



Economic Development Strategic Plan

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CREATIVE ECONOMIC DEVELOPMENT CONSULTING, LLC

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Executive Summary

Scotland Neck is a small town with a big heritage and a strong sense of where it is going. With a population of just under 2,000 residents, Scotland Neck is the anchor of southern Halifax County. While development and growth have their challenges, many of the foundational “ingredients” the town needs are already in place to leverage toward the strategic priorities illuminated in this planning process.

This 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 Scotland Neck to make strategic investments in time and resources that will result in a stronger, more sustainable economy.

The strategic planning process included community engagement, SWOT Analysis, and economic and demographic research. An asset-based approach to strategic planning was used, building goals, strategies, and action steps around the Town's assets and future opportunities. The identified strengths include available commercial real estate, the Sylvan Heights Bird Park, and hunting and fishing visitors. The town is challenged by a stagnant population, declining retail and services, and vacant housing with absentee ownership. Opportunities include the potential for a rail-to trail connection to Sylvan Heights, growing partnerships in the county and eastern North Carolina, and partnerships with East Carolina University.

The Economic Development Strategic Plan outlines strategies in leveraging visitors to the town, growing jobs through downtown development, new business attraction and supporting existing business, and communicating the assets and positive messages about Scotland Neck. Identifying and supporting champions and leaders for the town and engaging and attracting young residents to the civic life will also pay dividends. The economic development goals, strategies, and action steps are summarized on the next page. We encourage a full read of this report to understand the context of the strategic plan.

Scotland Neck has a small group of citizens and leaders who are passionate about revitalizing the community and have a clear vision for Scotland Neck's future. According to Margaret Mead, a small passionate group is all that is needed to change the world.

Economic Development Strategic Plan Summary

Goal: Leverage visitors to Scotland Neck and increase economic benefit to the Town

- Strategy: Use wayfinding, collaterals, and signage to connect visitor assets
- Strategy: Develop retail and service opportunities to leverage visitor traffic
- Strategy: Partner with Halifax TDA to connect visitors throughout the county

Goal: Grow jobs through business attraction, downtown revitalization, and business support

- Strategy: Support major industrial employers to make sure any issues are known early
- Strategy: Attract or incubate new employers, services, retail, and amenities
- Strategy: Consider a local vacant building reutilization grant program or loan program to encourage reuse of facilities

Goal: Increase marketing and communications to influence the image of Scotland Neck

- Strategy: Tell the Scotland Neck story - control the message
- Strategy: Identify and cultivate community champions

Goal: Attract and engage younger citizens and newcomers

- Strategy: Recruit and engage citizens to Town activities
- Strategy: Work on amenities for residents

SWOT Analysis

Strengths

- Sylvan Heights Bird Park
- CSX Railroad land for trail
- Historic District
- Scottish Heritage
- Rails to Trails
- Engaged Elected Officials
- Low Crime Rate
- Location
- Transportation Assets
- Halifax Community College
- Garden Group is Energized Around Projects

Weaknesses

- Not engaged with Halifax County
- Halifax County Schools Low Performing
- Low Tax Base
- Low Real Estate Prices & Values Code Enforcement
- Retaining Young People
- Loss of Hospital
- Workforce Quality
- Aging Population
- Low Income Levels
- Lack of Available Commercial Real Estate
- Low Job Prospects & Workforce Skills

Opportunities

- Partnerships with East Carolina University
- Increase Tourism Impacts, Grow Hospital Sector
- Partner with Golden Leaf
- Leverage Hunting/Fishing Visitors
- Commercial Real Estate Available
- More Marketing
- Downtown Beautification/Revitalization
- Connect Bird Park with Downtown Scotland Neck
- Identify Site/s for Industrial Development
- Leverage Recreation Facilities
- Potential for rail to trail connecting Sylvan Heights to Food Lion

Threats

- Deteriorating Retail
- Snowball Effect of Decline
- Banks' Impression of Scotland Neck
- Workforce Quality Decline
- Aging Population
- Perception that Scotland Neck is Unsafe
- Lack of Positive Public Relations & Promotion
- Challenge of School System Retaining Teachers
- Low Employment Rate
- Low Population Growth

Strengths

Strengths are assets that support business development, attract visitors, and positively impact the economy and quality of life. When given the opportunity to name one thing that is an asset for the town to build on, the majority of respondents to the community survey named the Sylvan Heights Bird Park. Indeed, Sylvan Heights is a terrific asset for the town. Existing businesses, foundational location and transportation assets, and a lovely downtown with plentiful commercial buildings for re-development are also strengths. This strategic plan is built on the assets Scotland Neck has today and its opportunities for the future.

- Sylvan Heights Bird Park
- CSX Railroad Property could convert to Trail
- Historic District
- Scottish Heritage
- Rails to Trails
- Faith Community
- Scotland Neck Business Association
- Engaged Elected Officials
- Low Crime Rate
- Location
- Transportation Assets
- Halifax Community College
- Strong Elected Officials
- Regional Partners
- Garden Group is energized around projects

Weaknesses

Every community has obstacles to growth. The most significant obstacles for Scotland Neck include a declining population and the relatively small size of the business and residential base from which to grow. Obstacles such as revitalizing downtown, upgrading infrastructure, and overcoming negative perceptions will take a concerted effort across regional partners, as well as time and strategic investments.

- Not engaged with Halifax County
- Halifax County Schools are Low Performing
- Loss of Town's Schools/Consolidation
- Low Tax Base
- Low Real Estate Prices & Values
- Deteriorating Real Estate Stock
- Code Enforcement
- Retaining Young People
- Lack of a Local Newspaper
- Loss of Hospital
- Workforce Quality
- Aging Population
- Low Income Levels
- Lack of Available Commercial Real Estate
- Commercial Rents are Too High
- Code Enforcement Issues
- Low Job Prospects
- Workforce Skills
- Abundance of dilapidated houses
- Population is stagnant or declining

Opportunities

Many citizens of Scotland Neck are optimistic. They see how they can work together to address shared goals. Partners in Halifax County are ready to work alongside Scotland Neck to connect and strengthen regional growth plans. Working with partners and building on current assets, Scotland Neck can leverage opportunities into economic growth.

- Partnerships with East Carolina University
- Increase Tourism Impacts
- Partner with Golden Leaf
- Everyone Pull Together
- Leverage Hunting/Fishing Visitors
- Commercial Real Estate Available
- Brawley Middle School Building
- More Marketing
- Expand Retail
- Downtown Beautification/Revitalization
- Connect Bird Park with Downtown Scotland Neck
- Identify Site/s for Industrial Development
- Leverage Recreation Facilities
- Grow Hospitality Sector
- Communicate Town Goals
- Potential for rail to trail connecting Sylvan Heights to Food Lion
- Look for opportunity to participate in the Quilt Trail with a square in Scotland Neck
- Opportunity for new RV park near Sylvan Heights will attract and retain visitors

Threats

Threats must be identified and mitigated in an economic development strategy. Some threats are part of national trends, such as demographics and the shrinking middle class about which little, if anything, can be done locally. However, there are threats that can be impacted locally, such as strengthening communications and messaging, preparing for development opportunities, and working in partnership with allies toward shared goals.

- Deteriorating Retail
- Snowball Effect of Decline
- Banks' Impression of Scotland Neck
- Workforce Quality Decline
- Aging Population
- Perception that Scotland Neck is Unsafe
- Lack of Positive Public Relations & Promotion
- Challenge of School System Retaining Teachers
- Low Employment Rate
- Low population growth

WHAT IS ONE THING THAT SCOTLAND NECK DOES BETTER THAN OTHER CITIES?



Economic and Demographic Profile

Economic and demographic trends give a perspective into the challenges and advantages Scotland Neck 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. Declining populations in Scotland Neck and Halifax County back up a weakness raised in the SWOT analysis, and data indicates that the population of young children has declined while the population of the very old – those 85 and older – increased significantly in the last 10 years.

Summary

- ⊙ The 2016 population of Scotland Neck is 1,893. Over the last six years the population has declined by about 4.7%. The population is also declining in Halifax County and the Roanoke Rapids MSA at approximately the same rate.
- ⊙ The percentage of the population that are children and teenagers has fallen significantly, while the population of those 85 years and older has increased over that time.
- ⊙ The education levels of the population in Scotland Neck are lower than those for Halifax County, the Roanoke Rapids MSA, and North Carolina, while the percent of residents with a Bachelor's Degree in Scotland Neck, Halifax County, and the MSA is roughly the same. It is less than half the rate for North Carolina as a whole. Very few residents of Scotland Neck have an Associate's Degree as their highest level of education. This may represent an opportunity to expose residents to community college offerings.
- ⊙ Standardized test scores are lagging in Halifax County. SAT scores consistently fall below the scores for North Carolina and the U.S.
- ⊙ Income levels in Scotland Neck compare favorably with levels in Halifax County, but significantly lag the metro region and the state.
- ⊙ The median home value in Scotland Neck is lower than the value for Halifax County, the Roanoke Rapids MSA, or North Carolina as a whole. While this indicates affordability of residential real estate, it could also signal obsolete or deteriorating housing stock.

*Median Age
53.4*

*Income levels
lag behind
the state*

- ⊙ The Labor Force in Halifax County has leveled off after declining significantly since 2014. At the same time, employment of Halifax County residents has been increasing, resulting in a lower unemployment rate. However, the unemployment rate for Halifax County is significantly higher than that of the state at more than 7%.
- ⊙ Leisure and Hospitality is the largest sector of employment for Halifax County. Trade, Transportation and Utilities is next largest, followed by Education and Health Services and Manufacturing.
- ⊙ Unfortunately, the largest sector is also the lowest-wage sector, which drags down community income levels. The highest-wage sectors in the county economy are Manufacturing, Construction, and Information. Together, Construction and Information employ only about 550 people. With more than 2,000 employees, Manufacturing is a sector that could be nurtured for further growth.
- ⊙ Retail sales and collections of sales and use tax have been increasing in Halifax County.
- ⊙ A quality of life feature of Scotland Neck is that many people have a shorter commute time than the region. Approximately 30% commute less than 15 minutes. However, a larger proportion in Scotland Neck have a commute time over 35 minutes – also around 30%.
- ⊙ Crime rates in Halifax County have been in decline, for both property crimes and violent crimes.
- ⊙ More than 82% of all businesses in Halifax County have fewer than 10 employees, making small business start-up and development programs very important to economic growth in the area.
- ⊙ From 2012 to 2016, the Travel Industry in Halifax County grew significantly. There were increases in the payroll attributable to travel employment, increases in expenditures made by visitors in the travel industry, and increases in the total employment of the travel sector. These indicate a foundation on which to build further economic growth.

*Median
Home Value
\$73,500*

*Crime is
Declining*

*Travel Sector
Growing*

Economic Development Strategic Plan

Input from the Steering Committee, interviews, a community survey, and public sessions identified several common themes in priorities for economic growth for the Town. With existing assets in tourism and visitor attractions, the Town should focus on the opportunities that visitors bring for additional engagement through retail, downtown opportunities, and cross marketing visitor attractions. With significant commercial space available downtown, there is opportunity to focus investment and activity downtown to leverage additional private investment, businesses, and jobs. Consideration may also be given to identifying additional land suitable for development for industrial or business services. Layering on top of job-generating strategies is the need for consistent and clear communications about the Town's goals and successes. If you do not tell your story, someone else will tell it for you. Scotland Neck should increase its marketing and media relations with positive messages that support its priorities. Amplifying and connecting new messages will increase the points of pride for existing residents and leave visitors with your talking points to share when they describe their trip and experiences. These goals and strategies will work to advance and connect community priorities for the improvement of Scotland Neck and its economy.

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

- ⊙ Leverage Visitors to Scotland Neck and Increase Economic Benefit to the Town
- ⊙ Grow Jobs through Business Attraction, Downtown Revitalization and Business Support
- ⊙ Increase Marketing and Communications to Influence the Image of Scotland Neck
- ⊙ Attract and Engage Younger Citizens and Newcomers



Goal: Leverage visitors to Scotland Neck and increase economic benefit to the Town

Scotland Neck already has several attractions which bring visitors into town. The Sylvan Heights Bird Park is the most impactful by far. Finding ways to connect the bird park visitors to the rest of Scotland Neck will be a primary strategy for leveraging economic impact. As a retail hub for southern Halifax County, Scotland Neck has the opportunity to bring visitors from eastern North Carolina and beyond, and will need to develop retail and service amenities in order to give visitors more opportunities to spend money while they are here. Creating support for visitors like improved signage, flexible walking tours, and leveraging partners will build a foundational program.

Strategy: Use wayfinding, collaterals, and signage to connect visitor assets

Action Steps:

- ⦿ Cross market and connect all town events that attract visitors: car show, bike race, and festivals.
 - This could be done through a single, common brochure, a web portal, example itineraries, or compiling existing materials in a marketing folder (and e-folder).
 - Make sure that visitor information is available at all events and attractions.
- ⦿ Install wayfinding downtown and at Sylvan Heights to connect and reinforce visitors to each place. Get inspiration from this blog on wayfinding which includes much more than traditional signage as wayfinding <http://www.creativeedc.com/whats-your-sign/>. Consider a more impactful monument-type sign at the turn to Sylvan Heights off the main road. Reinforce the connection between the park and the town with this signage. It could echo the design and style of other wayfinding downtown.
- ⦿ Consider walking tours highlighting retail, art, history, etc. Walking tours could be “signed” with symbols on pavement, markers, or a walking trail brochure. Publicize these on the town website and with visitor allies such as the Halifax TDA.
- ⦿ Activate the downtown as a visitor attraction similar to Tarboro Commons. Explore a summer music or concert series, outdoor movie nights, classes, or a farmers' market.

Strategy: Develop retail and service opportunities to leverage visitor traffic

Action Steps:

- ⦿ Attract a restaurant, outfitter, or emporium such as the El Dorado Outpost near the Uwharrie National Forest or The Hub in Brevard. These are not only retail stores/restaurant, they are also gathering spots for tourists and locals.
- ⦿ Support and leverage the new outfitter scheduled to open on Main Street as a community gathering spot and use it as an example for other new retail in downtown.

- ⊙ Boat, ATV, and equipment rental shops and services will support hunting and fishing.
- ⊙ A local brewery and restaurant will act as a gathering spot and location for events, as well as a destination for visitors.
- ⊙ Shooting range, lessons, certifications, and safety programs will align with hunting and fishing visitors.
- ⊙ Hunting or fishing competitions and youth programs that attract families are similar to sports development, which is big business in some communities.
- ⊙ Connect with state and regional film marketers to explore opportunities for programming related to sports. One example is a fishing show/televised competition.

Strategy: Partner with Halifax TDA to connect visitors throughout the county.

Action Steps:

- ⊙ Meet regularly with Halifax County TDA to share visitor strategies and ensure the TDA carries up to date information regarding Scotland Neck assets.
 - Use the TDA to connect with the State of NC and other communities in the county for joint example itineraries and co-op marketing opportunities.
- ⊙ Look for someone from Scotland Neck leadership to serve on the board or as a liaison with the Halifax County TDA.
- ⊙ Ensure that all Scotland Neck events are on tourism calendars of events, local, state, and regional.

Goal: Grow Jobs through Business Attraction, Downtown Revitalization, and Business Support

Job growth was a key priority for many residents who provided input for this plan. Having jobs in the community is a flywheel which contributes to population growth and the local economy. With a handful of large employers, it is feasible for the town to keep strong relationships and communication channels. Growing the retail and services businesses in Scotland Neck will increase amenities for residents while adding to the local economy. Improving the occupancy and appearance of downtown will support the existing retailers as well as assist aspiring ones.

Strategy: Support major industrial employers to make sure any issues are known early

Action Steps:

- ⊙ It is important to develop and maintain close relationships between major employers' leadership and the Town.
- ⊙ Hold regular meetings with employers, perhaps on different topics, to address any concerns and to keep apprised of any potential changes coming from the home office. Use the guiding principles of a Business Retention and Expansion Program, which meets with and tracks information from employers on a regular basis.
- ⊙ Make sure that the Town Manager meets in person with the town's largest employers (eg AirBoss, E Cotton Gin) at least once and preferably twice a year.
- ⊙ Coordinate visits with allies such as Halifax County EDC, ElectriCities, and EDPNC to strengthen those ties and send a message to existing industries of collaboration and joint action.
 - Use ElectriCities' key accounts strategies for business retention.

Strategy: Attract or incubate new employers, services, retail, and amenities

Action Steps:

- ⊙ Inventory available commercial, institutional, and industrial real estate. The Town of Scotland Neck website has a page for "Business Opportunities." Keep it refreshed with available properties and development opportunities. A good guide of the information to maintain can be found on the EDPNC web page for sites and buildings.
- ⊙ Work with Halifax County EDC and ElectriCities to evaluate land for possible additional industrial development. The ElectriCities Smart Sites Program is a way to qualify potential industrial sites.
- ⊙ Work with SBTDC and ElectriCities and their emerging program to assist with restaurant business planning, since a restaurant is high on the list of new businesses that residents mention.
- ⊙ Develop a "starter-kit" of information on how to start a restaurant in Scotland Neck. Starter kits include basic information such as what permits are needed, what inspections are needed, etc.

- ⊙ Connect with training programs in the greater region for culinary students, beer brewing programs, and veterinary programs, and make known the desire and market opportunity for these retail outlets or services in Scotland Neck.
- ⊙ Connect successful eastern North Carolina entrepreneurs with businesses Scotland Neck seeks and promote the available real estate and market opportunity to them. A model for this is the new outfitter opening a store downtown.

Strategy: Consider a local vacant building reutilization grant program or loan program to encourage reuse of facilities.

Action Steps:

- ⊙ In downtown, the incentive program could be structured like an industrial incentive as a grant based on net new tax revenue. This could work similar to traditional façade grants where a building owner receives the grant after building improvements are made.
- ⊙ For industrial development, the vacant building incentive could have a lower threshold for investment or jobs, a higher percentage of grant, or additional years of the grant.

Goal: Increase marketing and communications to influence the image of Scotland Neck

There were several comments about the image of Scotland Neck and negative impressions in the media. The town itself is in the best position to shape and create messages about Scotland Neck. There is already a newsletter being distributed in the utility bills. This is an excellent foundation and distribution point to share the goals and priorities of the strategic plan, and most importantly to share progress toward the goals and good news about Scotland Neck. The residents are the most effective messengers, and the town can arm residents with an optimistic outlook of the town leadership and staff.

Strategy: Tell the Scotland Neck Story – control the message

Action Steps:

- ⊙ Designate a town Public Information Officer with the responsibility to share messages about the town.
- ⊙ Use Social Media and the town website. Popular sites for community development are Facebook, Instagram, LinkedIn and Twitter. Develop hashtags for the town that other users can tag, for example #SNPride or #SNCharm or #LoveSN
- ⊙ Use Instagram to post photos of the town. Photos are important to tourists.
- ⊙ Update the Calendar of Events.
- ⊙ Cross market events, locations, and attractions throughout the county and region and with other recreational organizations.
- ⊙ Include business news and progress toward the strategic plan in communications with residents. Could include a newsletter with the utility bill or brief updates. Some towns make a weekly automated phone call to inform citizens of events.
- ⊙ Welcome new businesses to Scotland Neck through social media. Have the mayor and town manager stage a ribbon cutting or other event to create a focal point and moment for celebration.
- ⊙ Continue sending photos and story ideas to the local print media.
- ⊙ Use Scotland Neck's partners – Halifax County, Halifax County EDC, Halifax County Tourism -- to tell the Scotland Neck story by sharing business news and progress toward strategic planning goals.
 - Developing and sharing talking points with partners about Town projects, such as an infrastructure project, will ensure a clear message.
- ⊙ Add economic development or business sections to town website to explain goals, stakeholders, and assets. Include active links to partners.
- ⊙ Feature downtown development opportunities and success stories as well as industrial properties.
- ⊙ Ensure outdated web content is removed from the web.
- ⊙ Hold "Coffee with the Manager" events to introduce the new Town Manager and share excitement about goals and progress.

- ⊙ Create and distribute positive messages about Scotland Neck, including strategies, events, and accomplishments by the town and its allies through:
 - Social media
 - Contributed editorials
 - Media releases.

Strategy: Identify and cultivate community champions

Action Steps:

- ⊙ Hire a full or part-time community development manager to pursue strategies, maintain relationships with major employers and partners, and shepherd the new strategic plan.
- ⊙ Pursue the establishment of a business-focused organization such as a Chamber of Commerce or Downtown Association. This group could complement the work of the town and leverage available and interested residents (such as served on the Strategic Planning Steering Committee).
- ⊙ Consider sending town leaders to the Rural Economic Development Institute operated by the NC Rural Center. Former Town Administrator Nancy Dempsey was a graduate. This program enriches the participant professionally and also connects the graduate to a network of leaders across North Carolina.
- ⊙ Connect with the Rural Center's Northeastern NC Community Capacity Initiative, which is establishing networks of leaders in 17 northeastern North Carolina counties, including Halifax County, to further community and economic development.
- ⊙ Share goals of strategic planning with allies such as Halifax County EDC and Halifax County Tourism, the Rural Center and the Golden Leaf Foundation.
- ⊙ Create a citizens' academy, a program to train citizens on local government. Some town academies meet once a month for six months on programs in public safety, utilities, history, education, local government process, etc.
- ⊙ Hold "how to serve on a board or commission" information sessions for younger residents and newcomers
- ⊙ Consider a "Leadership Scotland Neck" program to connect emerging leaders and newcomers with "traditional" leaders
- ⊙ Collaborate with ElectriCities' staff to plan a "Town-to-Town" visit to another similar community in eastern North Carolina to learn about strategic implementation and gain best practices. Farmville and Tarboro are two suggested destinations.

Goal: Attract and Engage Younger Citizens and Newcomers

In order to sustain a lively culture, the Town of Scotland Neck will need to keep attracting new residents and connect and strengthen the bonds of existing residents. One key to town personality and growth is engaging and connecting younger residents. There are several opportunities to use existing assets with additional programming aimed at young residents, and to engage them in the civic life of the town. New energy and ideas will build on the strategies and priorities articulated in this plan and will increase its reach and impacts as more people are involved. Using communications channels to explicitly advertise the opportunities for people to get involved will also shape the image of Scotland Neck as an open and welcoming community.

Strategy: Recruit and Engage Citizens to Town Activities

Action Steps:

- ⊙ Add information on the town website about town board and committee meetings. Add a link to learn more about serving on committees.
- ⊙ Consider using apps or a weekly newsletter to reach out to citizens to be involved in community events. Apps such as Meetup and GroupMe are a way to quickly encourage participation in events.
- ⊙ Explore downtown activities or programs aimed at younger residents such as Food Trucks, music and concert series, classes, and movie nights. The library may be a good location to host events and programs aimed at younger adult residents.

Strategy: Support the development of amenities for residents

Action Steps:

- ⊙ Continue retail and restaurant development and attraction efforts. The starter kit recommended above for restaurants could be expanded to other small businesses such as hair salon, computer support services, and day care.
- ⊙ Use the retail leakage report information in this study to encourage small business development.
- ⊙ Work with state-wide partners and those in the private sector to improve access to high-speed internet and broadband.
- ⊙ Explore the feasibility and funding model for downtown WiFi.

Implementation Guide

01

- Inventory available commercial and downtown real estate
- Identify additional Industrial sites
- Develop Cross Marketing for Visitor Attractions
- Explore new wayfinding and town signage
- Continue to develop retail and service additions to downtown
- Strengthen partnership with Halifax TDA
- Start Citizens' Academy
- Plan & Execute town-to-town visit
- Hold Coffee with the Manager

02

- Establish Leadership Program
- Develop Walking Tours for Visitors
- Scotland Neck Leader on HalifaxTDA Board
- Communicate progress toward strategic planning goals
- Designate a public information officer to share news and manage town social media
- Participate in Rural Center Leadership Institute
- Activate Town Commons with New Programming or events
- Ribbon cuttings for new business

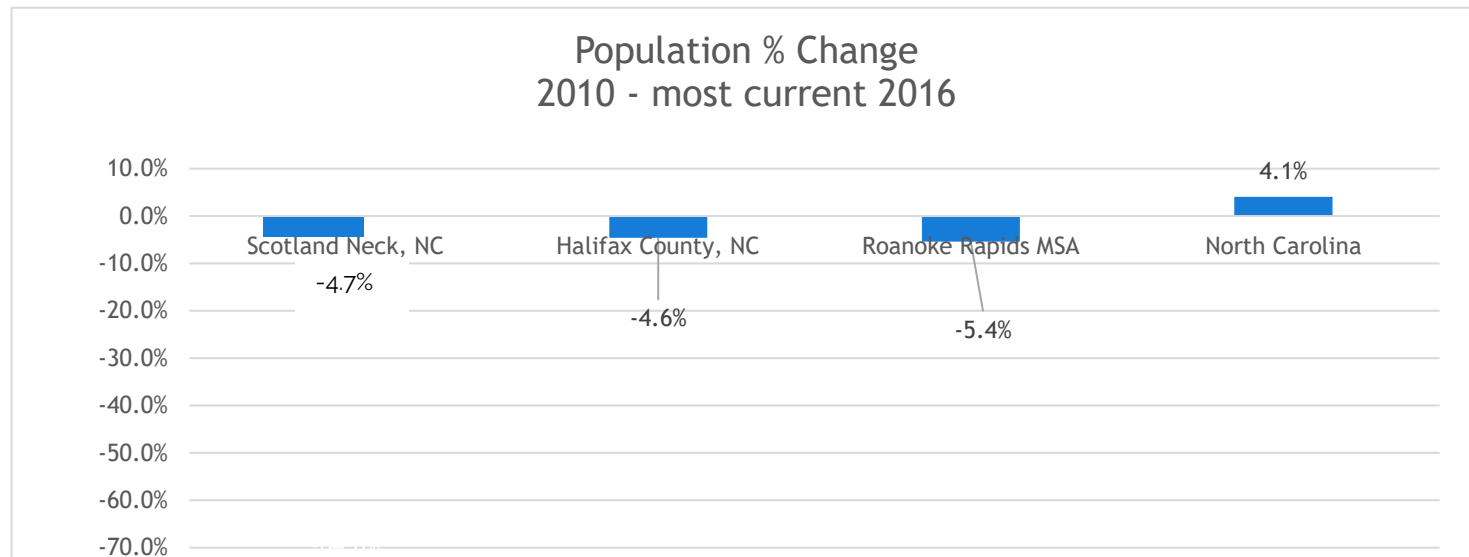
03

- Activate downtown with new programs, music, activities
- Launch new downtown association or chamber of commerce
- Explore downtown WiFi
- Hold "How to Serve on a commission" for residents
- Develop vacant building utilization program/incentive
- Network with regional training programs and entrepreneurs to recruit desired business types

Appendix A: Economic and Demographic Profile

Population			
	2010	Most current 2016	% Change 2010 - most current 2016
Scotland Neck, NC	2,059	1,963 ^{**}	-4.7%
Halifax County, NC	55,293	52,849	-4.6%
Roanoke Rapids MSA	77,454	73,477	-5.4%
North Carolina	9,535,483	9,940,828	4.1%

Source: www.census.gov and NC office of management and budget



Source: www.census.gov and **NC office of management and budget

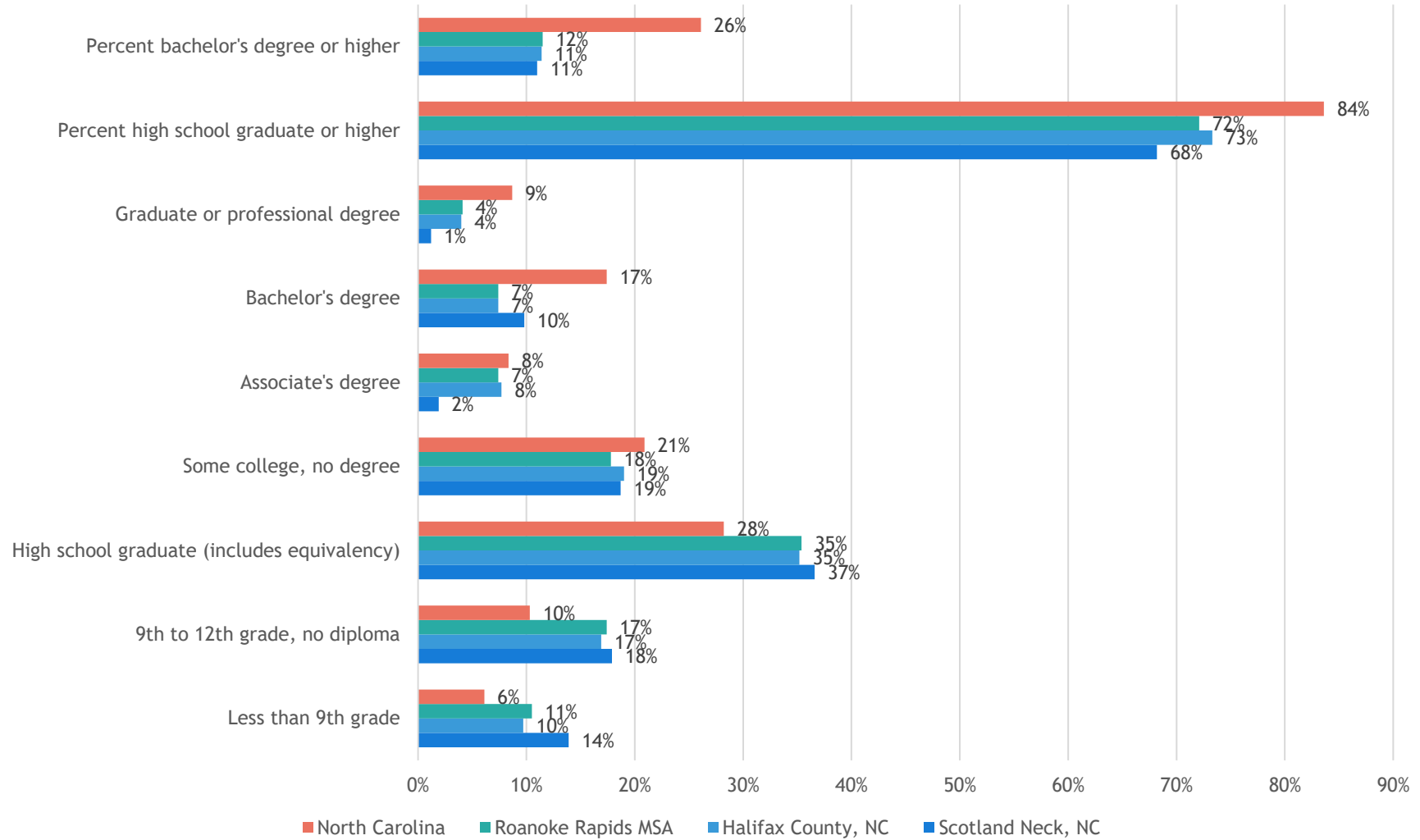
Age						
Age Groups	Scotland Neck, NC	Scotland Neck, NC	Halifax County, NC	Halifax County, NC	Roanoke Rapids MSA	North Carolina
	2010	2016	2010	2016	2010	2010
Total population	2,317	1,257	55,293	52,849	77,454	9,535,483
Under 5 years	4.8%	8.9%	6.1%	5.3%	6.0%	6.6%
5 to 9 years	4.0%	2.0%	6.5%	6.0%	6.2%	6.7%
10 to 14 years	6.3%	1.1%	6.6%	6.8%	6.5%	6.6%
15 to 19 years	10.6%	0.6%	7.4%	6.2%	7.3%	6.9%
20 to 24 years	7.0%	8.5%	5.6%	6.1%	5.6%	6.9%
25 to 34 years	10.7%	10.0%	10.7%	10.9%	10.3%	13.1%
35 to 44 years	9.7%	4.9%	12.8%	11.2%	12.5%	13.9%
45 to 54 years	13.2%	18.3%	15.4%	14.3%	15.5%	14.4%
55 to 59 years	6.1%	5.3%	6.9%	6.8%	6.8%	6.3%
60 to 64 years	4.5%	10.6%	6.2%	7.7%	6.7%	5.6%
65 to 74 years	11.7%	11.1%	8.2%	10.5%	8.8%	7.3%
75 to 84 years	8.0%	8.3%	5.7%	5.6%	5.8%	4.1%
85 years and over	3.4%	10.4%	1.7%	2.4%	2.0%	1.5%
Median Age	42.9	53.2	41.1	42.4	42.1	37.4

Source: www.census.gov

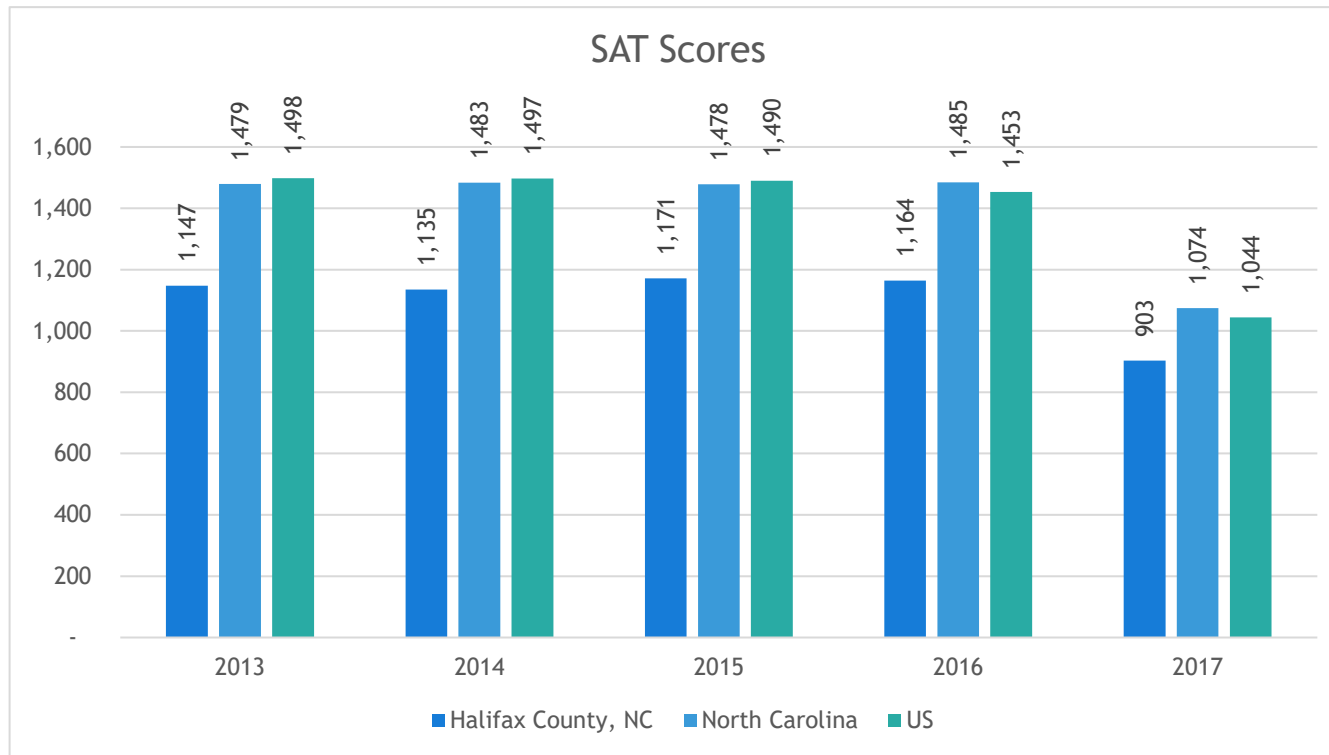
Race						
	Scotland Neck, NC	Scotland Neck, NC	Halifax County, NC	Halifax County, NC	Roanoke Rapids MSA	North Carolina
	2010	2016	2010	2016	2010	2010
White Alone	22.9%	29.2%	40.5%	40.1%	40.3%	65.3%
Black Alone	74.7%	70.3%	51.2%	52.1%	53.2%	21.2%
American Indian Alone	0.0%	0.0%	3.2%	3.6%	2.3%	1.1%
Asian Alone	1.9%	0.0%	0.6%	0.8%	0.4%	2.2%
Pacific Islander Alone	0.0%	0.0%	0.0%	0.6%	0.0%	0.1%
Some Other Race Alone	0.3%	0.0%	0.7%	0.0%	0.5%	0.2%
Two or More Races	0.2%	0.5%	3.8%	2.8%	3.1%	1.6%
Hispanic Origin	0.3%	0.8%	2.0%	2.6%	1.8%	8.4%

Source: www.census.gov

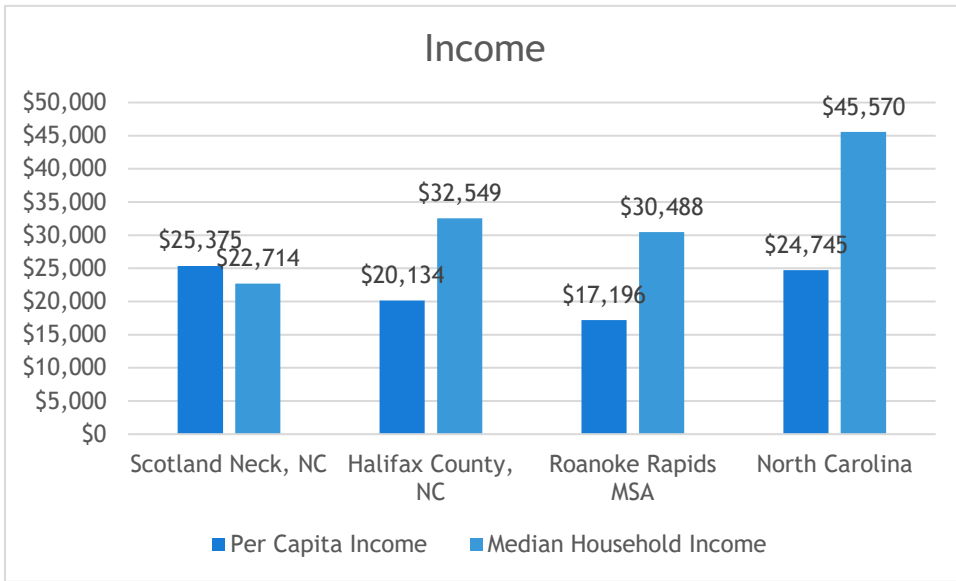
Educational Attainment



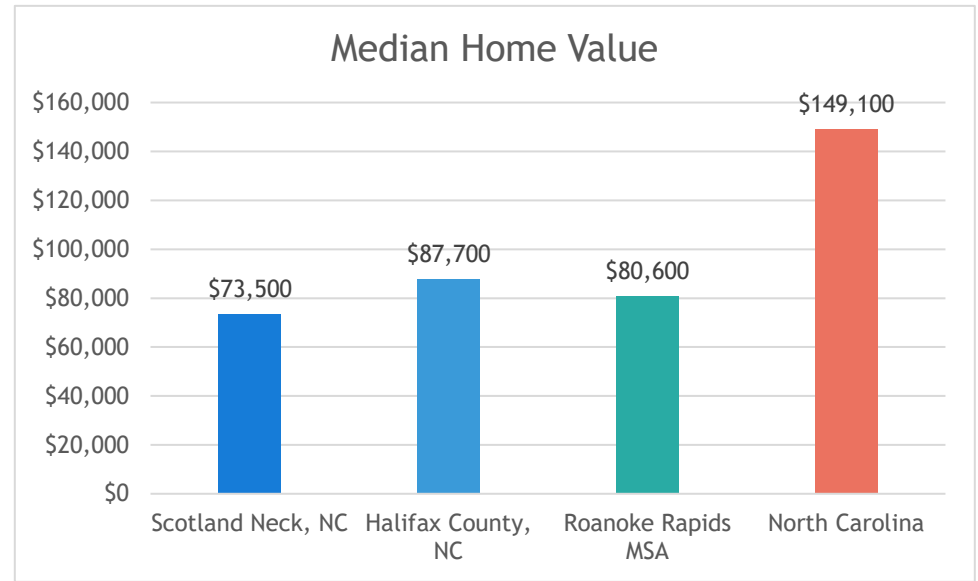
Source: www.census.gov



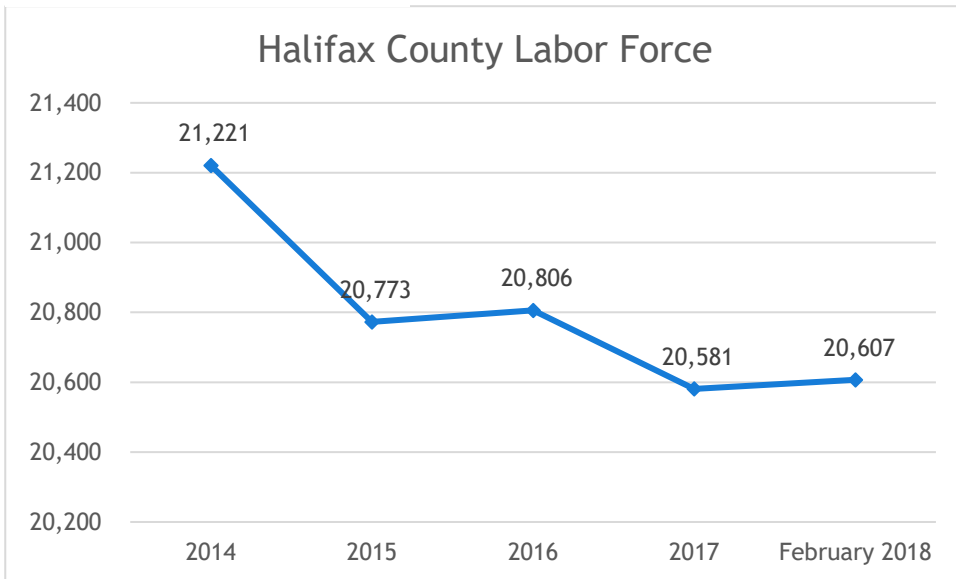
Source: North Carolina Department of Public Instruction (www.ncdpi.state.us)



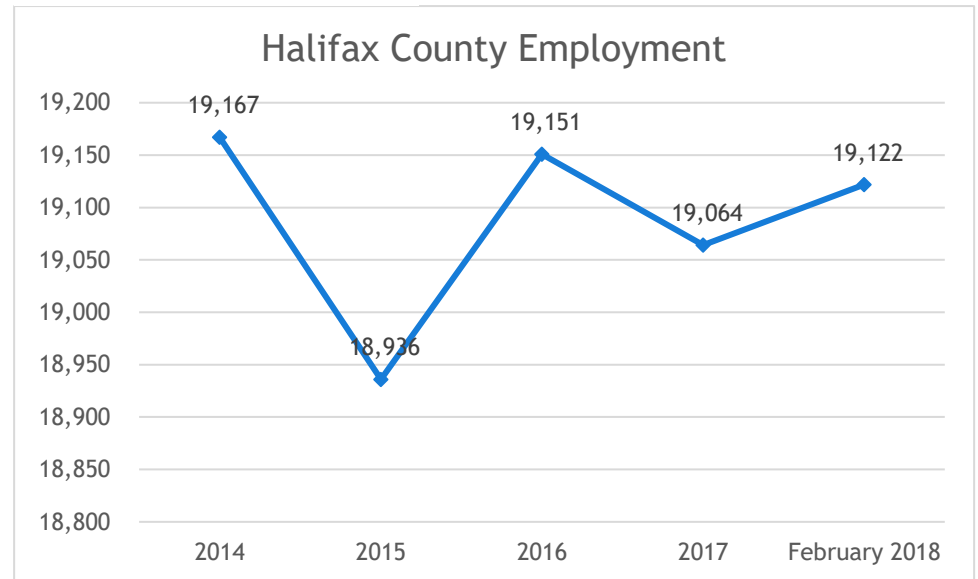
Source: www.census.gov



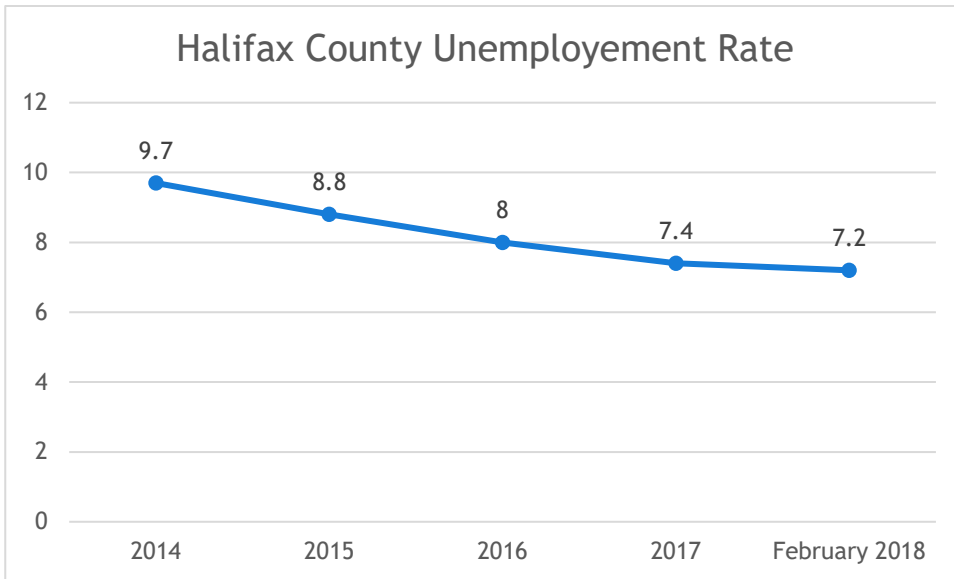
Source: www.census.gov



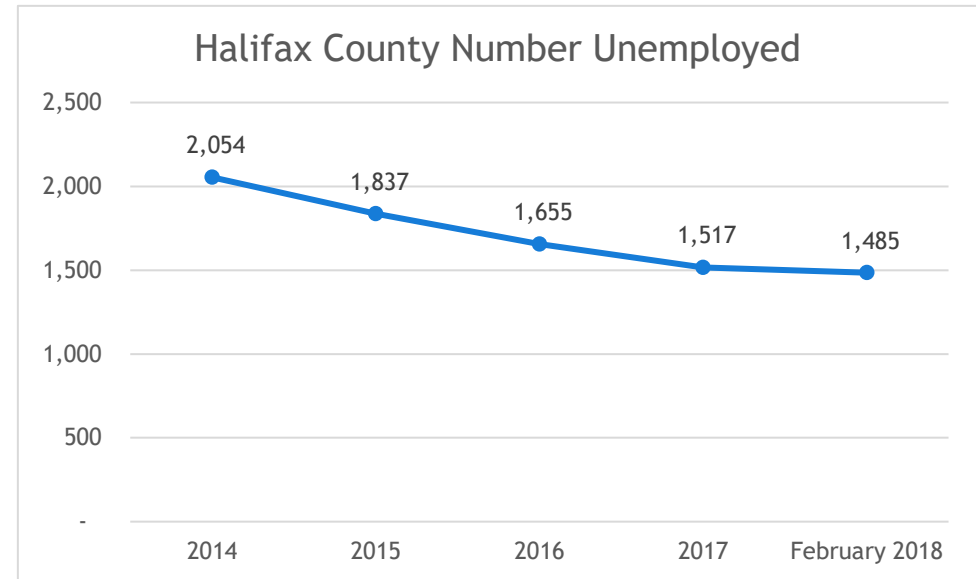
Source: Bureau of Labor Statistics (www.bls.gov)



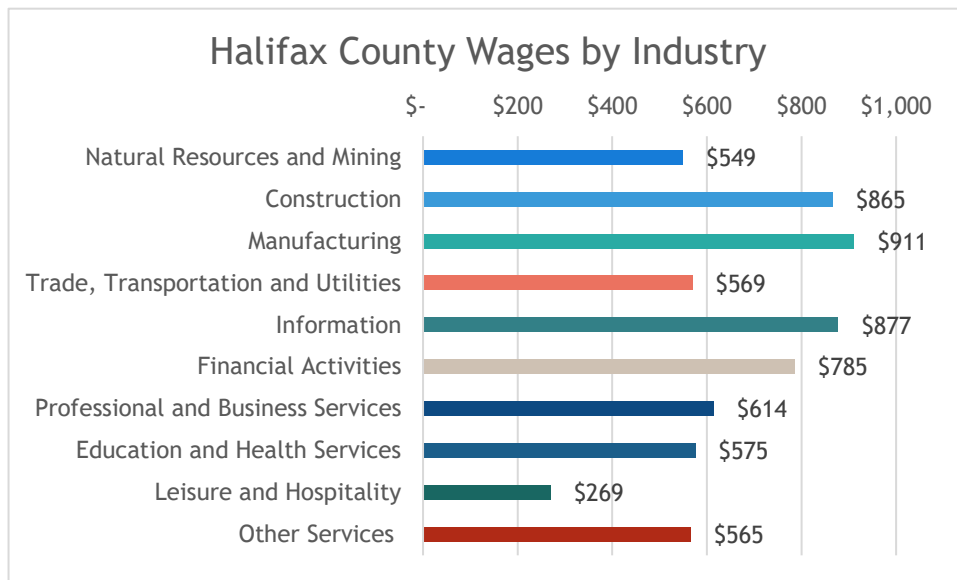
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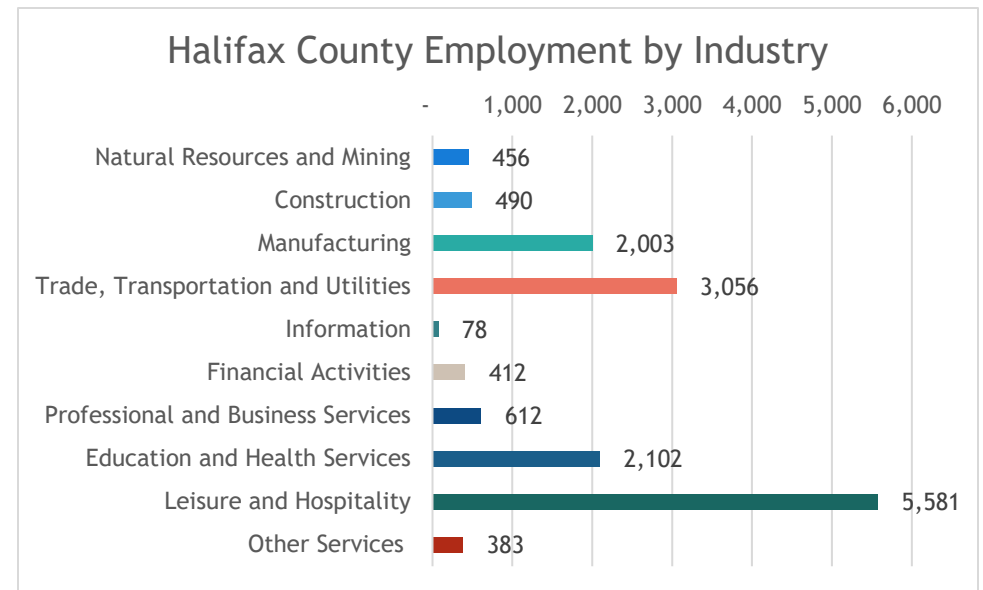
Source: Bureau of Labor Statistics (www.bls.gov)



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



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

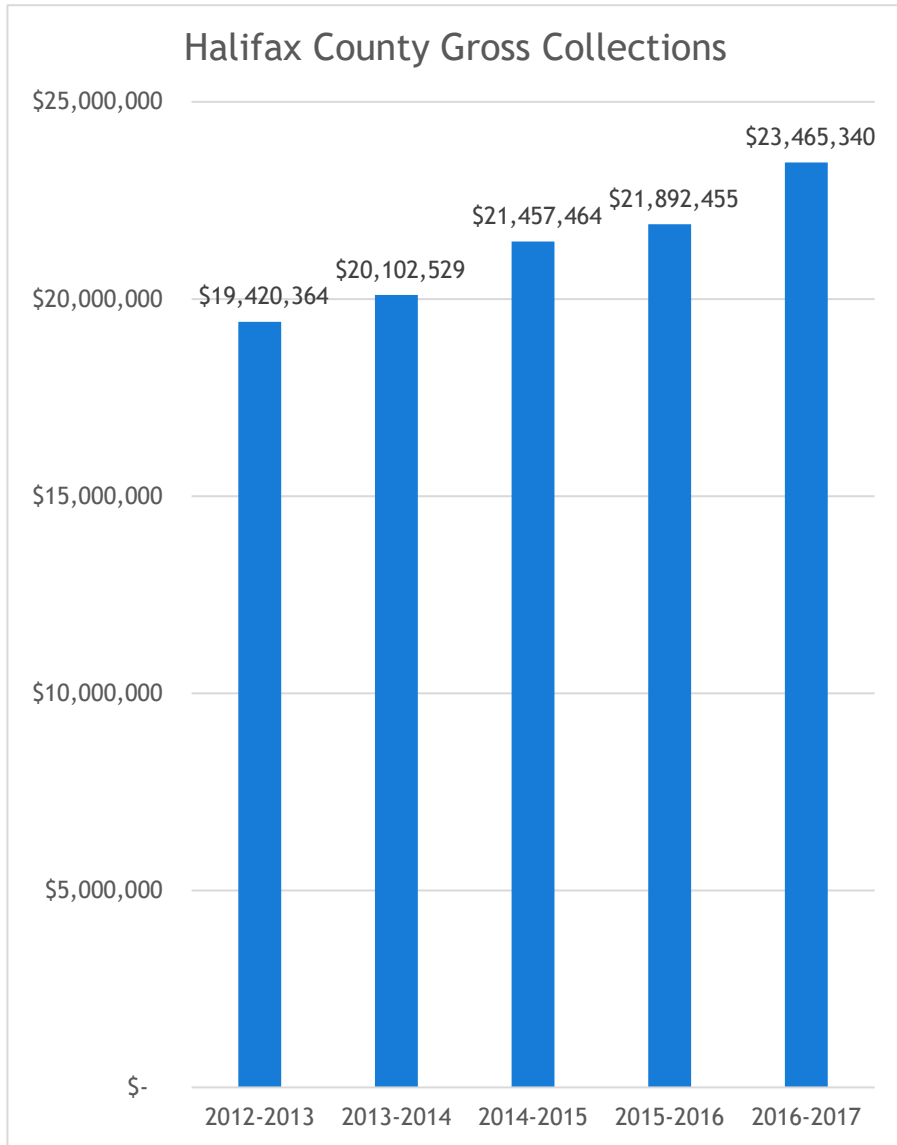


Source: Bureau of Labor Statistics (www.bls.gov)

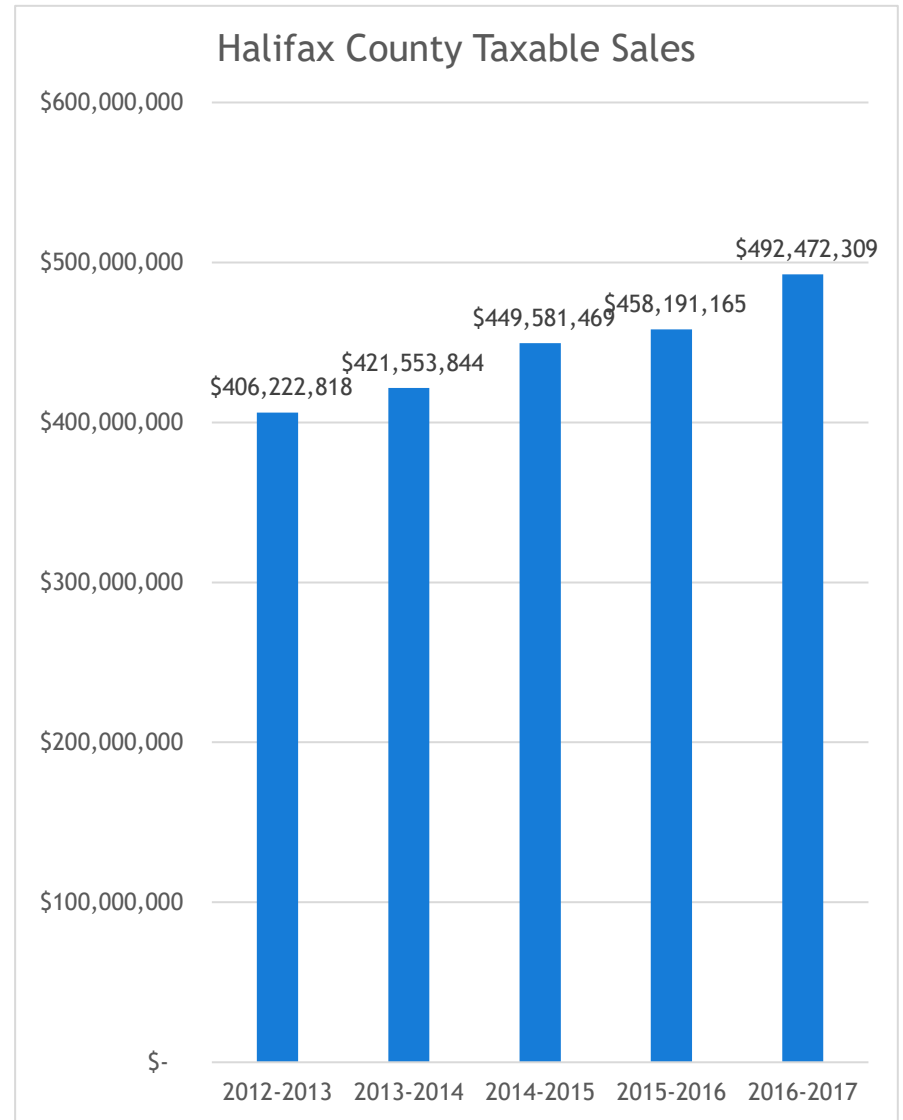
Halifax County Top 25 Employers

Rank	Company Name	Industry	Employment Range
1	Halifax Regional Medical Center	Education & Health Services	500-999
2	Resers Fine Foods Inc	Manufacturing	500-999
3	County Of Halifax	Public Administration	500-999
4	Steve Thornton	Education & Health Services	500-999
5	Education	Education & Health Services	250-499
6	Kapstone Kraft Paper Corporation	Manufacturing	250-499
7	NC Dept Of Public Safety	Public Administration	250-499
8	AAA Carolinas	Professional & Business Services	250-499
9	Rural Health Group Inc	Education & Health Services	250-499
10	Wal-Mart Associates Inc	Trade, Transportation, & Utilities	250-499
11	Halifax Community College Inc	Education & Health Services	100-249
12	Food Lion	Trade, Transportation, & Utilities	100-249
13	Weldon City Schools	Education & Health Services	100-249
14	Payroll	Public Administration	100-249
15	New Dixie Oil Corp	Trade, Transportation, & Utilities	100-249
16	PCB Piezotronics Of North Carolina	Manufacturing	100-249
17	Home Life Care Inc	Education & Health Services	100-249
18	Kennametal Inc	Manufacturing	100-249
20	Patch Rubber Co Inc	Manufacturing	100-249
20	Hardee's	Leisure & Hospitality	100-249
21	McDonald's	Leisure & Hospitality	100-249
22	Cotton Services	Natural Resources & Mining	100-249
23	Lowes Home Centers Inc	Trade, Transportation, & Utilities	100-249
24	Safelite Fulfillment Inc	Other Services	100-249
25	Signature Payroll Services LLC	Professional & Business Services	100-249

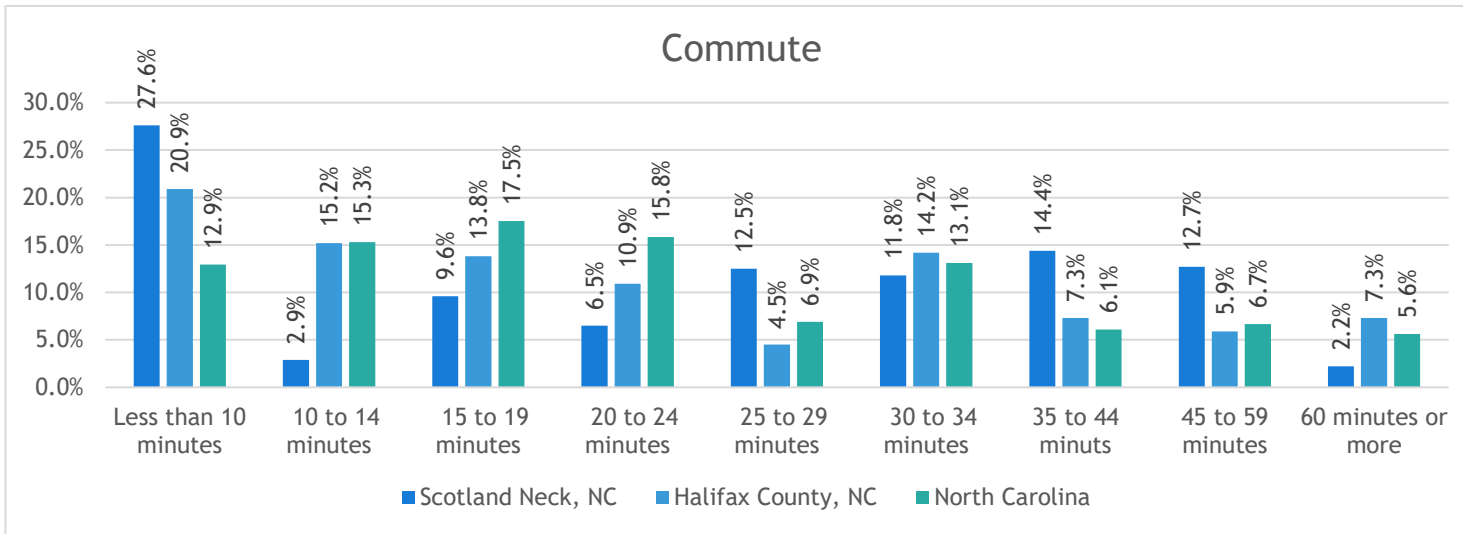
Source: North Carolina Department of Commerce (www.nccommerce.com)



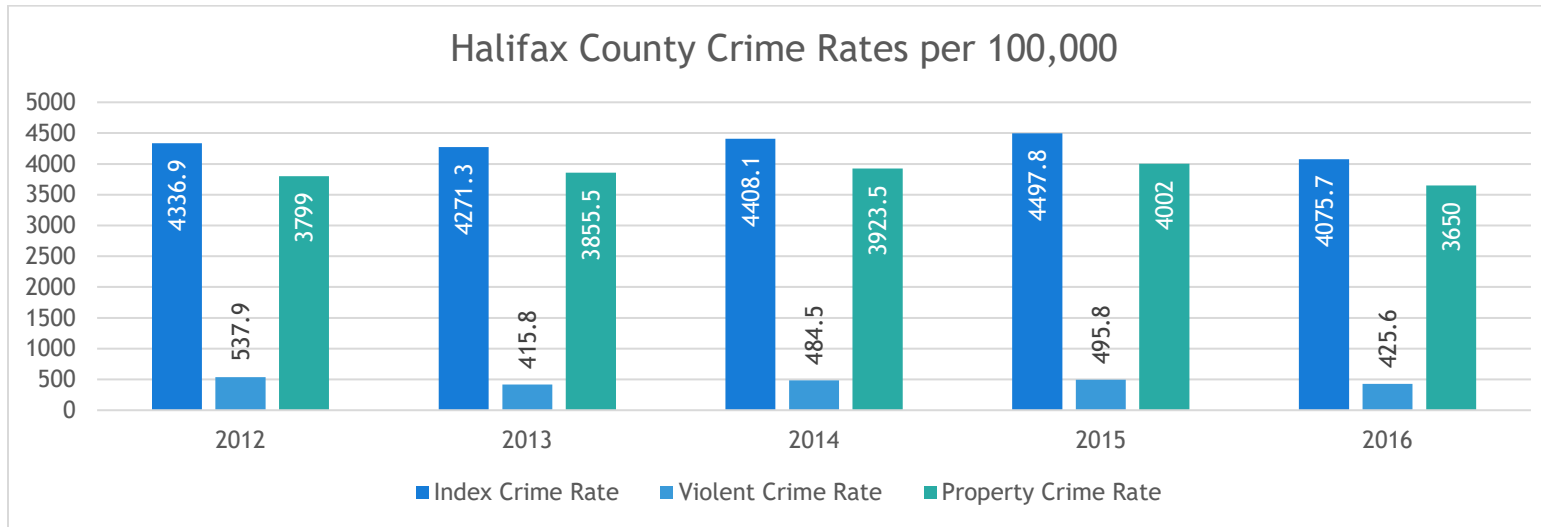
Source: North Carolina Department of Revenue (www.dornc.com)



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



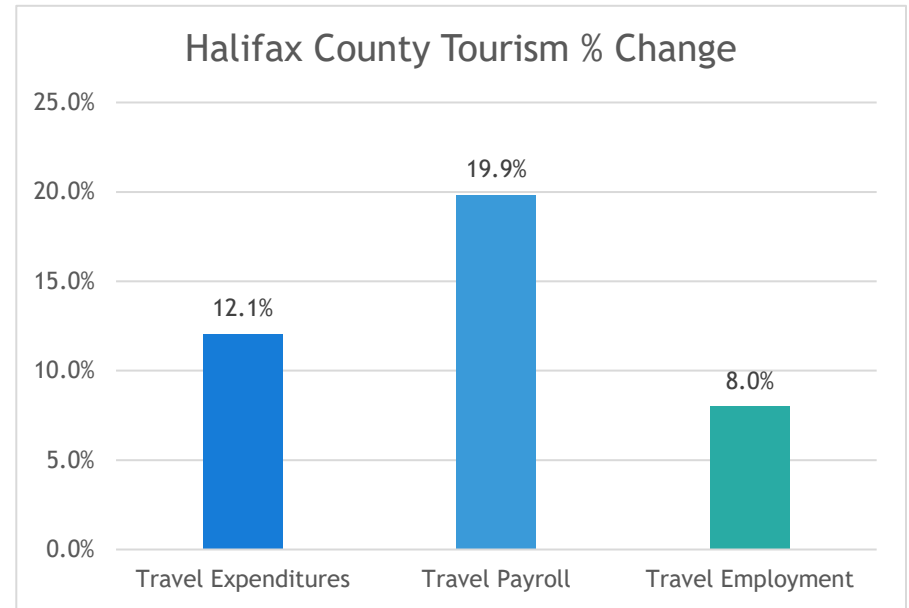
Source: www.census.gov



Source: <http://crimereporting.ncsbi.gov/Reports.aspx>

Halifax County 2012-2016 Establishment Data		
	2012	2016
Gained		
Total	3,916	3,712
Start Ups	72.3%	78.6%
Expansion Start Ups	1.6%	0.1%
Expansions	25.3%	21.3%
Move In	0.8%	0.0%
Lost		
Total	1,251	3,123
Closings	77.3%	86.0%
Contractions	21.5%	11.7%
Move Out	1.2%	2.4%

Source: Your Economy Data (www.youreconomy.org)



Halifax County 2012-2016 Employment Stages				
ESTABLISHMENTS	2012	% of TOTAL	2016	% of TOTAL
ALL	3,503	100	3,101	100
Self-Employed (1)	431	12.3	452	14.6
Stage 1 (2-9)	2,555	72.9	2,137	68.9
Stage 2 (10-99)	490	14	483	15.6
Stage 3 (100-499)	25	0.7	27	0.9
Stage 4 (500+)	2	0.2	2	0.1

Source: Your Economy Data (www.youreconomy.org)

Retail Market Place Profile-Scotland Neck, NC

Summary Demographics

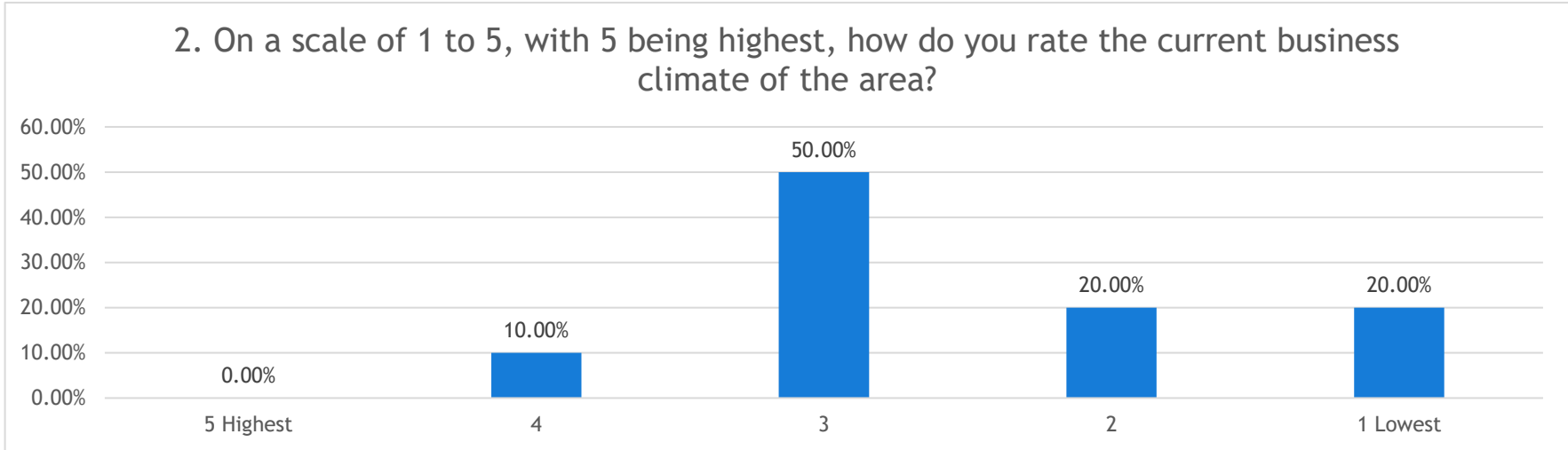
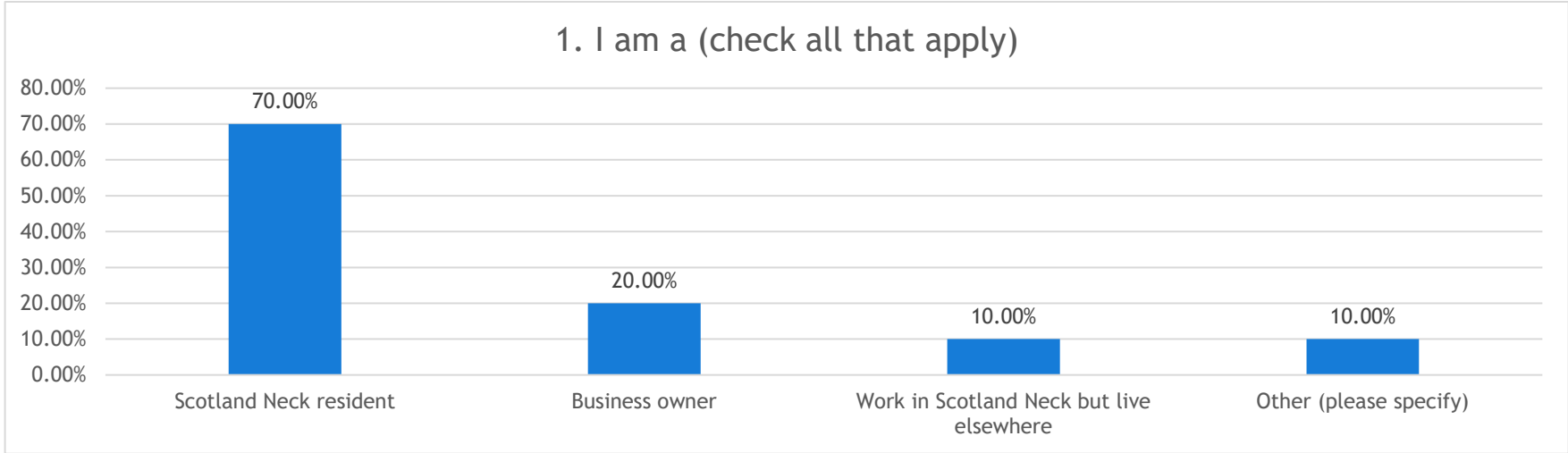
2017 Population	1,944
2017 Households	870
2017 Median Disposable Income	\$201,619
2017 Per Capita Income	\$18,014

Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$17,179,180	\$27,954,867	-\$10,775,687	-23.9	30
Total Retail Trade	44-45	\$15,639,447	\$25,988,104	-\$10,348,657	-24.9	23
Total Food & Drink	722	\$1,539,733	\$1,966,763	-\$427,030	-12.2	7
NAICS Industry Group		Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$3,479,563	\$897,835	\$2,581,728	59.0	3
Automobile Dealers	4411	\$2,869,618	\$587,533	\$2,282,085	66.0	1
Other Motor Vehicle Dealers	4412	\$279,072	\$0	\$279,072	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$330,873	\$310,302	\$20,571	3.2	2
Furniture & Home Furnishings Stores	442	\$564,322	\$855,987	-\$291,665	-20.5	1
Furniture Stores	4421	\$346,336	\$855,987	-\$509,651	-42.4	1
Home Furnishings Stores	4422	\$217,986	\$0	\$217,986	100.0	0
Electronics & Appliance Stores	443	\$432,763	\$706,954	-\$274,191	-24.1	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,111,432	\$273,204	\$838,228	60.5	1
Bldg Material & Supplies Dealers	4441	\$1,038,862	\$273,204	\$765,658	58.4	1
Lawn & Garden Equip & Supply Stores	4442	\$72,570	\$0	\$72,570	100.0	0
Food & Beverage Stores	445	\$2,725,293	\$6,679,037	-\$3,953,744	-42.0	4
Grocery Stores	4451	\$2,541,005	\$5,525,703	-\$2,984,698	-37.0	3
Specialty Food Stores	4452	\$98,987	\$0	\$98,987	100.0	0
Beer, Wine & Liquor Stores	4453	\$85,301	\$1,153,334	-\$1,068,033	-86.2	1
Health & Personal Care Stores	446,4461	\$1,026,753	\$3,867,851	-\$2,841,098	-58.0	3
Gasoline Stations	447,4471	\$1,752,349	\$6,973,994	-\$5,221,645	-59.8	3
Clothing & Clothing Accessories Stores	448	\$673,387	\$0	\$673,387	100.0	0
Clothing Stores	4481	\$448,597	\$0	\$448,597	100.0	0
Shoe Stores	4482	\$109,225	\$0	\$109,225	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$115,565	\$0	\$115,565	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$387,107	\$0	\$387,107	100.0	0
Sporting Goods/Hobby/Musical Instr Stores	4511	\$328,397	\$0	\$328,397	100.0	0
Book, Periodical & Music Stores	4512	\$58,710	\$0	\$58,710	100.0	0
General Merchandise Stores	452	\$2,505,308	\$4,016,579	-\$1,511,271	-23.2	4
Department Stores Excluding Leased Depts.	4521	\$1,779,878	\$1,131,673	\$648,205	22.3	1
Other General Merchandise Stores	4529	\$725,430	\$2,884,906	-\$2,159,476	-59.8	3
Miscellaneous Store Retailers	453	\$711,994	\$262,271	\$449,723	46.2	2
Florists	4531	\$21,483	\$0	\$21,483	100.0	0
Office Supplies, Stationery & Gift Stores	4532	\$134,037	\$0	\$134,037	100.0	0
Used Merchandise Stores	4533	\$72,082	\$74,036	-\$1,954	-1.3	1
Other Miscellaneous Store Retailers	4539	\$484,392	\$188,235	\$296,157	44.0	1
Nonstore Retailers	454	\$269,176	\$1,454,392	-\$1,185,216	-68.8	1

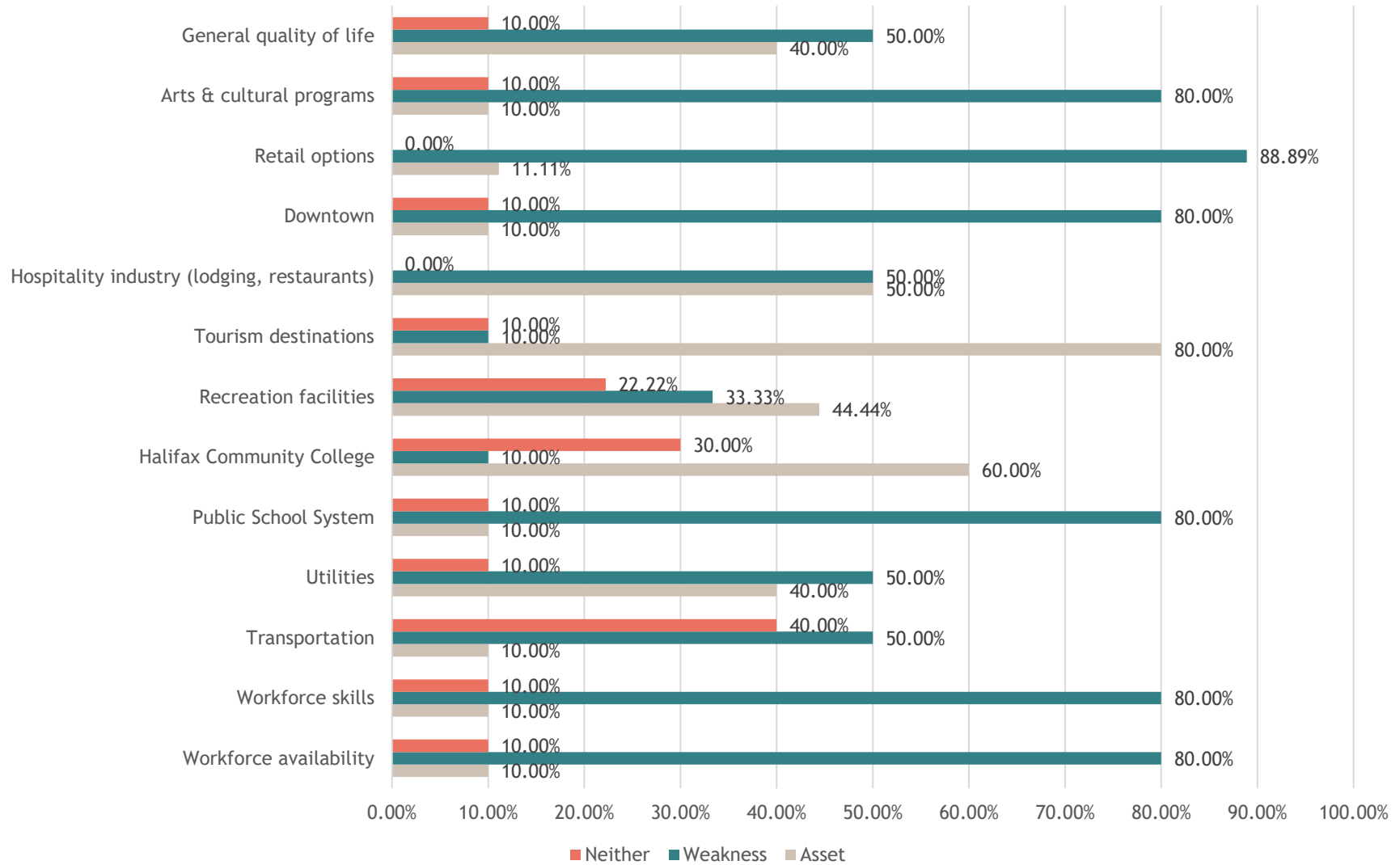
Electronic Shopping & Mail-Order Houses	4541	\$183,367	\$0	\$183,367	100.0	0
Vending Machine Operators	4542	\$14,744	\$0	\$14,744	100.0	0
Direct Selling Establishments	4543	\$71,065	\$1,454,392	-\$1,383,327	-90.7	1
Food Services & Drinking Places	722	\$1,539,733	\$1,966,763	-\$427,030	-12.2	7
Special Food Services	7223	\$14,129	\$0	\$14,129	100.0	0
Drinking Places - Alcoholic Beverages	7224	\$99,075	\$0	\$99,075	100.0	0
Restaurants/Other Eating Places	7225	\$1,426,529	\$1,966,763	-\$540,234	-15.9	7

Source: Esri and Infogroup. Retail MarketPlace 2017. Copyright 2017 Infogroup, Inc. All rights reserved.

Appendix B: Survey Results



3. Rate the following as an asset supporting economic development or a weakness hindering economic growth or neither.



4. What is the town's most significant asset supporting economic growth?

Responses

Sylvan Heights
Sylvan Bird Park
Sylvan Heights
Sylvan Heights, by far
Sylvan heights
Sylvan Heights
Sylvan Heights Bird Park

5. What is the town's most significant challenge to economic growth?

Responses

High low income and senior populations
People's attitude towards the town
Internet service, high utilities, old buildings
Available buildings in good condition for rent/lease
Lack of jobs
No one to invest in our town
Attracting reliable business
Building infrastructure, work force
Poverty

6. What is the town's most significant opportunity for economic growth?

Responses

Location

Revitalizing Main street

Build new building or refurbish existing to house businesses

Marketing the assets of the town, working with small businesses, business incentives, community support of events

Sylvan heights

Taking advantage of the tourism from Sylvan Heights

Workforce

Access to grant funding, utility rates competitive

Partnering with Sylvan Heights Bird Park

7. What is the most critical threat to economic growth?

Responses

Segregation

Aging and reduced population

Delapidated buildings and extremely overhead (rent & utilities) for businesses

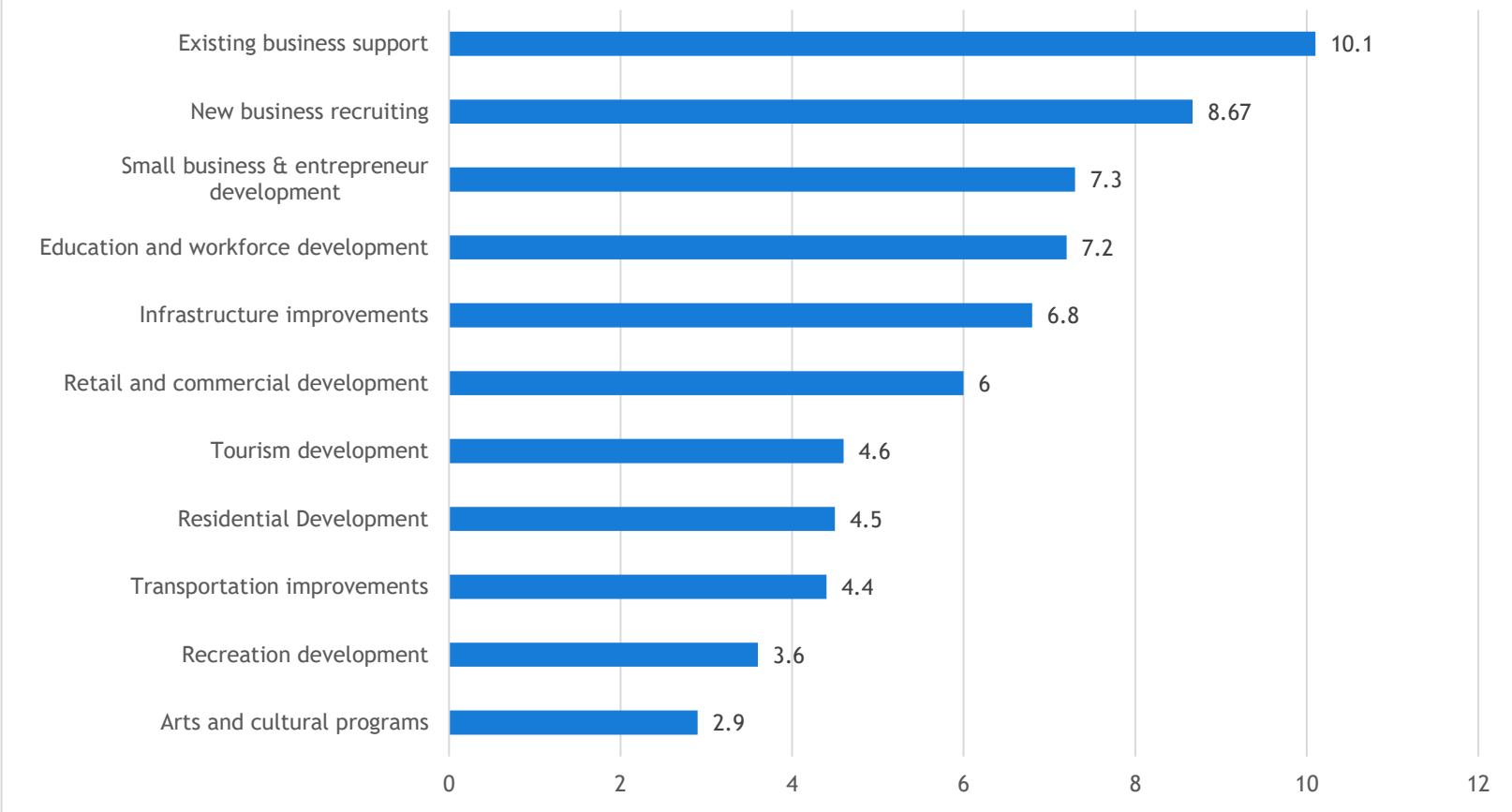
Lack of jobs

Transport

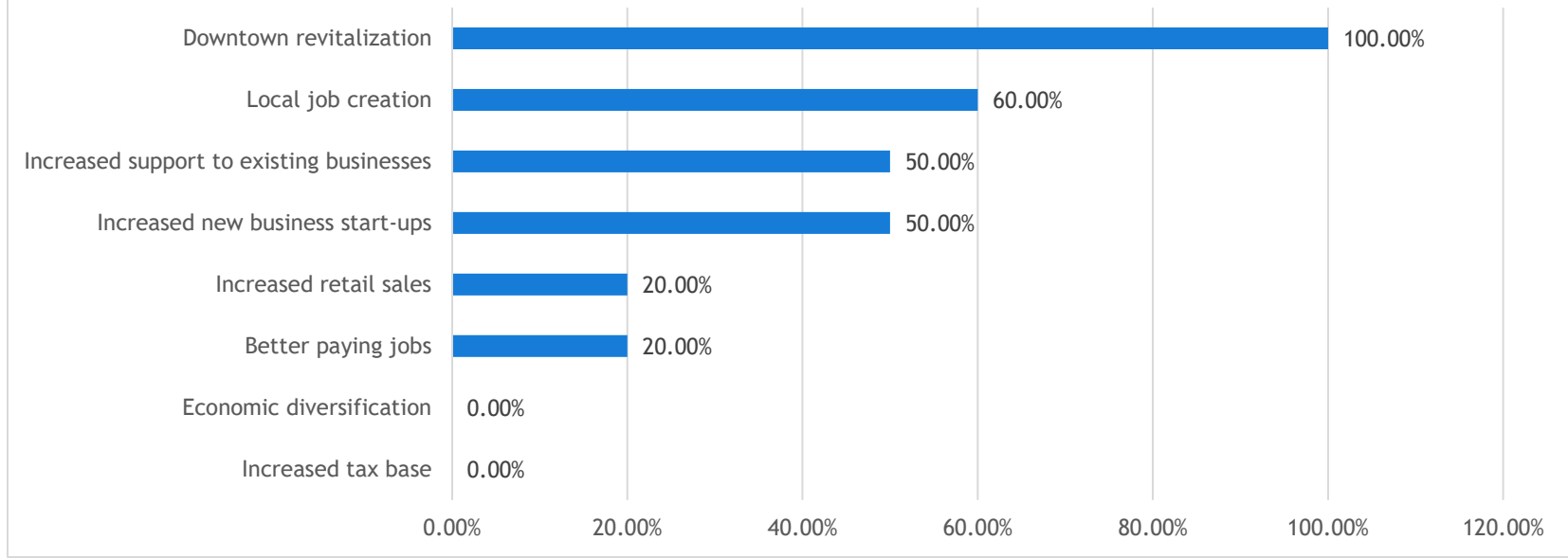
Lack of building infrastructure, weak workforce

Poverty

8. Rank order the following economic development strategies in order of importance with 1 being the most important



9. What should be the top three goals of the town's economic development strategic plan? CHOOSE THREE.



10. What is a model town for Scotland Neck- a place Scotland Neck would want to emulate?

Responses

Scotland neck should be its own. Standing out and being different allows us to be memorable.

Kinston

Goldsboro, Belhaven, Mt. Airy, Washington,

Tarboro, NC Main St

Downtown Tarboro

Lincolnton, NC

Farmville

11. What is one thing that Scotland Neck does better than other towns?

Responses

Cleanliness of Main Street

It's a small town with many amenities you do not find in small towns, all with a very small-town atmosphere. It's a wonderful place to live and be.

Tourism

Unique

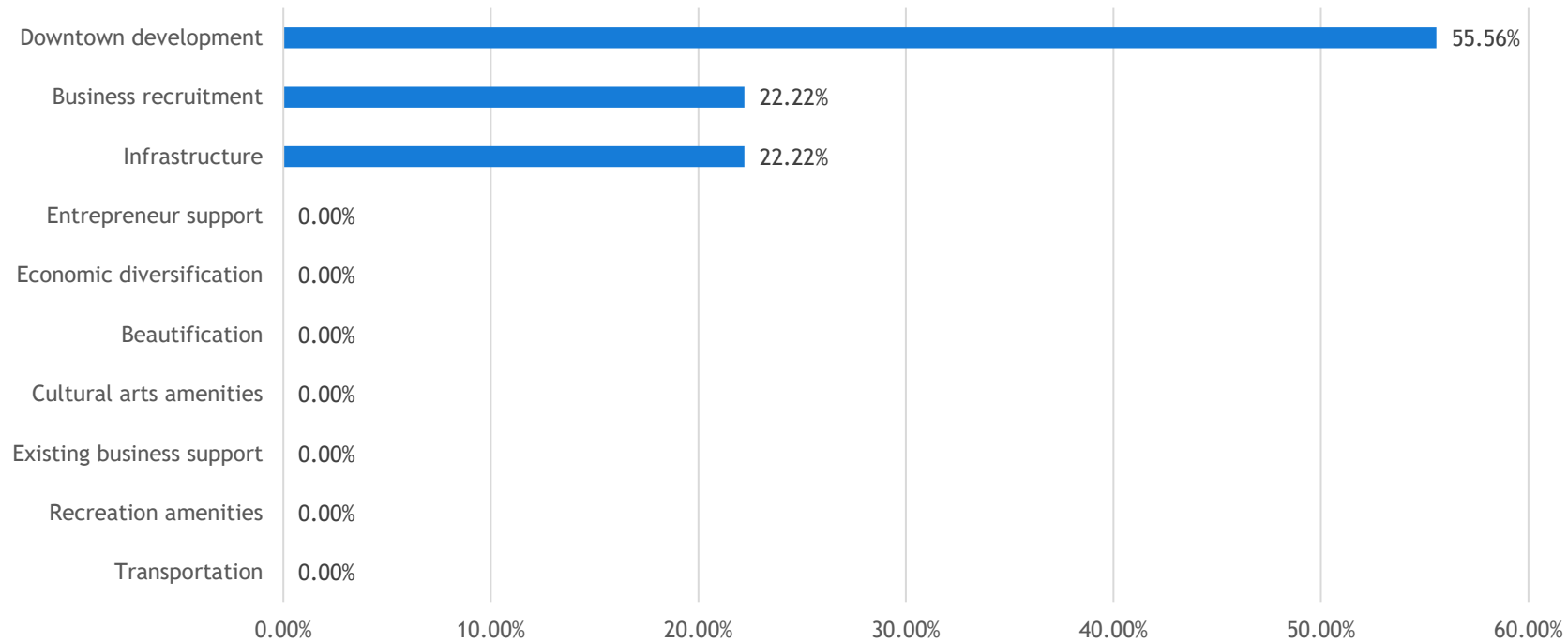
We have Sylvan Heights

Community spirit

Community comes together

Survive

12. What is the most important investment the town could make to ensure long-term, sustainable economic growth?



13. What is an outcome you would like to see from the strategic plan?

Responses

Middle class population growth and more recreational amenities

Main street be a vibrant welcoming area for people just driving through. Be a place people want to visit and then after visiting, want to stay!

Better housing and infrastructure

Growth

Town goals communicated to everyone through the light bill, links on website, facebook, and printed copies in local restaurants and stores. Hire someone whose primary goal is to coordinate and implement the changes, goals, projects, and groups.

I would to see this town come to life again

A vibrant downtown

Finding incentives to encourage investment in downtown Scotland Neck

Business growth with job opportunities

14. Please make any additional comments here.

Responses

I would like to see Scotland Neck start an aggressive program requiring that all residents keep their outside space neat and free of trash and junk. And assess a fine to those residents who do not comply. It will beautify the area making it appealing to others while increasing revenues for the town.

Thank you for working on the strategic plan. The Comprehensive Land Plan done several years ago has some really good goals and ideas on it. The town board needs to plan how to implement the goals because leaving that up to individual volunteers will not work. We have some really good people working on ideas of their own - that energy and creativity needs to be channeled into one focus for the town. Only a town employee with that as their job can make that happen. The person needs town backing and support and needs to act as a facilitator between the volunteer helpers and the town goals.

More businesses, transport,

Appendix C: Study Sponsor and Consultant



ElectriCities of N.C. Inc. sponsored the Scotland Neck 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

www.electricities.com



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