

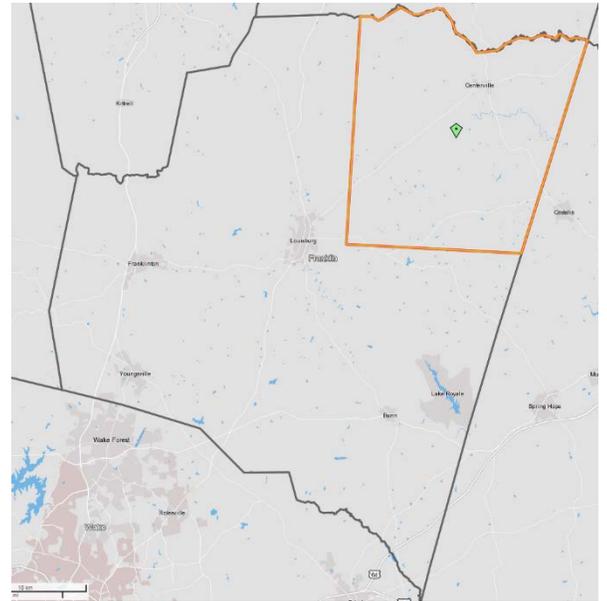
# NORTHEAST FRANKLIN COUNTY ECONOMIC STRATEGY

Prepared by the NC Main Street & Rural Planning Center Staff



High performing organizations are those that learn to anticipate and adapt to change by creating value for those served, and motivation and meaning for those who serve them. The best tool for accomplishing these objectives is strategic planning.

In November 2017, Franklin County requested the North Carolina Rural Development Division, Rural Planning Center help the County prepare an economic development strategic plan for the northeastern quadrant of the County. A planning committee was formed and began meeting in late January 2018. The committee met over the winter of 2018 and discussed the issues facing Northeast Franklin County, regarding economic development.



For this plan, Northeast Franklin County is the area generally bordered by NC Highway 56 and 561 to the south, and NC Highway 39/US-401 to the west. The area includes the unincorporated communities of Alert, Centerville, Epsom, Gold Sand, Gupton, Hickory Rock, Ingleside, Oswego, Red Bud, Schloss, White Level, and Wood.

The committee articulated a vision for the future of Northeast Franklin County and addressed many issues in developing a strategic vision/economic positioning statement:

***Northeast Franklin County, just close enough to the Capital, offering rural pursuits and endless opportunities***

Then they began the difficult task of identifying major issues, strategies, and setting measurable objectives to implement the plan's vision. Finally, they developed a system to monitor progress of the plan and to inform changes to the action plan and renewal of vision.

This document is the culmination of their efforts.

The Action Plan is composed of the following elements: *Goals, Objectives, Actions, and Tasks*. The Time Horizon of the vision/economic positioning statement is 5 years, with 1 Year Implementation Plans updated annually.



The *goals, objectives, actions* and *tasks* refer to the following definitions:

## Goals...

...are general guidelines that explain what you want to achieve – they are usually long-term and represent global visions, such as “grow the local economy”

## Objectives...

...define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable (number, timeframe, percentage), and may have a defined completion date

## Actions...

...often, each objective is associated with a series of actions. Therefore, implementing a strategic goal typically involves implementing a series of actions along the way

## Tasks...

...a step by step list that will help you accomplish each action, usually achievable in 1 year

**Northeast Franklin County Economic Development Plan (draft 05.23.18 v3)**

**Economic Positioning/Vision: Northeast Franklin County, just close enough to the Capital, offering rural pursuits and endless opportunities**

BROADBAND / INTERNET ACCESS	AGRI-TOURISM	PROMOTION
<p><b>Goal: Improve Broadband (internet access) capacity</b></p> <p><i>Objective: Increase number of homes served, internet speeds</i></p>	<p><b>Goal: Bring people to Northeast Franklin County to enjoy agriculture and natural resources</b></p> <p><i>Objective: Generate more attendance at events</i></p>	<p><b>Goal: Develop a marketing plan for recruiting business and potential residents</b></p> <p><i>Objective: Increase numbers of small businesses, numbers of residents/new home construction</i></p>
<p>Action: Coordinate and Work with Franklin County Broadband Action Committee Task: Promote surveys and be visibly involved</p>	<p>Action: Work with local Cooperative Extension Service to identify agricultural sites in the northeastern part of the County Task: Get local agricultural sites/attractions added to regular Cooperative Extension events</p>	<p>Action: Develop concept of a signature annual event Task: Put together an event planning committee</p>
<p>Action: Identify and contact local internet providers Task: Draft a statement for citizens/business owners to use when contacting providers Task: Provide citizens/business owners with contact information for internet providers</p>	<p>Action: Work with Rural Fire Departments to create bigger fundraisers that include kid events Task: Meet with Rural Fire Departments regarding upcoming fundraisers Task: Coordinate larger family-friendly events centered around fire department fundraisers</p>	<p>Action: Contact Gold Mine Timber Company regarding gold mine site Task: Inquire about acquisition of the gold mine site Task: Research similar sites around the state and country that have an emphasis on gold mining as an attraction</p>
<p>Action: Talk to Nash County and Person County Task: Inquire about how these counties are addressing the lack of internet capacity Task: Pursue grants from state, federal, and private sources for addressing internet issues</p>		

## Monitoring and Evaluation

Constant evaluation of the goals, objectives and action steps in this plan, via regular review sessions with the Strategic Planning team and other community leadership, is critical to ensuring it remains a viable, living document. The Northeast Franklin County Committee will continually monitor progress on how well and successful the region is at managing projects, meeting deadlines, communicating internally and to multiple external audiences, and utilizing the resources available.

The Northeast Franklin County Economic Development Strategy is a living document used to prioritize the needs of the community and outline the region's objectives. The value of the plan lies with the ability of Northeast Franklin to set realistic goals — and implement innovative strategies — against which progress can be measured. It also allows the community to gauge the ongoing product of its local government.

Implementation, evaluation and modification will be continuous for the plan and Northeast Franklin to remain relevant, responsive and proactive. This strategic effort will provide greater accountability and represents an organization-wide approach to the preservation and enhancement of the quality of life our very special community enjoys.

The most successful strategic planning efforts approach implementation from a network-based model, versus a more traditional hierarchical model (top-down approach). An Implementation Committee should be appointed to oversee the region's efforts and to reach out to partners. By working with economic partners such as NC Department of Commerce, Franklin County Economic Development Commission, and the Kerr Tar Regional Council of Government, Northeast Franklin's economic development strategy can leverage resources and capacity. The NC Main Street & Rural Planning Center (NC MS&RPC) division of NC Department of Commerce has yearly Actions & Tasks templates to assist the area in measuring progress, and the Implementation Committee should reach out to the Community Economic Development Planner (NC Commerce) once a year to help evaluate success.

The Implementation Committee will revisit the plan twice yearly (at county budget time, and in November) to mark progress and amend the plan as necessary.

# Are we getting there?



- Check measurements
- Implementation and monitoring
  - Committee reviews the plan twice a year and modifies if necessary every year

# Appendix: Market Snapshot

**Table 1: Top 10 Employers in Zip Codes 27549 & 27816**

Company Name	Employees
Franklin Oaks Nursing & Rehab	170
Louisburg College	115
Social Service	101
Louisburg Nursing Ctr	89
Louisburg Elementary School	85
Louisburg High School	85
United Home Care Inc	85
Edward Best Elementary School	80
Laurel Mill Elementary School	75
Royal Elementary School	75

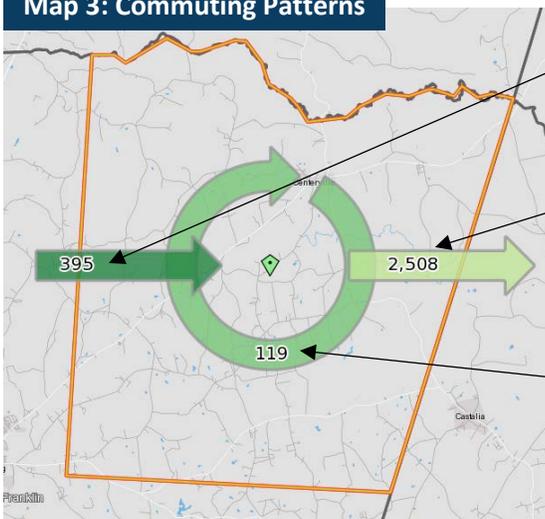
**Table 2: Where NE Franklin Residents Work**

	Count	Share
Raleigh, NC	411	15.6%
Louisburg, NC	285	10.8%
Rocky Mount, NC	117	4.5%
Durham, NC	103	3.9%
Henderson, NC	79	3.0%
Charlotte, NC	58	2.2%
Cary, NC	50	1.9%
Wilson, NC	50	1.9%
Wake Forest, NC	46	1.8%
Greensboro, NC	36	1.4%
All Other Locations	1,392	53.0%
Total All Jobs	2,647	100.0%

**Table 3: Where NE Franklin Residents Commute To**

	Count	Share
Total All Jobs	2,647	100.0%
Less than 10 miles	374	14.2%
10 to 24 miles	728	27.7%
25 to 50 miles	978	37.2%
Greater than 50 miles	547	20.8%

**Map 3: Commuting Patterns**

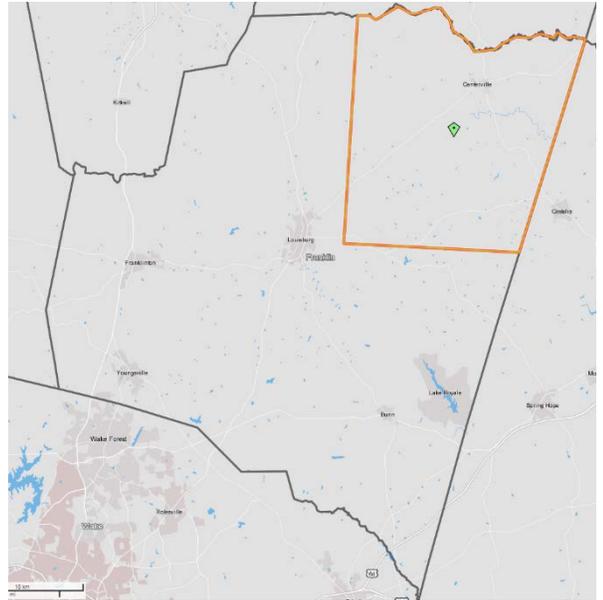


395 people come to NE Franklin to work

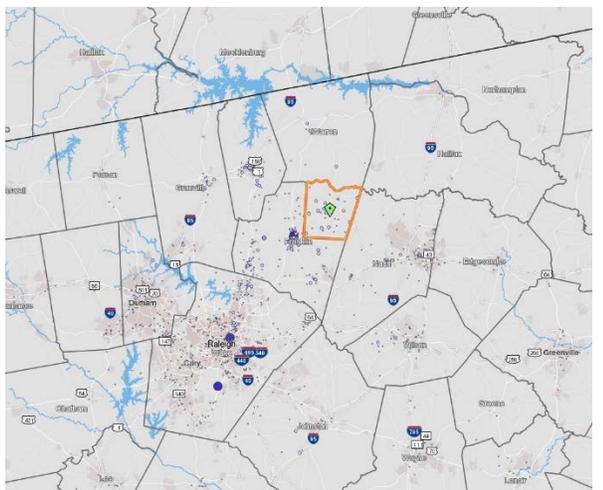
2,508 residents leave NE Franklin

119 people stay in the area to work

**Map 1: Study Area**

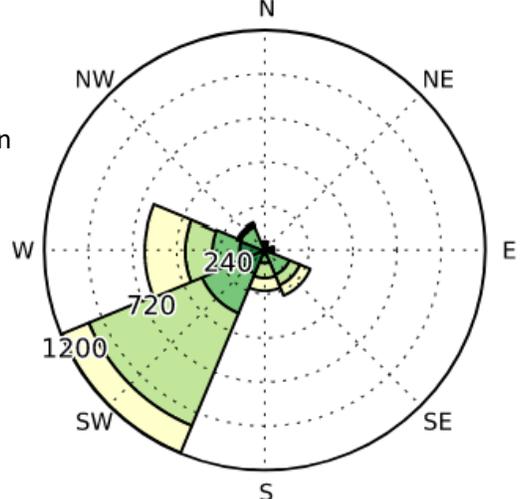


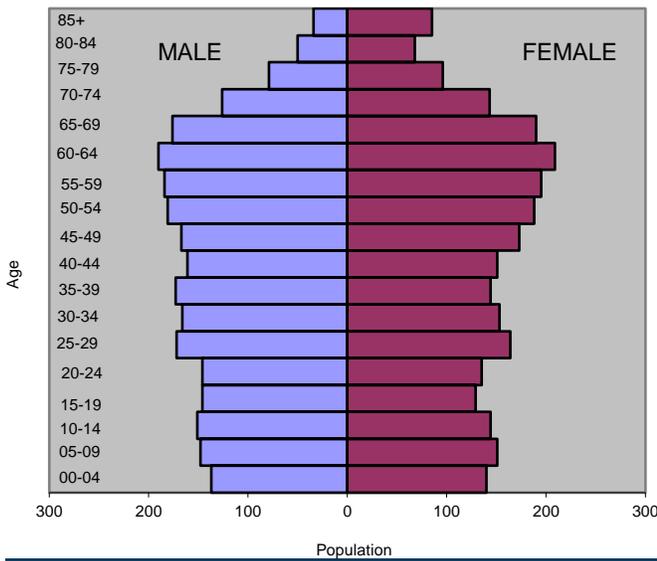
**Map 2: Where People Work**



**Map 4: Direction People Go To Work**

Job Counts by Distance/Direction in 2015  
All Workers





Summary	2017	2022
Population	5,564	5,517
Households	2,209	2,180
Families	1,470	1,439
Avg Household Size	2.48	2.50
Owner Occupied Housing Units	1,524	1,522
Renter Occupied Housing Units	685	658
Median Age	43.5	45.1
Median Household Income	\$38,045	\$40,176
Average Household Income	\$51,381	\$58,782
Per Capita Income	\$20,675	\$23,493

**Target Area Profile For This Snapshot:**

The NE quadrant of Franklin County:

**Sources For Information:**

- ESRI Business Online Analyst, Demographics, Tapestries [www.esri.com](http://www.esri.com)
- Quick Facts, NC: [www.census.gov/quickfacts](http://www.census.gov/quickfacts)
- Access NC: [accessnc.commerce.state.nc.us](http://accessnc.commerce.state.nc.us)
- US Census On The Map: [onthemap.ces.census.gov](http://onthemap.ces.census.gov)

**Disclaimer:** This report was prepared by the NC Main Street and Rural Planning Center.

**Retail Leakage** indicates an unmet demand in the trade area. This suggests the possibility the community can support additional retail for that business type. Residents within these primary trade areas are purchasing products outside of these trade areas, indicating opportunities to capture these dollars within the study area from either a specific trade area with the most leakage or multiple areas within a reasonable distance of Northeast Franklin County. (**Leakage is shown as a positive value in green when reviewing the actual ESRI data.**)

**Retail Surplus** means the community’s trade area is capturing the local market plus attracting non-local shoppers. Surplus doesn’t necessarily imply that the community can’t support additional businesses, but rather the community has possibly developed strong clusters of retail including eating and drinking establishments that have broad geographical appeal. (**Surplus is shown as a negative value in red when reviewing the ESRI data.**) In the study area, there was no surpluses.

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

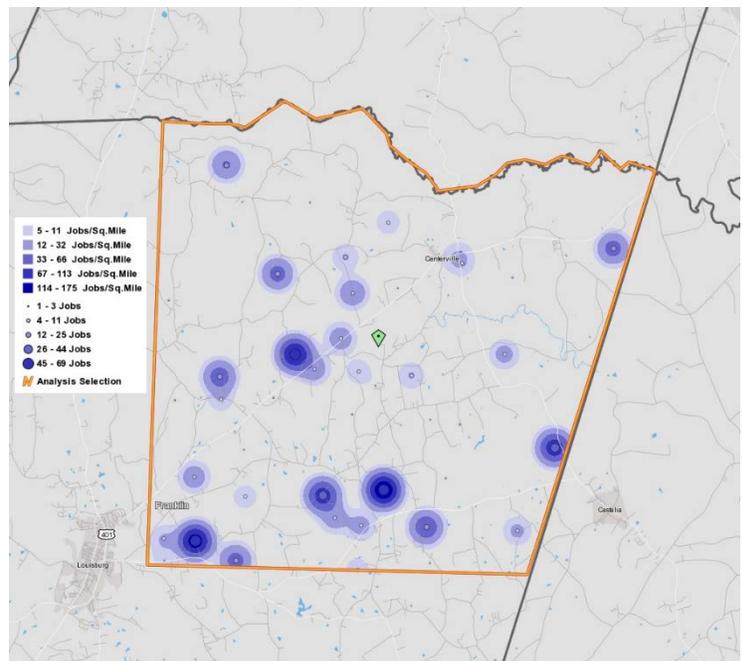
**Table 5: Retail Leakage in NE Franklin**

Industry Group	Demand	Supply	Leakage
Motor Vehicle & Parts Dealers	\$12,618,928	\$851,850	<b>\$11,767,078</b>
Food & Beverage Stores	\$9,326,376	\$704,804	<b>\$9,326,372</b>
General Merchandise Store	\$8,654,875	\$838,111	<b>\$7,816,764</b>
Food Services & Drinking Places	\$5,291,504	\$766,250	<b>\$4,525,254</b>
Restaurants/Other Eating Places	\$4,920,324	\$761,416	<b>\$4,158,908</b>
Health & Personal Care Stores	\$3,569,463	\$0	<b>\$3,569,463</b>
Clothing & Clothing Accessories Stores	\$2,298,394	\$0	<b>\$2,298,394</b>
Bldg Materials, Garden Equip. & Supply Stores	\$4,192,966	\$2,067,578	<b>\$2,125,388</b>
Furniture & Home Furnishings Stores	\$1,931,297	\$0	<b>\$1,931,297</b>
Miscellaneous Store Retailers	\$2,509,087	\$711,387	<b>\$1,797,700</b>
Sporting Goods, Hobby, Book & Music Stores	\$1,330,403	\$0	<b>\$1,330,403</b>
Non-store Retailers	\$925,745	\$0	<b>\$925,745</b>
Gasoline Stations	\$6,238,570	\$5,530,558	<b>\$708,012</b>
Electronics & Appliance Stores	\$1,441,079	\$1,143,220	<b>\$297,859</b>
<b>Total Retail Trade and Food &amp; Drink</b>	<b>\$65,249,011</b>	<b>\$13,375,174</b>	<b>\$52,578,637</b>

**Table 6: Jobs & Industries in NE Franklin**

Industry	Count	Share
Educational Services	119	24.0%
Construction	76	15.4%
Waste Management	60	12.1%
Agriculture, Forestry	55	11.1%
Manufacturing	53	10.7%
Transportation and Warehousing	50	10.1%
Other Services	31	6.3%
Retail Trade	19	3.8%
Wholesale Trade	16	3.2%
Professional, Scientific, Technical	8	1.6%
Healthcare	5	1.0%
Finance and Insurance	2	0.4%
Real Estate, Rental and Leasing	1	0.2%
<b>Total</b>	<b>495</b>	<b>100%</b>

**Map 5: Jobs/Square Mile in NE**



For more information about the Main Street and Rural Planning Center, contact:  
[www.nccommerce.com/rd/main-street/rural-planning-program](http://www.nccommerce.com/rd/main-street/rural-planning-program)

## Tapestry Segmentations, Race & Ethnicity for NE Franklin County

Tapestry Segmentations Identified by ESRI: These provide a detailed description of America's neighborhoods. U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition, then further classifies the segments into LifeMode and Urbanization Groups. Each radii has numerous LifeMode groups for a total of 100%. The summaries on this page are considered the largest percentage within each radii for each Tapestry Segmentation giving a minimalistic snapshot of the largest segmentation by percentage in study area. By looking into the more detailed information, NE Franklin can get a sense of who their customers are and insight into how to market to and what types of products to possibly add to existing inventory, or even diving deeper into each Tapestry Segment's LifeMode and Urbanization Group, there may be an entirely new business that could be added based on the tapestries within the study area. In NE Franklin, the top Segment is "Southern Satellites." Source: <http://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation>.)

**Southern Satellites :** #1 Tapestry Segmentation within the study area, comprising 67.5% of the study area. Southern Satellites represent 3.1% overall in the U.S. They are primarily concentrated in the South and found in rural settlements within metropolitan areas.

The information reflects the characteristics of Southern Satellites:

- 3,775,000 households nationwide
- Average Household Size: 2.65
- Median Age: 39.7 (US Median is 37.6)
- Median Household Income: \$44,000 (US Median is \$51,000)



**Who "we" are:** Slightly older, settled married-couple families who own their own homes. Almost two-thirds of the homes are single-family structures; a third are mobile homes. Median household income and home value are below national 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 country living, preferring outdoor activities and DIY home projects.

**Our Neighborhood:** About 79% of households are owned; married couples with no children are the dominant household type, with a number of multi-generational households. Most housing units built in 1970 or later. Most households own 1 or 2 vehicles, but owning 3+ is common.

**Socioeconomic Traits:** Education: almost 40% have a high school diploma only, 41% have college education. Unemployment rate is slightly higher than U.S. rate; labor force participation is 59.7%, slightly lower than the U.S.; consumers are more concerned about cost than quality or brand loyalty; obtain a significant amount of information from TV, compared to other media

**Race and Ethnicity:** Nationally, 85% white, 8% black, 8% Hispanic.

**Market Profile:** Typical of their country lifestyle, Southern Satellites residents prefer trucks over sedans. Work on home improvement and remodeling projects, internet and TV service is often via satellite, partial to low-cost family restaurants, use big box retail stores for most shopping needs (groceries, clothing, pharmacy).

### Other Tapestry Segmentations In Study Area:

Rural Bypasses – 29.1%  
Midlife Constants – 3.4%