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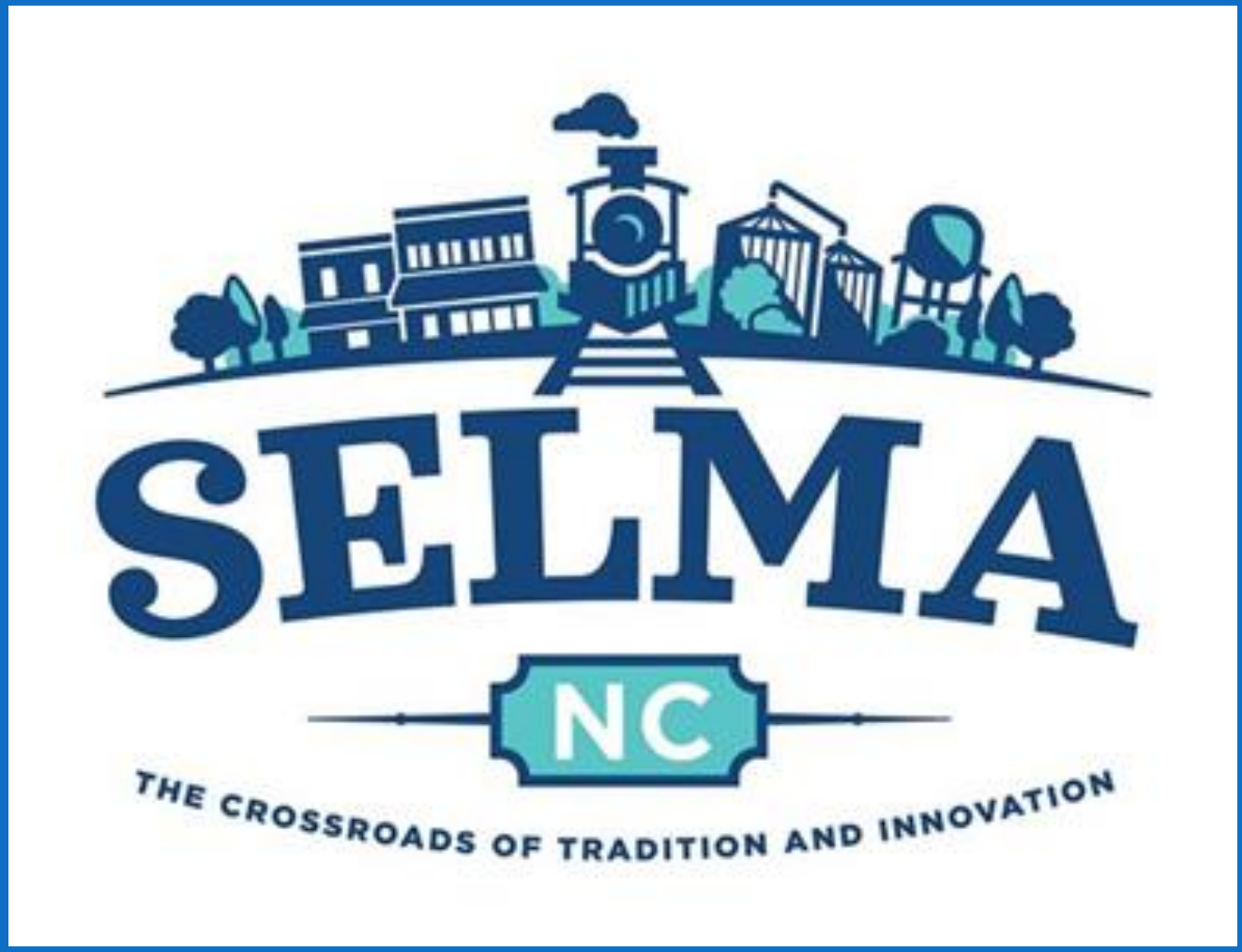

Economic Development Strategic Plan

SPONSORED BY ELECTRICITIES OF N.C., INC.

CREATIVE ECONOMIC DEVELOPMENT CONSULTING, LLC

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Executive Summary

Selma, North Carolina is a town on the cusp of tremendous opportunity. Adjacent to the fast-growing region anchored by Raleigh, Durham and world-class universities, Selma has the ability to direct and manage its growth. With a small population and strong and connected ground transportation networks, Selma has preserved its small-town charm and is a short drive from the state's population centers as well as tourism destination and thoroughfares.

This economic development strategic planning process was sponsored by ElectriCities of N.C., Inc., as a service to its member communities. ElectriCities knows that companies and people invest in communities that invest in themselves. This strategic plan can guide Selma to make strategic investments in time and resources that will result in a stronger, more sustainable economy.

The strategic planning process included community engagement, SWOT Analysis, and economic and demographic research. An asset-based approach to strategic planning was used, building goals, strategies, and action steps around the Town's assets and future opportunities. The identified strengths include available commercial real estate, and opportunities for future development at Eastfield, existing historic districts and the uptown Train Station, The town is challenged by downward demographic trends, declining retail and services, and poor or non-existent image. Opportunities include new Interstate 42, the Eastfield development, new development in historic districts and facilities such as the civic center and train depot to anchor uptown activities.

The Economic Development Strategic Plan outlines strategies in attracting and growing jobs in Selma, communicating the assets and positive messages about Selma and assuring the town is 'development' ready for the growth the region will spin off in the next three to five years. The economic development goals, strategies, and action steps are summarized on the next page. We encourage a full read of this report to understand the context of the strategic plan.

Selma is developing a small group of citizens and leaders who are passionate about revitalizing the community and have a clear vision for the future. According to Margaret Mead, a small passionate group is all that is needed to change the world.

Economic Development Strategic Plan Summary

Goal: Grow jobs, tax base, and sense of place through redevelopment, business attraction, and small business development in Uptown Selma

- **Strategies**
- Inventory uptown properties, prioritize for activity
- Building reuse and up-fit incentives and loan programs to encourage reuse
- Develop retail and service opportunities and amenities to leverage/increase visitor traffic
- Visual beautification through streetscapes, wayfinding, public spaces, placemaking
- Activate downtown as a place for family entertainment and community gatherings

Goal: Increase and improve internal communications, improve the image of Selma, and foster community pride and spirit

- **Strategies**
- Tell the Selma Story. Use multiple media channels to create and distribute positive messages.
- Use wayfinding, collaterals, and signage for attractive, cohesive visuals and to connect visitor assets
- Identify and cultivate community champions
- Create partnerships between the town and local public schools

Goal: Be prepared to capture growth in Johnston County. Develop the town "product" to attract jobs, visitors, and new residents

- **Strategies**
- Implement a proactive business retention and expansion program
- Identify, support, and promote industrial and commercial properties for new and growing employers
- Incorporate and leverage the Eastfield development into Selma's infrastructure and development planning
- Housing evaluation and planning

SWOT Analysis

The SWOT (strengths, weaknesses, opportunities, and threats) Analysis was compiled using information from interviews, steering committee meetings, staff and leadership input. A 2015 Strategic Plan produced by Sanford Holshouser was also reviewed, with an eye toward completed strategies and those that remain priorities. Citizens in Selma are aware of strong economic conditions in Johnston County and the adjacent Triangle Region and are eager to benefit from these growth patterns. Strong assets position Selma for success and growing opportunities for private investment and development. Taking a proactive approach to development in Uptown Selma, as well as across the town, will allow Selma to capitalize on these opportunities for the future.

Strengths

- Location and Transportation System
- Opportunity for Real Estate Development
- Adjacent to Triangle/economic growth
- Train Station
- Small Town Feel, access to large metro
- Visibility to travelers
- Johnston Community College
- Historic Districts (3)
- Partnerships/ Smithfield & County
- Certified Business Sites
- Parks Department programs growing

Weaknesses

- Lack of Restaurant/Full Service/Uptown
- Vacant Retail Properties
- Older housing stock
- High poverty, low per capita income
- Nothing to Do Uptown
- No Nightlife
- Perceived high crime rate
- Poor internet connectivity
- Low test scores in public schools
- Need investment in built environment
- Lack of professional services, health care providers

Opportunities

- US 70 becoming Interstate 42
- Selma Crossing Industrial Recruitment
- Gateway to Eastern NC
- New Civic/Community Center
- Rebranding Process; Sell Selma
- Housing market improving
- Leverage available space downtown
- Eastfield Development Investments
- Leverage Train Station and Rail Assets
- Rudy Theatre
- Triangle East Collaboration

Threats

- Low Incomes mean retail and entertainment out of reach
- Poor image of Selma by non-residents
- Graying workforce/residents
- “Antique Town” image
- 50% renters
- Interstate brings crime
- Public facilities maintenance has been deferred
- We can be our "own worst enemy"

Strengths

Selma is working from a significant position of strength due to a strong regional economy and excellent location and transportation assets. Unlike many small towns in North Carolina, Selma is in a growing and relatively prosperous county and is connected to the economic opportunity of the Research Triangle Region. A walkable "small town" atmosphere with historic districts and available downtown real estate means that Selma can position itself as the small-town alternative in a metro area. There are plentiful commercial and industrial development opportunities in Selma, and its convenient and strategic location at Interstate 95 make it attractive for logistics as well as manufacturing. Selma is well-positioned to leverage its many strengths for redevelopment and increased tax base both downtown and throughout the town.

- Location
- Interstates and rail
- Diversity in demographics
- Opportunity for real estate development
- Growing youth athletic programs
- Community-friendly police department
- Baily Feed Mill
- Tank Farm
- Population growth
- Adjacent to Triangle/economic growth
- Entertainment
- Train station
- Aggressive town council and staff
- Small town feel, access to large metro
- Atlantic Coast Pipeline coming
- Visibility to travelers
- Johnston Community College
- Historic districts (3)
- Partnerships/Smithfield and Johnston County
- Outlets bring people here
- Workforce development center
- Certified business sites
- Parks department programs growing

Weaknesses

Selma's demographic profile shows its income and education levels lag behind Johnston County and the greater metro. Slower population growth in the town than the county makes it hard to generate new retail activity. The housing stock is relatively older and although affordable, does not attract young professional residents to Selma. The same transportation infrastructure that benefits the town also means that residents have choices and can travel outside Selma for shopping and services. Selma has often seen itself as the outlier of Johnston County. These are challenges that Selma can address through concerted strategies.

- Lack of restaurants, especially full service and in uptown
- Vacant retail properties
- Highway means transience
- Lack of diverse rentals – lower quality prevalent
- Need for modern apartment communities with amenities
- Older housing stock
- Ordinance limits owners' use of property
- High poverty, low per capita income
- "Nothing to do" uptown
- No nightlife
- Perceived high crime rate
- Poor internet connectivity
- Low test scores in public schools
- High electric rates
- "Poor Stepchild" of Johnston County
- Need investment in built environment
- Lack of professional services, health care providers

Opportunities

While there are challenges for Selma, these are overshadowed by the significant opportunities that Selma's location and development opportunities bring at this time. As a potential bedroom community for the fast-growing Research Triangle Region, Selma has the opportunity to capture its share of significant population growth and access to strong growth in wages and economic output in the metro area. Selma also has a good base of "product" with both industrial real estate available as well as the new, mixed-use Eastfield development. It is true that success begets success, and Selma has the opportunity to capture a portion of that success and leverage it to a strong growth position for itself.

- US 70 becoming Interstate 42
- Selma Crossing industrial recruitment
- Public Information Officer and public relations project
- Certified Retirement Community
- Gateway to Eastern NC
- Inland port
- Housing market improving
- New civic/community center
- Improving race relations/image
- Youth influence growing
- Publicize good trends, e.g. crime and electric rates
- Rebranding process
- Sell Selma
- Wireless and broadband improving
- Housing market improving
- Improve industrial sites/product
- Leverage available space downtown
- Eastfield development
- Leverage train and station
- Rudy Theatre
- Rail assets
- Triangle East
- Downtown and historic districts
- Downtown events, festivals, First Friday

Threats

There are troubling trends in Selma which can diminish or delay success. Current demographic trends show slow population growth. Many residents reported a poor image of Selma, even within the town. Poverty impacts the housing stock and availability as well as retail and service options. The prior emphasis on "Antique Town" may not resonate with younger visitors or potential residents. Fortunately, these threats can be mitigated with concerted action, sustained communications, and smart investments by the town and development partners.

- Low incomes mean retail and entertainment out of reach
- Poor image of Selma by non-residents
- Improve industrial sites/product
- Leverage available space downtown
- Graying workforce/residents
- "Antique Town" image
- 50% renters
- Interstate brings crime
- Public facilities maintenance
- We can be our "own worst enemy"

WHAT IS ONE THING THAT SELMA DOES BETTER THAN OTHER CITIES?

Economic and Demographic Profile

Selma has bright spots in its economy and demographics with lots of young people, a diverse population, strong manufacturing sector, affordable housing, and low unemployment. Areas of concern for the economy are low educational attainment, lagging income, and long commutes for work. Building upon the strength of existing business clusters and focusing on education and training are an integral part of Selma's economic development strategy.

Summary

- The 2017 population of Selma is 6,684. Over the last seven years, the population has grown by 10%, but that lags behind both county and regional growth. Johnston County and the Raleigh metro are both fast-growing areas.
- Selma has more young workers, aged 35 - 34, than the county, region, and state. The median age in the city has increased from 31.7 to 33.7 from 2010 to 2018, and remains above the regional and state averages.

Median age ⬆ from 31.7 to 33.7

- Selma is more racially and ethnically diverse than the county, region, and state. The diversity index, 84.6, is well above the other geographies.
- Concerning is Selma's educational attainment statistics. The population has a lower educational attainment than the county, region, and state. The SAT scores of the county are on par with state and national averages.

Lower educational attainment than

- Per capita and median household incomes fall below the county, regional, and state averages. Median Household Income is $29,404, less than half of the regional average.
- Homes are more affordable in Selma ($98,930) and Johnston County ($163,637) than in the region, making Selma a good location for home buyers.
- Labor force is growing in Johnston County. The unemployment rate is declining and is slightly below the state unemployment rate. The declining unemployment rate is a positive sign of economic growth.

Labor Force growth

- Most people are employed in Trade, Transportation and Utilities, Manufacturing, and Leisure and Hospitality. The highest paying sectors are Manufacturing, Information, and Financial Activities. It is important to note that one of the largest employment sectors, Manufacturing, is also one of the highest paying sectors. The average weekly wage is $762.19.

$762.19 avg. weekly wage

- Approximately 84% of all Johnston County businesses have less than 10 employees, making small business development an important part of the economic development strategy.
- Retail sales and collections of sales and use tax have been increasing, indicating that Selma remains a retail hub. The retail leakage report shows there is leakage in general merchandise stores, sporting goods, and automobile dealers

- In general, people in Johnston County, including Selma, have long commutes. Most people commute 25 – 44 minutes.
- The tourism industry has seen growth in total expenditures, payroll, and employment.
- The index crime rate in Johnston County declined after 2012 and has remained relatively constant.

Long Commute Times

Economic Development Strategic Plan

Consistent themes arose from residents and property owners in Selma who are looking for redevelopment and more activity in Uptown Selma and jobs and opportunities for residents. In addition to collecting input and feedback through the SWOT analysis and community meetings, a review of the 2015 Economic Development Strategic Plan prepared by Sanford Holshouser Consulting with town staff and leadership provided clear feedback on current priorities. With strong assets in the uptown area, new commercial developments underway, and a base of industrial real estate, business attraction and small business development are the focus priorities. Small business support will add to job growth and can impact downtown development and town aesthetics. There were concerns about the perception of the town and the way Selma is portrayed in the region; therefore, a communications strategy is needed to share current and future positive images and messages about the town. The current and projected growth in the region suggests that strategic investments in redevelopment and industrial product can pay dividends in the near term.

The **goals** of the strategic plan are:

- Grow jobs, tax base, and sense of place through redevelopment, business attraction, and small business development in Uptown Selma.
- Increase and improve internal communications, improve the image of Selma, and foster community pride and spirit.
- Be prepared to capture growth in Johnston County. Develop the town "product" to capture jobs, visitors, and new residents.

Goal: Grow jobs, tax base, and sense of place through redevelopment, business attraction, and small business development in Uptown Selma.

Uptowns are the heart and soul of a community, They create the pulse that ripples through the community and the economy. Creating unique spaces and a positive climate for new and expanding businesses will encourage more and different types of developments.

Strategy: Inventory uptown properties, prioritize for activity

Action Steps:

- Inventory available and under-utilized properties in Uptown Selma to promote as development opportunities with outside investors or local partners.
- Identify any town-owned properties for redevelopment.
- Include the inventory on the town website, or provide information on the website directing interested parties to contact the town to discuss available properties. The town is in a position to evaluate and prioritize these opportunities. For example, a space that has operated as a restaurant might be re-launched, and properties in the historic districts may qualify for preferred tax or financing measures.
- Make links to the inventory available to the chamber and other partners.
- Promote available properties to existing businesses in uptown for future expansion.

Strategy: Building reuse and up-fit incentives, and loan programs to encourage reuse

Action Steps:

- In uptown, the incentive program could be structured like an industrial incentive as a grant based on net new tax revenue. This could work similar to traditional façade grants where a building owner receives the grant after building improvements are made.
    - See Columbia, SC's vacant building reuse grant program as a best practice. Another example is the IDEAL incentive program in Gastonia, NC.
    - For industrial development, the vacant building incentive could have a lower threshold for investment or jobs, a higher percentage of grant, or additional years of the grant.

Strategy: Support business creation uptown

Action Steps:

- Work with the Small Business Technology and Development Center and ElectriCities and their emerging program to assist with restaurant business planning, since a restaurant is high on the list of new businesses that residents mention.
- Develop a "starter-kit" of information on how to start a restaurant in Selma. Starter kits include basic information such as what permits are needed, what inspections are needed, whom to contact, etc.
    - Consider starter kits for other businesses as well such as retail stores or service providers like barber shops and pet day care..
- Connect with training programs in the greater region for culinary students and beer brewing programs. Make known the desire and market opportunity for these retail outlets or services in Selma.
- Identify and inventory small business and entrepreneurship assets and support programs.
    - Publicize through a resource directory on the town website.
- Look for opportunities to partner with and support small business development programs through Johnston County Community College, Chamber of Commerce, etc.
- Encourage program providers to partner to provide high-quality training and one-on-one support for small and growing businesses, especially focusing on targeted sectors.

- Explore opportunities for a small business incubator and/or co-work space in uptown.

Strategy: Develop retail and service opportunities and amenities to leverage/increase visitor traffic

Action Steps:

- Review the retail leakage report in the appendix, which shows leakage in a few sections that could be recruited to Selma.
- Continue to work closely with ElectriCities' retail development initiatives.
    - Through ElectriCities, identify franchise retail opportunities and work with the Small Business Center to identify potential franchise operators.

Strategy: Activate downtown as a place for family entertainment and community gatherings

Action Steps:

- Activate the uptown as a visitor attraction similar to Tarboro Commons. Create a plaza or open space downtown or near the train station to focus activities and visitors to downtown. Incorporate a summer music or concert series, outdoor movie nights, classes, or a farmers' market.
- Activate these areas with free community activities and events. Some may be transferred from other locations to invest in these new community assets. Examples could include yoga, dance, or art classes or demonstrations.
- Publicize to city clubs and organizations the opportunity to hold free public events in these spaces.
- Consider a concert series, cooking demonstrations, pop-up petting zoos, and other fun and family events to brand these assets as part of the community.

Goal: Increase and improve internal communications, improve the image of Selma, and foster community pride and Spirit.

Telling Selma's story internally and externally will not only foster community spirit, it will also share the unique reasons why this is a place people can prosper. The internal message is just as important as the external message and image. Existing businesses make up the majority of new investment and job creation, and citizens are your best ambassadors

Strategy: Tell the Selma Story. Use multiple media channels to create and distribute positive messages.

Action Steps:

- Designate a town Public Information Officer with the responsibility to share messages about the town, including posting on social media.
- Explore partnerships with other stakeholders through an app like Social Toaster, which might contribute posts as well.
- Use Social Media and the town website. Popular sites for community development are Facebook, Instagram, LinkedIn, and Twitter. Develop hashtags for the town, for example #SelmaPride or #SelmaCharm or #LoveSelma.
- Use Instagram to post photos of the town. Photos are important to tourists.
- Include an "activity related" Calendar of Events on the website or social media.
- The Town of Selma Facebook page is not up to date. It is a good place to tell positive stories about people and places in Selma. Check out this example in Alleghany County, NC. Even though it is a blog, the purpose is to write about amazing people in the community as a way to share positive news. https://absolutelyalleghany.com/
- Use the goals of the Strategic Plan as topics for communications with residents – consider '"breakfast with the manager" (or mayor, or council member) opportunities once a month to brief attendees on town goals and upcoming activities. These briefings will create communications channels out from the town and may identify new participants for town initiatives.

- Consider a monthly internal newsletter or communication in utility bills that highlights one of the goals or strategies and how it is being advanced in Selma. This can be shared on social media as well. Residents want to be informed about priorities and may be more likely to become involved when they are informed. Share positive trends, stories, and accomplishments!

- Issue periodic press releases to print and electronic media highlighting activities and accomplishments toward the strategic plan. Invite key media contacts for a "behind the scenes tour" of an event or town facility.
- Develop a pool of ready spokespersons who can be available for print or electronic media to provide the town's perspective on the topic of interest. These people should be well versed in the town's strengths and strategies.
    - Develop a standard presentation to give at civic clubs.
    - Develop and share talking points with partners about town projects, such as an infrastructure project, to ensure a clear message.
- Consider a weekly automated phone call to inform citizens of events.
- Welcome new businesses to Selma through social media. Have the mayor and town manager stage a ribbon cutting or other event to create a focal point and moment for celebration.
- Add economic development or business sections to the town website to explain goals, stakeholders, and assets. Include active links to partners.
- Hold a "Meet the Manager" event to introduce the new Town Manager and share excitement about goals and progress.

Strategy: Use wayfinding, collaterals, and signage for attractive, cohesive visuals and to connect visitor assets

Action Steps:

- Install wayfinding downtown and at town gateways to connect and reinforce visitors. Get inspiration from this blog on wayfinding, which includes much more than traditional signage http://www.creativeedc.com/whats-your-sign.
- Consider walking tours highlighting retail, art, history, etc. Walking tours could be "signed" with symbols on pavement, markers, or a walking trail brochure. Publicize these on the town website and with visitor allies.
- Engage local artists in wayfinding. They can offer great suggestions on markers, trail signs, and other visuals.

Strategy:– Identify and cultivate community champions

Action Steps:

- Identify leaders to serve on the boards of Johnston County Development Commission and regional ally organizations to raise awareness of Selma and its assets to the region's economic development community.
- Pledge to find at least one person under the age of 40 to serve on each town committee, advisory board, and task force. Encourage civic, nonprofits, and business associations to do the same.
- Host regional allies and the real estate community for a tour of available sites and buildings once a year.
- Offer to host a meeting of the board of the Johnston County EDC and RTRP in order to showcase Selma's economic development assets.
- Consider sending town leaders to the Rural Economic Development Institute operated by the NC Rural Center. This program enriches the participant professionally and also connects the graduate to a network of leaders across North Carolina.
    - The NC Main Street conference is another good networking meeting.
- Create a citizens' academy, a program to train citizens on local government. Some town academies meet once a month for six months on programs in public safety, utilities, history, education, local government process, etc.
- Hold "how to serve on a board or commission" information sessions for younger residents and newcomers
- Consider a "Leadership Selma" program to connect emerging leaders and newcomers with "traditional" leaders
- Collaborate with ElectriCities' staff to plan a "Town-to-Town" visit to another similar community in eastern North Carolina to learn about strategic implementation and gain best practices. Farmville is one suggested destination.

Strategy: Create partnerships between the town and local public schools

Action Steps:

- The partnership could start with a Local Government Day in the schools. Various age groups of students could tour the police station, fire station, wastewater treatment, parks and recreation, and other departments to learn about local government. There could be a component led by elected officials on public service and leadership.

- Offer town department heads or elected leaders as speakers at school assemblies, concerts, or PTA meetings to reinforce connectivity between the school and the community.
- Consider ways the town could supplement or assist at the schools, perhaps through light maintenance or organizing an annual "clean up" day.
- Create feedback loops with the principals and town administration through quarterly meetings to discuss shared interests, areas of concern, and upcoming projects.
- Consider a Youth Leadership program for high school students. The program could teach youth about Selma, include career exploration and service learning to create a connection with the town, and communicate that youth are also valued contributors to the community.

Goal: Be prepared to capture growth in Johnston County. Develop the town "product" to attract jobs, visitors, and new residents

Businesses need space to grow, citizens need a home, and visitors need a destination. Local governments play a critical role in developing the "product" that will attract all three. That role is to make strategic public investments that can be leveraged by the private sector.

Strategy: – Implement a proactive business retention and expansion program

Action Steps:

- Partner with the Johnston County Economic Development Program to conduct Business Retention and Expansion (BRE) visits to companies inside the city. If the county program does not include small businesses, the city's BRE program should. Set a goal to visit 15 - 30 businesses every year.
    - Until a regular visitation program can be established, host "Coffee with the Manager" or "Coffee with the Mayor" once each quarter, inviting major employers and utility accounts for a roundtable discussion which may be preliminary to a visitation program
- Through regular visitation, assess companies' potential for expansion and contraction. Maintain information on employment levels, potential new product/service lines, available expansion space, potential ownership changes, etc.

- Align the BRE program with the city's key accounts program to target companies that are large utility customers.
- Use research gathered in the BRE program to influence city policies. Examples are regulatory process, transportation priorities, amenity development, and infrastructure investments.
- Coordinate visits with allies such as Johnston County EDC, ElectriCities, and EDPNC to strengthen those ties and send a message to existing industries of collaboration and joint action.
    - Use ElectriCities' key accounts strategies for business retention.

Strategy: Identify, support, and promote industrial and commercial properties for new and growing employers

Action Steps:

- Keep updated information on all buildings and sites and make available to Johnston County Economic Development and Research Triangle Regional Partnership, and for listing with the Economic Development Partnership of NC. Make sure information sheets are complete with specs, including a price, so they will be considered for active prospects.
- Hold familiarization events and meetings highlighting the industrial properties available in Selma, including the new building planned for Eastfield. Eastfield is an exciting new opportunity for Selma and can be a 'hook' to attract new interest and returning interest.
- Work with the county and regional economic development offices to determine if drone flyovers will add marketing value to buildings.
- Distinguish between available commercial and available industrial properties on the town website.
- Share the goals of this strategic plan with partners at Johnston County EDC, RTRP, and EDPNC to assure they are aligned with Selma's targets and strategies.
- Consider a "virtual shell building" on the Selma Crossings Industrial Park site. It is suggested that a building design of 70,000 sf expandable to 100,000 sf+ with high ceilings would provide Selma with additional modern industrial product to compete for new manufacturing projects.

Strategy: Incorporate and leverage the Eastfield development into Selma's infrastructure and development planning

Action Steps:

- Develop a welcome packet for new homeowners and business owners that touts all Selma has to offer. Work out an arrangement with Eastfield developers to distribute.
- Plan connections to the development, for example, greenways that will bring residents uptown and wayfinding from the development to uptown.
    - Host a planning charrette in the development and ask residents on ideas for connectivity to Selma.
- For special events, consider a trolley or other public transportation from the development to uptown.
- Consider any "branch offices" that will further connect the town to the development - public safety, library branch, etc.
- As residential development comes on board, ask to be placed on the homeowners' association agenda quarterly to offer town updates.

Strategy: Housing evaluation and planning

Action Steps:

- Conduct familiarization tours with area realtors. The purpose of the event is to promote Selma as a residential market for the Triangle. Organize a half-day event for Triangle-area Realtors. The half day could include a presentation on Selma and a tour of the area. Include vacant land suitable for residential development.
- Some communities are encouraging housing development with incentives. The City of Shelby will partially fund paving associated with new housing developments. Morganton has a new downtown residential incentive. Cities in distressed areas of the U.S. offer free land to people willing to build homes. Selma may not go that far, but reducing fees and making the regulatory process smooth for developers could make a difference.
- Citizens want to improve the appearance of Selma. Beautification programs support not only residential development but also business development. Companies invest in communities that invest in themselves.

Implementation Guide

01

- Inventory Uptown properties; prioritize for activity
- Review building re-use & upfit policies & loan programs
- Use multiple media channels to tell the Selma Story
- Incorporate and leverage the Eastfield development into infrastructure and development planning

02

- Develop retail and service amenities to increase visitor traffic
- Visual beautification through streetscapes, wayfinding etc.
- Connect visitor assets with collaterals and signage
- Plan for a proactive business retantion and expansion program

03

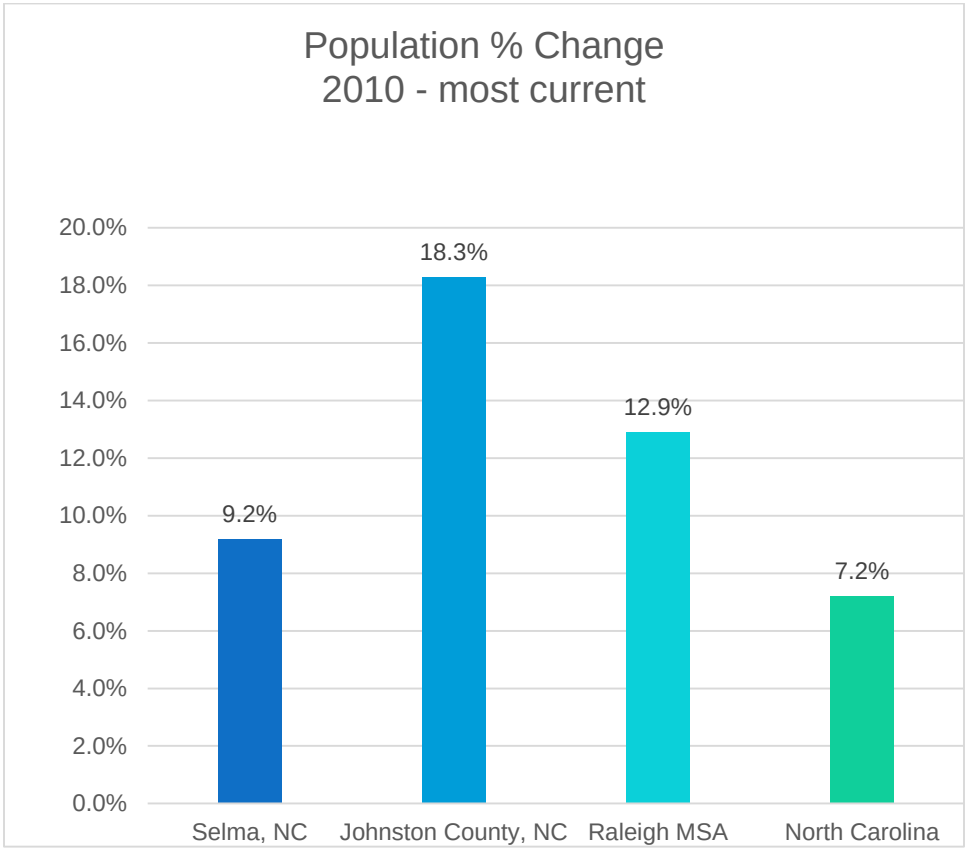
- Activate Uptown as a place for family entertainment & community gatherings
- Identify and cultivate community champions
- Create partnerships between Town and public schools
- Evaluate housing stock and market need to incorporate into planning

Appendix A: Economic and Demographic Profile

The following data sources were used for the economic and demographic profile: U.S. Census, Bureau of Labor Statistics, YourEconomy.Org, and ESRI.

Population			
	2010	**Most current 2017**	**% Change 2010 - most current 2017**
Selma, NC	6,072	6,684	10.0%
Johnston County, NC	160,675	196,708	22.0%
Raleigh MSA	1,162,689	1,335,079	14.8%
North Carolina	9,535,483	10,273,419	7.7%

Source: www.census.gov



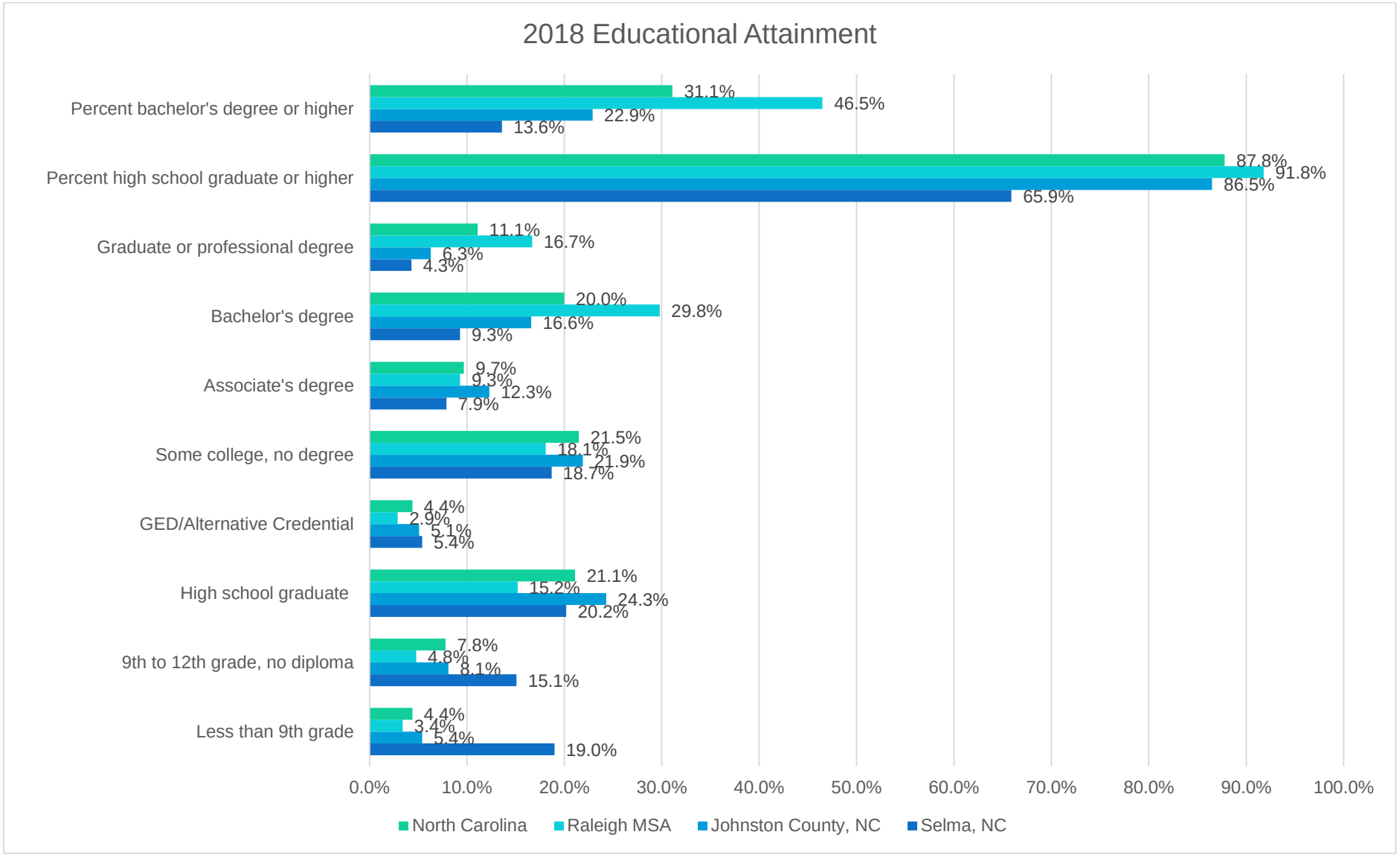
Source: www.census.gov

Age Groups	Selma, NC	Selma, NC	Johnston County, NC	Johnston County, NC	Raleigh MSA	North Carolina
	2010	**2018**	**2010**	**2018**	**2018**	**2018**
Under 5 years	10.0%	8.6%	7.6%	6.8%	6.5%	6.0%
5 to 9 years	8.3%	8.2%	8.0%	7.2%	6.9%	6.2%
10 to 14 years	7.2%	7.6%	7.8%	7.4%	7.1%	6.3%
15 to 24 years	14.4%	13.2%	11.8%	12.3%	13.9%	13.1%
25 to 34 years	14.9%	14.2%	12.8%	12.6%	13.8%	13.4%
35 to 44 years	13.0%	12.7%	16.4%	13.8%	14.4%	12.8%
45 to 54 years	11.3%	11.4%	14.4%	14.5%	13.9%	13.1%
55 to 64 years	10.3%	10.6%	11.0%	12.2%	11.7%	13.0%
65 to 74 years	6.3%	8.6%	6.3%	8.6%	7.4%	9.7%
75 to 84 years	3.3%	3.7%	3.0%	3.5%	3.1%	4.5%
85 years and over	1.0%	1.2%	1.0%	1.1%	1.2%	1.8%
Median Age	31.7	33.7	36.2	37.7	36.2	38.7

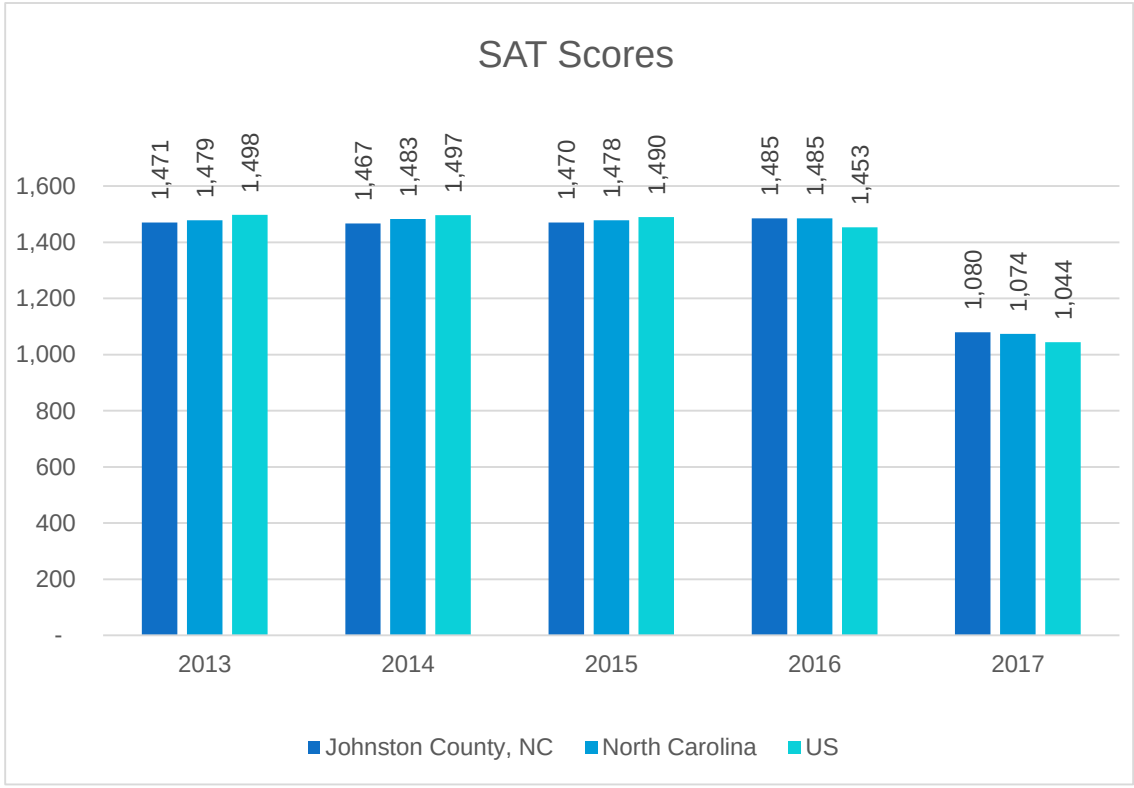
Source: ESRI

Race	Selma, NC	Selma, NC	Johnston County, NC	Johnston County, NC	Raleigh MSA	North Carolina
	2010	**2018**	**2010**	**2018**	**2018**	**2018**
White Alone	38.8%	40.1%	74.2%	72.4%	65.3%	66.4%
Black Alone	37.2%	35.1%	15.1%	15.8%	20.1%	21.7%
American Indian Alone	0.5%	0.4%	0.6%	0.5%	0.5%	1.3%
Asian Alone	0.2%	0.2%	0.6%	0.8%	6.0%	3.0%
Pacific Islander Alone	0.1%	0.1%	0.0%	0.0%	0.1%	0.1%
Some Other Race Alone	20.3%	21.0%	7.5%	7.9%	5.2%	4.9%
Two or More Races	2.9%	3.0%	2.0%	2.5%	2.9%	2.6%
Hispanic Origin	34.8%	35.7%	12.9%	13.6%	10.7%	9.5%
Diversity Index	84.2	84.6	55.5	58.0	62.0	59.6

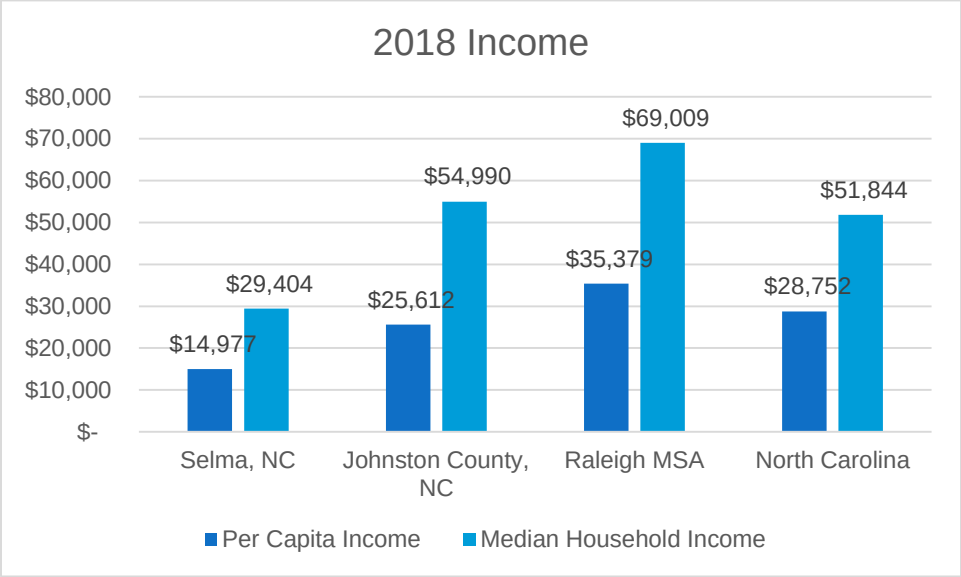
Source: ESRI


2018 Educational Attainment
Percent bachelor's degree or higher
31.1%
46.5%
22.9%
13.6%
Percent high school graduate or higher
87.8%
91.8%
86.5%
65.9%
Graduate or professional degree
11.1%
16.7%
6.3%
4.3%
Bachelor's degree
20.0%
29.8%
16.6%
9.3%
Associate's degree
9.7%
9.3%
12.3%
7.9%
Some college, no degree
21.5%
18.1%
21.9%
18.7%
GED/Alternative Credential
4.4%
2.9%
5.1%
5.4%
High school graduate
21.1%
15.2%
24.3%
20.2%
9th to 12th grade, no diploma
7.8%
4.8%
8.1%
15.1%
Less than 9th grade
4.4%
3.4%
5.4%
19.0%
0.0%
10.0%
20.0%
30.0%
40.0%
50.0%
60.0%
70.0%
80.0%
90.0%
100.0%
North Carolina
Raleigh MSA
Johnston County, NC
Selma, NC

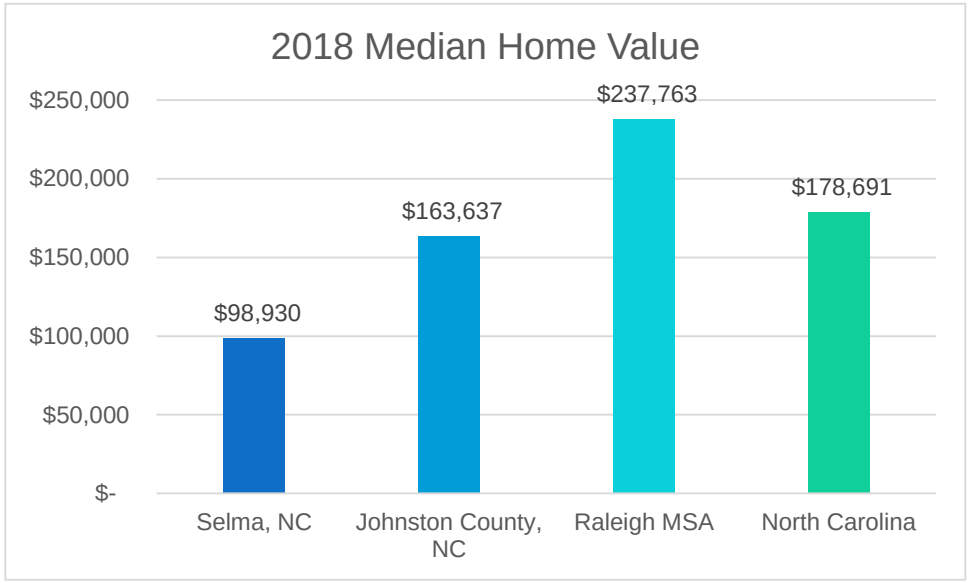
Source: ESRI



Source: North Carolina Department of Public Instruction (www.ncdpi.state.us)



Source: ESRI



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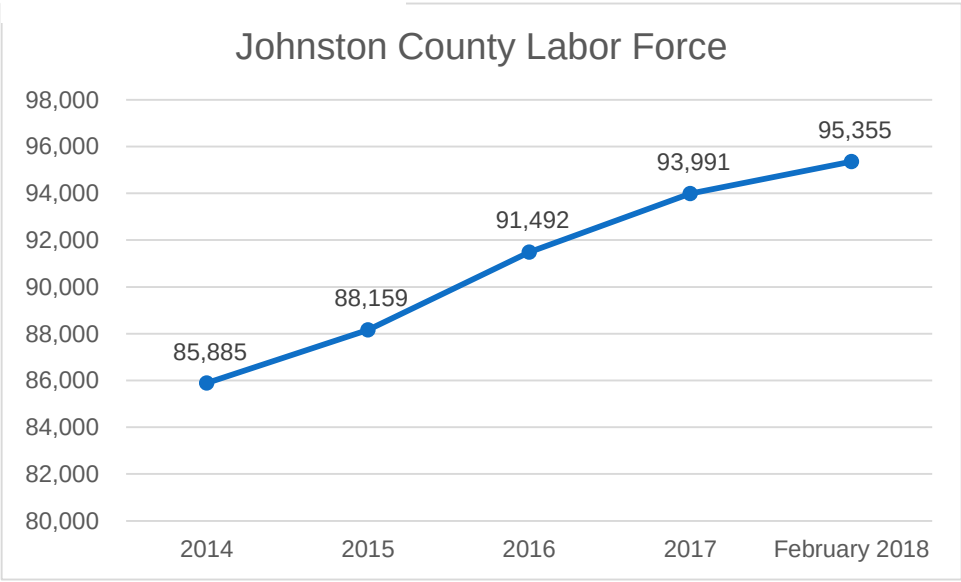
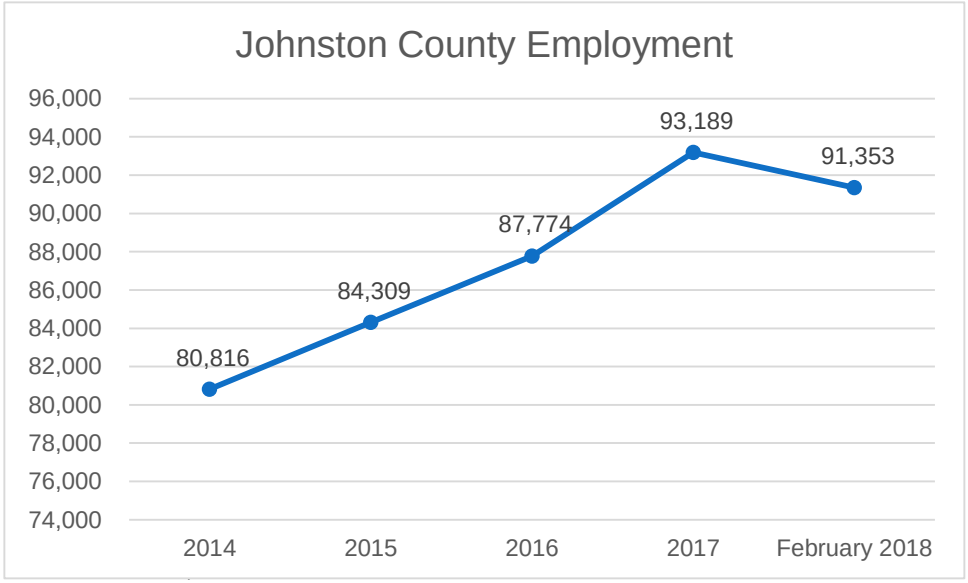
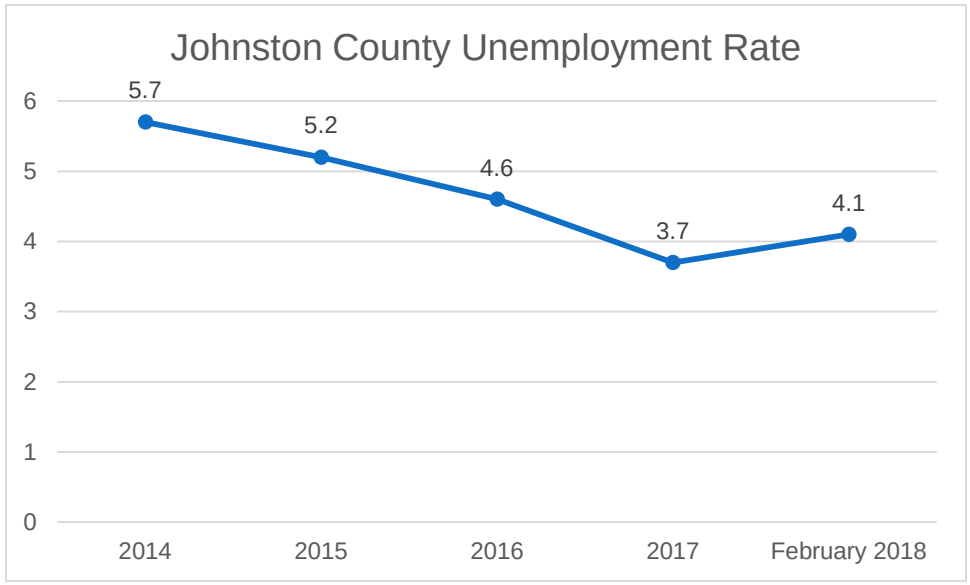


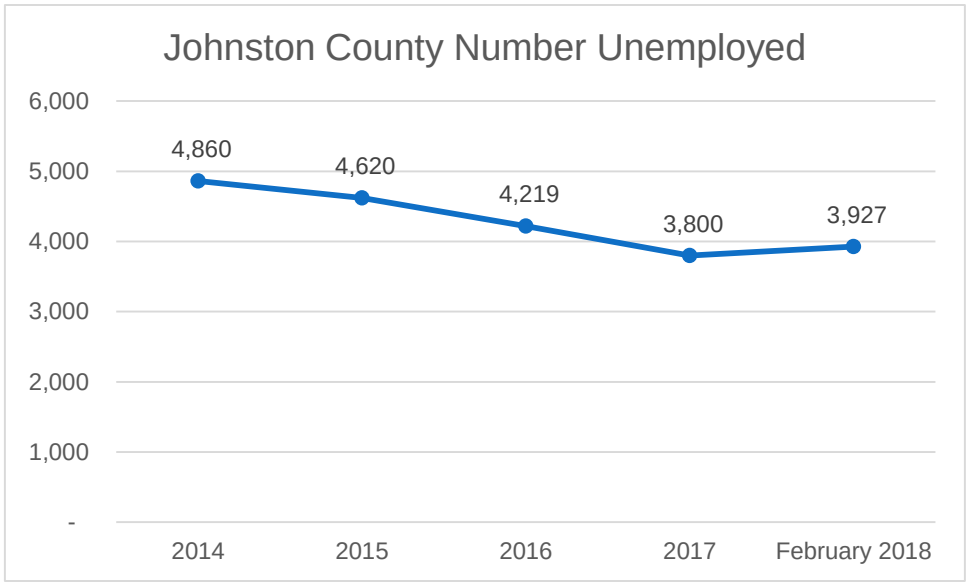
Source: Bureau of Labor Statistics
Source: www.bls.gov



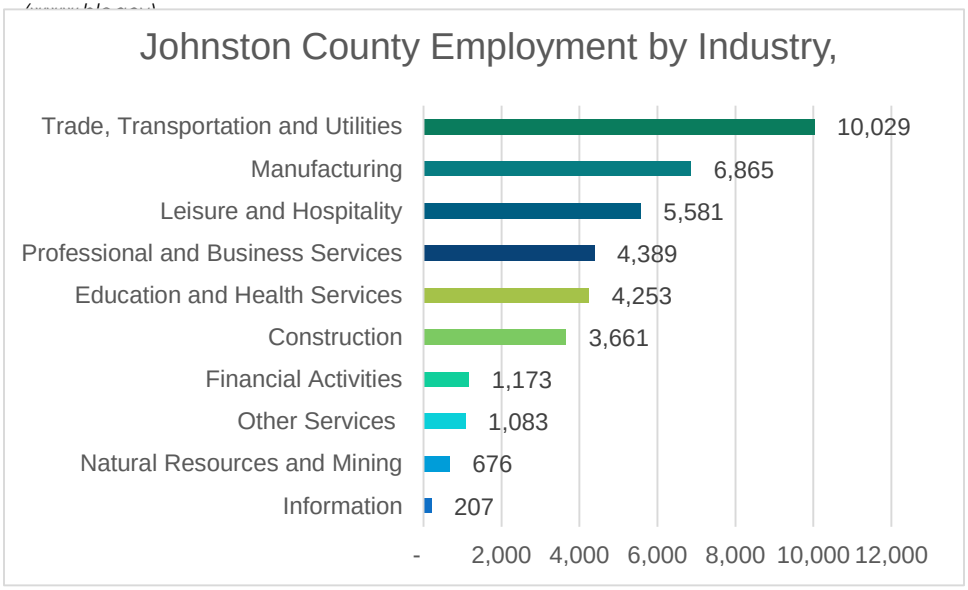
Source: www.bls.gov



Source: Bureau of Labor Statistics



Source: Bureau of Labor Statistics (www.bls.gov)



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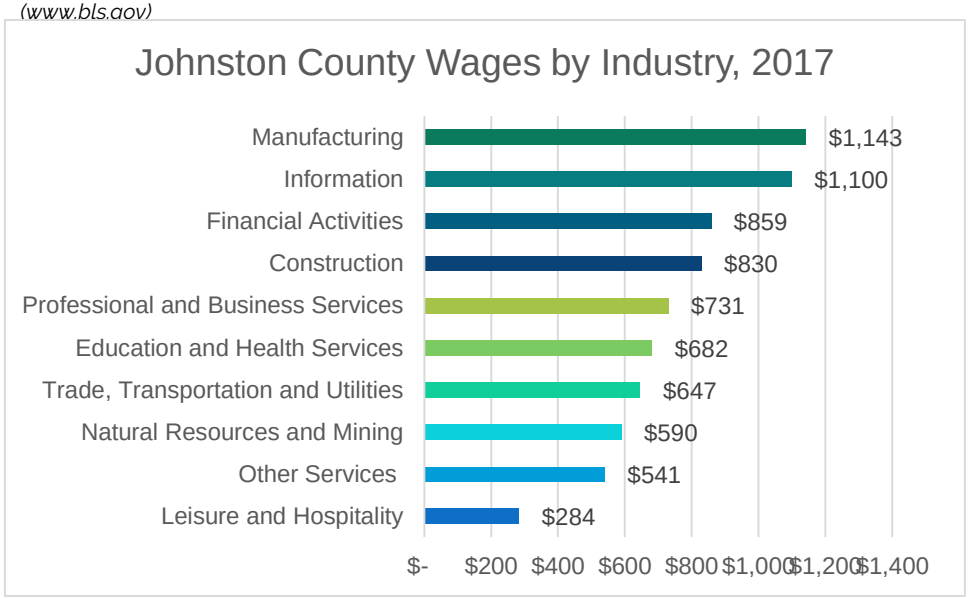
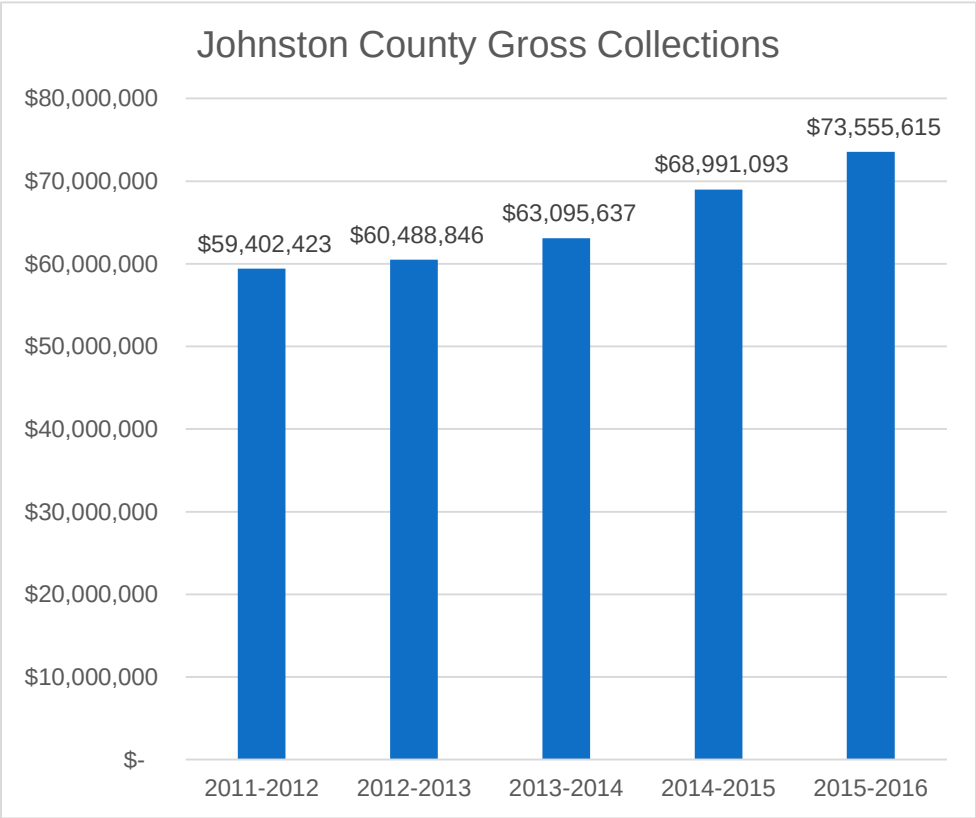


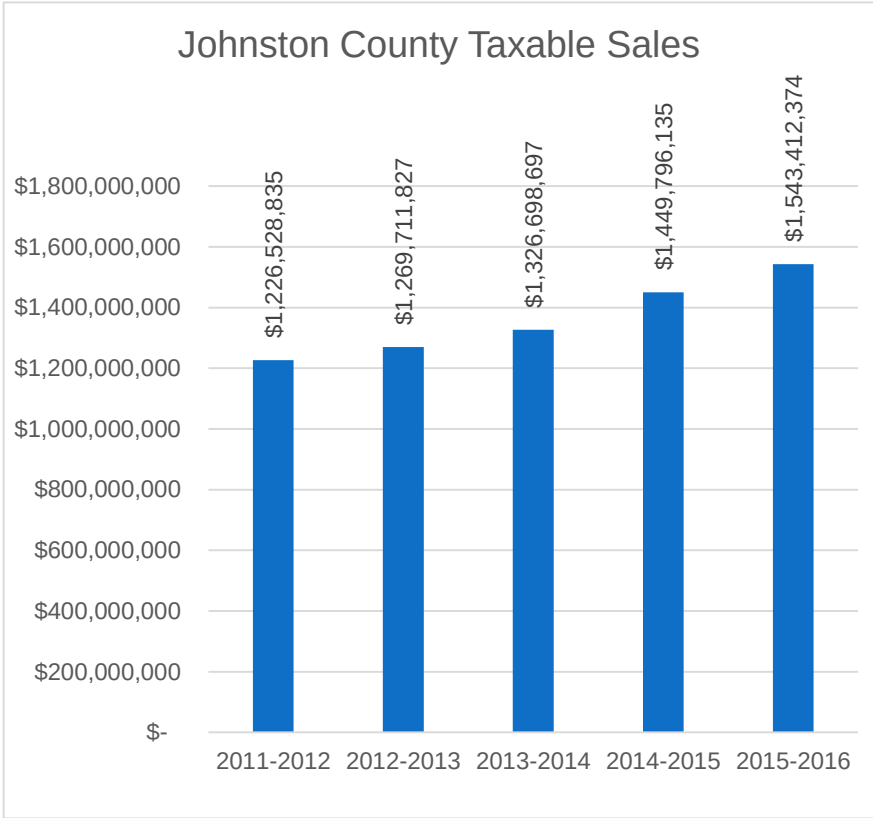
Source: Bureau of Labor Statistics (www.bls.gov)

Johnston County Top 25 Employers			
Rank	Company Name	Industry	Employment Range
1	Johnston County Public Schools	Education & Health Services	1000+
2	Johnston Health	Education & Health Services	1000+
3	Grifols Therapeutics Inc	Manufacturing	1000+
4	County Of Johnston	Public Administration	1000+
5	Asplundh Tree Expert Co	Professional & Business Services	1000+
6	Novo Nordisk Pharmaceutical	Manufacturing	1000+
7	Wal-Mart Associates Inc	Trade, Transportation, & Utilities	500-999
8	Food Lion	Trade, Transportation, & Utilities	500-999
9	Johnston Technical Institute	Education & Health Services	500-999
10	Caterpillar Inc	Manufacturing	500-999
11	Sysco Raleigh Llc	Trade, Transportation, & Utilities	250-499
12	Precionaire	Manufacturing	250-499
13	Nike Retail Service	Trade, Transportation, & Utilities	250-499
14	Lowes Home Centers Inc	Trade, Transportation, & Utilities	250-499
15	Mcdonalds	Leisure & Hospitality	250-499
16	Town Of Clayton	Public Administration	250-499
17	Executive Personnel Group Llc	Professional & Business Services	250-499
18	Tri-Arc Food Systems Inc.	Leisure & Hospitality	250-499
19	Principle Long Term Care Inc	Education & Health Services	250-499
20	Airflow Products Company Inc	Manufacturing	250-499
21	Nc Dept Of Public Safety	Public Administration	100-249
22	Pgi/Chicopee Inc	Manufacturing	100-249
23	3c Packaging Inc	Manufacturing	100-249
24	U S Postal Service	Trade, Transportation, & Utilities	100-249
25	Town Of Smithfield	Public Administration	100-249

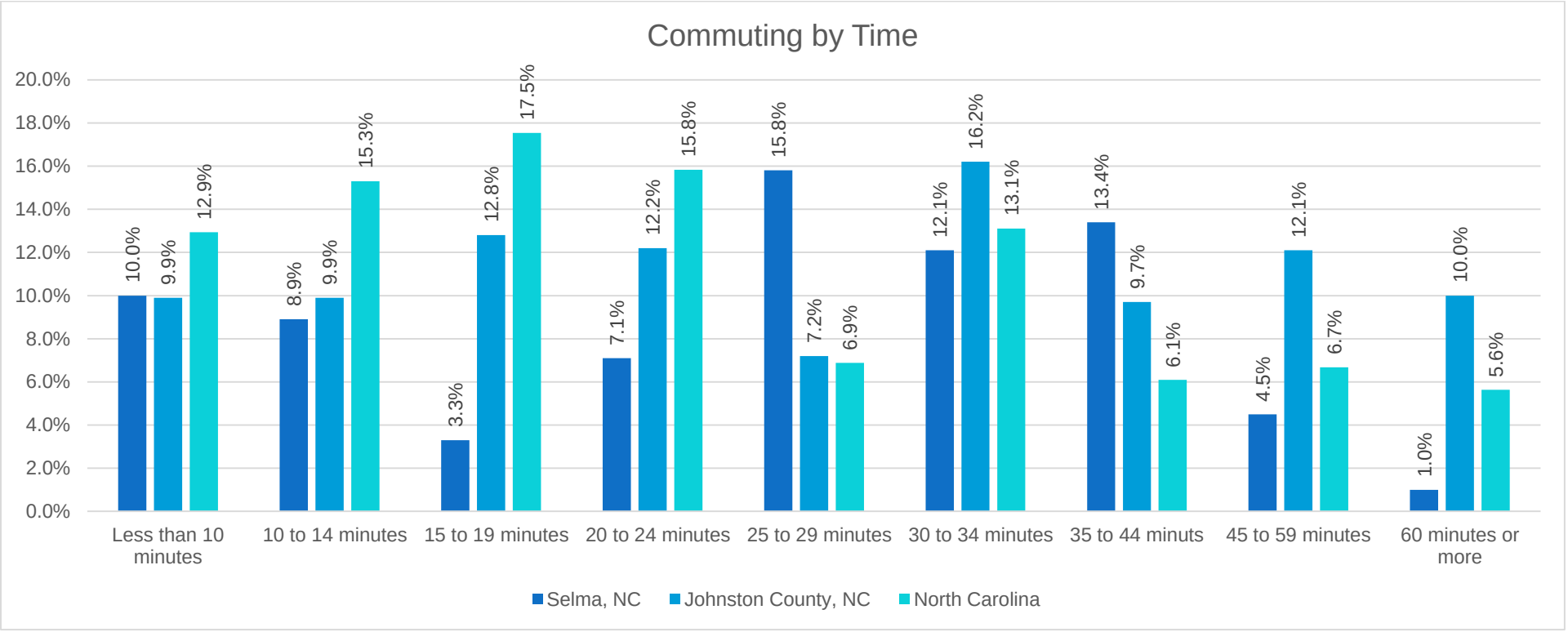
Source: North Carolina Department of Commerce (www.nccommerce.com)



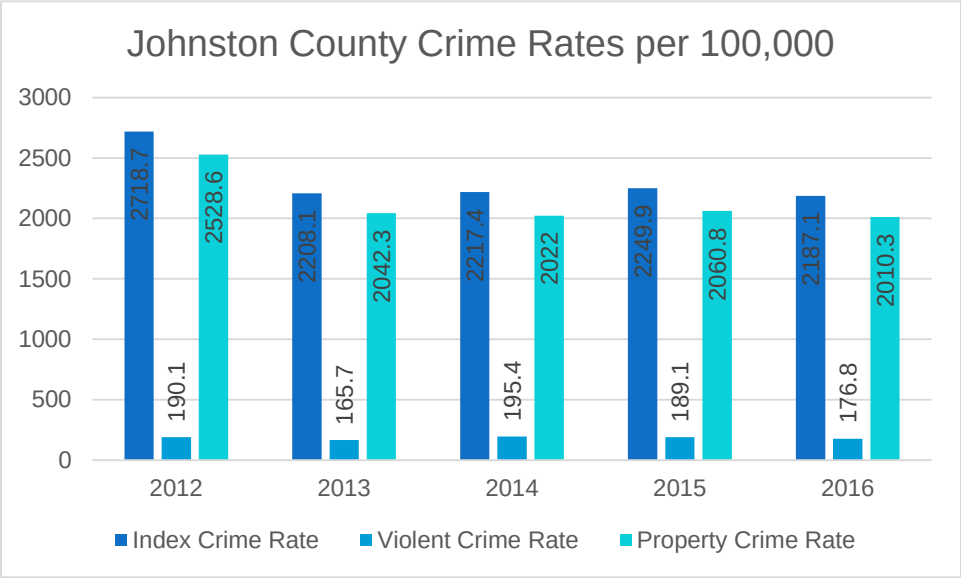
Source: North Carolina Department of Revenue (www.dornc.com)



Source: North Carolina Department of Revenue (www.dornc.com)



Source: www.census.gov



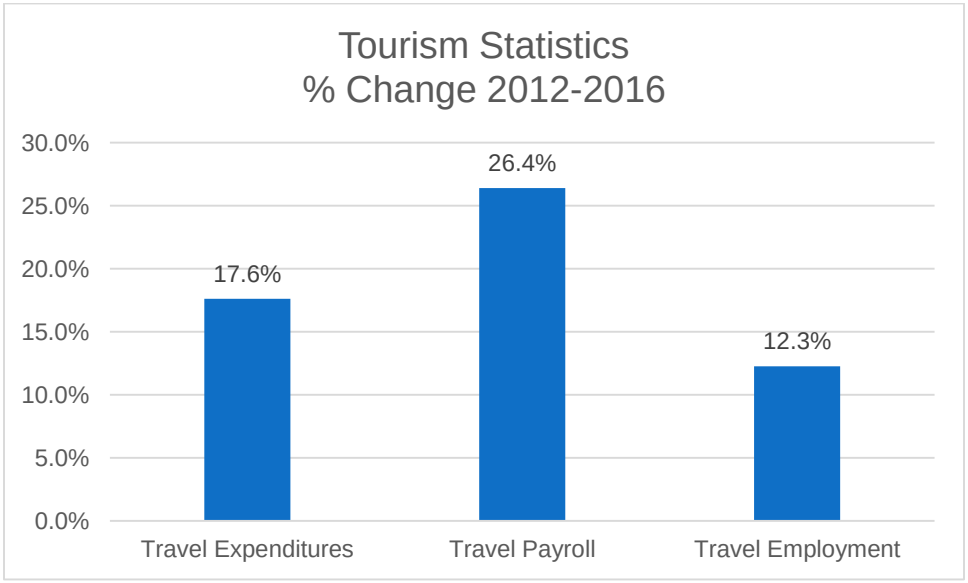
Source: http://crimereporting.ncsbi.gov/Reports.aspx

Johnston County 2012-2016 Establishment Data		
	2012	**2016**
Gained		
Total	14,089	13,599
Start Ups	67.3%	71.2%
Expansion Start Ups	3.6%	0.5%
Expansions	21.2%	25.9%
Move In	7.9%	2.4%
Lost		
Total	4,420	9,576
Closings	84.4%	79.9%
Contractions	10.8%	17.6%
Move Out	4.8%	2.6%

Source: Your Economy Data (www.youreconomy.org)

Johnston County 2012-2016 Employment Stages				
ESTABLISHMENTS	**2012**	**% of TOTAL**	**2016**	**% of TOTAL**
ALL	9,182	100	9,088	100
Self-Employed (1)	1,280	13.9	1300	14.3
Stage 1 (2-9)	6,620	72.1	6,345	69.8
Stage 2 (10-99)	1,204	13.1	1361	15
Stage 3 (100-499)	73	0.8	78	0.9
Stage 4 (500+)	5	0.1	4	0

Source: Your Economy Data (www.youreconomy.org)



Source: http://data.osbm.state.nc.us/pls/linc/dyn_linc_main.show

Retail Market Place Profile-Selma, NC

Summary Demographics

2017 Population	6,289
2017 Households	2,277
2017 Median Disposable Income	$22,904
2017 Per Capita Income	$13,680

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	$43,963,776	$106,692,145	-$62,728,369	-41.6	75
Total Retail Trade	44-45	$39,889,899	$92,834,726	-$52,944,827	-39.9	57
Total Food & Drink	722	$4,073,877	$13,857,419	-$9,783,542	-54.6	18
NAICS Industry Group		**Demand (Retail Potential)**	**Supply (Retail Sales)**	**Retail Gap**	**Leakage/Surplus Factor**	**Number of Businesses**
Motor Vehicle & Parts Dealers	441	$8,713,892	$17,959,914	-$9,246,022	-34.7	7
Automobile Dealers	4411	$7,187,912	$5,345,539	$1,842,373	14.7	3
Other Motor Vehicle Dealers	4412	$683,692	$0	$683,692	100.0	0
Auto Parts, Accessories & Tire Stores	4413	$842,288	$12,614,375	-$11,772,087	-87.5	4
Furniture & Home Furnishings Stores	442	$1,469,576	$2,250,113	-$780,537	-21.0	2
Furniture Stores	4421	$911,945	$919,352	-$7,407	-0.4	1
Home Furnishings Stores	4422	$557,631	$1,330,761	-$773,130	-40.9	1
Electronics & Appliance Stores	443	$1,155,025	$1,263,390	-$108,365	-4.5	3
Bldg Materials, Garden Equip. & Supply Stores	444	$2,695,263	$6,320,193	-$3,624,930	-40.2	3
Bldg Material & Supplies Dealers	4441	$2,537,021	$4,978,636	-$2,441,615	-32.5	2
Lawn & Garden Equip & Supply Stores	4442	$158,242	$1,341,557	-$1,183,315	-78.9	1
Food & Beverage Stores	445	$7,045,569	$25,141,989	-$18,096,420	-56.2	12
Grocery Stores	4451	$6,567,037	$24,577,301	-$18,010,264	-57.8	10
Specialty Food Stores	4452	$257,204	$133,414	$123,790	31.7	1
Beer, Wine & Liquor Stores	4453	$221,328	$431,274	-$209,946	-32.2	1
Health & Personal Care Stores	446,4461	$2,500,514	$4,302,713	-$1,802,199	-26.5	2
Gasoline Stations	447,4471	$4,515,102	$11,976,794	-$7,461,692	-45.2	10
Clothing & Clothing Accessories Stores	448	$1,807,580	$12,541,521	-$10,733,941	-74.8	4
Clothing Stores	4481	$1,201,756	$10,745,951	-$9,544,195	-79.9	2
Shoe Stores	4482	$299,842	$0	$299,842	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	$305,982	$1,795,570	-$1,489,588	-70.9	2
Sporting Goods, Hobby, Book & Music Stores	451	$1,024,231	$0	$1,024,231	100.0	0
Sporting Goods/Hobby/Musical Instr Stores	4511	$864,072	$0	$864,072	100.0	0
Book, Periodical & Music Stores	4512	$160,159	$0	$160,159	100.0	0
General Merchandise Stores	452	$6,558,098	$2,452,075	$4,106,023	45.6	3
Department Stores Excluding Leased Depts.	4521	$4,688,977	$0	$4,688,977	100.0	0
Other General Merchandise Stores	4529	$1,869,121	$2,452,075	-$582,954	-13.5	3
Miscellaneous Store Retailers	453	$1,749,847	$8,626,024	-$6,876,177	-66.3	11
Florists	4531	$48,779	$600,553	-$551,774	-85.0	3

Office Supplies, Stationery & Gift Stores	4532	$350,298	$409,433	-$59,135	-7.8	1
Used Merchandise Stores	4533	$191,611	$1,036,504	-$844,893	-68.8	5
Other Miscellaneous Store Retailers	4539	$1,159,159	$6,579,534	-$5,420,375	-70.0	2
Nonstore Retailers	454	$655,202	$0	$655,202	100.0	0
Electronic Shopping & Mail-Order Houses	4541	$468,448	$0	$468,448	100.0	0
Vending Machine Operators	4542	$38,504	$0	$38,504	100.0	0
Direct Selling Establishments	4543	$148,250	$0	$148,250	100.0	0
Food Services & Drinking Places	722	$4,073,877	$13,857,419	-$9,783,542	-54.6	18
Special Food Services	7223	$36,322	$0	$36,322	100.0	0
Drinking Places - Alcoholic Beverages	7224	$256,024	$0	$256,024	100.0	0
Restaurants/Other Eating Places	7225	$3,781,531	$13,857,419	-$10,075,888	-57.1	18

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

Appendix B: Study Sponsor and Consultant

ELECTRICITIES of NORTH CAROLINA, INC.
The energy behind public power

ElectriCities of N.C. Inc. sponsored the Selma Economic Development Strategic Plan. ElectriCities economic development offers a variety of services to promote NC Public Power communities to businesses and economic developers. We help communities recruit business and industry by providing:

- Target Marketing
- Marketing/Collateral Assistance
- Aerial Photography
- Proposals for Prospects/Clients
- Advertising Opportunities
- Target Sectors
- Trade Show Opportunities
- Direct Marketing
- Retail/Commercial Developments

www.electricities.com

Creative
economic development consulting

Creative Economic Development Consulting, LLC, provides strategic planning, product development, organizational development, social media, and economic impact analysis services to communities. Creative EDC is an innovative firm that owns three proprietary programs: Certified Entrepreneurial Community®, CreativeSiteAssessment.com, and Certified Industrial Buildings. Creative EDC supports ElectriCities economic development programs through strategic planning and the Smart Sites initiative.

www.creativeedc.com