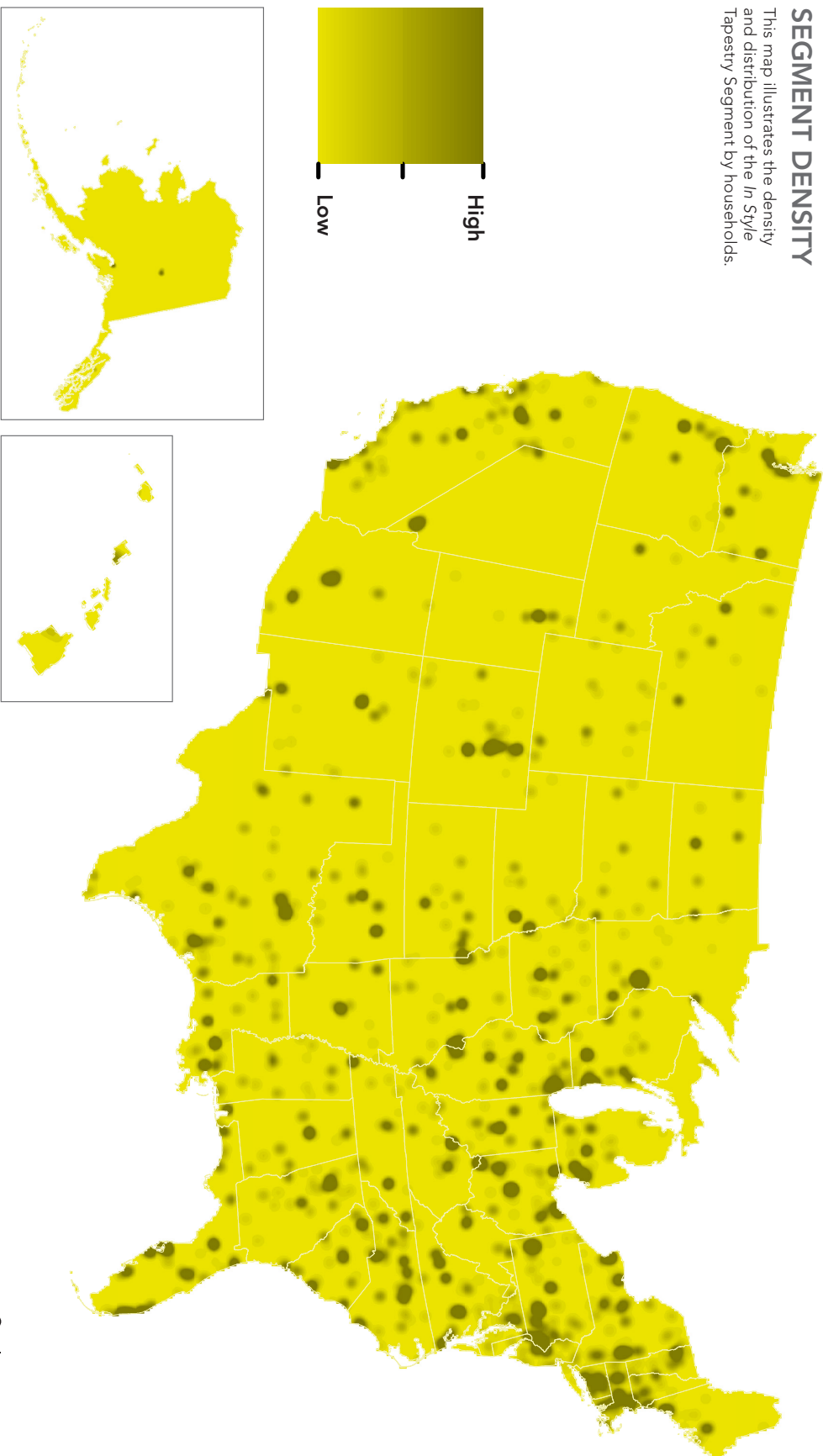


LifeMode Group: GenXurban
In Style



SEGMENT DENSITY

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



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LifeMode Group: Rustic Outposts

Southern Satellites

Households: 3,856,800

Average Household Size: 2.67

Median Age: 40.3

Median Household Income: \$47,800



WHO ARE WE?

Southern Satellites is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. This market is typically nondiverse, slightly older, settled married-couple families, who own their homes. Two-thirds of the homes are single-family structures; almost a third are mobile homes. Median household income and home value are below average. Workers are employed in a variety of industries, such as manufacturing, health care, retail trade, and construction, with higher proportions in mining and agriculture than the U.S. Residents enjoy county living, preferring outdoor activities and DIY home projects.

OUR NEIGHBORHOOD

- About 78% of households are owned.
- Married couples with no children are the dominant household type, with a number of multigenerational households (Index 112).
- Most are single-family homes (67%), with a number of mobile homes (Index 509).
- Most housing units were built in 1970 or later.
- Most households own 1 or 2 vehicles, but owning 3+ vehicles is common (Index 144).

SOCIOECONOMIC TRAITS

- Education: almost 40% have a high school diploma only (Index 140); 45% have college education (Index 73).
- Unemployment rate is 6%, slightly higher than the US rate.
- Labor force participation rate is 59.1%, slightly lower than the US.
- These consumers are more concerned about cost rather than quality or brand loyalty.
- They tend to be somewhat late in adapting to technology.
- They obtain a disproportionate amount of their information from TV, compared to other media.

10A

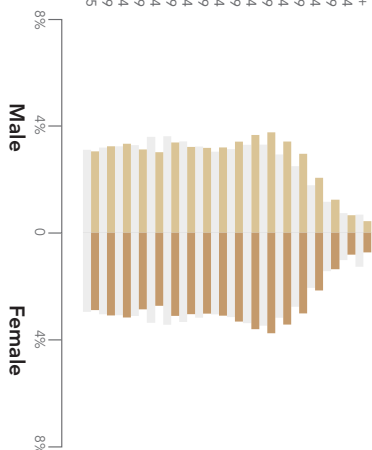
LifeMode Group: Rustic Outposts Southern Satellites

TAPESTRY
SEGMENTATION
esri.com/tapestry

AGE BY SEX (Esri data)

Median Age: **40.3** US: 38.2

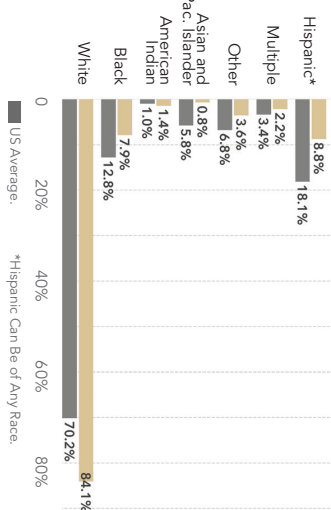
Indicates US



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).

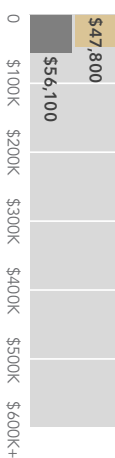
Diversity Index: **40.1** US: 64.0



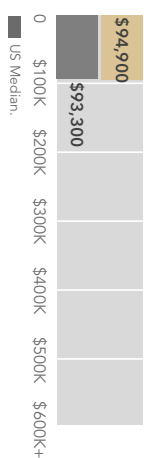
INCOME AND NET WORTH

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

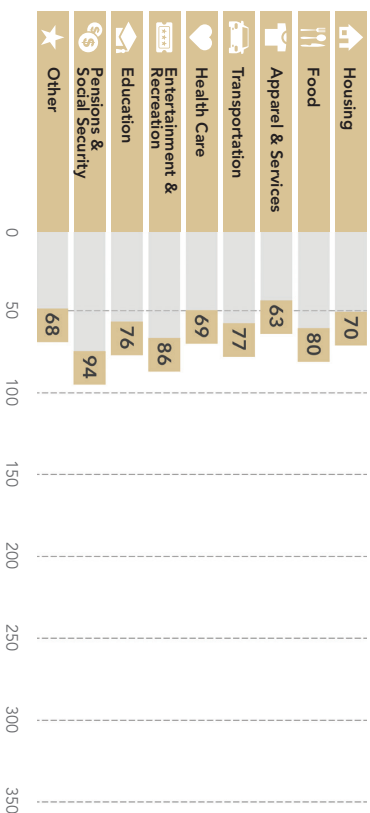


Median Net Worth



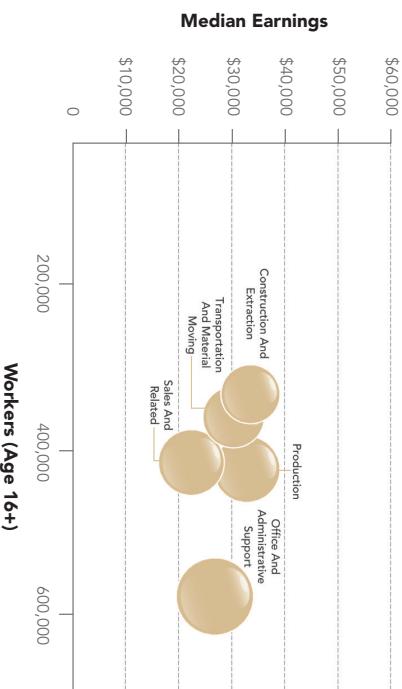
AVERAGE HOUSEHOLD BUDGET INDEX

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: Rustic Outposts

Southern Satellites



TAPESTRY
SEGMENTATION
esri.com/tapestry

MARKET PROFILE

(Consumer preferences are estimated from data by GfK MRI)

- Usually own a truck; likely to service it themselves.
- Frequent the convenience store, usually to fill up a vehicle with gas.
- Typical household has a satellite dish.
- Work on home improvement and remodeling projects.
- Own a pet, commonly a dog.
- Participate in fishing and hunting.
- Prefer to listen to country music and watch Country Music Television (CMT).
- Read fishing/hunting and home service magazines.
- Partial to eating at low-cost family restaurants and drive-ins.
- Use Walmart for all their shopping needs (groceries, clothing, pharmacy, etc.).

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.



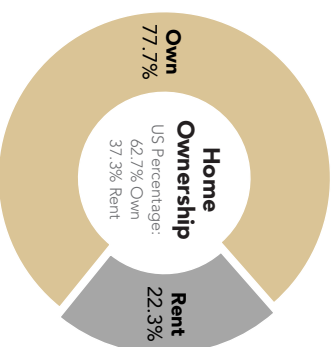
Typical Housing:

Single Family;
Mobile Homes

Median Value:

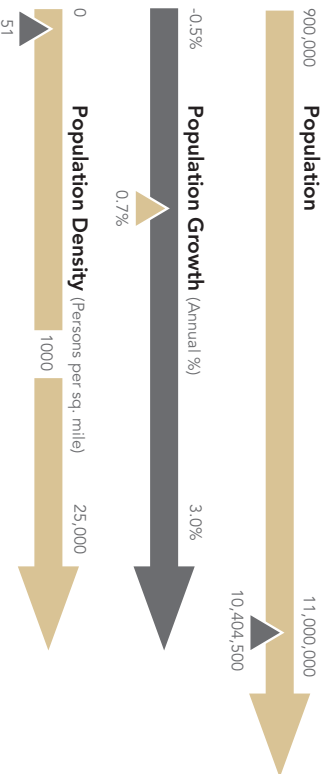
\$128,500

US Median: \$207,300



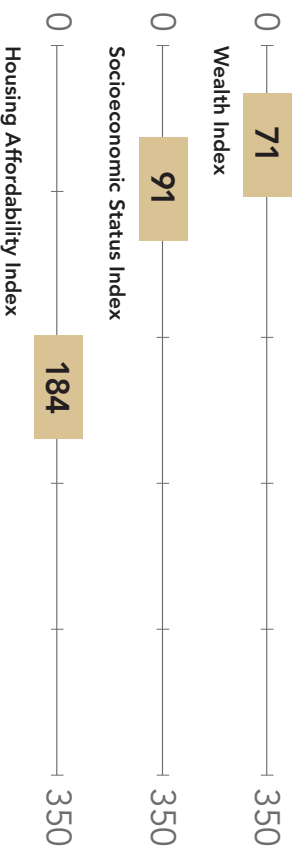
POPULATION CHARACTERISTICS

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.



10A

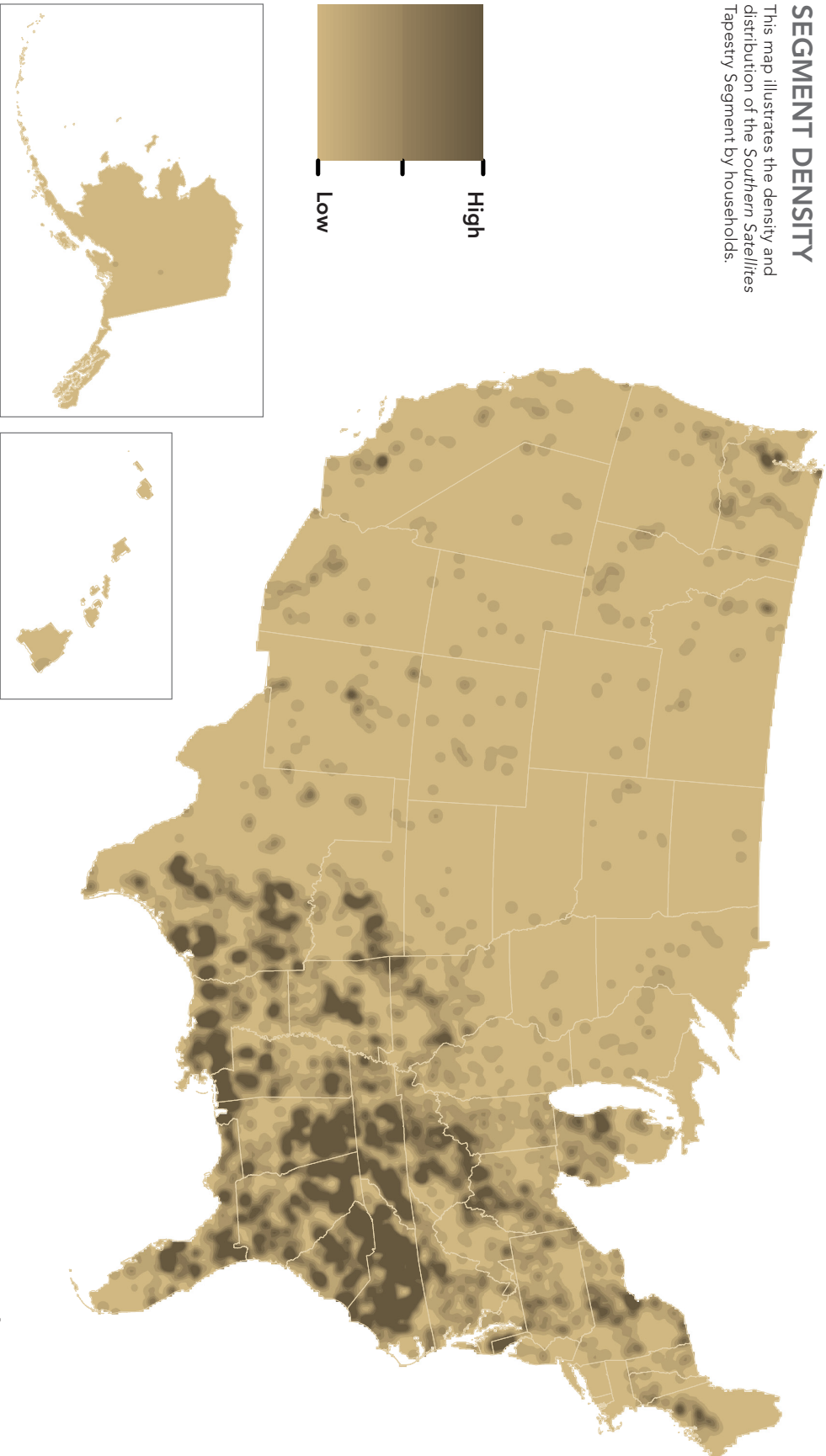
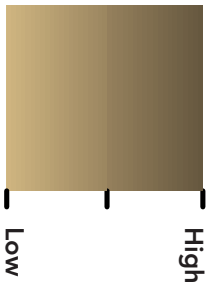
LifeMode Group: Rustic Outposts

Southern Satellites



SEGMENT DENSITY

This map illustrates the density and distribution of the Southern Satellites Tapestry Segment by households.



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Retail MarketPlace Profile

300 Old Cane Creek Rd
300 Old Cane Creek Rd, Fletcher, North Carolina, 28732
Drive Time: 15 minute radius

Prepared by Esri
Latitude: 35.43007
Longitude: -82.49882

Summary Demographics						
2019 Population						81,542
2019 Households						35,025
2019 Median Disposable Income						\$48,877
2019 Per Capita Income						\$35,264
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$1,172,318,741	\$1,748,212,565	-\$575,893,824	-19.7	770
Total Retail Trade	44-45	\$1,058,418,675	\$1,572,733,637	-\$514,314,962	-19.5	539
Total Food & Drink	722	\$113,900,065	\$175,478,927	-\$61,578,862	-21.3	231
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$225,209,806	\$405,166,531	-\$179,956,725	-28.5	78
Automobile Dealers	4411	\$184,393,981	\$362,821,807	-\$178,427,826	-32.6	38
Other Motor Vehicle Dealers	4412	\$18,106,195	\$18,861,306	-\$755,111	-2.0	13
Auto Parts, Accessories & Tire Stores	4413	\$22,709,629	\$23,483,418	-\$773,789	-1.7	27
Furniture & Home Furnishings Stores	442	\$41,217,070	\$39,820,886	\$1,396,184	1.7	45
Furniture Stores	4421	\$24,872,367	\$19,356,248	\$5,516,119	12.5	19
Home Furnishings Stores	4422	\$16,344,704	\$20,464,637	-\$4,119,933	-11.2	26
Electronics & Appliance Stores	443	\$31,997,261	\$74,464,161	-\$42,466,900	-39.9	19
Bldg Materials, Garden Equip. & Supply Stores	444	\$76,095,654	\$113,046,892	-\$36,951,238	-19.5	60
Bldg Material & Supplies Dealers	4441	\$71,289,105	\$103,935,755	-\$32,646,650	-18.6	43
Lawn & Garden Equip & Supply Stores	4442	\$4,806,549	\$9,111,137	-\$4,304,588	-30.9	17
Food & Beverage Stores	445	\$184,361,876	\$197,514,268	-\$13,152,392	-3.4	53
Grocery Stores	4451	\$171,032,550	\$179,737,716	-\$8,705,166	-2.5	31
Specialty Food Stores	4452	\$6,703,390	\$5,186,233	\$1,517,157	12.8	12
Beer, Wine & Liquor Stores	4453	\$6,625,935	\$12,590,320	-\$5,964,385	-31.0	9
Health & Personal Care Stores	446,4461	\$68,078,915	\$80,794,009	-\$12,715,094	-8.5	42
Gasoline Stations	447,4471	\$112,066,693	\$151,804,711	-\$39,738,018	-15.1	44
Clothing & Clothing Accessories Stores	448	\$50,791,446	\$38,741,423	\$12,050,023	13.5	48
Clothing Stores	4481	\$33,127,564	\$21,557,191	\$11,570,373	21.2	28
Shoe Stores	4482	\$7,915,644	\$9,107,788	-\$1,192,144	-7.0	8
Jewelry, Luggage & Leather Goods Stores	4483	\$9,748,239	\$8,076,444	\$1,671,795	9.4	12
Sporting Goods, Hobby, Book & Music Stores	451	\$28,291,151	\$40,699,943	-\$12,408,792	-18.0	39
Sporting Goods/Hobby/Musical Instr Stores	4511	\$23,904,169	\$36,634,722	-\$12,730,553	-21.0	36
Book, Periodical & Music Stores	4512	\$4,386,982	\$4,065,221	\$321,761	3.8	3
General Merchandise Stores	452	\$175,960,955	\$377,454,413	-\$201,493,458	-36.4	24
Department Stores Excluding Leased Depts.	4521	\$127,263,082	\$278,315,293	-\$151,052,211	-37.2	10
Other General Merchandise Stores	4529	\$48,697,873	\$99,139,120	-\$50,441,247	-34.1	14
Miscellaneous Store Retailers	453	\$45,825,772	\$46,878,940	-\$1,053,168	-1.1	81
Florists	4531	\$1,623,858	\$2,507,858	-\$884,000	-21.4	7
Office Supplies, Stationery & Gift Stores	4532	\$9,788,398	\$16,874,615	-\$7,086,217	-26.6	17
Used Merchandise Stores	4533	\$5,421,688	\$9,362,715	-\$3,941,027	-26.7	24
Other Miscellaneous Store Retailers	4539	\$28,991,828	\$18,133,752	\$10,858,076	23.0	33
Nonstore Retailers	454	\$18,522,076	\$6,347,460	\$12,174,616	49.0	7
Electronic Shopping & Mail-Order Houses	4541	\$13,100,029	\$4,967,395	\$8,132,634	45.0	4
Vending Machine Operators	4542	\$1,003,879	\$1,171,795	-\$167,916	-7.7	2
Direct Selling Establishments	4543	\$4,418,168	\$208,270	\$4,209,898	91.0	1
Food Services & Drinking Places	722	\$113,900,065	\$175,478,927	-\$61,578,862	-21.3	231
Special Food Services	7223	\$1,019,981	\$2,562,588	-\$1,542,607	-43.1	7
Drinking Places - Alcoholic Beverages	7224	\$8,087,615	\$3,654,232	\$4,433,383	37.8	11
Restaurants/Other Eating Places	7225	\$104,792,470	\$169,262,107	-\$64,469,637	-23.5	212

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. Esri 2019 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2019 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

October 23, 2019

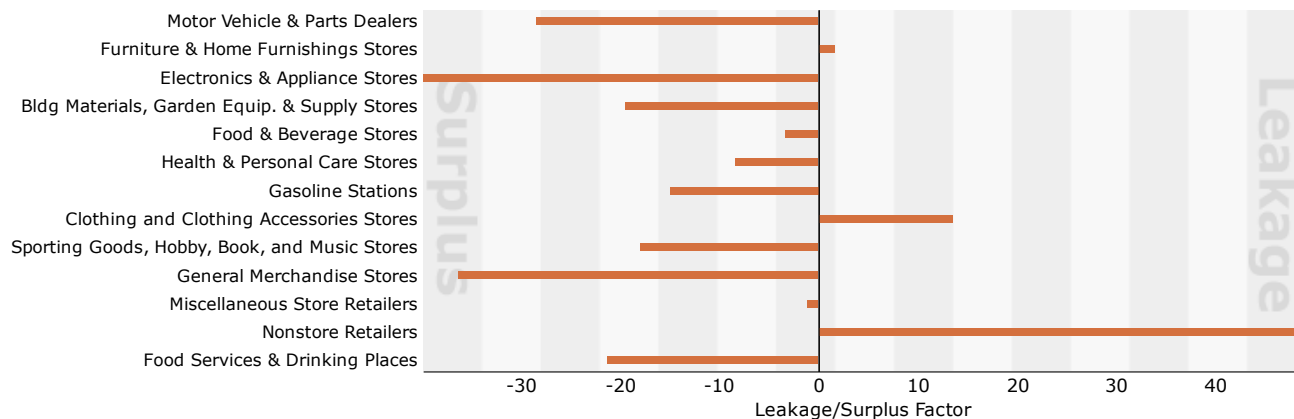


Retail MarketPlace Profile

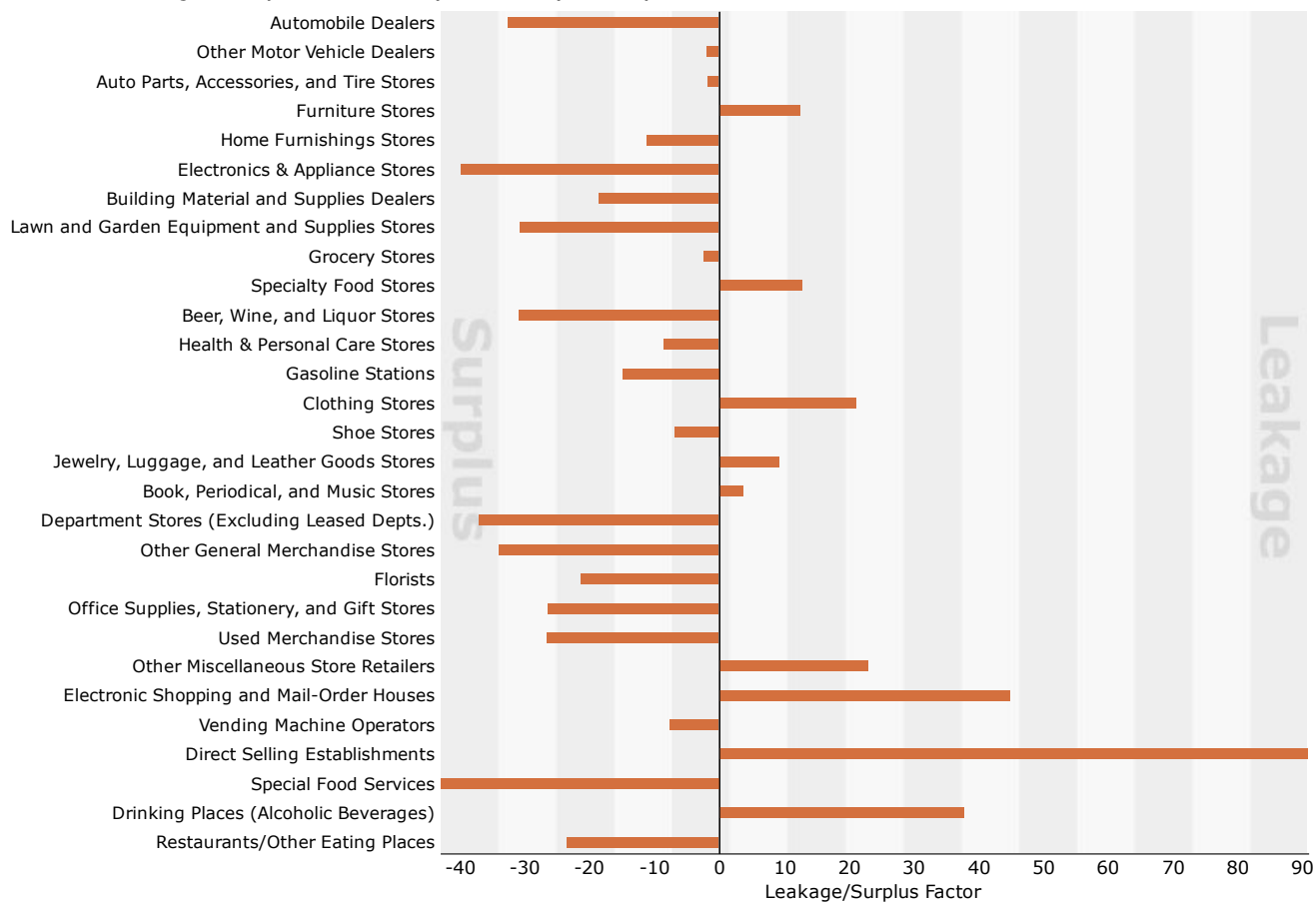
300 Old Cane Creek Rd
300 Old Cane Creek Rd, Fletcher, North Carolina, 28732
Drive Time: 15 minute radius

Prepared by Esri
Latitude: 35.43007
Longitude: -82.49882

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Esri 2019 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2019 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

October 23, 2019



Retail MarketPlace Profile

300 Old Cane Creek Rd
300 Old Cane Creek Rd, Fletcher, North Carolina, 28732
Drive Time: 30 minute radius

Prepared by Esri
Latitude: 35.43007
Longitude: -82.49882

Summary Demographics						
2019 Population						298,742
2019 Households						127,801
2019 Median Disposable Income						\$42,555
2019 Per Capita Income						\$31,546
2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$3,942,639,981	\$5,964,749,741	-\$2,022,109,760	-20.4	3,291
Total Retail Trade	44-45	\$3,564,378,384	\$5,323,180,079	-\$1,758,801,695	-19.8	2,371
Total Food & Drink	722	\$378,261,597	\$641,569,662	-\$263,308,065	-25.8	920
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$766,232,985	\$1,287,535,170	-\$521,302,185	-25.4	268
Automobile Dealers	4411	\$628,367,041	\$1,159,261,670	-\$530,894,629	-29.7	126
Other Motor Vehicle Dealers	4412	\$61,510,815	\$45,973,376	\$15,537,439	14.5	36
Auto Parts, Accessories & Tire Stores	4413	\$76,355,130	\$82,300,124	-\$5,944,994	-3.7	106
Furniture & Home Furnishings Stores	442	\$136,369,646	\$196,316,820	-\$59,947,174	-18.0	155
Furniture Stores	4421	\$82,707,335	\$75,441,354	\$7,265,981	4.6	74
Home Furnishings Stores	4422	\$53,662,311	\$120,875,466	-\$67,213,155	-38.5	81
Electronics & Appliance Stores	443	\$106,507,346	\$170,018,143	-\$63,510,797	-23.0	78
Bldg Materials, Garden Equip. & Supply Stores	444	\$254,277,174	\$315,863,541	-\$61,586,367	-10.8	192
Bldg Material & Supplies Dealers	4441	\$238,287,517	\$287,918,062	-\$49,630,545	-9.4	138
Lawn & Garden Equip & Supply Stores	4442	\$15,989,657	\$27,945,479	-\$11,955,822	-27.2	55
Food & Beverage Stores	445	\$621,017,711	\$962,233,195	-\$341,215,484	-21.6	264
Grocery Stores	4451	\$576,605,776	\$857,989,163	-\$281,383,387	-19.6	145
Specialty Food Stores	4452	\$22,539,193	\$36,002,129	-\$13,462,936	-23.0	75
Beer, Wine & Liquor Stores	4453	\$21,872,742	\$68,241,903	-\$46,369,161	-51.5	44
Health & Personal Care Stores	446,4461	\$229,737,050	\$359,418,519	-\$129,681,469	-22.0	188
Gasoline Stations	447,4471	\$381,809,006	\$459,813,596	-\$78,004,590	-9.3	157
Clothing & Clothing Accessories Stores	448	\$167,980,623	\$322,383,229	-\$154,402,606	-31.5	291
Clothing Stores	4481	\$109,785,971	\$207,751,696	-\$97,965,725	-30.9	195
Shoe Stores	4482	\$26,247,278	\$54,964,808	-\$28,717,530	-35.4	33
Jewelry, Luggage & Leather Goods Stores	4483	\$31,947,374	\$59,666,725	-\$27,719,351	-30.3	64
Sporting Goods, Hobby, Book & Music Stores	451	\$94,064,718	\$158,851,418	-\$64,786,700	-25.6	186
Sporting Goods/Hobby/Musical Instr Stores	4511	\$79,464,281	\$133,746,702	-\$54,282,421	-25.5	157
Book, Periodical & Music Stores	4512	\$14,600,437	\$25,104,717	-\$10,504,280	-26.5	29
General Merchandise Stores	452	\$588,191,006	\$837,245,475	-\$249,054,469	-17.5	102
Department Stores Excluding Leased Depts.	4521	\$424,074,628	\$615,797,735	-\$191,723,107	-18.4	41
Other General Merchandise Stores	4529	\$164,116,378	\$221,447,740	-\$57,331,362	-14.9	61
Miscellaneous Store Retailers	453	\$155,992,808	\$213,360,655	-\$57,367,847	-15.5	453
Florists	4531	\$5,230,252	\$9,805,088	-\$4,574,836	-30.4	39
Office Supplies, Stationery & Gift Stores	4532	\$32,515,373	\$47,774,004	-\$15,258,631	-19.0	96
Used Merchandise Stores	4533	\$17,888,056	\$44,696,523	-\$26,808,467	-42.8	122
Other Miscellaneous Store Retailers	4539	\$100,359,128	\$111,085,040	-\$10,725,912	-5.1	196
Nonstore Retailers	454	\$62,198,311	\$40,140,317	\$22,057,994	21.6	36
Electronic Shopping & Mail-Order Houses	4541	\$43,720,776	\$27,324,929	\$16,395,847	23.1	18
Vending Machine Operators	4542	\$3,378,503	\$2,436,946	\$941,557	16.2	7
Direct Selling Establishments	4543	\$15,099,032	\$10,378,442	\$4,720,590	18.5	11
Food Services & Drinking Places	722	\$378,261,597	\$641,569,662	-\$263,308,065	-25.8	920
Special Food Services	7223	\$3,343,889	\$8,914,532	-\$5,570,643	-45.4	33
Drinking Places - Alcoholic Beverages	7224	\$26,318,386	\$26,854,065	-\$535,679	-1.0	55
Restaurants/Other Eating Places	7225	\$348,599,322	\$605,801,064	-\$257,201,742	-26.9	832

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. Esri 2019 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2019 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

October 23, 2019

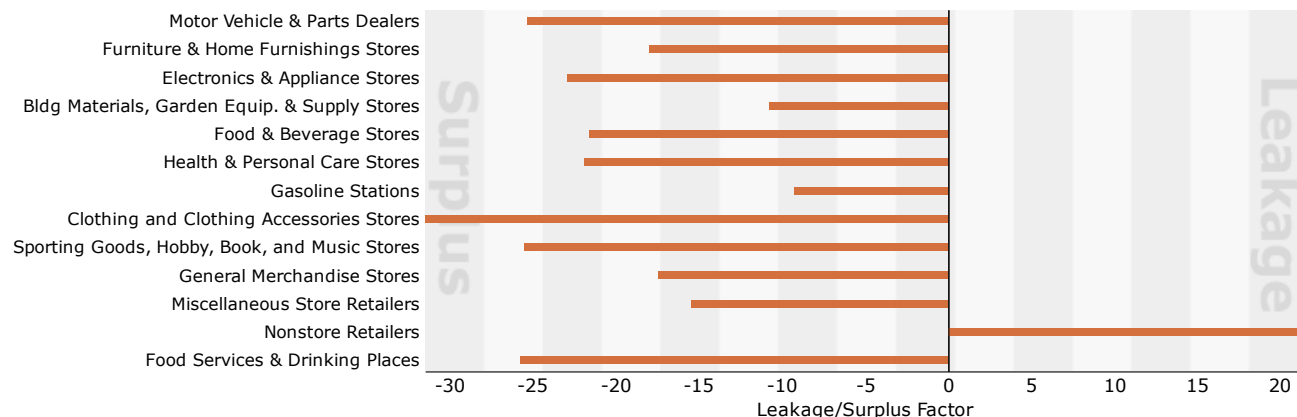


Retail MarketPlace Profile

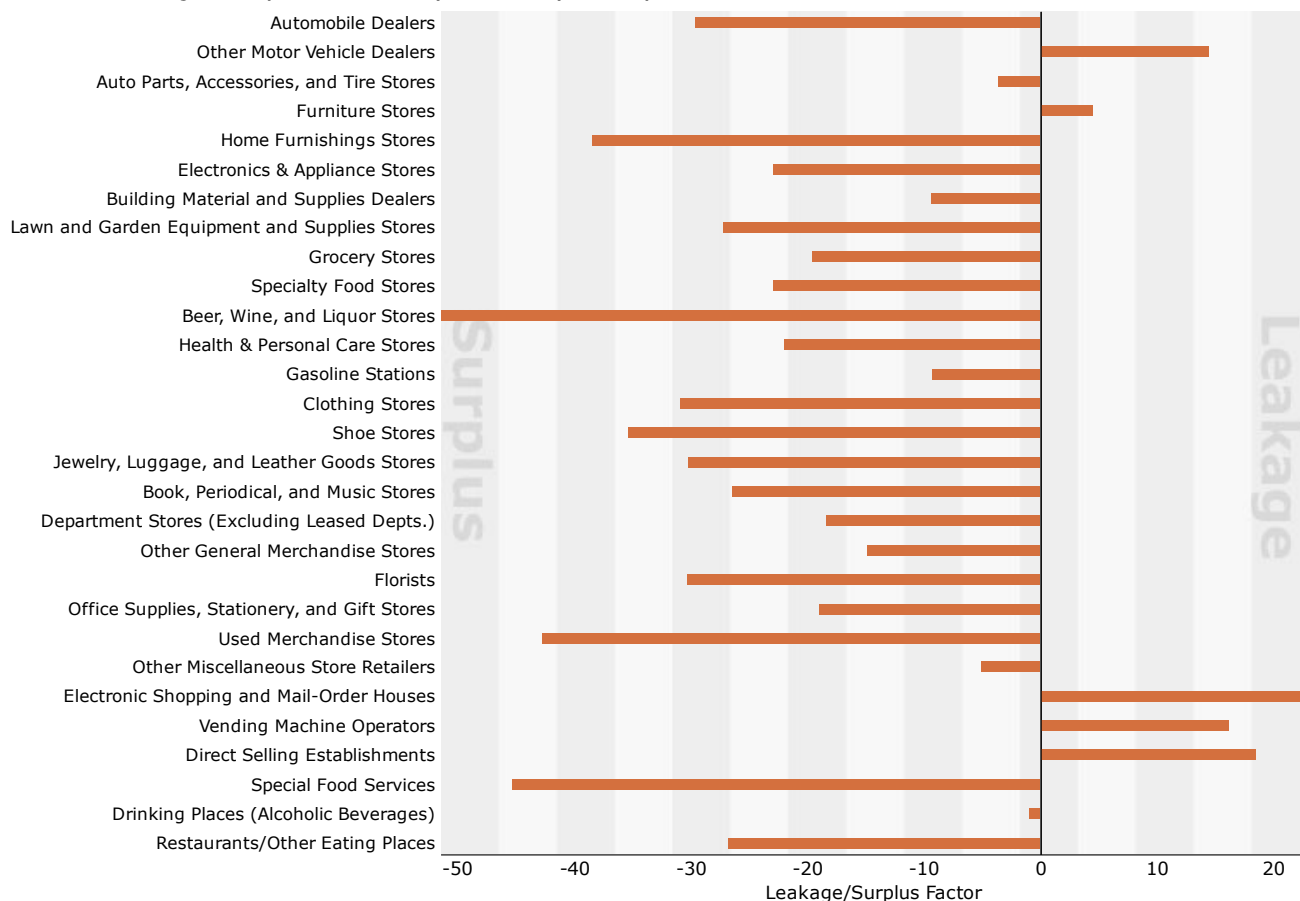
300 Old Cane Creek Rd
300 Old Cane Creek Rd, Fletcher, North Carolina, 28732
Drive Time: 30 minute radius

Prepared by Esri
Latitude: 35.43007
Longitude: -82.49882

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



Source: Esri and Infogroup. Esri 2019 Updated Demographics. Esri 2017 Retail MarketPlace. Copyright 2019 Esri. Copyright 2017 Infogroup, Inc. All rights reserved.

October 23, 2019

Residential v. Commercial Assessment Summary

2013									
District_code	DISTRICT	PROPERTY_CLASS	BLDG_VALUE	LAND_VALUE	APPRAISED_VALUE	ASSESSED_VALUE	Percentages - Appraised Values		
C40	TOWN OF FLETCHER	COMMERCIAL	69810700	63489300	133300000	114386400		18.63%	16.61%
C40	TOWN OF FLETCHER	INDUSTRIAL	61039700	24964400	86004100	83322900		12.02%	12.10%
C40	TOWN OF FLETCHER	MIXED	15802600	6381000	22183600	20883400		3.10%	3.03%
C40	TOWN OF FLETCHER	RESIDENTIAL	364608900	109266300	473875200	470077134		66.24%	68.26%
Total:			\$ 511,261,900	\$ 204,101,000	\$ 715,562,900	\$ 688,669,834			

2014									
District_code	DISTRICT	PROPERTY_CLASS	BLDG_VALUE	LAND_VALUE	APPRAISED_VALUE	ASSESSED_VALUE	Percentages - Appraised Values		
C40	TOWN OF FLETCHER	COMMERCIAL	80239200	63674800	143914000	109221000		19.73%	15.94%
C40	TOWN OF FLETCHER	INDUSTRIAL	61369300	24789500	86158800	83477600		11.81%	12.18%
C40	TOWN OF FLETCHER	MIXED	15849800	6381000	22230800	20930600		3.05%	3.05%
C40	TOWN OF FLETCHER	RESIDENTIAL	365569900	111696000	477265900	471567634		65.42%	68.82%
Total:			\$ 523,028,200	\$ 206,541,300	\$ 729,569,500	\$ 685,196,834			
YoY:			\$ 11,766,300	\$ 2,440,300	\$ 14,206,600	\$ (3,473,000)			

2015									
District_code	DISTRICT	PROPERTY_CLASS	BLDG_VALUE	LAND_VALUE	APPRAISED_VALUE	ASSESSED_VALUE	Percentages - Appraised Values		
C40	TOWN OF FLETCHER	COMMERCIAL	83953700	70988700	154942400	119041942		20.51%	16.78%
C40	TOWN OF FLETCHER	INDUSTRIAL	64065700	22935500	87001200	84298500		11.52%	11.88%
C40	TOWN OF FLETCHER	MIXED	15759500	6837900	22597400	21298100		2.99%	3.00%
C40	TOWN OF FLETCHER	RESIDENTIAL	373906600	116985400	490892000	484774525		64.98%	68.33%
Total:			\$ 537,685,500	\$ 217,747,500	\$ 755,433,000	\$ 709,413,067			
YoY:			\$ 14,657,300	\$ 11,206,200	\$ 25,863,500	\$ 24,216,233			

2016									
District_code	DISTRICT	PROPERTY_CLASS	BLDG_VALUE	LAND_VALUE	APPRAISED_VALUE	ASSESSED_VALUE	Percentages - Appraised Values		
C40	TOWN OF FLETCHER	COMMERCIAL	100999100	73834900	174814000	137556526		22.34%	18.73%
C40	TOWN OF FLETCHER	INDUSTRIAL	65686100	25665200	91351300	88648600		11.68%	12.07%
C40	TOWN OF FLETCHER	MIXED	15951100	6884900	22836000	21536700		2.92%	2.93%
C40	TOWN OF FLETCHER	RESIDENTIAL	377743200	115698600	493432800	486883435		63.06%	66.27%
Total:			\$ 560,379,500	\$ 222,054,600	\$ 782,434,100	\$ 734,425,261			
YoY:			\$ 22,694,000	\$ 4,307,100	\$ 27,001,100	\$ 25,012,194			

2017									
District_code	DISTRICT	PROPERTY_CLASS	BLDG_VALUE	LAND_VALUE	APPRAISED_VALUE	ASSESSED_VALUE	Percentages - Appraised Values		
C40	TOWN OF FLETCHER	COMMERCIAL	108087900	72838500	180946400	142142226		22.70%	19.03%
C40	TOWN OF FLETCHER	INDUSTRIAL	65509600	24345700	89855300	87152600		11.27%	11.67%
C40	TOWN OF FLETCHER	MIXED	15964900	6884900	22849800	21550500		2.87%	2.88%
C40	TOWN OF FLETCHER	RESIDENTIAL	387179500	116136700	503316200	496257494		63.15%	66.42%
Total:			\$ 576,741,900	\$ 220,225,800	\$ 796,567,700	\$ 747,102,820			
YoY:			\$ 16,362,400	\$ (1,828,800)	\$ 14,533,600	\$ 12,677,559			

Henderson County Commuting Report, Primary Jobs 2015

OVERALL INFLOW OUTFLOW ANALYSIS

Resident Flow (Live/Work in Henderson County)	Jobs
Resident Live/Work in Henderson County	17,257
Worker inflow	15,296
Resident Outflow	22,071
Net Flow	-6,775

COMMUTING FLOW ANALYSIS BY EARNING, AGE AND INDUSTRY GROUP

Earnings Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs earning \$1,250 per month or less	3,408	22.3%	3,657	21.2%	4,940	22.4%	-1,532
Jobs earning \$1,251 to \$3,333 per month	6,276	41.0%	7,749	44.9%	8,961	40.6%	-2,685
Jobs earning more than \$3,333 per month	5,612	36.7%	5,851	33.9%	8,170	37.0%	-2,558

Age Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs of workers age 29 or younger	3,463	22.6%	3,073	17.8%	4,899	22.2%	-1,436
Jobs for workers age 30 to 54	8,241	53.9%	9,330	54.1%	11,916	54.0%	-3,675
Jobs for workers age 55 or older	3,592	23.5%	4,854	28.1%	5,256	23.8%	-1,664

Industry Group	Worker Inflow	Percent of Total	Resident Worker	Percent of Total	Resident Outflow	Percent of Total	Net Flow
Jobs in Goods Producing industries	3,952	25.8%	4,213	24.4%	3,680	16.7%	272
Jobs in Trade, Transportation, and Utilities industries	3,818	25.0%	2,383	13.8%	5,371	24.3%	-1,553
Jobs in All Other Services industries	7,526	49.2%	10,661	61.8%	13,020	59.0%	-5,494

Data Source: US Census Bureau, Center for Economic Studies, LODES, 2015, available in 2017

This workforce product was funded by a grant awarded by the U.S. Department of Labor's Employment and Training Administration. The product was created by the recipient and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership. This product is copyrighted by the institution that created it. Internal use by an organization and/or personal use by an individual for non-commercial purposes is permissible. All other uses require the prior authorization of the copyright owner.

COMMUTING BY TOP 10 COUNTIES AND BY STATE

Workers Coming Into Henderson County

Resident County	Jobs	Percent of Inflow Jobs	Percent of All County Jobs
Buncombe County, NC	6,298	41.2%	19.3%
Transylvania County, NC	1,226	8.0%	3.8%
Haywood County, NC	884	5.8%	2.7%
Polk County, NC	660	4.3%	2.0%
Rutherford County, NC	622	4.1%	1.9%
Greenville County, SC	462	3.0%	1.4%
Mecklenburg County, NC	389	2.5%	1.2%
McDowell County, NC	357	2.3%	1.1%
Cleveland County, NC	330	2.2%	1.0%
Madison County, NC	230	1.5%	0.7%

Workers Coming into Henderson County by Surrounding State

State	State Resident Workers	Percent of Inflow Jobs	Percent of All County Jobs
South Carolina	972	6.4%	3.0%
Tennessee	146	1.0%	0.4%
Georgia	143	0.9%	0.4%
Virginia	59	0.4%	0.2%

Residents Working Out of Henderson County

Workplace County	Jobs	Percent of Outflow Jobs	Percent of All County Jobs
Buncombe County, NC	10,866	49.2%	27.6%
Mecklenburg County, NC	1,426	6.5%	3.6%
Transylvania County, NC	1,064	4.8%	2.7%
Wake County, NC	1,050	4.8%	2.7%
Greenville County, SC	768	3.5%	2.0%
Haywood County, NC	520	2.4%	1.3%
Polk County, NC	370	1.7%	0.9%
Spartanburg County, SC	351	1.6%	0.9%
Guilford County, NC	324	1.5%	0.8%
Rutherford County, NC	318	1.4%	0.8%

Residents Working Out of Henderson County by Surrounding State

State	State Resident Workers	Percent of Outflow Jobs	Percent of All County Jobs
South Carolina	1,473	6.7%	4.5%
Georgia	190	0.9%	0.6%
Tennessee	167	0.8%	0.5%
Virginia	69	0.3%	0.2%

COMMUTING BY TOP 10 COUNTIES AND BY STATE

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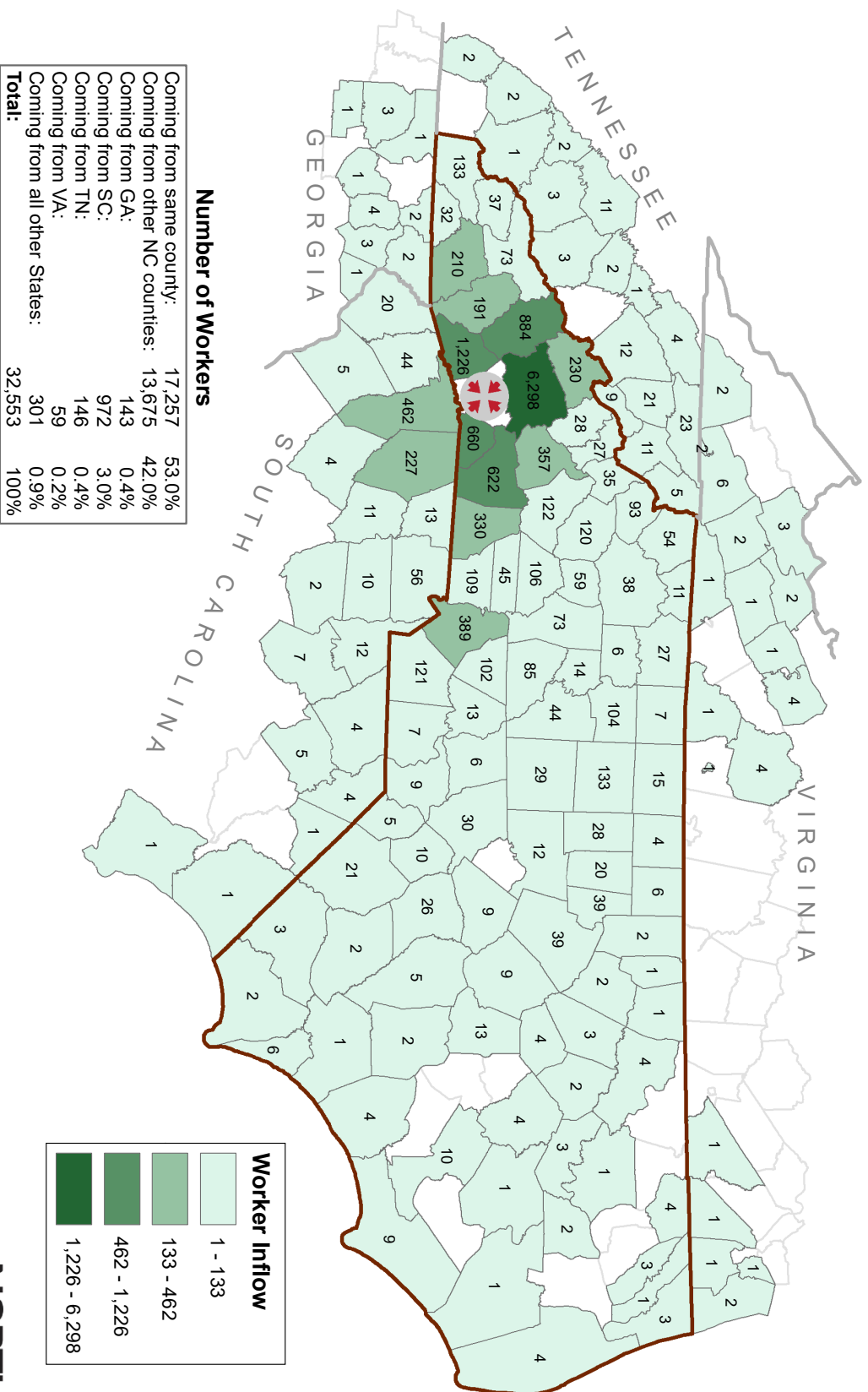
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Workers Commuting into Henderson County, North Carolina



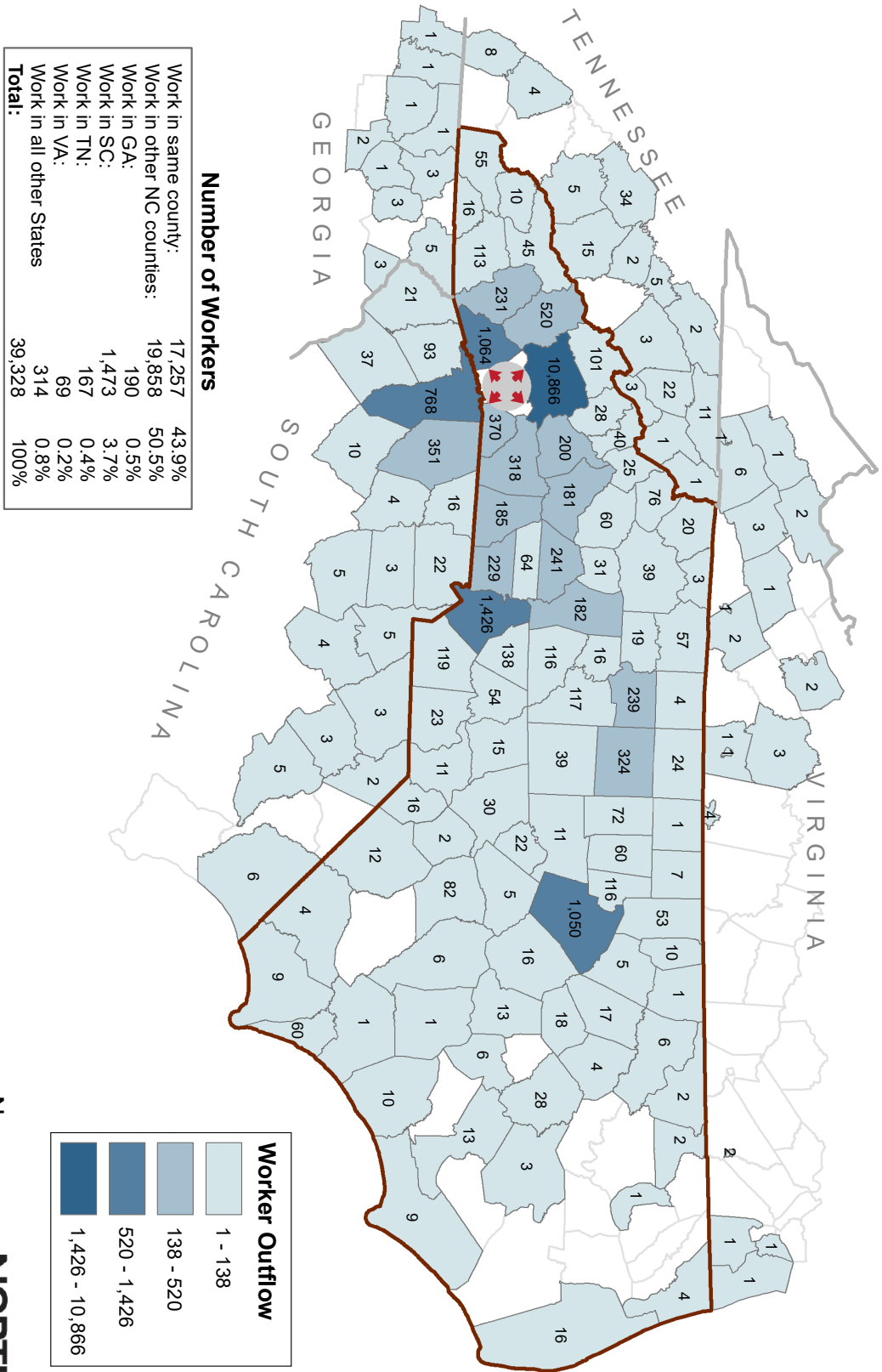
Data Source: US Census Bureau, Center for Economic Studies, LODES, 2015.
Map Created in October, 2017

60
Miles



Workers Commuting out of Henderson County, North Carolina

Data Source: US Census Bureau, Center for Economic Studies, LODES, 2015.
 Map Created in October, 2017





**Prepared for:
The Town of Fletcher**

Rose & Associates Southeast, Inc.

www.roseassociates.com
March 2020