

TENNESSEE DEPARTMENT OF ECONOMIC AND
COMMUNITY DEVELOPMENT



SELECT TENNESSEE
Property Evaluation Program

FINDINGS & RECOMMENDATIONS

Lincoln County

Table of Contents

Select Tennessee Property Evaluation Program

Overview of Property Evaluation Program (PEP)	3
Methodology	4
County Profile	5
Summary of Findings	7
Effective Economic Development	7
Transportation	8
Terrain	9
Utilities	10
Two Lincoln Counties: Dual Development Strategies	11
Introduction of Sites	13
Detailed Property Evaluation	
Ardmore Site	15
Dellrose Site	20
Bullington Industrial Park	24
Fayetteville-Lincoln County Industrial Park	29
Fayetteville-Lincoln County Industrial Park (expansion sites)	34
Goggin Building	38
Richardson Site	42
Concluding Remarks	47



Select Tennessee Property Evaluation Program Findings and Recommendations



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Subject: Lincoln County - Select Tennessee Property Evaluation Program
Findings and Recommendations

OVERVIEW OF PROPERTY EVALUATION PROGRAM (PEP)

The Select Tennessee Property Evaluation Program (PEP) was created for the purpose of expanding the state's inventory of industrial sites and existing industrial buildings. The goal of the program is to help drive economic growth in the state. The program objective is to create a pipeline of properties by identifying real estate that is best aligned with near-term development strategies, as well as those properties that can be cultivated for long-term, economy-stabilizing investments.

The purpose of this report is to provide stakeholders with insights into Lincoln County's portfolio of real estate assets and associated economic development opportunities. These insights provide a basis for focusing local resources on properties that have the greatest potential for business attraction.

Corporate location decisions are routinely derived by finding a favorable balance between a community's strengths and weaknesses – whether perceived or real. At the root of a corporate location decision is real estate. A great community will be bypassed if real estate is not ready or near-ready for development at the time it is needed.

Communities, like corporations, are dynamic organizations that change in a myriad of ways with time. To remain healthy, corporations and communities alike must adapt to new demands. To be successful, corporations must alter strategies in response to changing customer preferences and shifting operating environments. Likewise, to be attractive for corporate investment, communities must recognize changing corporate needs and adjust both real estate and community offerings accordingly.

During the July 2017 visit, Austin Consulting (heretofore: Austin) visited and reviewed properties and surrounding environment to ascertain each site's ability to attract job-creating commercial or industrial growth. It also included meetings with local economic development representatives, utility providers, community planning and zoning representatives, and other local representatives important to the economic development process.

METHODOLOGY

Austin's visit to Lincoln County was essentially a simulated professional site selector field investigation, not unlike those conducted for an actual corporate site selection client. Austin's objective was to collect sufficient information about candidate properties, the community, and local and regional economies to extrapolate two conclusions:

1. The suitability and readiness of local properties (sites and buildings) for job producing development.
2. The community's logical industry targets and associated investment characteristics including size and types of facilities, utility requirements, and transportation needs.

During the Select Tennessee PEP exercise, Austin looked at Lincoln County through the lens of numerous investment types including: manufacturing, warehouse/distribution, call centers, data centers and back-office/shared services operations.

In July 2017, Austin completed a detailed evaluation of properties submitted by Lincoln County. On July 20, 2017, Austin representatives Jonathan Gemmen and Charles Slife completed a visit to Lincoln County to assess and gather information on seven properties proposed for potential industrial development.

Recommendations contained in this report reflect Austin's experience in assessing the suitability of communities and properties for industrial operations. Austin's assessment incorporates:

- Property readiness for development including utility services, road access, zoning and environmental attributes
- Neighborhood attributes including site access, neighboring land uses, site curb appeal and local development trends
- Community attributes including quality/reliability/capacity of utility systems, growth trends, land use planning, quality of place and overall community engagement in economic development
- Regional attributes including existing and planned transportation infrastructure, population growth trends, the nature and distribution of job creation, and availability of developable land

DISCLAIMER:

Any views or opinions presented in this report are those of Austin Consulting and do not necessarily represent those of the Tennessee Department of Economic and Community Development or other organizations or individuals. The opinions expressed in this report draw on Austin's extensive experience in property and community evaluation for corporate clients. This report is based solely on Austin's interpretation of information gathered during the time frame allotted to this project.

COUNTY PROFILE

Lincoln County is located in southern Middle Tennessee between the Nashville and Huntsville metropolitan areas. Fayetteville, located in the center of the county, is Lincoln County's county seat and largest city. Portions of the towns of Ardmore and Petersburg are also located in Lincoln County. Neighboring counties include five in Tennessee: Bedford County to the north, Moore County to the northeast, Franklin County to the east, Giles County to the west, and Marshall County to the northwest; and, to the south, two counties in Alabama: Limestone and Madison.



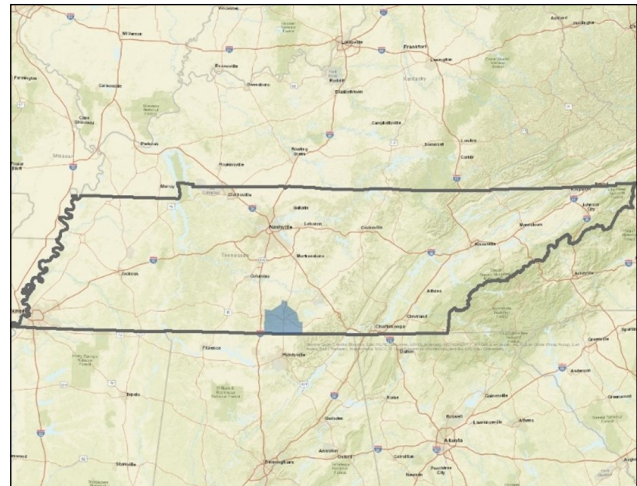
Lincoln County comprises 571 square miles, largely in the Southern Highland Rim geological region. U.S. Highway 64 bisects the county east to west and intersects with Interstate 65 in Giles County, two miles west of Lincoln's County's western boundary. U.S. Highways 231 and 431 enter the county from Alabama and travel concurrently north to Fayetteville before dividing. From Fayetteville, U.S. Highway 231 travels northeasterly towards Shelbyville and Murfreesboro while U.S. Highway 431 travels northwesterly towards Lewisburg and Nashville.

U.S. Census Data from 2016 put Lincoln County's population at 33,645, an increase of almost 300 residents since 2010. November 2017 Bureau of Labor Statistics data put Lincoln County's unemployment rate at 3.1 percent.

To understand the local workforce, Austin studied data related to private-sector jobs in Lincoln County and/or held by county residents. Isolating private-sector employment helps to underline the strengths and weaknesses of the local economy and informs economic development practitioners as they plan to executive job-creating strategies. According to 2014 U.S. Census Data, nearly 35% of private-sector jobs in Lincoln County are in the manufacturing sector. This greatly exceeds the State of Tennessee's percentage; across the state, only 15% of jobs are in manufacturing. Though less drastic, 17% of jobs are in the retail trade sector, three percent more than the state figure. When compared to the state, Lincoln County has much lower private-sector employment in the health care and social assistance sector; six percent of Lincoln County jobs lie in this sector, compared to 15% of Tennessee jobs.

With 6,774 private sector jobs, Lincoln County has a private-job per capita of approximately 0.20. But, this rate speaks only to jobs located in the county, not to out-of-county jobs held by Lincoln County residents.

Over 58 percent of the jobs in Lincoln County are held by county residents with the remaining workforce comprised of residents of surrounding counties. Behind Lincoln residents, Madison County (AL) residents constitute the second largest share of the Lincoln workforce, holding 5.3% of the jobs in Lincoln County.



Though Lincoln County residents represent a majority of the county workforce, a larger share of residents commutes outside of the county for employment. Twenty percent of Lincoln County residents commute south to Huntsville, Ala., whereas nearly 10 percent of county residents commute north to the more populated counties of Davidson and Rutherford.

By contrasting Lincoln County's economic sectors with the commuting patterns of its workers and residents, one sees that the county is a strong-player in the regional manufacturing economy and that it is a destination for those seeking manufacturing work within and beyond Lincoln County. However, those employed outside of the manufacturing sector appear to travel to larger metropolitan areas for higher-skilled and/or professional jobs that are less prevalent near their homes.

SUMMARY OF FINDINGS

This section outlines general findings from Austin's site visit to Lincoln County as well as themes that should be considered as local officials and economic development practitioners position sites for industrial development..

Effective Economic Development

Lincoln County's Tier One status demonstrates the strength of its economy and the expertise of its elected officials and economic development practitioners. Lincoln County routinely proves its ability to support local businesses, attract companies into the community, and plan proactively for future business investment. Lincoln County's low unemployment rate of 3.1 percent is a testament to the county's success. In fact, many economists believe that achieving unemployment rates below 4 percent is rare because of the normal movement of workers between jobs. From this perspective, one can argue that Lincoln County is at full employment.

Continued investment in the Fayetteville-Lincoln County Industrial Park from Frito-Lay, Toledo Mold & Die, and Nippon Steel demonstrates the county's ability to attract industrial location and expansion projects. The recent certification of the Runway Centre Industrial Park, south of Fayetteville illustrates additional efforts to attract job-creating projects to the county. Having a certified site in one's portfolio allows for sites to be marketed widely, simplifies corporate due diligence, and presents a forward-thinking, pragmatic community to site selectors.

To put it more precisely, Lincoln County is doing a lot of things right. Challenges moving forward – topography, utility capacities, target sectors, workforce – require strategic planning and engaged stakeholders, both of which the county is adept. Yet, the reality is that Lincoln County's two best and most "shovel ready" industrial sites (Runway Centre Industrial Park and the remaining acreage in the Fayetteville-Lincoln County Industrial Park), do not offer immediate access to Interstate 65.

Along with these positive indicators, the county's labor force participation rate is an additional data point that speaks to Lincoln County's economic condition. The labor-force participation rate is the share of adults who are either employed or seeking employment as a percentage of the total adult population. As a rule, the participation rate will never be 100 percent because, understandably, all adults are not either working or seeking to work. Those outside of the labor force include students, stay-at-home parents, those with disabilities, etc. Still, a lower-than-average participation rate can be an indicator of economic challenges.

Lincoln County's unemployment rate, 3.1 percent (November 2017), demonstrates that residents who wish to participate in the workforce are largely able to do so. But, the county's participation rate of 57 percent is six percent below the national average. This suggests that Lincoln County may have a high percentage of adult residents who have stopped looking for work and removed themselves from the workforce. As it develops and implements its economic development strategy, Lincoln County should work to identify residents capable of working who lack typical reasons for remaining out of the workforce. Once identified, these residents should be connected to jobs and/or training programs.

Transportation

No interstate passes through Lincoln County; however, Interstate 65 travels north-south through Tennessee as close as two miles from the county line. This type of interstate proximity bolsters industrial attraction efforts. Still, it is unfortunate that the interstate lies so far from the city of Fayetteville. Lincoln County's land nearest to Interstate 65 suffers from a number of deficiencies that include indirect routes to interstate exits, challenging topography, and absent utilities. Land near Interstate 65 could be competitive for job creating investments, especially in the transportation and logistics sector; however, no sites appear to be "shovel ready" or to have infrastructure improvement plans that would allow them to become competitive.

Despite the absence of an interstate, Lincoln County does benefit from three U.S. Highways that intersect in Fayetteville. U.S. Highway 64 travels west to east through the center of the county and is the primary connection between Fayetteville and the Interstates 65 and 24. U.S. Highway 64 is a four-lane, divided roadway across much of southern Tennessee between Memphis and Chattanooga. Though it is built for heavy, high-speed traffic, the road appears to be very much underutilized. Approaching Fayetteville from the west, there appears to be little development west of Wilson Parkway. Undeveloped land near U.S. Highway 64 northwest of Fayetteville could offer opportunities for businesses seeking inexpensive land with easy access to the interstate and points beyond.



U.S. Highways 231 and 431 enter Lincoln County from Alabama before diverging in Fayetteville to the northeast and northwest. Between Alabama and Fayetteville, the roadway has four travel lanes and a turning lane, which appear to be heavily trafficked. A potential deterrent to industrial development in this corridor is the number of curb cuts that Austin observed. Industrial traffic enters roadways slowly and requires greater distances to accelerate to the speed of traffic. When coupled with the area's hilly terrain, prospects may begin to view ingress and egress on U.S. Highway 231/431 (Huntsville Highway) as more of a problem. Austin encourages county officials to consider regulating additional curb cuts along this corridor. The introduction of shared, signalized access points for businesses and subdivisions would improve traffic flow and allow heavy-load traffic to enter and exit the roadway more efficiently and safely.

If residential development increases in southern Lincoln County, it would be wise for subdivision entrances to be placed on east-west secondary roads to further limit curb cuts and concentrate turning conflicts along the Huntsville Highway. Likewise, Lincoln County and TDOT should consider the possible enhancement of alternative north-south roadways that parallel Huntsville Highway, such as Old Huntsville Road, McDougal Road, or Patrick Drive, which could alleviate southern Lincoln County's near-absolute dependence on Huntsville Highway for north-south transportation.

No rail infrastructure exists in Lincoln County outside of its most southwestern corner. Neither of the sites visited in that corner of the county (Ardmore Site and Dellrose Site) appear viable for rail-served development. In the case of Dellrose, land nearest to an existing rail spur is in a floodplain and connectivity between the site and the interstate relies on hilly, rural roads that are not ideal for industrial traffic. The site also lacks the utility infrastructure necessary to support rail-served industry. The Ardmore Site builds upon the deficiencies observed at the Dellrose Site by adding a slope between the railroad and the larger site. Bringing a rail spur up the slope and onto the Ardmore Site would be exceptionally expensive because the grade required for a train would obligate a large ribbon of land and significant soil excavation. The greatest obstacle for a rail-served project taking place on these sites is the availability of flat, rail-served sites nearby in Alabama. It is difficult to envision a company choosing the either Ardmore or Dellrose Sites for its rail-served operations when less problematic properties exist within the region, albeit outside of Lincoln County and Tennessee.

Terrain

The topography of Lincoln County is comparable to the topography seen throughout Middle Tennessee and has not slowed industrial investments in the region. However, Lincoln County has the misfortune of being adjacent to flat land in Alabama. Austin observed rock outcroppings at multiple sites it toured in Lincoln County, an indication of near-surface rock features that complicate site grading projects. Most of the flat land visible during Austin's site visit largely fell within the flood plain of the Elk River.

A consequence of sloping terrain and narrow valleys is that large portions of Lincoln County are relatively isolated and, therefore, unavailable for industrial investment. Difficulties assembling large tracts of land, deficient roads, and extending utilities all derive from the county's rugged terrain.

Utilities

Utility infrastructure in central Lincoln County is reliable and capable of serving additional industrial users. The landing of business prospects on the Fayetteville-Lincoln County Industrial Park and the recent certification of the Runway Centre Industrial Park through the *Select Tennessee Certified Sites Program* would not have occurred without reliable, industrial-quality utilities. However, as the number of these sites diminishes, utilities infrastructure beyond central Lincoln County must be designed and upgraded for industrial development.

As one travels away from Fayetteville, utility capacities become more sporadic. Water and sewer infrastructure ceases just beyond Fayetteville's western city limits. This greatly limits the development potential of large areas of the county with strong access to Interstate 65. Likewise, areas east of the Fayetteville-Lincoln County Industrial Park lack water and sewer infrastructure, limiting the usefulness of undeveloped land in that corridor.

Moving south towards the Alabama state line, water and wastewater infrastructure transitions from Fayetteville Public Utilities to rural operators. For example, water service at the Richardson site relies on an existing 8-inch main waterline served by a one million-gallon water tank located nearly 5 miles away. Wastewater flows in the area are collected by the Lincoln County Sewer System and pumped north where they are met and treated by Fayetteville Public Utilities. Although FPU has the capacity to treat additional effluent flows at its wastewater treatment plant, the total pumping capacity of Lincoln County Sewer System in this area is limited. This may mean that sewer upgrades are required in southern Lincoln County for it to be a contender for spillover development from Huntsville, despite sufficient excess capacity at the wastewater treatment plant.

In more remote areas of the county, the distance between sites and utility networks, as well as the cost to construct across hilly terrain, discourages utility extensions essential to attracting industrial development. As stated previously, inadequate or absent utilities renders many large areas of land useless for industry, in spite of rail availability or interstate proximity that cannot be matched in and near Fayetteville. To better prepare the county's industrial sites of the future, leaders should begin to strategize and prioritize utility improvements that balance cost-effectiveness and impact the sites with the most potential.

Any development ambitions in proximity to Interstate 65 in western Lincoln County should be done with the full knowledge of officials from Giles County. Alternatively, with the significant cost of either building and/or extending necessary utility infrastructure to the Interstate 65 corridor, Lincoln and Giles Counties may explore collaborating on any development efforts.

Bringing development to any of these sites essentially requires the construction of a wastewater treatment plant and several miles of natural gas line extension. Such improvements would have a greater chance of being justified if they helped to open several industrial sites, as well as retail and commercial sites, for development.

With the recent announcement of the Toyota-Mazda assembly facility to be constructed in southeastern Limestone County, development along or near Interstate 65, approximately 30-40 north of such a large employment center, may now make more sense.

Two Lincoln Counties: Dual Development Strategies

While touring Lincoln County, Austin began to visualize an economic development dichotomy. Rather than there being one, monolithic Lincoln County economy, a separation can be made between two regions that justify separate economic development strategies.

The economic future of the majority of Lincoln County's landmass is tied to Interstate 65. When the interstate system was planned and constructed, interstates were intentionally routed away from smaller communities, resulting in many situations similar to Fayetteville where there is a spatial disconnect between a major interstate route and the economic center of rural counties. In many parts of Tennessee, areas between interstates and communities have been prioritized for industrial development. Areas west of Fayetteville near U.S. Highway 64 offer large tracts of land along an underutilized highway, but there is scant evidence of development. In fact, Lincoln County's industrial sites are notably distant from the interstate, largely due to utility availability.

Working westward from Fayetteville city limits, the incremental installation of utility infrastructure would open up new land for development and increase its market value greatly. To get ahead of increased land prices and speculative land purchasing, local leaders should begin to identify sites and secure options to purchase.

Lincoln County's manufacturing sector outpaces the state and neighboring Huntsville in its share of area employment. A sector in which Lincoln County is less competitive is transportation and warehousing. According to 2014 data, fewer than 4 percent of private-sector jobs in the county are in transportation and warehousing as opposed to 6 percent of private-sector jobs in Tennessee. The U.S. Highway 64 corridor affords Lincoln County the ability to become more competitive in this sector by leveraging the county's proximity to Interstate 65. Jobs in transportation and warehousing typically have low barriers to entry and, as online shopping overtakes brick-and-mortar retail, they are likely to increase. This last aspect is important to note because 17 percent of Lincoln County workers are in the retail sector. Consumer preferences for online shopping may adversely affect these workers; transportation and warehousing may be part of the solution should retail workers find themselves displaced by a changing economy.

Western Lincoln County along U.S. Highway 64 provides the best connectivity to Interstate 65 and can be positioned to attract new industrial companies and grow the transportation and warehousing sector. The area of Lincoln County that is distinct from the influence of Interstate 65 is the county's southern central portion. Southern Lincoln County, uniquely positioned near Huntsville, provides an opportunity to attract high-skill, high-tech companies and to stem the morning flow of Lincoln County workers into Alabama. As stated previously in this report, the number of Lincoln County residents commuting into Alabama (2,469) far exceeds the number Alabama residents commuting into Lincoln County (458). This should not be unexpected. Huntsville is a larger metropolitan area with a more-diverse economy and higher job prospects. Nonetheless, it is worth reemphasizing the fundamental strength of the Huntsville economy.

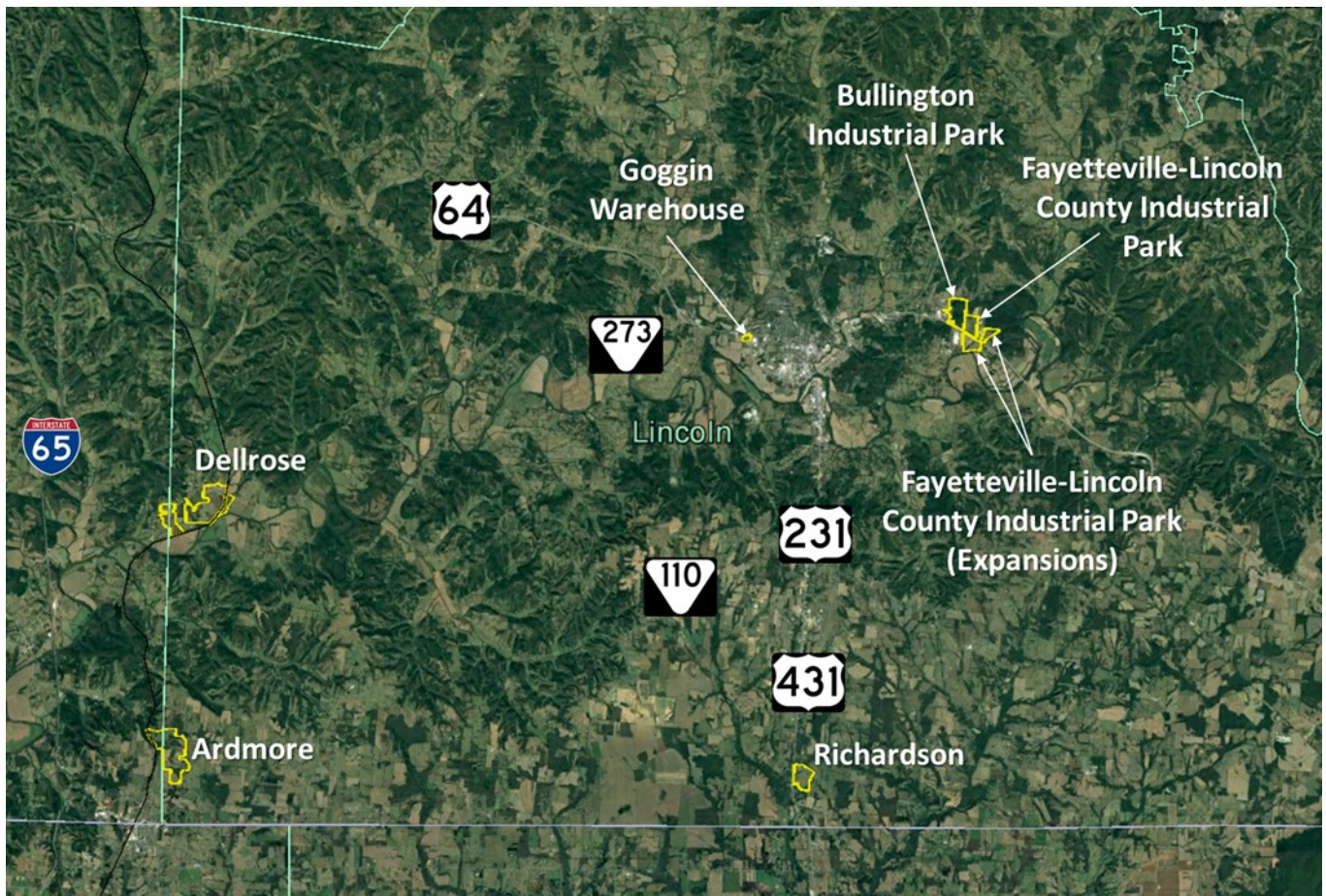
The professional, scientific, and technical services sector have a commanding lead in employment numbers for the Huntsville metropolitan area. Over 17 percent of Huntsville-area workers are employed in this sector, far out-pacing the statewide percentages for both Alabama and Tennessee (6 percent and 5 percent, respectively). A shorter commute and the elimination of income tax on salary and wages would highly motivate Lincoln County commuters to transition to similar jobs in the county, should they become available. Economic Development practitioners in Lincoln County should plan to attract non-industrial, white collar businesses into the county. Directing these businesses into southern Lincoln County would afford convenience and tax benefits for both Lincoln County residents and new businesses without sacrificing proximity to Alabama facilities and labor markets. Ideally, southern Lincoln County could begin a more visible bedroom community of Huntsville. In fact, an increase in population would provide the tax base necessary to fund costly infrastructure improvements that are necessary throughout the county and highlighted in this report repeatedly.

The availability of high-skilled jobs would also help to retain and attract young workers. During Austin's visit, local leaders spoke anecdotally of the outmigration of Lincoln County's youth. This story is common across most rural areas; young adults leave for college and, ultimately, settle in larger cities flush with amenities and job prospects. Despite being smaller, Lincoln County is not absent of amenities. Lower housing prices, access to nature, and personal relationships may pique the interest of skilled workers. But, the absence of suitable employment is too high a barrier to overcome. Put simply, those who leave are more likely to be in the market for high-paying, high-tech jobs. These jobs are largely unavailable in Lincoln County. This contributes to outmigration.

A dual economic development strategy can benefit the Lincoln County economy. Addressing the needs of both low to moderately-skilled workers while creating an environment that fosters high-skilled job growth is a diversified strategy that benefits the most residents and creates a more sustainable economy. This strategy would demonstrate Lincoln County's forethought to solve the problems of today while preparing for the workforce of the future.

INTRODUCTION OF SITES

The goal of this Select Tennessee Property Evaluation Program report is to help communities identify prime industrial sites and buildings that, with varying degrees of investment, could attract new industrial operations to Lincoln County. During its July 2017 site visit, Austin toured seven properties and, subsequently, has conducted an in-depth analysis of each.



Site	Summary
Ardmore ± 419 acres <i>Ardmore, Tenn.</i>	A 419-acre site in southwestern Lincoln County, extending into eastern Giles County, near the town of Ardmore and adjacent to the CSX Railroad. Site consists of rolling, agricultural land and is surrounded by low-density occupied residences.
Dellrose ± 564 acres <i>Dellrose, Tenn.</i>	Two large, non-contiguous sites totaling 564 acres in western Lincoln County near the community of Dellrose. The sites consist of rolling agricultural land and are adjacent to the CSX Railroad. An unused railroad spur connects into the site from the main line. Portions of the site lie in the floodplain.
Bullington Industrial Park ± 162 acres <i>Fayetteville, Tenn.</i>	A 162-acre site, owned by the industrial development board, located north and east of Motlow State Community College. Dense vegetation predominates on the site, which is located up-slope from the community college.
Fayetteville-Lincoln County Industrial Park (remaining acreage) ± 86 acres <i>Fayetteville, Tenn.</i>	Remaining acreage in an active industrial park, totaling 86 acres. Though largely cleared, the site is comprised of rolling, rocky topography as well as an abandoned house and a manmade pond, the result of the damming of a small stream in the eastern portion of the site.
Fayetteville-Lincoln County Industrial Park (expansion sites) ± 121 acres <i>Fayetteville, Tenn.</i>	Two sites located north and south of U.S. Highway 64, immediately east of the Fayetteville-Lincoln County Industrial Park. Totaling 121 acres, these sites are development challenges due to flood plains and the transition of U.S. Highway 64 from a divided highway to a five-lane road.
Goggin Warehouse ± 50,000 ft ² <i>Fayetteville, Tenn.</i>	An occupied warehouse in the City of Fayetteville. Though the building lies outside of the flood plain, the balance of the property lies within it. Should it become vacant, this building is unlikely to attract new operation from outside of the area. It may be better suited for a local business seeking additional space.
Richardson ± 131 acres <i>Fayetteville, Tenn.</i>	A 131-acre site in southern Lincoln County currently used as farmland. Its proximity to Alabama and the ability to benefit from the economic activity in nearby Huntsville, make it unique among the Lincoln County sites toured.

DETAILED PROPERTY EVALUATION

Ardmore Site



ARDMORE SITE	
General description	Large, rolling sites in Lincoln and Giles Counties, near the town of Ardmore
Total acreage	+/- 419 acres
Available developable acreage	+/- 320 acres
Ownership	Private
Topography	Slightly rolling
Transportation access	Interstate 65 @ exit 1. Travel south on TN-7, north on TN-110, and north on Henry Bayless Road
Current zoning	None
Utility Infrastructure	
Electricity	Fayetteville Public Utilities <ul style="list-style-type: none"> • Single phase, 14.4-kV line
Natural gas	Fayetteville Public Utilities <ul style="list-style-type: none"> • 2-inch line
Water	Lincoln County Board of Public Utilities <ul style="list-style-type: none"> • 4-inch line on site; 1,600 feet to 5-inch main
Wastewater	None
Asking price	Unknown
High-level of assessment of potential environmental risks	Unknown

Note: Site acreage is approximate. Utility service information was provided by each respective provider.

Summary

The Ardmore Site consists of approximately 419 acres in southwestern Lincoln County and southeastern Giles County. The site consists of a 320-acre net contiguous developable area. The site is northeast of the town of Ardmore, which, uniquely, is located in four counties – Giles, Limestone, Lincoln, and Madison – and two states – Alabama and Tennessee. More than an interesting anomaly, this arrangement creates additional challenges for industrial development in and around Ardmore since utility networks and public infrastructure funding, typically, do not span political boundaries. The site is largely agricultural and is surrounded by additional farmland and occupied estate homes.

The Giles County portion of the site borders CSX's mainline railroad,; however, topography would complicate any attempts to connect the site directly to the railroad via a spur. CSX's rail line travels through a rocky trench approximately 50 feet downhill from prospective development pads. Thus, the construction of a new rail spur would require substantial land and grading work to create a shallow slope upon which trains could travel uphill. Though not impossible, this would be an expensive endeavor. Likewise, portions of the site appear flat, though much of the site consists of rolling hills, which, if developed, would require significant grading.

Industrial development on the Ardmore Site is improbable in the near-term. A significant impediment to development is the site's inaccessibility, particularly for heavy, industrial traffic. Though it is only two miles from Interstate 65, terrain and limited public infrastructure result in longer (and therefore, costlier)



truck routes. A closed bridge, both narrow and severely deteriorated, prevents traffic from crossing the CSX railroad on Stevenson Road. Elliot Road / Lewter Hollow Road travels underneath the railroad through a low-clearance tunnel that cannot accommodate trucks. Truck traffic may be able to access Interstate 65 at Exit 6 via Henry Bayless Road and Baugh Road; however, this would be a 10-mile drive across hilly terrain on narrow roadways.

The most logical route to Interstate 65 is 4.5 miles, traveling south from the site through into the town of Ardmore and then west to Exit 1. But, an underpass with a clearance of 13.5 feet (an average truck height) is an added obstacle. Industrial companies prefer sites with minimal logistics penalties; transportation routes to and from the Ardmore Site limit its competitiveness for large-acreage industrial projects. Beyond, its road capacity, the site does not have utility infrastructure necessary for near-term industrial investment.



Utilities

Fayetteville Public Utilities provides electric service to the Ardmore Site with single-phase, 14.4-kV distribution lines along Merrill Road and Henry Bayliss Road. These lines extend from a three-phase, 14.4-kV distribution line that runs along Ardmore Highway, connecting the site to the Blanche Substation five miles to the northeast. Northern portions of the site are near an additional single-phase, 14.4-kV distribution line. This distribution line approaches the site's boundary nearly six miles from the Blanche Substation, which currently has an excess capacity of 4 MW. Fayetteville Public Utilities has an electric infrastructure plan that includes a newly constructed Blanche Substation and areawide upgrades to service. However, this is a long-term infrastructure improvement plan, meaning that the site's electric capacity will remain insufficient for industrial development for the foreseeable future.

Alternatively, the Pulaski Electric System could serve this property from their Elkton Substation. A 46 kV sub-transmission circuit (radial feed) runs in proximity to this site. Yet, significant distance from the substation yields limited available load. Furthermore, this infrastructure is several decades old, and not ideal for serving the large demands often associated with capital intensive, rail-served industrial facilities.

Fayetteville Public Utilities also provides natural gas service to the site through a two-inch, polyethylene line at 30 psi. This is adequate for modest natural gas requirements, but would need to be upgraded to accommodate larger natural gas users.

The Lincoln County Board of Public Utilities has potable water infrastructure adjacent to the site. A four-inch water line is located along Henry Bayless Road and another four-inch line is located near the site's northern edge along Elliot Road. Hydrants at the site discharge approximately 350 gallons/minute with pressure measured at 90 psi (static) and 20 psi (residual). The Taft Water Treatment Plant has an excess capacity of approximately 100,000 gallons/day.

Wastewater (sewer) infrastructure is not present at or near the Ardmore Site. In order to serve this site, sewer infrastructure would likely need to be extended from Alabama.



Conclusions

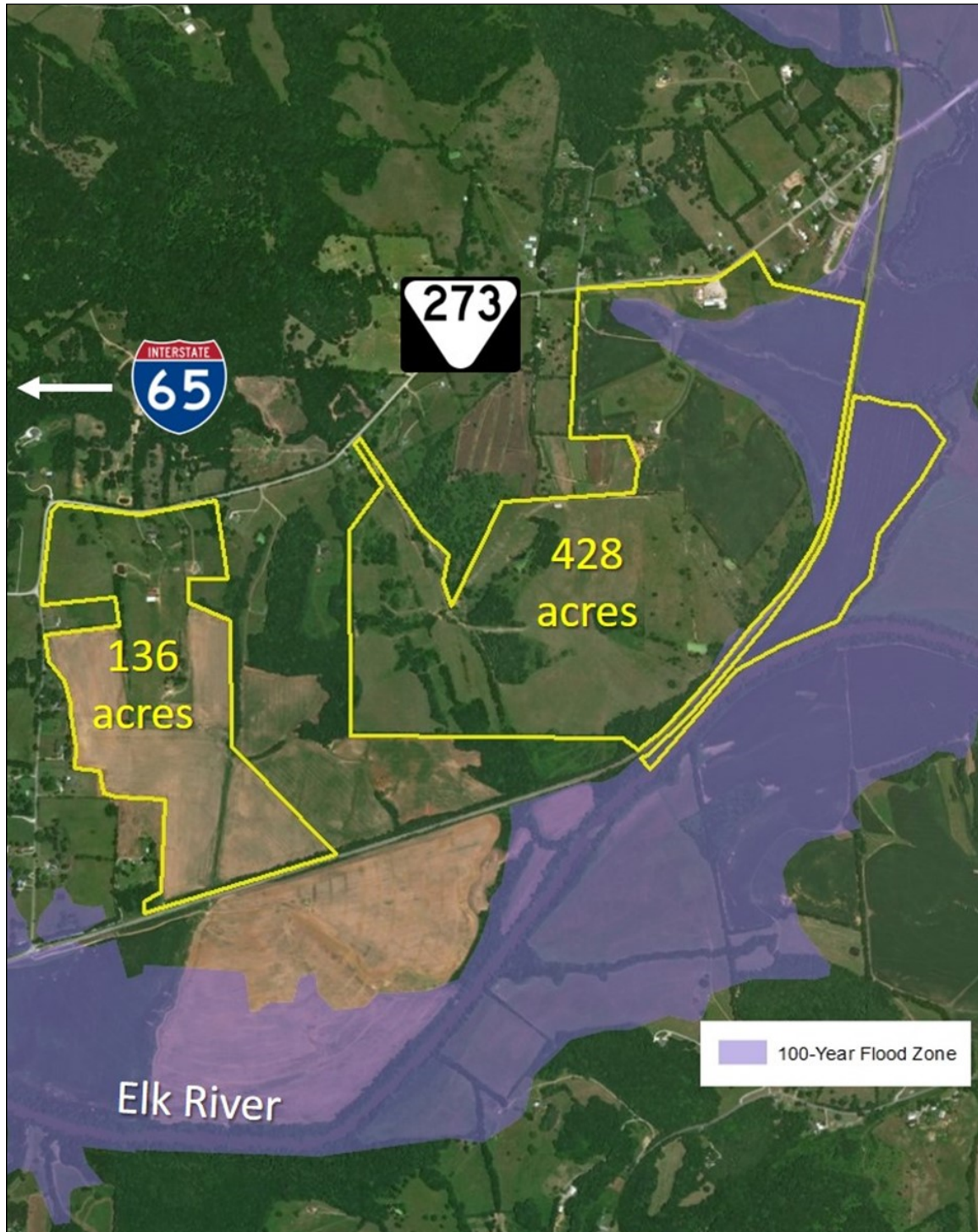
Despite its size and location along a CSX mainline, the Ardmore Site is an unlikely candidate for neither near-term nor long-term industrial development. The relative isolation of the site, especially for industrial truck traffic, is a deterrent to prospective companies. Rolling terrain and substandard railroad crossings require improvements to accommodate heavy industrial traffic. The sum of these expenditures is, presumably, cost prohibitive for Lincoln County. Occasionally, prospective industrial companies accept higher truck-transportation penalties in return for a location with direct rail service. Unfortunately, the price to construct a rail spur onto the Ardmore Site would be high and, if completed, would yield a rail-served site without the utility capacities required by most rail users.

FPU's proposed upgrades to the Blanche Substation are a move in the right direction. Though, to accommodate industry, this improvement would need to be accompanied or preceded by upgrades to the natural gas network, a significant rebuild of the Taft Water Treatment Plant to serve heavy users, and the connection of the area to public sewer infrastructure.

Recommendations/Next Steps

- Due to the property's multiple shortcomings, the Ardmore Site is not a viable candidate for the *Select Tennessee Certified Sites Program*.
- Rail-served uses on the site are highly improbable, as other large industrial sites are available in neighboring Limestone County, AL, with a flatter topography and more ready access to Interstate 65.
- Lincoln County should abandon any efforts to improve this property for future industrial development.

Dellrose Site



DELLROSE SITE	
General description	Large site consisting of rolling hills in western Lincoln County, adjacent to a CSX mainline
Total acreage	+/- 428 acres
Available developable acreage	+/- 280 acres
Ownership	Private: John Bryan
Topography	Rolling hills with portions in and near flood plains
Transportation access	Tennessee State Route 273, approximately 5 miles west of Interstate 65 (exit 6)
Current zoning	None
Utility Infrastructure	
Electricity	Pulaski Electric Service or Fayetteville Public Utilities <ul style="list-style-type: none"> 14.4-kV line adjacent to the site
Natural gas	None
Water	Lincoln County Board of Public Utilities <ul style="list-style-type: none"> 3-inch main - 1.6 miles from site
Wastewater	None
Asking price	Unknown
High-level of assessment of potential environmental risks	Unknown

Note: Site acreage is approximate. Utility service information was provided by each respective provider.

Summary

The Dellrose site comprises two parcels, totaling 564 acres and located approximately 1,200 feet apart, near the community of Dellrose in western Lincoln County. A portion of the site, approximately 55 acres, extends into eastern Giles County. Old Elkton Pike (State Route 273) forms the site's northern boundary and offers connectivity to Interstate 65. The CSX's rail line travels west-to-east along the site's southern boundary before turning towards the north and bisecting it. An abandoned rail spur connects the CSX main line with the site at its northeast corner. This corner also lies within the 100-year flood plain of the Elk River.

The site is characterized by rolling hills, generally sloping southward from State Route 273 to the CSX railroad. The CSX railroad travels along a raised dike due to the railroad's position partially in the Elk River flood plain. Rolling hills and the expanse of the site would require pre-development / due diligence to determine the best locations for final building pads. Though this work is common in Middle Tennessee, it is a competitive disadvantage regionally; flat, rail-served sites are common just to the south in northern Alabama.



Utilities

Fayetteville Public Utilities has utility infrastructure within one mile of the site. A three-phase, 14.4-kV line travels south from the McBurg Substation on U.S. Highway 64 and passes through Dellrose. Additionally, Pulaski Electric Service also serves portions of eastern Giles County and is capable of serving this site.

A three-inch water line, owned by the Lincoln County Board of Public Utilities, runs along State Route 273 and is adjacent to the northern boundary of the Dellrose site. According to information provided by the utility company, this line connects to a six-inch main at McBurg-Dellrose Road approximately 1.6 miles from site. The utility's Taft Water Treatment Plant has excess capacity to treat 100,000 additional gallons of water per day. This amount is insufficient for many industrial users, especially for those seeking sites of this size.

Neither natural gas nor wastewater utility infrastructure is available in this section of western Lincoln County.

Conclusions

The existence of a rail spur, albeit a dormant one, at the Dellrose site is a positive feature and unique to the Lincoln County sites visited by Austin. Furthermore, the site is near and easily-accessible to Interstate 65, providing advantageous connectivity north towards Nashville and south towards Birmingham. Despite these positive attributes,

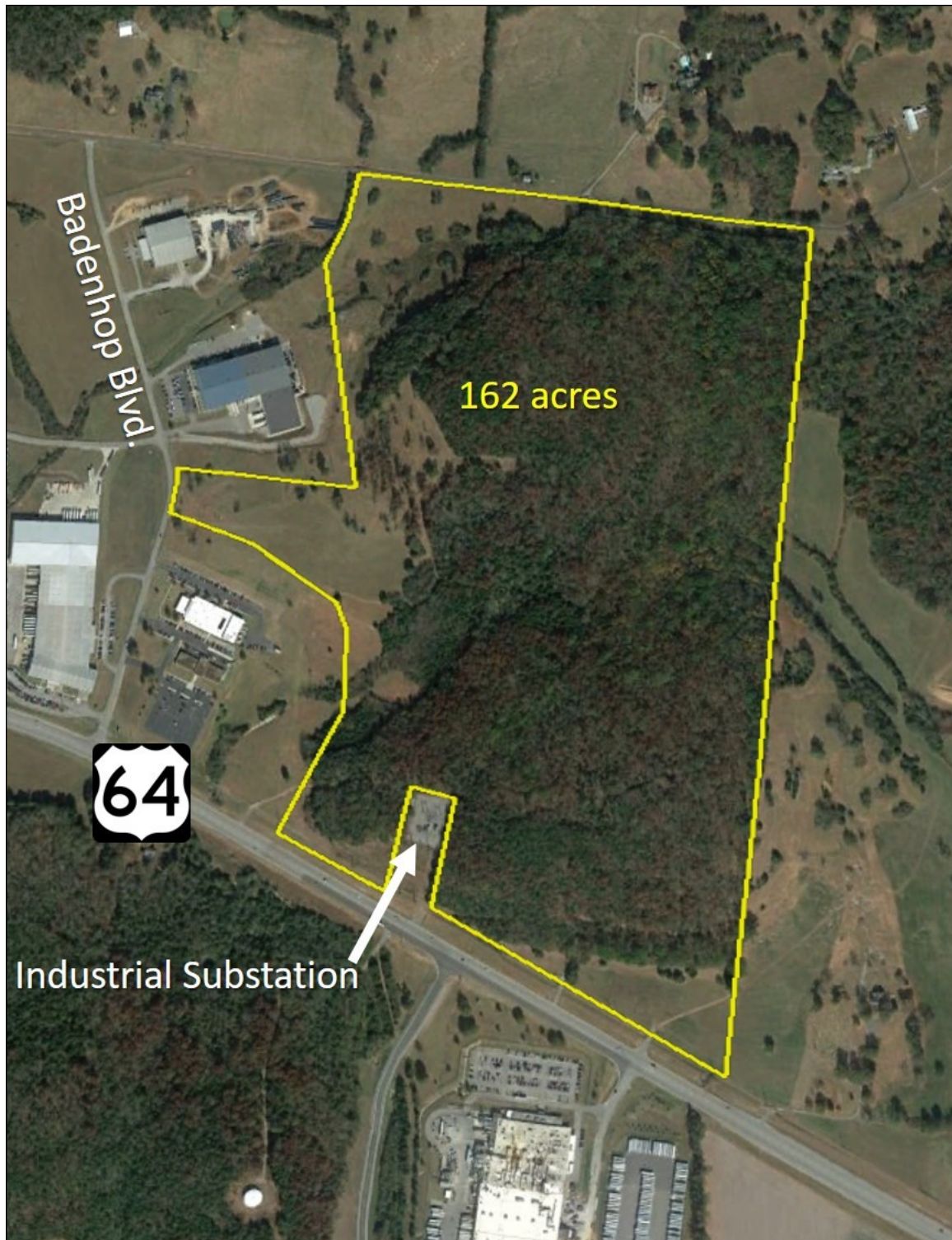


utility service remains insufficient for industrial users and impedes any serious consideration of the site for industrial development. Notably, the absence of wastewater infrastructure greatly limits manufacturing uses while the absence of natural gas precludes many rail-served industrial operations which rely heavily on natural gas for their production process. Given the relative inaccessibility of the site for most Lincoln County residents, focusing business attraction efforts elsewhere in the county would be wise. In fact, any direct, indirect, and induced benefits of an industrial operation on the Dellrose site may benefit Giles County and its residents more than Lincoln County.

Recommendations/Next Steps

- The Dellrose site is ineligible to participate in the Select Tennessee Certified Sites Program due to the absence of an engineering plan to bring natural gas and wastewater infrastructure within 500 feet of the site.
- Austin does not recommend prioritizing this site for industrial development.

Bullington Industrial Park



BULLINGTON INDUSTRIAL PARK	
General description	Wooded hillside with visible rock outcroppings
Total acreage	+/- 162 acres
Available developable acreage	TBD
Ownership	Public: Fayetteville-Lincoln County Industrial Development Board
Topography	Sloped hillside
Transportation access	U.S. HIGHWAY 64, 3.5 miles east of Fayetteville
Current zoning	I-1 Industrial
Utility Infrastructure	
Electricity	Fayetteville Public Utilities Three-phase, 7.2-kV line
Natural gas	Fayetteville Public Utilities <ul style="list-style-type: none"> 6-inch, high pressure line in site's southeast corner
Water	Fayetteville Public Utilities <ul style="list-style-type: none"> 12-inch main in site's southeast corner
Wastewater	Fayetteville Public Utilities <ul style="list-style-type: none"> 8-inch force main / 12-inch gravity main
Asking price	\$10,000/acre
High-level of assessment of potential environmental risks	Unknown

Note: Site acreage is approximate. Utility service information was provided by each respective provider.

Summary

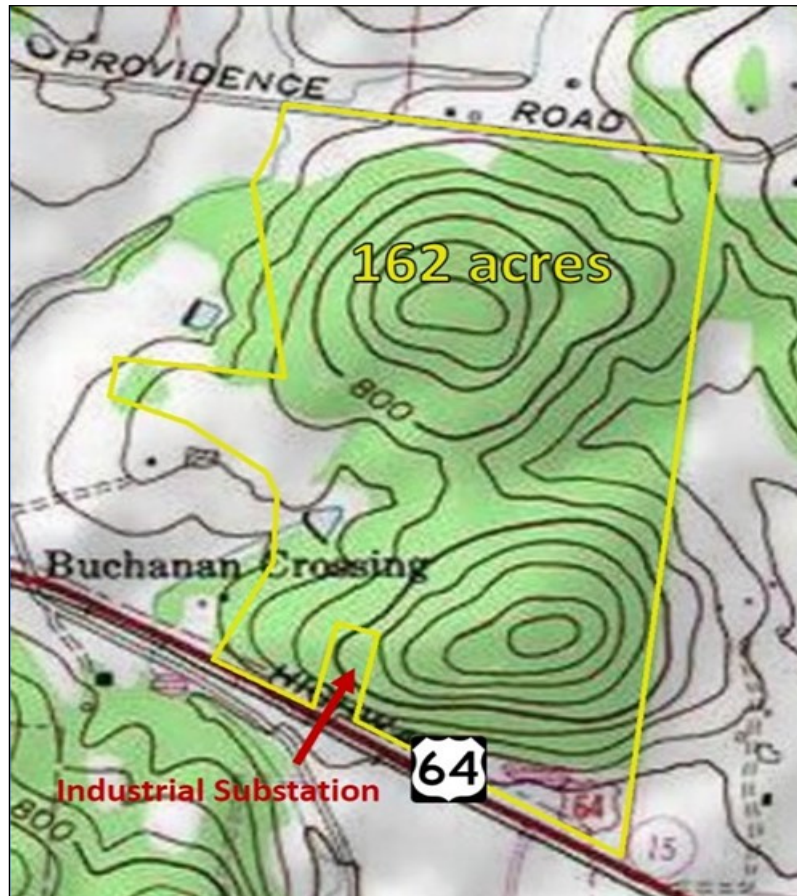
The Bullington Industrial Park consists of 162 acres within Fayetteville city limits, northeast of Motlow State Community College and west of the Fayetteville-Lincoln County Industrial Park. The site is owned by the Fayetteville-Lincoln County Industrial Development Board.

Sloping upward away from U.S. Highway 64, dense vegetation and rock outcroppings predominate all the way to the site's northern boundary along Providence Road. The site surrounds Fayetteville Public Utilities' Industrial Substation, which provides electricity to nearby industrial users. A smaller, flatter portion of the site lies directly north of the community college and could accommodate a modest development without affecting the site's widespread vegetation and exposed rock.

This site's boundaries coincide chiefly with an undeveloped, forested hill. The site slopes upward from surrounding roadways. Multiple rock outcroppings were visible during Austin's tour. The removal of trees, a detailed geotechnical analysis, and the completion of a grading plan are all examples of expensive due diligence and pre-development activities that would need to be performed in order to move the site towards development. It should be noted that these activities would be expensive and, upon full or partial completion, would likely reveal that the site may not be feasible for industrial use.

Building an access could still be feasible, but would require some excavation to achieve a modest grade for any future access road.

Being located along U.S. Highway 64, industrial traffic could easily connect to Interstate 65 at Exit 12, which is 25 miles to the west. To the east, U.S. Highway 64 provides access via divided highway to Interstate 24, in route to Chattanooga.



Utilities

The utility network surrounding the Bullington Industrial Park is strong, due to the site's location adjacent to several operating industries.

Fayetteville Public Utilities' Industrial Substation is inset within the site, and would provide exemplary electric service reliability to any future industrial operations at this site. It is served by 161-kV transmission lines, supplying multiple three-phase 7.2-kV distribution circuits for surrounding industry and much of the east side of Fayetteville. The substation is able to accommodate new users up to 6 MW without upgrades. With modest upgrades, the substation can up to 12 MW of new load. Any user demanding more than 12 MW would require the construction of an additional substation.

Also, FPU's Kelso Substation is located less than 3 miles to the southeast and could offer additional redundancy to the area, if demanded by the customer.

Natural gas is available at the Bullington site from Fayetteville Public Utilities by way of six-inch, 125-psi steel lines located in the right-of-ways of both Franke Boulevard and U.S. Highway 64. The natural gas delivery point for northern Lincoln County lies approximately 10 miles to the northeast of the site in Lynchburg, Tennessee (Moore County).



Supplied by the Elk River, Fayetteville Public Utilities has the existing capacity to treat an additional 2.9 million gallons per day. FPU has a water tank 1,500 feet south of the site, on the hill just west of Frito-Lay's facility. A 12-inch water line is at the site's southern boundary, with a flow of 1,060 gallons per minute at 70 psi.

Fayetteville Public Utilities' wastewater treatment plant has excess capacity to treat 1.95 million additional gallons of wastewater per day. An eight-inch PVC wastewater line exists at the site's southern boundary along U.S. Highway 64.

Conclusions

It is reasonable to assume that a cost-benefit analysis would find the majority of the Bullington Industrial Park functionally undevelopable for industrial use. The preparation of a building pad and installation of utilities on-site would likely require extensive blasting and rock removal, as evidenced by visible rock outcroppings across the site. Likewise, the construction of a new roadway would require further blasting to accommodate a new access road with a grade appropriate for industrial traffic.

A small portion of the site, no more than 10 acres and located north of the Motlow State's building, could accommodate development. Its irregular shape may limit its usability, specifically for industrial operations. But, it may be able to support a small business, service operations, or a use tied to the neighboring community college.



Recommendations/Next Steps

- Austin does not recommend that this property seek certification through the *Select Tennessee Certified Sites Program*; participation would require the identification of 20-developable acres
- A smaller, less than 10-acre tract of land may be attractive for non-industrial development or institutional expansion.
- Alternatively, the preservation of greenspace and creation of parkland and walking trails may be attractive to county residents, college students, and the nearby workforce.

Fayetteville-Lincoln County Industrial Park



FAYETTEVILLE–LINCOLN COUNTY INDUSTRIAL PARK	
General description	Predominately clear, sloping portion of existing industrial park
Total acreage	+/- 86 acres
Available developable acreage	TBD
Ownership	Public: Fayetteville-Lincoln County Industrial Development Board
Topography	Rolling with rock outcroppings
Transportation access	U.S. HIGHWAY 64, 3.5 miles east of Fayetteville
Current zoning	I-1 Industrial
Utility Infrastructure	
Electricity	Fayetteville Public Utilities <ul style="list-style-type: none"> • Three phase, 7.2-kV line
Natural gas	Fayetteville Public Utilities <ul style="list-style-type: none"> • 6-inch, high pressure line
Water	Fayetteville Public Utilities <ul style="list-style-type: none"> • 12-inch main
Wastewater	Fayetteville Public Utilities <ul style="list-style-type: none"> • 8-inch force main / 12-inch gravity main
Asking price	\$10,000/acre
High-level of assessment of potential environmental risks	Unknown

Note: Site acreage is approximate. Utility service information was provided by each respective provider.

Summary

Approximately 86 acres remain undeveloped in the Fayetteville-Lincoln County Industrial Park. This industrial park is located along U.S. Highway 64, at the newly constructed East Park Drive, the centerpiece of Lincoln County's recent industrial attraction efforts, which includes recent expansions by Frito-Lay, Nippon Steel, and Toledo Mold & Die. Also, the Industrial Development Board is constructing a speculative building in the park immediately north of this property. As detailed below, the industrial park is well-served by local utility companies, and U.S. Highway 64 provides multi-lane connectivity to points east, west, and beyond.

Like the dilapidated estate home that remains on-site, whatever is developed on this property will have excellent visibility at the de facto eastern gateway of Fayetteville. The city limits already shoestring out along U.S. Highway 64 along with water and wastewater service, and due to regional topography, will likely not extend further east for decades, if ever.



The site that Austin toured consists of a gradual sloping hill on which multiple rock outcroppings were observed. Local guides emphasized sinkholes and exposed surface road surrounded by overgrowth, furthering Austin's speculation that industrial development on the site would be difficult due to near-surface rock features, karst activity, and sinkholes. The site includes a small stream that runs north to south as well as a small pond created by the artificial damming of the stream. Lastly, an unoccupied, dilapidated residence sits in the center of the site. Regardless of development on the site, the Industrial Development Board should have this structure demolished, as it reflects negatively on the park, creates an attractive nuisance, and exposes the IDB to potential legal liability should a trespasser be injured.

More than the stream and vacant home, the rock outcroppings and other geotechnical considerations limit near-term development across most of this site. Similar to the Bullington Industrial Park site, located directly to the west, the FLCIP site would likely require extensive geotechnical work to prepare a "shovel ready" industrial development pad.

Utilities

The Fayetteville-Lincoln County Industrial Park site uses much of the utility infrastructure available at the Bullington Industrial Park site.

Three-phase, 13-kV distribution lines travel throughout the area, connecting electric users to Fayetteville Public Utilities' Industrial Substation. The Industrial Substation is capable of providing reliable, industrial-grade service to prospective occupants of the site. Having this substation very near to the site, coupled with redundancy from the Kelso Substation located 2.8 miles to the southeast, reduces the risk of power outages significantly. The primary substation is able to accommodate new users up to 6 MW and, with upgrades, up to 12 MW. To accommodate users requiring more than 12 MW of electricity, Fayetteville Public Utilities would need to construct a new substation.



Natural gas is available from Fayetteville Public Utilities by way of six-inch, 125-psi steel lines located in the right-of-ways of both U.S. Highway 64 and East Park Drive.

Potable water is also available at the site from Fayetteville Public Utilities. A 12-inch main is in the right-of-way of U.S. Highway 64 and a hydrant test has shown a flow of 1,060 gallons per minute. The water system treats water from the Elk River (local springs provide a redundancy), with the capacity to treat an additional 2.9 million gallons per day. A water tank approximately 2,000 feet south of the site further bolsters water availability in the immediate area.

The Fayetteville Public Utilities water treatment plant has the excess capacity to treat 1.95 million gallons of wastewater per day. An eight-inch PVC gravity wastewater line runs through the site, parallel to the stream, flowing to a lift station near the south corner of the site. This infrastructure serves all development on East Park Drive.

Conclusions

The Fayetteville-Lincoln County Industrial Park has attracted industrial investment successfully. Unfortunately, much of the remaining land in the industrial park is sloping and rocky land. Pre-development costs at this site would exceed the pre-development costs expended for surrounding industrial land. In effect, this creates a location deficiency difficult to overcome.

One exception would be a 14-acre (\pm) triangular piece of land along the eastern portion of this property, adjacent to East Park Drive and separated from the remainder of the site by a small creek or drainage channel. Because of the parcels odd shape, the site may best be marketed as a pad ready site. Likewise, once the spec building at the back of the property is leased, the IDB may consider building another spec building on this parcel. In either the case, the building pad will need to be raised up a few feet to alleviate local flooding concerns, as it is located near the bottom of the valley, though not located in a 100-year floodplain. Locally, suitable fill could likely be identified on other portions of this property.

Other than this approximately 14-acre area which appears suitable for a mid-sized industrial operation, the IDB may consider repositioning the balance of the site for commercial uses, or other non-industrial uses that do not necessarily require large, flat building pads.

The prospect of commercial/retail uses on portions of the site is worth exploring. Community leaders should first focus on building out the remainder of viable industrial land in this park. Afterward, the IDB and City of Fayetteville should entertain possible uses other than industrial. Because of the prominent position of this property at the eastern gateway of Fayetteville, community leaders need to be very choosy about what is ultimately developed on this site, including the type of structure and landscaping.

The City of Fayetteville has six separate sub-designation under their commercial zoning districts, several of which could be a good fit for what is ultimately developed here, including:

- General Commercial District C-3
- Neighborhood Service Business District C-4
- Office/Professional Service District C-5
- Research/Technology Park District T-P

The City of Fayetteville and IDB should either designate this property as commercial in any future land use plan, allowing the IDB to entertain possible commercial uses. Alternatively, the property should be re-zoned to commercial, in conjunction with the establishment of restrictive site covenants, which will help ensure that whatever is developed on this property is done in fashion that does not detract from or devalue the development in the industrial park.

Recommendations/Next Steps

- The IDB should considering making a portion of the 14-acre site on the property's east side pad ready. Alternatively, it could be considered for the next spec building.
 - The IDB should conduct soil boring across this site.
 - If not already completed, a stream determination should be conducted
- Demolish the dilapidated house in the center of the site.
- Because of the extensive exposed and shallow rock across most of the remainder of the site, the IDB should explore alternative uses, other than industrial, for the remainder of the property. Other uses such as retail or residential entail smaller buildings and less grading.

Fayetteville-Lincoln County Industrial Park (expansion sites)



FAYETTEVILLE-LINCOLN COUNTY INDUSTRIAL PARK (EXPANSION SITES)	
General description	Additional acreage near existing industrial park on both sides of U.S. Highway 64
Total acreage	+/- 121 acres
Available developable acreage	+/- 60 acres
Ownership	Private
Topography	North site: Sloped upwards from south to north South site: Relatively flat with portions in a flood plain
Transportation access	U.S. Highway 64, 3.5 miles east of Fayetteville
Current zoning	None
Utility Infrastructure	
Electricity	Fayetteville Public Utilities <ul style="list-style-type: none"> • Three phase, 7.2-kV line
Natural gas	Fayetteville Public Utilities <ul style="list-style-type: none"> • 6-inch, high pressure line
Water	Fayetteville Public Utilities <ul style="list-style-type: none"> • 12-inch main
Wastewater	Fayetteville Public Utilities <ul style="list-style-type: none"> • 8-inch gravity main adjacent to south site
Asking price	Unknown
High-level of assessment of potential environmental risks	Unknown

Note: Site acreage is approximate. Utility service information was provided by each respective provider.

Summary

Austin visited two additional sites near the Fayetteville-Lincoln County Industrial Park. These expansion sites have a combined acreage of 121 acres, with 78 acres south of U.S. Highway 64 and east of Chenault Ford Road ("south site"), as well as 43 acres north of U.S. Highway 64 and east of Toledo Mold & Die ("north site"). Between the two sites, only a total of 60 acres are reported to be developable.

Much of the southern site is set in the Elk River floodplain. This location precludes large portions of the southern site from industrial development. The portions outside of the flood plain benefit from frontage along U.S. Highway 64. However, these portions are shaped irregularly and siting a building on them may prove to be difficult.

Like the southern site, the northern site also benefits from U.S. Highway 64 frontage. Just to the east of the northern site, U.S. Highway 64 transitions from a divided highway to a five-lane road as it enters Fayetteville. The location of the highway's changed configuration may not be sufficiently far from any access road that would need to be constructed for ingress and egress of the northern site. This is important because industrial traffic enters and exits roadways at slower speeds than general traffic. A changing road configuration can exacerbate this danger and creates additional points of conflict between vehicles. New development on the north or south site may require changes to U.S. Highway 64; this would require participation from the Tennessee Department of Transportation.

Utilities

Note: Utility information for the Fayetteville-Lincoln County Industrial Park expansion sites is identical to the information for the existing park.

The Fayetteville-Lincoln County Industrial Park site uses much of the utility infrastructure available at the Bullington Industrial Park site. Three-phase, 13-kV distribution lines travel throughout the area, connecting electric users to Fayetteville Public Utilities' Industrial Substation. The Industrial Substation is capable of providing reliable, industrial-grade service to prospective occupants of the site. Having this substation very near to the site, coupled with redundancy from the Kelso Substation located 2.8 miles to the southeast, reduces the risk of power outages significantly. The primary substation is able to accommodate new users up to 6 MW and, with upgrades, up to 12 MW. To accommodate users requiring more than 12 MW of electricity, Fayetteville Public Utilities would need to construct a new substation.

Natural gas is available from Fayetteville Public Utilities by way of six-inch, 125-psi steel lines located in the right-of-way of both U.S. Highway 64 and East Park Drive.

Potable water is also available at the site from Fayetteville Public Utilities. A 12-inch main is in the right-of-way of U.S. Highway 64, and a hydrant test has shown a flow of 1,060 gallons per minute. The water system treats water from the Elk River (local springs provide redundancy) with the capacity to treat an additional 2.9 million gallons per day. A water tank approximately 2,000 feet south of the site further bolsters water availability in the immediate area.

The Fayetteville Public Utilities water treatment plant has the excess capacity to treat 1.95 million gallons of wastewater per day. An eight-inch PVC gravity wastewater line runs through the site, parallel to the stream, flowing to a lift station near the south corner of the site. This infrastructure serves all development on East Park Drive.

Conclusions

Of the two Fayetteville-Lincoln County Industrial Park expansion sites, the northern site is a stronger candidate for industrial development. The northern site is unbroken by floodplain. Though trees exist on the site, they are concentrated towards the rear of the site and may not impede development. Roadway accessibility onto the site is the key limitation of the northern site. Even though these 43 acres front the U.S. Highway 64 right-of-way, building a functional access point would be challenging and, quite possibly, not permitted by TDOT. The site's developability is dependent upon obtaining an access point off of East Park Drive, which is approximately 600 feet from the site's boundary.

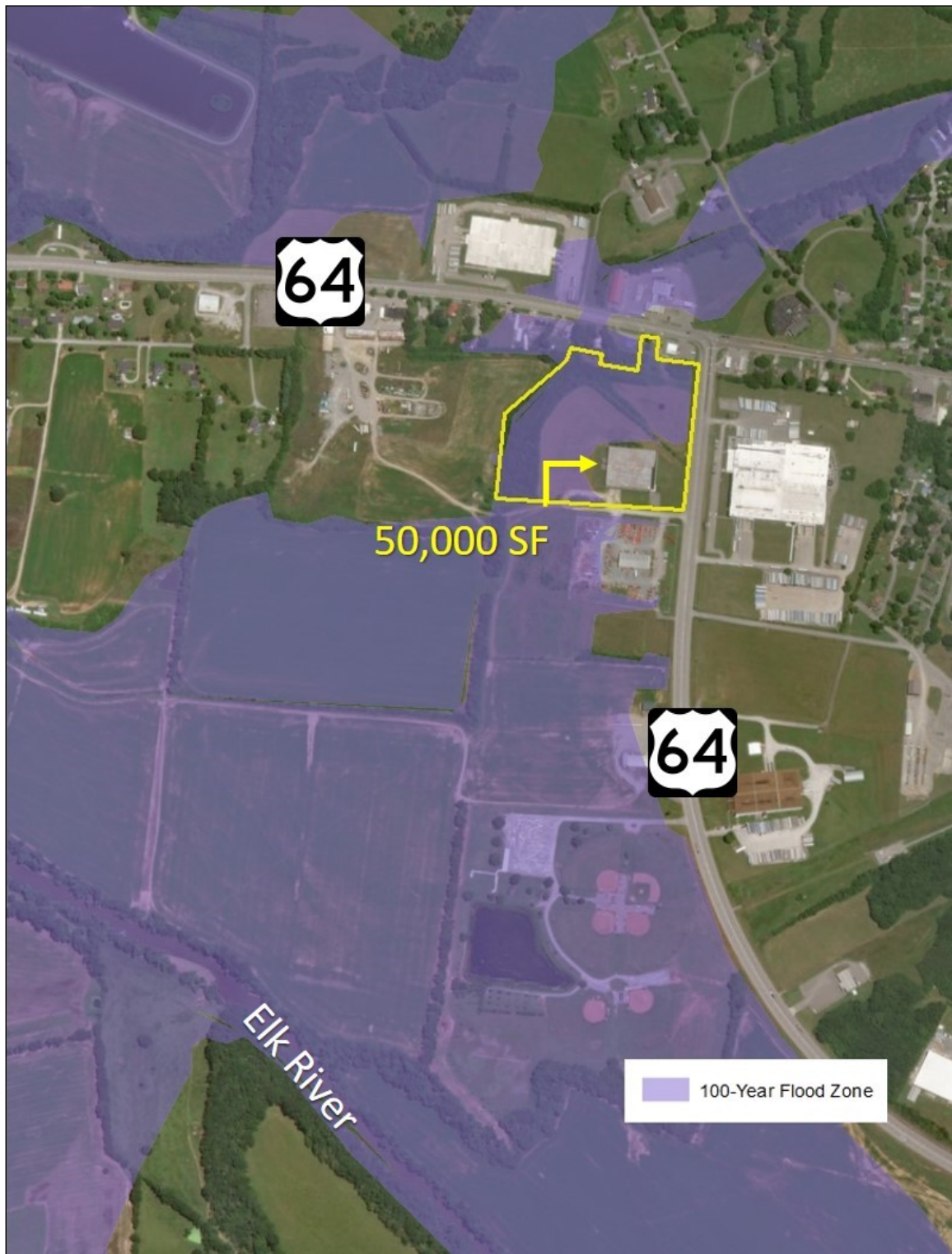
The southern site offers little opportunity to attract new industrial development. The floodplain that bisects the site creates two development areas. The western acreage is best-suited for the expansion of its neighboring industrial operation, Frito-Lay. The area Frito-Lay current uses for truck parking could be relocated eastward onto the western acreage of the southern expansion site, making available their current truck parking area for a possible facility expansion. The eastern acreage is not well-suited for industrial development because of its small size, its proximity to the changing configuration of U.S. Highway 64 (similar to the northern site), and its proximity to East Park Drive and the potential for additional traffic engineering challenges.

Recommendations/Next Steps

For the remaining 43 acres located north of the U.S. Highway 64:

- Explore identifying a viable easement from East Park Drive onto the northern 43-acre site.
- Conduct a soil boring study on the remaining 43 acres located north of the U.S. Highway 64.
- Depending on the findings of the above task, the IDB should conduct a feasibility study on the development of an industrial building pad on this site. The outcome of that will dictate whether to pursue putting this 43-acre site under option.
- The IDB should not take any action on the property south of U.S. Highway 64.

Goggin Building



GOGGIN BUILDING	
General description	Leased industrial building with four (4) truck docks
Total Square Footage	50,000 SF
Square Footage Breakdown	Office: 1,200 SF Production: 30,000 SF Warehouse: 18,800 SF
Site Acreage	+/- 15 acres
Construction Type	Steel frame
Ownership	Private
Transportation access	U.S. Highway 64, approx. 17 miles east of Interstate 65 (exit 14)
Current zoning	I-1 Industrial
Utility Infrastructure	
Electricity	Fayetteville Public Utilities <ul style="list-style-type: none"> Three phase, 7.2-kV line
Natural gas	Fayetteville Public Utilities <ul style="list-style-type: none"> 2-inch service line, connecting to 4-inch polyethylene and 6-inch steel mains
Water	Fayetteville Public Utilities <ul style="list-style-type: none"> 2-inch service line connecting to 6-inch and 12-inch mains
Wastewater	Fayetteville Public Utilities <ul style="list-style-type: none"> 6-inch service line connecting to 18-inch gravity mains
Asking price	Unknown
High-level of assessment of potential environmental risks	Property, not building, located in floodplain

Note: Site acreage is approximate. Utility service information was provided by each respective provider.

Summary

The Goggin Warehouse is a 50,000-square foot building near the intersection of Pulaski Highway (U.S. Highway 64) and Wilson Parkway (U.S. Highway 64 Bypass). Previously used to manufacture boats and currently used as storage, the Goggin Warehouse was included in Lincoln County's PEP application after its current tenant indicated plans to vacate the space. However, as of Austin's site visit, the building remained occupied. Permission was not granted to tour the building's interior but Austin was able to tour the grounds and look into the building's warehouse through some of the open truck doors. Both the building's interior and exterior appeared in decent shape for its age. Likewise, the site's grounds appeared well-maintained, though the truck court was unpaved. From the information provided and confirmed during the site visit, all necessary utilities serve the site and building.



High-quality, vacant industrial spaces are an important part of any economic development strategy. Project announcements for newly-locating companies that will bring new jobs to the community, though exciting, are uncommon. It is more common that local businesses need new space in order to expand and create jobs. Unlike many large, international companies, these small-to-medium sized businesses tend to have strong roots in the community and prefer to expand locally.

This warehouse sits on an approximately 15-acre, relatively flat piece of land near downtown Fayetteville. Its location on the Fayetteville Bypass offers easy access to both Interstate 65 via U.S. Highway 64 and Huntsville, Ala. via U.S. Highways 231/431. Though it may meet the spatial needs of local businesses, the warehouse may be less appealing to outside companies seeking existing industrial space in the area.



The warehouse is reported to have 30,000 square feet of production space as well as 18,800 square feet of exclusive warehouse space. The property's zoning: "I-1 Industrial", allows for general industrial uses.

Utilities

Fayetteville Public Utilities provides electric, natural gas, water, and wastewater service to the Goggin Warehouse. A three-phase, 7.2-kV electric line crosses Wilson Parkway and serves the building. The Hamilton Substation, roughly 2,000 feet from the building, was constructed in 1996 and has adequate capacity to accommodate added electrical use at the Goggin Warehouse. A six-inch steel, natural gas main travels underneath the property towards U.S. Highway 64 with a stub line connecting this main to the northeast corner of the Goggin Warehouse.

Water service to the warehouse is via a six-inch PVC pipe on the property that connects to a 12-inch cast iron main located on the eastern side of Wilson Parkway. The Fayetteville Public Utilities water treatment plant has the capacity to treat an additional 2.9 million gallons of water per day. A two-inch service line connects to six and twelve-inch wastewater lines,

Conclusions

The Goggin Warehouse is well-situated and has the utility capacity to attract a new tenant, should it become vacant in the future. In the event of vacancy, Lincoln County should work with ownership to ensure it is well-maintained and marketed to prospective tenants. The increased likelihood of flooding on the property may deter prospective tenants. This is especially true because the changing climate and increased instances of severe weather have

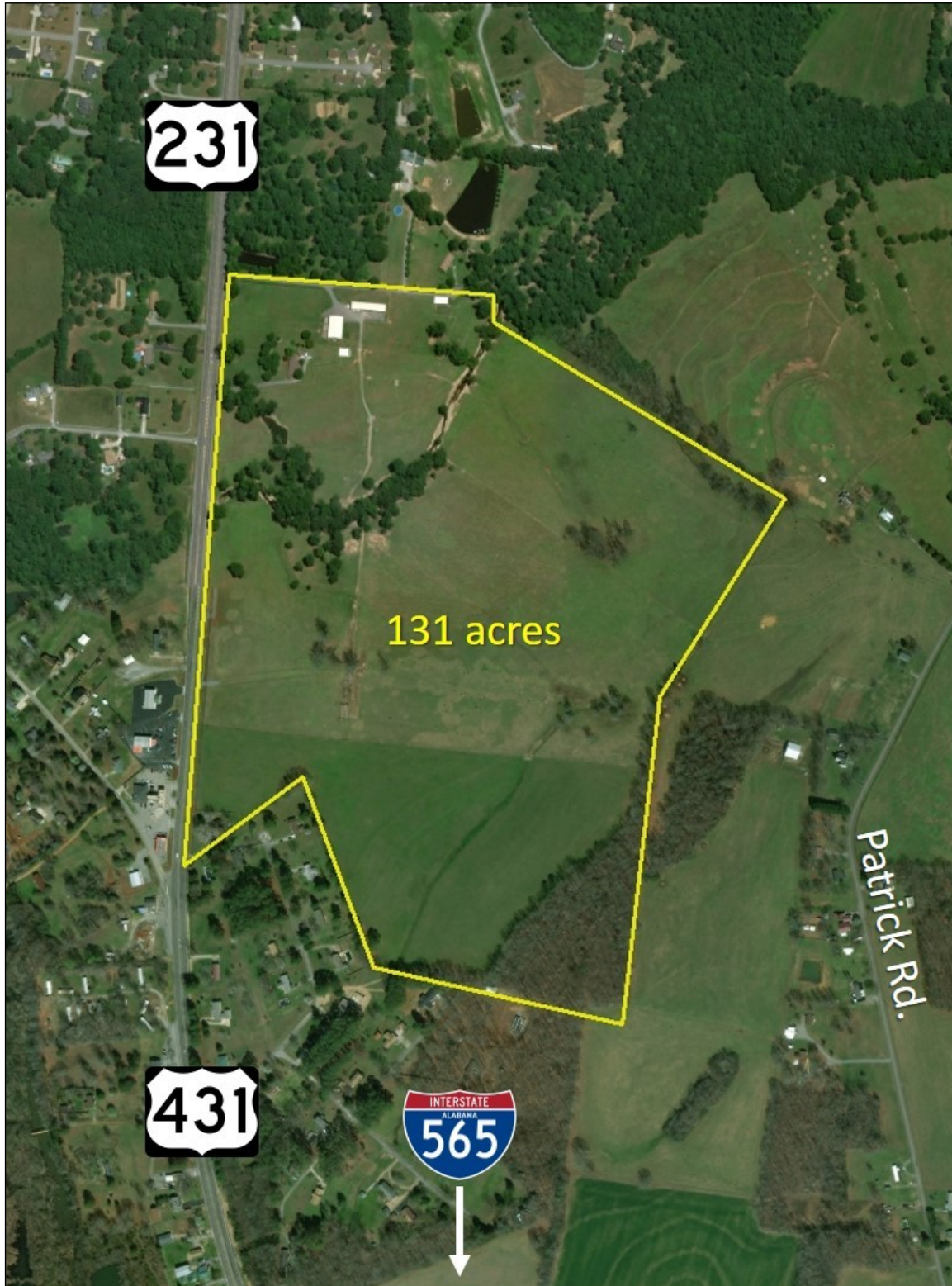


made 100 and 500-year flood plain designations increasingly inaccurate. However, the warehouse may be ideal for local industrial operations seeking new or additional space.

Recommendations/Next Steps

- Austin recommends that economic development leaders work with building ownership to market the building in the event that the current tenant vacates the space.

Richardson Site



RICHARDSON SITE	
General description	Cleared, grazing land south of Fayetteville near Alabama site line
Total acreage	+/- 131 acres
Available developable acreage	100 - 115 acres
Ownership	Private
Topography	Rolling hills
Transportation access	U.S. Highways 231/431, 10 miles south of Fayetteville / 1.5 miles north of Alabama state line
Current zoning	None
Utility Infrastructure	
Electricity	Fayetteville Public Utilities <ul style="list-style-type: none"> • Three phase, 7.2-kV line
Natural gas	Fayetteville Public Utilities <ul style="list-style-type: none"> • 4-inch steel main in right-of-way
Water	Lincoln County Board of Public Utilities <ul style="list-style-type: none"> • 8-inch main in right-of-way
Wastewater	Lincoln County Sewer <ul style="list-style-type: none"> • Lift Station (On-site)
Asking price	Unknown
High-level of assessment of potential environmental risks	Unknown

Note: Site acreage is approximate. Utility service information was provided by each respective provider.

Summary

Located in southern Lincoln County near the Alabama state line, the Richardson site comprises 131 acres of land along the eastern side of U.S. Highways 231/431. Unlike other sites visited by Austin, the Richardson site is unique in that its location near Alabama creates stronger linkages to the Huntsville labor market. Currently used for grazing cattle, the site has rolling topography and is divided by a small stream. Approximately 100-115 acres are believed to be developable and ownership has indicated that additional land may be available adjacent to the site.



The Richardson site's proximity to Huntsville (Interstate 565 is 20 miles to the south) is a strong selling point and greatly increases the likelihood for industrial development. Unlike other Lincoln County sites which rely on connectivity to the Tennessee road network, Interstate 65 in particular, the Richardson site is almost an extension of the Huntsville area and, presumably, industrial traffic will be focused to and from Alabama. U.S. Highways 231/431 (Huntsville Highway) is a five-lane, thoroughfare that connects Fayetteville to Huntsville.

Census data from 2015 indicate that 35 percent of private-sector workers in Lincoln County are employed in manufacturing, an amount 20 percent greater than private-sector workers throughout Tennessee. Importantly, employment in Lincoln County's manufacturing sector is 20 percent larger per capita than employment in the same sector in the Huntsville metropolitan area, defined by the Census as Madison and Limestone counties. To put it more simply, data demonstrate Lincoln County's regional strength in manufacturing. Given Huntsville's slightly higher unemployment rate, manufacturing operations on sites in southern Lincoln County would be able to draw workers from both Tennessee and Alabama. Only 556 Huntsville Area residents commute into Lincoln County each day for private-sector employment. The Richardson site presents an opportunity to increase that number. But, development options for the site are not limited to industrial operations.



The Redstone Arsenal is the centerpiece of Huntsville's economy and explains why 20 percent of Huntsville area workers hold high-skill, professional jobs. According to 2015 Census data, the number of Huntsville-area workers employed in the science and technical services industries is nearly equal to the entire population of Lincoln County. Huntsville's strength in professional, high-tech jobs may explain why 20 percent of Lincoln County residents commute to Madison County daily. The



Richardson site is an opportunity to stem that tide and retain those residents in Tennessee. Private-sector, high-tech companies have a tendency to cluster together near major economic drivers. Southern Lincoln County is not too far from the Redstone Arsenal to disqualify it from high-skill location decisions. In fact, the absence of an income tax on wages and salaries in Tennessee is a competitive advantage that may help to offset distances from the arsenal. In short, the Richardson site has the potential to attract high-paying, high-skill jobs to Lincoln County. Currently, county residents may be inclined to commute outside of the county for similar opportunities.

Common to sites in Middle Tennessee, but less common to competing sites in northern Alabama, pre-development work on the Richardson site requires grading and, because of the stream, hydrologic determinations. Nonetheless, the site shows well and could be a strategic asset for Lincoln County in the coming decades.

Utilities

Fayetteville Public Utilities provides electric service to the Richardson site with a 7.2-kV line that travels south from the Park City Substation. That substation has the capacity to accommodate 4-5 MW of additional power but, by reconductoring of electric lines, that figure can be increased by an additional 15 MW. Improvements to the substation may be required if the Richardson site is developed for industrial uses because the same substation serves the Runway Centre Industrial Park, a *Select Tennessee Certified Site*. FPU also serves the site with natural gas by way of a four-inch steel main located adjacent to the site.

The Lincoln County Board of Public Utilities, with an eight-inch main, provides water to the Richardson site. Flow test revealed a 107-psi static pressure and an 80-psi residual pressure near the site.

The Lincoln County Sewer System has an eight-inch line at the Richardson site. The utility collects effluent from the site and surrounding area and, subsequently, discharges into the Fayetteville Public Utilities system through twin force mains that travels north along either side of U.S. Highway 231/431. The FPU wastewater plant is capable of treating an additional three million gallons per day of effluent; however, Lincoln County's force main may be unable to accommodate increased effluent without infrastructure improvements.

It should be noted that per gallon rates from both water and wastewater service in southern Lincoln County are some of the highest in the State of Tennessee.

Conclusions

Of the sites visited in Lincoln County by Austin, the Richardson Site offers the best prospect for a long-term, master planned, mixed-use development. It is large, conveniently located along a major thoroughfare and, limitation aside, connected to all four major utilities. Its position in southern Lincoln County creates another competitive advantage; proximity to population and job centers allow it to compete with the Huntsville-area sites for businesses in various sectors.



Because of the sites distance from Interstate 65 and high rates (per gallon) for water and wastewater service, this site will likely not be competitive for heavier industrial operations which use water as part of their production process.

With the existing land available at the Runway Centre Industrial Park, Lincoln County has adequate available industrial land in the near-term industrial growth. Yet, Austin recommends begin discussing with ownership of the Richardson site possible land purchase cost. Depending on the outcome, the IBD could consider land purchase option or right of first refusal. This will secure the land and allow for due diligence to be conducted.



CONCLUDING REMARKS

The purpose of this Select Tennessee Property Evaluation Program (PEP) report is to provide Lincoln County, and its stakeholders with an impartial, outsider's perspective into the available real estate and associated economic development opportunities available for current and future industrial development. The goal is that stakeholders will use these insights to focus local resources to ready properties that may have the greatest potential for business attraction.

Land owners and other interested parties may favor one property over another. This process will undoubtedly cause certain properties to be elevated and shown to prospective clients and consultants during the site selection process and that is to be expected. However, based on decades of work in site selection for corporate clients, representatives of Austin Consulting believe the recommendations contained in this report provide important insights for Lincoln County to move forward and pursue industrial prospects.

It has been a pleasure to work with Lincoln County on this project. The study has provided Austin with a unique opportunity to learn more about the area's substantial assets, as well as its business development efforts.