



©Beth Frazer Real Estate and Matt McCotter Media

Pamlico County Hotel Study

NCGrowth
2024



NCGrowth is a national center building an economy with opportunities for all to prosper. We provide technical assistance to individual businesses, governments, and other organizations in order to create good jobs and new wealth in economically distressed communities. We produce applied research and develop innovative policies that promote equitable development. We host unique, cross-sector convenings and workshops to bring together diverse perspectives. With staff in North Carolina, South Carolina, Washington, DC, and Tennessee, our work ranges from hyper-local to international in scope.

www.NCGrowth.unc.edu



Authors

Luke Pullo

Analyst, NCGrowth

Luke is currently a MCRP student at the University of North Carolina at Chapel Hill. His interests are in community and regional economic development, particularly site selection, market analysis, and policy analysis. Luke is originally from Bellerose, Queens, New York, and prior to coming to Chapel Hill, he previously studied political science and geography at SUNY Geneseo in Western New York.

Rex Chauhan

Analyst, NCGrowth

Rex Chauhan is a rising second-year MBA student at UNC Kenan-Flagler Business School, specializing in Consulting and Tech - Innovation Management. With a strong background in both professional and entrepreneurial endeavors spanning 5 years, Rex is driven by a passion for implementing innovative strategies that yield tangible results for his clients. He thrives on identifying opportunities to enhance business operations and processes within collaborative teams.

Nicole Outlaw

Assistant Director of Engagement, NCGrowth

Nicole is based in eastern North Carolina but travels throughout the state. Originally from Bertie County, Nicole has extensive leadership experience in the healthcare and education sectors, as well as an Associate of Science degree in business administration from Averett University. As a self-proclaimed change agent, Nicole serves on local community boards such as the Albemarle chapter of the North Carolina Community Foundation, the board of the Bertie County YMCA, and of Cultivator NC. She is a founding director of Pride of Bertie, a developing non-profit, as well as a founding member of the Bertie County Small Business Network. She is currently serving on the branding committee for Bertie County working with Destination by Design and the steering committee for a community driven arts project in Bertie County, in partnership with the Department of Natural and Cultural Resources and the North Carolina Museum of Art. As program manager, Nicole manages project work with growing companies across North Carolina. Additionally, Nicole manages efforts to strengthen local businesses and communities through networking events and workshops in coordination with local government and other resource providers.

Carolyn Fryberger

Associate Director of Economic Development, NCGrowth

Carolyn leads NCGrowth's economic development research and client projects across North Carolina. She works with local government and community clients to develop and pursue strategies addressing downtown revitalization, business retention and expansion, and economic development planning. Prior to graduate school Carolyn worked 2.5 years in local government for a small North Carolina town. Carolyn holds a Master of City and Regional Planning from UNC Chapel Hill with a specialization in Economic Development

Table of Contents

Executive Summary.....	5
Introduction	6
Study Area History and Characteristics.....	6
National Trends in the Hotel and Motel Industry Market	8
Economic and Social Analysis in Pamlico County	12
Visitor Demand	19
Visitor Spending and Visitation Patterns	19
Traffic Counts	21
Demand: Current Traveler Accommodations.....	21
Demand: Recreational Camps.....	23
Demand: Arts, Entertainment, and Recreation and Events.....	24
Demand: Family Visitation	25
Interregional Drivers of Demand	25
Potential Location in Grantsboro.....	27
Financial Projections	28
Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis	29
Conclusion.....	29
References	30
Appendix	32

Table of Figures

Figure 1: Pamlico County Map	7
Figure 2: Revenue in Total Value (\$) and Annual Change from 2010-2028. Includes 5-year Outlook.....	9
Figure 3: Annual National Employment in Hotel Industry	9
Figure 4: Industry-occupation Matrix for NAICS 721000 Accommodation	11
Figure 5: Population Change 1990-2020.....	13
Figure 6: Unemployment Rate Pamlico County.....	14
Figure 7: Inflow/Outflow of Jobs Pamlico County	15
Figure 8: Occupation for Employed Civilian Population Age 16 and Older	16
Figure 9: Education Attainment for Populations 25 Years and Over	16
Figure 10: Top 10 Largest Employment Sectors	17
Figure 11: Largest Employers in Pamlico County, 2022.....	18
Figure 12: Heat Map of Employees by Businesses.....	19
Figure 13: Visitor Spending 2016-2022.....	20
Figure 14. Traffic Count Growth at key intersections in Pamlico County, 2002 to 2022.....	21
Figure 15: Percent of Vacant Housing for Seasonal, Recreational, or Occasional Use.....	22
Figure 16:NAICS 721214 Recreational Camps	23
Figure 18: Location of MCAS Cherry Point Relative to Pamlico County	26
Figure 19: Location of Aurora Phosphate Plant in Relation to Pamlico County	27

Executive Summary

Pamlico County attracts roughly 34,000 visitors and roughly \$34 million in visitor spending per year for events, boating, fishing, camps, and wedding venues. Contractors and corporate personnel from outside the region utilize the area for regional industry turnarounds, day to day industrial plant activities, the expansion of Interstate 42, and the expansion of MCAS Cherry Point. The County's tourism is growing at 6.9% per year (Visit NC). Despite this, there is a limited amount of lodging available in Pamlico County. Supply does not meet Pamlico County's internal demand nor the overflow demand from eastern Craven County and southeastern Beaufort County.

In 2023, Pamlico County Planning & Economic Development contracted with NCGrowth to assess the potential market and financial feasibility of a hotel (range of 75 to 100 rooms) in Grantsboro or Oriental. This report discerns the strengths, weaknesses, opportunities, threats, and provides an economic market analysis regarding this potential business and economic development opportunity. This consists of analyzing several elements: 1.) national trends in the hotel industry, 2.) the "development readiness" of Pamlico County and surrounding area, 3.) regional demands for travel to Pamlico County and the surrounding area, and 4.) a financial model to predict the financial performance of the hotel under various scenarios. The research team used data analysis, engaged with several stakeholders in the local area, conducted an on-site visit, consulted a hotel developer, and reviewed qualitative secondary research. This report finds several key takeaways:

- **Visitor Demand:** The findings of this market analysis show several positive drivers of visitor demand for Pamlico County and the surrounding area. Increases in visitor spending, total visitors, and traffic counts indicate positive trends in overnight visitors. YMCA Camps, contractors, weekend events, boating and hunting activities, and extended family visits are the main driver of outside visitation.
- **Financial Projections:** The financial model for a 75-room hotel suggests a promising trajectory with annual revenues projected to reach \$2.9M in the first year and steadily grow to \$3.3M by the fifth year of operation. With an 85-room configuration, the hotel's annual revenue is estimated to start at \$3.32M and grow to \$3.73M. In the case of a 100-room setup, annual revenue is projected to begin at \$3.9M and grow to \$4.4M. The REVPAR under all scenarios is \$107 in the first year.
- **Workforce Challenges:** The market analysis finds several labor challenges regarding the hospitality sector. This includes a low labor force participation rate in the county, anecdotal accounts that existing service sector companies are having trouble finding the talent they need, service sector workers commuting from outside the county, and limited affordable/workforce housing. However, School Board representatives observe that the county is seeing an influx of young families over the last 3 years which may help to offset some of these challenges. Additionally, the data suggests that there are currently workers commuting to service jobs out of the county who may be enticed to work in the county if there were more opportunities.
- **Short-Term Rental Competition:** Pamlico County is seeing increases in short-term rentals, especially in Oriental and the surrounding area. Short-term rentals are a potential barrier to entry for a new hotel.

- **Potential Site:** This market analysis finds Grantsboro to be a suitable location for a new hotel due to its existing land use context and zoning, available sites with infrastructure, surrounding amenities, central location within the County, proximity to the New Bern and SE Beaufort County, and location along NC State Highway 55 and NC State Highway 306. Oriental is considered a possible location for a hotel; however, it has been determined to not be feasible due to community opposition, current lack of suitable sites, and land use regulations.

The full report expands on these findings and provides social and economic analysis, insights from stakeholder interviews and on-site visits, and a synthesis of information.

Introduction

Pamlico County attracts many intraregional, national, and international visitors through its five overnight camps, 16 marinas, numerous events, RV camping, recreational fishing and hunting, wedding destinations, corporate retreats, overflow from surrounding county's events, and a very active boating scene. Furthermore, contractors utilize the area for regional industrial turnarounds, industrial plant operations and maintenance, regional infrastructure upgrades, state and regional trainings, expansion of Interstate 42, and the expansion and maintenance of Marine Corps Air Station (MCAS) Cherry Point. However, with only three bed and breakfasts, two small inns, cottages, and short-term vacation rentals, the county currently has limited options for lodging. As result, supply does not meet the demand and many visitors are forced to search for accommodations outside the county.

This is problematic for economic and tourism development in Pamlico County. First, the county is losing out to potential direct economic output, tax revenues, labor income, and jobs created by hotels to neighboring counties. Second, since the targeted hotel property has ripple effects in the county's economy, it is also losing out on the potential indirect and induced impacts of a hotel and keeping visitors within the county.

Pamlico County Planning and Economic Development is partnering with NCGrowth on a market analysis and financial feasibility for a potential hotel (range of 75-100 rooms), in the county. The business targeted for recruitment falls under the NAICS Code 721110 Hotels and Motels (except Casino Hotels). The research team used data analysis, engaged with several stakeholders in the local area, and qualitative secondary research. This report hopes to discern the strengths, weaknesses, opportunities, threats, and provide an economic market analysis regarding the business and economic development opportunity of a new hotel in the county. This consists of analyzing several elements: 1.) national trends in the hotel industry, 2.) the "development readiness" of Pamlico County and surrounding area, 3.) regional demands for travel to Pamlico County and the surrounding area and 4.) a financial model to predict the financial performance of the hotel under various scenarios.

Study Area History and Characteristics

Pamlico County is located on the Central Inner Banks of the Coastal Region of North Carolina and is one of three counties that form the New Bern metropolitan statistical area. The Pamlico Sound borders the county to the northeast. The Neuse River follows the southern and eastern coastline of the County. The Bay River is another prominent feature that meets the Pamlico Sound, Neuse River, and Intracoastal

Waterway. Other natural features include 64 additional named water bodies, such as Whittaker Creek, Dawson Creek, Trent Creek, Green Creek, Goose Creek, and Broad Creek.

North Carolina Highway 55, North Carolina Highway 306, and North Carolina 304 run through the county. Bayboro is the county seat of Pamlico County. Alliance, Grantsboro, Arapahoe, Mesic, Minnesott Beach, Oriental, Stonewall, and Vandemere are other incorporated municipalities in Pamlico County.

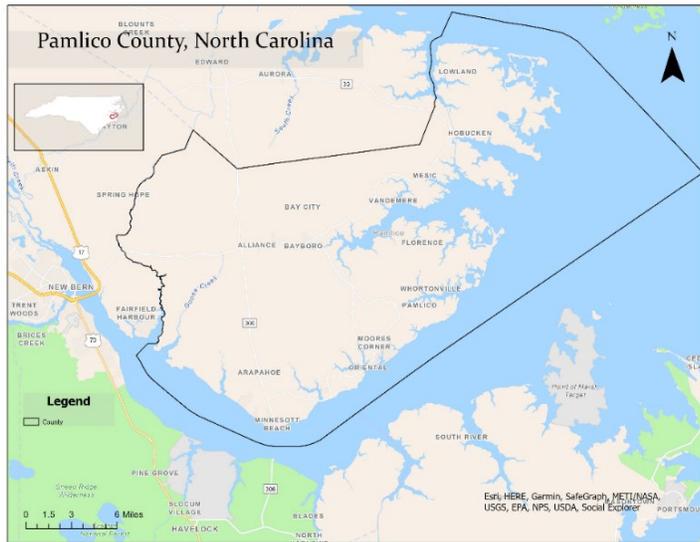


Figure 1: Pamlico County Map

The area encompassing modern-day Pamlico County was originally inhabited by the Pampticoe Indians who called the area “TaTuku.”¹ TaTuku means “where the land and sea meet the sky.” The Pampticoe Tribe was mostly driven out after the Tuscarora War in the early 18th century. Scottish and English colonists began to settle in the area in the 1600s; however, at a slow pace since the county is mostly located on an isolated peninsula. Heads of rivers, creeks, and bays served as the locations for the first colonial settlements. The area encompassing Pamlico County was originally part of Craven and Beaufort counties and was incorporated as a county in state of North Carolina in 1872.

Pamlico County’s modern economy is driven by tourism, retail, service trades, farming, forestry, value added production, trucking, marine (maritime) industry sales, service and repairs, professional services, commercial fishing, and the region attracts year-round world-class recreational fishing, powerboating, and sailing.² The Town of Oriental, specifically, is known as the “Sailing Capital of North Carolina.” In addition, numerous camps for youth, corporate and church group retreats attract national and international visitors to the area. The county is also a popular spot for wedding venues.

Hotels are valuable assets to the economic development of a community.³ Hotels bring-in and accommodate visitors into the community, which in turn generates revenue and tourism dollars for local

¹ Jonathan Martin, “Pamlico County (1872),” North Carolina History Project, 2016, <https://northcarolinahistory.org/encyclopedia/pamlico-county-1872/>.

² Martin.

³ Bill Ryan, “Lodging,” University of Wisconsin-Madison Division of Extension, March 2022, <https://economicdevelopment.extension.wisc.edu/articles/evaluating-lodging-opportunities/>.

businesses. Hotels host contractors, organizational groups, and others. Hotels directly produce significant tax revenues, employment, labor income, and economic output for the community. Recognizing their positive economic impacts, the county is targeting the construction of a new hotel as an economic development strategy to accommodate its visitor demand.

National Trends in the Hotel and Motel Industry Market

Key External Drivers, National Industry Performance, and Outlook

Recent key external drivers for the hotel and motel industry's national performance are domestic trips by United States residents, consumer spending, inbound trips by non-United States residents, the consumer confidence index, and external competition.⁴

With tourism and leisure activities halted in 2020, the hotel and motel industry was among the most severely impacted industry by the COVID-19 pandemic and its subsequent recession. However, some rural areas experienced an increase in tourist activity as due to urban residents sought alternatives. High inflation rates within the national economy have reduced the potential for discretionary spending on leisure activities. In addition, the increasing market share of short-term rentals, rentals units for continuous overnight stays for 30 days or less, in many local communities has created a very highly competitive market within the accommodation subsector. The industry's revenue potential has been limited by these factors, and its compound annual growth rate (CAGR) has increased by 0.3% from 2018 to 2023 to a total of \$239.2 billion, and this number does not account for inflation.

For the next five years, however, there are many positive signs that the hotels and motels industry is re-stabilizing and reemerging.⁵ Revenue and demand skyrocketed when COVID-19 restrictions were lifted in 2021; albeit, now currently growing at slower rate. The industry has been able to weather unfavorable economic conditions, since post-pandemic, consumers have prioritized spending on experiences, such as tourism and events. Increased government regulations that create high barriers to entry for short-term rentals and other substitutes, new investment opportunities, the federal government's support for boosting international tourism, re-stabilization of domestic and international travel to at least pre-pandemic levels, and the gradual re-stabilization of the international and national economy will accelerate the revenue potential for hotel and motels to pre-pandemic levels, with an estimated CARG of 4.8% to \$298.8 billion by the year 2028.

⁴ Alexia Zambrano, "Hotels & Motels in the US" (IBISWorld, January 2023), <https://my-ibisworld-com.libproxy.lib.unc.edu/us/en/industry/72111/about>.

⁵ Zambrano.

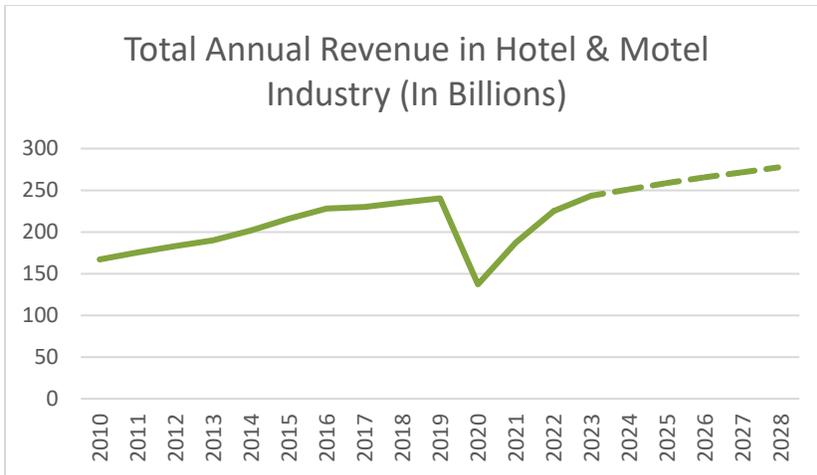


Figure 2: Revenue in Total Value (\$) and Annual Change from 2010-2028. Includes 5-year Outlook.⁶

National Employment Conditions

The total number of employees in the hotel and motel industry suffered as a result of the COVID-19 pandemic.⁷ According to the Bureau of Labor Statistics (BLS) Quarterly Census of Employment Data, the average annual number of employees in the industry declined from 1,659,783 in 2019 to 1,120,186 in 2020, a 32% decrease. While workforce numbers have improved, they are still not back to pre-pandemic levels, with 68% of hoteliers surveyed reporting labor shortages, according to a survey conducted by the American Hotel and Lodging Association in January 2024⁸. At the local level, anecdotally Pamlico county employment has recovered to pre-pandemic levels.

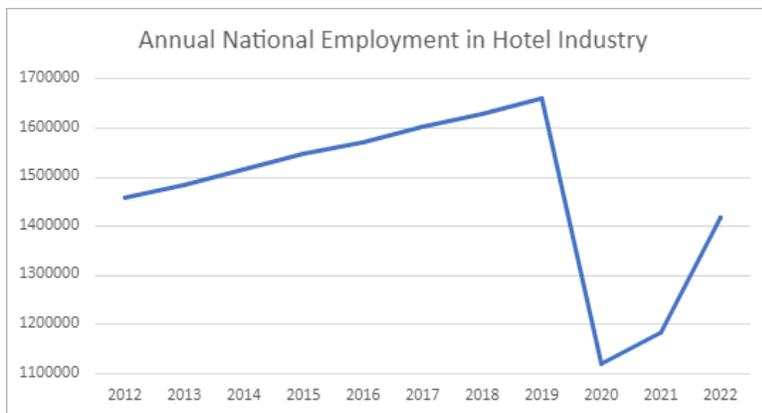


Figure 3: Annual National Employment in Hotel Industry⁹

⁶ Zambrano.

⁷ AHLA, "A New Era for Hotels: The American Hotel & Lodging Association 2023 State of the Hotel Industry Report," January 2023, https://www.ahla.com/sites/default/files/AHLA.SOTI_Report.2023.final_.002.pdf.

⁸ AHLA, "Beyond Recovery: The American Hotel & Lodging Association 2024 STATE OF THE INDUSTRY REPORT" https://www.ahla.com/sites/default/files/SOTI.2024.Final_Draft_v4.pdf

⁹ U.S. Bureau of Labor Statistics, "Quarterly Census of Employment and Wages," n.d., <https://data.bls.gov/PDQWeb/en>.

While access to a high-quality workforce and human labor is vital to the success of the industry, employees are mostly part-time seasonal workers.¹⁰ The top 10 occupations within the traveler accommodation grouping are maids and housekeeping cleaners, hotel and motel, and resort desk clerks, maintenance and repair workers, waiters and waitresses, restaurant cooks, lodging managers, first-line supervisors of office and administrative support workers, and dining room and cafeteria and bartender helpers. Many of these occupations are low-to-medium-skilled occupations, lower-paying, and require at least a high-school diploma or equivalency. Lodging managers is the exception, and this occupation requires considerable preparation and provides averages wages. All of the top 10 occupations will see increases in demand by 2031, by at least 15%.

Occupation Title	2021 Employment	Projected 2031 Employment	Employment Percent Change, 2021-2031	Experience Requirements	Median Wages
Maids and housekeeping cleaners	328	378	15%	Little or No Preparation Needed	\$29,920
Hotel, motel, and resort desk clerks	216	249	15%	Some Preparation Needed	\$28,910
Maintenance and repair workers, general	80	103	28%	Medium Preparation Needed	\$44,980
Waiters and waitresses	71	93	31%	Some Preparation Needed	\$29,120
Cooks, restaurant	43	62	44%	Some Preparation Needed	\$34,110
Lodging managers	33	43	28%	Considerable Preparation Needed	\$61,910
First-line supervisors of office and administrative support workers	32	40	26%	Medium Preparation Needed	\$61,370
Janitors and cleaners, except maids and housekeeping cleaners	32	43	33%	Some Preparation Needed	\$31,990
First-line supervisors of housekeeping and janitorial workers	31	40	28%	Some Preparation Needed	\$44,440

¹⁰ Zambrano, "Hotels & Motels in the US."

Dining room and cafeteria attendants and bartender helpers	29	37	30%	Little Preparation Needed	\$29,120
--	----	----	-----	---------------------------	----------

Figure 4: Industry-occupation Matrix for NAICS 721000 Accommodation¹¹

National Market Conditions, Consumer Preferences, Competitive Landscape, and Operating Conditions

Domestic leisure travelers make up a vast majority of the market (85.7%), followed by business travelers (8.7%), international leisure travelers (5.2%), and meetings, events, and incentives travelers (2.8%).¹²

The industry’s market is highly saturated with hotels and motels ranging widely in costs, amenities, facilities, and services, and the industry faces low market share concentration and low product and service concentration.¹³

Regarding product and service concentration, there is low concentration in the hotels and motels industry. Guest rooms from properties with less than 75 rooms make up 20.2% of product and services, guest rooms from properties with 75 to 299 room make up 4.2%, 4.3% of product and services, guest rooms rentals from properties with 300 to 499 rooms make up 6.9% of products and services, guest rooms rentals from properties with over 500 rooms make up 8.4% of products and services, restaurants and bars make up 9.7% of products and services, and other services make up 10.5% of products of services.¹⁴

While there are major players, such as Marriott International, Hilton Worldwide International, Best Western International, Intercontinental Hotels, Choice Hotels International, and Accor, they are a minority of the industry’s market share concentration. A vast majority of the market share concentration (84.9%) are minor players, such as small independent operators.¹⁵

There is increasingly high competition facing the industry, both internally and externally. Internal competition is driven by nightly rates and location. Traditionally, the hotels and motels industry directly compete with other substitute industries within the accommodation sector, such as RV parks, bed-and-breakfast establishments, and hostels. Consumer preferences and the market are dynamic and changing, and more recently, the rise of short-term rentals is an additional external competitor.¹⁶

Regarding operation conditions, the capital intensity ratio, the amount of money spent on capital (plant, machinery, and equipment) compared to money spent on labor, for the industry is high and steady (\$0.35). The capital intensity ratio is high since operations face high labor input and high levels of depreciation.¹⁷

¹¹ U.S. Bureau of Labor Statistics, “Industry-Occupation Matrix Data, by Industry,” September 6, 2023, <https://www.bls.gov/emp/tables/industry-occupation-matrix-industry.htm>; Occupational Information Network, “See All Occupations,” October 24, 2023, <https://www.onetonline.org/find/all>.

¹² Zambrano, “Hotels & Motels in the US.”

¹³ Zambrano.

¹⁴ Zambrano.

¹⁵ Zambrano.

¹⁶ Zambrano.

¹⁷ Zambrano.

Although there is low concentration within the industry, increasingly high internal and external competition facing the industry, high capital intensity, high start-up costs, and low industry assistance results in medium and steady barriers to entry or the ability for new companies or small independent operators to enter the industry market.¹⁸

The Sun Belt is the prime business location for hotels and motels due to high presence of tourism magnets. The Southeastern United States is particularly attractive since it holds the largest share of the US population.

Consumers cite cleanliness, price, reservation flexibility, and environmental sustainability as the top influences on their choice to stay at a hotel.¹⁹

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis of National Hotel Industry

A SWOT analysis is a strategic planning technique that assesses the strengths, weaknesses, opportunities, and threats of the industry.

Strengths: Low and increasing level of assistance, low imports, high profit vs. sector average, low customer class concentration, and low product/service concentration are the greatest strengths within the hotels and motels industry.

Weaknesses: High competition, very high volatility, and high capital requirements are the greatest weaknesses within the industry.

Opportunities: Expected high revenue growth (2023-2028), high performance drivers, and expected increases in consumer spending

Threats: An expected slight cooling in growth of domestic trips by US residents, low revenue growth in both the 2005-2018 and 2018-2023 periods, and low outlier growth.

Economic and Social Analysis in Pamlico County

Business recruitment and retention is not immune to the current location and conditions of the local market area. A location that is “development ready” is key to the success of new business recruitment²⁰. Therefore, a new hotel needs to be located in a favorable market area that will provide favorable economic and social conditions and attract overnight visitors. A regional and local economic and social analysis gives insight into the current market conditions’ strengths, weaknesses, and opportunities.

Some of the data sources need to be taken with abundance of caution. Federal sources, such as the American Community Survey are prone to sampling error as it derives estimates from a sample population rather than the population as a whole.²¹ Since rural areas are characterized by smaller sample sizes, margins of errors tend to be larger than urban areas. Datasets with larger margins of error

¹⁸ Zambrano.

¹⁹ AHLA, “A New Era for Hotels: The American Hotel & Lodging Association 2023 State of the Hotel Industry Report.”

²⁰ Rhonda Phillips and Robert H. Pittman, eds., *An Introduction to Community Development*, Second Edition (New York, NY: Routledge, 2015).

²¹ Research and Training Center on Disability in Rural Communities, “Data Limitations in the American Community Survey (ACS): The Impact on Rural Disability Research,” *The University of Montana Rural Institute for Inclusive Communities*, 2017.

are less accurate, and measurements for rural subgroups and equity-related measures may be unreliable. Additional context is important since a developer, investor, or policy maker from outside of the community is likely to only see what the federal data sources say.

Population, Employment, and Labor Market Conditions

The official current population of Pamlico County is 12,276 per the 2020 Decennial US Census.²²

According to the US Census, population has increased by 8% since 1990; albeit there was a decrease in population of 7.6% between 2020 and 2010. However, internal county GIS sources reveal the population to have increased during the 2010-2020 time period, and the population of the county to be at least 16,000. Displacement from extreme weather events such as Hurricane Florence in 2018 and a Census count during the height of COVID-19 restrictions are just two of the reasons for the undercount.

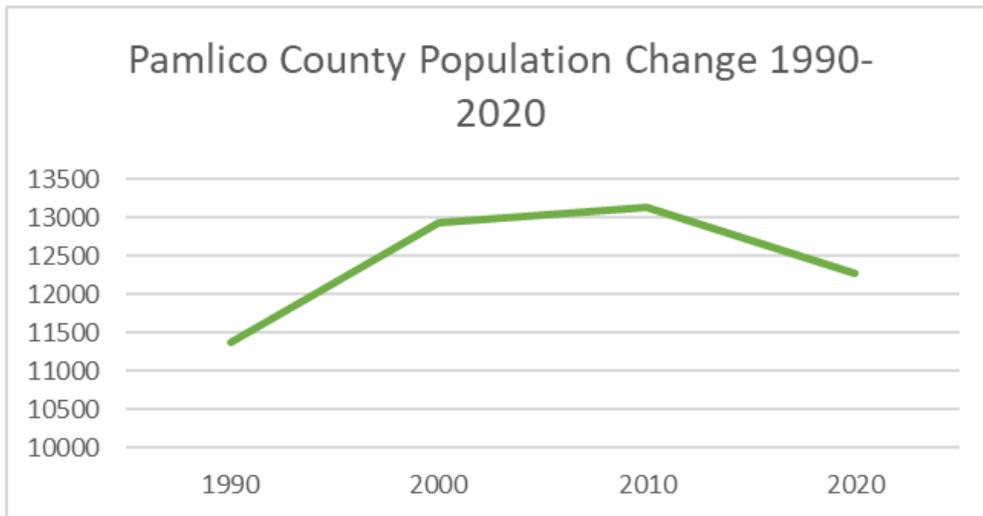


Figure 5: Population Change 1990-2020²³

The changing national economy and labor market since the COVID-19 pandemic has resulted in a labor shortage, with the hotel industry among the most affected. Based on Bureau of Labor Statistics data, employment conditions in Pamlico County have followed a similar trajectory. As of 2022, the unemployment rate stands at 3.6%, which is the same as the national rate and basically the same as the state of North Carolina.²⁴ While unemployment conditions spiked in Pamlico County in mid-2020, the increase was not as dramatic as in the nation or the state as a whole. This is in part because the County became a haven for those seeking a more rural setting during the pandemic.

²² U.S. Census Bureau, "U.S. Decennial Census Public Use Microdata Samples," 2023, <https://socialexplorer.com>.

²³ US. Census Bureau.

²⁴ Bureau of Labor Statistics, "Local Area Unemployment Statistics," n.d., <https://www.bls.gov/lau/tables.htm#stateaa>.

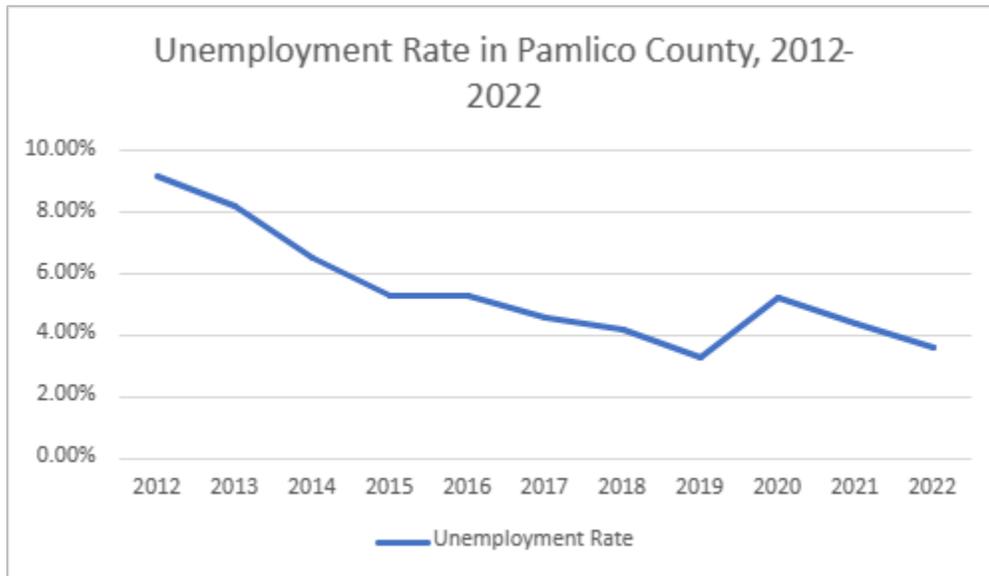


Figure 6: Unemployment Rate Pamlico County²⁵

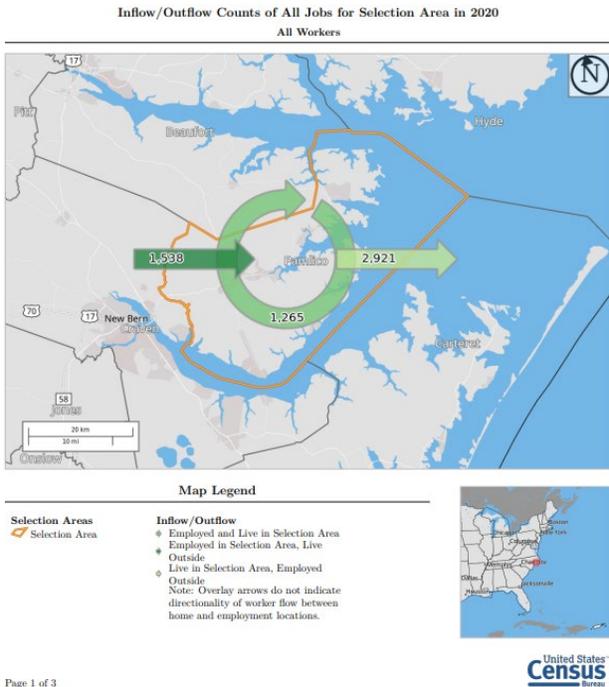
Pamlico County, however, has a very low labor force participation rate of 44%, compared to the state, metropolitan and national labor force participation rate of 62.6%, 56.7%, and 63.6%, respectively.²⁶ In part this is due to the methodology of the collection of labor force data: a large portion of the working age population of Pamlico County lies in a zip code that falls under Craven County’s City of New Bern (28560). Additionally, this lower rate is driven by an aging population and relocation of retirees into the area. Pamlico County’s median age is 54.1, older than the state, the New Bern MSA, and the national median age of 39, 40.3, and 38.4, respectively. These numbers also reflect the lack of workforce housing which makes it difficult for working age individuals to live in the county.

These dynamics are further underscored by the county’s commuter flows. A majority of the employees that work within the county live outside of the county (56.4%). Of county residents that are employed, the majority leave the county for work (69.4%).²⁷ According to the stakeholders we spoke with, many workers for Pamlico County businesses commute from New Bern or Craven County for work. Some of the workers who live in Pamlico County and commute out work in the hospitality industry in surrounding counties and would likely stay in Pamlico if more opportunities were available.

²⁵ Bureau of Labor Statistics.

²⁶ U.S. Census Bureau, “2017-2021 American Community Survey 5-Year Public Use Microdata Samples,” 2023, <https://socialexplorer.com>.

²⁷ U.S.Census Bureau, “OnTheMap,” 2020, <https://onthemap.ces.census.gov/>.



Page 1 of 3

Figure 7: Inflow/Outflow of Jobs Pamlico County²⁸

Occupations within the accommodation subsector are mostly lower-wage and lower-skilled occupations with high turnover rates. Pamlico County has a high specialization in farming, fishing, and forestry occupations likely due to the presence of the commercial fishing industry. The county also shows moderate specialization in healthcare support occupations, personal care and service occupations, and professional and related occupations. Building and ground cleaning and maintenance occupations and office and administrative support occupations are of importance to the accommodation sector and are abundant in the County.

²⁸ U.S. Census Bureau.

Occupation	Location Quotient
Farming, Fishing, and Forestry Occupations	6.42
Healthcare Support Occupations	1.44
Personal Care and Service Occupations	1.35
Professional and Related Occupations	1.35
Transportation and Material Moving Occupations	1.12
Building and Grounds Cleaning and Maintenance Occupations	1.07
Office and Administrative Support Occupations	1.06
Food Preparation and Serving Related Occupations	0.99
Sales and Related Occupations	0.82
Protective Service Occupations	0.79
Production Occupations	0.59
Management, Business, and Financial Operations Occupations	0.56
Construction, Extraction, and Maintenance Occupations	0.27

Figure 8: Occupation for Employed Civilian Population Age 16 and Older²⁹

Below is the educational attainment status of Pamlico County residents.

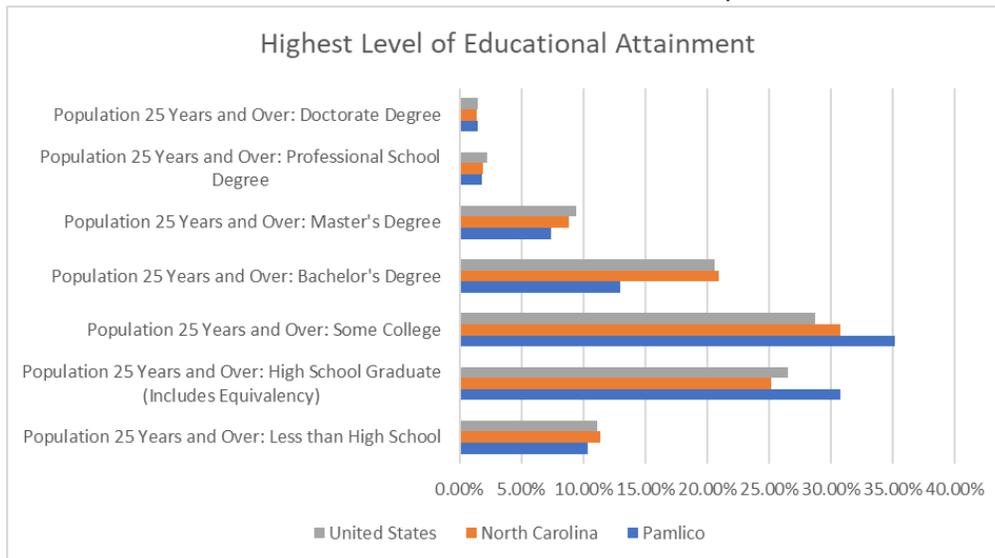


Figure 9: Education Attainment for Populations 25 Years and Over³⁰

According to some of the individuals we spoke to in Pamlico County, the lack of affordable housing for service workers and lower-wage occupations are cited as a major challenge in Pamlico County and the Town of Oriental. In a positive direction, Pamlico County is receiving nearly \$7 million from the N.C. Office of Recovery and Resiliency’s (NCORR) Affordable Housing Development Fund to support the

²⁹ U.S. Census Bureau, “2017-2021 American Community Survey 5-Year Public Use Microdata Samples.”

³⁰ U.S. Census Bureau.

development of a 56-unit affordable housing apartment development that fits the county’s workforce profiles.³¹

Industry Composition

To avoid issues with data collection at the zip code level, the business summary report found in the ArcGIS Business Analyst is used.³² The business summary report is calculated using ESRI’s data allocation method, and it uses census block groups to allocate business summary data to custom areas, such as the county boundary.

Accommodation & food services, retail trade, educational services, public administration, health care & social assistance, other services (except public administration), construction, manufacturing, wholesale trade, and arts, entertainment, & recreation are the top 10 industry sectors by total employment in Pamlico County.

NAICS Code	Sector	Employment Share
71	Accommodation & Food Services	28%
44-45	Retail Trade	17%
61	Educational Services	12%
92	Public Administration	12%
62	Health Care & Social Assistance	7%
81	Other Services (except Public Administration)	4%
23	Construction	3%
31-33	Manufacturing	3%
42	Wholesale Trade	3%
72	Arts, Entertainment, & Recreation	2%

Figure 10: Top 10 Largest Employment Sectors³³

³¹ Deric Rush, “State Approves \$43.2 for Affordable Housing,” *WITN*, October 31, 2023, <https://www.msn.com/en-us/money/realestate/state-approves-43-2-million-for-affordable-housing/ar-AA1jaYRj>.

³² Esri, “ArcGIS Business Analyst,” 2023.

³³ Esri.

YMCA Camps Sea Gull and Seafarer, Pamlico County Schools, Pamlico County Government and Wal-Mart are among the top employers in the county by total number of employees in 2022.³⁴

Company Name	Industry	Class	Employment Range
YMCA	Arts, Entertainment, and Recreation	Private Sector	250-499
Pamlico County Schools	Educational Services	Public Sector	100-249
Pamlico County Government	Public Administration	Public Sector	100-249
Wal-Mart Associates Inc.	Retail Trade	Private Sector	100-249
Food Lion	Retail Trade	Private Sector	100-249
Pamlico Community College	Educational Services	Public Sector	100-249
Home Life Care Inc	Health Care and Social Assistance	Private Sector	100-249
Dept Of Public Safety	Public Administration	Public Sector	100-249

Figure 11: Largest Employers in Pamlico County, 2022³⁵

Pamlico County's economy specializes in accommodation & food services; public administration; agriculture, forestry, fishing, & hunting; maritime trades, education services; retail trade; and utilities.³⁶ Since they have a location quotient greater than 1.25, accommodation and food services; public administration; agricultural, forestry, fishing, & hunting; educational services; and retail trade have export capacity, meaning they produce more than can be consumed locally.

NAICS Sector	Sector	Location Quotient
71	Accommodation & Food Services	3.12
92	Public Administration	1.84
11	Agriculture, Forestry, Fishing & Hunting	1.52
61	Educational Services	1.41
44-45	Retail Trade	1.37
22	Utilities	1.13

Figure 12. Sectors with location quotients greater than 1.00.³⁷

³⁴ Data-Axle Reference Solutions, "U.S. Businesses Database," 2023, <https://www.referenceusa.com/UsBusiness/Search/Custom/bc877a02482a4a88ae1b6d2e9f448d21>.

³⁵ NC Department of Commerce, "Demand Drive Data Delivery" <https://d4.nccommerce.com/QCEWLargestEmployers.aspx>

³⁶ Esri, "ArcGIS Business Analyst."

³⁷ Esri.

The figure below is a heat map based on the spatial distribution of total employees in Pamlico County. Employment concentrations are located along North Carolina Highway 55, Oriental, and Minnesott Beach.

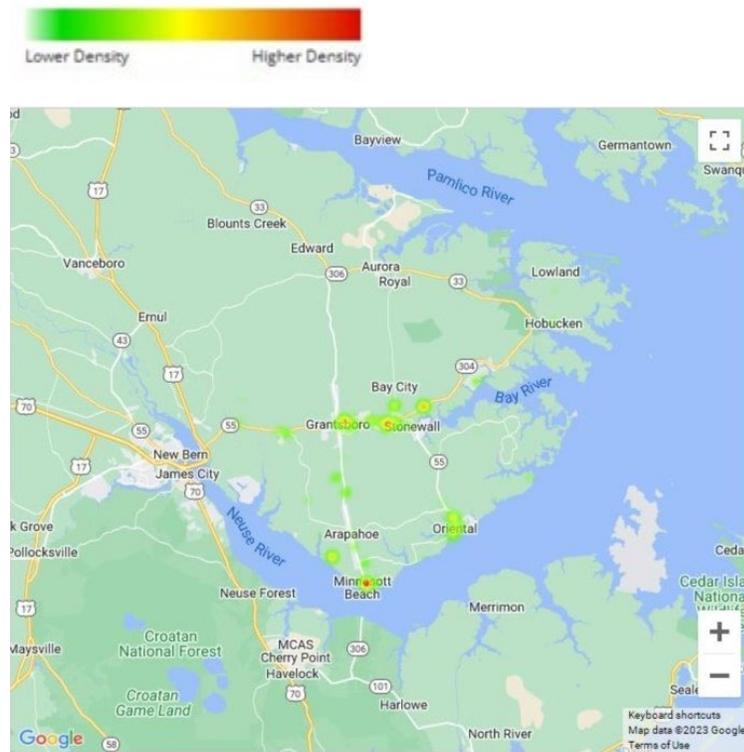


Figure 13: Heat Map of Employees by Businesses.³⁸

Visitor Demand

Pamlico County visitor demand is driven by domestic visitation, recreational camps; art, entertainment, and recreation businesses and activities such as marinas, sailing, fishing, and hunting, historic sites and museums, and events; and interregional drivers such as Nutrien’s Aurora plant, Marine Corps Air Station Cherry Point, regional industrial contractors, and the construction of Interstate 42. Additionally, the Intracoastal Waterway is a unique draw, bringing visitors in by boat from the eastern seaboard and around the world.

Visitor Spending and Visitation Patterns

Domestic visitor travel and spending are key market drivers for hotels. According to Visit North Carolina, North Carolina ranked the 6th most visited state in terms of domestic visitation.³⁹ Pamlico County is located in the Coastal Region of North Carolina, which received approximately 11.2 million visitors in 2022. Out of the approximately 11.2 million visitors, approximately 10 million traveled for leisure purposes and approximately 9 million traveled for overnight stays.

³⁸ Data-Axle Reference Solutions, “U.S. Businesses Database.”

³⁹ Visit North Carolina, “2022 North Carolina Regional Visitor Profile,”

<https://partners.visitnc.com/contents/sdownload/73349/file/2022+North+Carolina+Regional+Visitor+Profile.pdf>.

For 2022, in Pamlico County, total visitor spending accounted for \$36.4 million, which is 0.1% of state visitor spending.⁴⁰ Lodging accounted for 22% of visitor spending, food and beverage accounted for 32.9% of total visitor spending, recreation accounted for 16.3% of total visitor spending, retail accounted for 8% of visitor spending, and transportation accounted for 20.6% of visitor spending. Visitor spending in Pamlico County was responsible for creating a total of 188 jobs, \$6.6 million in labor income, \$1.1 million in state taxes, and \$2.2 million in local taxes.

Visitor spending in Pamlico County increased from \$21.8 million to \$34.05 million between 2016 and 2022, a roughly 35% increase.⁴¹ This is despite the downturn in visiting spending in 2020. During the 2016 to 2022 period, visitor spending increased slightly more than the state of North Carolina as a whole. The downturn in visitor spending that occurred in 2020 was not as dramatic as the downturn that occurred overall statewide. However, it is important to note that these numbers are not adjusted for inflation.

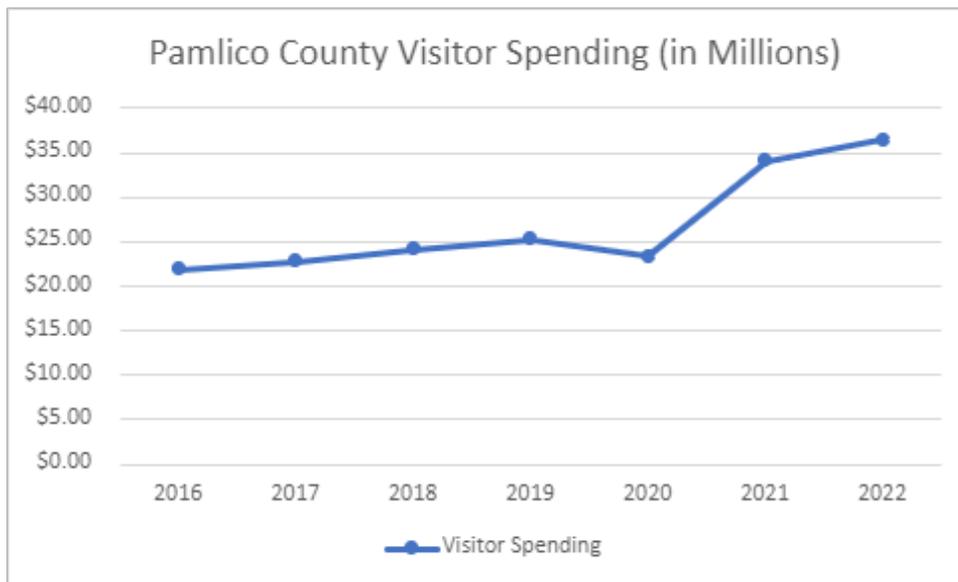


Figure 14: Visitor Spending 2016-2022.⁴²

Pamlico County receives an average of 34,000 visitors per year. June to August (summer) is the biggest season followed by fall and spring. Fall and spring visitation is driven by events and weekend programs occurring within the county. January to March is the lightest season for visiting the county. Some visitors migrate to the area in the Winter to escape winter weather in the North. Generally, however, visitation is driven more by weekends (events, programs etc.) and weather conditions (rain, cold temperature, etc.) rather than a specific time of year.

⁴⁰ Visit North Carolina and Tourism Economics, “The Economic Impact of Travel on North Carolina Counties. North Carolina - All Counties - 2022,” 2023, <https://partners.visitnc.com/contents/sdownload/73486/file/2022+County+Level+Visitor+Expenditures.pdf>.

⁴¹ Visit North Carolina and Tourism Economics, “Travel Economic Impact Model (TEIM),” 2023, <https://partners.visitnc.com/archived-data>.

⁴² Visit North Carolina and Tourism Economics.

Traffic Counts

Traffic counts are a good indicator of visitor demand. Between 2002 to 2022, daily traffic counts at the intersection of NC 55 and SR 1005/Neuse Road in Reelsboro, the western entrance to the county, grew by about 68% from 8,177 to 13,718. At the intersection of NC Highway 55 and NC Highway 306 in Grantsboro traffic counts grew by 38% from 9,591 to 13,203. The intersection of NC 55 and SR 1005/Kershaw Road in Oriental grew by 47% from 2,357 to 3,458. These increases in traffic counts are significant for a county with a population of roughly 16,000. Increases in traffic activity in the western part of the county indicate some overflow of workforce from Craven County.

NC Highway 55 and NC Highway 306 are the major roads for inflow into the county. Traffic counts in and around this intersection in Grantsboro have increased by 19% or 2,100 vehicles per day from 2017 to 2022. In Oriental, traffic counts along NC 55 have increased over this same period by 28% or 760 vehicles per day.

Demand: Current Traveler Accommodations

Barriers to entry and market saturation affect demand for a new hotel. Currently there are three businesses classified as hotels and motels in Pamlico County – the Oriental Marina & Inn, the River Neuse Suites, and the Inn at Oriental – all in the Town of Oriental. These businesses are small independently operated establishments with each having less than 10 employees and annual sales of less than \$500,000. Cottages at China Grove and Moonlight Lake RV Park represent traveler accommodation that are cottages & cabins.

Company Name	City	Employees	Annual Sales	Year Established
Cottages at China Grove	Arapahoe	2	\$125,000	2020
Inn at Oriental	Oriental	4	\$249,000	1987
Moonlight Lake RV Park	New Bern	3	\$187,000	2003
Oriental Marina & Inn	Oriental	7	\$436,000	2006
River Neuse Suites	Oriental	5	\$311,000	2013

Figure 15: NAICS 7211 Traveler Accommodation⁴³



Figure 15. Traffic Count Growth at key intersections in Pamlico County, 2002 to 2022

⁴³ North Carolina Department of Commerce and Data Axle, “Business Search,” 2023, https://accessnc.nccommerce.com/business/business_custom_search_infogroup.html.

Other traveler accommodations not listed in the database include Captains' Quarters B&B, The Stallings House, the Boonedocks, Lazy River Cottages, Bayboro House, and The Cottages at River Dunes. Still, the supply of traveler accommodation is not meeting demand.

Short-term rentals and seasonal homes are competition to the potential success of the hotel and motel industry. According to the ACS (5-year estimates), there are an estimated 985 housing units considered for seasonal, recreational, or occasional use, which accounts for 13.6% of the housing stock. This is higher than the state of North Carolina (4.6%) and the United States as a whole (3.6%). This high percentage of seasonal homes may present competition to a new hotel, however many of these are private second or seasonal homes that are not available for short term rental.

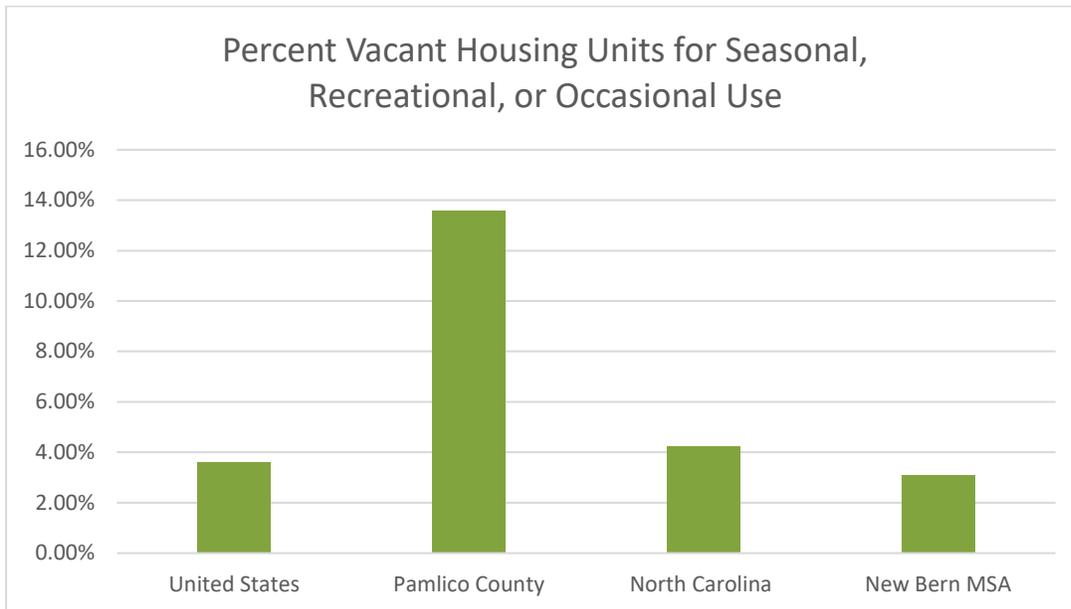


Figure 16: Percent of Vacant Housing for Seasonal, Recreational, or Occasional Use⁴⁴

For the Coastal Region of North Carolina, no one type of overnight accommodation dominates the market.⁴⁵ Private homes (including stays with friends and family) are the plurality for overnight stays for Coastal Region visitors (31%), this is closely followed by hotel and motel (29%), rental homes (15%), and shared economy vacation rentals (12%). For researching options for overnight travel, Coastal Region visitors are more likely to research their options via Airbnb and Facebook. Internal county sources reveal that there are 91 businesses coded as Airbnb. The people we spoke with in Oriental said the inundation of short-term rentals are significant barriers to entry for a hotel establishment in Oriental proper.

According to current statutory law in North Carolina, namely Chapter 160D of the North Carolina General Statutes, localities cannot establish a registration regime to regulate the number of short-term rentals in their jurisdiction or require permits or permissions under the building code or housing code.⁴⁶ However, they can regulate short-term rentals by permits or permissions to lease or rent through

⁴⁴ U.S. Census Bureau, "2017-2021 American Community Survey 5-Year Public Use Microdata Samples."

⁴⁵ Visit North Carolina, "2022 North Carolina Regional Visitor Profile."

⁴⁶ Adam Lovelady, "Short-Term Rental Regulations after Schroeder," *Coates' Canons NC Local Government Law* (blog), n.d., <https://canons.sog.unc.edu/2022/04/short-term-rental-regulations-after-schroeder/>.

zoning regulation. Oriental oversees short-term rentals in its jurisdiction via occupancy taxes and requiring short-term rentals to fill out a form with the town, which allows the jurisdiction to track them.

Demand: Recreational Camps

Pamlico County hosts several campgrounds and overnight recreational camps including Camp Caroline, Camp Don Lee, Camp Vandemere, YMCA Camp Sea Gull and Camp Seafarer. The YMCA Camps Sea Gull and Camp Seafarer are by far the largest and generate millions in annual sales and support hundreds of employees. As stated above, the camps together make up the largest employment share in Pamlico County. Due to their high location quotient, the camps are considered an export industry, bringing in new economic activity from outside the county. The camps also generate demand for visitors and travel accommodation. While focusing on economic impacts of camps in Western North Carolina, a 2011 study has found that camp families who had stayed overnight stayed an average of 4.14 days and primarily stayed in a hotel or motel.⁴⁷

Company Name	City	NAICS Business Description	Employees	Annual Sales	Year Established
Camp Caroline	Arapahoe	Camps	7	\$556,000	1995
Camp Don Lee	Arapahoe	Camps	60	\$4,761,000	1984
Camp Sea Gull for Boys	Arapahoe	Camps	400	\$31,739,000	1948
YMCA Camp Seafarer	Arapahoe	Camps	350	\$27,772,000	1984

Figure 17:NAICS 721214 Recreational Camps⁴⁸

According to a stakeholder with Camp Seafarer, the main season for the YMCA camps is the summer. The season technically starts in May when seasonal employees arrive for three weeks of staff training. These workers are college students who mostly come to Pamlico County on their own. The first camp session of the season, which occurs in the second week of June, is a one week “starter camp” for children. This event attracts several hundred families and roughly 700 campers per camp. At the start of the season, the camp at minimum causes most hotels rooms in New Bern and Craven County and Carteret County to be booked. The YMCA does not provide transportation to Arapahoe for its one-week starter camp; some families travel back and forth but a conveniently located hotel may convince more camp families, especially those traveling further than the Research Triangle region, to stay overnight.

From the third week of June to the second week of August, four-week and two-week sessions occur concurrently. The four-week sessions attract about 550 campers at each site, and the two-week sessions attract about 150 campers at each site. Some campers come by bus from major cities across the East Coast and some fly to Raleigh-Durham International Airport (RDU) and get picked up by the camps; however, a majority of the campers are dropped off by their parents.

⁴⁷ Michelle Harrolle and Samantha Rich, “Economic Impact Study of Organized Youth Camps in Western North Carolina (Buncombe, Jackson, Henderson, and Transylvania Counties)” (North Carolina State University & North Carolina Youth Camp Association, January 2011), <https://www.nccamps.org/pdf/economic-impact-study-full.pdf>.

⁴⁸ North Carolina Department of Commerce and Data Axle, “Business Search”; Data-Axle Reference Solutions, “U.S. Businesses Database.”

Outside the summer months, there is also an extended season program, which includes weekend programs through the fall and spring. Cabins on the campsites are available for rent in the offseason, which mostly attracts camp alumni who come back for a weekend as well as hunting, sailing, and fishing events and corporate retreats. The sailing events tend to be national and international competitions.

The camps have a strong attachment to Morehead City and Atlantic Beach, and it is a tradition for families to attach a beach trip when traveling to the camp. It was noted that some camp families also own seasonal homes in Oriental, Morehead City, or Atlantic Beach. Many parents choose to stay overnight in New Bern and the surrounding areas due to a lack of accommodations in Pamlico County.

Staff get time off weekly, which includes the ability to leave for lunch once a week, a “long night” per week, a “short night” per week, and a day off once a week. For the time off for lunch, staff may eat at fast food/fast casual restaurants in Grantsboro, Oriental, or Bayboro. For the “long night” staff might find themselves going to New Bern, Atlantic Beach, or Beaufort for dinner or night activities until curfew. Staff usually may stay at the camp to do laundry, check emails, etc. on “short nights.” While this would not affect hotel demand, it could drive demand for an associated restaurant or bar.

Demand: Arts, Entertainment, and Recreation and Events

While not having export capacity, industries that fall under the arts, entertainment, & recreation sector are drivers for visitor demand. Specifically, there are 16 marinas located in the county. Boaters come in from across the Eastern Seaboard and beyond to dock at the marinas. Furthermore, boat owners based in the more urban areas of North Carolina and other states dock their boats at Pamlico County-based marinas and drive in on weekends. They likely do not need regular overnight accommodation since many would stay on their boats. However, they may need accommodations when their boats are on the “hard” undergoing repairs in local boatyards.

In total there are 16 marinas in the county with roughly \$9M - \$16.5M in annual sales, employing 25-80 people. In addition, there are multiple boatyards where boats are built, maintained, and stored.

Sailing and powerboating are popular recreational activities in the county. In addition, Pamlico County hosts multiple boat events and regattas throughout the year. These events regularly attract visitors in need of overnight accommodation that exceeds the supply in Oriental. Events include the Oriental In-Water Boat Show (Spring), Instead of Football Regatta (January/New Year’s), Hope Clinic Charity Regatta, Summer Solstice Regatta (June), Croakerfest Regatta (July 2023), Dragon’s Breath Regatta (summer), and Greens Creek Regatta (September), Oriental Cup (October), the SailPack Oriental Intercollegiate Regatta, as well as National and International Sunfish, Lasers, Etchells, and one-design competitions. In 2023, the Oriental In-Water Boat Show attracted over 100 vendors from as far away as Fort Lauderdale, Florida and over 3,000 visitors.⁴⁹ The 2023 SailPack Intercollegiate Regatta attracted over 130 sailors and their families from 14 universities spanning from Florida, Maryland, South Carolina, Virginia, and North Carolina.⁵⁰

Recreational fishing is cited as an increasingly popular choice for leisure. Recreational duck and bear hunting are another popular activity that draws visitors into the county, especially in the late fall and

⁴⁹ “The 2024 Oriental In-Water Boat Show April 12-14,” The Oriental Boat Show, n.d., <https://www.orientalboatshow.com/>.

⁵⁰ “SailPack 2023: The Year of Capsize,” TownDock, April 25, 2023, <https://towndock.net/news/sailpack-2023-the-year-of-the-capsize>.

winter. Nationally, hunting, fishing, and wildlife activities are an economic powerhouse, with participants spending \$394 billion on equipment, travel, licenses, and fees in 2022.⁵¹

Music festivals such as the Ol' Front Porch Music Festival, which occurs every year on a weekend in October, bring in outside performers and audiences. Performers and attendees coming from outside the region need overnight accommodation. Performers for this event are in groups and usually bring their families.

Every three years in the spring, the Cycle NC Coastal Ride is hosted in Oriental. This is a three-day event, and the 2023 event attracted over 1,300 cyclists from thirty-four different states.⁵² Many attendees camp while others stay in local lodging.

Other popular events such as the Blue Crab Festival, Squidder's Festival, Art on the Neuse, Street dances, Chili Cook Off, oyster roasts, theatre productions, Chowder Cook Off, weddings, corporate events, golf tournaments, Spirit of Christmas, EXPO's, New Year Running of the Dragon, Art on the Neuse, car shows, parades, Vintage Fashion Shows, and additional music events also draw visitors, throughout the year, particularly on the weekends.

Demand: Family Visitation

Stakeholders said that many residents have extended family from outside the region. This is due to retirees, and the Marine Corps Air Station Cherry Point. Due to the lack of available accommodations in the county, most extended families visit their family members in the January to March time frame, the lightest travel season of the year.

Interregional Drivers of Demand

Pamlico County receives spillover traffic from New Bern, Craven County, southeastern Beaufort County, and Lenoir County. There are no hotels in southeastern Beaufort County or across the Neuse River on the most eastern side of Craven County.

Nearby, outside the county, in the City of Havelock, is Marine Corps Air Station (MCAS) Cherry Point. For Craven County, the NAICS subsector, national security, and international affairs, has an average annual employment of 4,619 civilian contractors as of 2022, and a LQ of 29.54.⁵³ The base typically hosts 30,000+ marines and numerous contractors who come to the area for base related projects and is currently under expansion. The Department of Defense is the largest employer east of I 95 and in Craven County and east of I 95. As a result of MCAS Cherry Point, contractors and military families move through and live in Pamlico County. The Town of Minnesott Beach in Pamlico County is just 5 miles from the MCAS Cherry Point by a free ferry and is often used by base personnel and contractors. The Airshow at MCAS Cherry Point features the Blue Angels among other attractions and draws thousands of people

⁵¹ Marilyn Kitchell, "New Survey Shows Americans Spent \$394 Billion Participating in Hunting, Fishing, and Wildlife-Associated Activities in 2022," U.S. Fish and Wildlife Service, October 12, 2023, https://www.fws.gov/press-release/2023-10/americans-spent-394b-hunting-fishing-and-wildlife-associated-activities-22?utm_source=MarketingCloud&utm_medium=email&utm_campaign=Visit+NC+NewsLink+for+Nov.+2%2c+2023&utm_content=https%3a%2f%2fwww.fws.gov%2fpress-release%2f2023-10%2famericans-spent-394b-hunting-fishing-and-wildlife-associated-activities-22.

⁵² Press Release, "Cycle North Carolina Coastal Ride to Bring Over 1,300 to Oriental," GreensboroSports, April 17, 2023, <https://ncsports.org/2023/04/17/cycle-north-carolina-coastal-ride-to-bring-over-1300-to-oriental/>.

⁵³ U.S. Bureau of Labor Statistics, "Quarterly Census of Employment and Wages."

to the event. MCAS Cherry Point is the Marine Corps Air Station of the Year for 2024, as declared in the announcement of the 2024 Marine Corps Installations Excellence Award winners.

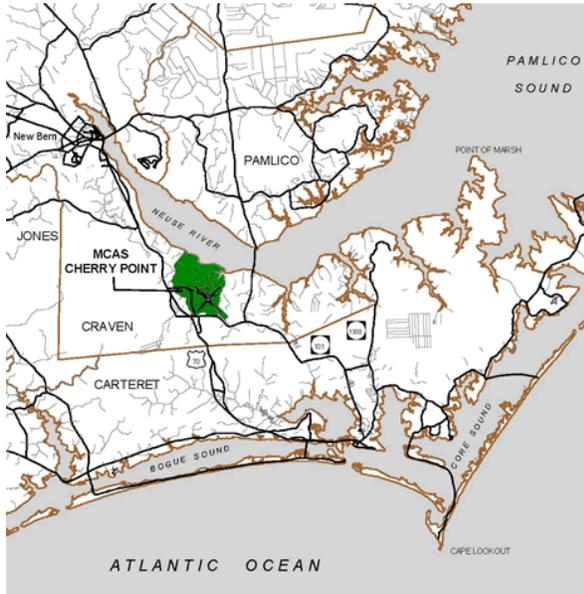


Figure 18: Location of MCAS Cherry Point Relative to Pamlico County⁵⁴

To the north, in neighboring Beaufort County in the Town of Aurora is Nutrien’s Aurora Phosphate plant, which is among the top five employers in Beaufort County. Contractors come from outside the region to routinely work on the infrastructure of the plant. For accommodation, Nutrien recommends many of its vendors, trainers, contractors, and executive personnel to New Bern. Previously, they used to send some to the Hampton Inn in Little Washington, but Nutrien personnel have indicated that they prefer Double Tree in New Bern. A hotel between Grantsboro and Reelsboro would have the Grantsboro amenities, be closer to Nutrien, and be close enough to New Bern. Nutrien stakeholders believe that a hotel meeting those criteria would be useful to them. They mentioned that they thought having a continental breakfast and nearby liquor by the drink would add attractiveness. In September 2023, it was announced that the Aurora Industrial Park would be coming to the Town of Aurora in Beaufort County. This is a \$5 million-dollar economic development project that will bring jobs and workforce development to the region.⁵⁵

⁵⁴ “Marine Corps Air Station Cherry Point,” Naval Facilities Systems Command, n.d., <https://www.navfac.navy.mil/Divisions/Environmental/Products-and-Services/Environmental-Restoration/Mid-Atlantic/Cherry-Point-MCAS/>.

⁵⁵ The Daily News, “Aurora Industrial Park Funding Secured, Construction to Begin,” *Washington Daily News*, September 11, 2023, <https://www.thewashingtondailynews.com/2023/09/11/aurora-industrial-park-funding-secured-construction-to-begin/>.

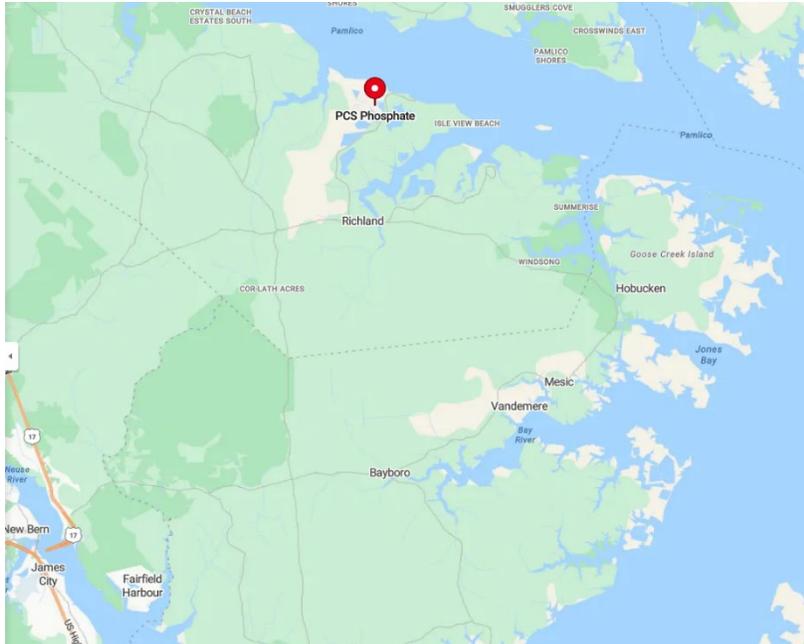


Figure 19: Location of Aurora Phosphate Plant in Relation to Pamlico County⁵⁶

The construction of Interstate 42 also brings contractors to the region and Pamlico County. Upon its completion, area visits and development are expected to increase. A hotel in Pamlico County would be well positioned to serve this demand during the construction phase and after completion.

Potential Location in Grantsboro

Pamlico County identifies several suitable locations for a potential hotel development in Grantsboro. Oriental is considered for a possible location for hotel; however, it has been determined as not being feasible.

The stakeholders in Grantsboro we spoke to seemed cautiously optimistic about a potential hotel. One stakeholder from Grantsboro viewed a small hotel with an adjacent bar/restaurant as a positive economic development opportunity. Due to receiving increasingly high volumes of traffic at the intersection of North Carolina Highway 55 and North Carolina Highway 306, a stakeholder from Grantsboro believed the location of the town as “the welcoming center of Pamlico County” makes it an ideal candidate for hotel. Grantsboro is about an equidistant radius from the recreation camps, New Bern, Oriental, and the Nutrien Aurora Phosphate plant. Furthermore, a hotel would align with the existing land use context and zoning. Most of the sites in consideration are located on a five-lane highway with a turning lane, are already zoned for commercial development and have established infrastructure including water, sewer, fiber, electric, and gas. Furthermore, there is an existing cluster of franchised commercial real estate development within the food services, health, and retail trade sectors.

⁵⁶ 1530 NC-306, Aurora, NC 27806 (Google Maps), accessed December 15, 2023, https://www.google.com/maps/place/1530+NC-306,+Aurora,+NC+27806/@35.3549233,-76.7562355,14z/data=!4m6!3m5!1s0x89af46332f185fcf:0x3d9b9f501b1fc5b!8m2!3d35.3737396!4d-76.7792538!16s%2F11jt1443_?entry=tту&corid=c154c2d1-1a2e-b499-3bca-3a60b190946b.

The stakeholders we spoke to in the Town of Oriental were less optimistic about a hotel in their community. First, Oriental’s existing zoning ordinance prohibits buildings to not “exceed a total height of 40 feet above the lowest adjacent finished grade or 48.5 feet above the mean sea level, whichever is higher.”⁵⁷ It was said that the community may support a new hotel in the town; however, a commercial hotel does not conform with the existing character of the community and building a property on the waterfront would be strongly opposed by residents. In addition, the town is prone to flooding from hurricanes and other extreme weather events. There is a high barrier to entry since the town technically has three other hotel accommodations and has a significant number of short-term rentals and seasonal homes.

Financial Projections

Based on the data and analysis presented in this report a financial model was developed to project the potential performance of a new hotel under different scenarios (75 rooms, 85 rooms, or 100 rooms). See appendix for the full analysis.

Key Assumptions

- A 3% annual room rate increase was integrated based on industry standards and the prevailing inflation level.
- Room rates were set conservatively, based on analysis of comparable hotels in the area. The modeled room rate ranged from a low of \$115 to a high of \$140 with an average of \$130. By comparison, rates at existing hotels ranged from a low of \$136 to \$176 based on a sampling of April and July nightly rates at nine hotels in the New Bern and Havelock areas.
- Monthly occupancy projections are driven by an in-depth understanding of local events, which the major driver of visitor demand in the county. The modeled monthly occupancy rate ranged from a low of 50% in January and February to a high of 95% from May to August for an annual average of 81%.

Results

Under these assumptions, across all three scenarios, the revenue per available room (REVPAR) was projected at \$39,083, or \$107 per day. Annual revenues were projected as follows:

- 75 rooms: \$2.9M in the first year, growing to \$3.3M in the fifth year.
- 85 rooms: \$3.32M in the first year, growing to \$3.73M in the fifth year.
- 100 Rooms: \$3.9M in the first year, growing to \$4.4M in the fifth year.

⁵⁷ Town of Oriental, “Growth Management Ordinance of the Town of Oriental,” n.d., https://townoforiental.com/vertical/sites/%7B8227B748-6F08-4124-B0ED-02789B9A2F82%7D/uploads/GROWTH_MANAGEMENT_ORDINANCE_OF_THE_TOWN_OF_ORIENTAL_-_driveway_adjustment_Dec_2022.pdf.

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis of Potential Hotel in Pamlico County

A SWOT analysis is a strategic planning technique that assesses the strengths, weaknesses, opportunities, and threats of the local area for the hotel development.

	Positive	Negative
Internal	<p>Strengths</p> <ul style="list-style-type: none"> - Medium barriers to entry - Diverse drivers of visitor demand including unique weekend and seasonal events, visitor overflow from other counties, year-round contractors, summer camps, unique recreational activities (sailing, fishing charters) - Available sites and amenities 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Limited available workforce - Town of Oriental community opposition
External	<p>Opportunities</p> <ul style="list-style-type: none"> - Projected increases in visitor spending - Increases in annual visitors - Increasing traffic flow on major roads 	<p>Threats</p> <ul style="list-style-type: none"> - Unpredictability in visitation due to weather - Competition from short-term rentals

Conclusion

This market and financial feasibility analysis provides a framework for the feasibility of a new hotel in Pamlico County. The hotel's success will be dependent primarily on the existing community assets of the county that drive visitor demand. As the county moves forward it will be important to consider the specific type of developer and investor that is interested in taking on this kind of project. This report can be used to familiarize potential partners with the dynamics of visitor demand in Pamlico County and the potential market opportunities.

References

- "1530 NC-306, Aurora, NC 27806." Google Maps. Accessed December 15, 2023.
https://outlook.office.com/mail/safelink.html?url=https://www.google.com/maps/place/1530+NC-306,+Aurora,+NC+27806/@35.3549233,-76.7562355,14z/data=!4m6!3m5!1s0x89af46332f185fcf:0x3d9b9f501b1fc5b!8m2!3d35.3737396!4d-76.7792538!16s%2Fg%2F11jt1443_?entry=ttu&corid=c154c2d1-1a2e-b499-3bca-3a60b190946b.
- AHLA. "A New Era for Hotels: The American Hotel & Lodging Association 2023 State of the Hotel Industry Report," January 2023.
https://www.ahla.com/sites/default/files/AHLA.SOTI_Report.2023.final_.002.pdf.
- Bureau of Labor Statistics. "Local Area Unemployment Statistics," n.d.
<https://www.bls.gov/lau/tables.htm#stateaa>.
- Data-Axle Reference Solutions. "U.S. Businesses Database," 2023.
<https://www.referenceusa.com/UsBusiness/Search/Custom/bc877a02482a4a88ae1b6d2e9f448d21>.
- Esri. "ArcGIS Business Analyst," 2023.
- Harrolle, Michelle, and Samantha Rich. "Economic Impact Study of Organized Youth Camps in Western North Carolina (Buncombe, Jackson, Henderson, and Transylvania Counties)." North Carolina State University & North Carolina Youth Camp Association, January 2011.
<https://www.nccamps.org/pdf/economic-impact-study-full.pdf>.
- Kitchell, Marilyn. "New Survey Shows Americans Spent \$394 Billion Participating in Hunting, Fishing, and Wildlife-Associated Activities in 2022." U.S. Fish and Wildlife Service, October 12, 2023.
https://www.fws.gov/press-release/2023-10/americans-spent-394b-hunting-fishing-and-wildlife-associated-activities-22?utm_source=MarketingCloud&utm_medium=email&utm_campaign=Visit+NC+NewsLink+for+Nov.+2%2c+2023&utm_content=https%3a%2f%2fwww.fws.gov%2fpress-release%2f2023-10%2famericans-spent-394b-hunting-fishing-and-wildlife-associated-activities-22.
- Loverlady, Adam. "Short-Term Rental Regulations after Schroeder." *Coates' Canons NC Local Government Law* (blog), n.d. <https://canons.sog.unc.edu/2022/04/short-term-rental-regulations-after-schroeder/>.
- Martin, Jonathan. "Pamlico County (1872)." North Carolina History Project, 2016.
<https://northcarolinahistory.org/encyclopedia/pamlico-county-1872/>.
- Morgan, Jonathan. "Using Economic Incentives for Better or for Worse." *Popular Government* 14, no. 3 (2009): 16–29.
- Naval Facilities ENgineering Systems Command. "Marine Corps Air Station Cherry Point," n.d.
<https://www.navfac.navy.mil/Divisions/Environmental/Products-and-Services/Environmental-Restoration/Mid-Atlantic/Cherry-Point-MCAS/>.
- North Carolina Department of Commerce and Data Axle. "Business Search," 2023.
https://accessnc.nccommerce.com/business/business_custom_search_infogroup.html.
- Occupational Information Network. "See All Occupations," October 24, 2023.
<https://www.onetonline.org/find/all>.
- Phillips, Rhonda, and Robert H. Pittman, eds. *An Introduction to Community Development*. Second Edition. New York, NY: Routledge, 2015.
- Press Release. "Cycle North Carolina Coastal Ride to Bring Over 1,300 to Oriental." GreensboroSports, April 17, 2023.
<https://mail.google.com/mail/u/0/#inbox/FMfcgzGwHfpLWkQwXhIPjXHbJVLDfhhP>.

Research and Training Center on Disability in Rural Communities. "Data Limitations in the American Community Survey (ACS): The Impact on Rural Disability Research." *The University of Montana Rural Institute for Inclusive Communities*, 2017.

Rush, Deric. "State Approves \$43.2 for Affordable Housing." *WITN*, October 31, 2023. <https://www.msn.com/en-us/money/realestate/state-approves-43-2-million-for-affordable-housing/ar-AA1jaYRj>.

Ryan, Bill. "Lodging." University of Wisconsin-Madison Division of Extension, March 2022. <https://economicdevelopment.extension.wisc.edu/articles/evaluating-lodging-opportunities/>.

The Daily News. "Aurora Industrial Park Funding Secured, Construction to Begin." *Washington Daily News*, September 11, 2023. <https://www.thewashingtondailynews.com/2023/09/11/aurora-industrial-park-funding-secured-construction-to-begin/>.

The Oriental Boat Show. "The 2024 Oriental In-Water Boat Show April 12-14," n.d. <https://www.orientalboatshow.com/>.

Town of Oriental. "Growth Management Ordinance of the Town of Oriental," n.d. https://townoforiental.com/vertical/sites/%7B8227B748-6F08-4124-B0ED-02789B9A2F82%7D/uploads/GROWTH_MANAGEMENT_ORDINANCE_OF_THE_TOWN_OF_ORIENTAL_-_driveway_adjustment_Dec_2022.pdf.

Towndock. "SailPack 2023: The Year of Capsize," April 25, 2023. <https://towndock.net/news/sailpack-2023-the-year-of-the-capsize>.

U.S. Bureau of Labor Statistics. "Industry-Occupation Matrix Data, by Industry," September 6, 2023. <https://www.bls.gov/emp/tables/industry-occupation-matrix-industry.htm>.

———. "Quarterly Census of Employment and Wages," n.d. <https://data.bls.gov/PDQWeb/en>.

U.S. Census Bureau. "2017-2021 American Community Survey 5-Year Public Use Microdata Samples," 2023. <https://socialexplorer.com>.

———. "U.S. Decennial Census," 2023. <https://socialexplorer.com>.

U.S. Census Bureau. "OnTheMap," 2020. <https://onthemap.ces.census.gov/>.

Visit North Carolina. "2022 North Carolina Regional Visitor Profile." 2022. <https://partners.visitnc.com/contents/sdownload/73349/file/2022+North+Carolina+Regional+Visitor+Profile.pdf>.

Visit North Carolina and Tourism Economics. "The Economic Impact of Travel on North Carolina Counties. North Carolina - All Counties - 2022," 2023. <https://partners.visitnc.com/contents/sdownload/73486/file/2022+County+Level+Visitor+Expenditures.pdf>.

———. "Travel Economic Impact Model (TEIM)," 2023. <https://partners.visitnc.com/archived-data>.

Zambrano, Alexia. "Hotels & Motels in the US." IBISWorld, January 2023. <https://my-ibisworld-com.libproxy.lib.unc.edu/us/en/industry/72111/about>.

Appendix

Current Hotel Supply in the Pamlico County Area

Property	Location	Hotel Stars	Review (Google)	Sample Rate - Low	Sample Rate - High
Holiday Inn Express & Suites	Havelock	**	4.2	\$ 116	\$ 223
Hampton Inn	Havelock	***	4.2	\$ 116	\$ 155
Comfort Suites	New Bern	**	3.9	\$ 116	\$ 129
Bridgepoint Hotel & Marina	New Bern	**	3.8	\$ 91	\$ 125
Springhill Suites	New Bern	***	4.4	\$ 124	\$ 161
Clarion Point	New Bern	**	4.2	\$ 95	\$ 118
Double Tree	New Bern	***	4.1	\$ 184	\$ 205
Courtyard	New Bern	***	4.3	\$ 179	\$ 217
Hampton Inn	New Bern	***	4.3	\$ 137	\$ 157
Inn at Oriental	Oriental	na	4.8	\$ 125	\$ 145
			Average:	\$ 128	\$ 164

Data Source: Google Maps

Monthly occupancy projections for Pamlico county hotel (75 rooms) No restaurant + Bar

MONTH	No of days	2024		2025		2026		2027		2028	
		OCC	Average room rate								
JANUARY	31	50%	\$ 115.00	50%	\$ 118.45	50%	\$ 122.00	50%	\$ 125.66	50%	\$ 129.43
FEBRUARY	28	50%	\$ 115.00	50%	\$ 118.45	50%	\$ 122.00	50%	\$ 125.66	50%	\$ 129.43
MARCH	31	75%	\$ 125.00	75%	\$ 128.75	75%	\$ 132.61	75%	\$ 136.59	75%	\$ 140.69
APRIL	30	80%	\$ 130.00	80%	\$ 133.90	80%	\$ 137.92	80%	\$ 142.05	80%	\$ 146.32
MAY	31	95%	\$ 135.00	95%	\$ 139.05	95%	\$ 143.22	95%	\$ 147.52	95%	\$ 151.94
JUNE	30	95%	\$ 140.00	95%	\$ 144.20	95%	\$ 148.53	95%	\$ 152.98	95%	\$ 157.57
JULY	31	95%	\$ 140.00	95%	\$ 144.20	95%	\$ 148.53	95%	\$ 152.98	95%	\$ 157.57
AUGUST	31	95%	\$ 140.00	95%	\$ 144.20	95%	\$ 148.53	95%	\$ 152.98	95%	\$ 157.57
SEPTEMBER	30	90%	\$ 140.00	90%	\$ 144.20	90%	\$ 148.53	90%	\$ 152.98	90%	\$ 157.57
OCTOBER	31	90%	\$ 135.00	90%	\$ 139.05	90%	\$ 143.22	90%	\$ 147.52	90%	\$ 151.94
NOVEMBER	30	80%	\$ 125.00	80%	\$ 128.75	80%	\$ 132.61	80%	\$ 136.59	80%	\$ 140.69
DECEMBER	31	75%	\$ 125.00	75%	\$ 128.75	75%	\$ 132.61	75%	\$ 136.59	75%	\$ 140.69
ANNUAL	365	81%	\$ 130.4	81%	\$ 134.3	81%	\$ 138.4	81%	\$ 142.5	81%	\$ 146.8

Total rooms	75		75		75		75		75
Total Annual revenue per room	\$ 39,083.25		\$ 40,255.75		\$ 41,463.42		\$ 42,707.32		\$ 43,988.54
Total Annual revenue	\$ 2,931,243.75		\$ 3,019,181.06		\$ 3,109,756.49		\$ 3,203,049.19		\$ 3,299,140.66
Revenue per room per day	\$ 107.08		\$ 110.29		\$ 113.60		\$ 117.01		\$ 120.52

Monthly occupancy projections for Pamlico County Hotel (85 rooms) **No restaurant + Bar**

MONTH	No of days	2024		2025		2026		2027		2028	
		OCC	Average room rate								
JANUARY	31	50%	\$ 115.00	50%	\$ 118.45	50%	\$ 122.00	50%	\$ 125.66	50%	\$ 129.43
FEBRUARY	28	50%	\$ 115.00	50%	\$ 118.45	50%	\$ 122.00	50%	\$ 125.66	50%	\$ 129.43
MARCH	31	75%	\$ 125.00	75%	\$ 128.75	75%	\$ 132.61	75%	\$ 136.59	75%	\$ 140.69
APRIL	30	80%	\$ 130.00	80%	\$ 133.90	80%	\$ 137.92	80%	\$ 142.05	80%	\$ 146.32
MAY	31	95%	\$ 135.00	95%	\$ 139.05	95%	\$ 143.22	95%	\$ 147.52	95%	\$ 151.94
JUNE	30	95%	\$ 140.00	95%	\$ 144.20	95%	\$ 148.53	95%	\$ 152.98	95%	\$ 157.57
JULY	31	95%	\$ 140.00	95%	\$ 144.20	95%	\$ 148.53	95%	\$ 152.98	95%	\$ 157.57
AUGUST	31	95%	\$ 140.00	95%	\$ 144.20	95%	\$ 148.53	95%	\$ 152.98	95%	\$ 157.57
SEPTEMBER	30	90%	\$ 140.00	90%	\$ 144.20	90%	\$ 148.53	90%	\$ 152.98	90%	\$ 157.57
OCTOBER	31	90%	\$ 135.00	90%	\$ 139.05	90%	\$ 143.22	90%	\$ 147.52	90%	\$ 151.94
NOVEMBER	30	80%	\$ 125.00	80%	\$ 128.75	80%	\$ 132.61	80%	\$ 136.59	80%	\$ 140.69
DECEMBER	31	75%	\$ 125.00	75%	\$ 128.75	75%	\$ 132.61	75%	\$ 136.59	75%	\$ 140.69
ANNUAL	365	81%	\$ 130.4	81%	\$ 134.3	81%	\$ 138.4	81%	\$ 142.5	81%	\$ 146.8

Total rooms	85	85	85	85	85
Total Annual revenue per room	\$ 39,083.25	\$ 40,255.75	\$ 41,463.42	\$ 42,707.32	\$ 43,988.54
Total Annual revenue	\$ 3,322,076.25	\$ 3,421,738.54	\$ 3,524,390.69	\$ 3,630,122.41	\$ 3,739,026.09
Revenue per room per day	\$ 107.08	\$ 110.29	\$ 113.60	\$ 117.01	\$ 120.52

Monthly occupancy projections for Pamlico County Hotel (100 rooms) **No restaurant + Bar**

MONTH	No of days	2024		2025		2026		2027		2028	
		OCC	Average room rate								
JANUARY	31	50%	\$ 115.00	50%	\$ 118.45	50%	\$ 122.00	50%	\$ 125.66	50%	\$ 129.43
FEBRUARY	28	50%	\$ 115.00	50%	\$ 118.45	50%	\$ 122.00	50%	\$ 125.66	50%	\$ 129.43
MARCH	31	75%	\$ 125.00	75%	\$ 128.75	75%	\$ 132.61	75%	\$ 136.59	75%	\$ 140.69
APRIL	30	80%	\$ 130.00	80%	\$ 133.90	80%	\$ 137.92	80%	\$ 142.05	80%	\$ 146.32
MAY	31	95%	\$ 135.00	95%	\$ 139.05	95%	\$ 143.22	95%	\$ 147.52	95%	\$ 151.94
JUNE	30	95%	\$ 140.00	95%	\$ 144.20	95%	\$ 148.53	95%	\$ 152.98	95%	\$ 157.57
JULY	31	95%	\$ 140.00	95%	\$ 144.20	95%	\$ 148.53	95%	\$ 152.98	95%	\$ 157.57
AUGUST	31	95%	\$ 140.00	95%	\$ 144.20	95%	\$ 148.53	95%	\$ 152.98	95%	\$ 157.57
SEPTEMBER	30	90%	\$ 140.00	90%	\$ 144.20	90%	\$ 148.53	90%	\$ 152.98	90%	\$ 157.57
OCTOBER	31	90%	\$ 135.00	90%	\$ 139.05	90%	\$ 143.22	90%	\$ 147.52	90%	\$ 151.94
NOVEMBER	30	80%	\$ 125.00	80%	\$ 128.75	80%	\$ 132.61	80%	\$ 136.59	80%	\$ 140.69
DECEMBER	31	75%	\$ 125.00	75%	\$ 128.75	75%	\$ 132.61	75%	\$ 136.59	75%	\$ 140.69
ANNUAL	365	81%	\$ 130.4	81%	\$ 134.3	81%	\$ 138.4	81%	\$ 142.5	81%	\$ 146.8

Total rooms	100		100		100		100		100
Total Annual revenue per room	\$ 39,083.25		\$ 40,255.75		\$ 41,463.42		\$ 42,707.32		\$ 43,988.54
Total Annual revenue	\$ 3,908,325.00		\$ 4,025,574.75		\$ 4,146,341.99		\$ 4,270,732.25		\$ 4,398,854.22
Revenue per room per day	\$ 107.08		\$ 110.29		\$ 113.60		\$ 117.01		\$ 120.52

Monthly occupancy projections for Pamlico county hotel (75 rooms + Restaurant + Bar)

MONTH	No of days	2024		2025		2026		2027		2028	
		OCC	Average room rate								
JANUARY	31	50%	\$ 125.00	50%	\$ 128.75	50%	\$ 132.61	50%	\$ 136.59	50%	\$ 140.69
FEBRUARY	28	50%	\$ 125.00	50%	\$ 128.75	50%	\$ 132.61	50%	\$ 136.59	50%	\$ 140.69
MARCH	31	75%	\$ 135.00	75%	\$ 139.05	75%	\$ 143.22	75%	\$ 147.52	75%	\$ 151.94
APRIL	30	80%	\$ 140.00	80%	\$ 144.20	80%	\$ 148.53	80%	\$ 152.98	80%	\$ 157.57
MAY	31	95%	\$ 145.00	95%	\$ 149.35	95%	\$ 153.83	95%	\$ 158.45	95%	\$ 163.20
JUNE	30	95%	\$ 150.00	95%	\$ 154.50	95%	\$ 159.14	95%	\$ 163.91	95%	\$ 168.83
JULY	31	95%	\$ 150.00	95%	\$ 154.50	95%	\$ 159.14	95%	\$ 163.91	95%	\$ 168.83
AUGUST	31	95%	\$ 150.00	95%	\$ 154.50	95%	\$ 159.14	95%	\$ 163.91	95%	\$ 168.83
SEPTEMBER	30	90%	\$ 150.00	90%	\$ 154.50	90%	\$ 159.14	90%	\$ 163.91	90%	\$ 168.83
OCTOBER	31	90%	\$ 145.00	90%	\$ 149.35	90%	\$ 153.83	90%	\$ 158.45	90%	\$ 163.20
NOVEMBER	30	80%	\$ 135.00	80%	\$ 139.05	80%	\$ 143.22	80%	\$ 147.52	80%	\$ 151.94
DECEMBER	31	75%	\$ 135.00	75%	\$ 139.05	75%	\$ 143.22	75%	\$ 147.52	75%	\$ 151.94
ANNUAL	365	81%	\$ 140.4	81%	\$ 144.6	81%	\$ 149.0	81%	\$ 153.4	81%	\$ 158.0

Total rooms	75		75		75		75		75
Total Annual revenue per room	\$ 42,040.75		\$ 43,301.97		\$ 44,601.03		\$ 45,939.06		\$ 47,317.23
Total Annual revenue	\$ 3,153,056.25		\$ 3,247,647.94		\$ 3,345,077.38		\$ 3,445,429.70		\$ 3,548,792.59
Revenue per room per day	\$ 115.18		\$ 118.64		\$ 122.19		\$ 125.86		\$ 129.64

Monthly occupancy projections for Pamlico County Hotel (85 rooms + Restaurant + Bar)

MONTH	No of days	2024		2025		2026		2027		2028	
		OCC	Average room rate								
JANUARY	31	50%	\$ 125.00	50%	\$ 128.75	50%	\$ 132.61	50%	\$ 136.59	50%	\$ 140.69
FEBRUARY	28	50%	\$ 125.00	50%	\$ 128.75	50%	\$ 132.61	50%	\$ 136.59	50%	\$ 140.69
MARCH	31	75%	\$ 135.00	75%	\$ 139.05	75%	\$ 143.22	75%	\$ 147.52	75%	\$ 151.94
APRIL	30	80%	\$ 140.00	80%	\$ 144.20	80%	\$ 148.53	80%	\$ 152.98	80%	\$ 157.57
MAY	31	95%	\$ 145.00	95%	\$ 149.35	95%	\$ 153.83	95%	\$ 158.45	95%	\$ 163.20
JUNE	30	95%	\$ 150.00	95%	\$ 154.50	95%	\$ 159.14	95%	\$ 163.91	95%	\$ 168.83
JULY	31	95%	\$ 150.00	95%	\$ 154.50	95%	\$ 159.14	95%	\$ 163.91	95%	\$ 168.83
AUGUST	31	95%	\$ 150.00	95%	\$ 154.50	95%	\$ 159.14	95%	\$ 163.91	95%	\$ 168.83
SEPTEMBER	30	90%	\$ 150.00	90%	\$ 154.50	90%	\$ 159.14	90%	\$ 163.91	90%	\$ 168.83
OCTOBER	31	90%	\$ 145.00	90%	\$ 149.35	90%	\$ 153.83	90%	\$ 158.45	90%	\$ 163.20
NOVEMBER	30	80%	\$ 135.00	80%	\$ 139.05	80%	\$ 143.22	80%	\$ 147.52	80%	\$ 151.94
DECEMBER	31	75%	\$ 135.00	75%	\$ 139.05	75%	\$ 143.22	75%	\$ 147.52	75%	\$ 151.94
ANNUAL	365	81%	\$ 140.4	81%	\$ 144.6	81%	\$ 149.0	81%	\$ 153.4	81%	\$ 158.0

Total rooms	85		85		85		85		85
Total Annual revenue per room	\$ 42,040.75		\$ 43,301.97		\$ 44,601.03		\$ 45,939.06		\$ 47,317.23
Total Annual revenue	\$ 3,573,463.75		\$ 3,680,667.66		\$ 3,791,087.69		\$ 3,904,820.32		\$ 4,021,964.93
Revenue per room per day	\$ 115.18		\$ 118.64		\$ 122.19		\$ 125.86		\$ 129.64

Monthly occupancy projections for Pamlico county hotel (100 rooms + Restaurant + Bar)

MONTH	No of days	2024		2025		2026		2027		2028	
		OCC	Average room rate								
JANUARY	31	50%	\$ 125.00	50%	\$ 128.75	50%	\$ 132.61	50%	\$ 136.59	50%	\$ 140.69
FEBRUARY	28	50%	\$ 125.00	50%	\$ 128.75	50%	\$ 132.61	50%	\$ 136.59	50%	\$ 140.69
MARCH	31	75%	\$ 135.00	75%	\$ 139.05	75%	\$ 143.22	75%	\$ 147.52	75%	\$ 151.94
APRIL	30	80%	\$ 140.00	80%	\$ 144.20	80%	\$ 148.53	80%	\$ 152.98	80%	\$ 157.57
MAY	31	95%	\$ 145.00	95%	\$ 149.35	95%	\$ 153.83	95%	\$ 158.45	95%	\$ 163.20
JUNE	30	95%	\$ 150.00	95%	\$ 154.50	95%	\$ 159.14	95%	\$ 163.91	95%	\$ 168.83
JULY	31	95%	\$ 150.00	95%	\$ 154.50	95%	\$ 159.14	95%	\$ 163.91	95%	\$ 168.83
AUGUST	31	95%	\$ 150.00	95%	\$ 154.50	95%	\$ 159.14	95%	\$ 163.91	95%	\$ 168.83
SEPTEMBER	30	90%	\$ 150.00	90%	\$ 154.50	90%	\$ 159.14	90%	\$ 163.91	90%	\$ 168.83
OCTOBER	31	90%	\$ 145.00	90%	\$ 149.35	90%	\$ 153.83	90%	\$ 158.45	90%	\$ 163.20
NOVEMBER	30	80%	\$ 135.00	80%	\$ 139.05	80%	\$ 143.22	80%	\$ 147.52	80%	\$ 151.94
DECEMBER	31	75%	\$ 135.00	75%	\$ 139.05	75%	\$ 143.22	75%	\$ 147.52	75%	\$ 151.94
ANNUAL	365	81%	\$ 140.4	81%	\$ 144.6	81%	\$ 149.0	81%	\$ 153.4	81%	\$ 158.0

Total rooms	100		100		100		100		100
Total Annual revenue per room	\$ 42,040.75		\$ 43,301.97		\$ 44,601.03		\$ 45,939.06		\$ 47,317.23
Total Annual revenue	\$ 4,204,075.00		\$ 4,330,197.25		\$ 4,460,103.17		\$ 4,593,906.26		\$ 4,731,723.45
Revenue per room per day	\$ 115.18		\$ 118.64		\$ 122.19		\$ 125.86		\$ 129.64