

# Economic Development Strategic Plan

Adopted (Date)

# 2014



Emerald  
Isle,  
North  
Carolina

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## **Economic Development Strategic Plan Steering Committee**

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## **Executive Summary**

The following topics represent the dominant issues identified during the online community survey, stakeholder interviews and steering committee project. In response to the aspirations listed below; a detailed list of recommended goals, objectives and strategies are presented beginning on page 13 of this report. The steering committee highly encourages Town leadership, in concert with the Emerald Isle Business Association, Carteret County Economic Development Council, Carteret County Tourism Development Authority and local business owners to take appropriate action where applicable.

### **Dominant Issues Identified:**

*Maintain a low tax rate*

*Increase off-season business and employment opportunities*

*Locate a visitor's center in Emerald Isle*

*Increase the number of cultural and recreational opportunities*

*Reduce regulations (critical habitat)*

*Increase the amount of beach and sound accesses*

*Preservation of the natural environment*

## Project Overview

Emerald Isle is the westernmost town located on Bogue Banks along Hwy 58 in Carteret County. According to the United States Census Bureau, the town has a 2010 permanent population of 3,655. However during the summer months the Town's population can swell to as many as 40,000 people. Emerald Isle is bordered to the west by Bogue Inlet, to the east by the Town of Indian Beach, to the north by Bogue Sound and to the south by the Atlantic Ocean.

In the spring of 2013 the North Carolina Division of Community Assistance (DCA) was invited to assist the Town of Emerald Isle in the development of an Economic Development Strategic Plan. This plan is to serve as a guide to help direct the Town in remaining economically viable and competitive in the 21st century and beyond. This project, while specific to Emerald Isle, is part of a larger effort headed up by the Economic Development Council of Carteret County. This effort includes Economic Development strategic plans for all participating municipalities as well as a plan for the entire county. Once the effort is complete, the Economic Development Council (EDC) hopes to identify opportunities that will allow for job creation and retention; identify sites and facilities that are available for sale or use; identify small business opportunities primed for success to generate more local sales by preventing leakage to surrounding areas; and finally to help create a sense of place specific to Carteret County.



## **Process, Public Participation and Development of Plan**

Beginning in August 2013, DCA met with Emerald Isle's Economic Development Strategic Plan Steering Committee twice per month. During these meetings, which were open to the public, the steering committee was walked through the planning process. This process was devised to answer several key questions: Where are we now? Where are we going? How do we get there?

In order to answer these important questions the steering committee was guided through a SWOT (strengths, weakness, opportunities, threats) analysis, which helps set the current climate in the Town, a visioning exercise in which participants were asked to envision their community in 20 years' time and to reflect what they would like to see their community become. The steering committee was then asked to develop a community survey to be distributed to citizens, property owners and business owners in order to garner as much public input and support as possible. Citizen participation is important to any strategic planning process. It allows you to gauge what is important to the community and what issues and trends the community feels should be given a priority by government officials. The online survey was filled out by 1,242 participants. The steering committee also identified the Town's stakeholders, who were seen by the steering committee as being influential contributors to the Town. A questionnaire was then developed, and the staff of DCA conducted individual, private interviews with the identified stakeholders. Input from the public was also obtained from interviews with several focus groups that represented prominent civic groups and homeowner associations.

Once all of the information was tabulated, DCA staff presented the results to the steering committee, which was then asked to identify several important issues on which the Town would focus its efforts over the next several years. The steering committee had a list of the top concerns from the committee itself, the community survey and the stakeholder interviews. The DCA staff then led the steering committee through exercises and discussions to develop a series of recommended goals, objectives and strategies for each issue identified in the preceding survey and interview process.

## History of Emerald Isle

Emerald Isle was largely unsettled until the 1950s. Several years after Atlantic Beach was developed as a seashore resort, Henry K. Fort of Philadelphia bought the land that now makes up most of Emerald Isle, along with 500 acres on the mainland in what is now the town of Cape Carteret. Fort planned to link the island and his mainland property with a bridge and develop a large resort. When support for constructing the bridge could not be raised, he abandoned the project. The property was sold in 1954 by Mrs. Anita Fort Maulik of Philadelphia. The total purchase price of \$350,000, the largest ever recorded in Carteret County at the time, was offered by seven investors from the Red Springs area of southeastern North Carolina. This area was later named Emerald Isle. Years later, a ferry was created and it carried motorists and pedestrians over to the beaches of modern-day Emerald Isle. The ferry landed near what is now Island Harbor Marina. Today, the Cameron Langston Bridge provides access from the mainland to Emerald Isle and the western end of Bogue Banks. Emerald Isle is a thriving beach-vacation spot, with plenty to do for the entire family. The Town's municipal complex and community center has large meeting rooms, a full basketball court and a gym. The town also offers many public beach access areas for residents and visitors alike.

**(Source: Emerald Isle Town Website)**



## ***Current Situation***

Emerald Isle is located in Carteret County on the western end of the southern Outer Banks island called Bogue Banks in North Carolina. Bogue Banks is 25 miles long, with Atlantic Beach at the easternmost end, Salter Path, Indian Beach and Pine Knoll Shores in the center and Emerald Isle on the westernmost end.

The Highway 58 (and Highway 24) corridors are major arteries that connect Emerald Isle to the mainland and other island communities, and position Emerald Isle in the unique position of providing a gateway to the Crystal Coast beaches of Carteret County.

Emerald Isle is a beach community with a permanent population of about 3,600 and a summer population exceeding 40,000.

Since the early 1970s, development in Emerald Isle has rapidly accelerated, however the types of land use have remained limited to commercial, single-family residential, multi-family residential, and mobile home parks or campgrounds. The overall appearance of the town is one of low-density development (except for the commercial areas) with a quiet, single-family residential atmosphere.

It should be noted that Emerald Isle does not have any extraterritorial planning jurisdiction.

The physical growth of Emerald Isle is somewhat limited simply due to its geographic configuration. Situated on the westernmost tip of Bogue Banks, Emerald Isle is bordered on three sides by water. Bogue Sound with the Atlantic Intracoastal Waterway is to the north, the Atlantic Ocean to the south and Bogue Inlet to the west, which also serves as the border that separates Carteret and Onslow Counties. The Town of Indian Beach is situated directly to the east along Highway 58.

The Town's 2004 CAMA Land Use Plan includes the designation of three mixed use areas known as Village East, Village West and Marina Village. As part of the implementation efforts for CAMA Land Use Plan, significant changes were made to the Town's development regulations including the creation of a Unified Development Ordinance. The Unified Development Ordinance also included the creation of the Village East, Village West and Marina Village zoning districts which are three mixed-use districts intended to create opportunities for

redevelopment that incorporate innovative planning and design along with smart growth principles.

During the planning meeting on November 26, 2013, the steering committee identified the need to increase off-season business and employment, and to encourage an increase in the number of recreational and cultural events, as emerging and ongoing issues. These same type business and employment concerns were also important issues identified during the development of the community survey, stakeholder's interviews and SWOT (strengths, weaknesses, opportunities and threats) exercise.

Committee members also noted two other important issues: To minimize the impacts of flood and wind insurance rate increases and designations of critical habitats, as well as to maintain a low tax rate.

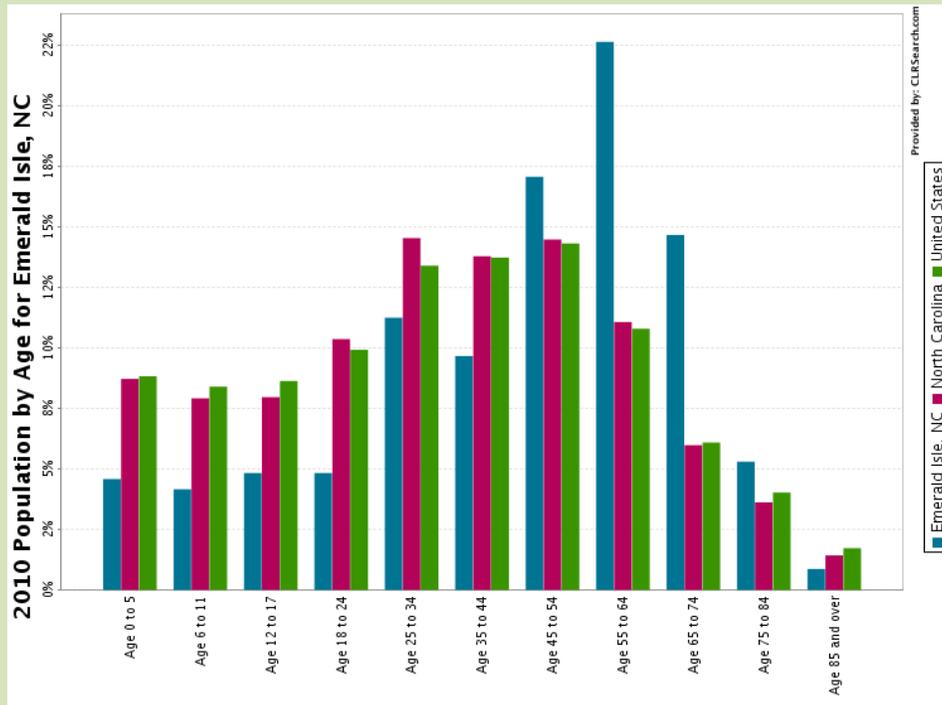
The committee identified some core values of the Town that they believe will help it to be successful in the future. Those values are: family and business friendly, safe, quiet, small and to maintain a good school system with popular community events. Emerald Isle was also noted as having good public water access and water atmosphere.

The committee suggested the opportunities of creating partnerships with surrounding communities to increase awareness of the area and prospects of increase economic development.



## Population Summary

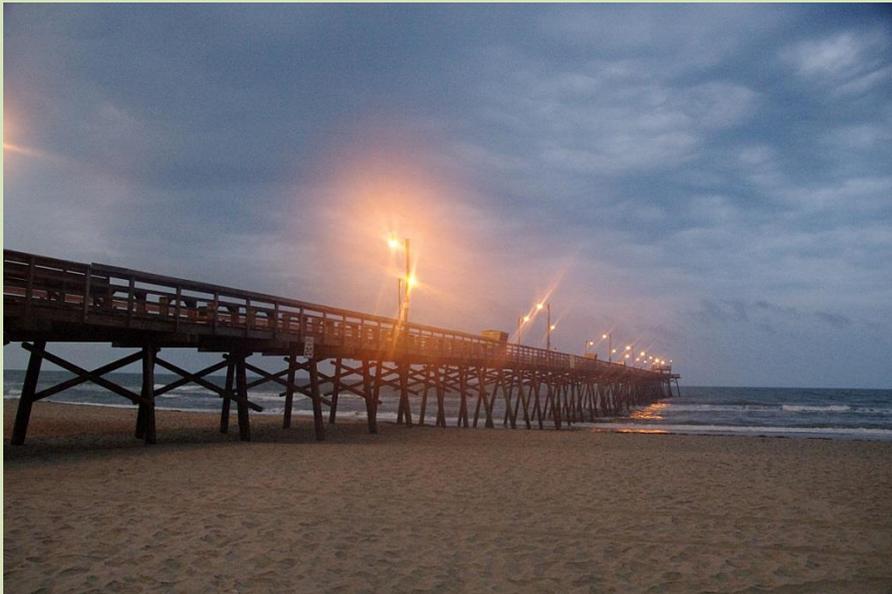
According to the 2010 U.S. Census, the Town of Emerald Isle had a year-round population of 3,655 and a July 1, 2012, estimated population of 3,699. Most of the Town’s residents (55%) were born in a state other than North Carolina. Emerald Isle saw a large amount of growth between 1980 and 2000. Most of the Town’s residential housing stock (74%) was built during the time period between 1980 and 2000. However, in the early part of this century the Town saw population growth slow to around 5%. The largest age groups are those between the ages of 60 and 74, accounting for approximately 27% of the Town’s 2010 population. Emerald Isle is a racially homogeneous town. Caucasians make up 97% of the Town’s year-round population with the Hispanic or Latino population accounting for 2%. Emerald Isle also has a highly educated population. Almost half of the Town’s year-round residents (49%) have a bachelor’s and/or graduate or professional degree. The 2011 estimated median family income for Emerald Isle was \$82,083, well above the Carteret County (\$59,229) and North Carolina (\$57,171) averages.



## Vision for the Future

The Economic Development Strategic Plan's vision statement is typically a statement that sums up the desires of the community as a whole. Any decisions made by local officials should fit within and support the community's adopted vision. The following was taken from Emerald Isle's CAMA Land Use Plan:

***Today and into the future, retail and commercial services support the Emerald Isle's tourism economy, and they have also developed to serve the growing number of year-round residents. The community is careful to avoid over commercialization in order to maintain our image as a family beach. Emerald Isle values its cooperative spirit. It works with its citizens, property owners, and businesses, and with other local governments in the region to implement programs and to address issues that affect and improve the quality of life.***



# Location Map



## Goals, Objectives & Strategies

***Goal: Increase off-season business and employment and encourage an increase in the number of recreational and cultural events.***

***Objective: Increase off-season business and employment opportunities***

***Strategies:***

- Support the Emerald Isle Business Association.
- Consider adding a paid staff person to support and promote the EIBA.
- Encourage more Emerald Isle-based businesses to join EIBA.
- Research beach communities that have successful off-season business.
- Develop more off-season events (town and county-wide).
- Create an implementation committee composed of EI Business Association, CCEDC, TDA, Emerald Isle Arts Council, Chamber of Commerce, Town of Emerald Isle, local businesses with priorities of implementing this plan's strategies and funding a position of EI Director of Economic Development, Tourism and Marketing Manager.

***Objective: Move existing Western Carteret Visitors Center from current location on the mainland to Emerald Isle to increase utilization.***

***Strategies:***

- Research funding opportunities to locate the visitors center on Emerald Isle.
- Utilize proceeds from sale of existing modular Visitors Center building toward cost of new Visitors Center construction.
- Consider methods to partner with Emerald Isle Business Association for the operation of the new Visitors Center.
- Promote the use of County room tax proceeds to fund construction of the new Visitors Center.

**Goal: Minimize the impacts of flood and wind insurance rate increases and designations of critical habitats.**

**Objective: Engage the community in efforts to minimize proposed insurance rate increases.**

**Strategies:**

- Encourage citizens to attend all insurance-related meetings and contact their respective governmental representatives to express opposition to insurance rate increases and designations of critical habitats that restrict the use of the beach.
- Continue to work with the Coastal Caucus.
- Encourage second homeowners to contact their respective governmental representatives in their primary home location expressing opposition to insurance rate increases and designations of critical habitats.

**Objective: Improve the Town's CRS rating**

**Strategies:**

- Consider additional 1 ft. freeboard requirement.

**Goal: Maintain a low tax rate**

**Objective: Keep tax rate at \$0.125 (general fund) at \$0.045 (Nourishment primary district) and \$0.015 (Nourishment secondary district)**

**Strategies:**

- Continue responsible influence and staff practices of efficient fiscal management of municipal income and expenses.
- Maintain the lowest property tax rate along the N.C. coast.



**Goal: Continue beach nourishment and inlet dredging.**

**Objectives –**

**Obj. 1 – Maintain sand levels in accordance with triggers outlined in the Bogue Banks Master Plan.**

**Strategies**

- Re-nourish in accordance with BBMP Triggers as of Sept 2013:

Bogue Inlet	238 cy/ft.	}	235 cy/ft. FEMA trigger
Emerald Isle West			
West	230 cy/ft.	}	266 cy/ft. FEMA trigger
Central	272 cy/ft.		
East	242 cy/ft.		
Emerald Isle Central	=====>		211 cy/ft. FEMA trigger
West	213 cy/ft.		
East	207 cy/ft.		
Emerald Isle East	=====>		221 cy/ft. FEMA trigger
West	214 cy/ft.		
East	235 cy/ft.		

- Remain engaged in State/Federal legislative/agency action that threatens nourishment.

**Obj. 2 – Remain eligible for FEMA storm loss mitigation.**

**Obj. 3 – Maintain adequate funding for beach nourishment.**

**Strategies:**

- Continue to maintain adequate balance in the Future Beach Nourishment Fund to meet future nourishment needs without incurring new debt.
- Coordinate with Carteret County for a fair share of the Carteret County Occupancy Tax.
- Continue to seek alternative local funding sources for beach nourishment to minimize the impact on Emerald Isle property taxpayers.
- Continue to advocate for State nourishment funding by way of promotion and continued communication with our representatives in the General Assembly and appropriate County and State authorities.

**Obj. 4– Promote a stable central location for the main channel in Bogue Inlet**

**Strategies:**

- Achieve dual benefit by dredging channel to stabilize in a central location and utilize dredge spoils for beach nourishment.

**Goal:** *Continue beach nourishment and inlet dredging – (continued)*

**Objective:** *Maintain appropriate level of the beach as measured by the annual survey*

**Strategies:**

- Educate and promote property owner sand fencing and dune vegetation maintenance.
- Continue approval process for long-term beach nourishment permit to implement the Bogue Banks Master Plan.
- Continue to oppose critical habitat efforts that increase the cost of beach nourishment and limit beach use.

**Goal:** *Increase beach and sound access while maintaining a clean natural environment.*

**Objective:** *Continue maintenance and addition of passive parks and water access to residents and visitors.*

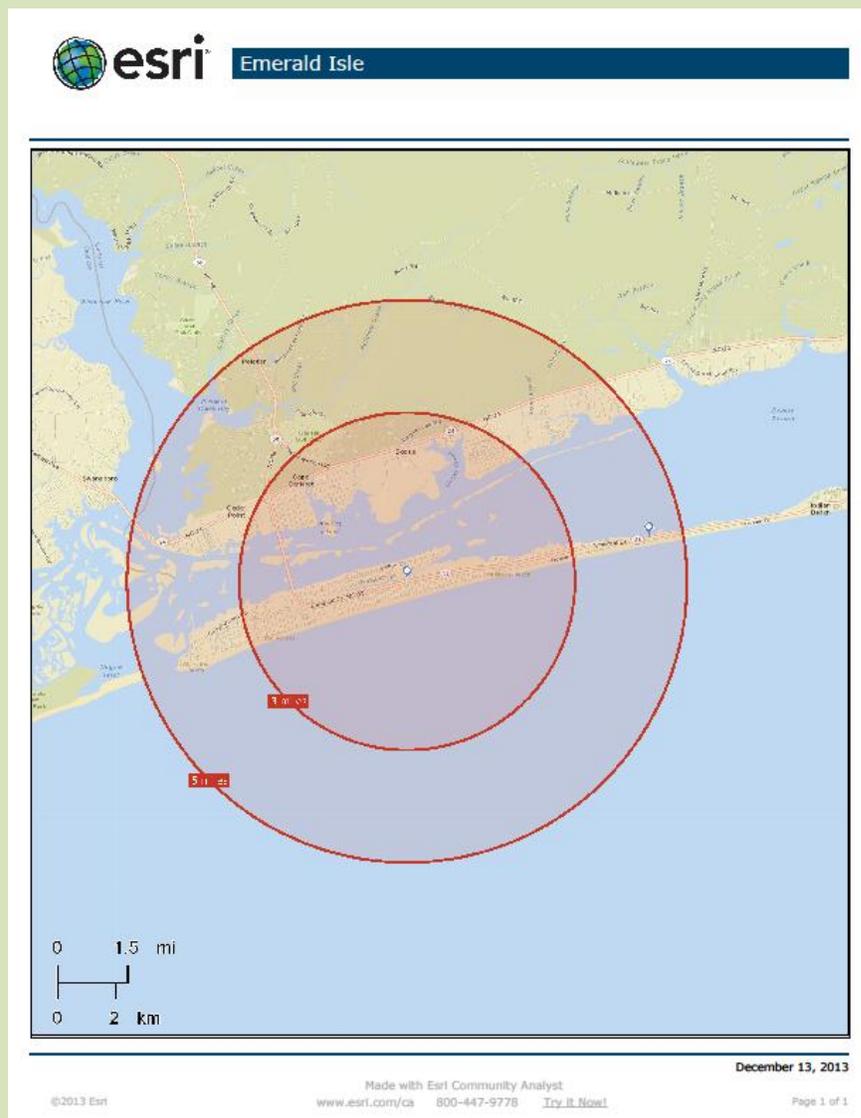
**Strategies:**

- Continue PARTF and other grant funding opportunities for passive parks and water access points.
- Map all public parks & water access points and advertise as appropriate.
- Utilize and promote the *Leisure Lane Newsletter* of the Emerald Isle Parks and Recreation Department through emails of town manager, home rental companies and other appropriate methods.
- Use QR codes to show places and points of interest.



## Retail Market Place Capture and Leakage Summary

This report shows, within a 3- and 5-mile radius of Emerald Isle, if merchandise and services are meeting consumer demand in Emerald Isle and surrounding areas, or if customers are shopping elsewhere. This information is useful for new businesses wishing to develop and existing businesses wishing to expand.



Source: Environmental Systems Research Institute's (ESRIBIS©) 2013 US

The proprietary leakage/surplus factor summarizes the relationship between retail sales (supply) and consumer spending (demand). The profile for Emerald Isle is located in Appendices B. The best way to utilize this information is to attempt to capture between 10-20% of the money “leaking” out of the profile area for a NAICS industry classification. Therefore, if the 10-20% capture could support a venture, then it may be worth the investment. This profile is not a guarantee, however a very useful guide for economic development decision making.

Within a 5-mile radius of the center of Emerald Isle, currently there is a capture of \$100 million of a retail potential of \$130 million in total retail trade and food and drink leaving a leakage of \$30 million. In this 5-mile radius, sales are concentrated in building materials, garden equipment and supply stores, food and beverage (groceries), health and personal care (drug stores), and food services and drinking places (restaurants).

Currently there is a capture of about \$2.4 million, or about 11%, of the \$22.6 million in motor vehicle and parts dealers and gasoline stations (NAICS Codes 441 and 4471). After adjusting for local competition, there is an additional \$30 million in potential non-automobile retail sales within five miles to be captured in several categories; notably in the categories of general merchandise (department and variety stores) \$22.4 million, limited-service eating places (limited servers) \$3.7 million, furniture stores \$1.5 million, electronics and appliance Stores \$1.4 million and clothing and clothing accessories stores \$1.3 million. Assuming the ability to capture 10-20% of these potential sales there is probability of \$3 million to \$6 million in additional retail sales available from a 5-mile radius of Emerald Isle.

Considering the data of the 3-mile radius of Emerald Isle, there is an additional \$6 million in potential non-automobile retail sales to be captured in general merchandise (department and variety stores) \$13 million, electronics and appliance stores, limited-service eating places (limited servers) \$1.7 million and furniture and home furnishings stores \$1.2 million. Current retail sales within this radius are concentrated in building materials, garden equipment and supply stores, food and beverage stores (grocery), health and personal care stores (drug), clothing and clothing accessory stores and food service and drinking places (restaurants). (See Appendix B)

## **Monitoring & Updating Plan**

The Committee recommends adoption and appointment of a standing Emerald Isle Economic Committee appointed by the Mayor and Town Board and comprised of five resident members, an Emerald Isle Town Commissioner and a representative from the Emerald Isle Business Association, CCEDC, TDA, Chamber of Commerce and other interested persons/groups as deemed appropriate. This committee can assist, as directed, to implement strategies contained in this report and as may be levied by the Board. The committee also recommends the development of a new Economic Strategic Plan in 2019.

## **Committee Note**

The Committee would like to take this opportunity to sincerely thank all experts for the hard work accomplished during the past five months, in particular Mr. Trey Smith, Lead Planner and Mr. Zachry Lee Nichols, Community Development Planner, from the North Carolina Department of Commerce – Division of Community Assistance, Eastern Regional Office who greatly contributed to our discussions during the dialogues within our committee. We are also grateful to Mr. Miles Stempin, Executive Director, CCEDC, Mayor Schools and Mayor Barber, Commissioner Wooten and Mr. Kevin Reed for their wise counsel and advice on the many issues that we have tackled. We hope that with our joint efforts, and with the support of the Town Board we have provided clear goals, objectives & recommended strategies that will make a positive difference to our economic environment and quality of life in Emerald Isle.

- *Sincerely, The Committee*

# Appendix

## A. Summary of SWOT Analysis

### **(S) - Strengths**

- Emerald Fest
- Safety
- Family beach
- Business friendly
- Not a “big” tourist beach
- Great location
- Flexible zoning philosophy
- Bike path
- Overall appearance that attracts investment
- Water atmosphere
- Only 4 stop lights
- Quiet place
- Different (sense of place)
- Small (social community)
- Community Events (micro events)
- Town growth
- Small town atmosphere
- School system
- Geographic orientation (East to West)
- Natural area
- Public water access
- Boat ramp
- Commercial design standards (façade, lighting, colors)

### **(W) - Weaknesses**

- Not enough community events targeting Emerald Isle residents
- Lack of family oriented businesses so people don’t have to leave Emerald Isle
- Lack of sewer / Maintaining septic systems
- Lack of opportunity for events on the beach similar to other communities
- Lack of healthcare facilities
- Accessibility (highway, airport)
- Lack of waterfront dining and land to locate it on
- Lack of offseason events
- Two lane bridge (bottleneck)
- No bike or running lane on bridge
- Lack of lighting on Coast Guard Rd
- Overhead utilities (appearance)

### **(O) - Opportunities**

- Gateways on Hwy 58, Hwy 24 and Hwy 70
- Capture of money leaving Emerald Isle

- Red Box (DVD, Blue Ray)
- Partnerships with Cape Carteret and other surrounding communities
- Upscale outlet mall (off island)
- College – off island (environmental, tourism, hospitality)
- Additional festivals
- Welcome center with an economic section
- Promotion of mixed use zoning (residence above business etc.)
- Promotion of Emerald Isle through social media
- Visitor center on Emerald Isle
- Kiosk – visitor and tourism information
- Tourist friendly web page
- Outdoor theater
- Multi-screen movie theater
- Shoulder season business improvement
- County playbook, Vivian Powell with N.C. Dept. of Commerce
- Q.R. Code (bike paths, kayaks etc.)
- Micro brewery
- Way finding
- Increase year round population
- Marketing to baby boomers looking to get off the grid

### **(T) - Threats**

- BRAC & Federal funding issues
- Economic downturn
- Insurance increases
- Road improvements to other beach Towns not named Emerald Isle
- Natural disasters
- Loss of money from federal and state government for beach re-nourishment
- Additional unwanted regulations from Federal and State government
- Decreases in grant funding
- Rising fuel costs
- Loss of the image of a family beach
- Negative publicity (i.e. Drowning’s, red tide, sharks)
- Loss of beach and access
- Outside competition with similar ideas
- Loss of low tax rate
- Poor water quality
- Saltwater intrusion
- Lack of youth involvement or to other areas
- Lack of jobs
- Lack of an increase in personal income

## B. Population & Housing Statistics

### 1. Population and Households

Table 1.1 Historic Population Trends 1990—Present

<i>Jurisdiction</i>	<i>1990</i>	<i>2000</i>	<i>% Change</i>	<i>2010</i>	<i>% Change</i>	<i>2011 Estimate</i>	<i>% Change</i>	<i>July 1, 2012 Est.</i>
Emerald Isle	2434	3488	4.8	3655	1.0	3694	-0.7	3669
Carteret County	52,556	59,383	12.9	66,468	11.9	67,696	1.8	
North Carolina	6,628,637	8,049,313	21.4	9,535,483	18.5	9,765,229	2.4	

Source: US Census 1990, 2000, 2010; American Community Survey (ACS) 2007-2011

Table 1.2 Emerald Isle Percent Change of Population 1990—2000 and 2000—2010

<i>Jurisdiction</i>	<i>Percent Change 1990-2000</i>	<i>Percent Change 2000-2010</i>
Emerald Isle	43.3	4.8
Carteret County	12.9	11.9
North Carolina	21.4	18.5

Source: US Census 1990, 2000, 2010

Table 1.3 Emerald Isle Historic Household and Group Quarters Population 2000—Present

<i>Type of Population</i>	<i>2000</i>	<i>% Change</i>	<i>2010</i>	<i>% Change</i>	<i>2011 est.</i>
Household Population	1644	5.1	1732	-4.0	1648
Group Quarters	0	-	0	-	0
Total Population	3488	4.8	3655		3669

Source: US Census 2000, 2010; American Community Survey (ACS) 2007-2011

Table 1.4 Emerald Isle Households by Type of Household, 2000—Present

<i>Households by Type</i>	<i>2000</i>	<i>2011 est.</i>	<i>% Change</i>
Family Households	1089	1213	10.23
Nonfamily Households	555	435	-21.6
Total Households	1644	1648	0.24

Source: US Census 2000, American Community Survey (ACS) 2007-2011

Table 1.5 Emerald Isle Population by Age 2000-2010

<b>Age Group</b>	<b>2000</b>	<b>Emerald Isle %</b>	<b>Carteret County %</b>	<b>North Carolina %</b>	<b>2010</b>	<b>Emerald Isle %</b>	<b>Carteret County %</b>	<b>North Carolina %</b>
0-4	125	3.6	4.9	6.8	116	3.2	5.9	6.4
5-9	116	3.3	5.6	7.1	140	3.8	4.2	6.5
10-14	124	3.6	6.2	6.9	177	4.8	6.3	6.8
15-19	129	3.7	5.9	7.0	149	4.1	5.7	6.9
20-24	131	3.7	4.5	7.6	178	4.9	5.9	7.0
25-34	426	12.2	11.5	15.8	353	9.7	9.4	12.8
35-44	411	11.8	15.8	15.8	382	10.5	11.9	13.7
45-54	584	16.7	15.7	12.7	490	13.4	14.7	14.3
55-59	327	9.4	6.8	4.6	342	9.4	6.9	6.5
60-64	333	9.6	5.9	3.9	385	10.5	9.5	5.8
65-74	559	16.0	10.1	6.3	587	16.1	11.4	7.6
75-84	197	5.7	5.6	4.2	303	8.2	5.4	4.2
85+	26	0.7	1.6	1.3	53	1.5	2.5	1.6
<b>Total</b>	<b>3488</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>3655</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Median Age</b>	<b>50.1</b>				<b>52.2</b>			

Source: US Census 2000, 2010

Table 1.6 Emerald Isle, Racial Composition 2000—2010

<b>Race</b>	<b>2000</b>	<b>Percent</b>	<b>2010</b>	<b>Percent</b>
White	3372	96.6	3536	96.7
Black or African American	28	0.8	22	0.80
American Indian and Alaskan Native	16	0.5	8	0.22
Asian	22	0.6	28	0.77
Other Race	10	0.3	19	0.29
Two or more races	39	1.1	36	1.12
<b>Total</b>		<b>100</b>		<b>100</b>

Source: US Census 2000, 2010;

Table 1.7 Emerald Isle, Hispanic or Latino Population 2000—2010

<b>Origin</b>	<b>2000</b>	<b>Percent</b>	<b>2010</b>	<b>Percent</b>
Not Hispanic	3431	98.37	3583	98.03
Hispanic or Latino (of any race)	57	1.63	72	1.97
<b>Total Population</b>	<b>3488</b>	<b>100</b>	<b>3655</b>	<b>100</b>

Source: US Census 2000, 2010; American Community Survey (ACS) 2007-2011

Table 1.8 Emerald Isle, Educational Attainment, 2000 and Present, Persons 25 Years and Over

<b>Educational Attainment</b>	<b>2000</b>	<b>Percent</b>	<b>2011 est.</b>	<b>Percent</b>
Less than 9 <sup>th</sup> Grade	12	0.4	0	0
9 <sup>th</sup> to 12 <sup>th</sup> Grade (No Diploma)	128	4.6	48	1.7
High School Graduate (Includes Equivalency)	593	21.4	649	23.4
Some College (No Degree)	672	24.3	558	20.1
Associate Degree	245	8.8	182	6.6
Bachelor's Degree	739	26.7	851	30.7
Graduate or Professional Degree	381	13.8	484	17.5
<b>Total Adult Population 25 Years and Over</b>	<b>2770</b>	<b>100</b>	<b>2772</b>	<b>100</b>

Source: US Census 2000, American Community Survey (ACS) 2007-2011

Table 1.9 Median Income Comparison 2011 Estimate

<b>Income</b>	<b>Emerald Isle</b>	<b>Carteret County</b>	<b>North Carolina</b>
Median Family Income	\$ 82,083	\$ 59,229	\$ 57,171
Median Household Income	\$ 62,337	\$ 47,403	\$ 46,291

Source: American Community Survey (ACS) 2007-2011

Table 1.10 Carteret County and Emerald Isle Households by Income Grouping 2011 Estimates

<b>Income Grouping</b>	<b>Carteret County</b>		<b>Emerald Isle</b>	
	<b>Households</b>	<b>Percent</b>	<b>Households</b>	<b>Percent</b>
Less than \$10,000	1914	6.7	46	2.8
\$10,000 to \$14,999	1738	6.1	101	6.1
\$15,000 to \$24,999	3516	12.3	163	9.9
\$25,000 to \$34,999	2798	9.8	116	7.0
\$35,000 to \$49,999	5136	17.9	316	19.2
\$50,000 to \$74,999	5527	19.3	154	9.3
\$75,000 to \$99,999	3814	13.3	261	15.8
\$100,000 to \$149,999	2391	8.3	273	16.6
\$150,000 to \$199,999	1099	3.8	164	10.0
\$200,000 or more	759	2.6	54	3.3
Total Households	28,692	100	1648	100

Source: American Community Survey (ACS) 2007-2011

## 2. Housing

Table 2.1 Emerald Isle, Types of Housing Units 2000 and Present

<b>Type of Unit</b>	<b>Units 2000</b>	<b>Percent</b>	<b>Units 2011 est.</b>	<b>Percent</b>
One Family, detached	3505	58.7	3546	53.8
One Family, attached	184	3.1	781	11.8
Multi Family	1275	21.4	1155	17.5
Mobile Homes	994	16.7	1111	16.9
Total Housing Units	5968	100	6953	100

Source: US Census 2000, American Community Survey (ACS) 2007-2011

Table 2.2 Emerald Isle, Occupancy of Housing 2000 and Present

<b>Status</b>	<b>Units 2000</b>	<b>Percent</b>	<b>Units 2011 est.</b>	<b>Percent</b>
Occupied Housing Units	1646	27.6	1648	25.0
Vacant Housing Units	4322	72.4	4945	75.0
Homeowner Vacancy Rate	x	x	x	4.1
Rental Vacancy Rate	x	x	x	67.0
Total Housing Units	5968		6593	100

Source: US Census 2000, American Community Survey (ACS) 2007-2011

Table 2.3 Emerald Isle, Owner and Renter Occupied Housing Units 2000 and 2010

<b>Occupancy of Units</b>	<b>Units 2000</b>	<b>Percent</b>	<b>Units 2010</b>	<b>Percent</b>
Owner	1319	80.1	1251	72.2
Renter	327	19.9	481	27.8
Total Occupied Units	1646	100	1732	100

Source: US Census 2000, 2010

Table 2.4 Emerald Isle, Average Household Size by Tenure, 2000 and 2010

<b>Occupancy</b>	<b>Average Household Size, 2000</b>	<b>Average Household Size, 2010</b>
Persons Per Unit, Owner-Occupied Housing Units	2.13	2.07
Persons Per Unit, Renter-Occupied Housing Units	2.07	2.22
All Occupied Housing Units	2.12	2.15

Source: US Census 2000, 2010

Table 2.5 Age of Housing Units 2011, ACS Estimates

<b>Year Structure Built</b>	<b>Emerald Isle</b>	<b>Percent</b>	<b>Carteret County</b>	<b>Percent</b>	<b>North Carolina Percent</b>
Built 2005 to Present	90	1.4	2,195	4.6	7.3
Built 2000 to 2004	392	5.9	5,030	10.5	12.1
Built 1990 to 1999	2264	34.3	10,642	22.2	20.9
Built 1980 to 1989	2637	40.0	12,243	25.6	16.8
Built 1970 to 1979	946	14.3	8,011	16.7	15.0
Built 1960 to 1969	117	1.8	3,468	7.2	10.0
Built 1950 to 1959	76	1.2	2,910	6.1	7.8
Built 1940 to 1949	71	1.1	1,577	3.3	5.9
Built 1939 or Earlier	0	0	1,825	3.8	5.9
Total	6593	100	47,901	100	-

Source: American Community Survey (ACS) 2007-2011

Table 2.6 Overcrowded Housing, Emerald Isle 2011

<b>Occupants Per Room</b>	<b>Occupied Units</b>	
	<b>Units</b>	<b>Percent</b>
1 or Less Occupants Per Room	1648	100
1.02 to 1.50 Occupants Per Room (Overcrowded)	0	0
1.51 or More Occupants Per Room (Severely Overcrowded)	0	0
Total Overcrowded or Severely Overcrowded	0	0

Source: American Community Survey (ACS) 2007-2011

Table 2.7 Emerald Isle, Value of Specified Owner-Occupied Housing Units 2000—Present

<b>Range of Value (\$)</b>	<b>2000</b>		<b>2011 Est.</b>		<b>North Carolina</b>
	<b>Units</b>	<b>Percent</b>	<b>Units</b>	<b>Percent</b>	<b>Percent</b>
Less than \$50,000	70	5.3	11	0.8	9.6
\$50,000 to \$99,999	122	9.2	175	13.4	18.5
\$100,000 to \$149,999	223	16.9	12	0.9	20.8
\$150,000 to \$199,999	319	24.2	40	3.1	17.3
\$200,000 to \$299,999	378	28.7	120	9.2	17.0
\$300,000 to \$499,999	186	14.1	444	33.9	11.3
\$500,000 to \$999,999	21	1.6	452	34.5	4.5
\$1,000,000 and above	0	0	56	4.3	1.0
Total Owner Occupied Units	1319	100	1310	100	-
Median Value (All Owner Occupied Units)	\$185,600		\$424,600		\$152,700

Source: US Census 2000, American Community Survey (ACS) 2007-2011

Table 2.8 Emerald Isle, Gross Rent, Specified Renter Occupied Housing Units 2000—Present

<b>Gross Rent</b>	<b>2000</b>		<b>2011 Est.</b>		<b>North Carolina</b>
	<b>Units</b>	<b>Percent</b>	<b>Units</b>	<b>Percent</b>	<b>Percent</b>
Less than \$200	12	3.7	0	0	2.4
\$200 to \$299	13	4.0	0	0	3.2
\$300 to \$499	26	8.0	0	0	11.3
\$500 to \$749	110	33.6	31	11.0	34.1
\$750 to \$999	101	30.9	71	25.3	28.1
\$1,000 to \$1,499	18	5.6	94	33.5	17.0
\$1,500 or More	0	0	85	30.2	3.9
No Rent Paid	47	14.4	57	20.3	-
Total Rental Units	327	100	281	100	-
Median Gross Rent	\$750		\$1,175		\$744

Source: US Census 2000, American Community Survey (ACS) 2007-2011

Table 2.9 Emerald Isle, Monthly Owner Costs as Percentage of Household Income, 2011 Estimate

<b>Monthly Owner Costs % of Income</b>	<b>Specified Owner-Occupied Housing Units</b>	<b>Percent of Units</b>
Less than 20 Percent	202	27.3
20.0 to 24.9 Percent	117	15.8
25.0 to 29.9 Percent	55	7.4
30.0 to 34.9 Percent	40	5.4
35.0 Percent or More	327	44.1
<b>Owner Occupied Units With a Mortgage</b>	<b>741</b>	<b>100</b>

Source: American Community Survey (ACS) 2007-2011

Table 2.10 Emerald Isle, Gross Rent as a Percentage of Income, 2011 Estimate

<b>Gross Rent as a Percentage of Household Income</b>	<b>Specified Renter-Occupied Housing Units</b>	<b>Percent of Units</b>
Less than 15 Percent	102	36.3
15.0 to 19.9 Percent	17	6.0
20.0 to 24.9 Percent	0	0
25.0 to 29.9 Percent	57	20.3
30.0 to 34.9 Percent	12	4.3
35.0 Percent or More	93	33.1
<b>Occupied Units Paying Rent</b>	<b>281</b>	<b>100</b>

Source: American Community Survey (ACS) 2007-2011

### 3.0 **Labor & Employment**

Table 3.1 Emerald Isle, Labor Force Participation, 2000 to Present

<b>Labor Force Status</b>	<b>2000</b>		<b>2011 Est.</b>	
	<b>Persons 16 Years and Over</b>	<b>Percent Total 16 Years and Over</b>	<b>Persons 16 Years and Over</b>	<b>Percent Total 16 Years and Over</b>
In Labor Force	1579	50.5	1837	57.8
Not in Labor Force	1431	45.7	1340	42.2
Total 16+ Years	3128	100	3177	100

Source: US Census 2000, American Community Survey (ACS) 2007-2011

Table 3.2 Employment by Occupation 2011 Estimates, Emerald Isle, Carteret County, North Carolina, United States

<b>Occupation</b>	<b>Emerald Isle</b>	<b>Emerald Isle Percent</b>	<b>Carteret County Percent</b>	<b>North Carolina Percent</b>	<b>United States Percent</b>
Managerial, Professional, and Related	669	44.8	30.7	35.0	35.7
Service	129	8.6	18.5	16.7	17.5
Sales and Office	467	31.3	33.2	24.0	25.1
Farming, Fishing, Forestry, Construction, Extraction and Maintenance	135	9.0	16.6	10.5	9.5
Production, Transportation and Material Moving	94	6.3	10.3	13.7	12.2
<b>Total</b>	<b>1494</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: American Community Survey (ACS) 2007-2011

Table 3.3 Comparison of Employment by Industry, Emerald Isle, Carteret County, North Carolina, United States

<b>Industry</b>	<b>Emerald Isle</b>	<b>Emerald Isle Percent</b>	<b>Carteret County Percent</b>	<b>North Carolina Percent</b>	<b>United States Percent</b>
Agriculture, Forestry, Fishing, Hunting and Mining	15	1.0	1.8	1.5	1.9
Construction	21	1.4	10.6	7.7	6.8
Manufacturing	54	3.6	7.3	13.1	10.8
Wholesale Trade	14	0.9	2.2	2.9	2.9
Retail Trade	144	9.6	12.0	11.6	11.5
Transportation, Warehousing and Utilities	81	5.4	4.5	4.4	5.1
Information	11	0.7	6.2	6.5	6.9
Finance, Insurance, Real Estate, Rental and Leasing	89	6.0	6.2	6.5	6.9
Professional, Scientific, Management, Administrative and Waste Management Services	287	19.2	9.1	9.5	10.5
Educational, Health and Social Services	369	24.7	19.6	22.9	22.5
Arts, Entertainment, Recreation, Accommodation and Food Services	187	12.5	11.2	8.7	9.0
Other Services	31	2.1	5.1	4.8	4.9
Public Administration	191	12.8	8.8	4.4	4.9
<b>Total</b>	<b>1494</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: American Community Survey (ACS) 2007-2011

Table 3.4 Commuting to work (2011 est.)

<b>Mode of Transportation</b>	<b>Totals</b>	<b>Percentage</b>
Car, truck or van-drove alone	1217	75.8
Car, truck or van-carpoled	147	9.2
Public transportation (excluding cab)	0	0
Walked	16	1.0
Other means	32	2.0
Worked at home	194	12.1
<b>Workers 16 yrs. and over</b>	<b>1606</b>	<b>100</b>

Source: American Community Survey (ACS) 2007-2011

#### **4.0 Migration**

*Table 4.1 Emerald Isle resident place of birth (2011 est.)*

<b>Place of Birth</b>	<b>Totals</b>	<b>Percentage</b>
Born in North Carolina	1560	42.0
Born in other state in the United States	2030	55.3
Native, born outside United States	67	1.8
Foreign born	12	0.32
Total Population	3669	100

*Source: American Community Survey (ACS) 2007-2011*

*Table 4.2 Emerald Isle geographic mobility in the past year (2011 est.)*

<b>Category</b>	<b>Totals</b>	<b>Percentage</b>
Lived in same house 1 year ago	2820	76.9
Moved within same county	345	9.4
Moved from different county within same state	204	5.6
Moved from different state	298	8.1
Moved from abroad	1	.03
Total Population	3669	100

*Source: American Community Survey (ACS) 2007-2011*

## C. ESRI Retail Market Place Data



### Retail MarketPlace Profile

Emerald Isle Town, NC  
Emerald Isle town, NC (3721160)  
Geography: Place

Summary Demographics						
2013 Population						3,755
2013 Households						1,781
2013 Median Disposable Income						\$45,930
2013 Per Capita Income						\$35,818
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	\$56,870,847	\$28,335,331	\$28,535,516	33.5	69
Total Retail Trade	44-45	\$51,339,876	\$20,428,208	\$30,911,668	43.1	56
Total Food & Drink	722	\$5,530,971	\$7,907,123	-\$2,376,152	-17.7	13
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$9,813,783	\$0	\$9,813,783	100.0	0
Automobile Dealers	4411	\$8,336,724	\$0	\$8,336,724	100.0	0
Other Motor Vehicle Dealers	4412	\$592,501	\$0	\$592,501	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$884,558	\$0	\$884,558	100.0	0
Furniture & Home Furnishings Stores	442	\$1,173,154	\$0	\$1,173,154	100.0	0
Furniture Stores	4421	\$654,748	\$0	\$654,748	100.0	0
Home Furnishings Stores	4422	\$518,406	\$0	\$518,406	100.0	0
Electronics & Appliance Stores	4431	\$1,418,642	\$77,953	\$1,340,689	89.6	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$2,121,024	\$770,143	\$1,350,881	46.7	2
Bldg Material & Supplies Dealers	4441	\$1,815,821	\$770,143	\$1,045,678	40.4	2
Lawn & Garden Equip & Supply Stores	4442	\$305,203	\$0	\$305,203	100.0	0
Food & Beverage Stores	445	\$8,024,043	\$7,655,791	\$368,252	2.3	11
Grocery Stores	4451	\$7,615,480	\$6,071,920	\$1,543,560	11.3	6
Specialty Food Stores	4452	\$137,687	\$729,720	-\$592,033	-68.3	4
Beer, Wine & Liquor Stores	4453	\$270,876	\$854,151	-\$583,275	-51.8	1
Health & Personal Care Stores	446,4461	\$4,997,107	\$4,727,106	\$270,001	2.8	3
Gasoline Stations	447,4471	\$5,687,264	\$0	\$5,687,264	100.0	0
Clothing & Clothing Accessories Stores	448	\$3,011,308	\$4,944,180	-\$1,932,872	-24.3	15
Clothing Stores	4481	\$2,128,007	\$4,242,813	-\$2,114,806	-33.2	13
Shoe Stores	4482	\$414,280	\$146,578	\$267,702	47.7	1
Jewelry, Luggage & Leather Goods Stores	4483	\$469,021	\$554,789	-\$85,768	-8.4	1
Sporting Goods, Hobby, Book & Music Stores	451	\$1,084,703	\$1,035,450	\$49,253	2.3	6
Sporting Goods/Hobby/Musical Instr Stores	4511	\$813,058	\$902,677	-\$89,619	-5.2	4
Book, Periodical & Music Stores	4512	\$271,645	\$132,773	\$138,872	34.3	2
General Merchandise Stores	452	\$9,749,459	\$106,440	\$9,643,019	97.8	1
Department Stores Excluding Leased Depts.	4521	\$3,307,888	\$0	\$3,307,888	100.0	0
Other General Merchandise Stores	4529	\$6,441,571	\$106,440	\$6,335,131	96.7	1
Miscellaneous Store Retailers	453	\$1,339,189	\$1,111,145	\$228,044	9.3	17
Florists	4531	\$75,450	\$0	\$75,450	100.0	0
Office Supplies, Stationery & Gift Stores	4532	\$355,512	\$623,517	-\$268,005	-27.4	7
Used Merchandise Stores	4533	\$127,366	\$42,879	\$84,487	49.6	1
Other Miscellaneous Store Retailers	4539	\$780,861	\$444,749	\$336,112	27.4	9
Nonstore Retailers	454	\$2,920,200	\$0	\$2,920,200	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$2,095,334	\$0	\$2,095,334	100.0	0
Vending Machine Operators	4542	\$129,861	\$0	\$129,861	100.0	0
Direct Selling Establishments	4543	\$695,005	\$0	\$695,005	100.0	0
Food Services & Drinking Places	722	\$5,530,971	\$7,907,123	-\$2,376,152	-17.7	13
Full-Service Restaurants	7221	\$2,139,310	\$6,326,851	-\$4,187,541	-49.5	9
Limited-Service Eating Places	7222	\$2,884,781	\$1,054,802	\$1,829,979	46.5	2
Special Food Services	7223	\$116,167	\$0	\$116,167	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$390,713	\$525,470	-\$134,757	-14.7	2

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

Source: Esri and Dun & Bradstreet. Copyright 2013 Dun & Bradstreet, Inc. All rights reserved.

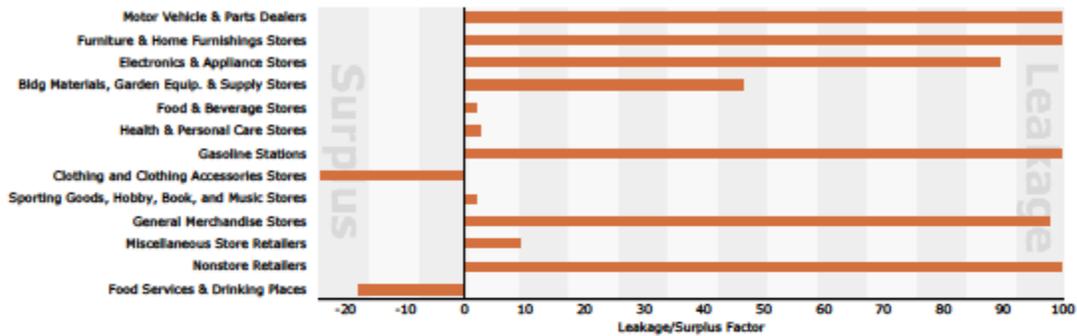
September 16, 2013



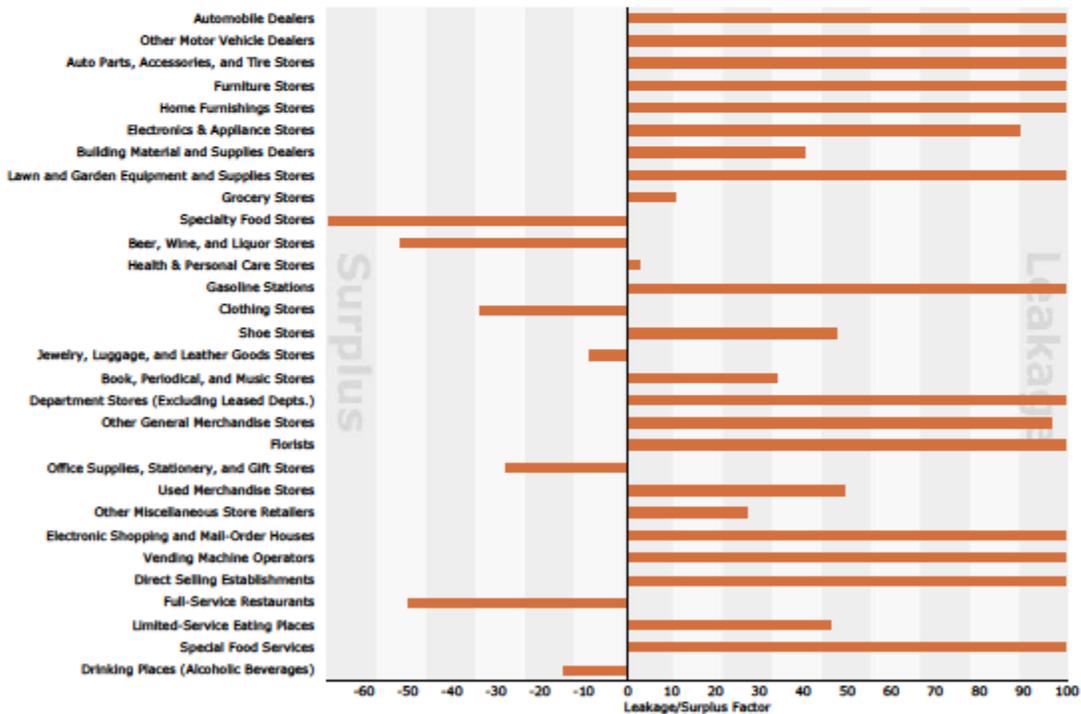
## Retail MarketPlace Profile

Emerald Isle Town, NC  
 Emerald Isle town, NC (3721160)  
 Geography: Place

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group



Source: Esri and Dun & Bradstreet. Copyright 2013 Dun & Bradstreet, Inc. All rights reserved.

September 16, 2013



## Retail MarketPlace Profile

7500 Emerald Dr, Emerald Isle, NC, 28594  
Ring: 3 mile radius

Latitude: 34.66665  
Longitude: -77.02663

Summary Demographics						
2013 Population						5,672
2013 Households						2,524
2013 Median Disposable Income						\$46,224
2013 Per Capita Income						\$33,736
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	\$76,481,542	\$70,501,362	\$5,980,180	4.1	89
Total Retail Trade	44-45	\$69,307,073	\$61,234,000	\$8,073,074	6.2	74
Total Food & Drink	722	\$7,174,468	\$9,267,362	-\$2,092,894	-12.7	15
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$13,248,232	\$944,008	\$12,304,224	86.7	2
Automobile Dealers	4411	\$11,258,627	\$0	\$11,258,627	100.0	0
Other Motor Vehicle Dealers	4412	\$832,425	\$812,530	\$19,895	1.2	1
Auto Parts, Accessories & Tire Stores	4413	\$1,157,180	\$131,477	\$1,025,703	79.6	1
Furniture & Home Furnishings Stores	442	\$1,523,651	\$374,085	\$1,149,566	60.6	2
Furniture Stores	4421	\$861,472	\$0	\$861,472	100.0	0
Home Furnishings Stores	4422	\$662,178	\$374,085	\$288,093	27.8	2
Electronics & Appliance Stores	4431	\$1,867,226	\$178,261	\$1,688,964	82.6	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$2,856,179	\$12,193,844	-\$9,337,665	-62.0	6
Bldg Material & Supplies Dealers	4441	\$2,415,066	\$10,609,789	-\$8,194,723	-62.9	5
Lawn & Garden Equip & Supply Stores	4442	\$441,114	\$1,584,055	-\$1,142,941	-56.4	2
Food & Beverage Stores	445	\$10,892,064	\$17,988,444	-\$7,096,381	-24.6	14
Grocery Stores	4451	\$10,356,303	\$15,531,828	-\$5,175,525	-20.0	7
Specialty Food Stores	4452	\$186,842	\$976,971	-\$790,129	-67.9	5
Beer, Wine & Liquor Stores	4453	\$348,918	\$1,479,646	-\$1,130,727	-61.8	2
Health & Personal Care Stores	446,4461	\$6,658,491	\$12,352,275	-\$5,693,785	-30.0	4
Gasoline Stations	447,4471	\$7,883,701	\$9,726,340	-\$1,842,639	-10.5	1
Clothing & Clothing Accessories Stores	448	\$3,868,818	\$4,878,336	-\$1,009,518	-11.5	14
Clothing Stores	4481	\$2,739,579	\$4,176,970	-\$1,437,391	-20.8	12
Shoe Stores	4482	\$547,582	\$146,578	\$401,005	57.8	1
Jewelry, Luggage & Leather Goods Stores	4483	\$581,656	\$554,788	\$26,868	2.4	1
Sporting Goods, Hobby, Book & Music Stores	451	\$1,478,978	\$1,153,827	\$325,151	12.3	7
Sporting Goods/Hobby/Musical Instr Stores	4511	\$1,122,564	\$1,021,054	\$101,510	4.7	5
Book, Periodical & Music Stores	4512	\$356,414	\$132,773	\$223,641	45.7	2
General Merchandise Stores	452	\$13,154,185	\$84,792	\$13,069,393	98.7	1
Department Stores Excluding Leased Depts.	4521	\$4,387,256	\$0	\$4,387,256	100.0	0
Other General Merchandise Stores	4529	\$8,766,930	\$84,792	\$8,682,138	98.1	1
Miscellaneous Store Retailers	453	\$1,844,877	\$1,265,361	\$579,516	18.6	21
Florists	4531	\$103,377	\$0	\$103,377	100.0	0
Office Supplies, Stationery & Gift Stores	4532	\$471,322	\$605,411	-\$134,089	-12.5	7
Used Merchandise Stores	4533	\$165,788	\$101,505	\$64,282	24.0	2
Other Miscellaneous Store Retailers	4539	\$1,104,391	\$558,445	\$545,946	32.8	11
Nonstore Retailers	454	\$4,030,673	\$94,426	\$3,936,247	95.4	1
Electronic Shopping & Mail-Order Houses	4541	\$2,823,376	\$19,837	\$2,803,539	98.6	0
Vending Machine Operators	4542	\$175,788	\$0	\$175,788	100.0	0
Direct Selling Establishments	4543	\$1,031,509	\$74,589	\$956,920	86.5	1
Food Services & Drinking Places	722	\$7,174,468	\$9,267,362	-\$2,092,894	-12.7	15
Full-Service Restaurants	7221	\$2,781,845	\$6,663,011	-\$3,881,166	-41.1	9
Limited-Service Eating Places	7222	\$3,758,131	\$1,982,645	\$1,775,486	30.9	3
Special Food Services	7223	\$156,221	\$0	\$156,221	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$478,271	\$621,706	-\$143,435	-13.0	3

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

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December 13, 2013

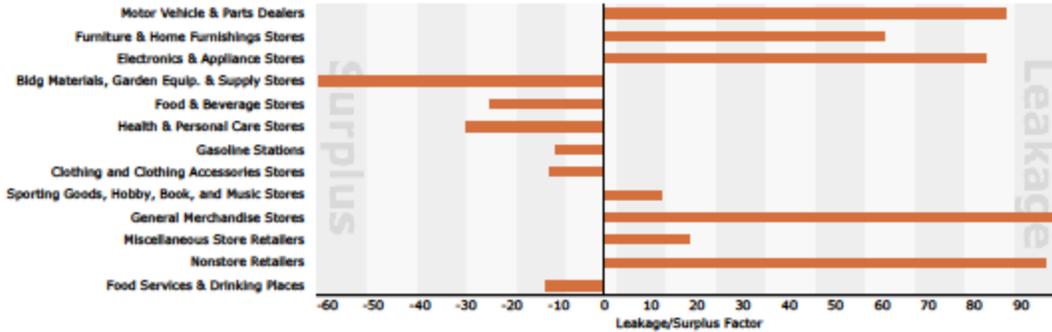


## Retail MarketPlace Profile

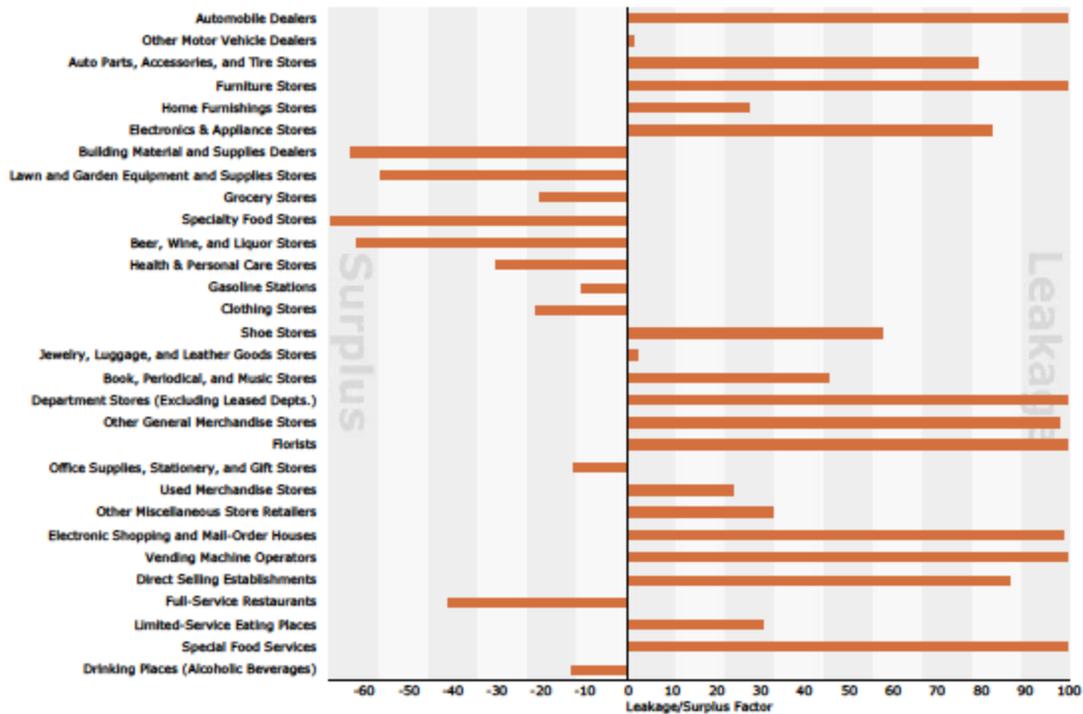
7500 Emerald Dr, Emerald Isle, NC, 28594  
 Ring: 3 mile radius

Latitude: 34.66665  
 Longitude: -77.02663

### Leakage/Surplus Factor by Industry Subsector



### Leakage/Surplus Factor by Industry Group



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December 13, 2013



## Retail MarketPlace Profile

7500 Emerald Dr, Emerald Isle, NC,  
7500 Emerald Dr, Emerald Isle, NC, 28594  
Ring: 5 mile radius

Latitude: 34.66665  
Longitude: -77.02663

Summary Demographics						
2013 Population						10,171
2013 Households						4,476
2013 Median Disposable Income						\$45,263
2013 Per Capita Income						\$32,570
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	\$130,762,904	\$100,163,029	\$30,599,874	13.3	140
Total Retail Trade	44-45	\$118,568,335	\$88,850,600	\$29,717,735	14.3	121
Total Food & Drink	722	\$12,194,568	\$11,312,429	\$882,139	3.8	20
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$22,689,532	\$2,410,668	\$20,278,864	80.8	7
Automobile Dealers	4411	\$19,292,339	\$0	\$19,292,339	100.0	0
Other Motor Vehicle Dealers	4412	\$1,429,740	\$1,946,123	-\$516,383	-15.3	5
Auto Parts, Accessories & Tire Stores	4413	\$1,967,453	\$464,545	\$1,502,909	61.8	2
Furniture & Home Furnishings Stores	442	\$2,589,536	\$1,910,759	\$678,777	15.1	3
Furniture Stores	4421	\$1,468,747	\$0	\$1,468,747	100.0	0
Home Furnishings Stores	4422	\$1,120,790	\$1,910,759	-\$789,969	-26.1	3
Electronics & Appliance Stores	4431	\$3,180,515	\$1,783,179	\$1,397,336	28.2	2
Bldg Materials, Garden Equip. & Supply Stores	444	\$4,862,961	\$19,636,139	-\$14,773,177	-60.3	12
Bldg Material & Supplies Dealers	4441	\$4,101,975	\$15,602,883	-\$11,500,908	-58.4	9
Lawn & Garden Equip & Supply Stores	4442	\$760,986	\$4,033,255	-\$3,272,269	-68.3	3
Food & Beverage Stores	445	\$18,650,889	\$23,338,532	-\$4,687,644	-11.2	19
Grocery Stores	4451	\$17,739,445	\$19,600,242	-\$1,860,797	-5.0	8
Specialty Food Stores	4452	\$319,995	\$1,260,363	-\$940,368	-59.5	6
Beer, Wine & Liquor Stores	4453	\$591,449	\$2,477,928	-\$1,886,479	-61.5	5
Health & Personal Care Stores	446,4461	\$11,335,300	\$15,717,096	-\$4,381,796	-16.2	6
Gasoline Stations	447,4471	\$13,568,916	\$10,368,009	\$3,200,907	13.4	2
Clothing & Clothing Accessories Stores	448	\$6,565,510	\$5,233,692	\$1,331,817	11.3	16
Clothing Stores	4481	\$4,652,528	\$4,509,361	\$143,166	1.6	14
Shoe Stores	4482	\$934,649	\$146,578	\$788,071	72.9	1
Jewelry, Luggage & Leather Goods Stores	4483	\$978,333	\$577,753	\$400,580	25.7	1
Sporting Goods, Hobby, Book & Music Stores	451	\$2,537,926	\$1,611,624	\$926,302	22.3	13
Sporting Goods/Hobby/Musical Instr Stores	4511	\$1,929,804	\$1,431,450	\$498,354	14.8	10
Book, Periodical & Music Stores	4512	\$608,122	\$180,174	\$427,948	54.3	3
General Merchandise Stores	452	\$22,508,722	\$96,518	\$22,412,204	99.1	1
Department Stores Excluding Leased Depts.	4521	\$7,486,288	\$0	\$7,486,288	100.0	0
Other General Merchandise Stores	4529	\$15,022,434	\$96,518	\$14,925,916	98.7	1
Miscellaneous Store Retailers	453	\$3,166,011	\$2,096,899	\$1,069,112	20.3	35
Florists	4531	\$176,588	\$59,338	\$117,251	49.7	1
Office Supplies, Stationery & Gift Stores	4532	\$803,192	\$832,664	-\$29,471	-1.8	10
Used Merchandise Stores	4533	\$282,057	\$201,647	\$80,410	16.6	4
Other Miscellaneous Store Retailers	4539	\$1,904,174	\$1,003,251	\$900,923	31.0	20
Nonstore Retailers	454	\$6,912,515	\$4,647,483	\$2,265,032	19.6	6
Electronic Shopping & Mail-Order Houses	4541	\$4,826,045	\$337,230	\$4,488,815	86.9	1
Vending Machine Operators	4542	\$300,924	\$0	\$300,924	100.0	0
Direct Selling Establishments	4543	\$1,785,546	\$4,310,253	-\$2,524,708	-41.4	5
Food Services & Drinking Places	722	\$12,194,568	\$11,312,429	\$882,139	3.8	20
Full-Service Restaurants	7221	\$4,730,459	\$7,704,130	-\$2,973,671	-23.9	11
Limited-Service Eating Places	7222	\$6,392,933	\$2,722,812	\$3,670,120	40.3	4
Special Food Services	7223	\$268,069	\$0	\$268,069	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$803,108	\$885,487	-\$82,379	-4.9	4

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December 13, 2013

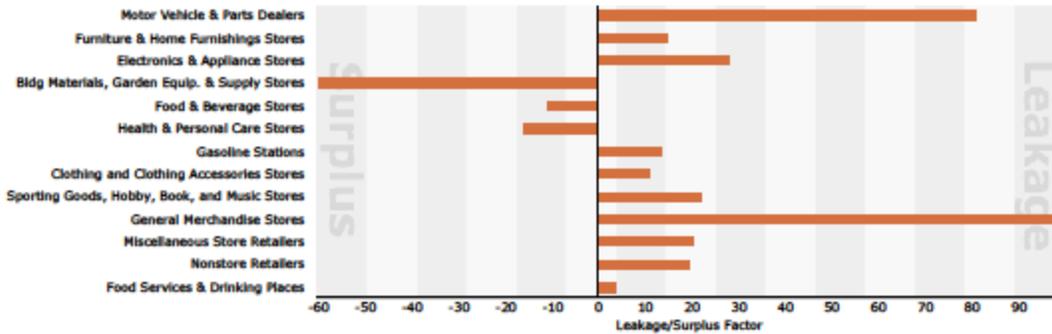


## Retail MarketPlace Profile

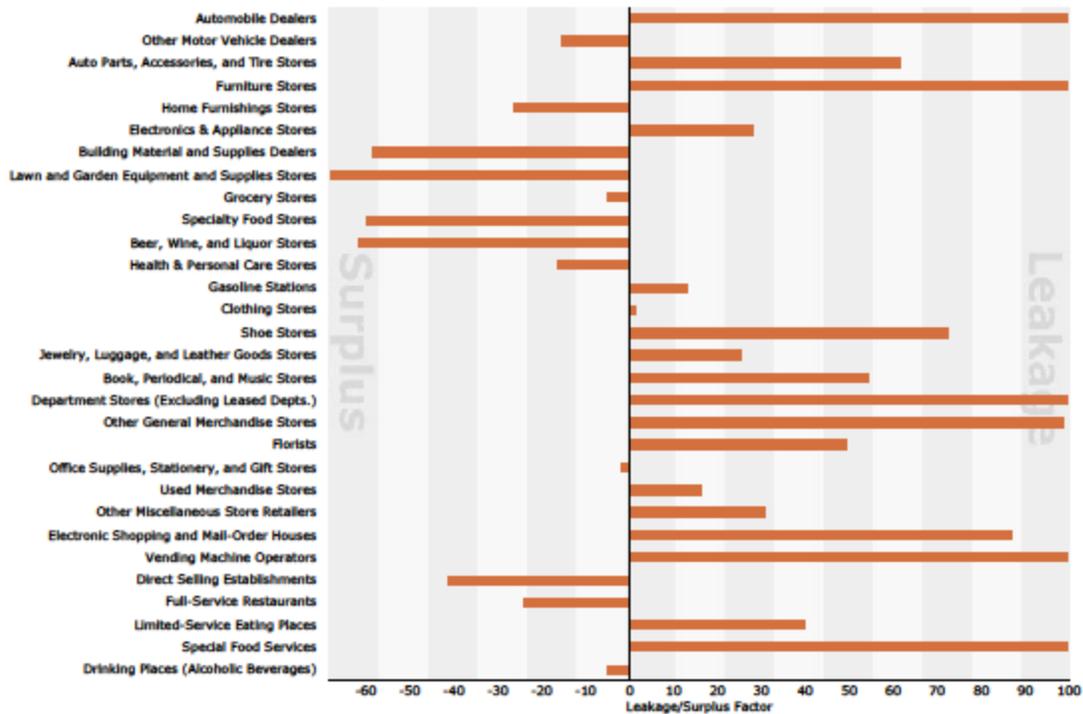
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### Leakage/Surplus Factor by Industry Subsector



### Leakage/Surplus Factor by Industry Group



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December 13, 2013

## **D. Summary of Public Survey**

An online survey was made available from October 8, 2013 thru November 12, 2013. One thousand two-hundred forty-two (1,242) surveys were returned for a response rate of 34% of the Town of Emerald Isle total population of 3,655. Thirty-four percent of the respondents live in the town limits and 56% live outside the town limits as non-resident homeowners, 8% tourist and 3% business owner. Of the respondents, 48% were of the age group 50-64, 39% 65 years of age and older, 12% ages 35-49, 1% - 18-34 years of age and no one under the age of 18 responded.

Respondents for the most part, (58%) stated they have been a property owner in Emerald Isle for 11 or more years while 34% have owned property for 10 years and less. There was 37% of non-permanent respondents stated they spend 8-26 weeks a year in Emerald Isle and 32% spend 4-8 weeks. In addition, 15% of non-permanent residents spend 2-4 weeks here leaving 9% residing for 1-2 weeks. A very interesting question asked the respondents if they anticipated becoming a full-time resident and 54% selected yes and 41% selected no. Those selecting no, reasons ranged from not enough commerce, to maybe one day, vacation only there, lack of medical to family ties back at home.

When asked about the key areas of interest over the next 5 years in Emerald Isle, respondents chose 65% natural environment preservation, 59% beach nourishment, 53% traffic congestion and 49% job creation/business opportunities.

Improving quality of life was asked and the biggest things that could happen in Emerald Isle included improving traffic flow (62%), have passive parks/preservation of natural resources (60%) and more beach and sound access; 54%, 52% respectfully.

Respondents expressed they like to support local businesses and they like the small town feel. The next question asked what businesses would you like to see in Emerald Isle; restaurant and open air market individually received 56% , entertainment (theatre, etc.) 32% and healthcare with 27% of the responses.

The survey showed most respondents were not favorable to Emerald Isle seeking a private developer for a resort complex that would meet existing building height and density limitations

(83% stated no) and 77% stated no to the next question asking if Emerald Isle should amend its zoning ordinance to allow building heights to exceed fifty feet.

Continuing, the next question asked “What types of community events would you like to see regularly in Emerald Isle?” Music and open air market received the highest percentages; music with 65% and open air market 63%, cultural/educational events received 58% while food events received 55%.

Interestingly, the next question concerned future capital improvements in Emerald Isle and the highest percentages received included parks and recreation, streets, none and move Crystal Coast Visitor Center into Emerald Isle.

The type of businesses respondents would like to see in the western part of mainland Carteret County include; restaurants – 57%, open air market – 52%, big-box business (Target, Ross, etc.) – 45% and entertainment/cinema – 41%

The final three following questions were open comment and there were over 1,500 responses and the analysis of these responses showed common expressions’ concerning Emerald Isle’s current and future by respondents. The three open comment questions were:

“What is the most important thing Emerald Isle can do to promote economic development?”

“What are the three most business issues or concerns facing Emerald Isle?”

“Other information or concerns you would like to share?”

In the course of the analysis of all the responses common themes were observed and these being; business/commercial, beach nourishment/access, family friendly small beach, small town feel, market/advertise for more year round business, keep development under control, control traffic, move the visitors’ center onto the island and the town to be business friendly. There were other responses that can be found in the appendix.

## **E. Summary of Stakeholder Survey**

Another effort of gathering public input was to talk with people who are stakeholders within the community. These stakeholders included business owners, local residents, property owners, and citizen board members. The purpose of these one-on-one conversations was to open discussion about doing business in Emerald Isle and the ability of the interviewees to add additional input. Stakeholder interviews were conducted by four Division of Community Assistance employees on October 15, 2013 with twenty-two community stakeholders. Questions during the interviews included the following:

1. What is distinctive and sets the town apart from other municipalities?
2. What advantages does the town have?
3. What are the recent external changes and trends that you think will have the greatest impact on the community over the next 5 years?
4. Greatest challenges facing the town in the future (more than 5 years from now)?
5. What future opportunities do you think the town has more than 5 years from now?
6. What do you think would improve the quality of life in the town?
7. What type commercial development/small businesses are suitable in the town?
8. Based on your knowledge of the town, what is your perception or image of the town?
9. What is your perception or image of the town?
10. In your opinion, how is the town viewed by the residents?
11. In your opinion, how is the town viewed by the businesses?
12. In your opinion, how is the town viewed by other groups with whom you collaborate?
13. What are your expectations of this project?
14. What benefits are likely to result from this project for the stakeholders?
15. What is your vision of the town in the next 20 years?
16. Do you have any comments or suggestions that will aid the town in its planning efforts?

In summary, the stakeholders stated the community should stay small and quaint family beach, keep taxes low, and have regular community events in a visible location and place importance on promoting business year round especially during the off-season. There should be collaboration with other organizations and communities to advertise the areas' strengths and opportunities, using all types of social media and printed materials. In order to improve the

quality of life recommendations from stakeholders centered on more recreation/cultural events and protecting all the natural resources and improve the off-season business. Visions in the next 20 years for Emerald Isle were that most of the available land would be built-out, there would not be much change in this small town family beach, but there would be more year round employment/business with the town looking better in a village concept way.

## **F. Potential funding sources**

### **F.1 N.C. Department of Commerce**

#### **Small Business Assistance**

<http://www.nccommerce.com/smallbusiness>

### **F.2 N.C. Rural Economic Development Center**

#### **Business Programs**

[http://www.ncruralcenter.org/index.php?option=com\\_content&view=article&id=63&Itemid=133](http://www.ncruralcenter.org/index.php?option=com_content&view=article&id=63&Itemid=133)

#### **Community Programs**

[http://www.ncruralcenter.org/index.php?option=com\\_content&view=article&id=64&Itemid=134](http://www.ncruralcenter.org/index.php?option=com_content&view=article&id=64&Itemid=134)

### **F.3 Business Link North Carolina**

<http://blnc.gov/>

### **F.4 Other Financial Resources**

#### **Federal Government**

Grants.gov

<http://www.grants.gov/web/grants/home.html;jsessionid=6DCdSgpJCYkxnG9ZQmVHQQWcfI5DjPVBnt0y9FyyndGLYSj41GJG>

Catalog of Federal Assistance

<https://www.cfda.gov/?s=program&mode=list&tab=list>

#### **State of North Carolina**

<http://www.blnc.gov/start-your-business/financial-resources>

Public Beach and Coastal Waterfront Access Program Grant

<http://dcm2.enr.state.nc.us/Access/about.html>

N.C. Coastal Recreational Fishing License Fund grant

<http://portal.ncdenr.org/web/mf/grant-programs>

Carteret County Occupancy Tax

### **Local Government and Local Community**

A loan program supported by local banks should be considered. The program does not need to be significantly different from those currently being offered to the entire community, but a special downtown improvement district should be established and applicants for downtown projects should receive special consideration by lending officers, a longer amortization term should be offered and the program should be actively promoted as a business loan program.

Grant Programs typically offer a 1:1 match up to a pre-determined limit, usually around \$2,000 per façade.

Other incentives, including commercial building rental assistance, special downtown upper floor housing incentive loans and full building renovation incentive loans should be considered. Funding could come from the local government budget, private fundraising efforts or a combination of sources.