



# MONTGOMERY COUNTY

## CREATING OUTDOOR RECREATION ECONOMIES

STRATEGIC PLAN  
2025-2030



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## Acknowledgements

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The REDD announced the technical assistance program offering Outdoor Recreation Economy Strategic Planning and Asset Development services in late 2022. Communities from across the state applied to engage with strategic planning services and 34 local governments were accepted to participate. Montgomery County applied and was accepted. Main Street & Rural Planning (MS&RP) staff, who are responsible for facilitating strategic economic development planning and implementation services, worked with local government staff to communicate the goals of the program, identify local opportunities, and assemble a planning work group.

This project would not be possible without the support and participation of the Montgomery County Board of Commissioners, town and County staff, the work group members, the businesses, and citizens of Montgomery County.



**NC DEPARTMENT  
of COMMERCE**  
RURAL ECONOMIC  
DEVELOPMENT



**MONTGOMERY COUNTY**  
NORTH CAROLINA

Cover photo credit: Montgomery County Tourism Development Authority

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Adopted: October 21, 2025

Montgomery County

## Executive Summary

Through CORE, Montgomery County collaborated with N.C. Department of Commerce, Rural Economic Development Division staff members and local stakeholders in a strategic planning process to identify and develop outdoor recreation assets that present economic growth opportunities. Strategy development focused on taking advantage of outdoor recreation assets to increase tourism, encourage small business development, enhance quality of life for residents, plan for outdoor recreation asset and infrastructure development, and position communities to grow and attract outdoor recreation businesses. The planning process was tailored to meet the specific needs, goals, and opportunities that local stakeholders identified.

The plan proposes strategies, goals, objectives, and actions communities can take to increase economic vitality through outdoor recreation. For the purposes of this strategic planning program, outdoor recreation is defined as all recreational activities undertaken for leisure that occur outdoors, with an emphasis on those activities that involve some level of intentional physical exertion and occur in nature-based environments. Furthermore, other community assets and economic institutions that benefit from or complement the outdoor recreation economy are addressed in the plan.

The data that is presented in this report is to paint a broad picture of where Montgomery County is at this point in time and lay out potential areas of economic growth. For rural communities like Montgomery County, it can be difficult to examine economic data since some information is offered only at the County, town or zip code levels. Data has been provided based on the County, town and 20 minute drive time levels and noted as such when presented.

Montgomery County has numerous outdoor assets such as the Uwharrie National Forest, Lake Tillery, Badin Lake, and more. There is growing interest in outdoor recreation and the County is poised to capitalize on those opportunities. The County has opportunities for the workforce, economic development, tourism, and local leaders to create a strong outdoor recreation economy in the region.

The Montgomery County CORE work group developed its own vision statement to provide a focal point for the CORE plan:

***Montgomery County is home to the ancient Uwharrie Mountains and woven with lakes, rivers, forests, and trails where the Sandhills meet the Piedmont. Nestled in the heart of North Carolina, it's the ideal place to "come catch your breath." Here you'll discover a variety of economic opportunities in outdoor recreation and authentic connections to small town living, the people and the places.***

Montgomery County has long realized that it has a wealth of outdoor assets and has noted the significance of the outdoor recreation economy there. Uwharrie National Forest has been recognized as a premier location for outdoor activities and this ties into the importance of the outdoor recreation economy in the municipalities and the County. The CORE program allowed the County to develop a strategic plan of work to expand the outdoor recreation economy. This report and plan of work lay out how to attract both local citizens and visitors to use the unique outdoor recreation assets as well as develop strong connections to the local culture, community and businesses.

## **Background**

There is a long tradition of outdoor recreation in North Carolina. From the mountains to the coast, there are incredible landscapes and unique places to pursue a wide variety of outdoor recreation activities. Participation in these activities generates a large economic impact in the state.

In recent years, statistics show that participation in outdoor recreation is increasing, particularly in the wake of COVID-19. This growth continues and can create increased economic impacts of outdoor recreation, particularly in rural locations where many of the state's outdoor recreation assets are located. There is also great potential to expose and engage people that have historically not participated in outdoor recreation activities at the same rate as others. It is important for all individuals to have the opportunity and access to enjoy recreational pursuits and benefit economically from outdoor recreation. These factors, combined with other on-going outdoor recreation initiatives across the state, make it an ideal time to critically examine how this sector can benefit local economies.

## **Economic Impact**

Outdoor recreation activity and associated expenditures generate a large economic impact. This is a broad economic sector that comprises a diverse range of industries including manufacturing, retail, arts, entertainment, and recreation. This economic sector also includes many supporting activities such as construction, travel and tourism, accommodation and food services, and more.

In 2023, according to the U.S. Department of Commerce Bureau of Economic Analysis' Outdoor Recreation Satellite Account, the national outdoor recreation economy represented \$639.5 billion in current-dollar gross domestic product (GDP), or 2.3 percent of the United States' total GDP. BEA stated:

Inflation-adjusted ("real") GDP for the outdoor recreation economy increased 3.6 percent in 2023, compared with a 2.9 percent increase for the overall U.S. economy. This reflected a deceleration from the increase in outdoor recreation of 10.2 percent in 2022. Real gross output for the outdoor recreation economy increased 3.2 percent, while outdoor recreation compensation increased 9.0 percent, and employment increased 3.3 percent.

Overall employment in the outdoor recreation industry increased in 49 out of 50 states during 2023.

At the state level, outdoor recreation contributed \$16.1 billion in total value-added economic impact to North Carolina’s GDP. North Carolina ranked as the 11<sup>th</sup> highest state nationally in “Total outdoor recreation value added of current-dollar gross domestic product” for 2023. This included employment for over 145,000 individuals that resulted in over \$7.7 billion in total compensation. Employment in key industries within the outdoor recreation sector includes 6,930 in manufacturing, 52,439 in retail, 30,082 in accommodation and food service, and over 29,917 in arts, entertainment, and recreation.<sup>i</sup>

According to VisitNC, visitor spending in 2023 was \$55.05 million in Montgomery County (Table 1). There were 247 people employed in the hospitality industry during this time and those workers earned almost \$11 million. Local tax revenue was \$3.4 million that year<sup>ii</sup>. Table 1 below illustrates the categories of visitor spending from 2023. Food and beverages were the highest in spending.

**Montgomery County 2023 Visitor Spending (millions)**

Lodging	\$11.36
Recreation	\$8.12
Transportation	\$14.42
Food and Beverages	\$16.47
Retail	\$4.69
<b>Total Spending</b>	<b>\$55.05</b>

*Table 1 Montgomery County Visitor Spending Source: VisitNC*

## Outdoor Recreation Participation

According to the 2022 Outdoor Industry Association “Outdoor Participation Trends Report”:

(O)utdoor participation continues to grow at record levels. More than half (54%) of Americans ages 6 and over participated in at least one outdoor activity in 2021, and the outdoor recreation participant base grew 2.2% in 2021 to 164.2M participants. This growing number of outdoor participants, however, did not fundamentally alter long-term declines in high frequency or ‘core’ outdoor participation.<sup>iii</sup>

Studies show that approximately 56% of North Carolinians participate in some form of outdoor recreation each year<sup>iv</sup>. This includes more than 20.1 million visitors to North Carolina state parks in 2023. This is a 4% increase, representing more than 755,000 visitors, from 2022<sup>v</sup>. Many parks, national forests, and other public recreation areas report increased visitation as well.

These numbers represent a solid base of individuals participating in outdoor recreation and contributing to associated economic activity. But there is still room to engage more individuals and continue to increase participation in outdoor recreation, particularly among populations that have not historically participated in outdoor recreation at levels comparable to others. Also, people increasingly want outdoor recreation opportunities that are convenient to where they live so they can participate on a regular basis without the need to travel long distances.<sup>vi vii</sup>

Montgomery County has an abundance of natural resources. The County has over 120 miles of trails and almost 27 miles of blueway trails<sup>viii</sup>. The Yadkin/Pee Dee River and the Uwharrie River run through Montgomery Count. The County is bordered by two dammed lakes, Badin and Tillery. NC Wildlife Resources Commission (NCWRC) manages six boat ramps along the two lakes and there are two private boat launches.

Over one third of Montgomery County is made up of the Uwharrie National Forest – over 51,000 acres. The Forest itself covers three counties: Davidson, Montgomery and Randolph. The Uwharries offer hiking, fishing, OVH riding, horseback riding, cycling, water activities, and hunting. NCWRC manages gamelands within the forest and allows hunting for wide ranges of game –deer, dove, fox, turkey, and more. NCWRC also manages the Flintlock Valley Firing Range located in the Forest near Lake Badin.



Figure 1 Source: Discover Uwharries

In North Carolina, hunters spent \$138.64 per trip and made 6.5 hunting trips in 2022 according to NCWRC. The largest costs for hunters were gas and ammunition. The overall economic impact of hunting in the state was just under \$1billion and the largest impact for this category was in retail sporting goods <sup>ix</sup>.

Freshwater fishing is popular in the County, in the Forest, and along the rivers. Falls Reservoir is also available for fishing and boating, along with several fishing piers around the lakes.

In 2022, NCWRC estimated that the average NC angler spent almost \$135 per day and spent 13.5 days freshwater fishing. Statewide, residents who spent \$1 on freshwater brought a return of \$1.62 to the state's economy. The highest impact was on retail motor vehicle and parts.<sup>x</sup> Restaurants and groceries were among the top expenses for both anglers and hunters (Table 2).

#### NC Freshwater Fishing and Hunting Economic Impacts (2022)

	<u>Anglers</u>	<u>Hunters</u>
Trip Expenditures	\$1,400,000,000	\$274,000,000
Equipment Expenditures	\$2,510,000,000	\$541,000,000
<b>Total</b>	<b>\$3,910,000,000</b>	<b>\$815,000,000</b>
<b>Top Expenses</b>		
Restaurants	\$185,000,000	\$25,000,000
Groceries	\$166,000,000	\$25,000,000

Table 2 Freshwater Fishing and Hunting Economic Impacts Source: NC Wildlife Resource Commission

Currently, Montgomery County does not realize the retail tax revenue due to insufficient retail and restaurant options, beyond those in Troy and Biscoe. In Table 3, the retail gaps and growth potentials are outlined in 20-minute drive time from the County courthouse in Troy. Many of these businesses could serve the outdoor recreation community and improve the outdoor recreation economic impacts. More options will enable Montgomery County to capture much of the retail business that is lost to neighboring communities such as Pinehurst, Albemarle and Charlotte.

Primary Trade Area 20-Minute Drive Time Troy NC			
Business Type	Retail Gap	Growth Potential 2024-2029	
Grocery Stores	\$10,968,993	Grocery Stores	\$1,806,861
Home Centers	\$7,899,999	Home Centers	\$681,996
Full Service Restaurants	\$6,523,206	Full Service Restaurants	\$626,242
Pharmacies and Drug Stores	\$5,012,688	Pharmacies and Drug Stores	\$265,293
Electronics Stores	\$2,405,824	Electronics Stores	\$209,449
Beer, Wine and Liquor Stores	\$1,664,807	Beer, Wine and Liquor Stores	\$168,047
Total Gap	\$34,475,517	Total Sales	\$3,757,888

Table 3 Retail Gap/Potential Source: Claritis

Visitation has increased tremendously to public parks and lands. The Uwharrie National Forest has 8 million people within a 90 minute drive of the park. There are various camping sites in the Forest that range from primitive sites to developed sites. The Forest also has Canebrake Horse Camp which is specifically for equestrians and horses for equine camping.

## Setting

Montgomery County is in the Piedmont region of the state with a population of approximately 27,500<sup>xi</sup>. There are five municipalities within the County: Troy - the County seat, Biscoe, Candor, Mt Gilead, and Star. The County is crisscrossed with several highways. US Highway 74 runs from Tennessee to Wilmington, NC, linking Asheville and Charlotte. NC Highway 24/27 stretches east/west across the County and connects Charlotte to Morehead City (Figure 2).



Figure 2 Montgomery County Source: Montgomery County Economic Development

In Montgomery County, over 53% of the County civilian labor force were engaged in work and 57.4% of the population was in the prime of their work careers (16-64 years of age). The median age in the County in 2023 was 43.6 years of age. Over 33% of those 25 years old and older had a high school diploma or the equivalent and 55.4% had some college to graduate degree<sup>xii</sup>.

The County median income in 2023 was \$55,849. There was a 9.1% increase in household income between 2020 and 2023. In 2023, 53% of residents earned above \$50,000 and 47% of residents earned below \$50,000.

Retail analysis of the County can give baseline information about the current market in Montgomery County. This analysis can show potential opportunities for business growth that support and can be part of the outdoor recreation economy. A twenty minute drive time from Troy Town Hall was determined to be the measurement for this analysis (Figure 3).



When consumers spend their dollars outside the specific drive time of Montgomery County, this is known as Retail Gap or leakage. A gap indicates an unmet demand in the trade area and the community could potentially support additional retail for those business categories. There was retail gap of over \$48 million in the primary trade area. The table below shows total industry summaries for the 20 minute drive time to central Montgomery County. It details the total retail sales gap, potential 10% capture of that gap, and the retail square footage needed to attract this sales volume (Table 2).

There are two categories that Montgomery County that exceeded the local market demand – cosmetics and beauty supply stores and limited service restaurants. This means the community’s trade area is capturing local market plus attracting non-local shoppers. There is no need to recruit these businesses.

Montgomery County, NC				
Primary Trade Area 20-Minute Drive Time		GROWTH POTENTIAL		
Business Type	Retail Gap	10% of Retail Gap	Sales/SF	SF
		10%	\$300	Needed
<b>Furniture Stores</b>	\$ 2,271,037	\$ 227,104	\$ 300	757
<b>Appliance Stores</b>	\$ 709,706	\$ 70,971	\$ 300	237
<b>Electronics Stores</b>	\$ 2,405,824	\$ 240,582	\$ 300	802
<b>Home Centers</b>	\$ 7,899,999	\$ 790,000	\$ 300	2,633
<b>Grocery Stores</b>	\$ 10,968,993	\$ 1,096,899	\$ 300	3,656
<b>Beer, Wine and Liquor Stores</b>	\$ 1,664,807	\$ 166,481	\$ 300	555
<b>Pharmacies and Drug Stores</b>	\$ 5,012,688	\$ 501,269	\$ 300	1,671
<b>Women's Clothing Stores</b>	\$ 859,569	\$ 85,957	\$ 300	287
<b>Family Clothing Stores</b>	\$ 4,126,357	\$ 412,636	\$ 300	1,375
<b>Luggage and Leather Goods Stores</b>	\$ 676,407	\$ 67,641	\$ 300	225
<b>Sporting Goods Stores</b>	\$ 1,211,176	\$ 121,118	\$ 300	404
<b>Department Stores</b>	\$ 2,802,009	\$ 280,201	\$ 300	934
<b>Drinking Places</b>	\$ 1,126,332	\$ 112,633	\$ 300	375
<b>Full Service Restaurants</b>	\$ 6,523,206	\$ 652,321	\$ 300	2,174
<b>Total Gap</b>	<b>\$ 48,258,110</b>	<b>\$ 4,825,811</b>	<b>\$ 300</b>	<b>16,086</b>

Table 2 Retail Gap Analysis Source: Claritis

Table 3 below highlights the retail demand and retail potential in the next five years. The compound annual growth rate is the annualized average rate of revenue growth between two given years, assuming growth takes place at an exponentially compounded rate. The most important factor is the amount of projected growth per category.

Montgomery County Demand Growth by Retail Store Types				
Primary Trade Area 20-Minute Drive Time		RETAIL POTENTIAL		
Business Type	2024	2029	Growth	Compound Growth Rate
	Demand	Demand	\$	(%)
<b>Home Furnishings Stores</b>	\$2,035,548	\$2,158,645	\$123,097	1
<b>Electronics Stores</b>	\$3,103,214	\$3,312,663	\$209,449	1
<b>Home Centers</b>	\$7,929,021	\$8,611,016	\$681,996	2
<b>Hardware Stores</b>	\$1,254,038	\$1,356,964	\$102,926	2
<b>Grocery Stores</b>	\$28,201,882	\$30,008,743	\$1,806,861	1
<b>Beer, Wine and Liquor Stores</b>	\$2,360,253	\$2,528,300	\$168,047	1
<b>Pharmacies and Drug Stores</b>	\$12,268,107	\$12,533,400	\$265,293	1
<b>Full Service Restaurants</b>	\$14,261,762	\$14,888,004	\$626,242	1
<b>Limited Service Restaurants</b>	\$11,954,137	\$12,431,226	\$477,090	1
<b>Total Sales</b>	<b>\$83,367,962</b>	<b>\$87,828,961</b>	<b>\$4,461,001</b>	

Table 3 Retail Potential and Growth Source: Claritis

This data can be used to recruit businesses to Montgomery County to meet the unmet potential and reduce the retail gap or leakage. The priorities are to first retain, then expand and finally recruit new businesses. The categories that show the most potential should be focused on first. This data can help existing businesses realize there may be potential to expand to capture additional retail sales.

In 2022, there were over 5300 workers that came into Montgomery County for work and 7300 that leave the County for work according to the US Census On The Map tool<sup>xiii</sup>. There were 3400 workers that lived and worked in the County (Figure 4). These workers in the County could be potential customers for the County and in the outdoor recreation economy.

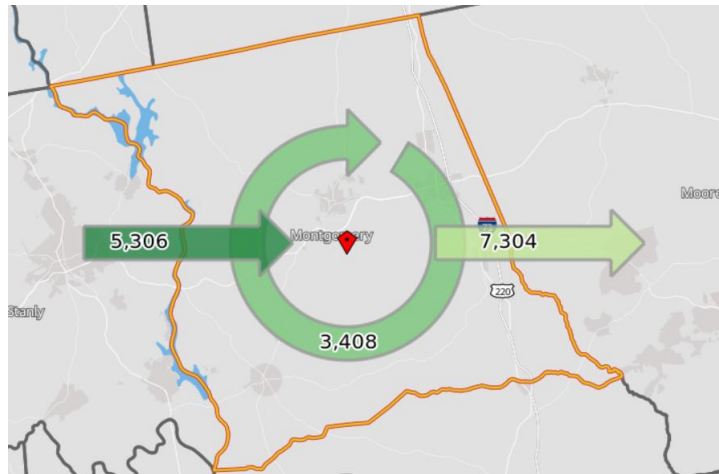


Figure 4 Worker Movement Source: US Census On the Map

Placier.ai was used to provide details of visitors to each municipality in Montgomery County. The program was also used at Wood Run Trail Head and the trail analysis is attached as part of the appendices. The analysis done for each town is available from the Montgomery County Economic Development Office. Data is collected by cell phones and by credit card transactions. To use the Wood Run Trail Head analysis as an example, Placier.ai identified where the patrons of the trail originated in the map below. Few were local patrons. This represents an opportunity to persuade the local population to use the asset and gain awareness of the business potentials with these visitors.

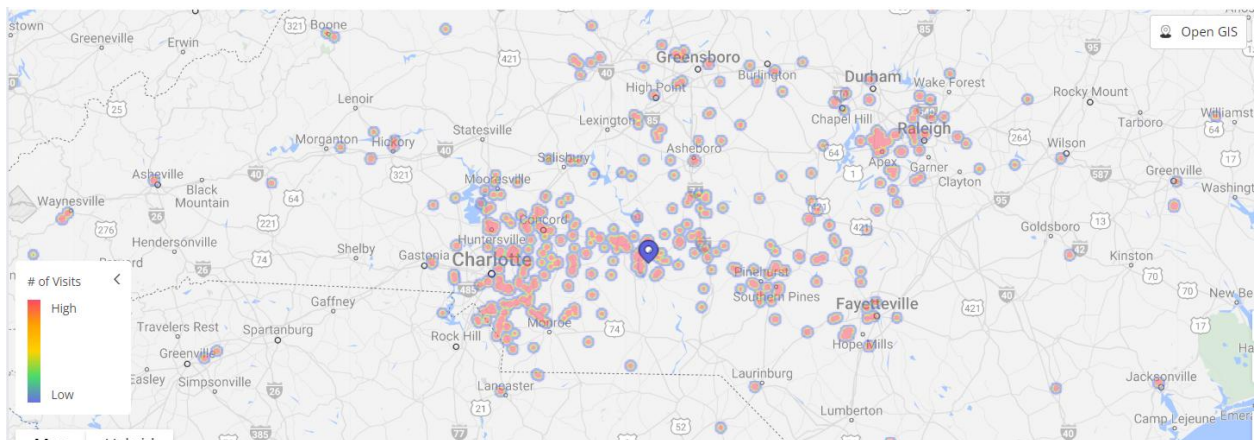


Figure 5 Where Wood Run Trail Head Patrons Originated 2024 Source: Placier.ai

Of those that used the trail, most visitors (55.5%) walked the trail only once. The average stay was 67 minutes and the median time on the trail was 28 minutes. In 2024, there were 6,300 visitors who came to the trail an average of 1.44 times for 9,100 total annual visitors. Weekends and midday were the times when most visited the trail. This is an opportunity to attract both out of town and local patrons.

<u>Visits</u>	<u># of Annual Visitors</u>	<u>% of Annual Visitors</u>
1	5,100	55.5%
2	1,600	17.4%
3	784	8.5%
4	288	3.1%
5	166	1.8%
6	78	0.8%
8	279	3.0%
9	277	3.0%
10-14	248	2.6%
15-19	366	3.9%

*Table 3 Wood Run Trail Head Visitors Source: Placier.ai*

The Placier.ai information provided per municipality, and with the Wood Run Trail head, show details that can direct marketing and recruitment efforts around the outdoor economy. The analyses for each town and the trail provide deep dives into the patrons to the towns and trail. The information can supply ample knowledge to recruit and attract visitors and local citizens.



*Figure 5 Falls Reservoir Source: Discover Uwharries*

## Existing Plan Review

To complement and build upon subsequent community planning efforts, staff assembled and reviewed other relevant plans and documents. This review provides valuable insight and helps avoid duplication or contradictions of past planning proposals. The following documents were reviewed and considered during the CORE planning process.

### **Piedmont Triad Regional Council’s Comprehensive Economic Development Strategy**

The Montgomery County community is located within the Piedmont Triad Regional Council’s (PTRC) Economic Development District (EDD). The PTRC EDD’s Comprehensive Economic Development Strategy (CEDS) indicates that one of its four goals is to “create and connect vibrant, healthy and resilient communities”. The plan notes that one of the strengths in region is outdoor recreation options and parks. CEDS plan also promotes designs that “enhance the economic, environmental and social aspects of the region”.<sup>xiv</sup> All of which fit with the CORE process.

### **Piedmont Triad Regional Council’s Strategic Outdoor Recreation Plan**

PTRC also recognized that outdoor recreation was a sector of the economy that has a major impact in the region. PTRC created a regional plan to develop the outdoor recreation industry, grow the economic impact of the industry, create new job opportunities, and increase tourism revenues in both urban and rural counties. The Plan specifically noted the Uwharries National Forest as well as the numerous trails and blueways that are in Montgomery County.

### **Mount Gilead’s 2040 Comprehensive Plan**

Mount Gilead’s Comprehensive Plan noted that the natural environment offered “...an authentic experience to residents and visitors...” and championed the outdoor recreation access for the residents of the town. The Plan also noted the importance of “nature-based

outdoor recreation tourism and services due to the abundance of natural areas around the town.”

**Biscoe’s 2040 Comprehensive Plan and Bike Pedestrian Plan.**

As part of the 2040 Comprehensive Plan, the town of Biscoe noted the significance of the outdoor assets in the County. In 2010, the town created a Bike Pedestrian Plan that highlighted the quality of life impacts of safe trails and paths.

## Planning Process

Under the REDD, MSRP Center staff facilitated the CORE strategic planning process with participation from the local government and an established local work group. This work group was comprised of individuals with a vested interest in leveraging outdoor recreation to enhance economic development. The planning process employed established planning methods including economic and associated data, asset mapping, economic driver identification, SWOT analysis, stakeholder interviews, business questionnaires, local work group discussions, and more. This process was tailored to meet the specific needs, goals and opportunities that local stakeholders identified.

Meeting Dates	Topics
January 8, 2025	<i>Meeting #1:</i> Overview of CORE and the outdoor recreation economy Asset identification SWOT analysis
February 5 ,2025	<i>Meeting #2:</i> Review outdoor recreation economic impacts Work Group and community survey results
March 5,2025	<i>Meeting #3:</i> Identify common themes in surveys, SWOT and asset identification Creation of vision statement
April 5, 2025	<i>Meeting #4:</i> Vision statement completed
May 7, 2025	<i>Meeting #5:</i> Plan of Work development
June 18, 2025	<i>Meeting #6:</i> Finalize Plan of Work and Strategic Plan



## Situational Analysis

REDD staff toured part of Montgomery County to view the various assets such as the Low Water Bridge and Jumping Off Rock in Uwharrie National Forest, the Ray Maness Nature Park in Troy, and Lake Tillery near Mount Gilead. Surveys were conducted with the work group that fleshed out this report and Plan of Work. Work group meetings and discussions provided additional insights into the outdoor recreation economy in the County.

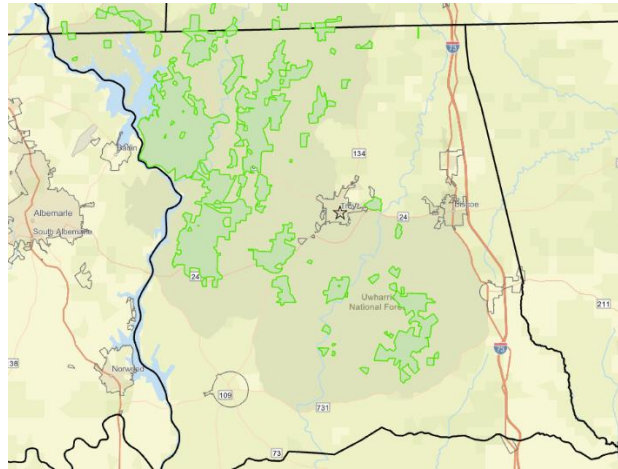


Figure 6 Uwharries National Forest Source: US National Forest Service

## Local Work Group Establishment and Involvement

A discussion about the work group makeup was held with the Montgomery County Economic Development staff and the County TDA, along with input from other town and County staff. Members of the work group represented a wide swath of the community from Montgomery Community College to private business owners to local volunteer groups. The work group actively participated in the five meetings that were held from January 2025 to June 2025.

Some of the work group's responsibilities were to vet information presented, partake in activities such as asset mapping that prompted potential economic development ideas, and review the final report and Plan of Work. The work group provided sound guidance for the Plan of Work. The group also identified partners and resources to achieve the goals laid out in the Plan of Work.

## Asset Mapping and SWOT Analysis

To develop a solid Plan of Work and critically look at what is needed to develop the outdoor recreation economy in Montgomery County, an inventory of assets needed to be completed by the work group. The many assets identified ranged from the medical services present in the region to the availability of water and sewer to the Uwharrie National Forest that is more than one third of the County and more.

An analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) was also conducted with the work group. The major strengths and opportunities identified were existing outdoor recreation infrastructure, the depth of skills and experiences with the work group and partners, and the “Discover Uwharries” brand. A table of the SWOT analysis is attached in the appendix. Using the assets and SWOT analysis, the work group began to amplify goals, strategies and actions to create a robust outdoor recreation economy.

## Economic Vision Statement Development

Over the course of work group meetings, the group developed an outdoor recreation economic vision statement. This was culled from data gathered in the discussions with the work group, asset identification and the SWOT analysis. This vision statement will guide the work group, the partners and the Plan of Work in the incremental economic growth for outdoor recreation.

***Montgomery County is home to the ancient Uwharrie Mountains and woven with lakes, rivers, forests, and trails where the Sandhills meet the Piedmont. Nestled in the heart of North Carolina, it's the ideal place to “come catch your breath.” Here you'll discover a variety of economic opportunities in outdoor recreation and authentic connections to small town living, the people and the places.***

## CORE Plan of Work Development

With the development of the vision statement, the work group created a stand-alone Plan of Work to pursue that vision over the next five years. This is an incremental economic development plan. The Plan of Work was created with the idea that this vision could be achieved by the work group, stakeholders and partners and lead to a strong outdoor recreation economy in Montgomery County. Specifically, the work group decided to focus on two strategies, two goals, several objectives, and multiple actions in the Plan of Work at this time. The Plan of Work can be revisited to expand additional strategies, goals and objectives as the work is done.

**Strategy:** Montgomery County is the ideal place to discover economic outdoor recreational opportunities.

**Goal 1:** Outdoor recreation businesses, both new and existing, will grow and expand in Montgomery County.

**Objective 1:** Provide the ecosystem and partnerships to support existing and new outdoor recreation businesses.

**Action 1:** Appoint a permanent work committee to research, implement, champion, and support the outdoor recreation economy

**Action 2:** Develop and maintain connections with NC Office of Outdoor Recreation Economy and other similar groups to get latest ideas and trends as well as industry opportunities in the outdoor recreation business field.

**Action 3:** Improve and increase lodging and campground opportunities that maintain Montgomery County's small town and rural character and leverage outdoor recreation destinations.

**Action 4:** Provide a near seamless method of recruiting, opening, owning, operating, and expanding outdoor recreation businesses.

**Strategy:** Montgomery County provides authentic connections to small town living, the people and the places.

**Goal 1:** Montgomery County connections, both physical and social, will amplify and sustain the quality of life.

**Objective 1:** Quality of life will attract workforce and businesses to locate in Montgomery County as well as benefit local citizens.

**Action 1:** Cultivate private/public partnerships with share missions/values for stewardships of the natural assets of Montgomery County.

**Objective 2:** Develop and improve links between Montgomery County towns and the natural and cultural opportunities within the County.

**Action1:** Explore comprehensive design elements to reinforce that Montgomery Co is outdoor mecca – tie in Discover Uwharries marketing tools with murals, business sponsored artwork in commercial spaces, public spaces that could have a design motif to tie into Discover Uwharries marketing.

**Action 2:** Overlap of outdoor events with municipal commercial districts to encourage participation of visitors and local citizens.

**Action 3:** Consider how to strengthen connections between commercial districts in towns and outdoor activities/industries – upfitting upper floors for short term rental, redeveloping buildings for specific business (retailer, restaurant).

**Action 4:** Assess feasibility of linking existing trails to all towns and outdoor assets.

**Action 5:** Develop social media connections between sites and towns to promote and advertise events, opportunities, programs, specific outdoor recreation-based businesses.

### **Outdoor Recreation Product Manufacturing**

The Montgomery County CORE work group did not identify “encouraging potential for outdoor recreation-oriented product manufacturing” as a primary goal of this strategic planning process at this time. Raising awareness, understanding and education about the potential for outdoor recreation-oriented product manufacturing should be encouraged among all local leaders, particularly those who want to advance economic development.

The prospect exists for the manufacturing of outdoor recreation products, including supply chain materials, across the state of North Carolina. Attracting an existing company to expand their operations in the community as well as assisting a local startup business to kick off operations should be considered. Of the total \$11.8+ billion impact that outdoor recreation contributes to the state’s annual GDP, more than \$1.7 billion of that is contributed from manufacturing. This sector employs over 8,000 people.<sup>xv</sup>

# CORE Strategic Plan Adoption

## Plan Review and Adoption

The Montgomery County Creating Outdoor Recreation Economies Strategic Plan was presented and adopted by the Montgomery County Board of Commissioners October 21, 2025.

## Plan Implementation, Monitoring, and Evaluation

Montgomery County will be responsible for monitoring, evaluating, and reporting accomplishments on the objectives of this plan to the Rural Economic Development Division.

### Plan Implementation

A dedicated group is imperative for the success of this plan. A solid group can address the goals and objectives outlined in this plan as well as assist with attaining the potential economic impact of these strategies. It was recommended in the Plan of Work to appoint an official work group housed in the Montgomery County Tourism Development Authority. This appointed work group can advance the goals of this plan and see the Plan of Work implemented.

The sustained presence of such a group builds ‘social capital’ within the group that improves their ability to work together and effectively address common goals. Furthermore, a dedicated group ensures continuity from the planning stage through implementation, provides accountability to ensure that objectives are being met, and allows the community to react and respond quickly when an opportunity is presented. This group should not, however, be the sole entity responsible for implementing all the goals of the plan. The group should function as a convener and point of contact to connect to other individuals, organizations, and resources to help the broader community achieve these goals. Maintaining a regular meeting schedule will also help increase the effectiveness of the group and the plan.

### Monitoring and Evaluation

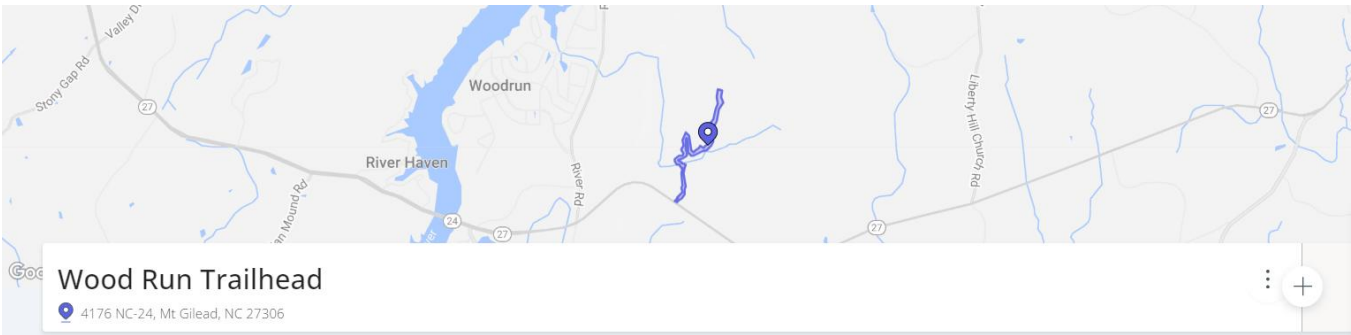
Regular monitoring and evaluation to review progress on the goals, objectives, and action steps in this plan will ensure it remains a viable, living document. This can be done via regular review sessions with the Strategic Planning team and other community stakeholders. REDD staff will periodically communicate and assist as needed to help advance the goals and document the outcomes of the plan.

# Appendices

## Montgomery County SWOT Analysis

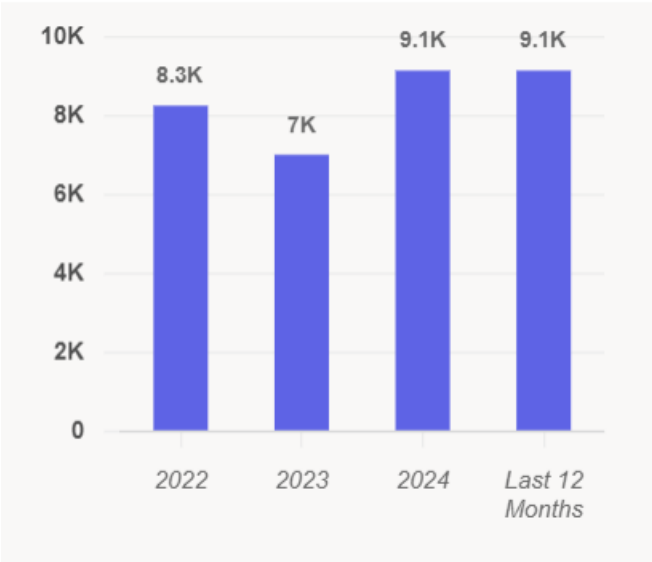
Strengths	Weaknesses	Opportunities	Threats
Trail Infrastructure – hiking, biking	Lack of overnight accommodations	Outdoor equipment manufacturing-commercial partnerships	Decreasing younger population
Central location – 3 hours to mountains, 3 hours to coast	Local-centric mentality	More trails – plenty of land	Limited transportation for outdoor recreation opportunities for certain populations
Residential growth	Product inventory – buildings, available commercial land	Abundance of outdoor opportunities	Infrastructure age
Uwharrie National Forest growth	Lack of <u>young</u> leaders	Education opportunity/school capacity	Visitation pressure
Conservation community	Lack of volunteers	Trails on adjacent conserved property	Development pressure – good and bad place for development in county- what will we save?
Biodiversity	Insufficient federal funding	Retirement opportunity	Surrounding town/county/regional competition for tourism, lodging, outdoor assets
Welcome Center	Employment promotional opportunity	NC Outdoor Festival	Investor/cash buyers from out of county
Discover Uwharrie brand	Lack of hospitality businesses – restaurants, bars, shops	Being able to perform many duties/ Wear many hats – experience	Helene recovery competition for funds in National Forest
Uwharrie Mountain Run – event	All volunteer fire departments – with older population base	More organized outdoor recreation event/competitions	Forest recreational management
	Not enough funding for national forest	Greenways – connect Uwharrie National Forest to towns	
	More awareness of what Montgomery County has to those outside the County	NC Equine Trail	
		Increase local residents' awareness and education of recreational opportunities and protection of natural assets – such as park pass for 4 <sup>th</sup> graders	
		Equal access to recreational opportunities	
		Commercial partnerships for sponsorships	
		Volunteer = buy in = support for assets	
		Property management for rentals – make it lucrative	

Wood Run Trailhead 2024 Placier.ai Analysis

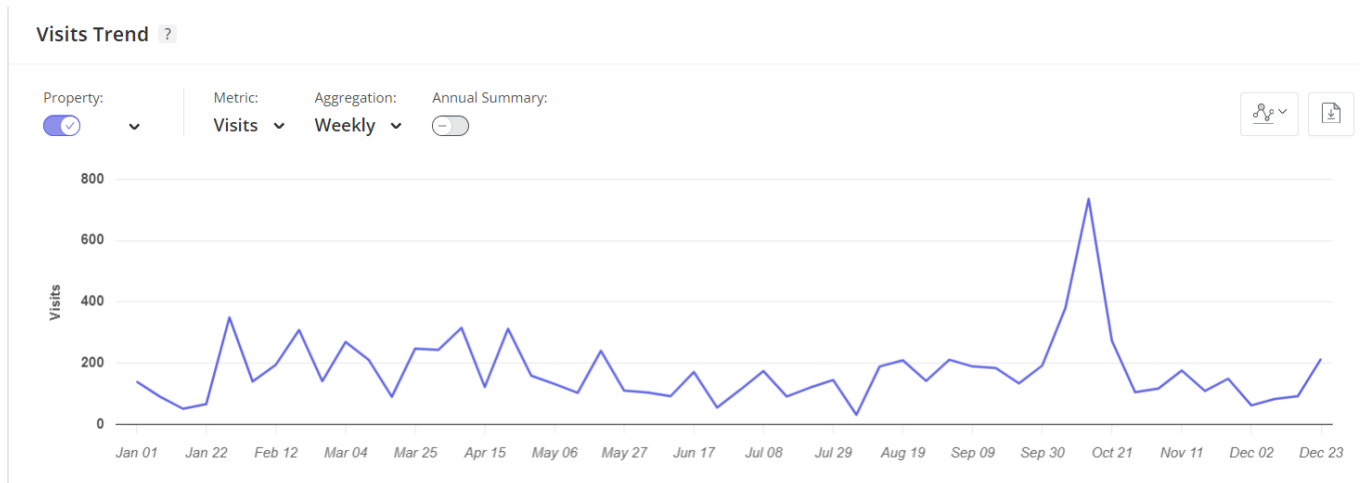


Metrics ?			
Property: Wood Run Trailhead / NC-24, ...			
Visits	9.1K	Avg. Dwell Time	67 min
Visits / sq ft	< 0.01	Panel Visits	703
Size - sq ft	1.4M	Visits YoY	+30.4%
Visitors	6.3K	Visits Yo2Y	+10.8%
Visit Frequency	1.44	Visits Yo3Y	-0.7%

Metrics: 6,300 visitors coming to the trail an average of 1.44 times for 9,100 annual visitors.



Annual Visitors	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>Last 12 Months</u>
	8,300	7,000	9,100	9,100



Visits Trends: Peaks indicate special events or other activities.

Mon. Jan. 29-Sun. Feb. 4, 2024

349 visitors

Mon. April 8-Sun. April 14, 2024

315 visitors

Mon. April 22-Sun. April 28, 2024

312 visitors

Mon. Oct. 14, -Sun. Oct. 20, 2024

736 visitors

Mon. Dec. 23-Sun. Dec. 29, 2024

214 visitors

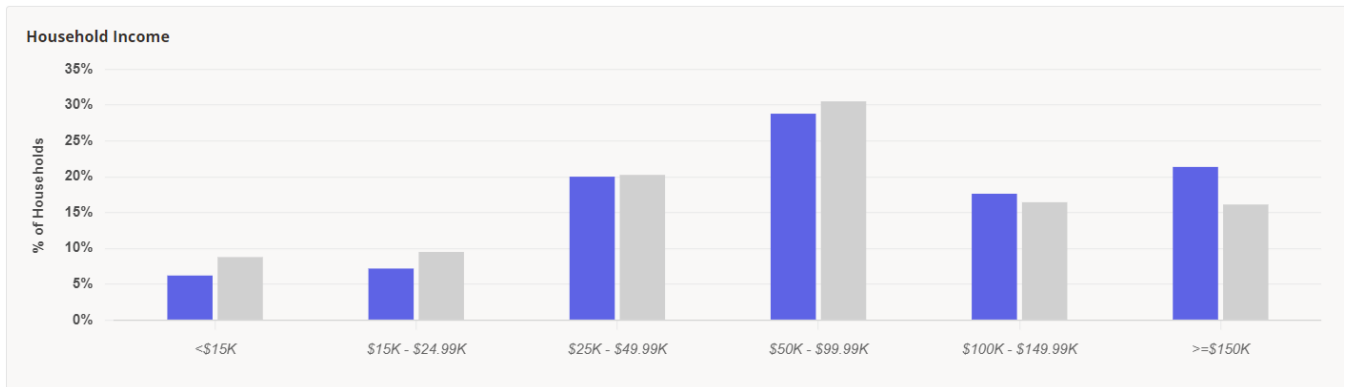
**Audience Overview** ?

Property: ✓ Dataset: STI: Popstats View: Captured Market Compare to: North Carolina

Property	Median Household Income	Bachelor's Degree or Higher	Most Common Ethnicity	Persons per Household
Wood Run Trailhead NC-24, Mt Gilead, NC	\$76.6K	43.4%	White (65%)	2.39
North Carolina	\$68K	34.1%	White (61.3%)	2.44

### Audience Overview

Median HH Income: \$76,600  
Bachelor's Degree or Higher: 43.4%  
Most Common Ethnicity: White (65%)  
Persons per Household: 2.39



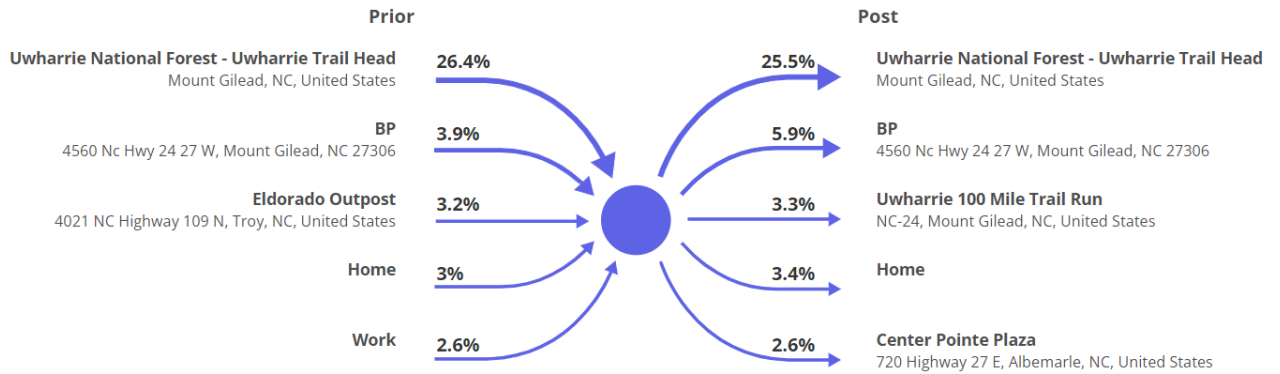
Household Income	Wood Run Trailhead	North Carolina
Less than \$15,000	6.2%	8.8%
\$15,000-\$24,999	7.2%	9.5%
\$25,000-\$49,999	20.0%	20.3%
\$50,000-\$99,999	28.8%	30.5%
\$100,000-\$149,999	17.6%	16.4%
\$150,000+	21.4%	16.1%

Note the lower percentage of those with below \$24,999 income and the higher percentage of those making \$100,000+ compared to the North Carolina averages, meaning the trail is attracting more affluent attendees.

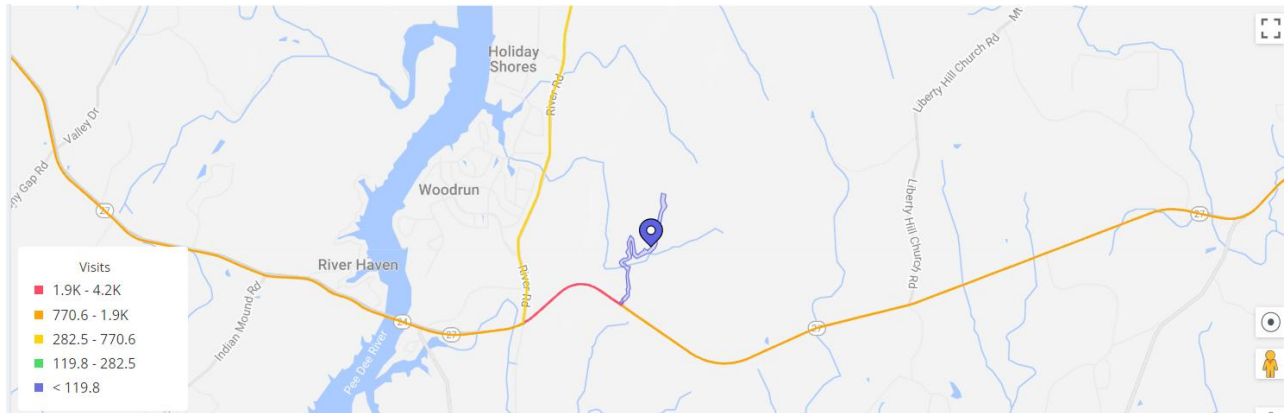
Property:  
Wood Run Trailhead / NC-24, ...

Show by:  
**Location** Category Category Group

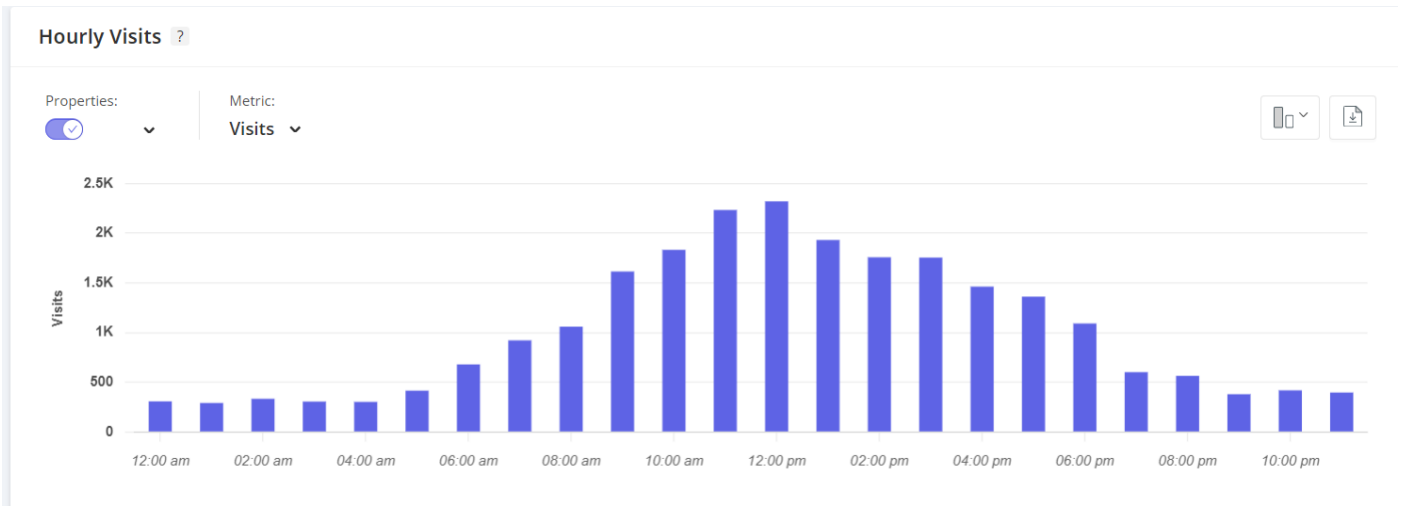
Show Home/Work:  
☒ On



Visitor Journey: Where trail patrons originate and where they go afterward.

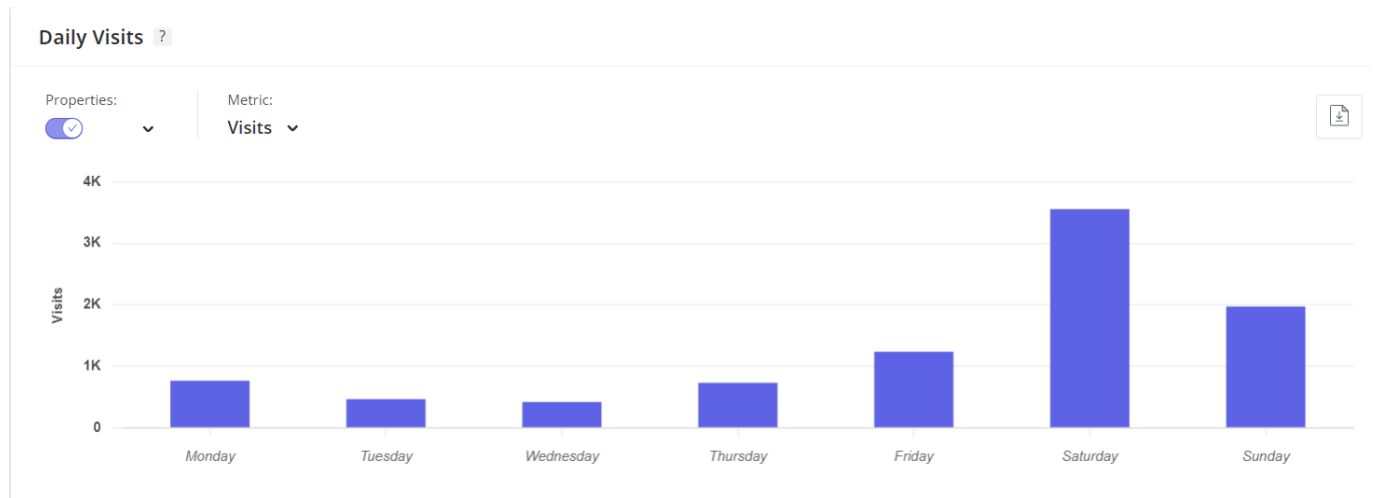


Visitor Journey Routes



Hourly Visits

Hour	# of Visitors
8:00am	1,100
9:00am	1,600
10:00am	1,800
11:00am	2,200
12:00pm	2,300
1:00pm	1,900
2:00pm	1,800
3:00pm	1,800
4:00pm	1,500
5:00pm	1,400
6:00pm	1,100
7:00pm	600
8:00pm	565
9:00pm	380



## Daily Visits

Rank	Day	# of Annual Visitors
1	Saturday	3,600
2	Sunday	2,000
3	Friday	1,200
4	Monday	765
5	Thursday	731
6	Tuesday	465
7	Wednesday	419

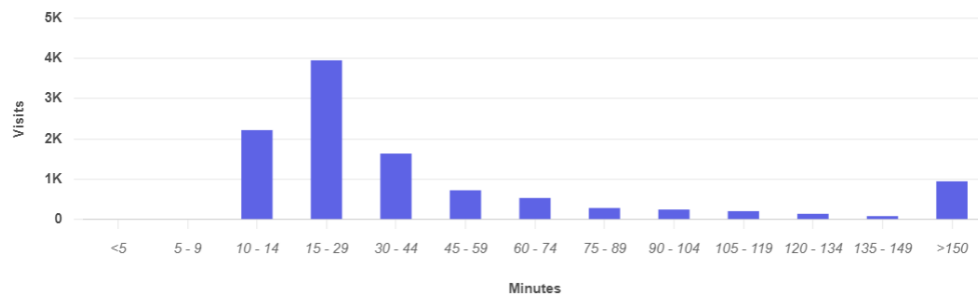
## Visit Duration ?

Properties:



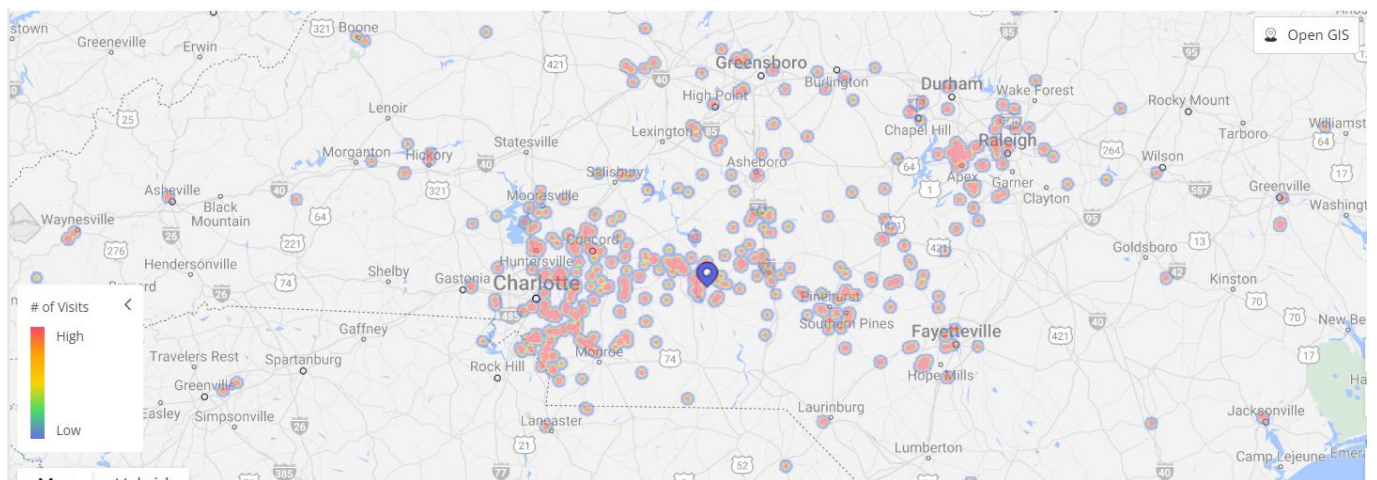
Metric:

Visits



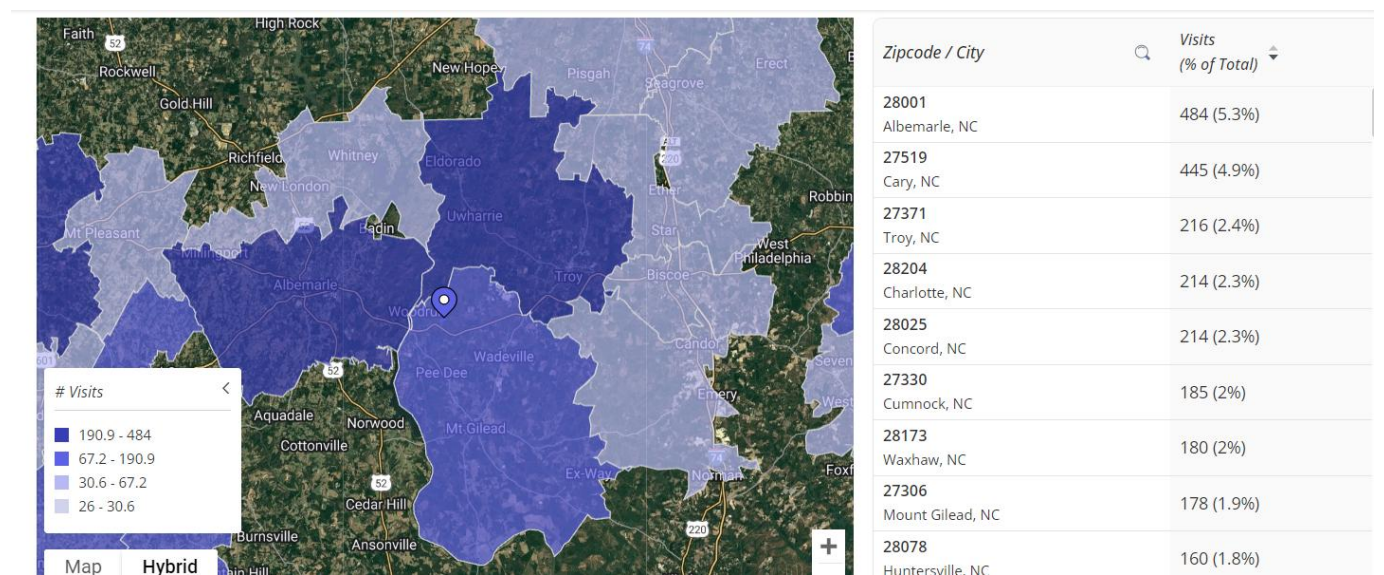
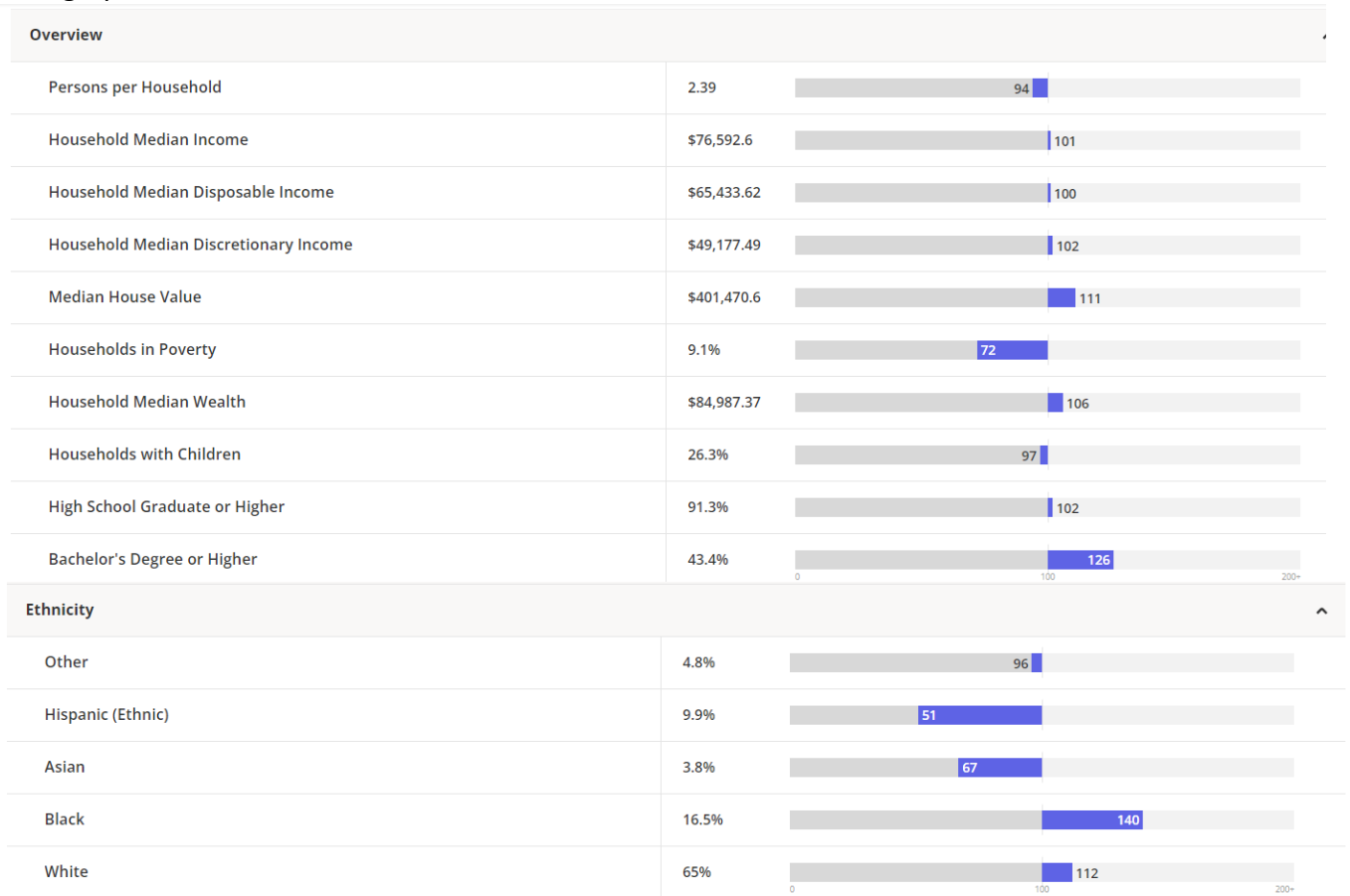
<b>Average Stay</b>	67 min
<b>Median Stay</b>	28 min

Visit Duration: Average stay is 67 minutes; median stay is 28 minutes.



Trade Area: Where all annual patrons originate.

## Demographics

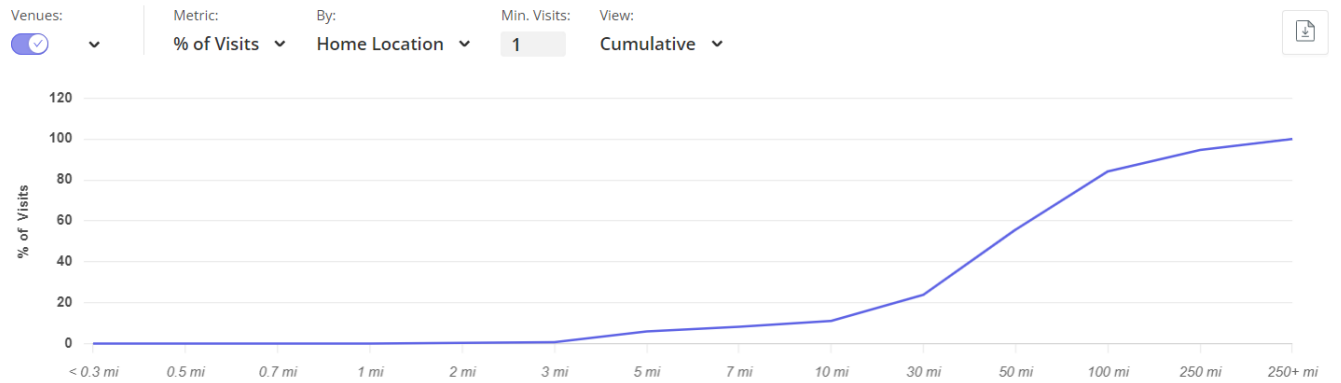


Visitors by Origin: Zip Code Analysis

<b>Zip Code</b>	<b>Town/City</b>	<b>Percentage</b>
28001	Albemarle	5.30%
27519	Cary	4.90%
27371	Troy	2.40%
28204	Charlotte	2.30%
28025	Concord	2.30%
27330	Cumnock	2.00%
28173	Waxhaw	2.00%
27306	Mt. Gilead	1.90%
28078	Huntersville	1.80%
28227	Charlotte	1.60%
28211	Charlotte	1.50%
27513	Cary, NC	1.50%
28097	Locust	1.30%
28327	Carthage	1.30%
28262	Charlotte	1.20%
28110	Monroe	1.20%
28226	Charlotte	1.20%
28027	Concord	1.20%
28326	Cameron	1.10%
27203	Asheboro	1.10%
28277	Charlotte	1.00%
28376	Raeford	1.00%
28374	Pinehurst	0.90%
28105	Matthews	0.90%
27526	F. Varina	0.90%
27523	Apex	0.80%
55427	Minneapolis, MN	0.80%

Note: Based on the above information, the Charlotte region should be a target of trail marketing efforts.

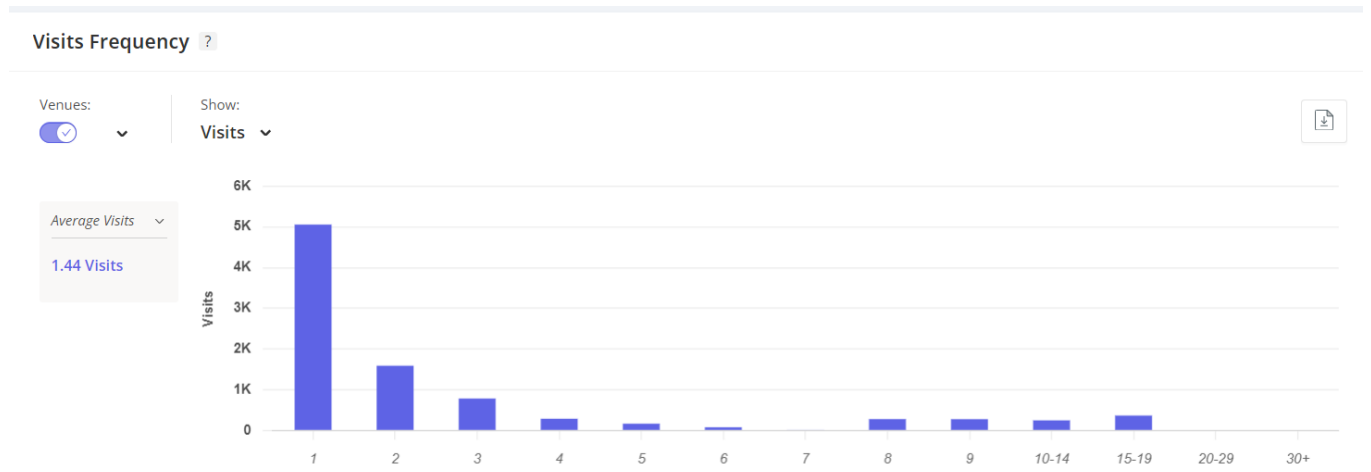
### Trade Area Coverage by Distance ?



### Trade Area Coverage by Distance

Distance	# of Annual Visitors
Fewer than 2 miles away	0.32%
Fewer than 3 miles away	0.66%
Fewer than 5 miles away	5.92%
Fewer than 7 miles away	8.26%
Fewer than 30 miles away	23.81%
Fewer than 50 miles away	55.73%
Fewer than 100 miles away	84.21%
Fewer than 250 miles away	94.72%

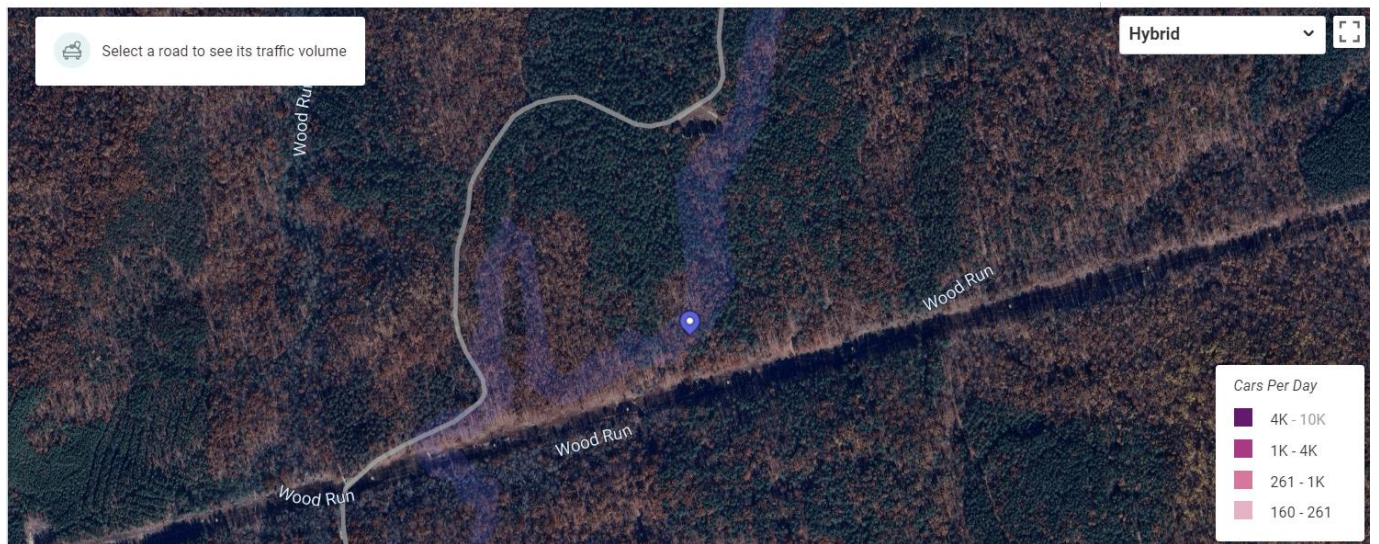
The above data confirms the trail attracts most patrons from more than 30 miles away, instead of primarily local attendees. This also indicates an opportunity to market to local residents to spur more use of the trail.



## Visits Frequency

Visits	# of Annual Visitors	% of Annual Visitors
1	5,100	55.5%
2	1,600	17.4%
3	784	8.5%
4	288	3.1%
5	166	1.8%
6	78	0.8%
8	279	3.0%
9	277	3.0%
10-14	248	2.6%
15-19	366	3.9%

Most visitors (55.5%) walk the trail only once meaning there is an opportunity to attract both out of town and local patrons.



Vehicle Traffic Volume

## Montgomery County CORE Plan of Work 2025-2030

### Vision Statement

*Montgomery County is home to the ancient Uwharrie Mountains and woven with lakes, rivers, forests, and trails where the Sandhills meet the Piedmont. Nestled in the heart of North Carolina, it's the ideal place to "come catch your breath." Here you'll discover a variety of economic opportunities in outdoor recreation and authentic connections to small town living, the people and the places.*

**Strategy: Montgomery County is the ideal place to discover a variety of economic opportunities in outdoor recreation.**

**Goal 1:** Outdoor recreation businesses, both new and existing, will grow and expand in Montgomery County.

**Objective 1:** Provide the ecosystem and partnerships to support existing and new outdoor recreation businesses.

**Action 1:** Appoint a permanent work committee to research, implement, champion, and support the outdoor recreation economy.

Tasks	Responsibility	In House- Outsource	Cost / Time	Partners / Assistance
1. Identify and recruit local citizens to be appointed by the Montgomery County Tourism	<ul style="list-style-type: none"><li>CORE Work Group</li><li>Montgomery County Economic Development</li></ul>	In house	None	NC Rural Planning Municipalities in County

Development Authority (TDA) to permanent work committee as a subsidiary of Montgomery TDA.	<ul style="list-style-type: none"> <li>Montgomery County TDA</li> </ul>		By August 2025	Piedmont Triad Regional Council Uwharrie Trail Blazers Three Rivers Land Trust Local Civic Groups
2. Determine appropriate organizational and administrative structure for this group.	<ul style="list-style-type: none"> <li>CORE Work Group</li> <li>Montgomery County Economic Development</li> <li>Montgomery County TDA</li> </ul>	In House	None. By September 2025	NCMSRP Town of Troy Main Street Board
3. Outline roles, responsibilities and administrative structure of group and members. Model organization similar to Main Street structure.	<ul style="list-style-type: none"> <li>CORE Work Group</li> <li>Montgomery County Economic Development</li> <li>Montgomery County TDA</li> </ul>	In House	None. By September 2025	NCMSRP Town of Troy Main Street Board
4. Continue to update, involve and maintain contact with county municipalities on outdoor recreation economy actions and opportunities.	<ul style="list-style-type: none"> <li>Permanent work group</li> <li>Montgomery TDA</li> <li>Montgomery EDC</li> <li>Town boards, planning boards, parks and rec committees</li> </ul>	In House	None. By December 2025	NC Rural Planning NC Outdoor Economy Office VisitNC

**Strategy: Montgomery County is the ideal place to discover a variety of economic opportunities in outdoor recreation.**

**Goal 1:** Outdoor recreation businesses, both new and existing, will grow and expand in Montgomery County.

**Objective 1:** Provide the ecosystem and partnerships to support existing and new outdoor recreation businesses.

**Action 2:** Develop and maintain connections with NC Outdoor Economy Office and other similar groups to get latest ideas and trends as well as industry opportunities in the outdoor recreation business field.

Tasks	Responsibility	In House- Outsource	Cost / Time	Partners / Assistance
1. Establish relationship with NC Outdoor Economy Office	<ul style="list-style-type: none"> <li>Permanent work committee</li> <li>Montgomery EDC</li> <li>Montgomery TDA</li> </ul>	In House	No cost.  By September 2025 and on going	NC Rural Planning
2. Seek out and budget for attending relevant expos, events, professional development trainings, and conferences that focus on the outdoor economy – Outdoor Economy Conference, Outdoor Business Alliance, Outdoor Industry Association, 360 Adventure Collective, Outdoor Retailer Conference, Association of Outdoor Recreation and Education, Association of Experiential Education.	<ul style="list-style-type: none"> <li>Permanent work committee</li> <li>Montgomery EDC</li> <li>Montgomery TDA</li> </ul>	In House	\$\$.  By June 2026 and on going	NC Outdoor Economy Office NC Rural Planning Sport specific groups (mtn bikers, hikers, OHV, equine) Uwharrie Trail Blazers Three Rivers Land Trust

**Strategy: Montgomery County is the ideal place to discover a variety of economic opportunities in outdoor recreation.**

**Goal 1:** Outdoor recreation businesses, both new and existing, will grow and expand in Montgomery County.

**Objective 1:** Provide the ecosystem and partnerships to support existing and new outdoor recreation businesses.

**Action 3:** Improve and increase lodging and campground opportunities that maintain Montgomery County's small town and rural character and leverage outdoor recreation destinations.

Tasks	Responsibility	In House- Outsource	Cost / Time	Partners / Assistance
1. Research, explore and visit alternative accommodation options, such as agritourism, RV parks, glamping sites, in the state and beyond.	<ul style="list-style-type: none"> <li>Permanent work committee</li> <li>Montgomery EDC</li> <li>Montgomery TDA</li> <li>Montgomery SBC</li> </ul>	In House	\$\$. By September 2025	NC MSRP Sport specific groups (mtn bikers, hikers, OHV, equine) Uwharrie Trail Blazers
2. Conduct site assessments and identification for parcels of land that are appropriate for lodging, campgrounds, and other private recreation-oriented businesses (OHV, ziplines, equestrian facilities, and more). Site assessment and identification should be based on proximity to trailheads and other recreational areas, consistency with land use standards, utility availability and other factors.	<ul style="list-style-type: none"> <li>Montgomery County GIS</li> <li>Montgomery Co Planning</li> <li>Montgomery EDC</li> <li>Montgomery TDA</li> <li>Permanent work committee</li> </ul>	In House	None. By June 2026 and ongoing	NC MSRP Sport specific groups Municipalities Uwharrie Trail Blazers Three Rivers Land Trust Uwharries National Forest
3. Prepare accommodation recruitment guide to promote online and at professional events/conferences	<ul style="list-style-type: none"> <li>Montgomery EDC</li> <li>Montgomery TDA</li> <li>Permanent Work Committee</li> </ul>	In House	\$. By December 2026 and ongoing	NC MSRP

**Strategy: Montgomery County is the ideal place to discover a variety of economic opportunities in outdoor recreation.**

**Goal 1:** Outdoor recreation businesses, both new and existing, will grow and expand in Montgomery County.

**Objective 1:** Provide the ecosystem and partnerships to support existing and new outdoor recreation businesses.

**Action 4:** Provide a near seamless method of recruiting, opening, owning, operating, expanding outdoor rec businesses.

Tasks	Responsibility	In House- Outsource	Cost / Time	Partners / Assistance
1. Research zoning and planning for outdoor recreation activities and businesses – land use standards, utilities, other.	<ul style="list-style-type: none"> <li>Montgomery County Planning</li> <li>Montgomery EDC</li> <li>Permanent Work Committee</li> </ul>	In House	None. By June 2026	PTRC Municipalities Three Rivers Land Trust
2. Explore private property outdoor recreational opportunities – alternative accommodations, trails that connect to existing trails/forest, climbing sites, put ins, OHV trails.	<ul style="list-style-type: none"> <li>Montgomery EDC</li> <li>Permanent Work Committee</li> <li>Montgomery TDA</li> </ul>	In House	None. By June 2026	NC Rural Planning NC Outdoor Economy Office Sport specific groups Municipalities Uwharrie Trail Blazers Three Rivers Land Trust
3. Research and identify potential businesses to recruit with retail gap analysis, visitation statistics, location analytics, and identification of industry trends and needs.	<ul style="list-style-type: none"> <li>Montgomery EDC</li> <li>Permanent Work Committee</li> <li>Montgomery TDA</li> </ul>	Outsource	\$\$ By June 2026 and ongoing	NC Rural Planning NC Outdoor Economy Office VisitNC/Outdoors NC
4. Use target demographics and geographies from TDA's pilot program to build marketing	<ul style="list-style-type: none"> <li>Montgomery EDC</li> <li>Montgomery TDA</li> <li>Permanent Work Committee</li> </ul>	In House	None. By September 2026 and on going	NC Rural Planning NC Outdoor Economy Office VisitNC/OutdoorsNC

and promotions of outdoor recreation assets and local businesses.				
5. Tie into Discover Uwharries marketing campaign for continuity and produce marketing for outdoor assets and local businesses.	<ul style="list-style-type: none"> <li>• Montgomery EDC</li> <li>• Permanent Work Committee</li> <li>• Montgomery TDA</li> </ul>	Outsource	\$\$\$ By December 2026.	PTRC NC Rural Planning
6. Host Outdoor Business Summit to assist those interested in starting or expanding outdoor rec business – consider all aspects of business needs: cost/benefit ratios, equipment needs, risk mgt, staffing needs and qualifications, how to bridge off seasons.	<ul style="list-style-type: none"> <li>• Permanent work committee</li> <li>• Montgomery EDC</li> <li>• Montgomery SBC</li> <li>• Montgomery TDA</li> </ul>	Outsource	\$\$\$/ By January/February 2026 and on going	NC Outdoor Economy Office NC Rural Planning Mid Carolina COG Workforce Board Municipalities PTRC Sport specific groups (mtn bikers, hikers, OHV, equine) Uwharrie Trail Blazers Uwharrie National Forest Three Rivers Land Trust Local Civic Groups

**Strategy: Montgomery County provides authentic connections to small town living, the people and the places.**

**Goal 1:** Montgomery County connections, both physical and social, will amplify and sustain the quality of life.

**Objective 1:** Quality of life will attract workforce and businesses to locate in Montgomery County as well as benefit local citizens.

**Action 1:** Cultivate private/public partnerships with shared missions/values for stewardship of the natural assets in Montgomery County.

Tasks	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance
1. Support USFS Uwharrie National Forest plans for improvements to recreational amenities.	Permanent work group Montgomery TDA Uwharrie National Forest	In House	None. Immediate and ongoing	NC Outdoor Economy Office NC MSRP Sport specific groups Uwharrie Trail Blazers Three Rivers Land Trust
2. Support events, plans, actions of local and regional sport groups.	Permanent work group Montgomery TDA Montgomery EDC	In House	\$ Immediate and ongoing	NC Outdoor Economy Office NC MSRP Sport specific groups Uwharrie Trail Blazers Three Rivers Land Trust Local Civic Groups

**Strategy: Montgomery County provides authentic connections to small town living, the people and the places.**

**Goal 1:** Montgomery County connections, both physical and social, will amplify and sustain the quality of life.

**Objective 2:** Develop and improve links between Montgomery County towns and the natural and cultural opportunities within the county.

**Action 1:** Explore comprehensive design elements to reinforce that Montgomery County is an outdoor mecca – tie in Discover Uwharries marketing tools with murals, business sponsored artwork in commercial spaces, public spaces that could have a design motif to tie into Discover Uwharries marketing.

Tasks	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance
1. Research and document how other towns and counties tie in design elements to reinforce marketing/design elements – Salisbury Paint the Pavement program.				

**Strategy: Montgomery County provides authentic connections to small town living, the people and the places.**

**Goal 1:** Montgomery County connections, both physical and social, will amplify and sustain the quality of life.

**Objective 2:** Develop and improve links between Montgomery County towns and the natural and cultural opportunities within the county.

**Action 2:** Overlap of outdoor events with municipal commercial districts to encourage participation of visitors and local citizens.

Tasks	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance
1. Research and explore other outdoor recreation towns to learn how to tie events with towns and commercial districts.				
2. Initiate conversations with existing events held in the Forest to see how to tie in to the towns and their assets to bring in participants, support teams and others.				

**Strategy: Montgomery County provides authentic connections to small town living, the people, and the places.**

**Goal 1:** Montgomery County connections, both physical and social, will amplify and sustain the quality of life.

**Objective 2:** Develop and improve links between Montgomery County towns and the natural and cultural opportunities within the county

**Action 3:** Consider how to strengthen connections between commercial districts in towns and outdoor activities/industries – upfitting upper floors for short term rental, redeveloping buildings for specific business (retailer, restaurant).

Tasks	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance
1.				
2.				

**Strategy: Montgomery County provides authentic connections to small town living, the people and the places.**

**Goal 1:** Montgomery County connections, both physical and social, will amplify and sustain the quality of life.

**Objective 2:** Develop and improve links between Montgomery County towns and the natural and cultural opportunities within the county.

**Action 4:** Assess feasibility of linking existing trails to all towns and outdoor assets.

Tasks	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance
1.				
2.				

**Strategy: Montgomery County provides authentic connections to small town living, the people and the places.**

**Goal 1:** Montgomery County connections, both physical and social, will amplify and sustain the quality of life.

**Objective 2:** Develop and improve links between Montgomery County towns and the natural and cultural opportunities within the county.

**Action 5:** Develop social media connections between sites and towns to promote and advertise events, opportunities, programs, specific outdoor recreation-based businesses.

Tasks	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance
1.				
2.				

- 
- <sup>i</sup> U.S. Department of Commerce, Bureau of Economic Analysis. Outdoor Recreation Satellite Account, U.S. and States, 2023. <https://www.bea.gov/data/special-topics/outdoor-recreation>
- <sup>ii</sup> VisitNC Economic Impact Studies. [Economic Impact Studies](#)
- <sup>iii</sup> Outdoor Industry Association. 2022 Outdoor Participation Trends Report. <https://outdoorindustry.org/wp-content/uploads/2023/03/2022-Outdoor-Participation-Trends-Report.pdf>
- <sup>iv</sup> The Citizen-Times. North Carolina outdoor recreation is a \$28 billion industry, poised for further growth. October 11<sup>th</sup>, 2019. <https://www.citizen-times.com/story/news/2019/10/11/outdoor-economy-conference-asheville-highlights-28-billion-industry/3923846002/>
- <sup>v</sup> NC Division of Parks & Recreation. State Parks System Grew in Visitation, Size in 2023. January 25<sup>th</sup>, 2024. <https://www.ncparks.gov/about/news/visitation-systemsize-2023>
- <sup>vi</sup> Headwaters Economics. Recreation Counties Attracting New Residents and Higher Incomes. <https://headwaterseconomics.org/economic-development/trends-performance/recreation-counties-attract/>
- <sup>vii</sup> Outdoor Foundation. 2022 Outdoor Participation Trends Report. <https://outdoorindustry.org/wp-content/uploads/2023/03/2022-Outdoor-Participation-Trends-Report.pdf>
- <sup>viii</sup> Piedmont Triad Regional Council, NC Triad Outdoors: [NC Triad Outdoors | Piedmont Triad Regional Council, NC](#)
- <sup>ix</sup> NC Wildlife Resources Commission 2022 North Carolina Outdoor Recreation Experiences
- <sup>x</sup> Ibid
- <sup>xi</sup> US Census: [Montgomery County, North Carolina - Census Bureau Profile](#)
- <sup>xii</sup> Ibid.
- <sup>xiii</sup> US Census On the Map: [OnTheMap](#)
- <sup>xiv</sup> Piedmont Triad Regional Council Comprehensive Economic Development Strategy 2023-2028: [Comprehensive Economic Development Strategy | Piedmont Triad Regional Council, NC](#)
- <sup>xv</sup> U.S. Department of Commerce, Bureau of Economic Analysis. Outdoor Recreation Satellite Account, U.S. and States, 2021. <https://www.bea.gov/news/2022/outdoor-recreation-satellite-account-us-and-states-2021>