



Town of Red Springs Economic Development Strategic Plan

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CREATIVE ECONOMIC DEVELOPMENT CONSULTING, LLC

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Executive Summary

Red Springs is a small town with many competitive assets for its future. Town and civic leaders are ready to work collaboratively on strategies to lift the town's economic prospects. Some of the economic and demographic signals for Red Springs are concerning. Population growth is declining to flat, and income levels lag the county and surrounding area. Civic leaders have identified attracting jobs to Red Springs and entrepreneurship and small business development as priorities for growth. Red Springs is well served by state and U.S. highways, and has good industrial product. With a campus of the University of North Carolina system in nearby Pembroke and a satellite program in the town, Red Springs is fortunate to have access to excellent higher education assets.

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

The strategic planning process included community engagement, SWOT analysis, and economic and demographic research. Red Springs' strengths include higher education assets, engaged community leaders, and industrial and commercial real estate available. The weaknesses include low incomes, declining tax base, and low job growth rates.

There are several assets that Red Springs has invested in, such as the new Farmers' Market, and those that may need additional investment and attention, such as the Dayco Building and a potential new "Smart Site" in the industrial park.

The strategic plan for Red Springs includes recommendations for attracting new jobs, using communications to tell the Red Springs story, strategies in small business development and entrepreneurship and leadership engagement, and young adult inclusion.

Executing these strategies, plus leveraging partnerships at UNC Pembroke, the Chamber of Commerce, and county and regional economic development groups, will give Red Springs a platform to make progress on job creation and attraction goals.

Red Springs Economic Development Strategic Plan Summary

Goal: Attract New Jobs to Red Springs

- Strategy: Position existing industrial and commercial buildings for optimum marketing
- Strategy: Pursue Smart Site Certification for a parcel in Red Springs Industrial Park
- Strategy: Rebrand Dayco Building and increase activity there
- Strategy: Strengthen Connections with Robeson County Economic Development program, NCSE Region and EDPNC
- Strategy: Continue Retail Marketing Strategies - with realistic goals

Goal: Internal and External Communications: Tell Our Story

- Strategy: Develop pro-active communication channels
- Strategy: External communications and media relations

Goal: Leadership Development & Including Younger People in Civic Life

- Strategy: Get younger people involved in civic life
- Strategy: Partnerships with UNC Pembroke

Goal: Support Entrepreneurship & Small Business Development

- Strategy: Strengthen programming at Chamber of Commerce/UNC P
- Strategy: Connect existing small business organizations and programs

Goal: Strengthen the Sense of Place & Community Engagement

- Strategy: Activate downtown as a place for family entertainment
- Strategy: Collaborate with the Chamber for 'community calendar' for Red Springs
- Strategy: Partnerships with public schools

SWOT Analysis

A strengths, weaknesses, opportunities, and threats analysis was conducted in interviews, steering committee meetings, and phone calls and with input from the manager and mayor. Red Springs residents were united in the desire to grow jobs and engage more residents in the town. Available buildings and prime locations are assets supporting these goals. As a small town, Red Springs' weaknesses include a declining manufacturing base and tax base, as well as low population growth. Opportunities to capitalize on these assets include marketing and improving the industrial assets and leveraging public investments such as the new Farmer's Market. Threats that provide a framework for prioritizing short-term action include struggling K-12 schools and a lack of population and job growth.

Strengths

- UNC Pembroke
- Downtown
- Parks
- Available buildings
- Transportation
- RCC Satellite Program
- Focus on job creation

Weaknesses

- Small size
- Declining manufacturing
- Brain drain
- Low tax base
- Perception
- Lack of professional jobs

Opportunities

- Recognition of Lumbee Tribe
- Tredegar Building
- Dayco Tile Building
- I-74/I-73
- Atlantic Coast Pipeline
- Farmer's Market

Threats

- Declining population
- Young people not involved
- Stagnant tax base
- Retail leakage
- Stagnant job growth
- Struggling K-12 schools

Strengths

A strategic plan is built upon the strengths and assets a community has in place and those it can reasonably develop. These are the characteristics, physical developments, human and civic resources, organizations, and programs which are already contributing to the economy and quality of life in Red Springs. The town is positioned for job growth with a favorable location and ground transportation assets as well as existing commercial and industrial properties available. With town leadership focused on job creation, these strengths line up well for increased and sharpened efforts to leverage these strengths for economic growth.

UNC Pembroke

Downtown looks good

Railroad

Strong faith community

Location and transportation assets – I-95 and I-73/74

Good library and museum

Terrific parks

Community livability

Good available buildings for commercial, retail and industrial

Stable town government

Friendly & open community

Cost of living is low

Town Leaders are focused on job creation

Diverse, cooperative population

Robeson Community College Satellite Program

Ready workforce

Crime has decreased over the last eight years

Plentiful water supply and town capacity

Great community college training programs

Strong youth sports programs in Recreation Dept.

Weaknesses

The weaknesses of a community highlight the issues and obstacles that need to be addressed in order to keep progress underway. Rather than ignoring weaknesses, a successful community focuses resources, programs, and leadership on mitigating the effects of these weaknesses and overcoming them when possible.

Small size

Declining manufacturing jobs

Milliken closed

Brain drain

Need additional, new leadership (we keep calling the same people)

Low tax base

Infrastructure needs maintenance (water, sewer)

Low income levels

Bad reputation/perception

Vacant housing, in foreclosure

Utility bills are high

Crime rate is exaggerated by media

No support from County

Lack of professional jobs

Not enough retail choices

Some property owners will not sell

Absent or disinterested property owners

Opportunities

There is a core leadership in Red Springs with energy and readiness to work on new goals. Town commissioners, civic leaders, and residents can see opportunity for Red Springs to grow and add businesses with attention and focus on a few common goals. Red Springs is situated in a good location and has the opportunity to connect and leverage allies, resources, and infrastructure improvements.

Recognition of Lumbee Tribe by Federal Government

Market the Tredegar Building

More tenants for town-owned Dayco Tile Building

Expanding poultry industry

Interstates 74 and 73 development

Atlantic Coast Pipeline

Available, low-cost housing stock

Military connections

Uncover our entrepreneurs

Joint marketing and development with Robeson EDC

Activate new Farmer's Market space

Hwy 211 brings 10,000 cars here a day

Festival, parade, or music event downtown

Integrate and connect people better

Entrepreneurship programs with UNC Pembroke

Satellite campus of Robeson Community College

Available buildings for industrial, commercial and retail

Ongoing retail recruitment

Threats

Raising awareness of threats to a community is the first step in taking action to counter their effects. While some threats may be completely external, awareness can guide Red Springs to strategies which will be most effective in spite of the threats, and some that may reduce the negative impacts of the threats. Many threats related to slow economic growth may be related, and strategies such as job growth may have positive and mitigating impacts on several different types of threats.

Declining population

Young people are not involved

Tax base not growing

Retail spending is not in Red Springs

Jobs are not growing

Drug problem keeps people from getting jobs and/or training

Lack of representation on Robeson County Board of Commissioners

Struggling K-12 system

Persistent of low education levels

No local media coverage, all coverage is by 'outsiders'

Social media amplifies negative voices

Crime rate of Robeson County is high, perception affects Red Springs

Property owners are not engaged

Poverty rates are rising

People do not want change or new ways of doing things

WHAT IS ONE THING THAT RED SPRINGS DOES BETTER THAN OTHER CITIES?



Economic and Demographic Profile

Economic and demographic trends give a perspective into the challenges and advantages Red Springs brings to the strategic planning process. These characteristics can illuminate aspects of the SWOT analysis and clarify the strategic actions needed to achieve community goals. Flat-to-declining population in Red Springs and Robeson County back up a weakness raised in the SWOT analysis, and data indicates that the population age range which needs development is 20-55, or prime employee ages.

Summary

- ◎ The 2015 population of Red Springs is 3,396. Over the last five years, the population has declined by 0.949%, while the state has seen population increases. Overall, population is flat to declining.
- ◎ Red Springs has fewer young workers ages 25 – 54 than the county, region, and state. The median age in the city has decreased from 38.5 to 35.2 from 2010 to 2015 and is below the state average (37.4) but above the regional average (32.1).
- ◎ Red Springs, Robeson County, and the Fayetteville MSA are more racially and ethnically diverse than the state.
- ◎ Red Springs' population has a higher percentage with graduate, professional, and bachelor's degrees than Robeson County, though it lags behind the state and the region. Overall, educational attainment (76% are high school graduates or higher) falls below the regional and state averages. UNC Pembroke is likely the reason for higher post-secondary education levels in the Town of Red Springs. The SAT scores of Robeson County (1,402) are below the state (1,485) and national averages (1,453).
- ◎ Per capita and median household incomes fall below the state average by about one-third and one-half, respectively. Recruiting jobs that pay above the average wage will be important to Red Springs to increase income levels.
- ◎ Homes are more affordable in Red Springs and Robeson County than in the region, making Red Springs a good value for home buyers. However, lower home values could indicate a limited inventory of professional and management housing.

*Population is
flat to
declining*

*Town, county
& MSA
racially
diverse*

*Income
levels lag
behind the
state*

*Home prices
are
affordable*

- ⊙ The labor force is declining, which is a real concern for economic development. The unemployment rate is declining; however, it remains above the regional average.
- ⊙ Most people are employed in Education and Health Services, Trade, Transportation, or Manufacturing. The highest paying sectors are Information, Manufacturing, and Financial Activities. It is important to note that one of the largest employment sectors, Manufacturing, is also one of the highest paying sectors at \$752 a week. The average weekly wage is \$608.40. Manufacturing is a high-wage sector; attractive target.
- ⊙ Approximately 82% of all Robeson County businesses have less than 10 employees, making small business development an important part of the economic development strategy.
- ⊙ Retail sales and collections of sales and use tax have been increasing.
- ⊙ A quality of life feature of Red Springs is that more people have a shorter commute than in the county and region. Approximately 40% commute less than 15 minutes.
- ⊙ The tourism industry has seen growth in total expenditures, payroll, and employment.
- ⊙ The index crime rate in Robeson County has been decreasing after a slight increase in 2013. Crime is flat to declining in Robeson County and declining in Red Springs.

*Labor force
is declining*

*Avg. weekly
wage
\$608.40*

*Retail sales
increasing*

*Crime flat to
declining*

Economic Development Strategic Plan

Input from residents and property owners was united in citing job growth as the top priority for Red Springs. With strong assets in industrial real estate, attraction is a solid strategy for priority focus. Small business support will also add to job growth and can impact downtown development and town aesthetics. There were concerns about the perception of the town and the way Red Springs is portrayed on local and regional news, noting that much of this information is untrue and /or outdated; therefore, a communications strategy is needed. The need for population growth calls for strategic connections with nearby UNC Pembroke as well as strategies to reach and engage younger residents.

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

- ⊙ Attract New Jobs to Red Springs
- ⊙ Internal Communications – tell our story
- ⊙ Leadership Development and Young People engagement
- ⊙ Entrepreneurship and Small Business Development
- ⊙ Sense of Place, Community Engagement, Grow Population



Goal: Attract New Jobs to Red Springs

Red Springs is well positioned for recruitment of new employers since it has available industrial buildings and sites to offer. The workforce has experience in manufacturing occupations, and the location in central Robeson County is attractive for reaching east coast markets. The town has strong local partners in the Robeson County EDC and North Carolina's Southeast Partnership. Leveraging these partners and the town's assets can yield meaningful economic development advances.

Strategy: Position existing industrial and commercial buildings for optimum marketing

Action Steps:

- ⊙ Keep updated information on all buildings and make available to Robeson County Economic Development and NC's Southeast Partnership, and for listing with the Economic Development Partnership of NC.
- ⊙ Work with the county and regional economic development offices to determine if drone flyovers will add marketing value to buildings.
- ⊙ Confirm the asking price for the Tredegar Building – since it has been on the market for quite a while and exposed to many prospects, the price may not reflect market conditions.
- ⊙ Once all information is up-to-date, consider adding an “available properties” tab to the town website to feature the Red Springs Industrial Park, the Tredegar Building, and the Dayco Tile building, since these are the most likely to attract significant numbers of jobs in the short term.

Strategy: Pursue Smart Site certification for a parcel in Red Springs Industrial Park

Action Steps:

- ⊙ ElectriCities accepts applications to the Smart Sites program two to three times a year. Watch for the notice and apply in early 2018. The application process is not cumbersome and the program has many benefits.
- ⊙ If accepted into the program, ElectriCities funds a series of due diligence assessments that make the site more marketable. Assessments include Phase 1, geotechnical study, wetlands identification, and identification of historical structures, endangered species, and archeological significant areas, as well as a conceptual site plan.

Strategy: Rebrand the Dayco Building to the town asset that it is. Consider attracting services there such as office space for Small Business Center, County EDC satellite office, etc.

Action Steps:

- ⊙ Consider investing in a refreshed entrance, awnings, signage, or architectural details to spruce up this older industrial building.
- ⊙ Consider a meaningful name, such as Red Springs Industry Center, to convey the vision and purpose for this space.
- ⊙ Develop customized marketing materials for print and web to attract smaller users to this facility.
- ⊙ Work with an architect to develop a rendering on how a renovated or re-positioned building could look for new tenants. The rendering could be positioned for a variety of service sector uses.
- ⊙ Consider including a "community space" in the building which could be used for training, business seminars, or industry-related events, which also keeps the facility activated with people and programs.

Strategy: Strengthen connections with Robeson County ED program, NC's Southeast and EDPNC

Action Steps:

- ⊙ Share the strategic plan with county and regional partners. Use the PowerPoint about the strategic plan as a briefing for stakeholders and allies.
- ⊙ Ask Robeson County Economic Development to include Red Springs priority properties in presentations with NC's Southeast Partnership and EDPNC.
- ⊙ Make a point of connecting once a quarter with Robeson County ED by inviting staff to town events and programs, especially those that feature available properties.
- ⊙ Offer to host a meeting of the board of the Office of Economic Development or NC's Southeast Partnership in order to showcase Red Springs' economic development assets.
- ⊙ Participate in county and regional economic development meetings and events.

Strategy: Continue retail marketing strategies including realistic goals for existing commercial space

Action Steps:

- ⊙ Use the Retail MarketPlace information gathered for this study to advise prospective retailers on the market potential in Red Springs.
- ⊙ There is a large retail gap in grocery stores. Several chains have begun to place small stores in smaller markets. Aldi is one example. ElectriCities has a retail development program. Ask for their assistance in developing a targeted list of grocery store prospects and for help with marketing a Red Springs as a location for a grocery store.

Goal: Internal and External Communications: Tell our Story

No one is better positioned to tell the residents and property owners about Red Springs than the town and its leadership. By preparing key messages and sharing them frequently with residents, Red Springs will develop a common narrative, and residents will be more engaged. The strategic plan will provide plenty of content for internal communications and messaging. Frustration with the portrayal of Red Springs in the media must be countered with preemptive actions. While it will take some concerted effort to develop written materials, the benefit and satisfaction of seeing Red Springs in the media, reflecting the goals and strategies of the town rather than reflecting others' impressions of the town, is the goal.

Strategy: Town of Red Springs needs pro-active communications channels – tell your story

Action Steps:

- ⊙ The Town of Red Springs Facebook page is up to date. It is a good place to tell positive stories about people and places in Red Springs. Check out this example in Alleghany County, NC. Even though it is a blog, the purpose is to write about amazing people in the community as a way to share positive news.
<https://absolutelyalleghany.com/>
- ⊙ Use the goals of the Strategic Plan as topics for communications with residents – consider a "breakfast with the manager" (or mayor, or council member) opportunities once a month to brief on town goals and upcoming activities. These briefings will create communications channels out from the town and may identify new participants for town initiatives.
- ⊙ Consider a monthly internal newsletter or communication in utility bills that highlights one of the goals or strategies and how it is being advanced in Red Springs. This can be shared on social media as well. Residents want to be informed about priorities, and may be more likely to become involved when they are.

- ⊙ Use the www.RedSprings.org website to highlight these strategies and activities. The photos on the homepage are a great way to illustrate what is happening in Red Springs. Consider adding captions to the photos explaining the programs and strategies in action.
- ⊙ Consider partnering with the social media platform Nextdoor to connect more intimately with Red Springs residents and property owners. More than 2,500 public agencies have joined this platform to communicate around public safety, upcoming events, and disaster planning, and to provide feedback. More information is at <https://help.nextdoor.com/customer/portal/articles/805355>

Strategy: Plan for external and media communications to get Red Springs' perspectives in regional dialog

Action Steps:

- ⊙ Building on the strategies and accomplishments from this plan, submit periodic "OpEd" pieces to *The Robesonian*, authored by the mayor, manager, police chief, etc. Newspapers today are eager to receive content from expert sources on topics of interest to the public. Potential topics could include: the decrease in crime rate in Red Springs over the last 5 years; activation of the new Farmer's Market space; new programming aimed at encouraging more and younger people to get involved in Red Springs. These placements can be re-purposed with links on the website and sharing on social media.
- ⊙ Issue periodic press releases to print and electronic media highlighting activities and accomplishments toward the strategic plan. Invite key media contacts for a "behind the scenes tour" of an event or town facility.
- ⊙ Develop a pool of ready spokespersons who can be available for print or electronic media to provide the town's perspective on the topic of interest. These people should be well versed in the town's strengths and strategies.

Goal: Leadership Development & Include Younger People in Town's Civic Life

Many small towns are struggling to keep young people, and to engage them in civic life. These two goals are reinforcing. Focusing on connecting younger and emerging leaders in Red Springs will add to the pool of human resources for attacking the recommendations in this plan and will develop the next generation of leaders for the town.

Strategy: Get young(er) people involved in civic groups, nonprofits, and town committees and programs

Action Steps:

- ⊙ Ask that every nonprofit, civic club, and town committee commit to recruit someone under the age of 40 to serve. This has been successful in other communities. The town can take the lead by recruiting young people for boards, commissions, and committees.
- ⊙ Sponsor an "Engagement Series" of workshops such as "How to Run for Public Office" or "How to serve on a Non Profit Board or Commission."
- ⊙ Establish a central portal for openings on local committees, boards, and task forces and publicize them so that a broad range of people are in the know.

Strategy: Build Partnerships with the faculty and students at UNC Pembroke and connections to Red Springs

Action Steps:

- ⊙ Establish personal connections with students at UNC Pembroke – identify opportunities for internships in Red Springs businesses, connect with potential "class projects" for the town or local businesses and agencies.
- ⊙ Offer space in Town Hall or other appropriate places (such as the re-branded Dayco Building) for programs and classes to build the connections between UNCP and the town.
- ⊙ Identify and engage the UNC Pembroke faculty and staff and residents of Red Springs and solicit their ideas and leadership in making connections with the school, programs, and people at UNCP.

Goal: Support Entrepreneurship and Small Business Development

The backbone of every small town is the small business community. Supporting these businesses will address job creation goals, and may also impact downtown redevelopment strategies as well. The Chamber of Commerce and UNCP are already working in this area, and the town can encourage additional collaborations in order to leverage scarce resources.

Strategy: Strengthen programming at Chamber of Commerce with UNC Pembroke entrepreneurship

Action Steps:

- ⊙ The Chamber of Commerce partnership with entrepreneurship programs of UNC Pembroke is a promising connection for the business community and the town. Provide support for the program and cross-market on the town's website.

- ⊙ A 2011 "STEP" plan for Red Springs included a focus on entrepreneurship and recommended "Youth Entrepreneurship" summer camps/programs or an after school interest group. Consider including this dimension with resources from the Chamber of Commerce and UNC Pembroke.

Strategy: Connect existing small business support organizations

Action Steps:

- ⊙ Create a "Businesses" tab on the town website. On the subpage list resources that can help an entrepreneur start up and a small business grow. Resources could include Small Business and Technology Development Center, Small Business Center at Robeson Community College, Chamber of Commerce, Robeson County Economic Development, U.S. Small Business Administration, Business Link NC, and many others.
- ⊙ Encourage these agencies to come together periodically and to consider joint programming. Perhaps a new community room at the re-branded Dayco building could be available for their meetings and programs

Goal: Strengthen the Sense of Place and Community Engagement, Grow Population

Red Springs has a lot to offer as an historical small town. Residents and business owners mentioned the need to create events and activities to keep people excited and proud of Red Springs. Events and visible town projects and accomplishments will pay dividends in anchoring current residents and exposing potential residents to the town's advantages.

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

Action Steps:

- ⊙ Pop-up events are one way to encourage people to come to downtown. Pop-up events are things like food truck rallies, pop-up art markets/shows, and pop-up stores that can happen in vacant downtown buildings. Pop-up events are often used in communities where a full time store, restaurant, or event may be hard to support.
- ⊙ The Friday night music festivals last summer were very popular. Ensure that resources and organizational capacity continues this program next summer and look for opportunities to hold similar events periodically throughout the year.
- ⊙ Activate the new Farmer's Market with additional programming. During market hours there could be cooking demonstrations and children's activities such as pumpkin painting or apple bobbing highlighting seasonal

products. A farm to table dinner or luncheon could become a fundraiser for Farmer's Market programming or enhancements.

Strategy: Collaborate with the Chamber of Commerce for a community calendar of Red Springs events and activities

Action Steps:

- ⊙ The community calendar could be a simple website, started for free on a site like Wix. It could also be housed on the town Facebook page, which allows others to post events.
- ⊙ Feature upcoming events on the new town newsletter, or in briefs included with monthly utility bills.
- ⊙ It may be possible to find a paying sponsor for the community calendar, which could allow for more sophistication in publication or web applications.

Strategy: Create partnerships between the town and local public schools

Action Steps:

- ⊙ The partnership could start with a Local Government Day in the schools. Various age groups of students could tour the police station, fire station, wastewater treatment, parks and recreation, and other departments to learn about local government. There could be a component led by elected officials on public service and leadership.
- ⊙ Consider ways the town could supplement or assist at the schools, perhaps through light maintenance or organizing an annual "Clean Up" day.
- ⊙ Create feedback loops with the principals and town administration through quarterly meetings to discuss shared interests, areas of concern, and upcoming projects.
- ⊙ Consider a Youth Leadership program for high school students. The program could teach youth about Red Springs, include career exploration and service learning to create a connection with the town, and communicate that youth are also valued contributors to the community.

Implementation Guide

This strategic plan is meant to be implemented over a three-year period. Each year, we recommend Red Springs identify a few action steps to work on. We also recommend that Red Springs revisit the strategic plan annually to update and make course corrections. Below is a suggested outline for implementation categorized by years one through three.

01

- Share Strategies w/Partners
- Updated Industrial Property Info
- Outreach to Robeson ED & NCSE
- Evaluate Dayco Bldg for 'refresh'
- Enhance Facebook w/calendar
- OpEd to Robesonian
- Outreach to nonprofits re: younger volunteers
- Pop ups and summer music series
- Quarterly meetings w/town leaders

02

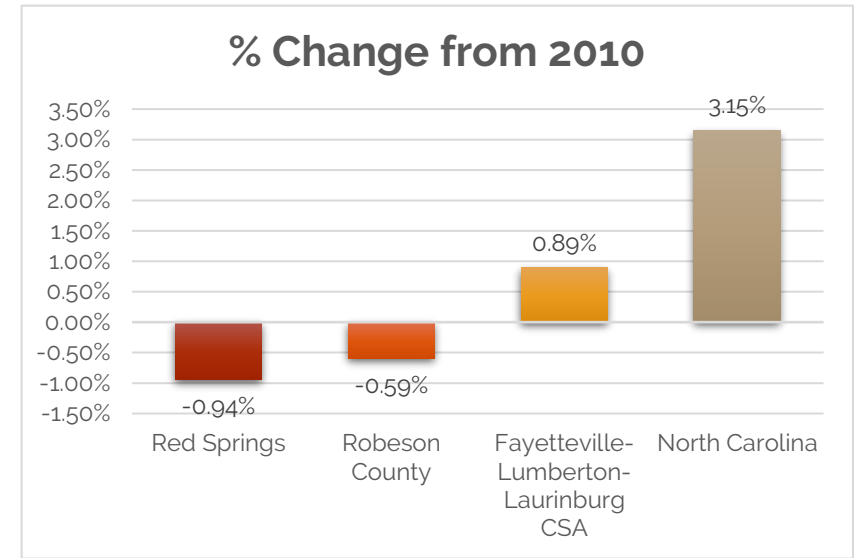
- Evaluate Drone Flyovers
- Apply for smart site program
- Dayco Bldg facade improvements
- Offer space to small biz services
- Host Robeson EDC or NCSE Board in Red Springs
- Business tab to website
- Press releases on town accomplishments
- Community Calendar w/Chamber
- Local Government Day at local schools

03

- Participate in county and regional economic development events
- Engage with ElectriCities regarding new grocery store prospects for Red Springs
- Central Portal for recruiting for boards and commissions
- Youth Leadership summer program
- Meetings of local small business service providers

Appendix A: Economic and Demographic Profile

Population	2010	2015	% Change 2010 - 2015
Red Springs	3,428	3,396	-0.94%
Robeson County	134,168	133,375	-0.59%
Fayetteville-Lumberton-Laurinburg	541,611	546,481	0.89
North Carolina	9,535,483	9,845,333	3.15



Source: www.census.gov (American Fact Finder 2010 and 2015 & American Community Survey Data)

Age Distribution	Red Springs		Robeson County		Fayetteville-Lumberton-Laurinburg CSA	North Carolina
Age Groups	2010	2015	2010	2015	2015	2015
Total population	3428	3,451	134,168	134,871	541,611	9,535,483
Under 5 years	7.38%	7.97%	7.62%	7.31%	8.16%	6.63%
5 to 9 years	6.86%	8.87%	7.20%	7.49%	7.30%	6.67%
10 to 14 years	7.47%	10.92%	7.42%	7.06%	7.08%	6.62%
15 to 19 years	7.47%	9.45%	8.23%	7.63%	7.29%	6.92%
20 to 24 years	5.05%	4.98%	7.41%	7.68%	8.72%	6.94%

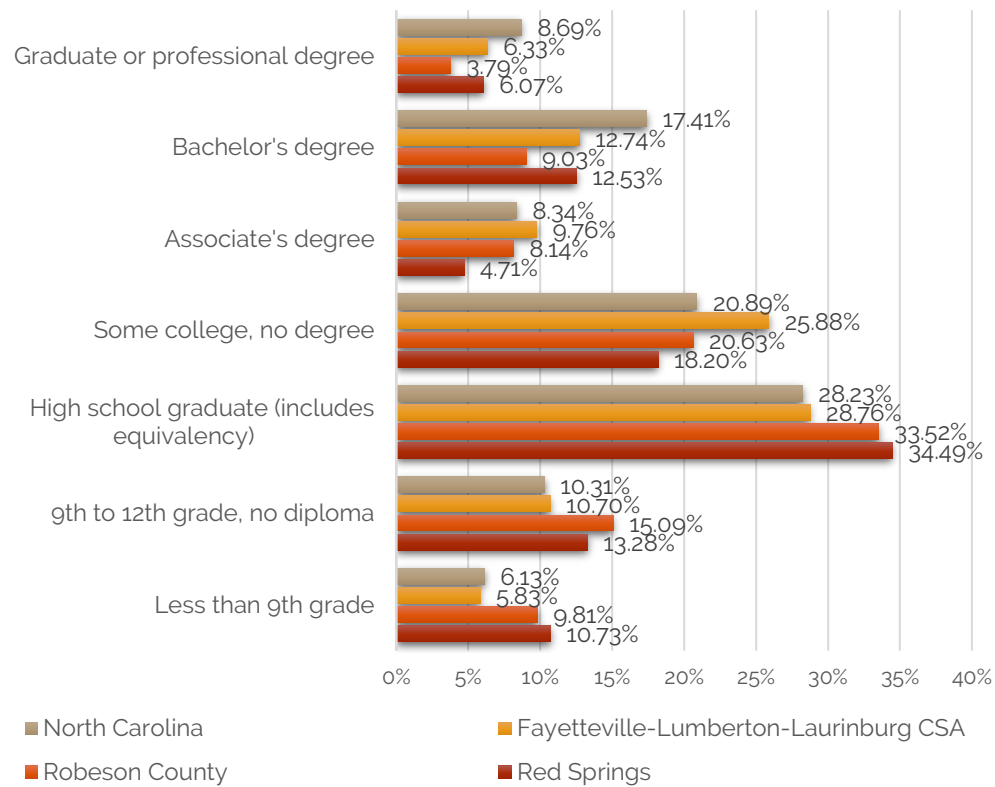
25 to 34 years	11.55%	10.34%	12.89%	12.50%	15.12%	13.07%
35 to 44 years	11.23%	10.37%	12.90%	12.66%	12.66%	13.92%
45 to 54 years	13.71%	9.16%	13.45%	12.99%	12.78%	14.35%
55 to 59 years	6.65%	5.82%	6.14%	6.40%	5.68%	6.30%
60 to 64 years	6.13%	5.01%	5.51%	5.73%	4.89%	5.64%
65 to 74 years	9.71%	8.98%	6.66%	7.72%	6.12%	7.32%
75 to 84 years	5.11%	5.39%	3.42%	3.48%	3.06%	4.08%
85 years and over	2.28%	2.72%	1.15%	1.37%	1.14%	1.55%
Median Age	38.5	35.2	34.4	32.9	32.1	37.4

Source: www.census.gov (American Fact Finder 2010 and 2015 & American Community Survey Data)

Race Distribution	Red Springs		Robeson County		Fayetteville- Lumberton- Laurinburg CSA	North Carolina
	2010	2015	2010	2015	2015	2015
White Alone	26.22%	30.46%	21.07%	26.58%	41.08%	65.27%
Black Alone	56.53%	48.51%	26.05%	24.03%	32.37%	21.18%
American Indian Alone	8.98%	12.31%	40.97%	37.59%	11.30%	1.14%
Asian Alone	1.30%	0.41%	0.78%	0.73%	1.64%	2.17%
Pacific Islander Alone	0.00%	0.03%	0.05%	0.04%	0.21%	0.06%
Some Other Race Alone	0.00%	0.15%	0.11%	0.28%	0.30%	0.16%
Two or More Races	1.71%	1.75%	2.17%	2.57%	3.90%	1.63%
Hispanic Origin	5.24%	6.39%	8.80%	8.18%	9.20%	8.39%

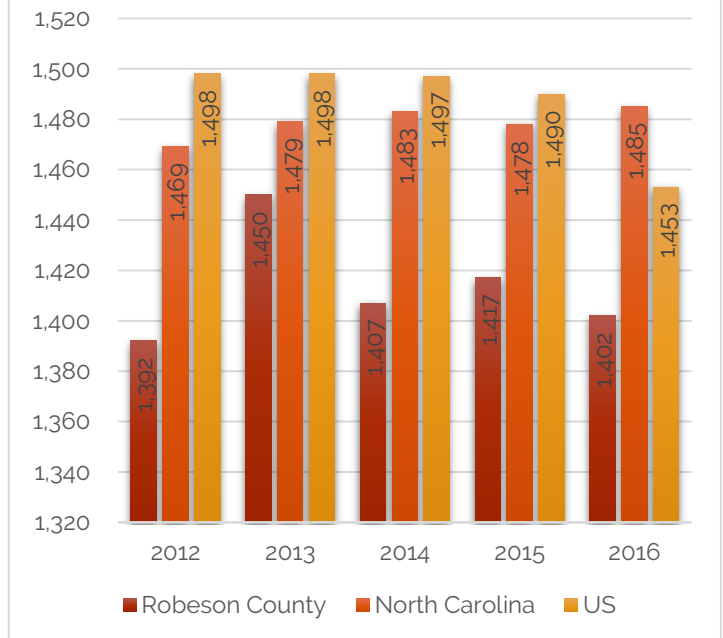
Source: www.census.gov (American Fact Finder 2010 and 2015 & American Community Survey Data)

Educational Attainment 25 Years & Older

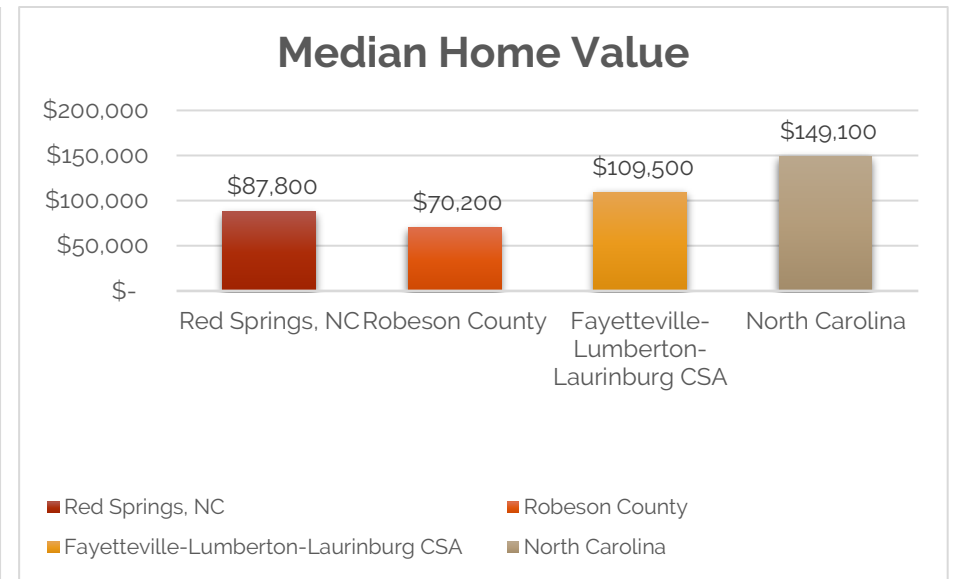
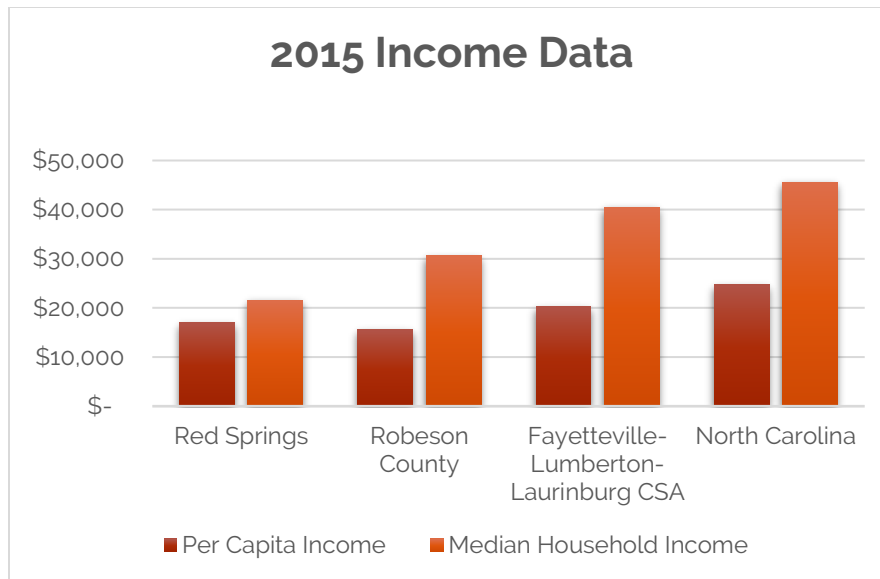


Source: www.census.gov (American Fact Finder 2010 and 2015 & American Community Survey Data)

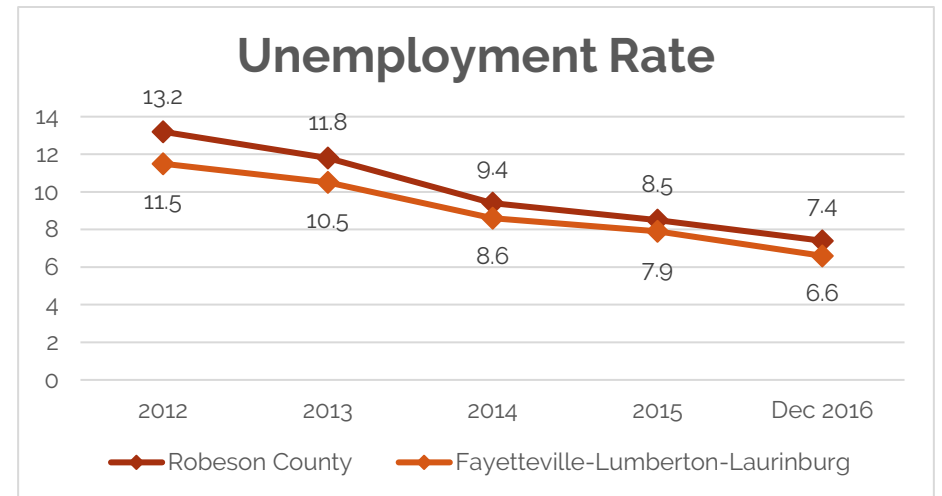
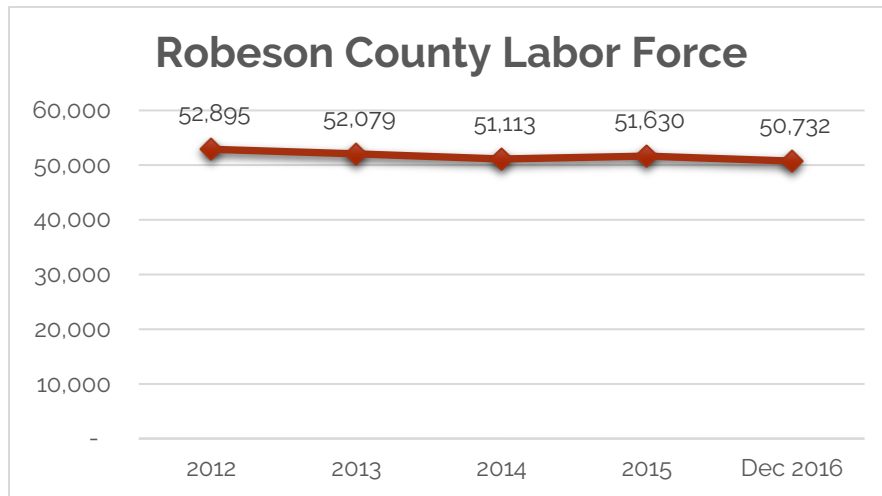
SAT Scores



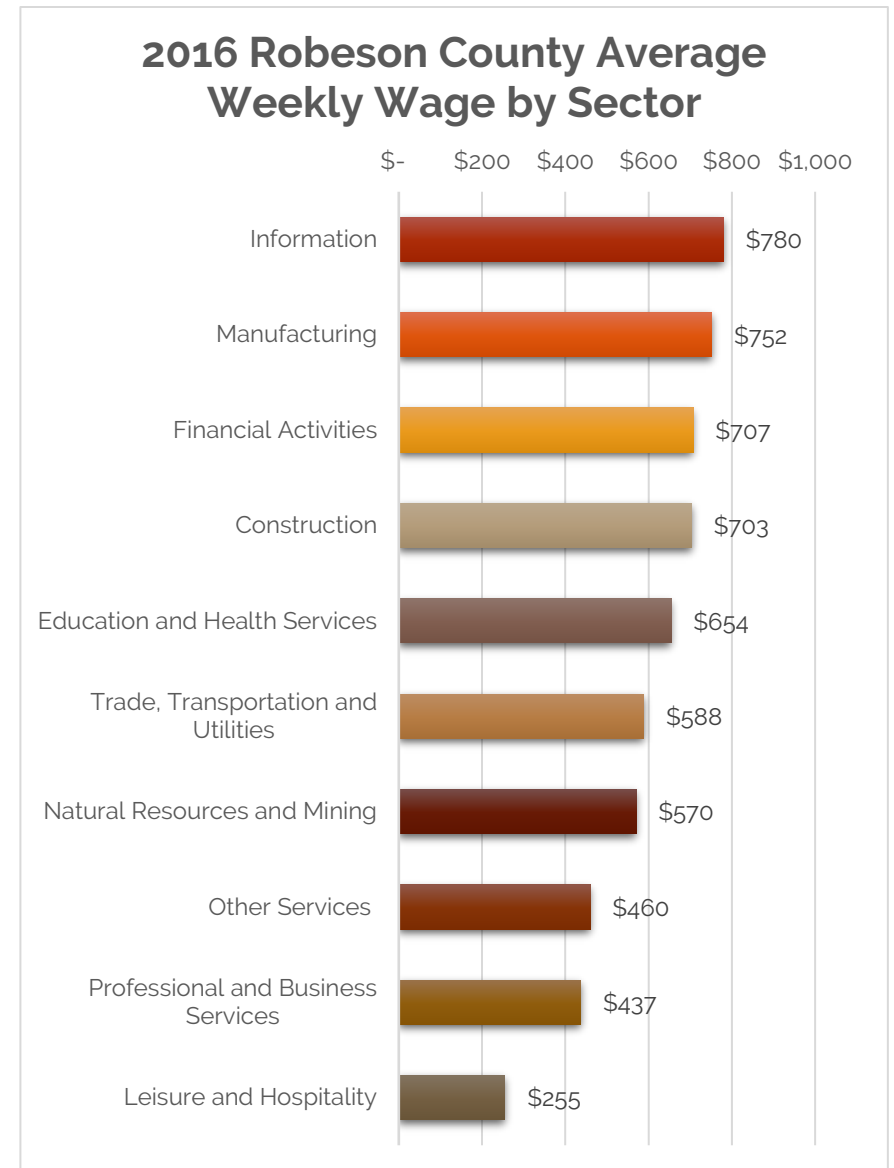
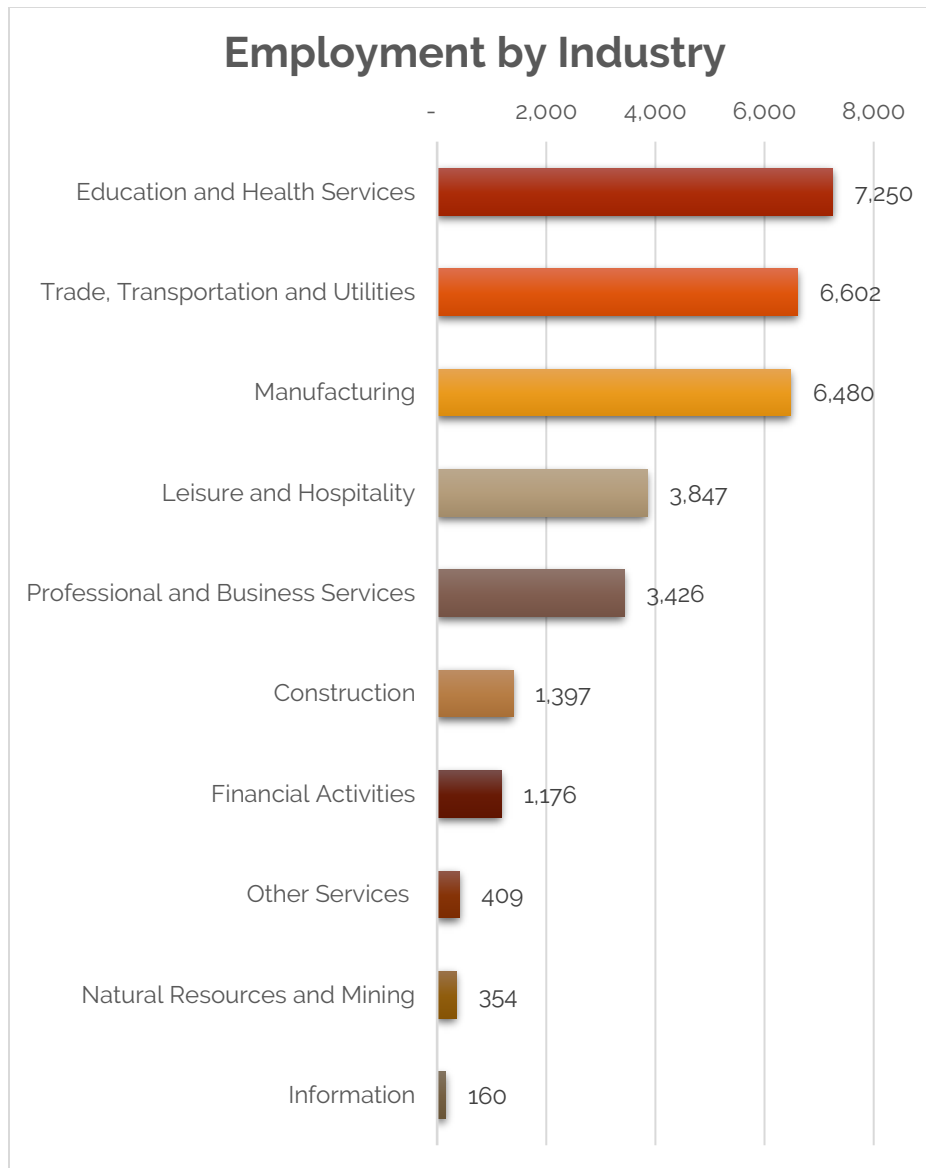
Source: NC Department of Public Instruction



Source: www.census.gov (American Fact Finder 2010 and 2015 & American Community Survey Data)



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



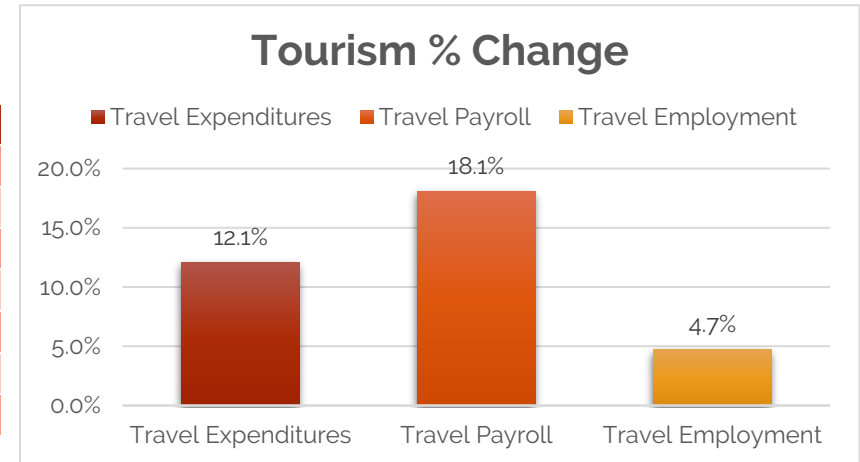
Source: Bureau of Labor Statistics (www.bls.gov)

Robeson County Top Employers			
Rank	Company Name	Industry	Employment Range
1	Public Schools of Robeson County	Education & Health Services	1000+
2	Southeastern Regional Medical Ctr	Education & Health Services	1000+
3	Mountaire Farms of NC Inc	Manufacturing	1000+
4	Robeson County	Public Administration	1000+
5	UNC At Pembroke	Education & Health Services	1000+
6	Wal-Mart Associates Inc	Trade, Transportation, & Utilities	1000+
7	Campbell Soup Supply Company LLC	Manufacturing	500-999
8	Two Hawk Employment Services LLC	Professional & Business Services	500-999
9	The Staffing Alliance LLC	Professional & Business Services	500-999
10	BB & T	Financial Activities	500-999
11	Kayser-Roth Corporation	Manufacturing	250-499
12	Primary Health Choice Inc	Education & Health Services	250-499
13	Robeson Community College	Education & Health Services	250-499
14	NC Dept Of Public Safety	Public Administration	250-499
15	Food Lion	Trade, Transportation, & Utilities	250-499
16	Prestage Foods	Manufacturing	250-499
17	City of Lumberton	Public Administration	250-499
18	McDonalds	Leisure & Hospitality	250-499
19	Elkay Southern Corp.	Manufacturing	250-499
20	Rha Health Services LLC	Education & Health Services	250-499
21	S R Originals	Manufacturing	250-499
22	Quickie Manufacturing Corporation	Manufacturing	250-499
23	Graphic Packaging International Inc	Manufacturing	100-249
24	M J Soffee LLC	Manufacturing	100-249
25	We Care for You Home Care Corporation	Education & Health Services	100-249

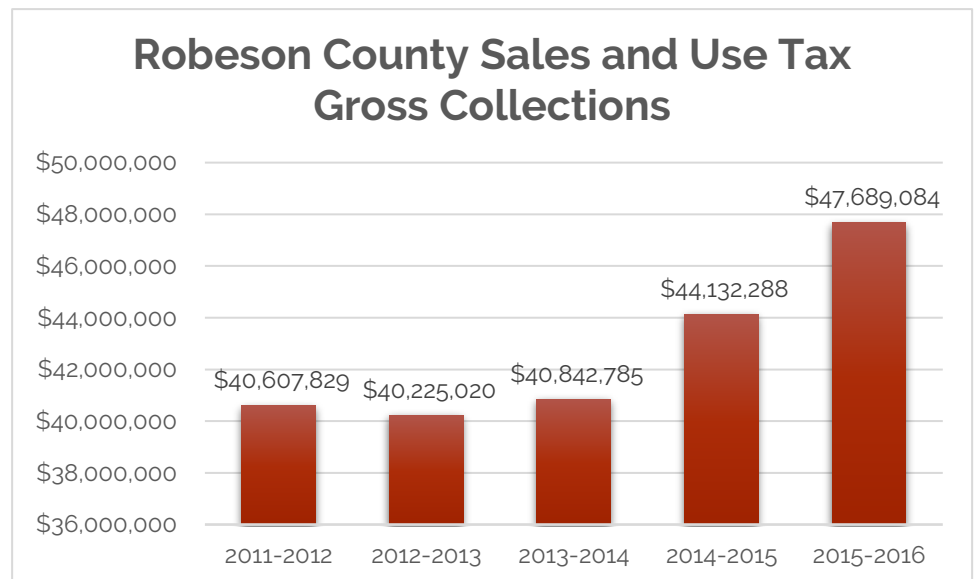
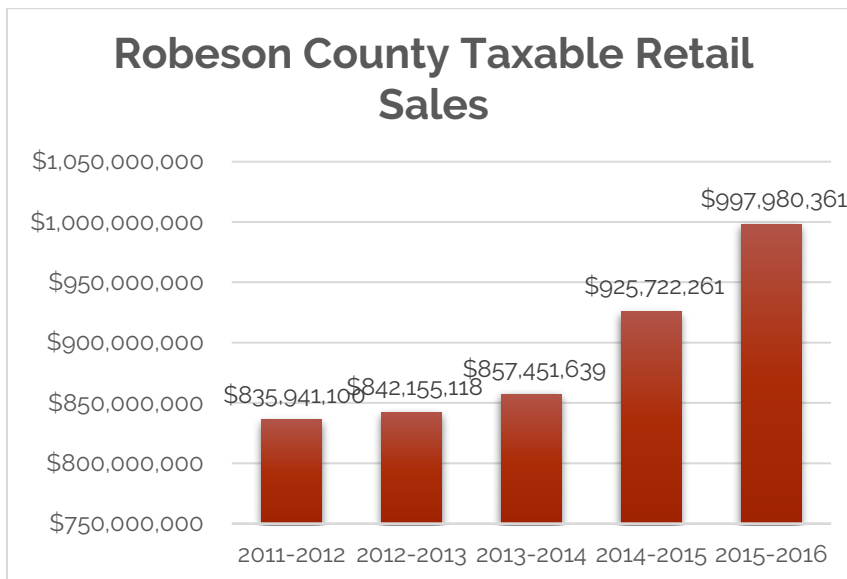
Source: North Carolina Department of Commerce (www.nccommerce.com)

2011-2015 Employment Stages				
ESTABLISHMENTS	2011	% of TOTAL	2015	% of TOTAL
ALL	4,114	100%	4,671	100%
Self-Employed (1)	623	15.1%	621	13.3%
Stage 1 (2-9)	2,723	66.2%	3,206	68.6%
Stage 2 (10-99)	720	17.5%	789	16.9%
Stage 3 (100-499)	45	1.1%	51	1.1%
Stage 4 (500+)	3	0.1%	4	0.1%

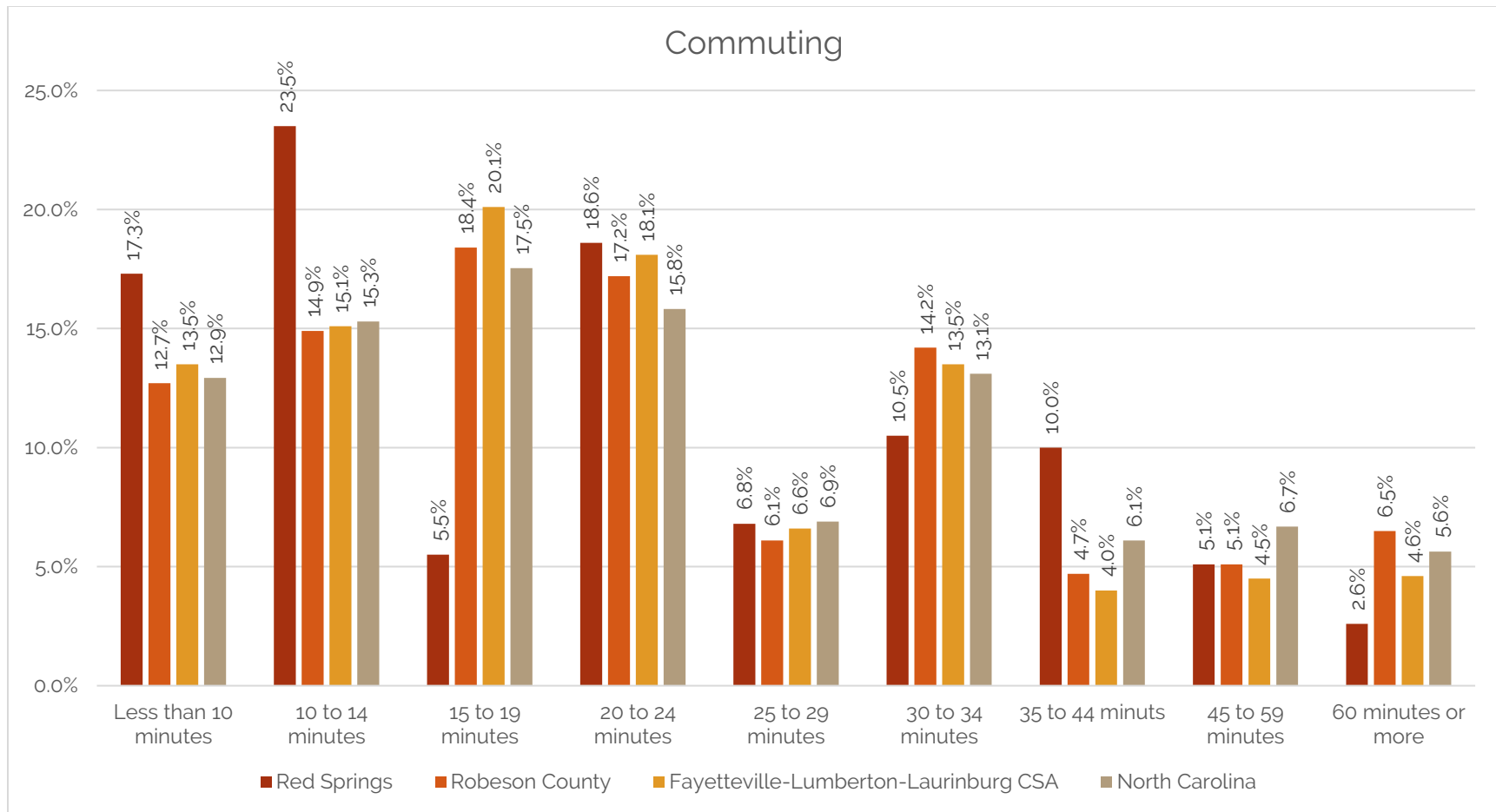
Source: YourEconomy.Org



Source: NC Office of State Budget and Management

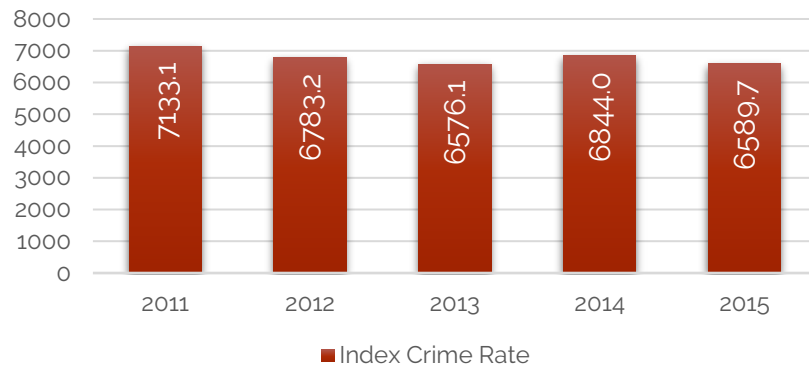


Source: North Carolina Department of Revenue (www.dornrc.com)



Source: U.S. Census (www.census.gov American Fact Finder/American Community Survey)

Robeson County Crime Rate Per 100,000



Source: NC Department of Justice

Red Springs 10-year Trend of Crime Rates

Year	Index Rate	Violent Rate	Property Rate	Murder Rate	Rape Rate	Robbery Rate	Assault Rate	Burglary Rate	Larceny Rate	MVT Rate	Arson Rate
2006	12,020.8	1,124.2	10,896.5			518.9	605.4	5,996.0	4,035.7	864.8	57.7
2007	10,065.8	1,115.2	8,950.5	28.6	143.0	371.7	571.9	4,889.9	3,259.9	800.7	57.2
2008	10,031.3	968.9	9,062.4		85.5	370.5	513.0	4,075.2	4,274.7	712.5	114.0
2009	11,500.1	1,394.8	10,105.3	28.5	85.4	512.4	768.6	4,241.4	5,294.6	569.3	113.9
2010	11,381.2	1,401.2	9,980.0		0.0	457.5	943.7	4,203.6	5,147.3	629.1	28.6
2011	9,546.0	1,280.6	8,265.4	29.1	116.4	261.9	873.1	2,881.3	5,034.9	349.2	174.6
2012	8,598.1	845.2	7,752.8	29.1		262.3	553.8	2,914.6	4,488.5	349.8	204.0
2013	10,346.8	786.9	9,559.9			437.2	349.8	4,371.9	4,605.1	582.9	233.2
2014	9,004.1	665.9	8,338.2	29.0		376.4	260.6	3,561.1	4,313.8	463.2	86.9
2015	9,624.4	557.5	9,066.9			205.4	352.1	3,286.4	5,252.3	528.2	176.1
Source, NC SBI, July 2017											

Retail MarketPlace Profile-Red Springs

Summary Demographics

2016 Population	3,386
2016 Households	1,379
2016 Median Disposable Income	\$22,979
2016 Per Capita Income	\$15,618

NAICS Industry Summary		Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$34,275,881	\$101,249,529	-\$66,973,648	-49.4	58
Total Retail Trade	44-45	\$31,291,245	\$95,167,126	-\$63,875,881	-50.5	43
Total Food & Drink	722	\$2,984,636	\$6,082,403	-\$3,097,767	-34.2	15
NAICS Industry Group		Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$7,361,097	\$46,074,634	-\$38,713,537	-72.4	10
Automobile Dealers	4411	\$6,229,846	\$43,507,375	-\$37,277,529	-74.9	6
Other Motor Vehicle Dealers	4412	\$593,449	\$1,334,346	-\$740,897	-38.4	1
Auto Parts, Accessories & Tire Stores	4413	\$537,802	\$1,232,913	-\$695,111	-39.3	3
Furniture & Home Furnishings Stores	442	\$998,183	\$2,070,336	-\$1,072,153	-34.9	2
Furniture Stores	4421	\$642,100	\$1,493,048	-\$850,948	-39.9	1
Home Furnishings Stores	4422	\$356,083	\$577,288	-\$221,205	-23.7	1
Electronics & Appliance Stores	443	\$1,286,120	\$0	\$1,286,120	100.0	0
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,814,182	\$3,310,443	-\$1,496,261	-29.2	1
Bldg Material & Supplies Dealers	4441	\$1,665,308	\$3,310,443	-\$1,645,135	-33.1	1
Lawn & Garden Equip & Supply Stores	4442	\$148,874	\$0	\$148,874	100.0	0
Food & Beverage Stores	445	\$5,823,452	\$30,149,650	-\$24,326,198	-67.6	12
Grocery Stores	4451	\$5,391,795	\$28,162,145	-\$22,770,350	-67.9	10
Specialty Food Stores	4452	\$283,032	\$817,399	-\$534,367	-48.6	1
Beer, Wine & Liquor Stores	4453	\$148,625	\$1,170,106	-\$1,021,481	-77.5	1
Health & Personal Care Stores	446,4461	\$1,903,875	\$3,696,189	-\$1,792,314	-32.0	3
Gasoline Stations	447,4471	\$2,316,248	\$3,149,523	-\$833,275	-15.2	2
Clothing & Clothing Accessories Stores	448	\$1,233,396	\$1,314,692	-\$81,296	-3.2	3
Clothing Stores	4481	\$835,076	\$820,790	\$14,286	0.9	2
Shoe Stores	4482	\$192,589	\$0	\$192,589	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$205,731	\$493,902	-\$288,171	-41.2	1
Sporting Goods, Hobby, Book & Music Stores	451	\$715,198	\$226,266	\$488,932	51.9	1
Sporting Goods/Hobby/Musical Instr Stores	4511	\$595,700	\$226,266	\$369,434	44.9	1
Book, Periodical & Music Stores	4512	\$119,498	\$0	\$119,498	100.0	0
General Merchandise Stores	452	\$5,489,318	\$4,834,194	\$655,124	6.3	5
Department Stores Excluding Leased Depts.	4521	\$4,083,658	\$2,876,266	\$1,207,392	17.3	2
Other General Merchandise Stores	4529	\$1,405,660	\$1,957,928	-\$552,268	-16.4	3
Miscellaneous Store Retailers	453	\$1,724,399	\$341,199	\$1,383,200	67.0	4
Florists	4531	\$42,786	\$217,320	-\$174,534	-67.1	3
Office Supplies, Stationery & Gift Stores	4532	\$241,228	\$0	\$241,228	100.0	0
Used Merchandise Stores	4533	\$123,121	\$123,879	-\$758	-0.3	1

Other Miscellaneous Store Retailers	4539	\$1,317,264	\$0	\$1,317,264	100.0	0
Nonstore Retailers	454	\$625,777	\$0	\$625,777	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$387,084	\$0	\$387,084	100.0	0
Vending Machine Operators	4542	\$35,868	\$0	\$35,868	100.0	0
Direct Selling Establishments	4543	\$202,825	\$0	\$202,825	100.0	0
Food Services & Drinking Places	722	\$2,984,636	\$6,082,403	-\$3,097,767	-34.2	15
Special Food Services	7223	\$25,860	\$0	\$25,860	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$166,167	\$0	\$166,167	100.0	0
Restaurants/Other Eating Places	7225	\$2,792,609	\$6,082,403	-\$3,289,794	-37	15

Source: Esri and Infogroup. Retail MarketPlace 2016 Release 2. Copyright 2016 Infogroup, Inc. All rights reserved.

Appendix B: Study Sponsor and Consultant



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

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

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