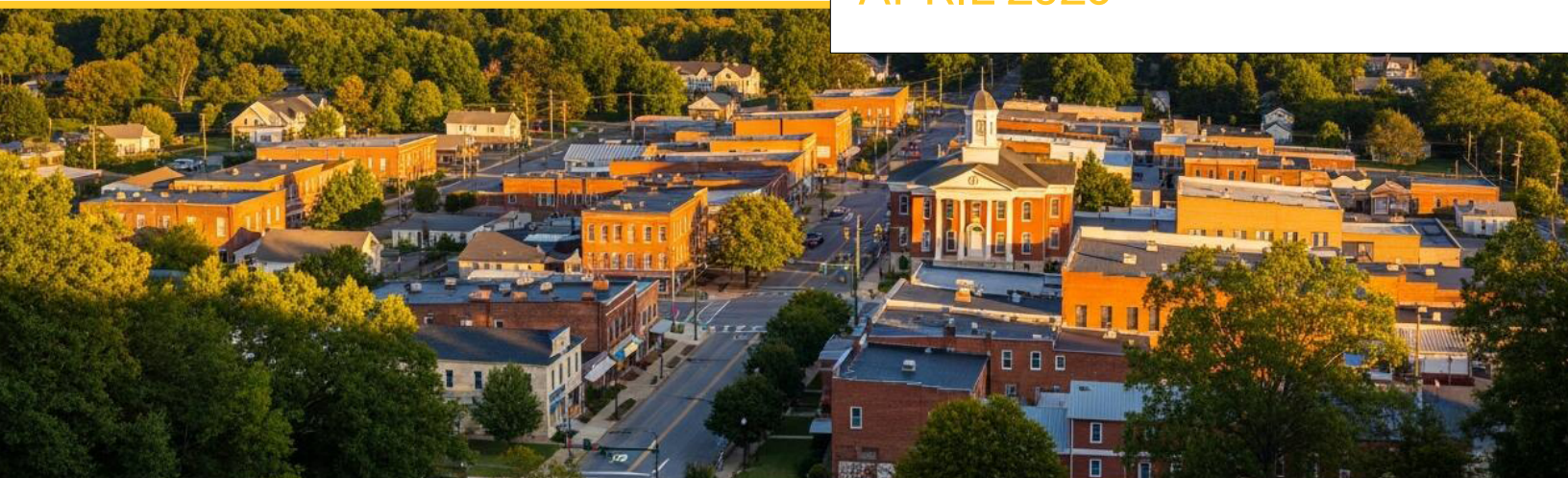




ECONOMIC DEVELOPMENT STRATEGIC PLAN

APRIL 2026



Prepared by Strategic Location Advisors, LLC

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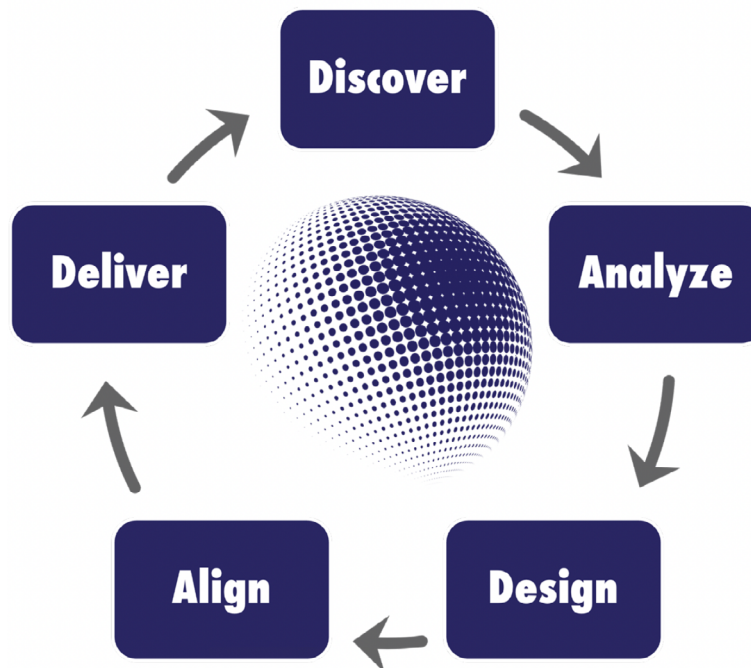
EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

MONTGOMERY COUNTY, NC

Montgomery County is well-positioned to grow to be a modern, diversified industrial and logistics hub. Located at the geographic heart of North Carolina, Montgomery County, is strategically positioned to compete, and win, among its rural peers. Offering manufacturers, distributors, and employers a rare combination of central location, logistics access, cost competitiveness, and a deeply rooted manufacturing workforce, all within proximity to North Carolina's three largest metro economies: Charlotte, the Research Triangle, and the Piedmont Triad.

Our Strategic Planning Process



The County's economic foundation is anchored by a legacy industrial base, supported by strong CTE programs and Montgomery Community College, providing employers with an experienced, production-ready workforce at significantly lower labor and operating costs than surrounding metro markets. Its transportation and logistics advantages are a core competitive strength. With direct access to I-73/74 and strong connectivity to I-40, I-85, and I-95, the County offers efficient truck distribution to a variety of major markets. Additional access to rail providers like Norfolk Southern and CSX and proximity to three major ports supports a variety of industrial/distribution needs.

Upon conclusion of our in-person meetings and community tour, we identified clear challenges to be overcome to fully unlock growth potential. Infrastructure capacity constraints limit site readiness and industrial recruitment. Workforce housing gaps threaten labor force participation, population retention, and employer expansion. Underutilized downtowns hinder reinvestment and limit their role as talent and lifestyle assets.

EXECUTIVE SUMMARY

MONTGOMERY COUNTY, NC

Despite these challenges, Montgomery County's opportunities are undeniable. Targeting distribution, light manufacturing, and non-utility-intensive industries, expanding publicly controlled industrial sites, increasing economic development funding, modernizing zoning and development ordinances, and strategically investing in infrastructure can rapidly improve the County's economic competitiveness and strengthen the community's ability to attract and retain workers while enhancing quality of life.

Strategic Priority Areas:

Strategic Priority No. 1:
Organizational

Strategic Priority No. 2:
Business Retention & Expansion

Strategic Priority No. 3:
Marketing and Recruitment

Strategic Priority No. 4:
Industrial Real Estate and Utilities

Strategic Priority No. 5:
Workforce Housing Development

Strategic Priority No. 6:
Small Business & Downtown Recruitment

EXECUTIVE SUMMARY

SWOT ANALYSIS

STRENGTHS

- Strong proximity and regional location, suitable for logistics and distribution uses
- Rail access with an option on rail-owned land for future industrial development
- Gateway to Uwharrie National Forest (≈50,000 acres), a major outdoor recreation and tourism asset
- Lake Tillery is a growth and lifestyle anchor
- Firm belief that their people are one of their greatest assets
- Montgomery Community College is the sole community college in its service territory, with enrollment growing 3 to 5% annually, and offers unique workforce training programs
- First-ever large production builder (Lennar) breaking ground, bringing 900 to 1,100 homes
- Troy's amphitheater is an anchor for tourism/visitor traffic, drawing 22,000+ people a year

WEAKNESSES

- Sewer capacity limitations (<300,000 GPD) could hinder development opportunities; infrastructure development costs are a barrier to new development
- Extremely limited natural gas access countywide; expansion cost prohibitive
- No industrial development authority (IDA) to help guide/control smart industrial product development
- No modern spec buildings; obsolete former textile facilities with low ceilings
- Limited pad-ready sites; utilities often missing near prime land
- Lack of workforce housing (\$200k–\$400k range); existing housing is not affordable relative to local wages and there are no/limited options for multifamily and middle housing
- Lack of access to childcare could keep people out of the workforce
- Downtown businesses tend to close early; lack of restaurants, bars, and gathering spaces and overall weak downtown retail and hospitality ecosystem does not contribute to vibrant/active downtown economies
- Key downtown buildings held long-term by absentee or inactive owners
- Current zoning/ordinances limit flexibility and constrain development opportunities

EXECUTIVE SUMMARY

SWOT ANALYSIS

OPPORTUNITIES

- Distribution, light manufacturing, and non-utility-intensive industries are ideal targets for the County
- Natural gas access in Mount Gilead could support new job development along with the development of large publicly owned/controlled sites (Biscoe 160 acres; Troy surplus hospital land; Mount Gilead annexed megapark parcels)
- Industry diversification efforts would be well-suited for midsized manufacturers and distributors
- Workforce housing development could help grow population, but would help provide needed options to the local housing market
- Troy positioned as the “front door” to the National Forest; new cabin development could spur hospitality cluster development
- Downtown buildings could be redeveloped with residential / loft conversions; could benefit from streetscaping, social district development, and stay-open-late incentives
- Outdoor recreation tourism opportunities tied to Uwharrie National Forest, Lake Tillery, and motorsports with the Ferrari-backed luxury motorsports park on the Moore County / Montgomery County line
- Town-owned properties in Troy and Mount Gilead provide redevelopment opportunities

THREATS

- Inability to fund sewer, gas, and road upgrades could impact employer retention
- Underinvestment in economic development budgeting will prove detrimental to the County’s long-term success
- High-end housing growth could exacerbate affordability issues if workforce housing is not incorporated into development planning
- Rural location could be unappealing for some industries
- Neighboring counties with better infrastructure may capture growth
- Downtown property stagnation due to unwilling sellers could stifle downtown growth
- Fragmented zoning and restrictive ordinances deter private investment

CURRENT ECONOMIC LANDSCAPE

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

In assessing Montgomery County's current economic landscape, we have evaluated several variables and indicators used to measure a community's economic climate to help identify trends, areas of concern, and opportunities, including:

- Employment and housing
- Economic dependency ratio and income disparity
- Population and demographics
- Educational attainment
- Workforce commuting patterns
- Current industry and occupation trends
- Future industry and occupation trends

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

POPULATION, DEMOGRAPHIC, AND EDUCATIONAL ATTAINMENT INFORMATION:

Population and Demographic Comparisons:

	MONTGOMERY COUNTY	45-MIN DRIVE TIME	60-MIN DRIVE TIME	NORTH CAROLINA	UNITED STATES
Population	25,874	1,375,338	3,869,722	10,584,340	332,387,540
Civilian Labor Force (civilian population 16 & over)	11,233	669,981	1,980,685	5,243,966	168,567,852
Labor Participation Rate (civilian population 16 & over)	53.0%	61.5%	64.6%	62.2%	63.3%
Prime-Age Labor Force (civilian population 25-54)	6,904	420,521	1,285,356	3,343,086	107,055,165
Prime-Age Labor Force Participation Rate (civilian population 25-54)	74.8%	81.5%	83.5%	82.4%	83.0%
Median Age	43.6	40.7	38.1	39.1	38.7
Population Annual Average Growth	-0.5%	1.2%	1.2%	1.0%	0.6%
Mean Commute Time (minutes)	26.6	26.8	25.5	25.1	26.6
Average Annual Salary	\$50,253	\$54,644	\$69,084	\$67,293	\$74,181
Median Household Income	\$55,849	\$73,485	\$73,443	\$69,904	\$78,538
Cost of Living Index	87.3	94.0	95.3	93.9	100.0
Educational Attainment (Age 25-64 with Associate Degree or Higher)	20.9%	41.8%	48.0%	46.80%	45.80%
Spending Per Pupil	\$14,047	\$11,515	\$11,880	\$12,120	\$15,618
Poverty Level (of all people)	16.1%	12.6%	12.9%	13.2%	12.4%
Union Membership (Private)	1.4%	1.7%	1.8%	1.6%	5.9%
Union Membership (Mfg)	1.6%	1.7%	1.6%	1.4%	7.6%

Source: JobsEQ; ACS 2019-2023

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

POPULATION, DEMOGRAPHIC, AND EDUCATIONAL ATTAINMENT INFORMATION:

Educational Attainment (Ages 25-64) Comparisons:

	MONTGOMERY COUNTY	45-MIN DRIVE TIME	60-MIN DRIVE TIME	NORTH CAROLINA	UNITED STATES
No High School Diploma	16.2%	10.8%	10.1%	9.6%	10.0%
High School Graduate	33.3%	26.4%	22.2%	23.5%	25.0%
Some College, No Degree	19.6%	21.0%	19.6%	20.1%	19.3%
Associate Degree	12.0%	11.2%	10.0%	10.4%	9.2%
Bachelor's Degree	13.2%	20.2%	24.6%	23.3%	22.8%
Postgraduate Degree	5.7%	10.4%	13.4%	13.1%	13.8%

Source: JobsEQ; ACS 2019-2023

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

JOBS-TO-HOUSEHOLD BALANCE

The jobs-to-household ratio, often referred to as the jobs-to-household balance, is a key metric used in city and regional planning to help guide policy and decision making related to land use, transportation, and economic development to help reach a sustainable and efficient balance between employment opportunities and housing availability.

Ratios can be higher or lower, depending on the area being assessed. Generally, the following ratios are widely accepted based on context:

- Downtowns & Business Hubs – Ratios tend to be higher (1.8+), as they serve as regional employment centers.
- Suburban & Mixed-Use Areas – A ratio of 1.2 to 1.5 is preferred for balance.
- Rural Areas – Ratios can be lower, as people often commute to urban centers for work.

Typically, rural areas have lower housing densities and fewer local employment opportunities, which does make this metric less reflective of housing needs and employment/industry conditions and, as such, rural areas benefit more from a broader regional analysis that reflects their labor shed. In the following table, we have outlined the jobs-to-household ratio for the greater 45-minute drive time region, Montgomery County, and five municipalities within the County.

APPLYING THE JOBS-TO-HOUSEHOLD RATIO:

Total # of jobs ÷ Total # of households

GEOGRAPHY	TOTAL HOUSEHOLDS	TOTAL JOBS	JOBS TO HOUSEHOLD RATIO
45 Min DT - Montgomery County	98,092	99,833	1.02
Montgomery County	10,404	9,693	0.93
Biscoe	662	1,445	2.18
Candor	269	283	1.05
Mount Gilead	482	817	1.70
Star	317	384	1.21
Troy	1,041	2,599	2.50

Source: Esri BAO (2025)

How to Interpret the Ratio:

- Below 1.2 – Indicates a more residential, bedroom-community environment where many people commute out for work.
- Between 1.2 and 1.5 – Considered a balanced range where job opportunities and housing

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

availability are aligned (this is especially true in urban areas).

In urban areas, a ratio of 1.2 to 1.5 is an ideal balance as it represents a balanced range where job opportunities and housing availability are aligned.

- Above 1.5 – Suggests a job-heavy area where housing demand may outpace supply, leading to affordability challenges and increased commuting from other areas.

Reading the Ratio:

Within the greater 45-minute drive time, there are 1.02 jobs for every one household, or 102 jobs per 100 households. In Montgomery County, there are 93 jobs within the county for every 100 households. **Montgomery County's jobs-to-household ratio indicates a more residential, bedroom-community environment where many people commute elsewhere for work.**

Jobs Per Household – By Geography

TABLE A – Montgomery County and the Greater 45-Minute Drive Time

GEOGRAPHY	JOB (#)	HOUSEHOLDS (#)
45 Min DT - Montgomery County	102	100
Montgomery County	93	100

Source: Esri BAO (2025)

Diving deeper, we can see that approximately 57% of all employment opportunities in Montgomery County exist within one of the five municipalities, conversely, 73% of households exist in the unincorporated parts of the county. The ratios of Biscoe, Candor, Mount Gilead, Star, and Troy are more reflective of how the jobs-to-household ratio represents a more concentrated setting. The following table breaks down the number of jobs in each community per 100 households.

TABLE A – Municipalities

GEOGRAPHY	JOB (#)	HOUSEHOLDS (#)
Biscoe	218	100
Candor	105	100
Mount Gilead	170	100
Star	121	100
Troy	250	100

Source: Esri BAO (2025)

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

Possible Indications:

1. Montgomery County most likely experiences a healthy flow of in- and out-commuting to meet employer and industry needs, however there could be a need for job recruitment to increase employment opportunities for residents closer to where they live.
2. The greater region's jobs-to-household ratio is relatively balanced, but there is most likely a strain on housing attainability that could impact Montgomery County's housing market, indicating a potential need for housing development that is affordable for the local and regional workforce to support population retention and growth.
3. Attainable housing issues are most likely more severe within the municipalities due to the concentration of jobs/local access to employment opportunities.

The jobs-to-household ratio is only one key metric that should be considered when planning for land use, transportation and economic development priorities as factors like housing affordability, transportation access, and industry mix still play a critical role in local economic health.

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

ECONOMIC DEPENDENCY RATIO

The Economic Dependency Ratio is another valuable metric to help measure economic health and sustainability. A community's EDR highlights the burden on the working population to support those who are not generating income and can be used in planning for future labor market and social welfare needs. A low dependency ratio indicates a larger working population capable of supporting dependents, while a high dependency ratio suggests strain on the working population due to a large dependent population. In other words, the lower the EDR is for a given area, the more stable the balance between the working and dependent populations.

The Economic Dependency Ratio is calculated four ways:

1. Total EDR is the sum of Child EDR, Working-Age EDR, and Senior EDR.
2. The Child EDR is the population under 16 divided by the total employed population.
3. The Working-Age EDR is the population not employed aged 16 to 64 divided by the total employed population.
4. The Senior EDR is the population not employed aged 65 and older divided by the total employed population.

Applying the EDR

GEOGRAPHY	TOTAL EDR	CHILD EDR	WORKING-AGE EDR	SENIOR EDR
45 Min DT - Montgomery County	126.2	41.0	42.5	42.7
Montgomery County	138.5	48.1	47.3	47.3
Biscoe	166.3	59.3	60.4	46.6
Candor	124.5	51.1	45.2	28.2
Mount Gilead	160.5	45.6	60.3	54.6
Star	148.0	55.1	46.9	46.0
Troy	138.8	50.7	49.1	39.0
North Carolina	106.3	38.0	36.1	32.2
United States	100.9	37.2	33.4	30.3

Source: Esri BAO (2025)

According to Esri, Montgomery County's EDR is 138.5, which means that for every 100 workers in the County, there are about 139 dependents who, directly or indirectly rely on them for economic support. ***In simplest terms, each worker in Montgomery County is supporting at least one other person.*** This information indicates that there is some financial pressure on the County's working

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

population in terms of providing for their household as well as an overall greater tax burden on individual workers in the County because a smaller portion of people are contributing to the tax base.

To further simplify this metric, we look at the distribution by population to measure the size of each population. Below we have summarized the size of each population for a variety of geographies, including the US and state of North Carolina for ease of comparison.

EDR: Distribution by Population Cohort

GEOGRAPHY	TOTAL EDR	CHILD EDR	WORKING-AGE EDR	SENIOR EDR
45 Min DT - Montgomery County	32.5%	33.7%	33.8%	33.8%
Montgomery County	34.7%	34.2%	34.2%	34.2%
Biscoe	35.7%	36.3%	28.0%	28.0%
Candor	41.0%	36.3%	22.7%	22.7%
Mount Gilead	28.4%	37.6%	34.0%	34.0%
Star	37.2%	31.7%	31.1%	31.1%
Troy	36.5%	35.4%	28.1%	28.1%
North Carolina	35.7%	34.0%	30.3%	30.3%
United States	36.9%	33.1%	30.0%	30.0%

Source: Esri BAO (2025)

In Montgomery County, the EDR is evenly distributed among all populations. In the ideal distribution, children would make up the largest percentage of the population and seniors would make up the smallest, such as the case for North Carolina or the United States. Of all geographies in this comparison, Candor's population distribution is the most balanced, with the largest population being children and the smallest being seniors.

QUANTIFYING MONTGOMERY COUNTY'S UNEMPLOYED POPULATION

The True Rate of Unemployment

Perhaps the most important insight provided by the EDR is the working-age population that is not currently engaged in the civilian labor force. Using the EDR, we can illustrate the County's hidden unemployed population, which is not highlighted by unemployment statistics. Quantifying this population provides valuable insight regarding the actual labor force and the true demand for jobs.

The hidden unemployed population is made up of:

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

- Individuals who have given up looking for work or are not currently seeking employment
- Those who are working less than they would like (like on a part-time basis)
- Those who work at jobs in which their skills are underutilized (though technically employed, they are not achieving their full economic potential)

In Montgomery County, there are over 5,100 people between the ages of 16 and 64 that are not working and are not actively seeking employment. **Nearly 80% of the County's hidden unemployed population is made up of those of prime working age (25 to 64).** The following tables detail the working age and prime working age populations and their employment status for the greater 45-minute drive time region, the County, and each municipality. *Within the 45-minute drive time region, there are over 33,000 people between the ages of 25 and 64 that are not employed.*

Hidden Unemployment Among the Working Age Population (16 to 64)

GEOGRAPHY	POPULATION (AGES 16 TO 64)	EMPLOYED	UNEMPLOYED	HIDDEN UNEMPLOYED
45 Min DT - Montgomery County	142,139	95,443	3,811	42,885
Montgomery County	15,130	9,616	358	5,156
Biscoe	1,131	693	8	430
Candor	486	326	3	157
Mount Gilead	702	415	41	246
Star	488	324	10	154
Troy	1,779	978	47	754

Source: Esri BAO (2025)

Hidden Unemployment Among the Working Age Population (25 to 64)

GEOGRAPHY	POPULATION (AGES 25 TO 64)	EMPLOYED	UNEMPLOYED	HIDDEN UNEMPLOYED
45 Min DT - Montgomery County	117,698	82,337	2,343	33,018
Montgomery County	12,494	8,206	166	4,122
Biscoe	898	563	6	329
Candor	354	241	3	110
Mount Gilead	593	394	0	199
Star	402	276	5	121
Troy	1,472	837	14	621

Source: Esri BAO (2025)

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

Hidden Unemployment Among the Working Age (16-64) Population

45-Minute Drive Time Radius of Montgomery County, NC

142,139

Total Working Age
Population

95,443

Total Working-Age
Employed Population

3,908

Total Unemployed
Population (3.6%)

42,788

Hidden Unemployed
Population

MONTGOMERY COUNTY'S INCOME DISPARITY

When comparing a region or community's average annual wage to the median household income, the median household income is typically higher because the combined income of multiple earners in a household will exceed what an individual worker would earn.

Comparison: Average Annual Wage vs. Median Household Income by Geography

GEOGRAPHY	AVERAGE ANNUAL WAGE	MEDIAN HOUSEHOLD INCOME
Montgomery County	\$50,253	\$55,849
45-Min. Drive Time Region	\$54,644	\$73,485
North Carolina	\$67,293	\$69,904
United States	\$74,181	\$78,538

Source: JobsEQ; ACS 2019-2023

Based on data available from JobsEQ and the US Census's American Community Survey (2023), Montgomery County's median household income is slightly higher than the County's average annual wage. Based on our analysis of the County's current economic conditions, the median household income is about 10% higher than the average annual wage. In comparison, the state's median household income is about 4% higher than the average annual wage and the nation's median household income is about 6% higher than the average annual wage. To be on-par with the state and the nation, Montgomery County's average annual wage should be around 5% higher (or \$53,057).

CURRENT ECONOMIC LANDSCAPE

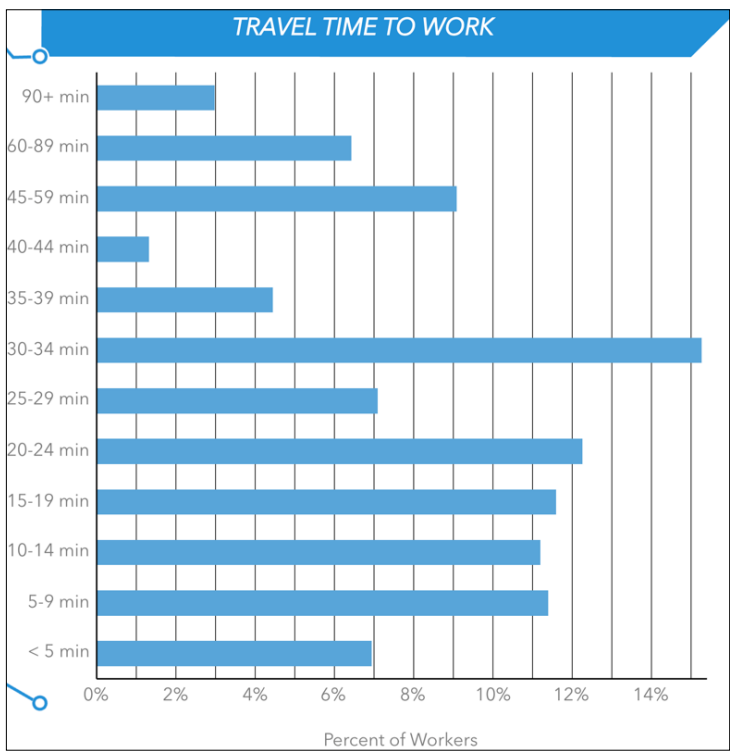
MONTGOMERY COUNTY, NORTH CAROLINA

COMMUTING FOR EMPLOYMENT

According to latest available data from JobsEQ, 63% of Montgomery County workers live in the County, however, for this analysis, we expanded our analysis to a 60-minute drive time region to capture the commuting radius of approximately 90% of Montgomery County’s local labor force as only 9.4% of workers travel more than 60 minutes for employment.

For comparison, we have included a breakdown of travel time to work for both Montgomery County workers as well as the workers within this 60-minute drive time region.

Travel Time to Work
Montgomery County



Source: Esri BAO (2025)



**Average
Commute Time:**

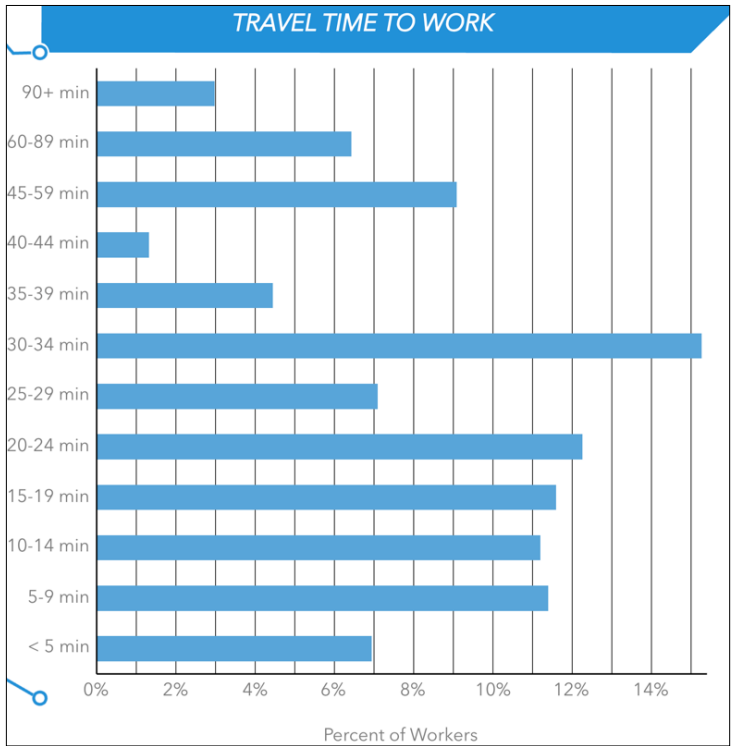
26.6 minutes

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

COMMUTING FOR EMPLOYMENT

Travel Time to Work
60-Minute Drive Time Region



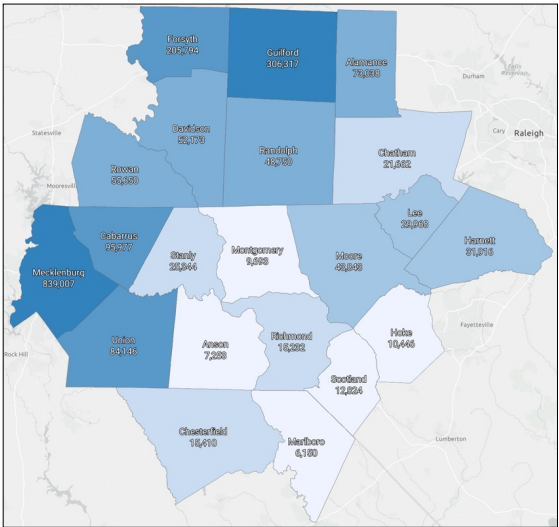
Source: Esri BAO (2025)



**Average
Commute Time:**

26.8 minutes

Top Five Job Centers Within a 60-Minute Drive Time



COUNTY	JOBS (#)
Mecklenburg	839,007
Guilford	306,317
Forsyth	205,794
Cabarrus	95,977
Union	84,146

Source: JobsEQ 2025Q1

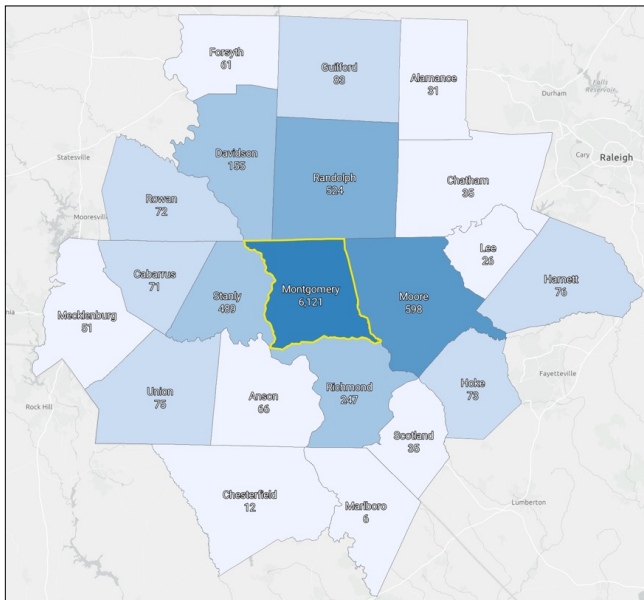
CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

COMMUTING FOR EMPLOYMENT

Workers in Montgomery County and Where They Live:

Approximately 21% of Montgomery County workers live in the following five counties:

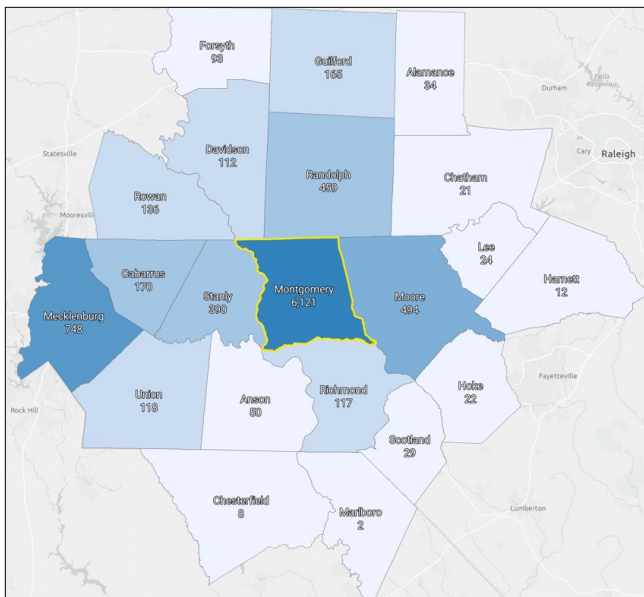


COUNTY	COMMUTERS
Moore	598
Randolph	524
Stanly	489
Richmond	247
Davidson	155

Source: JobsEQ 2025Q1

Residents in Montgomery County and Where They Work:

Approximately 23% of Montgomery County residents commute for work in the following five counties:



COUNTY	COMMUTERS
Mecklenburg	748
Moore	494
Randolph	459
Stanly	390
Cabarrus	170

Source: JobsEQ 2025Q1

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

INDUSTRY, OCCUPATION, AND WAGE TRENDS:

Existing Industry Base:

According to JobsEQ at the time of this analysis, there were approximately 9,693 jobs in Montgomery County. Of those jobs, nearly 57% of those jobs pay less than the County's average annual wage. In fact, one in four jobs in Montgomery County pay less than \$32,000 per year (or \$15.38 per hour).

Montgomery County, NC Jobs by Income Threshold (County's Average Annual Wage)

Number of jobs paying at, or more than, the average annual wage:	4,172	43.04%
Number of jobs paying less than the average annual wage:	5,521	56.96%
Number of jobs paying less than \$32,000 per year:	2,415	24.9%

Industries and Occupations:

In Montgomery County, the manufacturing sector is the largest industry sector by employment with nearly 28% of the county's total job base, followed by health care and social assistance (with nearly 12% of the county's job base), retail trade (8.67%), educational services (8.4%), and public administration (7.34%). *These five industry sectors represent 63.7% of the County's total job base.*

Montgomery County Top Five Industries by Number of Occupations

INDUSTRY	#	%	LQ	AVE. ANNUAL WAGES	10-YR HISTORIC	10-YR PROJECTION
Manufacturing	2,695	27.8%	3.55	\$57,407	-1.5%	-0.3%
Health Care and Social Assistance	1,111	11.46%	0.75	\$49,668	0.2%	1.1%
Retail Trade	840	8.67%	0.90	\$29,469	-1.0%	-0.2%
Educational Services	814	8.4%	1.04	\$49,252	-0.3%	0.0%
Public Administration	711	7.34%	1.55	\$53,108	-0.9%	0.4%
<i>Top-5 Industries by # of Occupations:</i>	6,171	63.66%	N/A	\$47,781	-0.7%	0.2%
<i>Total Occupations:</i>	9,693	100%	1.00	\$50,253	-0.2%	0.3%

Source: JobsEQ (2025Q1)

For comparison, we have included the top five industries by number of occupations for both the 45-minute and 60-minute drive time regions surrounding Montgomery County.

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

INDUSTRY, OCCUPATION, AND WAGE TRENDS

Industries and Occupations:

45-Minute Drive Time Radius Top Five Industries by Number of Occupations

INDUSTRY	#	%	LQ	AVE. ANNUAL WAGES	10-YR HISTORIC	10-YR PROJECTION
Manufacturing	73,497	14.63%	1.87	\$66,097	0.0%	0.6%
Health Care and Social Assistance	62,391	12.42%	0.82	\$63,040	1.2%	1.5%
Retail Trade	58,011	11.54%	1.20	\$36,208	1.1%	0.5%
Accommodation and Food Services	46,981	9.35%	1.08	\$23,077	2.4%	1.2%
Construction	40,874	8.13%	1.36	\$68,501	3.8%	1.3%
<i>Top-5 Industries by # of Occupations:</i>	<i>281,754</i>	<i>56.07%</i>	<i>N/A</i>	<i>\$51,385</i>	<i>1.7%</i>	<i>1.0%</i>
<i>Total Occupations:</i>	<i>502,515</i>	<i>100%</i>	<i>1.00</i>	<i>\$54,644</i>	<i>1.5%</i>	<i>1.1%</i>

Source: JobsEQ (2025Q1)

60-Minute Drive Time Radius Top Five Industries by Number of Occupations

INDUSTRY	#	%	LQ	AVE. ANNUAL WAGES	10-YR HISTORIC	10-YR PROJECTION
Health Care and Social Assistance	269,496	13.54%	0.89	\$70,751	2.2%	1.4%
Retail Trade	198,509	9.97%	1.03	\$40,378	0.8%	0.4%
Manufacturing	175,332	8.81%	1.13	\$73,557	0.0%	0.5%
Accommodation and Food Services	174,848	8.78%	1.01	\$26,986	2.0%	1.1%
Administrative and Support and Waste Management and Remediation Services	143,856	7.23%	1.20	\$51,466	0.6%	1.0%
<i>Top-5 Industries by # of Occupations:</i>	<i>962,041</i>	<i>48.33%</i>	<i>N/A</i>	<i>\$52,628</i>	<i>1.1%</i>	<i>0.9%</i>
<i>Total Occupations:</i>	<i>1,990,593</i>	<i>100%</i>	<i>1.00</i>	<i>\$69,084</i>	<i>1.6%</i>	<i>1.0%</i>

Source: JobsEQ (2025Q1)

CURRENT ECONOMIC LANDSCAPE

MONTGOMERY COUNTY, NORTH CAROLINA

INDUSTRY, OCCUPATION, AND WAGE TRENDS

Industries and Occupations:

For additional perspective, the table below outlines Montgomery County's top five highest paying industries by average annual wage. ***These industries have average annual wages that begin at \$70,484 and only represent 7.6% of the County's total number of jobs, or 737 jobs.***

Montgomery County
Top Five Highest Paying Industries (by Average Annual Wage)

INDUSTRY	#	%	LQ	AVE. ANNUAL WAGES	10-YR HISTORIC	10-YR PROJECTION
Agriculture, Forestry, Fishing and Hunting	243	2.51%	2.07	\$99,070	-1.2%	-0.3%
Management of Companies and Enterprises	57	0.59%	0.38	\$89,579	-14.3%	0.9%
Utilities	32	0.33%	0.64	\$84,162	19.0%	1.1%
Professional, Scientific, and Technical Services	222	2.29%	0.32	\$73,795	7.8%	1.0%
Wholesale Trade	183	1.89%	0.51	\$70,484	1.7%	0.4%
<i>Top-5 Industries by # of Occupations:</i>	737	7.60%	N/A	\$83,418	2.6%	0.6%
<i>Total Occupations:</i>	9,693	100%	1.00	\$50,253	-0.2%	0.3%

Source: JobsEQ (2025Q1)

STRATEGIC ADVANTAGES

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

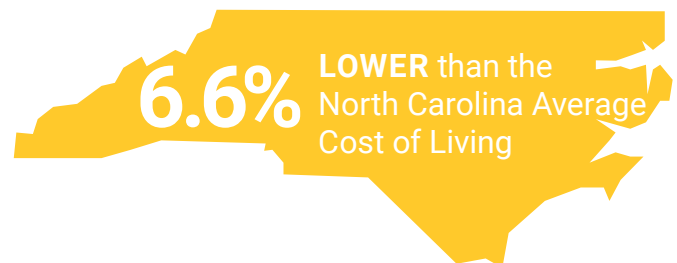
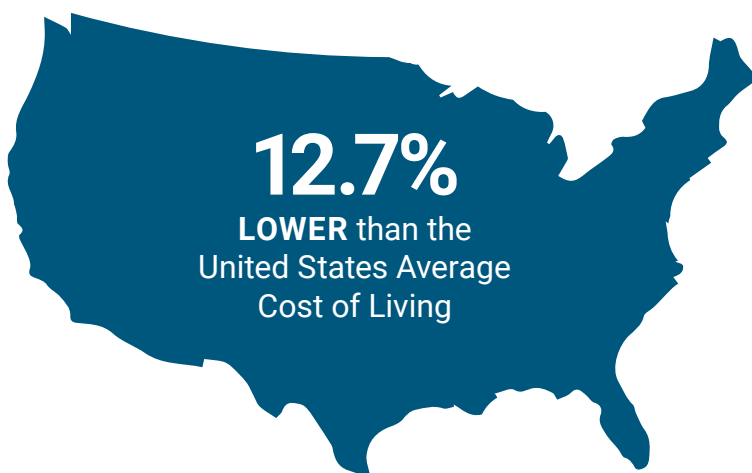
SUMMARY OF EXISTING STRATEGIC ADVANTAGES

Montgomery County is built for industrial investment. For manufacturers and distributors seeking scalable logistics, controllable operating costs, reliable workforce pipelines, and a genuinely collaborative business environment, Montgomery County makes the case for sustainable, long-term manufacturing and distribution growth.

Strategically positioned in the heart of the state, the County offers significant advantages regarding transportation access, a skilled workforce, and cost efficiency that positions the community well for attracting new industrial jobs. **From an economic development and site-selection perspective, Montgomery County, presents a highly competitive, low-risk, environment for business and industry.**

Montgomery County's low-cost operating environment distinguishes it from the higher costs of larger metros while maintaining access to a variety of major markets. **Available industrial sites and shovel-ready properties offer flexibility for greenfield development, expansions, and build-to-suit projects.** In addition to offering a direct north-south connection to the Greensboro-Winston-Salem and South Carolina industrial markets, the community's proximity to Interstates 73/74 and 85 further expands the potential for multi-state distribution. The County's **multimodal connectivity allows companies to serve mid-Atlantic, Southeast, and Midwest clients with cost-effective speed** with near-term access to air cargo, rail service, and the Port of Wilmington, **moving materials and products in and out of the region is easy and efficient for reaching both domestic and international markets.**

MONTGOMERY COUNTY'S COST OF LIVING



STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

Montgomery County's Average Annual Wage is...



8% lower than the 45-Minute Drive Time Region's Average Annual Wage.

27.3% lower than the 60-Minute Drive Time Region's Average Annual Wage.

25.3% lower than the state of North Carolina's Average Annual Wage.

32.3% lower than US's Average Annual Wage.

The County's labor force is a significant competitive advantage. Montgomery County employers have access to an experienced, manufacturing-oriented workforce supported directly by Montgomery Community College and the North Carolina Community College network. Custom workforce training, recruitment services, and pre-employment screening is available at no cost to qualifying employers, lowering risk for companies and accelerating production startup and ramp-up timelines.

With incentives available at the local, regional, and state levels, **Montgomery County's deal-making capabilities are aggressive when structuring an incentive package for the right prospect.** Partnerships with NC Commerce, regional agencies, and utility providers allow Montgomery County to create competitive packages that include cash grants, infrastructure participation, no-cost training, and long-term utility cost stabilization.

The County's access to new affordable housing developments, short commute times, and regional urban amenities, help recruit and retain employees for the long-term.

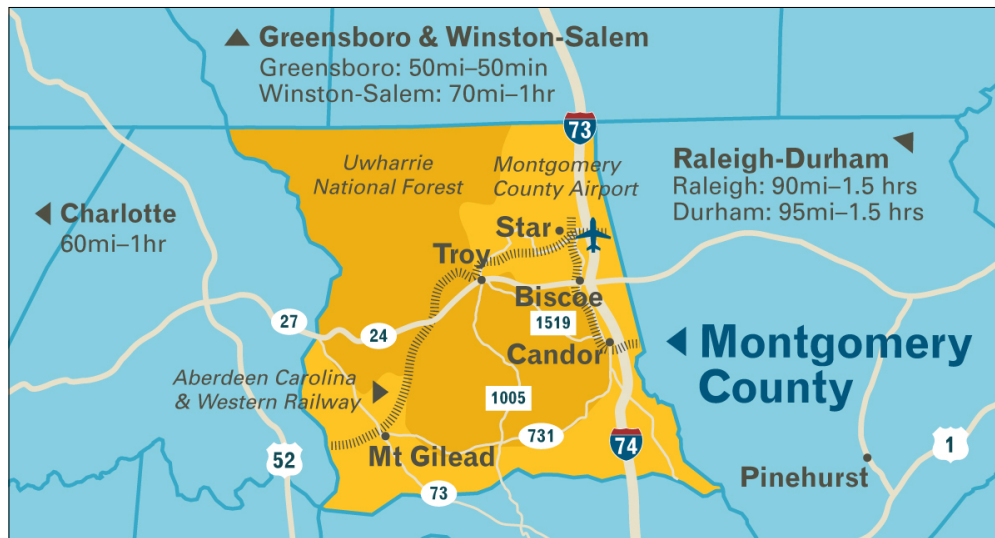
STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

As the heart of North Carolina, Montgomery County is the geographic center of the state, providing significant access to major metro areas and markets across the eastern seaboard and beyond via a robust transportation network.

The Charlotte Metro, Raleigh-Durham Research Triangle, and Piedmont Triad (Greensboro, High Point, and Winston-Salem) are all within a less than two-hour drive time of Montgomery County, offering companies doing business in Montgomery County access to a large customer base, multiple regional distribution markets, and three major labor sheds.

LOCATION MAP



PROXIMITY TO MAJOR METROS

Greensboro, NC	53 miles	Columbus, OH	446 miles
Charlotte, NC	63 miles	Birmingham, AL	461 miles
Raleigh, NC	88 miles	Pittsburgh, PA	467 miles
Roanoke, VA	155 miles	Nashville, TN	470 miles
Charleston, SC	221 miles	Cincinnati, OH	480 miles
Savannah, GA	265 miles	Philadelphia, PA	492 miles
Knoxville, TN	291 miles	Louisville, KY	512 miles
Atlanta, GA	314 miles	New York, NY	577 miles
Washington, DC	345 miles	Indianapolis, IN	593 miles
Chattanooga, TN	378 miles	Memphis, TN	681 miles
Baltimore, MD	391 miles	New Orleans, LA	782 miles
Jacksonville, FL	396 miles		

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

TRANSPORTATION AND LOGISTICS

HIGHWAYS AND INTERSTATES

Montgomery County's fast and efficient access to multiple logistics methods means moving product quickly to distribution centers or directly to customers. Being centrally located relative to both major urban centers and freight corridors means reduced haul-times, less "deadhead" mileage, better responsiveness to markets, and the potential for lower transportation costs.

Interstate and Highway Access: The County's logistics advantage for trucking includes access to Interstates 40, 73/74, 85, and 95 via the following key corridors and roadways:

- I-73 / I-74 Corridor (runs along the eastern side of the county)
- US 220 / US 220 Alternate
- US 24/27 (east-west freight corridor)
- NC-109 (connects to Davidson and Randolph counties)



RAIL

Montgomery County is served by the Aberdeen Carolina & Western Railway. ACWR is a Class III short line railroad that offers east-west freight service across central North Carolina and connections to Class I rail providers Norfolk Southern and CSX. This rail access provides another means of moving raw materials or finished products quickly and efficiently and is especially advantageous for companies shipping/receiving heavy, large-volume, or bulk/intermodal freight.

ACWR is the largest privately held short line railroad in North Carolina and is logistically situated among all major metro areas in North Carolina. ACWR hauls over 16,000 carloads per year. In Montgomery County (Candor), ACWR owns/operates a 90,000 square-foot locomotive and railcar MRO facility that is responsible freight and passenger cars as well as locomotives for external customers as well as ACWR assets. This facility



STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

TRANSPORTATION AND LOGISTICS

provides servicing of freight customers 24/7 to maintain the highest service levels. With two in-house track maintenance crews and two Certified Track Inspectors, ACWR provides immediate response to infrastructure issues that prevent customer delays or shutdown.

PORTS

Montgomery County businesses have competitive options for importing, exporting, intermodal distribution, and containerized shipping thanks to their access to three different ports in less than three hours, including:

Charlotte Inland Port (75 miles) is a 20-acre intermodal logistics hub that links the Port of Wilmington with inland distribution networks via the Queen City Express rail service, the CSX rail network, and major highways like I-85/I-77. The port serves as a staging area for imported/exported containers and can accommodate up to 2,000 containers at a time. In addition to yard operations, maintenance and repair services are available.

Inland Port Greer (157 miles) in South Carolina is a major rail-served intermodal logistics hub that extends the reach of the Port of Charleston about 212 miles inland along the I-85 corridor. This port is strategically positioned between Atlanta and Charlotte and operates 24/7 with dedicated Norfolk Southern rail service which allows for next-day container moves to and from the Port of Charleston

Port of Wilmington (163 miles) in North Carolina is a deep-water Atlantic gateway port located about 26 miles up the Cape Fear River. The Port of Wilmington handles containers, bulk, breakbulk, reefer, and roll-on/roll-off cargo via its 42-foot channel, nine berths, modern container cranes, nearly one million square feet of covered storage, and CSX rail service. It handles hundreds of thousands of TEUs annually, millions of tons of general cargo, and offers cold storage and Foreign Trade Zone benefits. Ongoing expansions are increasing container throughput and refrigerated capacity.



**SOUTH
CAROLINA
PORTS**

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

TRANSPORTATION AND LOGISTICS

AIRPORTS

The County's access to three major airports in less than 90 minutes provides ample opportunity for air cargo connectivity, faster delivery times, and access to global freight options.



Charlotte Douglas International (CLT) – North Carolina's Charlotte Douglas International Airport (CLT) in North Carolina is one of the world's busiest air transportation hubs, handling a record 58.8 million passengers and about 596,000 aircrafts in 2024. Charlotte is the second-largest hub for American Airlines, offering extensive domestic and international service to over 180 nonstop destinations. Additionally, CLT hosts the Charlotte Air National Guard and supports cargo operations for FedEx Express, UPS, Amazon Air, and United Cargo. Its cargo facilities support freight handling, storage, and logistics services for both domestic and international shipments.



Piedmont Triad International (GSO) – The Piedmont Triad International Airport is a key multimodal aviation and logistics hub for central North Carolina. It supports commercial passenger service, extensive air cargo operations for domestic and international freight, and one of the Southeast's largest aviation-oriented industrial parks featuring direct interstate and rail access. Tenants like the global headquarters and production campus for the Honda Aircraft Company call GSO home.

GSO's cargo operations are centered around FedEx Express's Mid-Atlantic Air Hub, which has a 175-acre campus that includes loading/unloading infrastructure capable of moving tens of millions of pounds of freight annually.



Raleigh-Durham International (RDU) – RDU is a major multimodal transportation hub serving the North Carolina Research Triangle. In addition to domestic and international passenger service, it supports significant air cargo capacity, handling hundreds of millions of pounds of cargo annually, providing valuable transportation access to the life sciences, advanced manufacturing, and logistics industries that call Raleigh, Durham, and Chapel Hill home. Key cargo capacities include FedEx and UPS express carrier operations, belly-cargo capacity on international and domestic passenger flights, on-airport cargo handling, cold-chain, and secure freight capabilities, and strong ground connectivity to I-40, I-540, and I-85.

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

AVAILABLE SITES AND BUILDINGS

According to the Economic Development Partnership of North Carolina's [Sites and Buildings database](#), Montgomery County has the following properties available for industrial development/ job creation opportunities:

INDUSTRIAL SITE	LOCATION	ACRES	MORE INFORMATION
Bob Jordan Industrial Park	Mt. Gilead, NC	750+/-	Variety of lot sizes available
ACWR Candor HQ Pad-Ready Site	Candor, NC	50+/-	Dual rail-served site: CSX and Norfolk Southern (via ACWR); Existing rail on site ready for all industrial and distribution applications; Transload facility is adjacent to site
Candor West	Candor, NC	93+/-	Rail spur on site
Former Paperworks Facility	Mt. Gilead, NC	127+/-	134,000 square-foot facility (includes 10,000 square feet of office space) multi-building campus with ceiling heights ranging from 15' to 28'
Wright Way – Troy	Troy, NC	14+/-	Build to Suit Opportunity; Zoned industrial, this property is ready for 200,000 square feet; Water and sewer on site
520 E Main St.	Candor, NC	19.7+/-	Additional 13 +/- acres of land available for expansion; 77,395 square-foot industrial building less than one mile from I-73/74; includes 3,000 square feet of office/finished breakroom and 74,396 square feet of warehouse/manufacturing space; Nine dock doors, 17' to 20' ceiling heights, conditioned warehouse

STRATEGIC ADVANTAGES

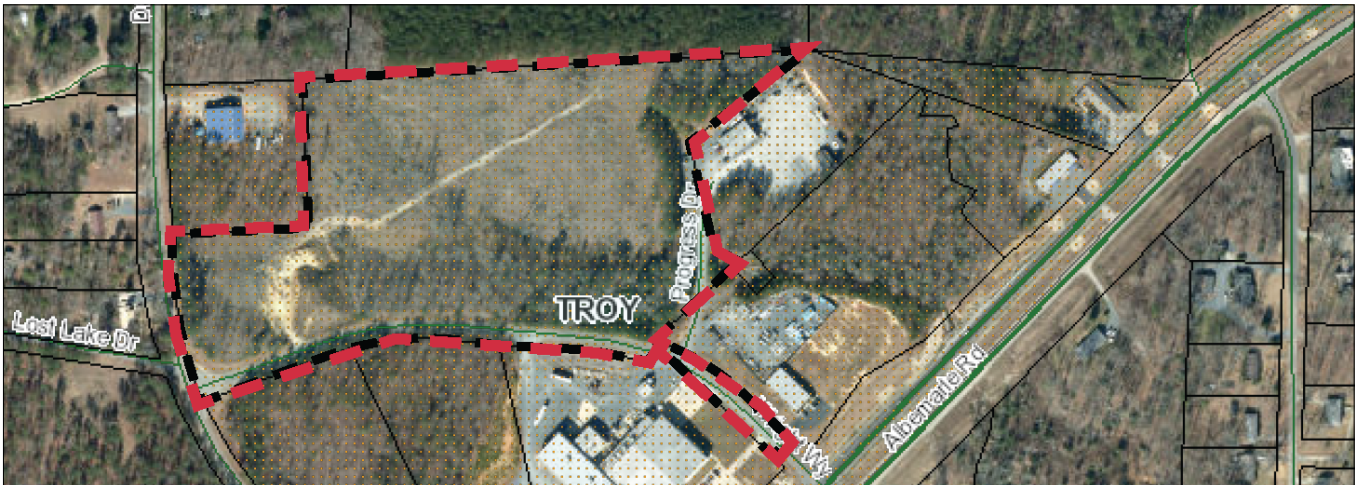
MONTGOMERY COUNTY, NORTH CAROLINA

AVAILABLE SITES AND BUILDINGS - *Example Properties*

520 E Main St., Candor, NC



Wright Way, Troy, NC



Former Paperworks Facility, Mt. Gilead, NC



STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

EXISTING BUSINESS AND INDUSTRY

Montgomery County is no stranger to manufacturing industry. In fact, manufacturing is the County's single-largest employer by industry and accounts for nearly one-third of all jobs there today. The County's diverse industry base is largely made up of paper, wood, and forest products, fabricated metals, textile manufacturing, food processing, and distribution/logistics operations. Below is a sampling of Montgomery County's existing industry base.



Table – Average Hourly Wages by Occupation - Existing Industries

OCCUPATION	MONTGOMERY COUNTY	45 MIN DT REGION	NORTH CAROLINA	UNITED STATES
All Occupations	\$25.03	\$27.42	\$30.62	\$33.62
Assemblers and Fabricators	\$19.68	\$20.92	\$21.69	\$22.84
Engineers	\$47.69	\$49.77	\$53.37	\$57.65
Food Processing Workers	\$20.24	\$18.44	\$18.41	\$19.79
Material Moving Workers	\$18.13	\$17.98	\$18.58	\$20.46
Metal Workers and Plastics Workers	\$22.34	\$24.26	\$25.13	\$25.93

Source: JobsEQ (2025Q1)

For a detailed list of occupations and industries by their concentrations compared to the national average, see Appendix 5.

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

WORKFORCE ADVANTAGES

Montgomery County gives manufacturing employers access to a **skilled, reliable, affordable, and multi-county labor force**, supported by **strong CTE programs** at the secondary and post-secondary levels, **and a longstanding manufacturing culture supported by a legacy**, all at significantly lower operating costs than nearby metro regions.

SUMMARY OF WORKFORCE ADVANTAGES:

1. Strong Manufacturing Heritage and Skills Base
2. Access to a Multi-County Labor Shed
3. Significantly Lower Labor Costs than Neighboring Metro Areas
4. Strong High-School CTE and Community College Workforce Pipeline
5. Proximity to Large Urban Talent Pools Without the Urban Labor Costs
6. Workforce Development Funding and Incentives

Communities with legacy manufacturing consistently outperform newer markets in **hands-on operational readiness**. Given the County's **longstanding industrial base** in wood/forest products, textiles/apparel and furniture component manufacturing, metal fabrication, and food processing, its **labor force is made up of legacy industrial skills** that provide current and future employers with a labor force with strong skill sets in:

- Machine operation and maintenance skills
- Production and assembly experience
- Timber/wood-product handling skills
- Industrial safety training
- Shift-based manufacturing reliability

Looking beyond County borders, the larger 45-minute drive time labor shed offers employers access to a labor force of nearly 700,000. Like Montgomery County, the greater region's single largest industry by number of employees is also manufacturing (employing over 73,500 people). In addition to those industries strong in Montgomery County, the greater region boasts significant strength in the following manufacturing subsectors:

- | | |
|---|----------------------------|
| • Plastics and rubber | • Paper |
| • Furniture/related products | • Leather/related products |
| • Electrical equipment, appliance, and components | • Chemical |
| • Nonmetallic mineral products | • Machinery |
| • Primary metals | • Transportation equipment |

The following pages outline additional details regarding Montgomery County's Workforce advantages for manufacturing firms.

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

WORKFORCE ADVANTAGES

45-Minute Drive Time Labor Shed

Montgomery County's average wages are lower than the average wages of the 45-minute drive time labor shed, however when comparing the County's average wages to that of the following neighboring counties with manufacturing and/or labor force concentrations, the County's wages are very competitive with those markets, often with slightly higher wages, making it attractive to the commuting workforce.

Table – Hourly Wages by County (within 45-Minute Drive Time)

OCCUPATION	MONTGOMERY	ANSON	DAVIDSON	MOORE	RANDOLPH	RICHMOND	STANLY
All Occupations	\$25.03	\$25.01	\$26.70	\$27.85	\$26.16	\$24.19	\$25.26
Assemblers and Fabricators	\$19.68	\$19.36	\$20.73	\$19.00	\$20.21	\$19.71	\$20.05
Engineers	\$47.69	\$44.89	\$46.36	\$52.97	\$47.30	\$46.72	\$48.25
Food Processing Workers	\$20.24	\$15.93	\$17.41	\$17.40	\$16.74	\$18.71	\$18.47
Material Moving Workers	\$18.13	\$16.24	\$17.91	\$16.83	\$17.41	\$17.27	\$17.91
Metal Workers and Plastics Workers	\$22.34	\$23.05	\$24.01	\$24.41	\$23.34	\$21.04	\$22.32

Source: JobsEQ (2025Q1)

North Carolina's Big Three: Competitive Advantage

From Montgomery County, you can reach Greensboro, Raleigh, or Charlotte within two hours, or less. However, the County's central proximity among North Carolina's three largest metros offers more than just a competitive geographic advantage. The County's average annual wage is:

- 24.6% lower than that of the Raleigh-Cary, NC MSA
- 23.6% lower than that of the Charlotte-Concord-Gastonia, NC-SC MSA annual wage
- 13.03% lower than that of the Greensboro-High Point, NC MSA

Meaning manufacturers choosing to locate in Montgomery County benefit from similar access to their supply chain and/or customer base while enjoying access to both rural and urban workforces, lower labor costs, lower competition among the market for the same workers, and lower turnover rates and costs, compared to that of their urban cohorts. **We have broken down the average hourly wages of all occupations as well as a high-level sampling of manufacturing-related occupations among each geography on the following page.**

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

WORKFORCE ADVANTAGES

Map - Montgomery County and North Carolina's Largest MSA's

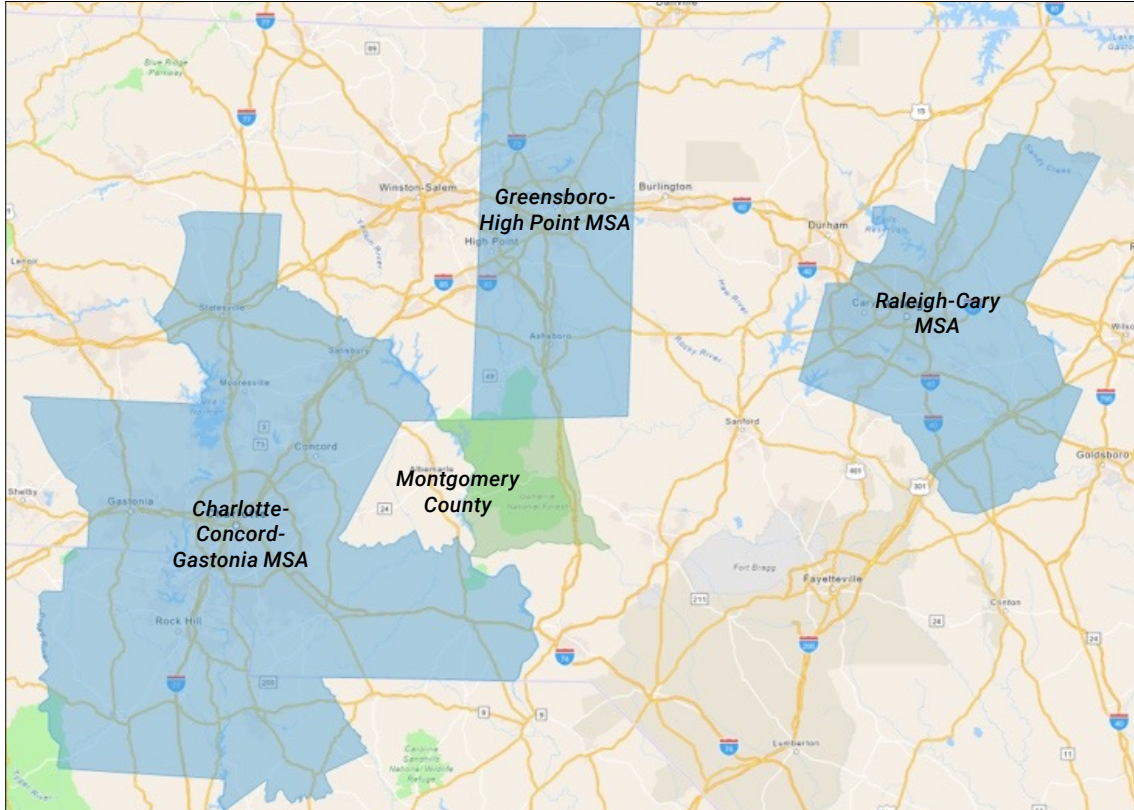


Table – Hourly Wages (County vs. North Carolina MSAs)

OCCUPATION	MONTGOMERY COUNTY	GREENSBORO-HIGH POINT MSA	CHARLOTTE-CONCORD-GASTONIA MSA	RALEIGH-CARY MSA
All Occupations	\$25.03	\$28.78	\$32.86	\$33.21
Assemblers and Fabricators	\$19.68	\$21.49	\$22.41	\$20.95
Engineers	\$47.69	\$50.93	\$54.68	\$55.90
Food Processing Workers	\$20.24	\$17.56	\$18.77	\$19.16
Material Moving Workers	\$18.13	\$18.47	\$19.31	\$18.49
Metal Workers and Plastics Workers	\$22.34	\$24.81	\$26.41	\$26.11

Source: JobsEQ (2025Q1)

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

ACCESS TO TALENT AND EDUCATION

Montgomery County Schools - Career and Technical Education:

[Montgomery County Schools](#) offers 18 career and technical education pathways that begin middle school, ensuring all students are exposed to CTE opportunities prior to reaching high school. Beginning in eighth grade, students work with career development staff to develop individual four-year plans for their high school education.



A key feature of Montgomery County's CTE program is a seamless curriculum alignment developed in partnership with Montgomery Community College. This collaboration ensures that Montgomery County students are receiving an education that is relevant to today's job market and can graduate from high school with a certificate in high-demand fields.

Key Skilled-Trades CTE Programs:

- HVAC/Air Conditioning, Heating and Refrigeration Tech.
- Automotive Systems
- Electrical Systems
- Carpentry
- Horticulture
- Forest Management Technology
- Sustainable Agriculture
- Masonry
- Plumbing
- Industrial Systems
- Welding

Montgomery Community College:

For manufacturers expanding or locating in Montgomery County, MCC offers an agile, one-stop, approach to workforce development that significantly reduces training costs and accelerates ramp-up timelines.



[Montgomery Community College](#) is one of the County's most valuable economic development assets as a direct workforce pipeline and workforce-development partner for employers. In addition to the career pathways partnership with Montgomery County Schools, MCC offers programming for traditional students that are strategically aligned with both the County's industrial base and the state's broader advanced manufacturing ecosystem to produce a steady supply of talent. MCC offers the following programs, which can be customized for employer's needs:

- Industrial systems/mechatronics
- Welding
- CNC machining
- Electrical systems
- Industrial maintenance
- Forestry/wood products programs
- CDL and logistics support training

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

ACCESS TO TALENT AND EDUCATION

MCC offers employers with an integrated set of workforce solutions that strengthen the business case for manufacturing growth in Montgomery County.

The College's access to the NC Community College System's Customized Training Program and integration with the state's workforce development system (NCWorks and ApprenticeshipNC) provides the dedicated infrastructure needed to deliver cost-free, or highly subsidized, employer-specific training for new and existing workers.



The College's small size and community-based mission give it the agility to modify programs quickly as employer needs change—an advantage that larger institutions cannot always match. In addition to customized training and curricula development, MCC will partner with employers to host job fairs, coordinate employee recruitment, and pre-hire training cohorts.

EXPANDED TALENT PIPELINE:

There are 13 colleges and universities within a 45-minute drive of Montgomery County with a combined enrollment of nearly 38,000 students, graduating almost 10,000 students per year.

Colleges and Universities within a 45-Minute Drive:

Cabarrus College of Health Sciences
Catawba College
Central Carolina Community College
Davidson-Davie Community College
Livingstone College
Pfeiffer University
Randolph Community College

Richmond Community College
Rowan-Cabarrus Community College
Sandhills Community College
South Piedmont Community College
Stanly Community College
Wingate University

For a detailed list of programs offered by these colleges and universities and which industries to market them to, see Appendix 6.

STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

INCENTIVES FOR JOB CREATION PROJECTS

There are layers of incentives and tools available for manufacturing job-creation projects in Montgomery County.

Local Incentives:

As their primary local incentive, [the County offers a performance-based cash grant](#) that is directly related to the number of net new full-time jobs created paying at or above the county's average wage (and offering at least 50% employer-paid health insurance), and the new (real + business property) taxable capital investment.

This grant is calculated as a percentage of the property taxes paid on the new investment. The company pays taxes-in-full, and the County refunds a portion annually, for up to five years.

- **Minimum project:** \$100,000 new investment; 1 net new job
- **Grant:** Approximately 25% of the property taxes on new investment.

For projects with at least a capital investment of at least \$10 million and 100, or more, new jobs, this grant can be scaled up to approximately 80% of the property taxes paid annually for five years.

Additionally, the County can incentivize job creation projects with little to no capital investment. This grant is capped at \$1,000 per net new job created and is based on a percentage of taxes. *Performance benchmarks and claw-backs are required.*

If a project locates within a city or town's limits in Montgomery County, the municipality may also offer matching, performance-based, grants that could potentially include rebate on municipal property tax, fee waivers, or in-kind infrastructure support.

Lastly, for spec developments or long-vacant industrial buildings, incentive sharing can be structured between building owner and tenant.

Regional Incentives:

The [Piedmont Triad Regional Council and Regional Development Corporation operates revolving loan funds](#), aimed at flexible, low-interest loans for business expansion and job creation across the region, including Montgomery County. Additionally, PTRC can be a key partner for grant writing, brownfield assistance, and data support for industrial projects.



STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

INCENTIVES FOR JOB CREATION PROJECTS

State Incentives:

Montgomery County is designated as a Tier 1 County (most distressed) by NC Commerce, which provides additional opportunity for rural grant programs. NC Commerce offers competitive discretionary funds in the form of the Job Development Investment Grant and the One North Carolina Fund.

Job Development Investment Grant (JDIG) is a performance-based cash grant paid annually, based on a share of state personal income tax withholdings from new jobs. Award size depends on the location, job count, wages, and capital investment. *For Tier 1 Counties, 100% of the calculated grant can flow to the company. This incentive is mainly for large, multi-state, competitive projects.*

One North Carolina Fund (OneNC) is a discretionary **cash-grant “challenge” program** to help close competitive deals. Funds flow to the local government, which must match the grant. These funds can be used for equipment purchases, building upfit, and utility extensions.

The State’s **Rural Building Reuse Program** includes potential for funding to help renovate or expand industrial/commercial buildings that will directly create net new full-time private sector employment opportunities. In partnership with the county (or municipality), applicants can qualify for a dollar-for-dollar local cash match to use toward the upfit/renovation of a vacant building or expand an operating manufacturer’s existing facility. *The grant cannot be for more than 50% of construction costs; the community must provide the dollar-for-dollar match. Claw-backs are required if new job creation commitment is not met or maintained.*

No-Cost Training through NCEdge and MCC: The NC Community College System’s [Customized Training Program](#) and [Montgomery Community College](#) provides no-cost, company-specific, training for eligible operations. This includes assessment, curriculum design, instruction, and delivery. Additionally, MCC brings these resources directly to Montgomery County employers and can manage significant training grants for local manufacturers. As long as job and wage thresholds are met, this program includes pre-hire, onboarding, upskilling, safety, and leadership training at zero tuition cost to the company.



STRATEGIC ADVANTAGES

MONTGOMERY COUNTY, NORTH CAROLINA

Additional funding opportunities and project support available from the State include:

- 1. Rural Public Infrastructure Grants** – NC Commerce’s public infrastructure grants can support a manufacturing project site and include funding for water, sewer, road, and site infrastructure for qualifying projects.
- 2. Rail Industrial Access Program** – Grants for rail spurs/sidings serving industrial facilities.
- 3. Golden LEAF Foundation** – Can co-fund site and infrastructure work for projects that strengthen rural economies and manufacturing.
- 4. Tax & Operating-Cost Exemptions** can add up to substantial ongoing savings for qualifying operations and includes: sales and use tax exemption for manufacturing equipment and most related machinery; electricity, fuel, and piped natural gas used in the manufacturing operation; raw materials and component parts; packaging materials delivered with the product; and pollution abatement equipment and associated chemicals for manufacturing.

STRATEGIC PRIORITIES

STRATEGIC PRIORITY NO. 1

ORGANIZATIONAL

STRATEGIC PRIORITY NO. 1

ORGANIZATIONAL

Recommendation 1.1:

Ensure Leadership and Staff understand the Role of Economic Development

Recommendation 1.2:

Explore 501(c)3 for Private Funding to assist Budget needs

Recommendation 1.3:

Continuing Education for Staff

Recommendation 1.4:

Develop a Site Visit Protocol to Stand-Out

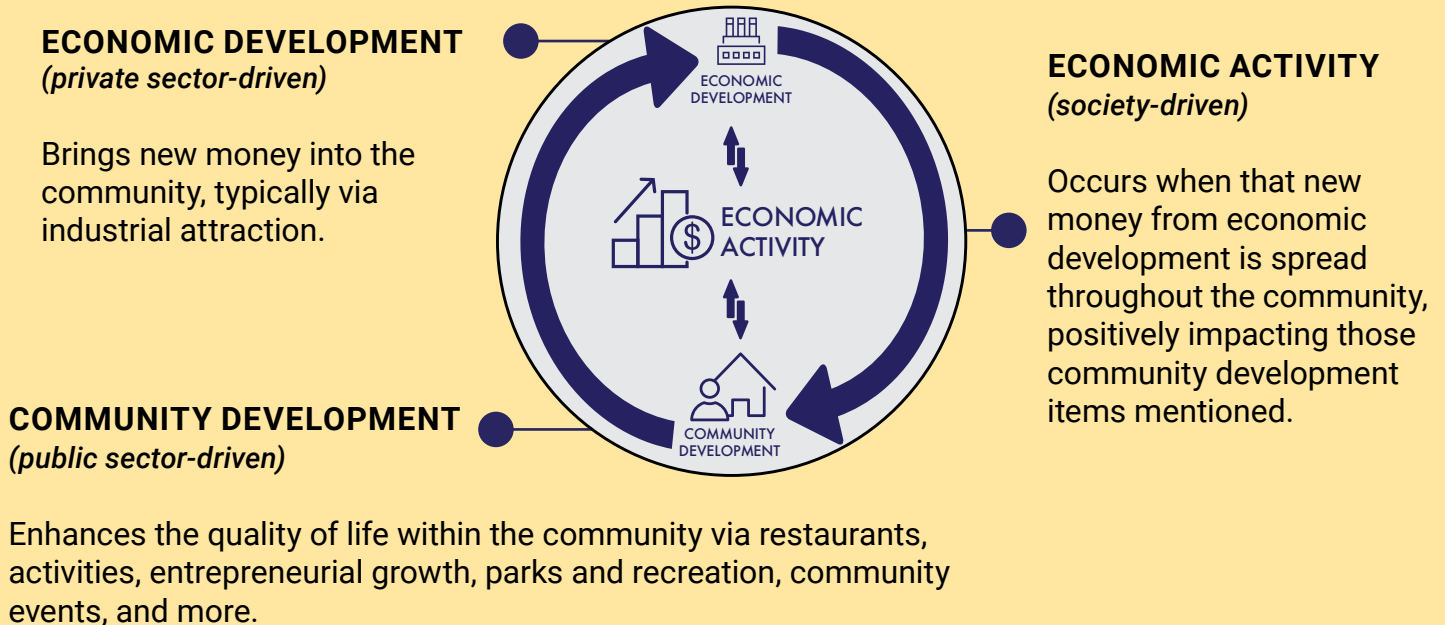
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Economic development is the backbone of growth for communities, and yet it is often overlooked for funding increases and support pales in comparison to other agencies. The SLA team certainly believes in the importance of community quality of life such as parks and recreation, but how does economic development's budget compare? While parks are vital to any community, they do not increase revenues like proper economic development practices. Economic development cannot be performed properly without appropriate funding. It is an investment into the future revenues and community growth.

Economic development's number one responsibility is primary job growth. Attracting jobs with good wages to support families. Families that spend money locally, causing new commercial developments and restaurants to open. This is the cycle that is so important to understand:

Economic Development vs. Community Development vs. Economic Activity



Economic development, community development, and economic activity are often confused with one another. It is critical for elected officials and business leaders to know the difference among the three, especially when making decisions regarding Montgomery County EDC. True economic development brings new money into the community, typically via industrial attraction. Community development enhances the quality of life within the community via restaurants, activities, entrepreneurial growth, parks and recreation, community events, and more. Economic activity is what occurs when that new money from economic development is spread throughout the community, positively impacting those community development items mentioned. This is a symbiotic relationship that must be understood by all stakeholders, so they also know what role they play in positively impacting Montgomery County's future.

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Recommendation 1.1: Ensure Leadership and Staff Understand the Role of Economic Development

Economic development organizations (EDOs) and their staff are vital to the growth of communities. Their job every single day is to positively impact job creation, investments, and tax revenues. The Executive Director should relate to leaders in the community and around the state, building goodwill and support for the County. Additionally, they should drive the implementation of strategies and activities while operating with the attributes of a best-in-class organization. Some of the most important attributes of an EDO and staff are that they:

- Operate at the speed of business.
- Solicit private sector involvement for incorporating business practices.
- Bridge the gap of the public and private sectors to collaborate and drive success.
- Build transparency and trust with stakeholders through proactive communication.
- Utilize intellectual capital of business to develop policy and strategy.
- Instill a laser focus approach on growth opportunities rather than a “shotgun” approach.
- Retain a culture of professional development for staff and board members.
- Seek financial partnerships and grant/foundation funding for community priorities.
- Develop strong relationships with partners to help move projects along, including engineering firms, construction, utilities, development firms, and any other that may touch a potential project.
- Host regular preparation meetings for partners to ensure readiness to respond to the needs of industry.
- Implement the strategic plan, while having the ability to pivot and seek help from consultants when economic conditions or other changes impact implementation.
- Market the community to internal partners such as EDPNC, Utilities (especially power), Partners (rail), and other organizations that can send opportunities to Montgomery County.
- Hold membership, attends conferences, and seeks leadership opportunities in state and national economic development associations such as Southern Economic Development Council (SEDC) and the North Carolina Economic Development Council (NCEDC).

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Recommendation 1.2: Explore 501(c)3 for Private Funding to assist Budget needs

With the expense of proper economic development being larger every year, we recommend Montgomery County exploring the creation of a 501(c)3 non-profit economic development agency or foundation. Many of your competing communities have done this to match private donations from local businesses to the taxpayer dollars for economic development. This allows for a healthier budget, easier expense reporting, and encourages the involvement of private leaders on the board of directors.

Recommendation 1.3 Continuing Education for Staff

While much can be gleaned at conferences, it is also important to consider more formal education and training opportunities for the economic development staff. SLA applauds Montgomery County for allowing staff to achieve the Certified North Carolina Economic Developer designation! This is a great program and first step toward further education in the industry. **Our recommendation would be to budget for staff to attend the University of Oklahoma's Economic Development Institute.** Courses are one-week long with the ability to choose from multiple disciplines. Many times, the instructors are seasoned professionals with life experience to share. Once graduated from the course, a professional is allowed to sit for the Certified Economic Developer (CEcD) designation exam through the International Economic Development Council. While some find this valuable, others find that the OUEDI courses are the most important aspect. The course offering is below:

OU EDI Core Requirements

OU EDI has aligned its curriculum to meet the education standards and requirements set by the IEDC Education and Certification Committees. These committees and OU EDI have identified three core areas considered to be the building blocks of economic development: Business Retention and Expansion (BRE), Real Estate, and Credit Analysis.

Each OU EDI Participant Must Study these Three Core Areas by Completing the Following Courses:

- Business Retention and Expansion (16 hours)
- Real Estate Development and Reuse (16 hours)
- Economic Development Credit Analysis (24 hours)

OU EDI Elective Requirements

In addition to the core areas, OU EDI has developed a curriculum intended to give the participants a broad-based education and to develop the skills necessary to be successful economic developers, while simultaneously covering four of the topic areas necessary to prepare for IEDC's CEcD certification exam.

- Economic Development Marketing and Attraction
- Economic Development Strategic Planning
- Entrepreneurial and Small Business Development Strategies
- Managing Economic Development Organizations
- Community and Neighborhood Development
- Workforce Development

Course descriptions and more can be found here:

<https://pacs.ou.edu/edi/works/course-descriptions>

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Recommendation 1.4: Develop a Site Visit Protocol to Stand-Out

Hosting a well-prepared and professional site visit from industrial prospects or site consultants can be the difference in success and failure. When Montgomery County receives a visit like this it means you are under serious consideration for an investment and should treat it as such. So many communities fail at this economic development task. Companies and consultants pay close attention to every detail when on-site in your community, especially whether they feel welcome or not. Our team has been on hundreds of site visits and can attest to the fact that a great one can make your community stand out from the competition, giving you an edge to win the deal. With that being said, we recommend that staff utilize our site visit protocols to develop a standard procedure for handling them. We also recommend practicing mock site visits with staff and leadership that may interact with the prospect or be responsible for a portion the schedule. ***Always keep in mind that the prospect has been traveling constantly, sometimes for days, non-stop. You want to be a community that makes them feel comfortable and not have to think about things they might need. This keeps the prospect's focus on your community and not how uncomfortable they are.***

Transportation and Travel

- The EDO should have a nice SUV that is clean and well-kept. If not, work out a deal with a local car dealership to have one available for site visits. If the prospect has a large group, rent a very nice commercial van to transport them.
- If the prospect is flying in commercially, confirm with the prospect, EDPNC, consultant, or other individual planning the visit whether or not your staff is expected to pick them up.
- If the prospect is flying private, ensure that you have all flight details and pick them up from the airport.
- Make sure all driving routes are pre-planned to showcase the best of the community while avoiding any areas or issues that could cause questions in the mind of the prospect.
- Keep refreshments, hand sanitizer, and napkins/tissues available in the vehicle. Bottled water and a bag of pretzels can sometimes go a long way as your prospect may have been traveling non-stop and skipped meals.

Accommodations and Dining

- If the prospect is staying overnight, always book the accommodations with the nicest, cleanest rooms in your community. If those don't exist, create them, use a great Air BNB or other option.
- Have the rooms or Air BNB checked in and all room keys/access prior to the prospect's arrival. Inspect every single room to make sure they are clean and appropriate.

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- Stock the rooms with a variety of sodas, waters, and snacks.
- Put together a gift or gift box for your prospects. These are especially impactful if they are nice crowd pleasers but also have a tie to the community or region in some way. Examples are plentiful, but some include: local bourbon/wine/beer; rocks glasses/glassware; chocolates/candies; Yeti mugs with Montgomery County logo; if possible, tie in one of your strategic advantages through the gift!
- Get the name and rank of every person on the team and ask if anyone has food allergies to be aware of.
- If you are having a luncheon, have it catered either before or after your formal presentation and pitch, if time is provided for such. If not, allow the prospect to enjoy their lunch during your presentation concerning the community.
- In the event you are able to have the prospect for dinner, host it at your best local restaurant so long as they can adhere to any dietary restrictions you uncovered. If Wild River has a private room, take them there! Just make sure that wherever you are, the dinner can be as private as possible. This prevents sensitive information from being overheard in the community while showcasing great food and atmosphere.
- The community should cover the cost of any and all meals with the prospect.
- Make sure you have responsible drivers to take the prospects to their accommodations after dinner.

Presentations and Information

- Good practice is to always ask the prospect, EDPNC, and/or consultant what the top three factors are to the decision-making process. This allows you to tailor the presentations in a customized way to each prospect.
- If that information isn't available, a good rule of thumb is Real Estate, Workforce Availability and Training, and Low Cost/Low Risk. Remember that at the end of the day, every project comes down to three things: Time, Money, and Risk. Focus on showing how your community can reduce all three of those for the prospect!
- Begin every presentation by orienting the prospect to where they are in the world. So many communities skip this very valuable step! The visitors you are hosting have no idea where they are 90% of the time. Start with a national map showing major markets and your community in the center. Next, show a super-regional map with the four closest major markets and your community in the center. The next map should be a regional map showing the closest major interstates, airports, ports, waterways, and other cities. This is typically

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referred to as your “regional transportation/logistics map”. Your final map should show the site with the closest highway, rail, and other connections. You quite literally want to start at 30,000 feet and zoom in to your community and site so the prospect understands the location.

- Most important, at least two hours before the prospect arrives, drive to the site/building to make sure everything is in order and looks appealing. You never want a bad surprise by showing up with the prospect to hunters on the property, unsightly trash, or other issues.

Interactions with Elected Officials

- Elected officials get very excited about prospect visits. Make sure they understand confidentiality is of the highest importance. We suggest even having a confidentiality form, NDA, and/or policy for the organization that they sign and agree to.
- While elected officials are important to making sure any local incentive agreements are passed, they can also be a major liability at times. This is not to diminish their role at all, but loose lips sink ships and prevent communities from landing jobs. We recommend that any interaction with local officials be kept brief. A good example is having the mayor or lead county official greet the prospect before lunch or dinner, welcome them to the community, tell them they will be working with an outstanding team to make the decision to locate an easy one, and that they are available for anything the prospect may need throughout the process and that the economic development director can arrange a meeting at any time. That’s it. Keep it short and sweet then leave the prospect to the professional economic development team.

STRATEGIC PRIORITY NO. 2

BUSINESS RETENTION & EXPANSION

STRATEGIC PRIORITY NO. 2

BUSINESS RETENTION & EXPANSION

Recommendation 2.1:

Develop Your BR&E Value Proposition

Recommendation 2.2:

Create an Annual Employer/Business Survey for Distribution

Recommendation 2.3:

Develop a Primary Industry Visitation Program

Recommendation 2.4:

Implement Annual Visits to Corporate Headquarters of Your Existing Industry

Recommendation 2.5:

Additional BR&E Recommendations

STRATEGIC PRIORITY NO. 2

BUSINESS RETENTION & EXPANSION

Business Retention and Expansion (BR&E) is a highly critical component to a well-rounded local economic development program. Many times, in smaller communities, the day-in and day-out passing by or hearing from local businesses may seem to suffice and “cover the bases”. However, our experience has shown that a methodical approach to BR&E regardless of the community’s size delivers more consistent results and helps protect against closures or downsizing over the long term.

Your BR&E program should be a regular litmus test to better understand the macro and micro needs of industry. Macro meaning potential needs that touch all businesses such as permitting, regulations, transportation, and workforce. Conversely, micro needs may be specific to one business, such as land constraints for expansion at that location or the need for natural gas utilities to add a new production line. Regardless, your BR&E program should have multiple avenues for discovery of any issues affecting your employers that Economic Development can either directly impact or indirectly serve as a “concierge” that points them toward the proper assistance.

Recommendation 2.1: Develop Your BR&E Value Proposition

Catalog all possible incentives, grants, tax credits, and other assistance programs for private businesses. Staff should be well-versed in these programs and be able to easily explain how to connect businesses to them. ***The following should be included at minimum:***

- Local Incentives – Property Tax Exemptions, Reduced Cost Real Estate Options
- North Carolina State Incentives and how they apply to your existing industries
- Community Development Block Grants
- Opportunities for Low-Interest Loans (Especially Equipment)
- Workforce Development Incentives for Onboarding and Training New Hires
- On The Job Training (OJT) funding and credits available from WIOA
- Federal New Markets Tax Credits Program (NMTC)
- Opportunities for Tax Increment Financing (TIF) or Local Equivalent

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BUSINESS RETENTION & EXPANSION

Recommendation 2.2: Create an Annual Employer/Business Survey for Distribution

Macro issues facing your existing industry are best discovered through annual surveys. Below is a guide to get this program started.

- Identify the most appropriate and responsive individual at the highest level of each of your primary industries and catalog their contact information using a CRM or even a simple spreadsheet. Best are owners (if local) and plant managers (if regional or national).

- Create a BR&E survey:

1. Use a digital format such as SurveyMonkey, or similar program that can be delivered via email.
2. The survey questions should be used to spot trends over time, with some industry specific questions as well.



3. A free resource is available to help craft your questions from the University of Minnesota Question Bank: <https://extension.umn.edu/retaining-community-businesses/question-bank>

Question Bank

[Home](#) > [Retaining community businesses](#) > Question Bank

Our question bank can help you customize your existing survey instrument or create a new one. Select questions from the categories of sample questions listed below.

Most of the questions came from the Ohio State business retention and expansion program. We reviewed those questions in 2007 and deemed them good for business retention and expansion surveys.

Survey categories

[Open all](#) | [Close all](#)

• General information	• Information needs
• Employment and training	• Community characteristics
• Business conditions	• Travel and tourism
• Industrial linkages	• Manufacturing
• Import / export businesses	• Retail
• Financing	• Other
• Future plans	

- Promote the survey to your contact list audience as well as on your social media pages, website, and even a local press release.

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BUSINESS RETENTION & EXPANSION

- Your survey delivery method should be able to easily interpret the answers for you. SurveyMonkey does a decent job at this, and there are also services for BR&E programs. In our experience, the lowest cost option is SurveyMonkey and best for starting out.
- Once the information is analyzed by staff, action steps should be created to address any potential overarching patterns or concerns.

Recommendation 2.3: Develop a Primary Industry Visitation Program

This is a way for the community and economic development staff to truly showcase gratitude and appreciation toward the largest tax revenue generators while also discovering opportunities to assist growth or prevent downsizing.

- Identify the top 20 employers in Montgomery County.
- We recommend spreading these out long-term by visiting 5 per quarter annually. However, if this is new for your community, the first year could be an opportunity to conduct these visits early in the year over a one-month period and set the tone for the future.
- When scheduling the meetings, make sure the business understands the importance of the visit. If possible, make sure you hold the meeting when any regional or national upper-level management are visiting the facility so they can join the discussion (such as Saputo). This is an opportunity to learn even more about the company's goals in your community.
- Have your BR&E value proposition handy so that when they ask questions about how you can assist, the answers are there in front of you.
- Make the meeting about the company as much as possible. Below are some topic/question examples:
 - What obstacles are you currently experiencing with this facility and location?
 - Are there opportunities for you to expand in the next two years?
 - What would trigger a potential expansion for this facility?
 - Is the community college meeting your needs for new hires? What can be done to improve this?
 - We are planning to meet with your corporate headquarters in the future for a goodwill visit, who would be the best contact for us to reach out to there?

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BUSINESS RETENTION & EXPANSION

Recommendation 2.4: Implement Annual Visits to Corporate Headquarters of Your Existing Industry

Similar to your annual meetings with existing industry in the community, corporate HQ visits build good will and allow you to gain even better insight into your employers.

- Schedule these through your local contacts if possible, or use the information given to you by them to schedule directly.
- Combine these visits with an industry recruitment mission if possible to maximize your time and dollars spent.
- Keep the discussions more about how grateful the community is to have them, bring a nice gift for the person you are meeting with (local flavor if possible), and ask them questions about how your community can be a better partner in their growth goals.

Recommendation 2.5: Additional BR&E Recommendations

If these are not being done today by another entity then Economic Development staff should implement.

- Annual Awards Dinner – Research how your NC peers are honoring existing businesses and industry and create annual awards to be given to them at a nice dinner with a keynote speaker. The most important aspect of this dinner is to make sure your business leaders have an opportunity to mingle, network, and find ways to collaborate!
- Industry Roundtables – For a concentration of industry, these events are meant to bring plant managers of like-industry together for discussions with each other, where the economic developer moderates and moves the conversation forward. A great way to also discover macro and micro needs shared across businesses.
- Workforce & Education Cohort – Investigate current industry cohorts with your community and technical college to ensure the right people are at the table. If you find that not all of your top industries are engaged with workforce and education, then create these linkages. Make sure to do so with your high school, and not just with the college! The purpose is to ensure robust talent pipeline development for your industry.

STRATEGIC PRIORITY NO. 3

MARKETING & RECRUITMENT

STRATEGIC PRIORITY NO. 3

MARKETING & RECRUITMENT

Recommendation 3.1:

Attend Industry Conferences Annually

Recommendation 3.2:

Perform Targeted Industry Recruitment

Recommendation 3.3:

Consider Creating a Stand-Alone Website for Economic Development

STRATEGIC PRIORITY NO. 3

MARKETING & RECRUITMENT

One of the most over utilized statistics in the economic development industry is that 80% of new jobs come from existing industry. This is a blanket statement used since the early 90's and many times inappropriately leveraged to prevent spending money on new industry recruitment. In reality, new job creation varies wildly depending on your location and more recent statistics show that only 60% of new jobs come from existing industry across the majority of states in the southeast while new industry make up 40% of job influx. As a long-time successful mentor once stated "Even if 80% of new jobs come from existing industry, never forget that 100% of job loss comes from existing industry too. So you must always be recruiting new!"

Our team agrees wholeheartedly that along with a strong and methodical BR&E program, every community should be performing recruitment and marketing to increase opportunities for new jobs and investment. No state or region will ever send as many new projects to a community as it takes to be successful and build a strong pipeline of potential new businesses. Thus, we recommend a strong marketing and recruitment program for Montgomery County.

Recommendation 3.1: Attend Industry Conferences Annually

The economic development world is much larger than the average board member or elected official realizes. Opportunities for continuing education of staff, networking with site selectors who can bring you primary job creators, finding mentorship amongst seasoned professionals, even realizing new strategies for your community can all be obtained at the right economic development industry events. As an economic developer, your primary goal at these events is to develop long-term relationships with site selection consultants that can bring projects to Montgomery County. They do not happen overnight, you must be consistent at these events in attendance and networking to put your community on their radar. ***The below recommendations are in addition to continuing regular attendance at NCEDA events and conferences.***



1. Join the Southern Economic Development Council and attend Conferences



This organization is the leader in economic development conference content, opportunities to network with consultants, offerings for continuing education webinars, and more are available to you. SEDC hosts three events annually and we recommend attending each. In addition to these valuable conferences, SEDC also offers national and international recruitment opportunities at a much lower cost by joining their team for travel and attendance.

- **SEDC Meet the Consultants** – Dallas, Texas (April 2026)
- **SEDC Annual Conference** – Bonita Springs, Florida (August 2026)
- **SEDC Emerging Leaders Conference (Young Professionals)** – TBD

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MARKETING & RECRUITMENT

2. Consider attending Consultant Connect's ECONOMIX Conference

Consultant Connect has been in existence much longer than the Site Selector's Guild and offers more site consultant connections at a lower cost than SSG. This event is held once per year, but Consultant Connect does offer other events. Our recommendation is to start with ECONOMIX next fall in Michigan. *For more information, visit www.consultantconnect.org.*



Recommendation 3.2: Perform Targeted Industry Recruitment

Marketing to and targeting industry directly can be an expensive undertaking. Instead of a full-blown program, our team recommends that Montgomery County test the waters for success by focusing on low-hanging and very targeted fruit. Two industries that should be aggressively marketed to are **Food and Beverage Manufacturing** and **Firearms Manufacturing**. We have included opportunities to meet with them directly and how to do so. *Additional information can be found in the Appendix regarding Montgomery County and the greater 45-minute drive time region's industry and occupation concentrations that are higher than the national average and which industries to promote them to (Appendix 5) and an industry cluster analysis and targeted advanced manufacturing industries (Appendix 4) to consider for recruitment.*

Food and Beverage Manufacturing

Budget for and attend the following shows to market Montgomery County to industry executives. Also consider utilizing a third party to set appointments for economic development staff.

- The Americas Food and Beverage Show (www.americasfoodandbeverage.com)
- The International Dairy Deli Bakery Association Show (www.iddba.org/iddba-show)



(Companies like Saputo attend this one)

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MARKETING & RECRUITMENT

Firearms Manufacturing

The firearm industry can be tricky because the big names own other big names. There has been a consolidation effort for many years of companies buying and selling each other. The first step to being successful in recruiting new firearms/related manufacturing is to know what is going on in the industry. The firearms, ammunition, and accessories industries tend to fair better during Democratically-controlled cycles (Executive and at least one Legislative branch). You can see this reflected by the chart from [Shooting Industry Magazine](#) (at right).

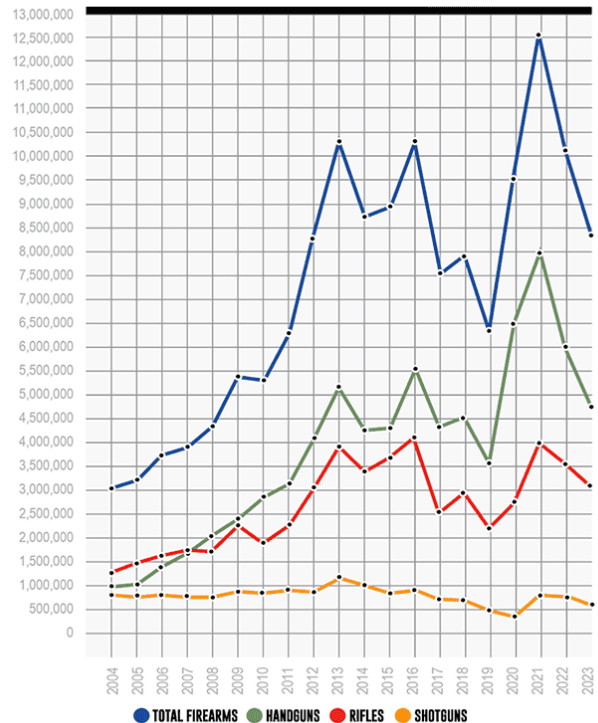
One of the ways to create a target list for recruitment is to track M&A of brands/ companies that are located in states that have stricter gun laws, like in the Northeast and Northwest US. Compare the M&A list to determine which companies have smaller or disjointed operations. These companies make ideal domestic firearm targets for new industry recruitment. While firearm manufacturing is easy to zero-in on, don't forget about all of the accessories like optics, after-market accessories, slings, etc. Although these companies are typically smaller, they are still a crucial part of the M&A game.

Identifying a parent company can be a little bit of challenge because they will not always be a firearm brand. Beretta owns Franchi, Stoeger, and Uberti; NIOA Group recently purchased Barrett Firearms; Cerberus Capital Management (who owns Freedom Group) controls Remington Arms, Marlin Firearms, and Bushmaster. When creating a list of companies to recruit, it's important to understand *who* will actually be making the decisions.

Your international recruitment strategy can be narrowed down in a different way. Start with compiling a list of the top importers to the US. Then you must cross reference those companies to the ones that already have a US presence to *identify those companies that do not* have an existing US-presence, then you must look at the business-case for coming to the US, which could include:

- Production costs in home country vs. in US
- Import costs (oceanic transit, rail/truck transfer, tariffs, etc.)

U.S. Firearms Production (2004–2023)



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MARKETING & RECRUITMENT

- Is there a positive or steady sales stream for the manufacturer here?

The US' Top Firearm Importing Countries include:

- Austria
- Turkey
- Croatia
- Brazil
- Germany
- Czech Republic

It is important to note that Australia has become a very interesting opportunity for international recruitment in the defense industry with their recent acquisitions and strength in defense-related manufacturing, which is expected to projected to grow.

Creating an environment for the firearms industry:

The firearms industry has become more sophisticated in its production processes, so it's not just about having machining, CNC, and anodizing programs. Montgomery County has a built-in advantage to recruiting the firearms industry with Montgomery Community College's Gunsmithing program.

There are several schools across the country that have developed firearm gunsmithing programs that have proved to be very successful tools when recruiting the firearms industry. Arkansas and Oklahoma have been very strong in recruiting firearms. The following programs are heavily promoted by their respective economic development organizations in their recruiting efforts.

Murray State College – Ardmore, OK



Murray State College's [Gunsmithing program](#) was started in 1979 and provides training in custom gunsmithing and gun repair. They are the home of the first and only Bachelor of Applied Technology (BAT) degree in Gunsmithing in the nation. Students develop the basic knowledge and skills needed to become professional gunsmiths. The two-year and four-year programs teach all aspects of building and repairing firearms.

Black River Technical College – Pocahontas, AR



The BRTC [Gunsmithing program](#) partners with Viper International who designs new items for the distance shooter. BRTC gunsmithing students have the opportunity to test new products and provide feedback on product design. In return, students have access to significant discounts on Viper products, including receiving products with BRTC's logo on them. **Viper's research and development partnership is exclusive to BRTC.**

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MARKETING & RECRUITMENT

Understanding the basic site needs of the firearms industry:

The needs of a firearms manufacturer for a site is not typically extreme. Creating an appealing site for the firearms industry is relatively easy as they are not unlike a site or building prepared for light manufacturing. *An exception to this is the type of site an ammunition manufacturer needs. Ammunition and other items in the explosives category need large amounts of land for buffers and other safety measures.*

On average, a firearms manufacturer needs about 31 acres, or less, and the utility usage is no more than your average light manufacturer. Exceptions to the averages include very large manufacturing facilities such as Christianson Arms in Georgia, Fiocchi Ammo in Missouri, Winchester Ammo in Illinois, Smith & Wesson in Tennessee, and the former Remington manufacturing location in Alabama. **Below is a sampling of site and building sizes of firearms manufacturers:**

COMPANY	LOCATION	SQUARE FOOTAGE	ACREAGE
Beretta	TN	200,000	32
Barrett	TN	115,000	6
Knight Rifles	TN	135,000	12
Walther	AR	175,000	27
Fiocchi Ammo	AR	112,000	12
Kimber	AL	225,000	50
Benelli	MD	132,000	20
Chiappa	OH	32,000	2
Glock	GA	225,000	26
SIG	AR	135,000	35
Springfield	IL	188,000	26
Springfield	MO	60,000	10
LW Snider	IL	90,000	15

Source: Strategic Location Advisors, LLC

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MARKETING & RECRUITMENT

To successfully begin recruiting firearms/related manufacturing, Montgomery County should budget for and attend the NSSF SHOT Show, held annually in Las Vegas, NV.

- SHOT Show is an annual gathering of top firearm manufacturers and offers the ability to meet with industry decision makers face-to-face to market Montgomery County to as a desirable location with a first-class training program.
- Target the 2027 SHOT Show
- SHOT Show is not open to the general public, so it can be difficult to attend. *An existing company or a consultant may be able to assist with this*, however, we still recommend it due to all of the top brass and decision-makers in attendance and the ability to have very strong meetings.
- Consider utilizing a third party to set meetings at this show such as Research FDI. For a fee, they will set up meetings for economic development staff prior to arriving and send a schedule of appointments for formal discussions with executives.
- Visit shotshow.org for more information about this event.



STRATEGIC PRIORITY NO. 3

MARKETING & RECRUITMENT

Recommendation 3.3: Consider Creating a Stand-Alone Website for Economic Development

Montgomery County EDC should have a stand-alone website that can be accessed, marketed, updated regularly, and tied into potential social media campaigns separate from county government. Why? The private sector should view economic development staff as a liaison between them and the perceived bureaucracy of government. As a trained professional separate from both but existing to ensure the best deal is reached for both parties. Additionally, a separate website prevents confusion, allows for more direct marketing, and the ability to create targeted campaigns to industries for recruitment.

Currently, the webpage on the county's website has one of the biggest pet peeves for site consultants representing industry, the lack of consistent and appropriate contact information for economic development staff. At minimum, staff should have easy to find contact info (its own page and not a fillable form!) with an up-to-date head shot, short bio, direct office number, cell phone number, and direct email address. Without this at a minimum, it shows that a community may be unorganized, lacking a local professional that site consultants can trust, or simply isn't interested in new growth. The staff member's name is listed on some of the interior pages of the existing site, but not on the landing page and does not have its own page. **We recommend exploring, funding, and creating a stand-alone economic development website.**

- Contact web development firms that specialize in economic development websites. *SLA recommends Golden Shovel Agency be one of those contacted.*
- Meet with each firm to establish their capabilities.
- Request that each firm review the existing economic development data on the county's website and develop a proposal to launch a stand-alone site.
 - Explore peer community sites for templates of what you desire.
 - Ask the firms if they also perform any targeted industry marketing as a service and request pricing.
 - Lean on their expertise for a build-out that is attractive to industry and site consultants.
- At minimum make sure your website has the existing pages listed on the county site today (i.e. workforce, sites and buildings, target industries, etc.). However, Montgomery County's value proposition should be promoted on these pages.
 - **Example:** The County's workforce page should highlight skill set concentrations given in Appendix 5 along with customizable training programs for industry and the connection of secondary and post-secondary technical classes.
- Keep in mind that the website should be a "sales" piece for Montgomery County.



STRATEGIC PRIORITY NO. 4

INDUSTRIAL REAL ESTATE & UTILITIES

STRATEGIC PRIORITY NO. 4

INDUSTRIAL REAL ESTATE & UTILITIES

Recommendation 4.1:

Create an Industrial Development Authority to Increase Control Over Development

Recommendation 4.2:

Implement the Site Development Continuum

Recommendation 4.3:

Make Water and Sewer Utility Capacity, Maintenance, and Growth a Priority

Recommendation 4.4:

Work Toward Natural Gas Availability and Expansion throughout the County

STRATEGIC PRIORITY NO. 4

INDUSTRIAL REAL ESTATE & UTILITIES

Currently, Montgomery County Economic Development relies heavily on the railroad, Jordan Lumber, and former textile real estate to provide opportunities for growth. While the railroad property is competitive and marketable, it is limited to projects seeking rail use. The Bob Jordan Industrial Park is again, a nice option but far from the interstate, creating potential cost increases for new companies considering the county. Other properties, such as former textile industrial buildings, are limited due to older construction standards specifically around ceiling height. Most manufacturing companies today seeking new locations desire a minimum of 30 feet of clear ceiling height throughout, with your competing localities and states constructing speculative buildings at 40-foot ceiling heights. Furthermore, with Montgomery County's success in the food manufacturing industry, any speculative building construction in the future should also be precast or tilt up concrete to ensure they are versatile enough for all industries either growing within the county or locating to it.

We recommend that Montgomery County take more control over industrial real estate development to ensure a pipeline of opportunity continues to be available for economic development staff by creating an industrial development authority to hold, control, and develop land especially in more desirable transportation corridors. Your competitors across the southeast lean heavily on industrial development authorities to own, develop, and incentivize real estate to close deals with new job creators. The I-74 corridor really has only one viable option with the ACWRR Property.

Recommendation 4.1: Create an Industrial Development Authority to Increase Control Over Development

- Industrial Development Authorities (IDA) are best formed as 501(c)4 entities with a board of directors appointed by local officials and made up of industry leaders, engineering, and construction/land development experts.
- The purpose is non-profit for benefit of economic and community development.
- In cases where the economic development corporation (EDC) is separate from local government, such as a 501(c)3 that is funded by both public and private dollars to increase budget, the industrial authority typically utilizes board members of the EDC to fill the board positions for the IDA. Sometimes even as a subcommittee.
- The IDA should take direction from the professional economic development staff executive.
- Land development should be fully investigated prior to investment, using outside expertise from engineering firms and site consultants to ensure the highest and best use of dollars. Some consultants offer industrial park feasibility to show the overall cost of developing and making land marketable.

STRATEGIC PRIORITY NO. 4

INDUSTRIAL REAL ESTATE & UTILITIES

Recommendation 4.2: Implement the Site Development Continuum

The end goal of industrial site development is to attract new jobs and private investment to a community, strengthening existing, or developing new, supply chains and growing economic diversity, which makes the community more resilient to economic downturns. **Communities that are always developing new industrial sites are more flexible to changing demands of industry and stay relevant to prospective industry because as industry evolves, so do their needs for new types of facilities and spaces.** Additional benefits for the entire community include infrastructure improvements, new tax revenue, better public services, new commercial and service industry developments, and overall quality of life enhancements.

Industrial site development is a complex process requiring long-term time and capital investment commitments from a community. Understanding ahead of time what it takes to plan and develop industrial property is the key to successful site development. In addition to budgetary restraints, legal obstacles, property acquisition, cultural surveys, environmental assessments, transportation infrastructure upgrades, and utility service capacities, upgrades, and extensions, it can take several years and a phased approach to prepare industrial land.

Montgomery County's adoption of a robust industrial site development program will help ensure long-term economic development success for the County. One way to do that is to always be working to identify opportunities to add industrial real estate to the County's product portfolio through the implementation of SLA's Site Development Continuum.

Depending on a site's development progress, it can be marketed as one of the following:

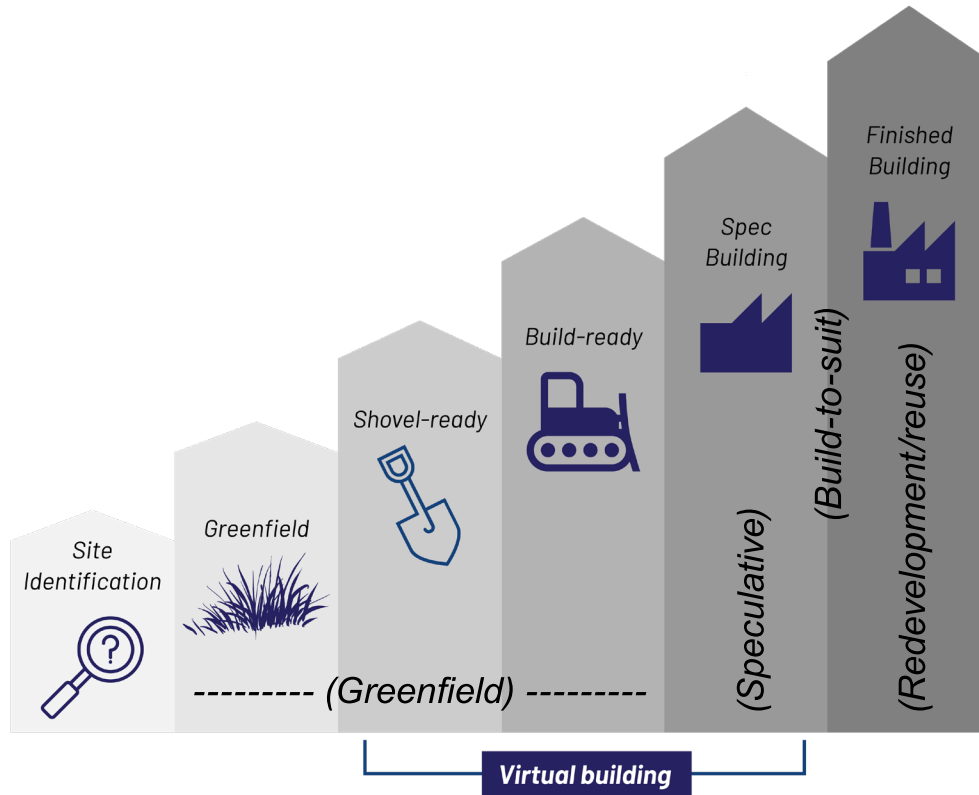
- Greenfield
- Shovel-Ready
- Build-Ready
- Spec Building
- Build-to-Suit
- Existing Building (redevelopment/reuse)

See Appendix 2 for a detailed development checklist to guide Montgomery County's efforts.

STRATEGIC PRIORITY NO. 4

INDUSTRIAL REAL ESTATE & UTILITIES

The Site Development Continuum:



Overall, there are four primary types of development and redevelopment:

GREENFIELD

Greenfield development is when improvements, like utility build-out and site prep, are made to large tracts of previously undeveloped land.

Examples of greenfield developments include industrial parks and business/technology parks.

SPECULATIVE

Spec developments are shell buildings built prior to having an end user. They are built on speculation and serve as great marketing tools to lure potential tenants. As it may not suit the needs of a potential company, these developments come with inherent financial risk because there is no guaranteed end-user which could leave the developer on the hook for covering the cost of financing the project until a tenant leases or buys the property.

BUILD-TO-SUIT

A customized structure that is constructed for a specific business, meeting its needs. A BTS project is typically handled in one of two ways:

1. The end user secures long-term financing and owns and manages the building, or
2. The end user agrees to a long-term lease with the developer/property owner

REDEVELOPMENT/ REUSE

The process of taking a previously developed property or area and reinvigorating it for higher, more productive, use. This kind of project typically involves both property reuse and new construction to renovate or rehab an existing building or area. Redevelopment/reuse is very desirable in blighted areas because it encourages infill and makes use of existing infrastructure like roads and utilities.

See Appendix 2 for a detailed development checklist to guide Montgomery County's efforts.

STRATEGIC PRIORITY NO. 4

INDUSTRIAL REAL ESTATE & UTILITIES

Before developing industrial land, remember these four key facts:

1. The goal of preparing industrial sites prior to development taking place is to increase local competitiveness among the global marketplace. At the local level, one of the most effective methods of increasing community competitiveness is by lowering initial start-up costs and increasing speed to market for a prospect. The more prepared the land is before a development takes place, the less expensive it will be to finish-out and the faster product can get to market.
2. Having a variety of industrial sites at different stages of development creates multiple options to market the community and successfully recruit new jobs.
3. Many site development variables are beyond an EDO's control. If a community can illustrate their ability to be a team that can successfully develop sites, it shows a prospect that the community is committed to turning dirt into real jobs and corporate investment.
4. Whether a formal designation or certification for a site is achieved is up to the community, but working through the development process fosters real collaboration among stakeholders across the community because it brings critical parties – utility providers, local permitting and planning authorities, and state, local, and utility economic development agencies – together, aligns goals, objectives, and expectations, and establishes a team that can make a site selection project a success.

Recommendation 4.3: Make Water and Sewer Utility Capacity, Maintenance, and Growth a Priority

- Sewer capacity was specifically mentioned as lower than desired.
- We are recommending economic development staff receive regular updates on both water and sewer utility maintenance to ensure it is being monitored appropriately for leakage and capacity issues.
- Staff should work with water and sewer departments on future growth and increases to capacity planning as well as assist with funding opportunities through federal grants, state grants, and appropriations to speed up projects.

Recommendation 4.4: Work Toward Natural Gas Availability and Expansion throughout the County

- Natural gas availability is highly requested by manufacturing industries. Montgomery County economic development staff should be working closely with providers on potential solutions, engineered extensions, and cost estimates to provide it within commercial and industrial corridors.

STRATEGIC PRIORITY NO. 4

INDUSTRIAL REAL ESTATE & UTILITIES

- Similar to water and sewer utility growth, natural gas extensions for economic development can gain funding through federal and state grants as well as appropriations. Making it a priority for economic development and job creation can increase the probability of funding requests.

STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

Recommendation 5.1:

Prioritize Workforce Housing Development as a Critical Part of the County's Economic Development Efforts

Recommendation 5.2:

Develop a List of Infill/Redevelopment Targets for Housing

Recommendation 5.3:

Focus New Build Construction on 'Missing Middle' Housing

Recommendation 5.4:

Make Sure Local Zoning Ordinances Allow for the Development of Accessory Dwelling Units

STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

Housing is an economic development issue as employers across the US are increasingly recognizing that a lack of available and affordable housing dramatically impacts their ability to attract and retain a qualified workforce. Workforce housing developments do not legally restrict eligibility for those who wish to live in the housing developments but rather provide preference to those households making above the government housing subsidy threshold, but below the income required to attain current market rate housing.

In a 2024 Housing Supply Gap Analysis conducted by Bowen National Research on behalf of the NC REALTORS®, NC Chamber Foundation, and NC Home Builders Association, BNR concluded the following housing needs for Montgomery County's for-rent and for-sale residential market through 2029:

MONTGOMERY COUNTY		Housing Gap Estimates by Income (2024 to 2029)					
Percent of Area Median Income	≤30%	31%-50%	51%-80%	81%-120%	121%-150%	151%+	Total
Household Income Range	≤\$21,990	\$21,991-\$36,650	\$36,651-\$58,640	\$58,641-\$87,960	\$87,961-\$109,950	\$109,951+	N/A
Rent Range	≤\$550	\$551-\$916	\$917-\$1,466	\$1,467-\$2,199	\$2,200-\$2,749	\$2,750+	N/A
Total Rental Housing Gaps	130	106	163	108	66	27	600
Price Range	≤\$71,319	\$71,320-\$118,865	\$118,866-\$190,184	\$190,185-\$285,276	\$285,277-\$356,595	\$356,596+	N/A
Total For-Sale Housing Gaps	126	154	248	247	375	292	1,442

Source: Bowen National Research

This information established a baseline for housing needs in the County. In comparing it to our analysis of current market conditions and independent household income and demographic research (found in Appendix 7), we agree with these findings, and it is our recommendation that Montgomery County focus residential housing development efforts on increasing the availability of attainable housing units for the local workforce in support of the County's economic development activities.

In addition to a need for new build construction, there is also a substantiated need for infill/redevelopment of existing homes in the County.

Summary of Current Market:

For Sale Housing: The market is lacking in desirable and attainable housing units; even smaller new build homes are not affordable for at least two-thirds of the County's current population and would require at least two incomes for most households to afford.

- Existing housing stock is, on average, priced significantly higher per square foot than average new build construction and much larger than what an entry-level/starter home should be.
- New build construction, although priced less per square foot, on average compared to existing housing units, is still too expensive for most households to afford, especially those households most likely to buy a home, renter households.

STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

For Rent Housing: Rental housing options are limited, especially for multigenerational households as well as those with more than two children.

- Based on most recent HUD reporting, the County's subsidized housing occupancy is only at 92%, leaving 23 units unoccupied.
- Also based on most recent HUD reporting, there have been no new multifamily units of any kind constructed in the County since at least 2020.

Recommendation 5.1: Prioritize Workforce Housing Development as a Critical Part of the County's Economic Development Efforts

Recommended Housing Development Priorities for Economic Development

HOUSING TYPE	ANNUAL HOUSEHOLD INCOME	AFFORDABLE PRICE TARGET
For-Rent Housing	\$50,000 to \$74,999	\$1,250 to \$1,875/month
For-Sale Housing	\$50,000 to \$74,999	\$164,027 to \$250,007
For-Sale Housing	\$75,000 to \$99,999	\$250,008 to \$336,941

Source: Strategic Location Advisors, LLC

Based on our analysis using home value and household income estimates from Esri Business Analyst (2025) there are:

- 474 more households making between \$50,000 and \$74,999 per year than there are housing units they can afford.
- 317 more households making between \$75,000 and \$99,999 per year than there are housing units they can afford.

There are nearly 3,400 households making between \$50,000 and \$99,999 per year and represent one-third of all households in Montgomery County. **We suggest targeting the following development goals for attainable workforce housing over the next five years.** *These targets should be assessed for market absorption and adjusted accordingly, annually.*

Housing Development Recommendations (# Units/Year)

HOUSING TYPE	PRICE TARGET	2026	2027	2028	2029	2030
For-Rent Housing	\$1,250 to \$1,875/month	27	10	50	24	24
For-Sale Housing	\$164,027 to \$250,007	25	50	57	57	57
For-Sale Housing	\$250,008 to \$336,941	34	68	80	80	80

Source: Strategic Location Advisors, LLC

STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

Recommendation 5.2: Develop a List of Infill/Redevelopment Targets for Housing

Upon our assessment of housing unit vacancies, structure ages, and application of obsolete and substandard housing unit estimation methodology, Montgomery County has a little less than 1,400 potential opportunities for existing residential structure redevelopment. This marries well with the process outlined in Recommendation 6.2 to develop a list of infill/redevelopment targets for new housing units.

Vacant Housing

Montgomery County's housing unit vacancy rate is approximately 30%. Of those vacant units, only 8% of them are within an incorporated area. Our assessment of the number of jobs, households, and housing units in each geography indicates that there is a need for infill development/housing redevelopment to coincide with planning for new construction homes.

Vacant Housing Units by Geography

GEOGRAPHY	VACANT HOUSING UNITS	(%) OF ALL HOUSING UNITS
45 Min DT - Montgomery County	15,666	14%
Montgomery County	4,592	30%
Biscoe	62	7%
Candor	53	14%
Mount Gilead	54	9%
Star	67	16%
Troy	159	12%

Source: Esri BAO (2025)

The US Census classifies vacant housing by the following statuses:

- Sold (Not Occupied)
- Rented (Not Occupied)
- For Sale
- For Rent
- Seasonal/Recreational Use
- Migrant Workers
- Other Vacant

While the County's annualized vacant housing unit growth rate was -1.88% between 2010 and 2020, 2020 US Census results estimated that nearly 70% of the County's vacant housing was considered housing for 'Seasonal/Recreational Use' and 21% was classified as 'Other Vacant'. Units are classified as 'Other Vacant' if they don't meet one of the previous definitions.

STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

Common reasons for vacancy include undergoing repairs/renovations, personal/family reasons, estate settlement, storage, and foreclosure.

Applying the distribution from the US Census' vacancy classification of 'Seasonal/Recreational Use' and 'Other Vacant' to most recent housing vacancy data from Esri provides an estimate of the number of vacant properties that could be targeted for infill/redevelopment opportunities. We have outlined this by geography in the following table.

Vacant Housing Unit Classifications by Geography

GEOGRAPHY	VACANT HOUSING UNITS	SEASONAL/ RECREATIONAL USE	OTHER VACANT
Montgomery County	4,592	69.7%	21.0%
Biscoe	62	18.0%	52.0%
Candor	53	0.0%	80.0%
Mount Gilead	54	23.9%	43.5%
Star	67	1.8%	54.4%
Troy	159	7.0%	55.9%

Source: Esri BAO (2025); US Census (2020)

Potential Infill/Redevelopment Targets

GEOGRAPHY	VACANT HOUSING UNITS (not classified as Seasonal/Recreational Use)
Montgomery County	4,592
Biscoe	62
Candor	53
Mount Gilead	54
Star	67
Troy	159

Source: Strategic Location Advisors, LLC

It is also important to note that there are at least 94 obsolete and/or substandard housing units in Montgomery County, including at least 10 in Biscoe, two in Candor, five in Mount Gilead, two in Star, and four in Troy. These may or may not be vacant.

For more on Aging, Obsolete, and Substandard housing, see Appendix 7.

STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

Recommendation 5.3: Focus New Build Construction on 'Missing Middle' Housing

Missing Middle Housing is Naturally Occurring Affordable Housing

Montgomery County and each municipality therein should consider undertaking a review of local building codes and regulations to ensure they are residential-development friendly and will make missing middle housing development easier in the community to support workforce housing development. Missing middle housing is often cited as “naturally occurring affordable housing,” and is affordable by design as it is typically easier to maintain than a single-family home. This can be true both financially and from a property maintenance standpoint (lawncare, etc.). It is low-rise in nature and ‘fits’ between detached single-family homes and large, multi-story apartment buildings.

Over the years, middle housing has been phased out due to shifts in housing development priorities and subsequent planning and zoning practices that have made it difficult and/or cost prohibitive to build these types of housing units. This has resulted in a gap in housing supply and there not being enough housing available to meet the needs of a wide range of residents.

Examples of Missing Middle Housing



Source: Opticos Design, Inc.

By incorporating smaller, well-designed units, and smart site planning and land use practices, this type of development creates flexible and scalable housing development for a community, accommodating a wide range of lifestyles and household types. In addition to supporting creative housing design, it offers diverse, walkable housing choices, compatible in scale with single-family neighborhoods and embraces both private and shared open spaces that help create community.

Missing Middle Housing Includes:

- Duplexes: One building with two separate units, often side-by-side or stacked.
- Triplexes and Fourplexes: Buildings with three or four units, respectively.
- Townhouses: Attached homes that share side walls, forming a series of units.
- Cottage Courts: Small, detached houses clustered around a shared private courtyard or open space.

STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

How does Middle Housing benefit Montgomery County?

- Increases the diversity of types of housing and local stock
- Adds more financially attainable housing options at a wide variety of price points
- Smaller, more attainable homes can provide a pathway to homeownership
- Supports the use of alternative transportation like walking, biking, and public transit
- Creates incremental increases in housing in existing neighborhoods
- Supports neighborhood character through quality design and house scale buildings
- Provides housing for more than one family on a single lot with more affordable construction costs than building multiple single-family homes
- Allows housing options that can better accommodate people of all ages, physical abilities, and life stages, including multi-generational families
- Creates more opportunities for families to live in walkable neighborhoods close to amenities like parks, schools, and businesses

Final Thoughts on Missing Middle Housing:

Middle Housing is most successful when located in geographic areas that are supported by existing infrastructure like neighborhood-servicing businesses, public transit routes, existing middle and multifamily housing, and walkable and bikeable areas. **Across the country more people under 35 and over 55 want Middle Housing.** Many baby boomers (ages 56 - 74) are willfully transitioning out of single-family residences in search of flexibility and affordability. Similarly, early 20s Gen Z and millennials are bringing new ways of thinking to their housing searches – such as being willing to rent rather than buy, recognizing that smaller cities are modernizing and offering similar benefits as large metro areas, and desiring recreational opportunities as opposed to city streets, parking garages, and traffic.

STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

Recommendation 5.4: Make Sure Local Zoning Ordinances Allow for the Development of Accessory Dwelling Units

While local zoning ordinances permit single-family residential uses (stick-built and modular homes), ADUs (a separate dwelling unit with its own kitchen and bath) are not clearly defined or explicitly listed as a permitted use. It may be the case that an ADU is permitted as an accessory use, a conditional use, or would require a zoning amendment in Montgomery County, however, we recommend adding language to explicitly define an ADU (or secondary dwelling unit) and allow them by right in Montgomery County and each municipality. Below, we have listed several North Carolina communities that have adopted language for ADU development.



- City of Asheville: www.ashevillenc.gov/departments/development-services/residential-permits-and-development/accessory-dwelling-units/
- City of Raleigh: udo.raleighnc.gov/sec-362-accessory-dwelling
- Town of Duck: codelibrary.amlegal.com/codes/duck/latest/duck_nc/0-0-0-9988
- City of Mocksville: codelibrary.amlegal.com/codes/mocksville/latest/mocksville_nc/0-0-0-4784

Additionally, we recommend creating a page like the Cities of Asheville and Raleigh to house information about ADU development and leverage both social and public media to begin marketing this opportunity to residents.

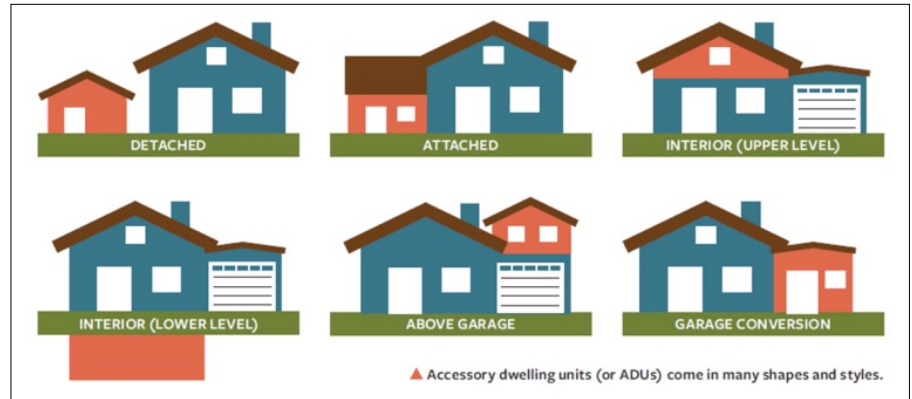
STRATEGIC PRIORITY NO. 5

WORKFORCE HOUSING DEVELOPMENT

About ADUs:

Accessory Dwelling Units are small homes that exist on the same property lot as a single-family residence and provide an affordable and flexible housing option that can meet the need of a variety of ages and household types. A few other common names for ADUs are:

- Accessory Apartment
- Backyard Bungalow/
Backyard Cottage
- Basement Apartment
- Carriage House
- Granny Flat
- Guest Cottage/
Guest House
- Mother-in-Law Suite



Regardless of name, these housing options come in many shapes and styles, providing affordable and flexible housing options for older populations that want to downsize, need to be close to family or caregivers, that allow them to age-in-place. Because they are more affordable than a typical single-family home, they are also popular among younger populations with limited incomes.

Survey respondents of [AARP's Home and Community Preferences Survey \(2021\)](#), indicated the following top seven reasons to create/invest in an ADU:

1. Provide a home for a loved one in need of care
2. Provide housing for relatives or friends
3. Have a space for guests
4. Create a place for a caregiver to stay
5. Increase the value of their home
6. Feel safer by having someone living nearby
7. Earn extra income from renting to a tenant

Below are several key characteristics of ADUs:

- A small, a self-contained (independent living space, with its own kitchen/kitchenette, bathroom and sleeping area), residence that shares a single-family lot with a larger, primary dwelling
- Is located within, attached to, or detached from the main residence
- Can be both a new-build structure or a converted existing structure (like a garage)
- Typically, cannot be partitioned off to be sold separate from the primary dwelling

STRATEGIC PRIORITY NO. 6

SMALL BUSINESS & DOWNTOWN DEVELOPMENT

STRATEGIC PRIORITY NO. 6

SMALL BUSINESS & DOWNTOWN DEVELOPMENT

Recommendation 6.1:

Develop a Formal Menu of Incentives for Downtown Development that can be Used by Private Individuals to Spur their Investment

Recommendation 6.2:

Implement a Robust Blight Reduction Program

Recommendation 6.3:

Develop a Restaurant Incubator

STRATEGIC PRIORITY NO. 6

SMALL BUSINESS & DOWNTOWN DEVELOPMENT

The ability to attract small businesses into Troy or other communities should be made a priority. There are plentiful examples of small towns being purposeful about development by directing dollars toward the specific types of businesses desired. For example, restaurants in downtowns can be difficult to attract if there aren't suitable real estate options. Think of it like attracting an industry, many communities, especially rural, must take on the development of real estate, utilities, and roads themselves to prepare land so they are competitive in the marketplace. Some do this for 20 years before the private sector begins to take it on and growth becomes more natural, albeit directed and strategic.

Attracting desirable small business is no different. The public sector should be a catalyst for this desired growth. Communities across the nation have directed their own destiny many tools like public private partnerships for real estate redevelopment, leveraging blight taxing to motivate or move out vacant owners, purchasing buildings and renovating them directly, and/or offering a mix of incentives. Our team is recommending the following steps for Montgomery County Economic Development to implement with towns as potential steps toward small business and downtown growth. Each of your communities will have their own threshold for participation and implementation.

Recommendation 6.1: Develop a Formal Menu of Incentives for Downtown Development that can be Used by Private Individuals to Spur their Investment

- **Historic Tax Exemptions** – Identify properties that may be eligible for these tax credits and promote.
- **Façade Improvement Grants** – Create a committee which reviews and approves all design plans before work begins to be eligible for the grant. Work to create some design standards which enhance the look and feel of downtown for these grants. Many communities will give up to \$100,000 per grant, but some will take them on a case-by-case basis as a percentage of overall cost.
- **Roof Stabilization Grants** – Similar to façade improvements, this would be a pool of funds set aside for private developers who are purchasing buildings that need significant roof repair, including HVAC systems in some communities.
- **Property Tax Reduction** – Offer reduced property taxes for private individuals redeveloping downtown buildings. Communities typically will offer five to 10 year scaled property tax reduction. Starting with 50% in years one through five and gradually increasing to year 10.
- **Revolving Loan Fund** – This can be developed via multiple methods, CDBG, existing funds, etc. Revolving loan funds typically cap at \$250,000 for individual projects with repayment over seven to 10 years at a below market rate. The purpose is to ease the cash flow burden on developers and potential entrepreneurs.

STRATEGIC PRIORITY NO. 6

SMALL BUSINESS & DOWNTOWN DEVELOPMENT

Recommendation 6.2: Implement a Robust Blight Reduction Program

Montgomery County and its municipalities should work to implement a robust blight reduction program that addresses vacant/blighted/dilapidated properties, especially those in prominent areas like the downtown cores.

Many states enable local governments and municipalities to leverage a special (higher) ad valorem property-tax rate on properties classified as vacant/blighted/dilapidated as a mechanism to encourage property redevelopment in their communities, which is commonly referred to as a “blight tax”. A “blight tax” places financial burden on property owners to encourage redevelopment/reuse or clean-up of properties, increasing the economic productivity of the property for the community. However, in North Carolina, this means of addressing nuisance properties is not available.

Cities and Counties can encourage the redevelopment of vacant/blighted/dilapidated properties by being diligent in using the tools that are available (NC Gen. Stat. § 160D-1201 et seq. and § 160D-1123–1129). To ensure the County and each City are fully able to encourage the redevelopment of nuisance properties in each of their jurisdictions, review local ordinances to:

- 1. Adopt/update minimum housing/dangerous building ordinance processes.** This helps a community identify unfit, unsafe, or dangerous structures and allows a local government to order repair, closure, or demolition of the property. If the property owner fails to comply, the local government can then act. Any costs to the city for clean-up, demolition, or stabilization becomes a lien (that accrues interest) and stays with the property (attaches to the land if a structure is demolished).
- 2. Add a vacant property registration for early identification of properties.** Using policing and code enforcement authority, a fee is levied for each vacant or abandoned commercial, mixed-use, and residential structure, and requires a property owner to submit proof of a local agent, insurance, and adherence to maintenance and security standards. The fee is used to fund enforcement efforts and administrative burdens. Any unpaid fees are subject to becoming a civil debt that can be converted to a lien if associated with inspection or abatement work. As time passes, property owners face rising costs associated with owning the structure.
- 3. Enforce abatement-driven liens,** which are collected like a special assessment and are recorded and recoverable at the sale, refinance, or foreclosure of the property.

This process does not require a new tax rate or property classification, relying on financial pressures for the property owner and cost recovery for the community. However, depending on the success of this program, it may be advantageous to work with the North Carolina League of Municipalities, other rural communities, and the greater region to lobby North Carolina’s general assembly to create a special property classification that would allow communities to impose something like a “blight tax” in the future.

STRATEGIC PRIORITY NO. 6

SMALL BUSINESS & DOWNTOWN DEVELOPMENT

Recommendation 6.3: Develop a Restaurant Incubator

Identify and develop a space in downtown Troy for a community commercial kitchen. The space should have room for multiple startup tenants to create their signature recipes as well as have space for “food booths” that locals can enjoy during lunch or dinner and during special events. We have seen sandwich shops, fine dining, and even specialty ice cream type operations begin in these types of incubator concepts. The goal is to provide opportunity for entrepreneurs to gain a following, create cash flow, and develop a menu for a sustainable stand-alone restaurant in another vacant space in town. This can be implemented by either the County or the City of Troy. Other communities can utilize this concept as well!

The Pop-Up at Nashville Farmers’ Market (formerly Grow Local Kitchen) was founded in 2012 to offer a space for startup food entrepreneurs to incubate their businesses, as well as offer a demonstration and workshop kitchen space for food artisans and community organizations. For more information about this concept, visit www.thekitchendoor.com.

GROW LOCAL KITCHEN



Nashville Farmers' Market - Grow Local Kitchen

Watch on YouTube

The Grow Local Kitchen (GLK) was founded at the Nashville Farmers’ Market in 2012 to offer a space for startup food entrepreneurs to incubate their businesses, as well as offer a demonstration and workshop kitchen space for food artisans and community organizations. Located in the heart of the indoor Market House, our pop-up kitchen provides a vibrant and diverse line-up of rotating food options for visitors to the market.

APPENDIX

APPENDIX 1

DATA AND RESOURCES USED



APPENDIX 2

SITE DEVELOPMENT MATRIX

We have outlined the site development process, including requirements for each stage in the development process below:

Prior Use/State	Development Type/Phase	Definition	Development Requirements and Minimum Characteristics
None; land in a natural or agricultural state	Greenfield <i>Phase: Site Identification</i>	Undeveloped land that has not been previously used for industrial or commercial purposes.	Commission a feasibility analysis to determine site's viability for development (considerations include targeted end-users, proximity to retail/commercial and residential developments, and market demand) potential development cost estimates broken down into phases, and potential funding models for development If site is deemed viable, due diligence must be completed: • Land option executed • Environmental and archaeological surveys completed • Free of legal encumbrances • Can be zoned appropriately • Confirm and evaluate excess public utility capacities If site clears due diligence: • Land purchase by EDO • Site master planning to identify proposed site subdivisions, developable acreage, road and utility line locations (existing and proposed), wetlands and flood plain locations • Complete land clearing, grading, and grubbing • Extend, or develop a plan to extend, utility lines to at least within 2,500 feet of the site; a plan to extend them to site(s) should include easements, construction costs, and timelines • Begin marketing the site to prospects as a greenfield site <i>Note: larger sites may require larger utility capacities and redundancy.</i>

APPENDIX 2

SITE DEVELOPMENT MATRIX

We have outlined the site development process, including requirements for each stage in the development process below:

Prior Use/State	Development Type/Phase	Definition	Development Requirements and Minimum Characteristics
Greenfield	Shovel-ready <i>Phase: Pre-construction</i>	A site that has achieved environmental and archaeological clearance with complete geotechnical studies and necessary infrastructure in place. As soon as a company purchases the land and all detailed development plans are approved, dirt work can begin.	• Acreage: At least 20 contiguous, buildable, acres free of environmental and development encumbrances (ex. slopes greater than 5%, contaminants, wetlands, flood plain, protected species, cultural resources, etc.) • Water: At least a 6-inch water line within 2,500 feet of site and 50,000 GPD excess capacity, if line is more than 2,500 feet from the site, an extension plan, including cost estimates and construction timeline, is required • Sewer: At least a 4-inch force main or an 8-inch gravity sewer line is within 2,500 feet of site and 50,000 GPD excess capacity, if line is more than 2,500 feet from the site, an extension plan, including cost estimates and construction timeline, is required • Electricity: Site must have at least one service provider • Gas: At least a 2-inch line within 2,500 feet of site, if line is more than 2,500 feet from the site, an extension plan, including cost estimates and construction timeline, is required • Road Access: Site must be accessible directly from a road or through an easement • Zoning and Protective Covenants: If community has zoning, the site must be zoned for appropriately for intended use and covenants should be in place, especially if there are no zoning requirements • Flood: Buildable acreage must be outside of the 100-year flood zone • Environmental/Geotech: All Phase I reports and at least a general Geotech review/report must be completed • Remediation: All remediation issues must be mitigated and requires documentation certifying mitigation is complete • Property Ownership: EDO should have control of site through purchase or formal option • Price: At least a price-per-acre range for purchase and for lease

APPENDIX 2

SITE DEVELOPMENT MATRIX

We have outlined the site development process, including requirements for each stage in the development process below:

Prior Use/State	Development Type/Phase	Definition	Development Requirements and Minimum Characteristics
Shovel-ready	Build-ready <i>Phase: Pre-construction</i>	A site that encompasses all the characteristics of a shovel-ready site, plus has an existing 50,000 square-foot building pad that can be immediately expanded to 100,000 square-feet with a detailed development plan. Pad must be certified by a licensed engineer.	Site Prep: • Site Control: Site and tract of building pad where proposed building is to be developed must have a simple ownership clear of any encumbrances • Plat: A plat of the property must be prepared by a licensed surveyor and must show land topography, restrictions, building setbacks and easements • Zoning: Property must in a principal use zone for industrial or mixed uses (if there no zoning, then covenants or surrounding uses must be conducive to industrial use) • Building Pad: The site must be graded to include the area of the proposed building and any expansion, and have a licensed engineer-certified building pad allowing for construction of a building, with a minimum size of 50,000 square-feet, expandable to at least 100,000 square-feet • Aerial Imagery: Current aerial image of the property should be available/on file • Environmental Studies: All necessary environmental studies must be completed, available, and on file and all studies must state that the property is clear of any environmental issues that might inhibit development on the tract (Phase I, Geotechnical, Archaeological, and Historical Site Assessment) • Stream and Wetland Mitigation: All streams and wetlands must be cleared and mitigated with a development plan that clearly defines how streams and wetlands can be avoided in future development • Permits/Approvals: All permits and approvals required by state and local government must be completed with documentation, including permitting for storm water construction and any utility line extensions • Site Plan: A site plan of the property showing the building footprint, locations of all utilities, parking areas, contours, erosion control, etc., must be approved by local government Infrastructure: • Road Access: The property must be accessible by a AA rated truck route, or a plan must be in place to extend access to the property with documentation of a road extension plan that includes cost estimates, funding plan, and development schedule

APPENDIX 2

SITE DEVELOPMENT MATRIX

We have outlined the site development process, including requirements for each stage in the development process below:

Prior Use/State	Development Type/Phase	Definition	Development Requirements and Minimum Characteristics
Shovel-ready (con't)	Build-ready <i>Phase: Pre-construction</i>	A site that encompasses all the characteristics of a shovel-ready site, plus has an existing 50,000 square-foot building pad that can be immediately expanded to 100,000 square-feet with a detailed development plan. Pad must be certified by a licensed engineer.	Infrastructure: 3-Phase Power: The site should be served by 3-phase power adequate to support industrial/commercial usage - Water and Sewer: Water and sewer lines capable of serving industrial users, must serve the site and/or the industrial park in which it is located and a commitment letter from the utility provider(s) that includes a plan that includes cost estimates, funding plan, and development schedule - Gas: Gas line capable of serving industrial users must serve the site and/or the industrial park in which is located and a commitment letter from the utility provider(s) that includes a plan that includes cost estimates, funding plan, and development schedule Building Plans: - Preliminary Design: Detailed architectural plans for interior and exterior of building with real cost estimate and construction timeline - Construction Plan: The EDO must have identified a process, including a bid process to identify a contract, to construct the proposed building - Cost and Schedule Projections: First cost estimates with detailed and realistic timeline for work must be established - Project Funding: Detailed plan for how project would be funded and completed should be in place and the building should be marketed for sale and/or for lease (to market for lease, a financing plan and documentation of ability to finance the proposed building should be in place) - Renderings: Color renderings of proposed building must be provided for marketing purposes
Build-ready or Shovel-ready	Virtual Building <i>Phase: Pre-construction</i>	A digital model or representation of a building that has not yet been constructed.	Virtual buildings are a value-add to build-ready and shovel ready sites. They are an inexpensive interim solution an EDO can use to market the property prior to achieving build-ready status or a spec building is completed and are used in planning, marketing, and design phases to visualize and explore a building's potential.

APPENDIX 2

SITE DEVELOPMENT MATRIX

We have outlined the site development process, including requirements for each stage in the development process below:

Prior Use/State	Development Type/Phase	Definition	Development Requirements and Minimum Characteristics
Virtual building, Build-ready, or Shovel-ready	Speculative building <i>Phase: Construction</i>	A building constructed without a specific buyer or tenant in mind, often built on speculation that there will be demand for the space upon completion.	- Construction Procurement: Partner with a reliable and experienced construction company that specializes in industrial real estate development, this is typically secured through an RFQ and/or competitive bid process - Design the space for as many different industries as possible to maximize chances of landing a project, including ample space and flow of large equipment and trucks - A building rectangular in shape will allow maximum use of space efficiency - Ceiling height should be designed for the end-user to have ample space for machinery, material/ product storage, and ventilation 3 -Phase power must be available at the site - Typical spec buildings have compacted dense grade aggregate floors for development flexibility because the end-user's machinery and processes will influence floor depth and soil compaction - Additional considerations during building planning: lighting, dock equipment, expandability, and storage requirements, will influence construction costs and timelines for final build-out
<i>Spec buildings built by EDOs are typically used to lure prospects to the community in anticipation of opportunity to decrease their time to market. Based on current global market conditions, industrial real estate in highest demand falls between two sectors - warehousing and distribution and manufacturing.</i>			
Speculative building, new construction/ build-to-suit	Industrial building <i>Phase: Construction</i>	A facility used for industrial purposes, such as manufacturing, processing, or warehousing.	Industrial facilities include factories, plants, and distribution centers, and are typically equipped to handle large-scale operations and heavy machinery. An industrial building can be built from the ground up, using an existing pad, or a finished-out spec building. An industrial building will be customized for the end-users needs. Speeding up construction timelines and lowering cost: - Completing all pre-construction work will dramatically decrease construction timelines and costs - Local economic development incentives should be leveraged to lower construction costs - Leverage existing relationships with reliable and experienced construction companies that specialize in industrial real estate development will also speed up development timelines

APPENDIX 2

SITE DEVELOPMENT MATRIX

We have outlined the site development process, including requirements for each stage in the development process below:

Prior Use/State	Development Type/Phase	Definition	Development Requirements and Minimum Characteristics
Previously used by businesses that may have left behind hazardous substances contaminating the site (Examples: railroads, gas stations, dry cleaners, oil refineries, truck terminals, wood treatment facilities, liquid/chemical storage facilities, and steel and heavy manufacturing plants)	Redevelopment/reuse (Brownfield) <i>Phase:</i> <i>Construction</i>	A property where the expansion, redevelopment, or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Brownfield sites often require cleanup before they can be redeveloped.	- Commission a site assessment, including a Phase I (and Phase II, if necessary) Environmental Assessment(s) to determine if a property is contaminated and develop a remediation plan, including cost estimates, timelines, and funding mechanisms available to assist in the clean up process - Commission a feasibility analysis to determine site's viability for development (considerations include targeted end-users, highest and best use of the property, and market demand) potential development cost estimates broken down into phases, and potential funding models for development - The community should already have a well-informed idea, or ideas, of future use which should be supported by a site assessment If site is deemed suitable (financially and practically): - Results of the feasibility analysis will help determine where you go next for your redevelopment/reuse project - Goals of redevelopment/reuse projects include increasing local tax base, restoring/replacing dilapidated buildings and facilities, creates jobs, utilization of existing infrastructure, reduces sprawl by encouraging inner city investment

APPENDIX 3

CURRENT AND FUTURE TALENT DEMAND

CURRENT TALENT DEMAND

This information was compiled using JobsEQ's Real-Time Intelligence Tool that provides live job posting data from over 45,000 sources like job boards, job aggregators, and individual companies. RTI information is deduplicated and updated daily.

The following table outlines the top 20 employers within a 45-minute drive time of Montgomery County seeking talent by number of job posting advertised over the last 12 months.

Table – Top-20 Employers Seeking Full-Time Talent Over the Last 12 Months

EMPLOYER	NUMBER OF JOB POSTINGS
Atrium Health	2,473
Food Lion	1,908
Lowes Foods, LLC	1,621
FirstHealth of the Carolinas	1,016
Harris Teeter	1,001
Wake Forest Baptist	898
Advocate Health Care	761
State of North Carolina	685
Compass Group	640
High Point College	560
Union County Public Schools	534
Walmart	503
Ahold Delhaize USA	490
AutoZone	486
Rowan-Salisbury Schools	473
Novant Health	449
Lowes	446
Advance Auto Parts	430
Monarch	418
Pfizer	386

Source: JobsEQ (2025Q1)

APPENDIX 3

CURRENT AND FUTURE TALENT DEMAND

CURRENT TALENT DEMAND

This information was compiled using JobsEQ's Real-Time Intelligence Tool that provides live job posting data from over 45,000 sources like job boards, job aggregators, and individual companies. RTI information is deduplicated and updated daily.

The following table outlines the top 20 hard and soft skills employers within a 45-minute drive time of Montgomery County are seeking in job applicants.

Table – Top-20 In-Demand Hard and Soft Skills

SOFT SKILLS	HARD SKILLS
Communication (Verbal and written skills)	Microsoft Office
Cooperative/Team Player	Microsoft Excel
Customer Service	Ability to Lift 51-100 lbs.
Organization	Ability to Lift 41-50 lbs.
Detail Oriented/Meticulous	Manufacturing
Problem Solving	Sales
Adaptability/Flexibility/Tolerance of Change and Uncertainty	Microsoft Outlook
Supervision/Management	Ability to Lift 31-40 lbs.
Interpersonal Relationships/Maintain Relationships	Mathematics
Self-Motivated/Ability to Work Independently/Self Leadership	English
Ability to Work in a Fast Paced Environment	Microsoft PowerPoint
Prioritize	Microsoft Word
Leadership	Ability to Lift 21-30 lbs.
Coachable/Willingness to Learn	Teaching/Training, School
Time Management/Time Utilization	Retail Sales
Multi-Task	Cash Handling (Cashier)
Analytical	Teaching/Training, Job
Good Judgment	Spanish
Work Ethic/Hard Working	Plumbing
Punctual	Merchandising

Source: JobsEQ (2025Q1)

APPENDIX 3

CURRENT AND FUTURE TALENT DEMAND

CURRENT TALENT DEMAND

This information was compiled using JobsEQ's Real-Time Intelligence Tool that provides live job posting data from over 45,000 sources like job boards, job aggregators, and individual companies. RTI information is deduplicated and updated daily.

The following table outlines the top 20 full-time occupations with immediate talent needs within a 45-minute drive of Montgomery County.

Table – Top-20 Full-Time Occupations with Immediate Talent Needs
(by Active Jobs Ads within the last 12 Months)

OCCUPATION	ACTIVE JOB ADS WITHIN LAST 12 MONTHS	CURRENT UNEMPLOYED	CURRENT EMPLOYED	MEDIAN ANNUAL WAGE	AVG. ANNUAL WAGE
Registered Nurses	2,841	131	8,325	\$64,800	\$80,700
Retail Salespersons	2,671	756	12,880	\$31,100	\$121,400
First-Line Supervisors of Retail Sales Workers	2,417	126	5,150	\$36,500	\$88,600
Medical and Health Services Managers	1,700	25	1,409	\$62,600	\$48,800
Maintenance and Repair Workers, General	1,642	189	4,921	\$48,500	\$42,600
Heavy and Tractor-Trailer Truck Drivers	1,482	371	8,712	\$64,900	\$31,100
First-Line Supervisors of Food Preparation and Serving Workers	1,380	1	531	\$34,000	\$40,600
Stockers and Order Fillers	1,158	784	9,527	\$37,800	\$38,800
Social and Human Service Assistants	1,157	27	830	\$40,800	\$56,900
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	897	166	2,905	\$83,800	\$41,000

Source: JobsEQ (November 2025)

APPENDIX 3

CURRENT AND FUTURE TALENT DEMAND

CURRENT TALENT DEMAND

This information was compiled using JobsEQ's Real-Time Intelligence Tool that provides live job posting data from over 45,000 sources like job boards, job aggregators, and individual companies. RTI information is deduplicated and updated daily.

The following table outlines the top 20 full-time occupations with immediate talent needs within a 45-minute drive of Montgomery County.

Table – Top-20 Full-Time Occupations with Immediate Talent Needs
(by Active Jobs Ads within the last 12 Months)

OCCUPATION	ACTIVE JOB ADS WITHIN LAST 12 MONTHS	CURRENT UNEMPLOYED	CURRENT EMPLOYED	MEDIAN ANNUAL WAGE	AVG. ANNUAL WAGE
Securities, Commodities, and Financial Services Sales Agents	814	87	575	\$52,100	\$92,600
Fast Food and Counter Workers	788	752	9,745	\$25,000	\$40,700
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	737	349	5,756	\$34,800	\$69,200
Customer Service Representatives	664	470	6,889	\$33,700	\$42,000
Laborers and Freight, Stock, and Material Movers, Hand	642	1,075	11,773	\$36,000	\$50,700
Nursing Assistants	636	318	6,168	\$37,500	\$55,700
Licensed Practical and Licensed Vocational Nurses	590	37	1,824	\$58,100	\$35,200
Business Operations Specialists, All Other	578	114	2,483	\$60,300	\$34,200
Medical Assistants	577	41	1,860	\$38,300	\$37,400
Production Workers, All Other	573	139	2,086	\$38,300	\$64,900

Source: JobsEQ (November 2025)

APPENDIX 3

CURRENT AND FUTURE TALENT DEMAND

FUTURE TALENT DEMAND

The following tables outline the top 20 high demand occupations within the 45-Minute Drive Time Radius of Montgomery County organized by total projected demand over the next 10 years.

Table – Top-20 High Demand Occupations
(45 Min Drive Time of Montgomery County, NC)

OCCUPATION	CURRENT EMPLOYED	AVG. ANNUAL WAGE	TOTAL DEMAND	Over the Next 10 Years	
				EMPLOYMENT GROWTH	AVERAGE % GROWTH
Fast Food and Counter Workers	9,745	\$28,500	26,548	1,856	1.8%
Retail Salespersons	12,880	\$33,000	20,573	1,122	0.8%
Stockers and Order Fillers	9,527	\$36,100	17,606	1,422	1.4%
Laborers and Freight, Stock, and Material Movers, Hand	11,773	\$36,800	17,517	1,383	1.1%
Heavy and Tractor-Trailer Truck Drivers	8,712	\$53,900	10,418	1,043	1.1%
Nursing Assistants	6,168	\$37,200	9,558	601	0.9%
Customer Service Representatives	6,889	\$41,100	9,278	103	0.1%
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	5,756	\$32,700	9,074	652	1.1%
First-Line Supervisors of Food Preparation and Serving Workers	4,037	\$44,700	6,990	735	1.7%
Registered Nurses	8,325	\$83,900	5,408	943	1.1%
Maintenance and Repair Workers, General	4,921	\$49,700	5,308	622	1.2%
Food Preparation Workers	2,761	\$29,800	5,212	142	0.5%
First-Line Supervisors of Retail Sales Workers	5,150	\$50,900	5,160	69	0.1%
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	2,905	\$79,300	3,229	326	1.1%
Production Workers, All Other	2,086	\$39,600	2,523	179	0.8%
Medical and Health Services Managers	1,409	\$125,600	1,664	508	3.1%
Licensed Practical and Licensed Vocational Nurses	1,824	\$60,500	1,658	159	0.8%
Social and Human Service Assistants	830	\$42,800	1,033	140	1.6%
Physical Therapists	688	\$96,100	431	158	2.1%
Radiologic Technologists and Technicians	530	\$68,100	349	64	1.1%

Source: JobsEQ (2025Q1)

APPENDIX 3

CURRENT AND FUTURE TALENT DEMAND

FUTURE TALENT DEMAND

In order to increase the area's overall average annual wage, it is important to make sure the region's talent pipeline is aware of opportunities available to them that will keep them in the area while also making livable wages. The following table is an outline of the top 20 high demand occupations making at least an average annual wage of \$50,253 (Montgomery County's current average annual wage) within the 45-Minute Drive Time Radius of Montgomery County and their projected talent demand over the next 10 years.

**Table – Top-20 High Demand Occupations Paying At Least \$50,253
Per Year by Average Annual Wage (45-Minute Drive Time Radius)**

OCCUPATION	CURRENT EMPLOYED	AVG. ANNUAL WAGE	TOTAL DEMAND	Over the Next 10 Years	
				EMPLOYMENT GROWTH	AVERAGE % GROWTH
Heavy and Tractor-Trailer Truck Drivers	8,712	\$53,900	10,418	1,043	1.1%
General and Operations Managers	6,662	\$123,700	6,532	880	1.2%
Registered Nurses	8,325	\$83,900	5,408	943	1.1%
First-Line Supervisors of Retail Sales Workers	5,150	\$50,900	5,160	69	0.1%
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,010	\$78,400	4,898	382	0.7%
Elementary School Teachers, Except Special Education	5,102	\$53,200	3,935	431	0.8%
Electricians	3,267	\$55,600	3,758	633	1.8%
First-Line Supervisors of Construction Trades and Extraction Workers	3,859	\$74,400	3,736	595	1.4%
Managers, All Other	3,787	\$139,500	3,532	544	1.4%
First-Line Supervisors of Production and Operating Workers	3,445	\$70,300	3,498	229	0.6%
Automotive Service Technicians and Mechanics	3,498	\$53,000	3,397	382	1.0%
Accountants and Auditors	3,453	\$87,100	3,237	454	1.2%
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	2,905	\$79,300	3,229	326	1.1%
Farmers, Ranchers, and Other Agricultural Managers	2,836	\$101,100	3,100	80	0.3%
First-Line Supervisors of Office and Administrative Support Workers	3,143	\$63,400	3,066	74	0.2%
Secondary School Teachers, Except Special and Career/Technical Education	3,774	\$55,200	2,719	322	0.8%
Business Operations Specialists, All Other	2,483	\$83,200	2,539	327	1.2%
Construction Managers	2,500	\$114,800	2,480	452	1.7%
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	2,111	\$60,800	2,479	283	1.3%
Industrial Machinery Mechanics	2,152	\$61,400	2,393	550	2.3%

Source: JobsEQ (2025Q1)

APPENDIX 4

TARGET INDUSTRY ANALYSIS AND RECOMMENDATIONS

IDENTIFYING TARGETED INDUSTRIES

We review industry cluster information and consider the following variables to help identify industry targets for retention/expansion and recruitment efforts:

1. Industries expected to grow over the next 10 years by at least 1.1% annually (the baseline expected growth for the larger 45-minute drive time region).
2. Industries with a location quotient (LQ) of at least 1.00 to 1.25, or higher.
3. Industries that have a higher-than-average annual wage of \$50,253, which is Montgomery County's current average annual wage.

Additionally, to better inform and help identify our targeted industry recommendations for Montgomery County, we evaluated existing industries and occupational skill sets within the County's 45- minute drive time radius and US manufacturing industry growth projections.

Over the next 10 years, the following US manufacturing sectors are projected to experience growth:

Table - Projected Growth in US Manufacturing Sectors

NAICS	MANUFACTURING SECTOR	Over the Next 10 Years
		ANN % GROWTH
335	Electrical Equipment, Appliance, and Components	1.1%
312	Beverage and Tobacco Products	1.0%
311	Food	0.5%
334	Computer and Electronic Products	0.5%
326	Plastics and Rubber Products	0.4%
325	Chemical	0.3%
327	Nonmetallic Mineral Products	0.1%

Source: JobsEQ (2025Q1)

Based on the following industry cluster analysis, Montgomery County and the greater 45-minute drive time region have an evident competitive advantage across a variety of manufacturing sectors including the Wood/Paper, Chemical, Food, Metal and Metal Products, Machinery, and Auto/Auto-related industries. The Wood/Paper manufacturing industry is the only target industry within the greater region that shows projected decline, which is nominal at 0.05%.

Both Electric/Electronics Manufacturing and Freight Transportation have concentrations just below our location quotient threshold of 1.0, and are projected to grow over the next 10 years, indicating that they have a strong presence and are critical to the region.

APPENDIX 4

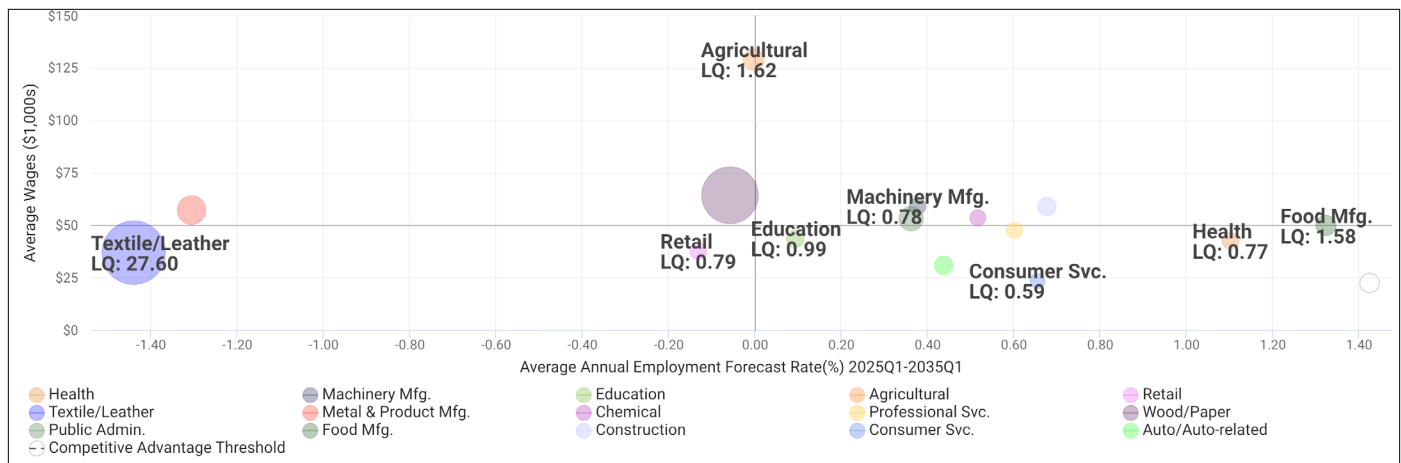
TARGET INDUSTRY ANALYSIS AND RECOMMENDATIONS

IDENTIFYING TARGETED INDUSTRIES

Industry Cluster Analysis

Montgomery County, NC:

According to JobsEQ, the average annual wage in Montgomery County is \$50,253 and there are 9,693 people employed in the County.



Note: JobsEQ's industry clusters are made up of 22 industry clusters as defined by Chmura. Only industries with a LQ of 0.5, or higher, are included in the clusters chart.

For Montgomery County, no one single industry concentration met all three criteria. The following, met two of three (highlighted below):

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2025Q1-2035Q1	AVG. WAGES	LQ
Agricultural	0.00%	\$128,963	1.62
Metal and Product Manufacturing	-1.30%	\$57,156	4.10
Public Administration	0.36%	\$53,123	2.73
Food Manufacturing	1.32%	\$49,854	1.58

Source: JobsEQ (2025Q1)

These industries are critical to the long-term health of the County's economy and should be prioritized as a part of economic development business retention and expansion activities. It is important to note that Metal and Metal Product Manufacturing is declining in Montgomery County; however, it is projected to grow by 0.85% per year over the next 10 years throughout the greater 45-minute drive time region. Additionally, it is projected to grow by 0.56% state-wide.

APPENDIX 4

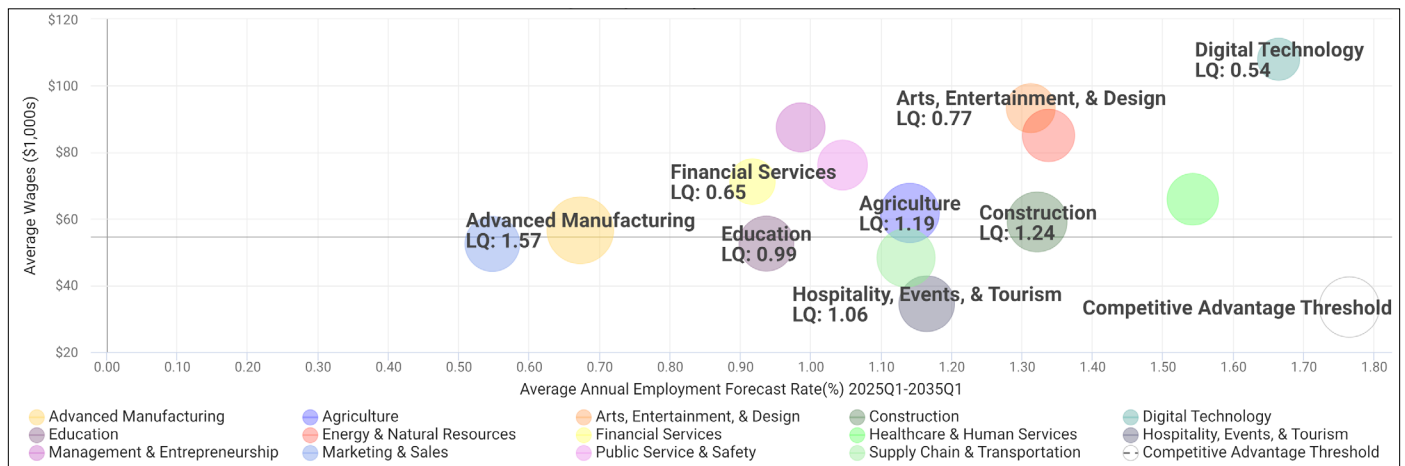
TARGET INDUSTRY ANALYSIS AND RECOMMENDATIONS

IDENTIFYING TARGETED INDUSTRIES

Industry Cluster Analysis

45-Minute Drive Time Region:

According to JobsEQ, the average annual wage in the greater 45-minute drive time region is \$54,644, which is 8% higher than the average annual wage of Montgomery County. There are 502,515 people employed in the greater region, compared to 9,693 in Montgomery County.



For the 45 Minute Drive Time region of Montgomery County, only Construction, Pharmaceuticals, and Utilities met all three criteria.

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2025Q1-2035Q1	AVG. WAGES	LQ
Construction	1.33%	\$68,213	1.36
Pharmaceutical	1.35%	\$103,647	2.07
Utilities	1.31%	\$65,584	1.07

Source: JobsEQ (2025Q1)

The following industries within the greater 45-minute drive time of Montgomery County meet two of the three criteria we consider when determining targeted industries (highlighted on the following page).

APPENDIX 4

TARGET INDUSTRY ANALYSIS AND RECOMMENDATIONS

IDENTIFYING TARGETED INDUSTRIES

Industry Cluster Analysis

45-Minute Drive Time Region:

Industries meeting two of the three targeted industry criteria.

INDUSTRY GROUP	ANNUAL EMPLOYMENT FORECAST RATE (%) 2025Q1-2035Q1	AVG. WAGES	LQ
Food Manufacturing	1.55%	\$45,645	1.30
Agricultural	0.48%	\$69,816	1.05
Chemical	0.92%	\$65,043	2.89
Wood/Paper	-0.05%	\$60,567	4.10
Electric/Electronics Manufacturing	2.22%	\$67,833	0.95
Auto/Auto-related	0.52%	\$55,977	1.54
Machinery Manufacturing	0.67%	\$66,175	1.21
Metal and Metal Product Manufacturing	0.85%	\$64,738	1.82
Coal/Oil/Power	1.98%	\$88,358	0.52
Professional Services	1.30%	\$63,307	0.71
Freight Transportation	1.13%	\$52,738	0.99
Public Administration	0.87%	\$56,780	1.28
Health	1.48%	\$64,529	0.83

Source: JobsEQ (2025Q1)

APPENDIX 4

TARGET INDUSTRY ANALYSIS AND RECOMMENDATIONS

TARGETED INDUSTRY RECOMMENDATIONS

Targeting Advanced Manufacturing to Diversify Montgomery County's Economy

Based on our analysis of growing industry sectors within the-minute drive time radius of Montgomery County, we recommend targeting the following advanced manufacturing industries (and subsequent examples) for economic development recruitment to increase the County's overall household and average incomes:

Chemicals: Plastics Material and Resin Manufacturing; Compost Manufacturing; Biological Product (except Diagnostic) Manufacturing; Pharmaceutical Preparation Manufacturing; Synthetic Dye and Pigment Manufacturing; and Artificial and Synthetic Fibers and Filaments Manufacturing

Nonmetallic Mineral Products: Clay Building Material and Refractories Manufacturing; Abrasive Product Manufacturing; and Cut Stone and Stone Product Manufacturing

Primary Metals: Aluminum Sheet, Plate, and Foil Manufacturing; Aluminum Foundries (except Die-Casting); and Other Aluminum Rolling, Drawing, and Extruding

Machinery: Construction Machinery Manufacturing; Food Product Machinery Manufacturing; Commercial and Service Industry Machinery Manufacturing; Mechanical Power Transmission Equipment Manufacturing; Turbine and Turbine Generator Set Units Manufacturing; Sawmill, Woodworking, and Paper Machinery Manufacturing; and Industrial Process Furnace and Oven Manufacturing

Computer and Electronic Product Manufacturing: Analytical Laboratory Instrument Manufacturing and Totalizing Fluid Meter and Counting Device Manufacturing

Transportation Equipment Manufacturing: Heavy Duty Truck Manufacturing

Electrical Equipment, Appliance, and Component Manufacturing: Current-Carrying Wiring Device Manufacturing; Noncurrent-Carrying Wiring Device Manufacturing; Battery Manufacturing; Power, Distribution, and Specialty Transformer Manufacturing; and Motor and Generator Manufacturing

Miscellaneous Manufacturing: Surgical and Medical Instrument Manufacturing and Sign Manufacturing

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of industry:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Industry Concentrations and Wages (45-Minute Drive Time)

Agriculture, Forestry, Fishing and Hunting:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Broilers and Other Meat Type Chicken Production	22.35	\$43,892
Turkey Production	12.90	\$47,294
Other Poultry Production	7.50	\$43,241
Tobacco Farming	7.35	\$36,826
Poultry Hatcheries	4.93	\$56,121
Forest Nurseries and Gathering of Forest Products	4.05	\$47,632
Support Activities for Forestry	3.27	\$51,032
Logging	3.02	\$51,646
Chicken Egg Production	2.78	\$63,529
Cotton Ginning	2.26	\$46,846
Support Activities for Animal Production	1.71	\$38,527
Floriculture Production	1.58	\$44,507
Hog and Pig Farming	1.47	\$44,610
Animal Production (Proprietors)	1.43	\$108,867
All Other Animal Production	1.41	\$49,235
Other Aquaculture	1.32	\$60,167
Nursery and Tree Production	1.24	\$39,867

Source: JobsEQ (2025Q1)

Mining, Quarrying, and Oil and Gas Extraction:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Crushed and Broken Granite Mining and Quarrying	11.76	\$86,179
Kaolin, Clay, and Ceramic and Refractory Minerals Mining	6.73	\$48,145
Other Crushed and Broken Stone Mining and Quarrying	6.55	\$56,167
Other Metal Ore Mining	4.40	\$107,630
Support Activities for Nonmetallic Minerals (except Fuels) Mining	3.78	\$48,330

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of industry:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Industry Concentrations and Wages (45-Minute Drive Time)

Utilities:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Other Electric Power Generation	3.19	\$113,239
Solar Electric Power Generation	1.46	\$87,596

Source: JobsEQ (2025Q1)

Construction:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Residential masonry contractors	3.45	\$66,055
Nonresidential poured foundation contractors	3.09	\$84,084
Power and Communication Line and Related Structures Construction	2.70	\$78,092
Nonresidential structural steel contractors	2.50	\$65,527
New Housing For-Sale Builders	2.36	\$141,886
Residential site preparation contractors	2.15	\$53,637
Other residential exterior contractors	2.00	\$53,477
Residential plumbing and HVAC contractors	1.99	\$58,669
Other residential equipment contractors	1.92	\$55,043
Other residential finishing contractors	1.87	\$71,872
Residential electrical contractors	1.83	\$71,132
Other nonresidential exterior contractors	1.70	\$62,829
New Single-Family Housing Construction (except For-Sale Builders)	1.69	\$68,421
Residential tile and terrazzo contractors	1.67	\$52,903
Residential finish carpentry contractors	1.60	\$48,548
Nonresidential finish carpentry contractors	1.57	\$60,085
Water and Sewer Line and Related Structures Construction	1.54	\$81,476
Land Subdivision	1.53	\$76,222
Nonresidential site preparation contractors	1.49	\$62,328
Residential glass and glazing contractors	1.45	\$56,534
Residential siding contractors	1.43	\$58,737

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of industry:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Industry Concentrations and Wages (45-Minute Drive Time)

Construction:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Residential poured foundation contractors	1.40	\$61,777
Residential flooring contractors	1.32	\$49,221
All other nonresidential trade contractors	1.29	\$78,276
All other residential trade contractors	1.27	\$50,060
Residential structural steel contractors	1.26	\$67,813
Residential painting contractors	1.22	\$46,664
Nonresidential flooring contractors	1.20	\$73,333

Source: JobsEQ (2025Q1)

Transportation and Warehousing:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Packing and Crating	8.66	\$46,881
Other Warehousing and Storage	3.39	\$48,553
Specialized Freight (except Used Goods) Trucking, Local	1.87	\$63,696
General Freight Trucking, Long-Distance, Less Than Truckload	1.82	\$56,162
Scenic and Sightseeing Transportation, Land	1.45	\$39,310
General Freight Trucking, Long-Distance, Truckload	1.26	\$61,414

Source: JobsEQ (2025Q1)

Professional Services:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Surveying and Mapping (except Geophysical) Services	2.27	\$62,843
Advertising Material Distribution Services	1.73	\$88,061
Landscape Architectural Services	1.50	\$65,514
Veterinary Services	1.37	\$48,038

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of industry:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Industry Concentrations and Wages (45-Minute Drive Time)

Manufacturing:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Knit Fabric Mills	39.24	\$44,211
Nonferrous Metal (except Copper and Aluminum) Rolling, Drawing, and Extruding	38.48	\$71,679
Other Pressed and Blown Glass and Glassware Manufacturing	26.20	\$79,680
Apparel Knitting Mills	24.06	\$32,612
Surface Active Agent Manufacturing	21.84	\$70,947
Heavy Duty Truck Manufacturing	18.18	\$67,372
Fiber, Yarn, and Thread Mills	17.34	\$45,254
Rope, Cordage, Twine, Tire Cord, and Tire Fabric Mills	14.71	\$50,221
Upholstered Household Furniture Manufacturing	13.21	\$40,316
Construction Machinery Manufacturing	11.53	\$69,702
Broadwoven Fabric Mills	11.42	\$50,674
Battery Manufacturing	10.58	\$67,479
Flat Glass Manufacturing	10.41	\$57,305
Plumbing Fixture Fitting and Trim Manufacturing	10.02	\$58,100
Plastics Pipe and Pipe Fitting Manufacturing	10.01	\$76,416
Curtain and Linen Mills	9.92	\$44,499
Other Millwork (including Flooring)	9.91	\$73,819
Clay Building Material and Refractories Manufacturing	9.63	\$60,444
Mattress Manufacturing	9.15	\$66,987
Artificial and Synthetic Fibers and Filaments Manufacturing	9.05	\$72,624
Biological Product (except Diagnostic) Manufacturing	8.62	\$86,034
Textile and Fabric Finishing Mills	8.55	\$48,989
Reconstituted Wood Product Manufacturing	8.54	\$82,167
Manufactured Home (Mobile Home) Manufacturing	8.43	\$61,344
Wood Window and Door Manufacturing	8.12	\$87,861
Noncurrent-Carrying Wiring Device Manufacturing	7.78	\$56,000
Cutting Tool and Machine Tool Accessory Manufacturing	6.82	\$56,104

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of industry:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Industry Concentrations and Wages (45-Minute Drive Time)

Manufacturing:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Cutting Tool and Machine Tool Accessory Manufacturing	6.82	\$56,104
Cut Stock, Resawing Lumber, and Planing	6.72	\$52,114
Coffee and Tea Manufacturing	6.38	\$59,081
Poultry Processing	6.11	\$43,568
Flavoring Syrup and Concentrate Manufacturing	6.05	\$93,539
Pulp Mills	5.78	\$65,641
Adhesive Manufacturing	5.77	\$65,237
Showcase, Partition, Shelving, and Locker Manufacturing	5.73	\$41,593
Plate Work Manufacturing	5.48	\$61,105
All Other Miscellaneous Textile Product Mills	5.34	\$44,307
Breakfast Cereal Manufacturing	5.29	\$111,224
Tire Manufacturing (except Retreading)	5.29	\$72,157
Nonwoven Fabric Mills	5.10	\$70,345
Wood Office Furniture Manufacturing	5.04	\$53,602
Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing	4.96	\$70,617
Ball and Roller Bearing Manufacturing	4.65	\$56,705
Narrow Fabric Mills and Schiffli Machine Embroidery	4.64	\$59,516
Glass Container Manufacturing	4.64	\$108,243
Saw Blade and Handtool Manufacturing	4.59	\$73,488
Sawmills	4.50	\$69,769
Motor Vehicle Transmission and Power Train Parts Manufacturing	4.28	\$63,573
Mechanical Power Transmission Equipment Manufacturing	4.25	\$56,142
Measuring, Dispensing, and Other Pumping Equipment Manufacturing	4.23	\$82,078
All Other Miscellaneous Wood Product Manufacturing	4.01	\$47,014
Carpet and Rug Mills	3.94	\$41,917
Toilet Preparation Manufacturing	3.93	\$75,194
Polystyrene Foam Product Manufacturing	3.93	\$67,594

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of industry:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Industry Concentrations and Wages (45-Minute Drive Time)

Manufacturing:

INDUSTRY	LQ	AVG. ANNUAL WAGES
All Other Plastics Product Manufacturing	3.77	\$52,910
Concrete Pipe Manufacturing	3.74	\$63,292
Wood Container and Pallet Manufacturing	3.73	\$44,679
Nonupholstered Wood Household Furniture Manufacturing	3.65	\$39,119
Totalizing Fluid Meter and Counting Device Manufacturing	3.60	\$75,707
Power-Driven Handtool Manufacturing	3.56	\$71,340
Motor Vehicle Gasoline Engine and Engine Parts Manufacturing	3.55	\$74,247
Engineered Wood Member Manufacturing	3.51	\$64,236
Corrugated and Solid Fiber Box Manufacturing	3.41	\$69,091
Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	3.39	\$64,198
Hardware Manufacturing	3.32	\$78,271
Footwear Manufacturing	3.28	\$42,731
All Other Converted Paper Product Manufacturing	3.27	\$52,175
Small Arms, Ordnance, and Ordnance Accessories Manufacturing	3.21	\$69,069
Motor and Generator Manufacturing	3.21	\$69,939
Institutional Furniture Manufacturing	3.20	\$63,753
Fabric Coating Mills	3.18	\$80,168
Iron Foundries	3.05	\$58,371
All Other Transportation Equipment Manufacturing	3.03	\$73,828
Custom Architectural Woodwork and Millwork Manufacturing	2.98	\$56,452
Hardwood Veneer and Plywood Manufacturing	2.92	\$54,218
Paper Bag and Coated and Treated Paper Manufacturing	2.85	\$70,122
Current-Carrying Wiring Device Manufacturing	2.84	\$68,140
All Other Miscellaneous Nonmetallic Mineral Product Manufacturing	2.75	\$66,418
Wood Preservation	2.67	\$61,348
Metal Window and Door Manufacturing	2.64	\$65,571
Household Furniture (except Wood and Upholstered) Manufacturing	2.59	\$52,715

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of industry:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Industry Concentrations and Wages (45-Minute Drive Time)

Manufacturing:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Pesticide and Other Agricultural Chemical Manufacturing	2.56	\$63,811
Leather and Hide Tanning and Finishing	2.52	\$48,369
Custom Compounding of Purchased Resins	2.47	\$49,488
Plastics Bag and Pouch Manufacturing	2.47	\$73,269
Apparel Accessories and Other Apparel Manufacturing	2.45	\$36,910
Cut and Sew Apparel Manufacturing (except Contractors)	2.39	\$40,961
Plastics Packaging Film and Sheet (including Laminated) Manufacturing	2.36	\$55,087
Office Furniture (except Wood) Manufacturing	2.36	\$66,519
Sanitary Paper Product Manufacturing	2.35	\$64,588
Aluminum Foundries (except Die-Casting)	2.35	\$56,803
Urethane and Other Foam Product (except Polystyrene) Manufacturing	2.31	\$42,038
Pottery, Ceramics, and Plumbing Fixture Manufacturing	2.22	\$40,760
Aluminum Sheet, Plate, and Foil Manufacturing	2.21	\$81,823
Metal Crown, Closure, and Other Metal Stamping (except Automotive)	2.13	\$57,736
Folding Paperboard Box Manufacturing	2.08	\$58,632
Cut Stone and Stone Product Manufacturing	2.07	\$56,056
Wood Kitchen Cabinet and Countertop Manufacturing	2.07	\$49,251
Surgical and Medical Instrument Manufacturing	2.07	\$90,030
Analytical Laboratory Instrument Manufacturing	2.00	\$75,822
Motor Vehicle Body Manufacturing	1.88	\$46,719
Ornamental and Architectural Metal Work Manufacturing	1.86	\$60,549
Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	1.85	\$52,261
Musical Instrument Manufacturing	1.85	\$50,250
Tire Retreading	1.84	\$66,108
Machine Shops	1.84	\$59,947
Fabricated Structural Metal Manufacturing	1.83	\$60,874
Food Product Machinery Manufacturing	1.81	\$54,930

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of industry:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Industry Concentrations and Wages (45-Minute Drive Time)

Manufacturing:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Flour Milling	1.76	\$76,851
Rendering and Meat Byproduct Processing	1.76	\$53,861
Malt Manufacturing	1.75	\$98,951
Speed Changer, Industrial High-Speed Drive, and Gear Manufacturing	1.73	\$47,918
Fabricated Pipe and Pipe Fitting Manufacturing	1.70	\$61,390
Turbine and Turbine Generator Set Units Manufacturing	1.70	\$96,171
Books Printing	1.69	\$48,828
Paper Mills	1.66	\$77,666
Nonchocolate Confectionery Manufacturing	1.65	\$61,220
Petroleum Lubricating Oil and Grease Manufacturing	1.65	\$62,675
Other Aluminum Rolling, Drawing, and Extruding	1.65	\$60,258
Other Animal Food Manufacturing	1.62	\$59,998
All Other Miscellaneous Fabricated Metal Product Manufacturing	1.61	\$52,644
Heating Equipment (except Warm Air Furnaces) Manufacturing	1.60	\$53,559
Industrial Process Furnace and Oven Manufacturing	1.53	\$66,861
Other Leather and Allied Product Manufacturing	1.50	\$40,881
Ready-Mix Concrete Manufacturing	1.46	\$67,151
Gypsum Product Manufacturing	1.45	\$73,641
Commercial and Service Industry Machinery Manufacturing	1.43	\$71,681
All Other Industrial Machinery Manufacturing	1.42	\$67,096
Power, Distribution, and Specialty Transformer Manufacturing	1.42	\$62,264
Sawmill, Woodworking, and Paper Machinery Manufacturing	1.41	\$52,695
Sign Manufacturing	1.41	\$55,301
Pharmaceutical Preparation Manufacturing	1.40	\$125,962
Prefabricated Wood Building Manufacturing	1.39	\$45,294
Other Nonferrous Metal Foundries (except Die-Casting)	1.39	\$53,259
Blind and Shade Manufacturing	1.35	\$40,247

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of industry:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Industry Concentrations and Wages (45-Minute Drive Time)

Manufacturing:

INDUSTRY	LQ	AVG. ANNUAL WAGES
Cut and Sew Apparel Contractors	1.34	\$24,148
Commercial Printing (except Screen and Books)	1.34	\$50,246
Commercial Screen Printing	1.33	\$39,169
Railroad Rolling Stock Manufacturing	1.30	\$63,227
Machine Tool Manufacturing	1.29	\$74,878
Electric Lamp Bulb and Other Lighting Equipment Manufacturing	1.28	\$71,764
Other Motor Vehicle Parts Manufacturing	1.25	\$51,760
Textile Bag and Canvas Mills	1.23	\$42,012

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of occupations:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Occupation Concentrations and Industries to Promote them to (45-Minute Drive Time)

Production Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Textile Knitting and Weaving Machine Setters, Operators, and Tenders	10.71	Fabric and Textile, Rubber Mfg.
Textile Winding, Twisting, and Drawing Out Machine Setters, Operators, and Tenders	10.69	Fabric and Textile, Rubber, Plastic, and Chemical Mfg.
Textile Bleaching and Dyeing Machine Operators and Tenders	8.03	Fabric and Textile Mfg., Animal Processing
Extruding and Forming Machine Setters, Operators, and Tenders, Synthetic and Glass Fibers	6.66	Fabric and Textile, Chemical, Glass/Glass Product, Food and Beverage Mfg.
Upholsterers	6.28	Furniture and Related Product, Transportation Equipment Mfg.
Tire Builders	6.25	Furniture and Related Product, Transportation Equipment Mfg.
Textile, Apparel, and Furnishings Workers, All Other	5.98	Fabric and Textile Mfg.
Cutters and Trimmers, Hand	5.96	Fabric and Textile, Furniture and Related Product, Rubber, Primary Metal Mfg.
Textile Cutting Machine Setters, Operators, and Tenders	5.28	Fabric and Textile, Furniture and Related Product, Transportation Equipment Mfg.
Woodworking Machine Setters, Operators, and Tenders, Except Sawing	5.14	Wood Product, Furniture and Related Product Mfg.
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	4.87	Plastics, Primary Metal, Fabricated Metal, Electrical Equipment/Component, Rubber, Plastic, and Chemical Mfg.
Sawing Machine Setters, Operators, and Tenders, Wood	4.57	Wood Product, Furniture and Related Product Mfg.
Adhesive Bonding Machine Operators and Tenders	4.40	Paper, Plastics, Aerospace Product/Parts, Furniture and Related Product, Rubber Product Mfg.
Sewing Machine Operators	4.07	Fabric and Textile, Transportation Equipment Mfg.
Slaughterers and Meat Packers	4.02	Animal Processing
Woodworkers, All Other	3.32	Wood Product, Furniture and Related Product Mfg.
Furnace, Kiln, Oven, Drier, and Kettle Operators and Tenders	3.13	Cement/Concrete, Wood Product, Glass/Glass Product, Plastics Mfg.
Furniture Finishers	3.06	Furniture and Related Product Mfg., Warehousing and Storage
Food Processing Workers, All Other	2.96	Animal Processing, Food and Beverage Mfg.

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of occupations:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Occupation Concentrations and Industries to Promote them to (45-Minute Drive Time)

Production Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Cutting and Slicing Machine Setters, Operators, and Tenders	2.93	Paper, Cement/Concrete, Rubber, Plastics Mfg.
Shoe Machine Operators and Tenders	2.86	Leather and Related Product Mfg.
Fabric and Apparel Patternmakers	2.84	Fabric and Textile, Furniture and Related Product Mfg.
Meat, Poultry, and Fish Cutters and Trimmers	2.81	Animal Processing, Food and Beverage Mfg.
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	2.80	Plastics, Rubber, Primary Metals, Transportation Equipment, Fabricated Metals, Aerospace Products/Parts, Mfg.
Cooling and Freezing Equipment Operators and Tenders	2.44	Animal Processing, Food and Beverage Mfg., Warehousing and Storage
Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	2.39	Rubber, Plastics, Cement/Concrete, Paper, Food, Glass/Glass Product, Transportation Equipment, Medical Equipment Mfg.
Production Workers, All Other	2.37	All Manufacturing
Paper Goods Machine Setters, Operators, and Tenders	2.33	Paper and Plastics Mfg.
Coil Winders, Tapers, and Finishers	2.30	Electrical Equipment, Semiconductor, Primary Metals, Fabricated Metals, Transportation Equipment, Mfg.
Patternmakers, Wood	2.12	Wood Product Mfg.
Patternmakers, Metal and Plastic	2.11	Primary Metals, Fabricated Metals, Machinery, Aerospace Product/Parts Mfg.
Tool Grinders, Filers, and Sharpeners	2.08	Wood Product, Aerospace Product/Parts, Machinery Mfg., Animal Processing
Cabinetmakers and Bench Carpenters	2.07	Wood Product, Transportation Equipment, Furniture and Related Product Mfg.
Chemical Plant and System Operators	1.99	Chemical, Pharmaceutical/Medicine, Petroleum/Coal Product Mfg.
Metal-Refining Furnace Operators and Tenders	1.97	Primary Metals, Transportation Equipment, Fabricated Metals, Aerospace Product/Parts, Cement/Concrete Mfg.
Team Assemblers	1.96	All Manufacturing
Model Makers, Wood	1.92	Furniture and Related Product Mfg.

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of occupations:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Occupation Concentrations and Industries to Promote them to (45-Minute Drive Time)

Production Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Grinding and Polishing Workers, Hand	1.92	Plastics, Transportation Equipment, Fabricated Metal, Machinery, Primary Metal Mfg.
Molders, Shapers, and Casters, Except Metal and Plastic	1.87	Cement/Concrete, Glass/Glass Product, Rubber, Plastics, Medical Equipment/Supplies Mfg.
Mixing and Blending Machine Setters, Operators, and Tenders	1.85	Chemical, Cement/Concrete, Food and Beverage, Petroleum/Coal Products Mfg.
Shoe and Leather Workers and Repairers	1.77	Furniture and Related Product, Fabric and Textile Mfg.
Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	1.76	Fabricated Metal, Primary Metal, Aerospace Product/Parts, Medical Equipment/Supplies, Plastics, Machinery, Furniture and Related Product Mfg.
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	1.76	All Manufacturing
Tool and Die Makers	1.70	All Manufacturing
Computer Numerically Controlled Tool Programmers	1.69	All Manufacturing
Helpers--Production Workers	1.66	All Manufacturing
Assemblers and Fabricators, All Other	1.65	All Manufacturing
Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	1.65	Food and Beverage, Cement/Concrete, Glass/Glass Product, Plastic Mfg.
First-Line Supervisors of Production and Operating Workers	1.63	All Manufacturing
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1.62	Plastic, Transportation Equipment, Fabricated Metal, Machinery, Medical Equipment/Supplies, Aerospace Product/Parts Mfg.
Forging Machine Setters, Operators, and Tenders, Metal and Plastic	1.58	Fabricated Metal, Primary Metal, Transportation Equipment, Plastics, Spring and Wire Product, Machinery Mfg.
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1.56	Primary Metal, Fabricated Metal, Aerospace Product/Parts, Machinery, Medical Equipment/Supplies, Spring and Wire Product Mfg.
Engine and Other Machine Assemblers	1.48	Transportation Equipment, Machinery, Aerospace Product/Parts, Electrical Equipment/Appliance and Components, Fabricated Metal Mfg.

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of occupations:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Occupation Concentrations and Industries to Promote them to (45-Minute Drive Time)

Production Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Inspectors, Testers, Sorters, Samplers, and Weighers	1.47	Plastic, Aerospace Product/Parts, Transportation Equipment, Semiconductor, Fabricated Metal, Medical Equipment/Supplies Mfg., Animal Processing, Warehousing and Storage
Heat Treating Equipment Setters, Operators, and Tenders, Metal and Plastic	1.46	Primary Metal, Fabricated Metal, Aerospace Product/Parts, Plastic, Machinery Mfg.
Metal Workers and Plastic Workers, All Other	1.46	Plastic, Fabricated Metal, Aerospace Product/Parts, Electrical Equipment/Components, Semiconductor, Transportation Equipment Mfg.
Welders, Cutters, Solderers, and Brazers	1.45	All Metal and Machinery-related Mfg.
Machinists	1.42	All Metal and Machinery-related Mfg.
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1.41	Fabricated Metal, Transportation Equipment, Plastics, Machinery Mfg.
Structural Metal Fabricators and Fitters	1.40	Fabricated Metal, Transportation Equipment, Plastics, Machinery Mfg.
Packaging and Filling Machine Operators and Tenders	1.39	Food and Beverage, Pharmaceutical/Medicine, Plastics, Chemical Mfg, Animal Processing
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	1.38	Plastic, Medical Equipment/Supplies, Transportation Equipment, Machinery, All Metal Mfg.
Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1.36	Plastic, Medical Equipment/Supplies, Transportation Equipment, Machinery, All Metal Mfg.
Sewers, Hand	1.33	Fabric and Textile, Plastic Mfg.
Painting, Coating, and Decorating Workers	1.28	All Manufacturing
Computer Numerically Controlled Tool Operators	1.27	All Manufacturing
Dental Laboratory Technicians	1.26	Medical Equipment/Supplies Mfg.
Printing Press Operators	1.22	Fabric and Textile, Printing/Support Activities Mfg.
Print Binding and Finishing Workers	1.21	Printing/Support Activities Mfg.
Butchers and Meat Cutters	1.20	Animal Processing

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of occupations:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Occupation Concentrations and Industries to Promote them to (45-Minute Drive Time)

Transportation and Material Moving Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Machine Feeders and Offbearers	2.39	Fabricated Metal, Food and Beverage, Wood Product, Paper Mfg., Animal Processing, Warehousing and Storage
Dredge Operators	2.01	Food and Beverage, Petroleum/Coal Product Mfg., Warehousing and Storage
Refuse and Recyclable Material Collectors	2.00	All Transportation/Logistics
Packers and Packagers, Hand	1.42	All Transportation/Logistics
Industrial Truck and Tractor Operators	1.32	All Transportation/Logistics
Laborers and Freight, Stock, and Material Movers, Hand	1.31	All Transportation/Logistics
Heavy and Tractor-Trailer Truck Drivers	1.30	All Transportation/Logistics
Hoist and Winch Operators	1.29	Wood Product, Plastics Mfg., Warehousing and Storage
Automotive and Watercraft Service Attendants	1.27	Transportation Equipment Mfg.
Cleaners of Vehicles and Equipment	1.26	Food and Beverage Mfg., Animal Processing

Source: JobsEQ (2025Q1)

Installation, Maintenance, and Repair Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Manufactured Building and Mobile Home Installers	4.04	Wood Product, Fabricated Metal Mfg.
Maintenance Workers, Machinery	2.82	All Manufacturing
Motorcycle Mechanics	1.73	Transportation Equipment Mfg.
Outdoor Power Equipment and Other Small Engine Mechanics	1.71	Transportation Equipment Mfg.
Industrial Machinery Mechanics	1.65	All Manufacturing
Automotive Glass Installers and Repairers	1.57	Transportation Equipment Mfg.
Electrical Power-Line Installers and Repairers	1.53	All Manufacturing
Automotive Body and Related Repairers	1.52	Transportation Equipment Mfg.
Helpers—Installation, Maintenance, and Repair Workers	1.47	All Manufacturing
Automotive Service Technicians and Mechanics	1.45	Transportation Equipment Mfg.
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1.44	All Manufacturing

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of occupations:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Occupation Concentrations and Industries to Promote them to (45-Minute Drive Time)

Installation, Maintenance, and Repair Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Millwrights	1.32	Wood Product, Paper, Fabricated Metal, Primary Metal Mfg.
Tire Repairers and Changers	1.30	Rubber Product Mfg.
Electric Motor, Power Tool, and Related Repairers	1.28	Transportation Equipment Mfg.
Motorboat Mechanics and Service Technicians	1.28	Transportation Equipment Mfg.
Bus and Truck Mechanics and Diesel Engine Specialists	1.26	Transportation Equipment Mfg.
Refractory Materials Repairers, Except Brickmasons	1.25	Primary Metal, Petroleum/Coal Product, Rubber, Concrete/Cement, Plastic Mfg.
Locksmiths and Safe Repairers	1.22	All Manufacturing
Mechanical Door Repairers	1.21	Fabricated Metal Mfg.

Source: JobsEQ (2025Q1)

Construction and Extraction Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Helpers--Electricians	3.52	All Manufacturing and Construction
Pipelayers	3.06	All Manufacturing and Construction
Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters	2.63	All Manufacturing and Construction
Floor Sanders and Finishers	2.22	Wood Product, Transportation Equipment Mfg.
Brickmasons and Blockmasons	2.11	All Manufacturing and Construction
Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	1.97	All Manufacturing and Construction
Construction Laborers	1.46	All Manufacturing and Construction
First-Line Supervisors of Construction Trades and Extraction Workers	1.45	All Manufacturing and Construction
Rock Splitters, Quarry	1.39	Cement/Concrete, Glass/Glass Product, Petroleum/Coal Product Mfg.
Plumbers, Pipefitters, and Steamfitters	1.36	All Manufacturing and Construction
Helpers--Roofers	1.36	All Manufacturing and Construction
Operating Engineers and Other Construction Equipment Operators	1.34	All Manufacturing and Construction

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of occupations:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Occupation Concentrations and Industries to Promote them to (45-Minute Drive Time)

Construction and Extraction Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Electricians	1.34	All Manufacturing and Construction
Terrazzo Workers and Finishers	1.32	All Manufacturing and Construction
Extraction Workers, All Other	1.32	All Manufacturing and Construction
Segmental Pavers	1.30	All Manufacturing and Construction
Fence Erectors	1.28	Fabricated Metal Mfg.
Cement Masons and Concrete Finishers	1.26	Cement/Concrete Product Mfg.
Septic Tank Servicers and Sewer Pipe Cleaners	1.25	All Manufacturing
Reinforcing Iron and Rebar Workers	1.22	Fabricated Metal Mfg.
Construction and Related Workers, All Other	1.21	All Manufacturing and Construction
Sheet Metal Workers	1.20	Fabricated Metal, Transportation Equipment, Machinery Mfg.

Source: JobsEQ (2025Q1)

Engineering and Science Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Life Scientists, All Other	1.70	Pharmaceutical/Medicine, Medical Equipment/Supply, Computer and Electronic Product Mfg.
Chemists	1.47	Pharmaceutical/Medicine, Chemical, Petroleum/Coal Product, Computer and Electronic Product Mfg.
Drafters, All Other	1.45	Furniture and Related Product, Fabricated Metal, Transportation Equipment, Medical Equipment/Supplies, Cement/Concrete, Wood Product Mfg.
Surveying and Mapping Technicians	1.36	Construction
Foresters	1.32	Wood Product Mfg.
Landscape Architects	1.31	Construction
Industrial Engineers	1.21	All Manufacturing

Source: JobsEQ (2025Q1)

APPENDIX 5

INDUSTRY AND OCCUPATION CONCENTRATIONS HIGHER THAN THE NATIONAL AVERAGE

Montgomery County boasts the following concentrations of occupations:

ABOVE THE NATIONAL AVERAGE IN THE FOLLOWING:

Occupation Concentrations and Industries to Promote them to (45-Minute Drive Time)

Farming, Fishing, and Forestry Occupations:

SKILLED OCCUPATIONS	LQ	PROMOTE TO THESE INDUSTRIES
Log Graders and Scalers	3.15	Wood and Paper Product Mfg.
Logging Equipment Operators	2.97	Wood Product Mfg.
Fallers	2.92	Wood Product Mfg.
Logging Workers, All Other	2.40	Wood Product Mfg.
Farmworkers, Farm, Ranch, and Aquacultural Animals	1.50	Animal Processing
Animal Breeders	1.47	Animal Processing

Source: JobsEQ (2025Q1)

APPENDIX 6

COLLEGES AND UNIVERSITIES WITHIN A 45-MINUTE DRIVE TIME AND PROGRAMS OFFERED

45-MIN DRIVE TIME

PROGRAM NAME	MONTGOMERY COMMUNITY COLLEGE	CABARRUS COLLEGE OF HEALTH SCIENCES	CATAWBA COLLEGE	CENTRAL CAROLINA COMMUNITY COLLEGE	DAVIDSON-DAVIE COMMUNITY COLLEGE	LIVINGSTONE COLLEGE	PFEIFFER UNIVERSITY	RANDOLPH COMMUNITY COLLEGE	RICHMOND COMMUNITY COLLEGE	ROWAN-CABARRUS COMMUNITY COLLEGE	SANDHILLS COMMUNITY COLLEGE	SOUTH PIEDMONT COMMUNITY COLLEGE	STANLY COMMUNITY COLLEGE	WINGATE UNIVERSITY	PROMOTE TO THIS INDUSTRY
Autobody/ Collision and Repair Technology/ Technician				X				X			X		X		Metal-related Mfg.
Automation Engineer Technology/ Technician								X							Machinery, Fabricated Metals, and Primary Metal Mfg.
Automobile/ Automotive Mechanics Technology/ Technician	X			X	X			X		X	X	X			Installation, Maintenance, and Repair Operations; All Manufacturing; Rail Transportation
Biochemistry			X												Pharmaceutical/ Medicine and Chemical Mfg.
Biology/Biological Sciences, General			X			X	X							X	Food Mfg. and Animal Processing
Biomedical Sciences, General		X													Pharmaceutical/ Medicine and Medical Equipment/Supplies Mfg.
Biomedical Technology/ Technician													X		Pharmaceutical/ Medicine, Medical Equipment/Supplies, and Chemical Mfg.
Biotechnology										X					Pharmaceutical/ Medicine, Medical Equipment/Supplies, and Chemical Mfg.
Cabinetmaking and Millwork				X											Wood Product Mfg.
Chemistry, General			X				X							X	Pharmaceutical/ Medicine, Medical Equipment/Supplies, and Chemical Mfg.
Computer and Information Sciences, General			X			X	X								All Manufacturing

Source: JobsEQ Data as of the 2022-2023 academic year.

APPENDIX 6

COLLEGES AND UNIVERSITIES WITHIN A 45-MINUTE DRIVE TIME AND PROGRAMS OFFERED

45-MIN DRIVE TIME															
PROGRAM NAME	MONTGOMERY COMMUNITY COLLEGE	CABARRUS COLLEGE OF HEALTH SCIENCES	CATAWBA COLLEGE	CENTRAL CAROLINA COMMUNITY COLLEGE	DAVIDSON-DAVIE COMMUNITY COLLEGE	LIVINGSTONE COLLEGE	PFEIFFER UNIVERSITY	RANDOLPH COMMUNITY COLLEGE	RICHMOND COMMUNITY COLLEGE	ROWAN-CABARRUS COMMUNITY COLLEGE	SANDHILLS COMMUNITY COLLEGE	SOUTH PIEDMONT COMMUNITY COLLEGE	STANLY COMMUNITY COLLEGE	WINGATE UNIVERSITY	PROMOTE TO THIS INDUSTRY
Computer Engineering Technology/ Technician				X					X		X		X		All Manufacturing
Computer Programming, Specific Applications											X				All Manufacturing
Computer Programming/ Programmer, General											X				All Manufacturing
Computer Numerically Controlled (CNC) Machinist Technology/ CNC Machinist				X	X			X	X	X			X		All Manufacturing
Cyber/Computer Forensics and Counterterrorism												X			All Manufacturing
Diesel Mechanics Technology/ Technician								X		X					All Manufacturing; Transportation and Logistics
Electrical and Power Transmission Installation/Installer, General									X						All Manufacturing
Electrical, Electronic, and Communications Engineering Technology/ Technician				X	X				X	X			X		All Manufacturing
Electrical/Electronic Engineering Technologies/ Technicians, Other				X				X							All Manufacturing
Electrician	X			X				X	X			X	X		All Manufacturing
Electromechanical Technologies/ Technicians, Other	X			X	X			X	X	X	X	X			All Manufacturing
Energy Systems Technology/ Technician				X											All Manufacturing
Environmental Science			X				X								All Manufacturing
Environmental Studies			X				X								All Manufacturing

Source: JobsEQ Data as of the 2022-2023 academic year.

APPENDIX 6

COLLEGES AND UNIVERSITIES WITHIN A 45-MINUTE DRIVE TIME AND PROGRAMS OFFERED

45-MIN DRIVE TIME

PROGRAM NAME	MONTGOMERY COMMUNITY COLLEGE	CABARRUS COLLEGE OF HEALTH SCIENCES	CATAWBA COLLEGE	CENTRAL CAROLINA COMMUNITY COLLEGE	DAVIDSON-DAVIE COMMUNITY COLLEGE	LIVINGSTONE COLLEGE	PFEIFFER UNIVERSITY	RANDOLPH COMMUNITY COLLEGE	RICHMOND COMMUNITY COLLEGE	ROWAN-CABARRUS COMMUNITY COLLEGE	SANDHILLS COMMUNITY COLLEGE	SOUTH PIEDMONT COMMUNITY COLLEGE	STANLY COMMUNITY COLLEGE	WINGATE UNIVERSITY	PROMOTE TO THIS INDUSTRY
Gunsmithing/ Gunsmith	X														Installation, Maintenance, and Repair Operations; All Manufacturing
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance Technology/ Technician	X			X	X				X	X		X	X		Food, Chemical, and Metal Product Mfg.
Industrial Mechanics and Maintenance Technology/ Technician	X														All Manufacturing
Industrial Production Technologies/ Technicians, Other								X							All Manufacturing
Industrial Technology/ Technician										X					All Manufacturing
Information Technology	X				X			X	X	X	X	X	X		All Manufacturing
Logistics, Materials, and Supply Chain Management					X										All Manufacturing; Transportation and Logistics
Machine Shop Technology/Assistant									X				X		Metal-related Mfg.
Management Information Systems, General			X												All Manufacturing
Manufacturing Engineering Technology/ Technician				X											All Manufacturing
Mechanical Drafting and Mechanical Drafting CAD/CADD										X					All Manufacturing
Mechanical/ Mechanical Engineering Technology/ Technician				X					X	X		X			All Manufacturing

Source: JobsEQ Data as of the 2022-2023 academic year.

APPENDIX 6

COLLEGES AND UNIVERSITIES WITHIN A 45-MINUTE DRIVE TIME AND PROGRAMS OFFERED

45-MIN DRIVE TIME

PROGRAM NAME	MONTGOMERY COMMUNITY COLLEGE	CABARRUS COLLEGE OF HEALTH SCIENCES	CATAWBA COLLEGE	CENTRAL CAROLINA COMMUNITY COLLEGE	DAVIDSON-DAVIE COMMUNITY COLLEGE	LIVINGSTONE COLLEGE	PFEIFFER UNIVERSITY	RANDOLPH COMMUNITY COLLEGE	RICHMOND COMMUNITY COLLEGE	ROWAN-CABARRUS COMMUNITY COLLEGE	SANDHILLS COMMUNITY COLLEGE	SOUTH PIEDMONT COMMUNITY COLLEGE	STANLY COMMUNITY COLLEGE	WINGATE UNIVERSITY	PROMOTE TO THIS INDUSTRY
Mechatronics, Robotics, and Automation Engineering Technology/ Technician	X								X	X		X			All Manufacturing
Medium/Heavy Vehicle and Truck Technology/ Technician					X										All Manufacturing; Transportation and Logistics
Motorcycle Maintenance and Repair Technology/ Technician				X											All Manufacturing
Pharmacy														X	Pharmaceutical/ Medicine and Chemical Mfg.
Pre-Engineering	X									X	X	X			All Manufacturing
Pre-Medicine/Pre-Medical Studies							X								Pharmaceutical/ Medicine and Chemical Mfg.
Welding Technology/ Welder	X			X	X			X	X	X		X	X		All Manufacturing

Source: JobsEQ Data as of the 2022-2023 academic year.

APPENDIX 7

HOUSING ANALYSIS

INVENTORY AND ANALYSIS:

Daytime Population Decrease – Montgomery County’s average daytime population declines by approximately 43.4%, indicating that there is a significant number of people that commute elsewhere for employment. Similarly, each of the five municipalities included in this analysis experience population decline during the day as compared to their total populations. The table below details each geography’s total population, average daytime population and the percentage of workers and non-workers included in the daytime population estimates.

Montgomery County’s Daytime Population – County and Municipalities

GEOGRAPHY	TOTAL POPULATION	DAYTIME POPULATION	WORKERS	NON-WORKERS
Montgomery County	25,916	14,996	69.38%	30.62%
Biscoe	1,931	724	91.44%	8.56%
Candor	795	322	83.54%	16.46%
Mount Gilead	1,240	536	89.93%	10.07%
Star	868	384	82.55%	17.45%
Troy	2,899	1,200	86.75%	13.25%

Source: Esri BAO (2025)

Housing Unit Distribution – The majority of housing in Montgomery County (78.9%) exists outside municipal bounds, however approximately 21% of all housing units exist within one of the five municipalities included in this analysis. The City of Troy has the highest percentage of housing units of any of the municipalities with 8% of all housing units in the County.

Based on Esri projections, net housing unit growth in Montgomery County is projected to decline over the next five years, however each of the five municipalities are anticipated to remain consistent in the number of housing units available or experience a net positive growth of between 1.7% and 2.6%. The following table outlines current housing units as well as the five-year projected change.

Housing Units by Geography (2025 vs. 2030)

GEOGRAPHY	2025	2030	5-YR PROJECTED CHANGE
Montgomery County	14,996	14,938	-0.4%
Biscoe	724	736	1.7%
Candor	322	322	0.0%
Mount Gilead	536	545	1.7%
Star	384	394	2.6%
Troy	1,200	1,200	0.0%

Source: Esri BAO (2025)

APPENDIX 7

HOUSING ANALYSIS

AGING, OBSOLETE, AND SUBSTANDARD HOUSING:

Understanding the state of the local housing stock is key in helping communities make informed decisions regarding development policies and priorities as an aging housing stock can directly impact community sustainability, safety, and affordability. According to the American Planning Association, the number of homes built prior to 1980 determines a community's concentration of aging housing stock. *The APA uses 1980 as a benchmark because the typical lifespan of major residential construction systems like plumbing, HVAC, electrical, concrete/foundation, and roofing in residential construction is approximately 40 years.* Older homes are more expensive to maintain due to maintenance, renovations, and upgrades one would expect to encounter in an aging home. Many homes built prior to 1980 face such issues as hazardous materials, escalating energy costs, faulty plumbing systems, poor ventilation, and deteriorating roofs.

In Montgomery County, 45% of all housing units were constructed prior to 1980, with the Cities of Candor and Mount Gilead have the highest percentage of housing units built prior to 1980. Based on this analysis, each municipality has an aging housing stock, and each municipality should consider implementing infrastructure (programming and funding) to assist homeowners and landlords in making critical repairs to residential structures.

The following table details each geography, the total number of housing units and the median year housing units were built. *The median year is important to note because it is the midpoint in which all housing units were constructed, meaning one-half of all units were built prior to while the remaining one-half of units were built after the median year.*

Median Year Housing Units Built by Geography

GEOGRAPHY	TOTAL HOUSING UNITS	MEDIAN YEAR CONSTRUCTED	HOUSING UNITS (#) BUILT PRIOR TO MEDIAN YEAR	NON-WORKERS
Montgomery County	14,996	1983	7,498	30.62%
Biscoe	724	1974	362	8.56%
Candor	322	1967	161	16.46%
Mount Gilead	536	1965	268	10.07%
Star	384	1974	192	17.45%
Troy	1,200	1971	600	13.25%

Source: Esri BAO (2025)

The following table details the percentage of housing units built prior to 1980 for each geography (by geography).

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HOUSING ANALYSIS

Median Year Housing Units Built by Geography

YEAR BUILT	MONTGOMERY COUNTY	BISCOE	CANDOR	MOUNT GILEAD	STAR	TROY
1939 or earlier	9.4%	14.7%	15.0%	22.1%	16.3%	9.7%
1940 to 1949	3.4%	5.3%	11.9%	6.6%	10.8%	5.2%
1950 to 1959	7.3%	5.0%	12.7%	15.1%	10.1%	20.7%
1960 to 1969	9.5%	16.1%	15.5%	11.6%	4.8%	12.3%
1970 to 1979	15.7%	20.7%	21.2%	12.7%	18.9%	16.1%
TOTAL:	45.3%	61.8%	76.3%	68.1%	60.9%	63.9%

Source: Esri BAO (2025); ACS 5-Year Estimate (2023)

Obsolete and Substandard Housing – We analyzed data from the most recent ACS to identify the number of properties that are functionally obsolete or substandard in Montgomery County and each geography included in this analysis. It is generally accepted that substandard housing units are defined in one of two ways:

1. 3% of all units built before 1939 are functionally obsolete, and
2. Units without complete plumbing and/or kitchen facilities.

These figures are provided in the following table for each geography included in this analysis. It is important to note that there is likely overlap among these categories of units (substandard and obsolete), so they are not added together to avoid duplication.

Obsolete and Substandard Housing Units

METRIC	MONTGOMERY COUNTY	BISCOE	CANDOR	MOUNT GILEAD	STAR	TROY
3% of Housing Units Constructed Prior to 1939	42	4	2	5	2	4
Units without Complete Plumbing	7	0	0	0	0	0
Units without Complete Kitchen Facilities	94	10	0	0	0	0

Source: ACS 5-Year Estimate (2023)

There are at least 94 obsolete and/or substandard housing units in Montgomery County, including at least 10 in Biscoe, two in Candor, five in Mount Gilead, two in Star, and four in Troy.

APPENDIX 7

HOUSING ANALYSIS

HOUSING OCCUPANCY AND VACANCY:

Occupied Housing Units by Tenure

GEOGRAPHY	OCCUPIED HOUSING UNITS (#)	OWNER-OCCUPIED	RENTER-OCCUPIED
Montgomery County	10,404	74.50%	25.50%
Biscoe	662	64.35%	35.65%
Candor	269	71.00%	29.00%
Mount Gilead	482	68.05%	31.95%
Star	317	71.61%	28.39%
Troy	1,041	62.73%	37.27%

Source: Esri BAO (2025)

In Montgomery County, three in four occupied housing units are owner-occupied. The Cities of Troy and Biscoe have the highest percentage of renter-occupied housing (37% and 36%, respectively).

Vacant Housing Units by Geography

GEOGRAPHY	VACANT HOUSING UNITS	(%) OF ALL HOUSING UNITS
45 Min DT - Montgomery County	15,666	14%
Montgomery County	4,592	30%
Biscoe	62	7%
Candor	53	14%
Mount Gilead	54	9%
Star	67	16%
Troy	159	12%

Source: Esri BAO (2025)

Montgomery County's housing unit vacancy rate is approximately 30%, which could indicate a need for infill development/housing redevelopment in Montgomery County. The table below compares the County's (and each geography's) vacant housing to the greater 45-minute drive time.

BUILDING PERMITS:

Source: US HUD State of the Cities Data Systems- Building Permits 2013-2023

Building permit data for Montgomery County and the five municipalities included in this analysis is not available from the HUD State of the Cities Data Systems.

APPENDIX 7

HOUSING ANALYSIS

HOUSING TYPES:

Almost 92% of housing units in Montgomery County are single family, detached, structures. The following table outlines a detailed breakdown of housing units in the County by the number of units in a structure.

Housing Units by Number of Units in Structure

UNITS IN STRUCTURE	HOUSING UNITS (%)
1-Unit, Detached	0.21%
1-Unit, Attached	91.72%
2 Units	2.88%
3 or 4 Units	2.52%
5 to 9 Units	2.14%
10 to 19 Units	0.22%
20 to 49 Units	0.07%
50+ Units	0.24%

Source: ACS 5-Yr Estimate (2023)

The following table details the percentage of housing units by number of units in a structure for each municipality. Biscoe has the highest percentage of structures with five to nine units, while Troy has the highest percentage of structures with two and three or four units (duplexes, triplexes, and quadplexes). Additionally, Mount Gilead has the most diverse housing offerings while Candor has the least.

Housing Units by Number of Units in Structure - Municipalities

UNITS IN STRUCTURE	BISCOE	CANDOR	MOUNT GILEAD	STAR	TROY
1-Unit, Detached	85.69%	98.60%	81.99%	75.56%	64.31%
1-Unit, Attached	0.00%	0.47%	0.00%	0.00%	0.64%
2 Units	1.36%	0.93%	6.68%	22.22%	10.21%
3 or 4 Units	0.00%	0.00%	4.19%	0.00%	19.45%
5 to 9 Units	11.75%	0.00%	4.66%	2.22%	4.50%
10 to 19 Units	0.00%	0.00%	1.86%	0.00%	0.88%
20 to 49 Units	1.20%	0.00%	0.00%	0.00%	0.00%
50+ Units	0.00%	0.00%	0.62%	0.00%	0.00%

Source: ACS 5-Yr Estimate (2023)

Only 5.4% of housing in Montgomery County is Missing Middle Housing, defined as buildings containing between two and four units, indicating that there is potential opportunity for this type of housing development. Missing Middle Housing development embraces smart land use practices while increasing the affordability of housing units for Montgomery County's workforce.

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HOUSING ANALYSIS

HOUSING AFFORDABILITY:

Over the next five years, the County's median household income is projected to increase at a rate slightly trailing that of the 45-minute drive time region, the state, and the nation, while median home values are projected to increase at a much slower rate than other geographies in this comparison. **Montgomery County's median household income is still being outpaced by rising home values, but the projected change for each is better aligned for maintaining the current level of housing affordability in the community.**

Home values throughout the greater 45-minute drive time region are projected to increase at three-times the rate of household incomes, which will lead to a significant misalignment in wages and housing affordability.

Comparison: Median Household Income Change (2025 – 2030)

GEOGRAPHY	2025	2030	CHANGE (%)
Montgomery County	\$57,370	\$63,928	11.43%
45-Minute Drive Time	\$61,785	\$69,309	12.78%
North Carolina	\$74,690	\$84,964	13.76%
United States	\$81,624	\$92,476	13.29%

Source: Esri BAO (2025):

Comparison: Median Home Value Change (2025 – 2030)

GEOGRAPHY	2025	2030	CHANGE (%)
Montgomery County	\$226,038	\$256,499	13.48%
45-Minute Drive Time	\$253,483	\$339,611	33.98%
North Carolina	\$334,561	\$419,227	25.31%
United States	\$370,578	\$440,921	18.98%

Source: Esri BAO (2025):

APPENDIX 7

HOUSING ANALYSIS

Cost Burdened Households – Households are cost burdened when they spend 30% or more of their monthly household income on housing costs (expenses like mortgage, rent, utilities, insurance, and taxes). In Montgomery County, one in five homeowners and one in four renters are considered cost burdened.

Cost Burdened Households

GEOGRAPHY	TOTAL (#)	COST BURDENED (%)
Occupied Households	10,075	20.4%
Owner-Occupied Households	7,368	19%
Renter-Occupied Households	2,707	24%

Source: ACS 5-Yr Estimate (2023)

HOUSING IMBALANCE:

We compared existing household incomes along with owner-occupied housing values and current renter-occupied housing to determine Montgomery County's current housing imbalance.

In the table below, the imbalance column (far right) indicates the number of households (by annual income) outpacing housing units they can afford (**red**) and the surplus of housing units affordable to households in the community (**green**).

Montgomery County's Housing Imbalance

HOUSEHOLD INCOME	NUMBER OF HOUSEHOLDS	OWNER-OCCUPIED UNITS	RENTER-OCCUPIED UNITS	TOTAL HOUSING UNITS	IMBALANCE
< \$10,000	395	288	746	1,034	639
\$10,000 to \$14,999	644	179	160	339	305
\$15,000 to \$24,999	884	554	1,139	1,693	809
\$25,000 to \$34,999	936	734	417	1,151	215
\$35,000 to \$49,999	1,635	970	60	1,030	605
\$50,000 to \$74,999	2,000	1,417	109	1,526	474
\$75,000 to \$99,999	1,395	1,069	9	1,078	317
\$100,000 to \$149,999	1,415	1,209	0	1,209	206
\$150,000 to \$199,999	500	554	13	567	67
\$200,000 +	600	524	--	524	76

Source: Esri BAO (2025); Strategic Location Advisors, LLC

APPENDIX 7

HOUSING ANALYSIS

CURRENT HOUSING MARKET:

Based on current market conditions, the following price points can be supported by the following household incomes. These estimates are based on the following assumptions:

1. Rental rates are between 20% and 30% of monthly income
2. For-sale price points are based on:
 - Other monthly debt is no more than 10% of income
 - Mortgage rate is 6.75% (30-year; fixed)
 - Down payment amount of at least 10% of purchase price

Affordable Price Points by Income

HOUSEHOLD INCOME	AFFORDABLE HOME PRICE	AFFORDABLE RENT
< \$10,000	< \$26,729	< \$250
\$10,000 to \$14,999	\$26,729 to \$43,320	\$250 to \$375
\$15,000 to \$24,999	\$43,321 to \$76,234	\$375 to \$625
\$25,000 to \$34,999	\$76,235 to \$115,980	\$625 to \$875
\$35,000 to \$49,999	\$115,981 to \$164,026	\$875 to \$1,250
\$50,000 to \$74,999	\$164,027 to \$250,007	\$1,250 to \$1,875
\$75,000 to \$99,999	\$250,008 to \$336,941	\$1,875 to \$2,500
\$100,000 to \$149,999	\$336,942 to \$511,695	\$2,500 to \$3,750
\$150,000 to \$199,999	\$511,696 to \$679,571	\$3,750 to \$5,000
\$200,000 +	\$679,572, +	\$5,000 +

Source: Esri BAO (2025)

See page 76 for our recommendations on new residential development.

CURRENT HOUSING MARKET: For Sale Units

Conflation of Housing Costs: Due to Montgomery County's lake and recreation access, there is a heavy concentration of converted RV homes and park model manufactured homes, which is conflating housing unit availability and affordability in the County. As of this market review, there were 205 homes listed for sale in Montgomery County, however over one-third of those units are converted RV and park model manufactured homes located within an RV/Camper lake-community. Approximately one-half of those units are 1 bed/1 bath units and average 369 square feet. These converted RV/Camper and park model homes are considered a manufactured home and while there are 76 manufactured homes on the market, only seven of them are the traditional-style single or double wide home that is not located in a RV/Camper community. The concentration of this specific type of housing is driving average and median

APPENDIX 7

HOUSING ANALYSIS

list prices down; when removing these homes from consideration in the assessment of housing in Montgomery County, the average and median list prices of a typical single-family home on the market increases by about 34%.



August 2025 Reporting for Montgomery County:

Compared to this time last year...

For-sale housing listings are up 4.7%, however sales are down 13.4%

Median Sale Prices have increased 52.5%; this could be attributed to a more than 5% decrease in the number of homes listed on the market in Montgomery County below \$250,000.

Summary - For Sale Housing Units:

	AVG. LIST PRICE	MEDIAN LIST PRICE	# UNITS	AVG. SQUARE FOOTAGE	AVG. DAYS LISTED	AVG. (\$) PER SF
All Homes	\$401,531	\$270,000	205	1,630	120	\$246.34
All Homes - No RVs/Park Models	\$538,573	\$362,400	135	2,236	100	\$240.86
Manufactured Homes - All	\$136,952	\$127,500	76	492	152	\$278.36
Manufactured Homes - No RVs/Park Models	\$181,986	\$105,000	7	879	84	\$207.04
Single Family Homes	\$561,761	\$367,950	128	2,311	101	\$243.08
Existing Single Family Homes	\$646,225	\$384,900	83	2,380	107	\$271.52
New Construction	\$405,972	\$356,800	45	2,212	87	\$183.53

Source: Zillow.com (September 2025)

New Construction Homes: New construction homes make up approximately one-third of the current stick-build housing market and are averaging around 168 square-feet smaller than existing single-family homes with average pricing per square foot being around \$184. This is around 48% less than the price per square foot of the average existing stick-built single-family home listed on the market in Montgomery County. **Given the square-footage of new construction homes, they are out of affordability reach for the County's median income**

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household, which makes approximately \$57,370 per year (Esri BAO; 2025).

Upon quick estimate using the [3X Income Rule](#), a household making the Montgomery County median income can reasonably afford to purchase a \$172,110 home; given the average cost of construction for new build housing (\$183.53) in Montgomery County, this home could be no more than 938 square feet in size.

Big houses are being built, small houses are needed

Do we really need more than three times as much living space per person as we did in 1950? Can we afford to buy or rent, heat, cool and care for such large homes?

YEAR	1950	2020
Median square footage of new single-family homes	983	2,261
Number of people per household	3.8	2.5
Square feet of living space per person	292	904

Source: *The ABCs of ADUs: A Guide to Accessory Dwelling Units and How They Expand Housing Options for People of All Ages* ([AARP.org/ADUs](https://aarp.org/ADUs))

For Sale Housing Additional Points

- The market is lacking in desirable and attainable housing units; even smaller new build homes are not affordable for at least two-thirds of the County's current population and would require at least two incomes for most households to afford.
- Existing housing stock is, on average, priced significantly higher per square foot than average new build construction and much larger than what an entry-level/starter home should be.
- New build construction, although priced less per square foot, on average, compared to existing housing units, is still too expensive for most households to afford, especially those households most likely to buy a home, renter households.
- Due to Montgomery County's lake/recreation access, there is a heavy concentration of converted RV homes and park model manufactured homes, which is conflating housing unit availability and affordability in the County. *As of this snapshot date, there were 205 homes listed for sale in Montgomery County, however over one-third of those units are converted RV and park model manufactured homes located within an RV/Camper lake community. Approximately one-half of those units are 1 bed/1 bath units and average 369 square feet.*
 - These converted RV/Camper and park model homes are considered a manufactured home and while there are 76 manufactured homes on the market, only seven of them are the traditional-style single or double wide home that is not located in a RV/Camper community.
- The concentration of this specific type of housing is driving average and median list prices down; **When removing these homes from consideration in the assessment of**

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HOUSING ANALYSIS

housing in Montgomery County, the average and median list prices of a typical single-family home on the market increases by about 34%.

- New construction homes make up approximately one-third of the current stick-build housing market and are averaging around 168 square-feet smaller than existing single-family homes with average pricing per square foot being around \$184. This is around 48% less than the price per square foot of the average existing stick-built single-family home listed on the market in Montgomery County. *Given the square-footage of new construction homes, they are out of affordability reach for the County's median income household.*

Summary - For Rent Housing Units:

	AVG. LIST PRICE	MEDIAN LIST PRICE	# UNITS	AVG. SQUARE FOOTAGE	AVG. (\$) PER SF
All Rental Homes	\$1,100	\$1,075	16	1,368	\$0.80
Single Family Homes	\$1,534	\$1,573	8	1,368	\$1.12
Apartment Units	\$650	\$600	5	n/a	n/a
Manufactured/Mobile Homes	\$950	\$950	3	n/a	n/a

Source: Zillow.com (September 2025)

For Rent Units: With only 16 units available on the market at the time of this analysis, Montgomery County's rental housing market is narrow. Most of the apartments are older, duplex-style, one bed/one bath units, mostly concentrated in Troy; using HUD's definition of housing affordability (when total housing costs do not exceed 30% of a household's gross income), these units are reasonably priced, at an average of \$650 per month, for households making at least \$31,200 per year.

- These units are priced below HUD's 2026 Fair Market Rate for Montgomery County, which is \$794 for a one-bedroom apartment and \$925 for a two-bedroom apartment.
- A household making below \$41,100 per year falls into HUD's Low Income (80% of AMI) Income Limit Category.

Three-bedroom rental options are limited, with only four units available (one manufactured and three stick-built, single family), and average pricing exceeding \$1,700 per month, these units are only reasonably affordable for households making at least \$83,228 per year, or approximately 33% Montgomery County households. Based on our experience, in a typical market, a household making this much annual income would opt to purchase if the option was available.

- A household with an annual income of \$83,228 could reasonably afford a house priced at around \$250,000; there are only 11 stick-build single family homes on the market priced between \$229,000 and \$265,000, including one three bed/two bath new construction

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home that is 1,067 square feet (\$219/square foot).

For Rent Housing Additional Points

- Rental housing options are limited, especially for multi-generational households as well as those with more than two children.
 - Based on most recent HUD reporting, the County's subsidized housing is only at 92%, leaving 23 units unoccupied.
- The majority of the apartments are older, duplex-style, one bed/one bath units, mostly concentrated in Troy; using HUD's definition of housing affordability (when total housing costs do not exceed 30% of a household's gross income), these units are reasonably priced, at an average of \$650 per month, for households making at least \$31,200 per year.
 - These units are priced below HUD's 2026 Fair Market Rate for Montgomery County, which is \$794 for a one-bedroom apartment and \$925 for a two-bedroom apartment.
 - A household making below \$41,100 per year falls into HUD's Low Income (80% of AMI) Income Limit Category.
- Three-bedroom rental options are limited, with only four units available (one manufactured and three stick-built, single family), and average pricing exceeding \$1,700 per month, these units are only reasonably affordable for households making at least \$83,228 per year, or approximately 33% of all households in Montgomery County (Esri BAO; 2025). *In a typical market, a household making this much annual income would opt to purchase if the option was available.*

ABOUT

STRATEGIC LOCATION ADVISORS

Strategic Location Advisors, LLC was founded on the experience and passion of owner Chuck Sexton. His rural upbringing and successful work in Economic Development, Site Selection, and Strategic Planning converged into an idea for a consulting firm with the overall goal of creating opportunities for people across the country to grasp a better future.

We are a results-driven professional consulting firm with the needs of our clients as our top priority. Utilizing a depth of knowledge and expertise on staff and through our advisory council, we guide action and strategy nationwide toward positive results.

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