



Red Spring Economic Assessment and Recommendations

Introduction

In the spring of 2019, the North Carolina Department of Commerce, Rural Economic Development Division - NC Main Street and Rural Planning Center was invited to assist the Town of Red Springs with an Economic Development Assessment for the town. The Economic Development Assessment is designed to identify assets and opportunities that can "jump start" a community's economic development efforts. For this project, the assessment focused on the entire town. This report will provide a list of recommendations that the town can address.

A staff team from the NC Main Street & Rural Planning Center led the workshop was made up of:

Grace Lawrence, Project Manager - Community Economic Development Planner, South Central Prosperity Zone

Mark Zeigler, Project Co-Manager – Community Economic Development Planner, NC Main Street, & Rural Planning Center

The Rural Planning Team members would like to thank the **Local Work Group** members who generously gave up their time to work on this process. Work Group members were: **Mayor Edward Henderson, Town Commissioner Elma Patterson, Town Commissioner Neal Lea'Kes, Timothy Peterkin, Chris Locklear, Town Manager David Ashburn, Town Human Resources Manager Annette Bryant and Town Clerk Barbara McColl.**

This report will serve as a summary of the activities that took place on March 29, 2019, along with the general public survey responses, and will provide recommendations based on the information gathered.

Description

Red Springs is a town of 3,462 located in the northwestern part of Robeson County, near the Hoke County line. The town is bisected by Highways 211 and 71. The downtown is located south of a short railway line owned by the Red Springs and Northern Foundation. The town citizens value its small town feel and quiet lifestyle. The town is 15 minutes from University of North Carolina Pembroke and within a 40 minute drive to Ft. Bragg in Fayetteville.



Figure 1-1 Springs at entrance to town

Community Snapshot

Robeson County has been inhabited by Native Americans for centuries and Europeans settled in the area in the 1700s. European settlers named the town for the water turned red by iron oxide found in springs and wells in the area. Red Springs is known for its historic houses and has four historically noted neighborhoods, one of which served the workers of the Red Springs Textile Plant during its heyday.

Since the settlement of the town, textiles, lumber and agriculture were major industries that supported the region. When in operation, the Red Springs Textile Plant employed over 4000 people and even sponsored a minor league baseball team, the Red Springs Twins. In the past few decades, the town has moved towards a service economy.

Demographics

In 2017, the town's population was estimated to be 3,462. The median age was 37 years with a median income of \$22,250 and mean income of \$44,834. Red Springs had 1,768 housing units in 2017 and the median housing value was \$73,400. Nearly 80% of citizens had a high school diploma or higher in 2017 and of those, nearly 21% had a bachelor's degree or higher¹.

The figures in Table 1 show the summary demographics of the 3 mile Primary Trade Area (PTA) of Red Springs and extends beyond the town corporate limits. In 2018, the town's average household income and disposable income were below Robeson County, the state and national

¹ US Census American Fact Finder 2017

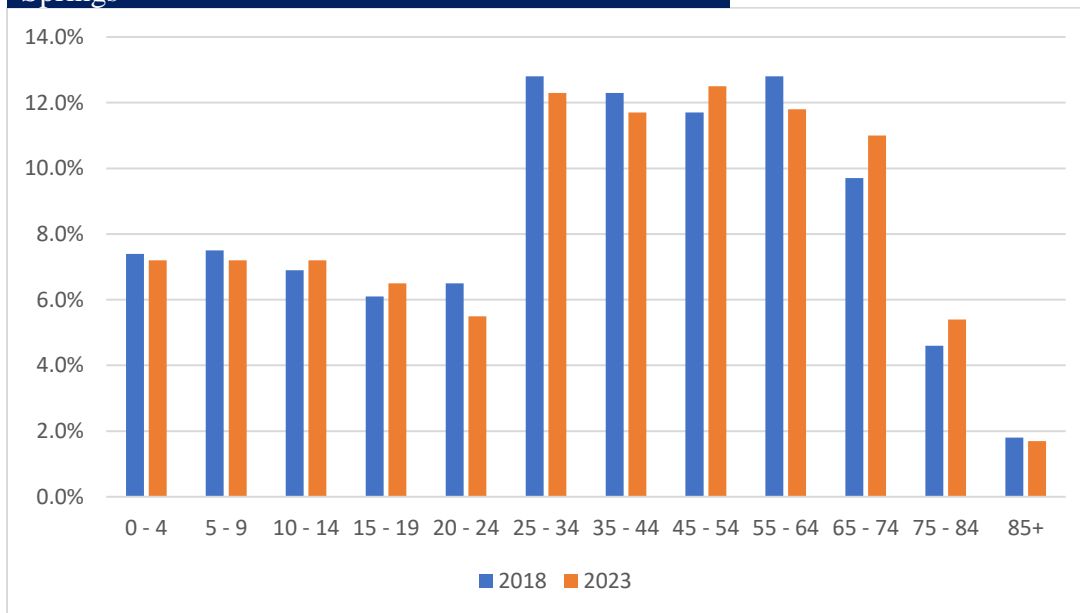
levels.

Table 1 – Summary Demographics – 3 Mile Radius of Red Springs²

| | 3 Mile Radius | Robeson County | North Carolina | United States |
|--------------------------------|---------------|----------------|----------------|---------------|
| Population | 6,309 | 117,026 | 10,455,604 | 330,088,686 |
| 2018 Households | 2,302 | 41,874 | 1,138,416 | 62,842,375 |
| 2018 Average Household Income | \$43,353 | \$48,783 | \$72,420 | \$83,695 |
| 2018 Average Disposable Income | \$36,471 | \$41,874 | \$61,462 | \$59,396 |

In the same 3 mile PTA, the population age groups are similar for 2018 and for the projected 2023 age groups. By 2023, however, Red Springs will likely shift to an older population in the 65 to 85 years of age groups (Figure 1).

Figure 1: Population by Age – 3 Mile Radius of Red Springs³



² NC Department of Commerce ESRI Business Analyst 2018

³ NC Department of Commerce ESRI Business Analyst 2018

Labor Market Snapshot

The Employment Status in Table 2 estimates the number of people in Red Springs available for work. The Labor Force Participation Estimate category represents the percentage of Red Springs' total population available to work.

| Table 2: – Employment Status - Red Springs (2017) ⁴ | | |
|--|-----------------------|---|
| <i>Subject- Population 16 years and older</i> | <i>Total Estimate</i> | <i>Labor Force Participation Estimate</i> |
| 16 to 19 years | 233 | 6.4% |
| 20 to 24 years | 230 | 50.9% |
| 25 to 29 years | 211 | 93.4% |
| 30 to 34 years | 117 | 75.2% |
| 35 to 44 years | 437 | 80.3% |
| 45 to 54 years | 405 | 70.1% |
| 55 to 59 years | 126 | 65.9% |
| 60 to 64 years | 198 | 37.9% |
| 65 to 74 years | 449 | 10.0% |
| 75 years and over | 216 | 14.4% |

The Educational Attainment estimate in Table 3 shows the levels of education by the number and percentage of Red Springs' population that were age 25 years and over in 2017. Almost 35% of the population had a high school degree or the equivalent and nearly 20% had a bachelor's degree.

⁴ US Census Fact Finder 2017

| Table 3: Educational Attainment (Red Springs) (2017) ⁵ | | |
|---|-------|-------------------|
| <i>Population 25 years and over</i> | 2,159 | <i>Percentage</i> |
| Less than 9th grade | 208 | 9.6% |
| 9th to 12th grade, no diploma | 239 | 11.1% |
| High school graduate (includes equivalency) | 750 | 34.7% |
| Some college, no degree | 384 | 17.8% |
| Associate degree | 132 | 6.1% |
| Bachelor's degree | 382 | 17.7% |
| Graduate or professional degree | 64 | 3.0% |

Table 4 shows the primary job locations that Red Springs residents commuted to work in 2015. This table is based on 1,185 primary jobs.

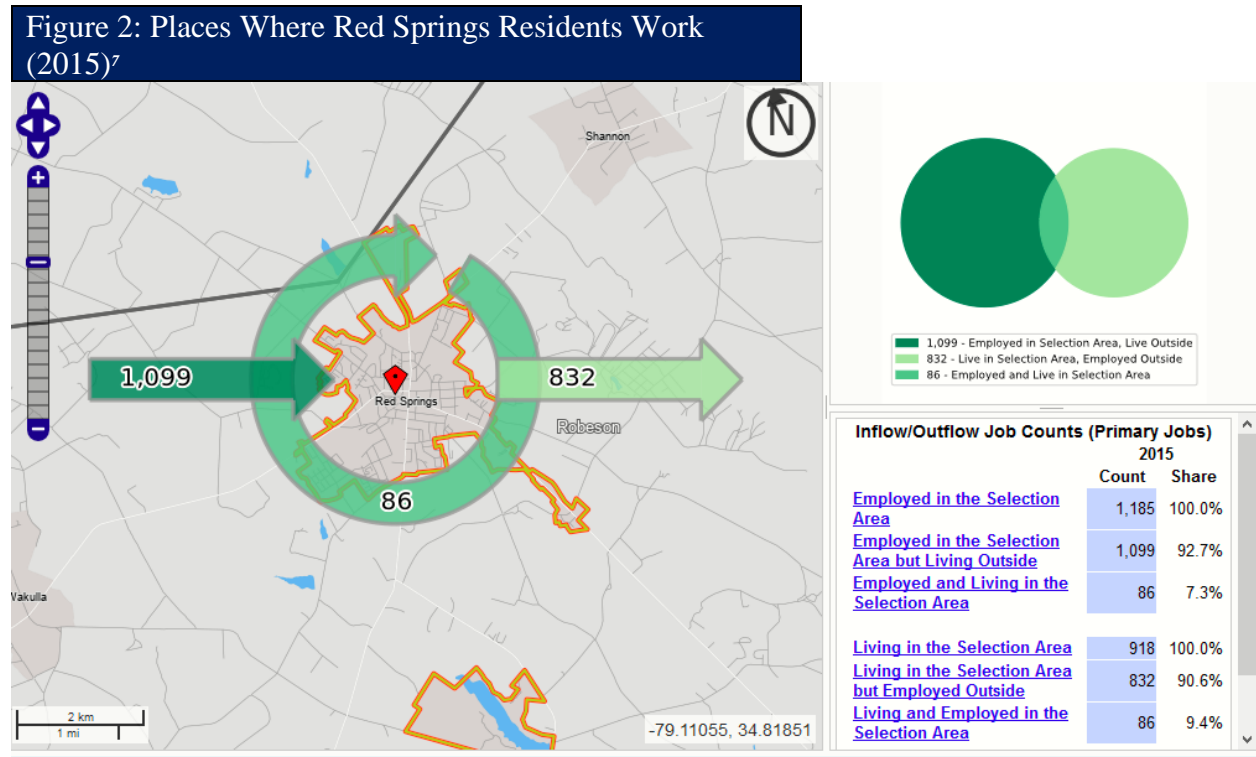
| Table 4: Places Where Red Springs Residents Work (2015) ⁶ | |
|--|-------------|
| Primary Employment Locations | Job Share |
| | |
| Red Springs | 7.3% |
| Lumberton | 4.4% |
| Fayetteville | 4.1% |
| Laurinburg | 2.9% |
| Hope Mills | 1.4% |
| Maxton | 1.3% |
| Raeford | 0.9% |
| Prospect | 0.8% |
| St. Pauls | 0.8% |
| Durham | 0.6% |
| All Other Locations | 75.6% |
| <i>Total</i> | <i>100%</i> |

Figure 2 show the employment inflow and outflow characteristics of Red Springs. In 2015, there were 1,185 people employed in primary jobs who lived in Red Springs. The town had 1,099 people who lived outside of town and came to work. There were 86 people who lived and

⁵ US Census Fact Finder 2017

⁶ US Census On the Map 2015

worked in town. Over 830 people commuted outside of town to work.



Community Assessment

A workshop session with members of the town council, local business members and citizens was held in March 29, 2019 at Town Hall. Comments and inputs on town assets from the workshop participants were recorded. Participants also identified strengths and opportunities that exist for the town’s economic development. The group noted what was needed to expand those strengths and opportunities and move the needle for the town’s economic development.

A survey was created and circulated for public input prior to the March meeting. Survey participants provided opinions on the town’s appearance, types of businesses needed, residential and commercial development, code enforcement and other items that affect economic development. These responses were also used to create recommendations for this assessment. The survey results are in the Appendix at the end of this document.

⁷ US Census On the Map 2015

From the information gathered and analyzed, there is a strong interest in economic development in Red Springs. Assets such as the town's location to state and federal highways, town events, such as Jazz in the Park, and health care services in Red Springs were noted in the workshop session.

Assets

The following assets were noted by participants and recorded at the workshop. Asset identification can set the framework for the town to market itself to residents, businesses and the region. The asset categories are: Governmental, Community/Human, Institutional, Natural/Recreational, Cultural and Economic.

Governmental

Police
Fire – Paid Volunteers
Water/Sewer
Rescue Squads – Volunteer with some town money support
Code Enforcement – town
Planning/Zoning
Electric Service – Town/Lumbee River Coop/Duke
Post Office – historic designation
State correctional office – probation office
Armory – National Guard

Community/Human

Civic Groups – Rotary, Masonic
Art Council
Garden Club
Baptist Men Warehouse – Disaster Relief
Senior programs -town run through parks and rec
Meals on Wheels
Assisted living/Nursing Home
Low income housing – run by Robeson County Housing Authority and Lumbee Indian Housing Authority
Health care services – doctor, dentist
American Indian Mothers Association

Institutional

Three public schools – elementary, middle and high schools
Flora McDonald Academy/ Highlander Academy
Robeson Community College – offers certification courses (Fire Dept)
Community Center
Farmers Market downtown
Churches – 42

Natural/Recreational

Springs – Ye Old Springs at entrance to town
Walking Trail through town
Eight Parks
Little Raft Swamp/Creek

Cultural

Red Springs Museum
Red Springs Art Council
Christmas Parade
Jazz in the Park
Flora McDonald Academy/Highlander Academy – Historic Designation
Flora McDonald Gardens
Street Fair
Movie Night
Motorcycle Toy Run – Rotary
Baseball Park
Pipe Organs – 3 churches and Flora McDonald

Economic

Gas Stations – 5
Variety Stores – 4
Car Dealerships – 4
Department Store – 1
Pharmacies – 4
Grocery Stores
Fast Food
Hotel
Industrial Park
Flora McDonald Academy/ Highlander Academy
Banks
Insurance Company
Medical Services with gym
Highways 211 and 74
20 miles from I95
10 miles to Hwy 74
Retirement Center
Emerging Technology Institute – military training and product development
Attorneys
Gun Shop

The following table lists the strengths and opportunities Red Springs has that were recorded at the workshop. Just as assets can set the framework for economic development, strengths and opportunities can also add to that framework.

| Strengths | Opportunities |
|--|---|
| Utilities – excess provided by town Water, sewer, electric Diverse population Retired people Military International – white, black, Indian, Latino, Middle Eastern All brought to Red Springs because of business and/or family Potential market for international food store | International population – potential for international food store Thompson Entrepreneurial Hub – UNCP Emerging Technologies Institute – military/government training – James Freeman Available building space 30,000sf industrial park 2,000sf former doctors office – town owned Downtown building space available – 5-6 empty buildings |

| | |
|--|--|
| <p>Mount Aire Chicken Plant UNC Pembroke Hispanic population – Puerto Rican restaurant</p> <p>Historic properties – antebellum homes Ft Bragg Highlander Academy – Flora McDonald School Restaurants – sit down and fast food Liquor by the drink Peaceful, quiet, quaint town Recreation – baseball, etc Auto supplies and auto dealerships Radio station – gospel and talk Town website and Facebook Good internet service – Spectrum Red Box – movies Farmers Market Southeast gym, health and fitness Low crime rate Good relationship with Robeson Co. EDC</p> | <p>Old Food Lion and Old Pizza Hut buildings</p> <p>Town working to take over utility billing to insert info for citizens</p> <p>List available properties on town website Update town website Full service restaurant Multifamily homes and start homes needed Heir properties – an issue but can be opportunity to develop neglected properties Better communication from town</p> <p>Improve code enforcement – fines are too low</p> <p>Dilapidated buildings – no clear method to improve situation</p> <p>Develop residential housing through restoration of existing stock</p> <p>UNCP – engage more through service projects, entrepreneurial club</p> <p>Ministerial Alliance -meet once a month Disaster prep Ft Bragg – attract separating and relocating military</p> |
|--|--|

Workshop participants were asked what is needed to develop these strengths and opportunities. The responses recorded are below.

| |
|--|
| <p>What is needed to develop these strengths and opportunities</p> <p>Participation – need to improve /ice breaker – to involve more people How to achieve this – New room Food Hold meeting when people get off work – 5-6PM Find legal means to clean up properties Need clarification of legal processes</p> |
|--|

Education needed for process of code enforcement – for owners and citizens
Need resource page on town website
Need better participation and communication with Chamber of Commerce
Need newsletter – better outreach
Need to cover all avenues of communication – Facebook, Website, news articles, newsletter, etc
Improve town website and calendar – multimedia approach at one time
Presentation to Ministerial Alliance about new economic development steering committee
More diverse steering committee
Present to civic groups and church groups about the steering committee
Promote Red Springs to military and other chambers
Retirement option to relocate
Location
Develop support businesses
Involve econ development person that is part time with town – James Freeman
Get involved with other chambers
Identify historic development that pushes economic development

Retail Snapshot

In order to present the best opportunities for economic development in retail, the following tables represent the 1, 5 and 8 mile radii from Red Springs Town Hall. The 8 mile radius is generally considered a good “reach” for retail. The retail gap in each business category shows the demand versus the supply which can identify potential retail businesses to expand or recruit. Some categories may not be realistic to recruit but these tables provide a good overview of what is happening in Red Springs and what could be developed.

In each increment of distance from town, the top four retail business categories to recruit or expand are:

- Building Supply, Garden Equipment and Supply Stores
- Department Stores excluding leased departments
- Food Service and Drinking Places
- General Merchandise Stores

Table 5: Retail Leakage/Surplus (2018)⁸

Retail MarketPlace Profile

217 S Main St, Red Springs, North Carolina,
28377

Prepared by Esri

Ring: 1 mile radius

Latitude: 34.81491

Longitude: -79.18271

| 2017 Industry Summary | NAICS | Demand (Retail Potential) | Supply (Retail Sales) | Retail Gap | Leakage/ Surplus Factor | Number of Businesses |
|---|-------|------------------------------|--------------------------|-------------|-------------------------------|-------------------------|
| Bldg Materials, Garden Equip. & Supply Stores | 444 | \$1,784,000 | \$1,640,394 | \$143,606 | 4.2 | 2 |
| Bldg Material & Supplies Dealers | 4441 | \$1,670,335 | \$1,640,394 | \$29,941 | 0.9 | 2 |
| Lawn & Garden Equip & Supply Stores | 4442 | \$113,665 | \$0 | \$113,665 | 100.0 | 0 |
| Clothing & Clothing Accessories Stores | 448 | \$1,036,468 | \$624,493 | \$411,975 | 24.8 | 1 |
| Clothing Stores | 4481 | \$700,411 | \$197,297 | \$503,114 | 56.0 | 1 |
| Shoe Stores | 4482 | \$175,835 | \$0 | \$175,835 | 100.0 | 0 |
| Sporting Goods, Hobby, Book & Music Stores | 451 | \$606,826 | \$229,611 | \$377,215 | 45.1 | 1 |
| Sporting Goods/Hobby/Musical Instr Stores | 4511 | \$517,449 | \$229,611 | \$287,838 | 38.5 | 1 |
| Book, Periodical & Music Stores | 4512 | \$89,376 | \$0 | \$89,376 | 100.0 | 0 |
| General Merchandise Stores | 452 | \$3,999,701 | \$3,352,540 | \$647,161 | 8.8 | 3 |
| Department Stores Excluding Leased Depts. | 4521 | \$2,816,207 | \$1,699,575 | \$1,116,632 | 24.7 | 1 |
| Miscellaneous Store Retailers | 453 | \$1,192,198 | \$65,404 | \$1,126,794 | 89.6 | 1 |
| Office Supplies, Stationery & Gift Stores | 4532 | \$207,021 | \$0 | \$207,021 | 100.0 | 0 |
| Used Merchandise Stores | 4533 | \$107,720 | \$0 | \$107,720 | 100.0 | 0 |
| Other Miscellaneous Store Retailers | 4539 | \$847,409 | \$0 | \$847,409 | 100.0 | 0 |
| Nonstore Retailers | 454 | \$425,539 | \$0 | \$425,539 | 100.0 | 0 |
| Electronic Shopping & Mail-Order Houses | 4541 | \$286,080 | \$0 | \$286,080 | 100.0 | 0 |
| Vending Machine Operators | 4542 | \$23,884 | \$0 | \$23,884 | 100.0 | 0 |
| Direct Selling Establishments | 4543 | \$115,575 | \$0 | \$115,575 | 100.0 | 0 |
| Special Food Services | 7223 | \$21,888 | \$0 | \$21,888 | 100.0 | 0 |
| Drinking Places - Alcoholic Beverages | 7224 | \$137,403 | \$0 | \$137,403 | 100.0 | 0 |

⁸ NC Department of Commerce Business Analyst

Table 6: Retail Leakage/Surplus (2018)⁹

Retail MarketPlace Profile

217 S Main St, Red Springs, North Carolina,
28377

Prepared by Esri

Ring: 5 mile radius

Latitude: 34.81491

Longitude: -79.18271

| 2017 Industry Group | NAICS | Demand (Retail Potential) | Supply (Retail Sales) | Retail Gap | Leakage/ Surplus Factor | Number of Businesses |
|---|-------|------------------------------|--------------------------|-------------|-------------------------------|-------------------------|
| Other Motor Vehicle Dealers | 4412 | \$1,619,260 | \$1,058,008 | \$561,252 | 21.0 | 1 |
| Furniture & Home Furnishings Stores | 442 | \$3,104,096 | \$1,824,240 | \$1,279,856 | 26.0 | 2 |
| Furniture Stores | 4421 | \$1,906,065 | \$1,327,241 | \$578,824 | 17.9 | 1 |
| Home Furnishings Stores | 4422 | \$1,198,032 | \$496,999 | \$701,033 | 41.4 | 1 |
| Electronics & Appliance Stores | 443 | \$2,381,014 | \$0 | \$2,381,014 | 100.0 | 0 |
| Bldg Materials, Garden Equip. & Supply Stores | 444 | \$6,391,599 | \$2,387,867 | \$4,003,732 | 45.6 | 3 |
| Bldg Material & Supplies Dealers | 4441 | \$6,000,982 | \$2,387,867 | \$3,613,115 | 43.1 | 3 |
| Lawn & Garden Equip & Supply Stores | 4442 | \$390,617 | \$0 | \$390,617 | 100.0 | 0 |
| Specialty Food Stores | 4452 | \$559,294 | \$207,852 | \$351,442 | 45.8 | 1 |
| Clothing & Clothing Accessories Stores | 448 | \$3,774,619 | \$888,362 | \$2,886,257 | 61.9 | 2 |
| Clothing Stores | 4481 | \$2,533,294 | \$280,661 | \$2,252,633 | 80.1 | 1 |
| Shoe Stores | 4482 | \$634,355 | \$0 | \$634,355 | 100.0 | 0 |
| Sporting Goods, Hobby, Book & Music Stores | 451 | \$2,176,086 | \$325,379 | \$1,850,707 | 74.0 | 1 |
| Sporting Goods/Hobby/Musical Instr Stores | 4511 | \$1,855,995 | \$325,379 | \$1,530,616 | 70.2 | 1 |
| Book, Periodical & Music Stores | 4512 | \$320,091 | \$0 | \$320,091 | 100.0 | 0 |
| General Merchandise Stores | 452 | \$14,178,643 | \$4,891,307 | \$9,287,336 | 48.7 | 5 |
| Department Stores Excluding Leased Depts. | 4521 | \$10,055,810 | \$2,417,703 | \$7,638,107 | 61.2 | 2 |
| Other General Merchandise Stores | 4529 | \$4,122,833 | \$2,473,604 | \$1,649,229 | 25.0 | 3 |
| Miscellaneous Store Retailers | 453 | \$4,075,797 | \$93,039 | \$3,982,758 | 95.5 | 2 |
| Florists | 4531 | \$109,360 | \$93,039 | \$16,321 | 8.1 | 2 |
| Office Supplies, Stationery & Gift Stores | 4532 | \$747,361 | \$0 | \$747,361 | 100.0 | 0 |
| Used Merchandise Stores | 4533 | \$393,221 | \$0 | \$393,221 | 100.0 | 0 |
| Other Miscellaneous Store Retailers | 4539 | \$2,825,855 | \$0 | \$2,825,855 | 100.0 | 0 |
| Nonstore Retailers | 454 | \$1,477,403 | \$0 | \$1,477,403 | 100.0 | 0 |
| Electronic Shopping & Mail-Order Houses | 4541 | \$1,019,549 | \$0 | \$1,019,549 | 100.0 | 0 |
| Vending Machine Operators | 4542 | \$83,464 | \$0 | \$83,464 | 100.0 | 0 |

⁹ NC Department of Commerce Business Analyst

| | | | | | | |
|---------------------------------------|------|-------------|-------------|-------------|-------|----|
| Direct Selling Establishments | 4543 | \$374,390 | \$0 | \$374,390 | 100.0 | 0 |
| Food Services & Drinking Places | 722 | \$8,629,541 | \$5,569,707 | \$3,059,834 | 21.5 | 15 |
| Special Food Services | 7223 | \$78,405 | \$0 | \$78,405 | 100.0 | 0 |
| Drinking Places - Alcoholic Beverages | 7224 | \$517,263 | \$0 | \$517,263 | 100.0 | 0 |
| Restaurants/Other Eating Places | 7225 | \$8,033,873 | \$5,569,707 | \$2,464,166 | 18.1 | 15 |

Table 7: Retail Leakage Surplus(2018)¹⁰

Retail MarketPlace Profile

217 S Main St, Red Springs, North Carolina, 28377

Ring: 8 mile radius

Prepared by Esri

Latitude: 34.81491

Longitude: -79.18271

| 2017 Industry Summary | NAICS | Demand (Retail Potential) | Supply (Retail Sales) | Retail Gap | Leakage/ Surplus Factor | Number of Businesses |
|---|----------|------------------------------|--------------------------|--------------|-------------------------------|-------------------------|
| Motor Vehicle & Parts Dealers | 441 | \$49,556,961 | \$43,454,212 | \$6,102,749 | 6.6 | 14 |
| Automobile Dealers | 4411 | \$40,967,698 | \$38,462,581 | \$2,505,117 | 3.2 | 8 |
| Other Motor Vehicle Dealers | 4412 | \$4,003,472 | \$1,385,956 | \$2,617,516 | 48.6 | 2 |
| Auto Parts, Accessories & Tire Stores | 4413 | \$4,585,792 | \$3,605,675 | \$980,117 | 12.0 | 5 |
| Furniture & Home Furnishings Stores | 442 | \$7,822,029 | \$1,952,670 | \$5,869,359 | 60.0 | 2 |
| Furniture Stores | 4421 | \$4,768,828 | \$1,327,241 | \$3,441,587 | 56.5 | 1 |
| Home Furnishings Stores | 4422 | \$3,053,201 | \$625,429 | \$2,427,772 | 66.0 | 1 |
| Electronics & Appliance Stores | 443 | \$5,965,242 | \$482,106 | \$5,483,136 | 85.0 | 1 |
| Bldg Materials, Garden Equip. & Supply Stores | 444 | \$16,125,561 | \$2,495,900 | \$13,629,661 | 73.2 | 4 |
| Bldg Material & Supplies Dealers | 4441 | \$15,159,786 | \$2,456,758 | \$12,703,028 | 72.1 | 4 |
| Lawn & Garden Equip & Supply Stores | 4442 | \$965,775 | \$0 | \$965,775 | 100.0 | 0 |
| Food & Beverage Stores | 445 | \$38,006,365 | \$26,361,868 | \$11,644,497 | 18.1 | 17 |
| Grocery Stores | 4451 | \$35,461,055 | \$24,769,547 | \$10,691,508 | 17.8 | 14 |
| Specialty Food Stores | 4452 | \$1,380,449 | \$387,890 | \$992,559 | 56.1 | 2 |
| Health & Personal Care Stores | 446,4461 | \$14,139,737 | \$5,950,509 | \$8,189,228 | 40.8 | 3 |
| Gasoline Stations | 447,4471 | \$25,030,487 | \$19,130,529 | \$5,899,958 | 13.4 | 9 |
| Clothing & Clothing Accessories Stores | 448 | \$9,510,634 | \$1,489,212 | \$8,021,422 | 72.9 | 3 |
| Clothing Stores | 4481 | \$6,363,494 | \$881,511 | \$5,481,983 | 75.7 | 2 |
| Shoe Stores | 4482 | \$1,591,307 | \$0 | \$1,591,307 | 100.0 | 0 |

¹⁰ NC Department of Commerce Business Analyst

| | | | | | | |
|--|------|--------------|-------------|--------------|-------|----|
| Jewelry, Luggage & Leather Goods Stores | 4483 | \$1,555,833 | \$607,701 | \$948,132 | 43.8 | 1 |
| Sporting Goods, Hobby, Book & Music Stores | 451 | \$5,451,240 | \$523,092 | \$4,928,148 | 82.5 | 2 |
| Sporting Goods/Hobby/Musical Instr Stores | 4511 | \$4,654,205 | \$449,960 | \$4,204,245 | 82.4 | 2 |
| Book, Periodical & Music Stores | 4512 | \$797,035 | \$0 | \$797,035 | 100.0 | 0 |
| General Merchandise Stores | 452 | \$35,313,206 | \$5,637,288 | \$29,675,918 | 72.5 | 6 |
| Department Stores Excluding Leased Depts. | 4521 | \$25,129,047 | \$2,417,703 | \$22,711,344 | 82.4 | 2 |
| Other General Merchandise Stores | 4529 | \$10,184,159 | \$3,219,585 | \$6,964,574 | 52.0 | 4 |
| Miscellaneous Store Retailers | 453 | \$9,993,546 | \$509,932 | \$9,483,614 | 90.3 | 3 |
| Florists | 4531 | \$277,007 | \$93,420 | \$183,587 | 49.6 | 2 |
| Office Supplies, Stationery & Gift Stores | 4532 | \$1,878,278 | \$0 | \$1,878,278 | 100.0 | 0 |
| Used Merchandise Stores | 4533 | \$990,136 | \$0 | \$990,136 | 100.0 | 0 |
| Other Miscellaneous Store Retailers | 4539 | \$6,848,125 | \$0 | \$6,848,125 | 100.0 | 0 |
| Nonstore Retailers | 454 | \$3,651,821 | \$0 | \$3,651,821 | 100.0 | 0 |
| Electronic Shopping & Mail-Order Houses | 4541 | \$2,550,109 | \$0 | \$2,550,109 | 100.0 | 0 |
| Vending Machine Operators | 4542 | \$206,281 | \$0 | \$206,281 | 100.0 | 0 |
| Direct Selling Establishments | 4543 | \$895,431 | \$0 | \$895,431 | 100.0 | 0 |
| Food Services & Drinking Places | 722 | \$21,693,564 | \$6,821,090 | \$14,872,474 | 52.2 | 19 |
| Special Food Services | 7223 | \$196,070 | \$0 | \$196,070 | 100.0 | 0 |
| Drinking Places - Alcoholic Beverages | 7224 | \$1,321,113 | \$0 | \$1,321,113 | 100.0 | 0 |
| Restaurants/Other Eating Places | 7225 | \$20,176,381 | \$6,821,090 | \$13,355,291 | 49.5 | 19 |

Recommendations

Based on the survey results, interviews and input from the workshop participants, recommendations were created. The recommendations listed below can serve as a catalyst to move Red Springs along in its economic development. The Main Street and Rural Planning Center with the North Carolina Department of Commerce is ready to assist the town as it starts work on these recommendations.

1. Improve Community Involvement and Communication

In interviews, survey responses and the workshop, communication was noted as a major need for Red Springs. This included notices, marketing and partnership development. Improved communication also offers the chance to enhance economic opportunities and quality of life for citizens of the town.

Several methods of communication were identified in the March workshop. All platforms of communication should be used to reach the greatest number of citizens.

- Improvement and expansion of the town’s website can make sure citizens are aware of

- what is happening in the town as well as how town ordinances and rules are handled.
- Social media is how many people learn about what is going on in the area. The town has a Facebook account but the town should also explore Instagram and Twitter to deliver information.
 - Notices in the town's water bill are another way to effectively communicate with different audiences.
 - Red Springs does have a local radio station, WYDU, that can be used to reach yet another audience.

Workshop and interview participants expressed a desire to know about calendars of meetings, events, town policies, and staff contact details. These can be easily provided through these communication methods.

These various avenues can also provide effective ways for the town to market itself to the region, state and country. A robust communication strategy can raise awareness of Red Springs and the opportunities that exists in the town to wider audiences. Availability of up-to-date information and data can put Red Springs at the forefront of business development. The internet is the main source of information about a community so the town's website should be updated with attractive photos of town, data about the area, available space at the industrial park and in town, and events. A vibrant town is an attractive town for business.

Communication can build stronger partnerships. These partnerships can tie in with marketing and economic development. Awareness of Red Springs' economic development efforts can lead to effective partnerships to move the town forward.

- The Red Springs Chamber of Commerce was identified as a partnership to cultivate for the advancement of economic development.
- Growth in relationships with other area chambers of commerce as well as participation in other chambers' meetings and events were also identified as ways to increase the recognition of Red Springs in the region.
- Fort Bragg is another partnership to reach relocating and separating military as well as potential new businesses. The Fort Bragg USO, the North Carolina Defense Business Association, Economic Development Partnership of North Carolina's Aerospace and Defense division and other organizations have events that Red Springs could attend to market the town to that population.
- A strong relationship with Robeson County Economic Development can help the town promote its industrial park to a wide range of businesses.

2. Develop a Diverse Steering Committee

A steering committee made up of committed citizens can push the town forward for economic vitality. During the workshop, participants stated that a diverse steering committee will be needed to make a success of economic development for the entire town. The steering committee should be made up of citizens, business people, and others interested in the economic wellbeing of Red Springs. This will require recruitment of a wide range of audiences to represent the various groups live in Red Springs. The more awareness that is raised, the more successful the committee will be.

Groups that were identified were:

- Rotary, Lions and Mason Clubs
- Churches
- Red Springs Arts Council
- Red Springs Garden Club
- Churches

Other groups may be available and should be pursued.

An improved town website with resources and calendars of events can help attract citizens and interested economic partners. As the public understands more clearly the direction the town is moving, the more support can be garnered for Red Springs. The more diverse the group, the stronger it will be to weather the challenges that lay ahead with economic development.

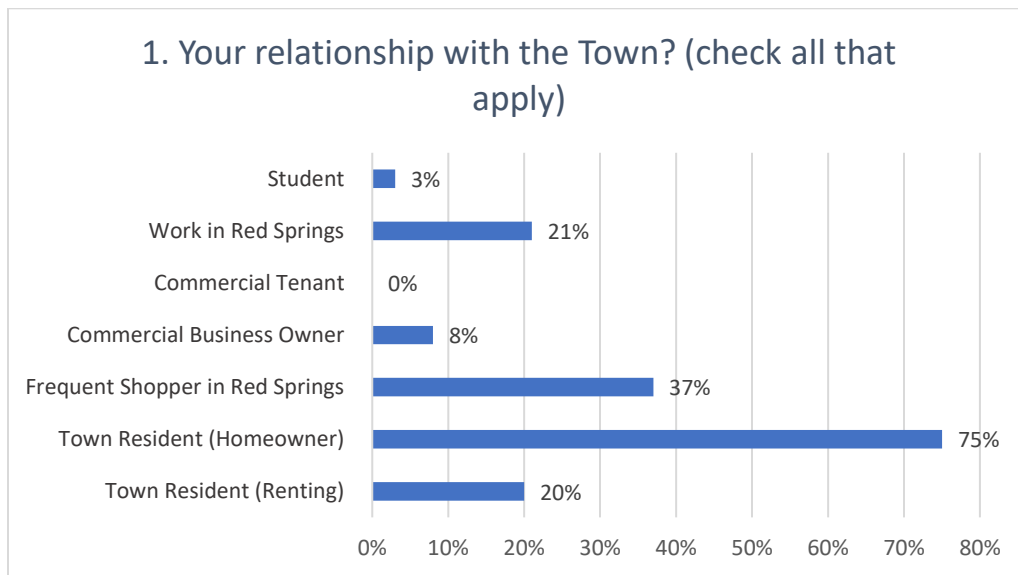
The strengths and opportunities were identified by workshop participants. Participants also identified what is needed to develop those strengths and opportunities. The steering committee can use these as starting points to address Red Springs' economic development improvement.

Opportunities abound for Red Springs. The adage "Location, location, location" is key for the town. Its location near US Interstate 95 as well as state Highways 211 and 71 are great assets. The town's proximity to UNC Pembroke and Fort Bragg are additional assets. The town needs to create an active and committed steering committee to move the town's economic development forward. Improved communication will help the town improve its promotion of Red Springs as a place to work, live and enjoy life.

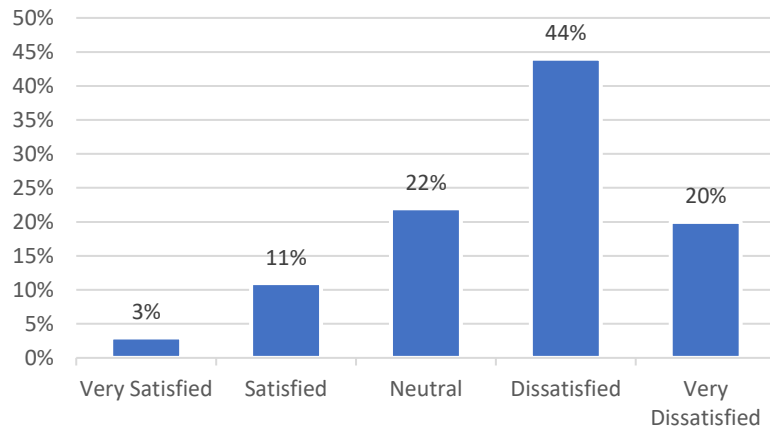
APPENDIX

Survey Responses

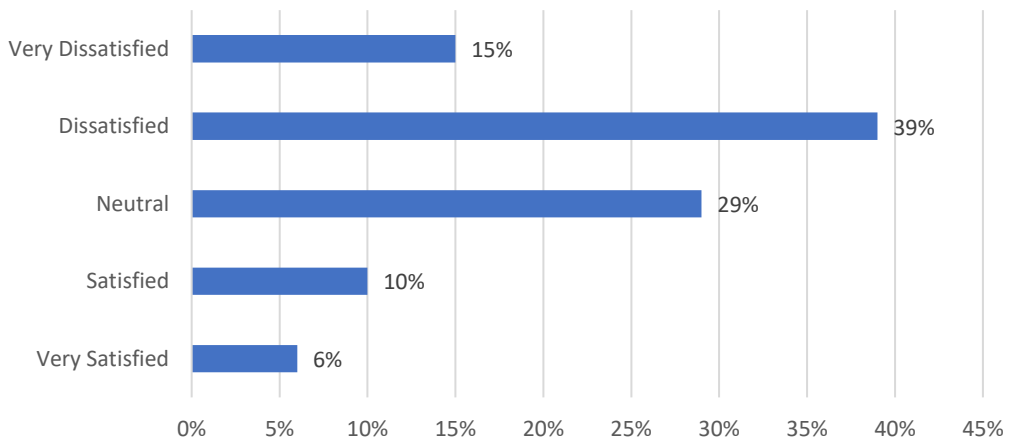
The following are results from the survey that was opened August 2018. The survey was presented through a link to the North Carolina Department of Commerce’s survey page and paper copies were distributed at several town events and meetings. These surveys were anonymous. There were 106 respondents and over 70% completed all 36 questions.



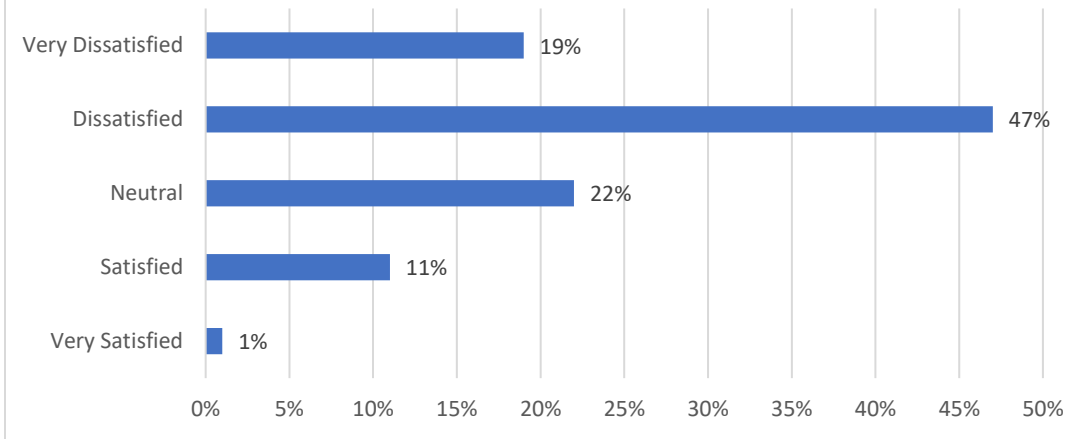
2. Condition of the historic downtown



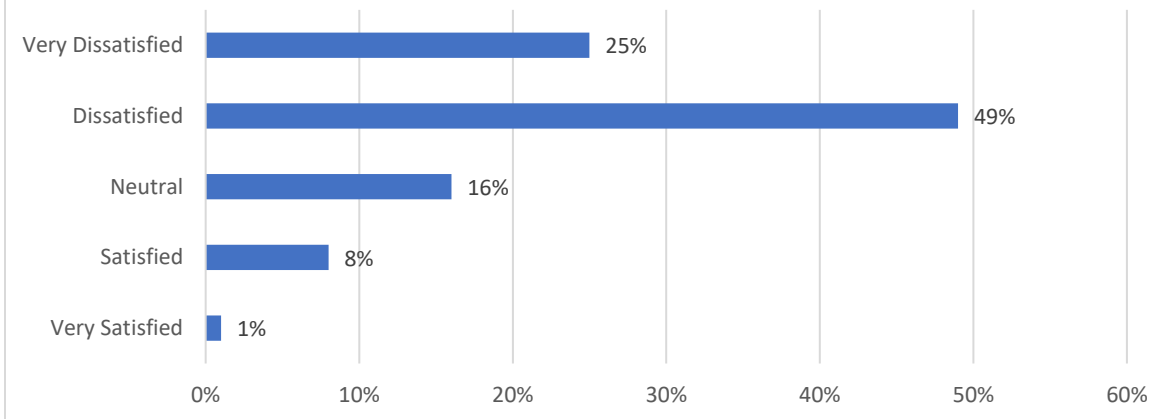
3. Availability of affordable housing in the Town?



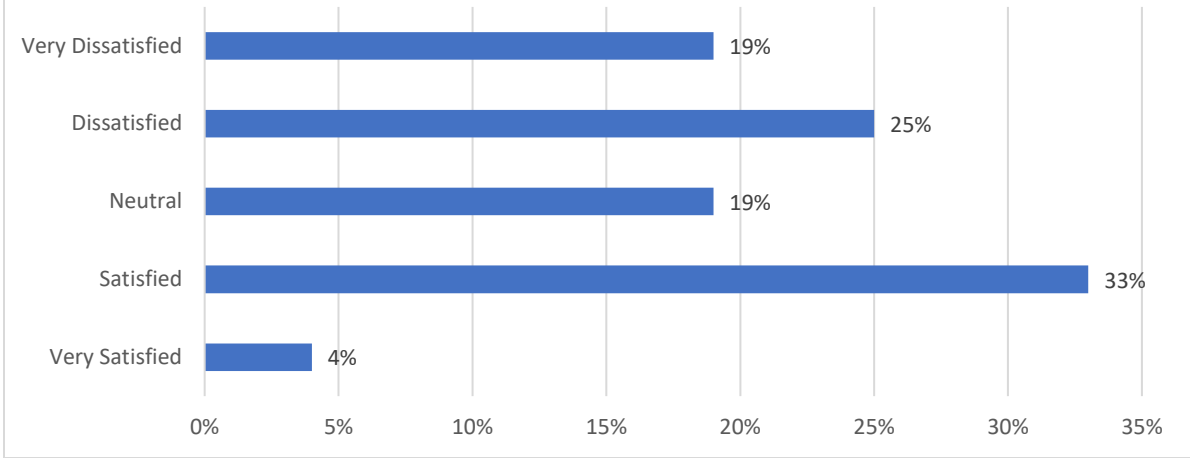
4. Overall appearance of residential development in the Town?



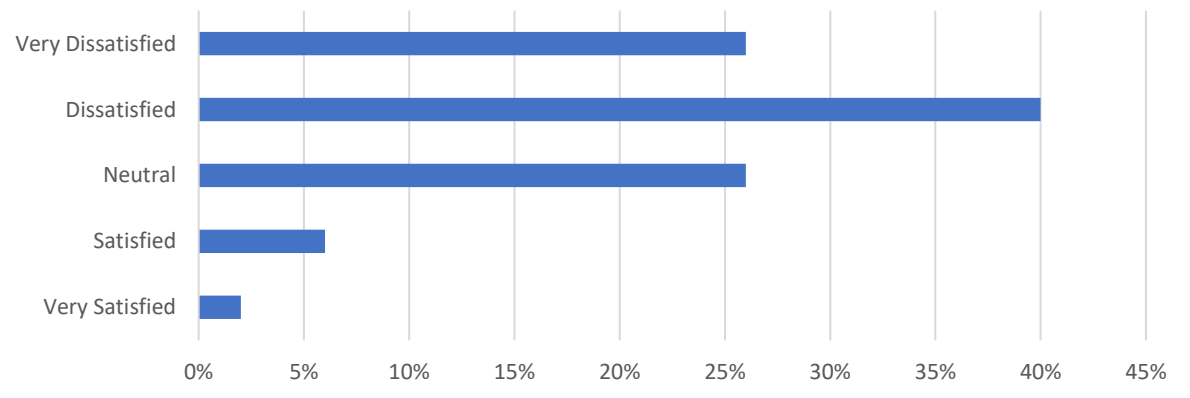
5. Overall appearance of commercial businesses/stores/restaurants development in the Town?



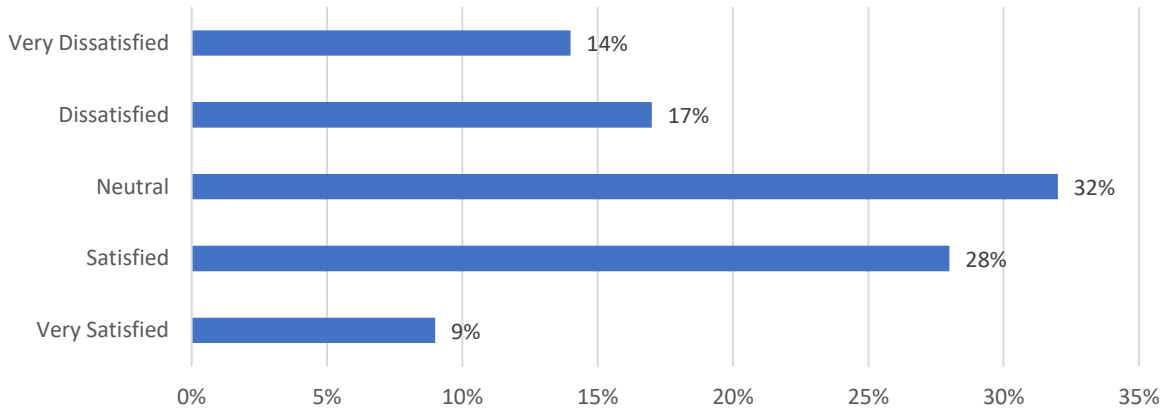
6. Access to high speed internet (broadband) in the Town?



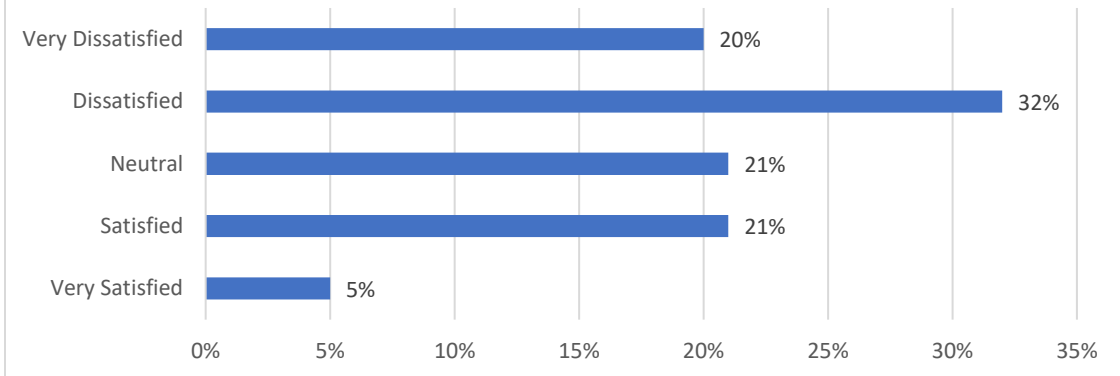
7. How satisfied are you with the amount of after school activities for children?

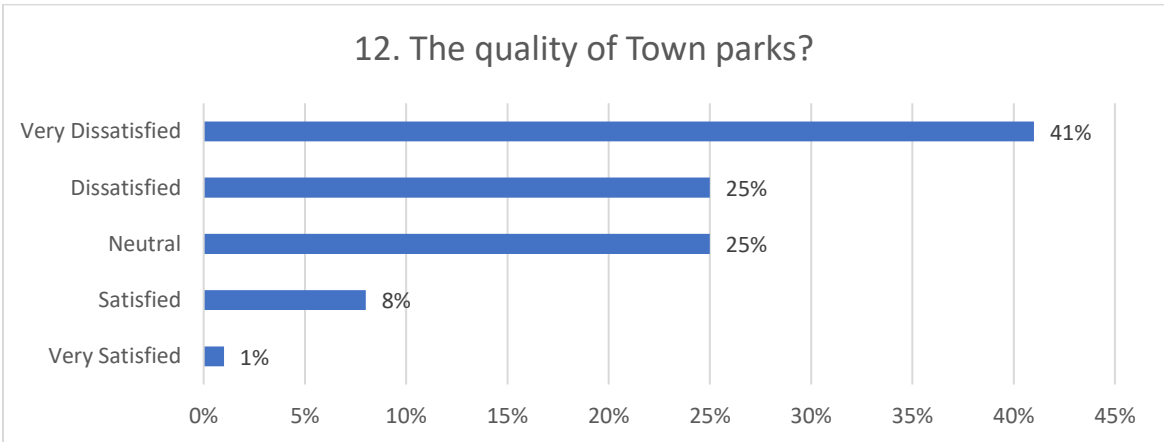
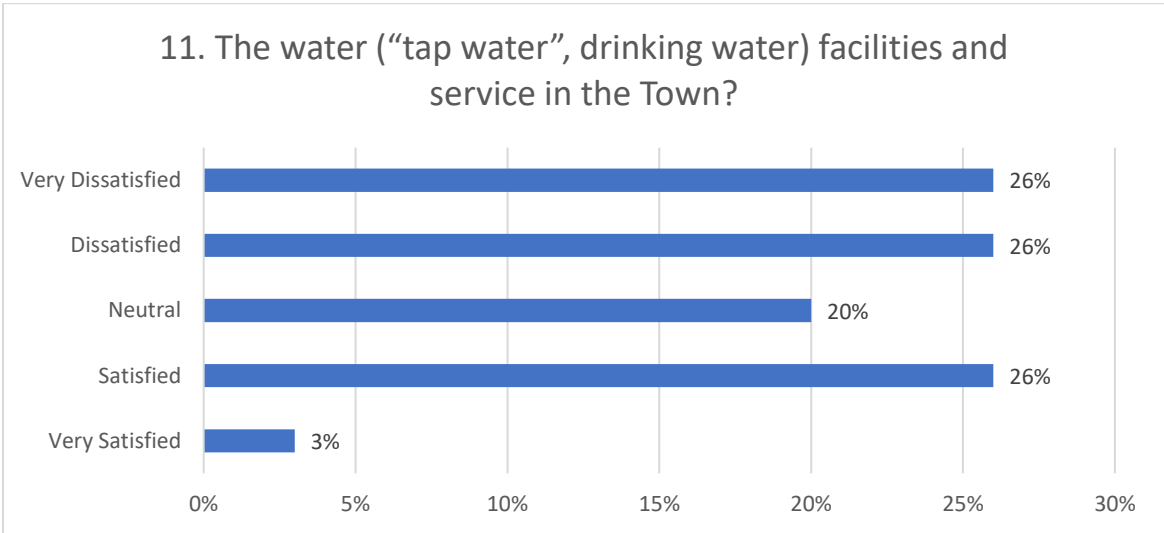
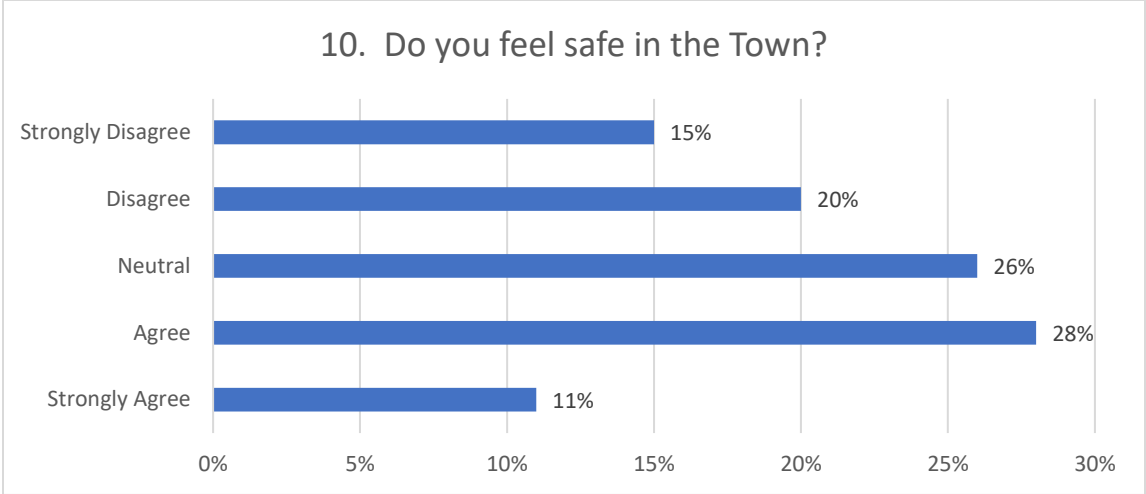


8. How satisfied are you with walkability in the Town?

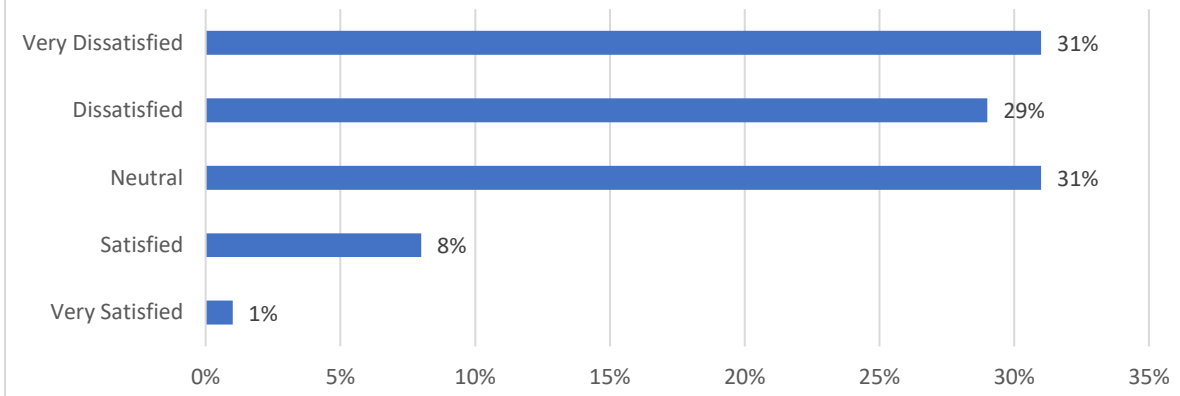


9. How satisfied are you with road safety of the streets in the Town?

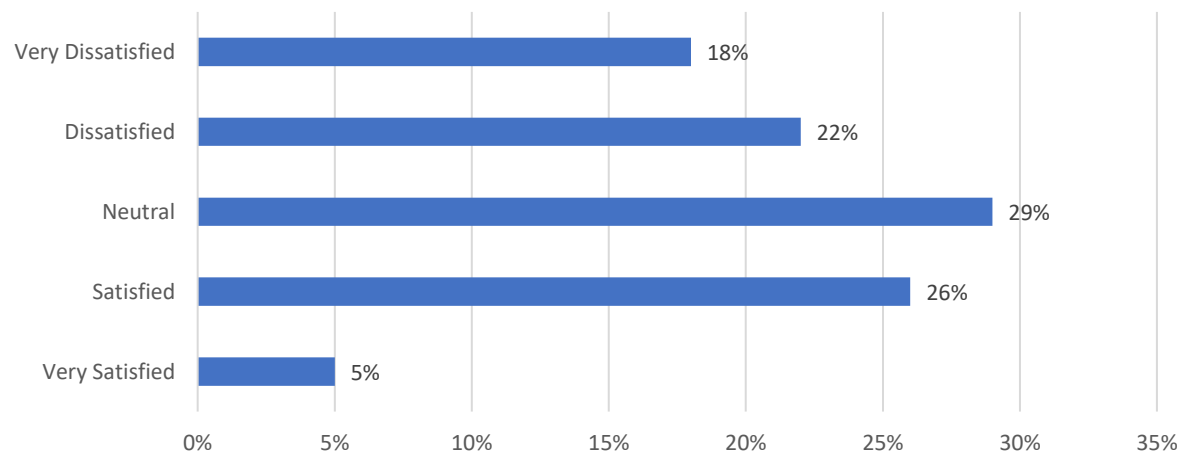


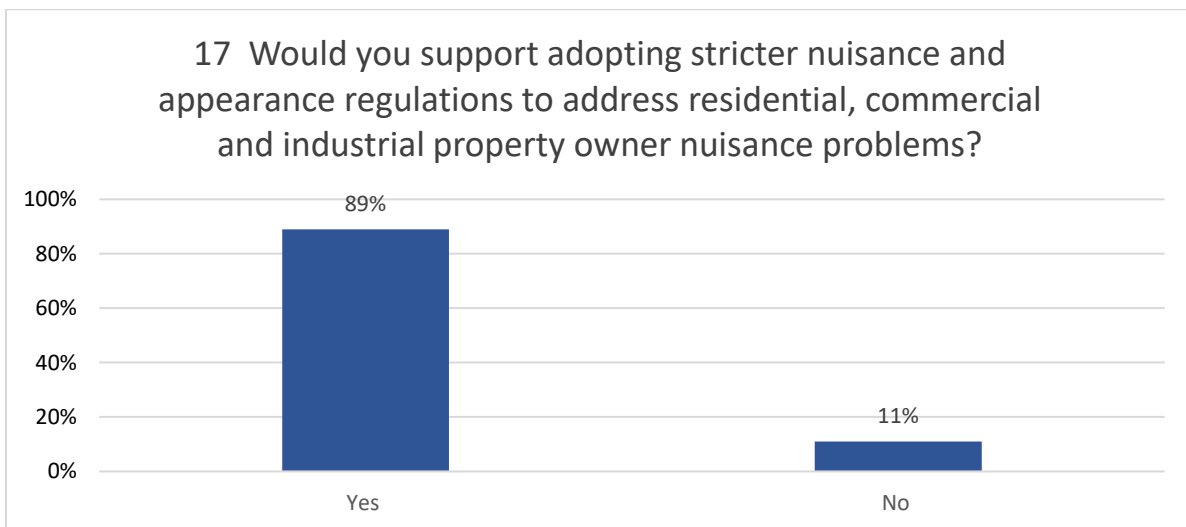
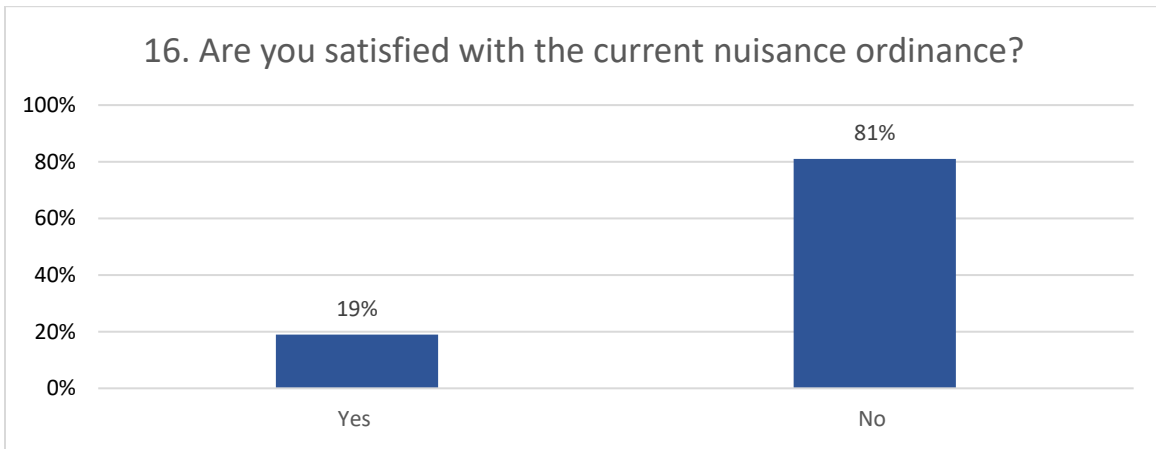
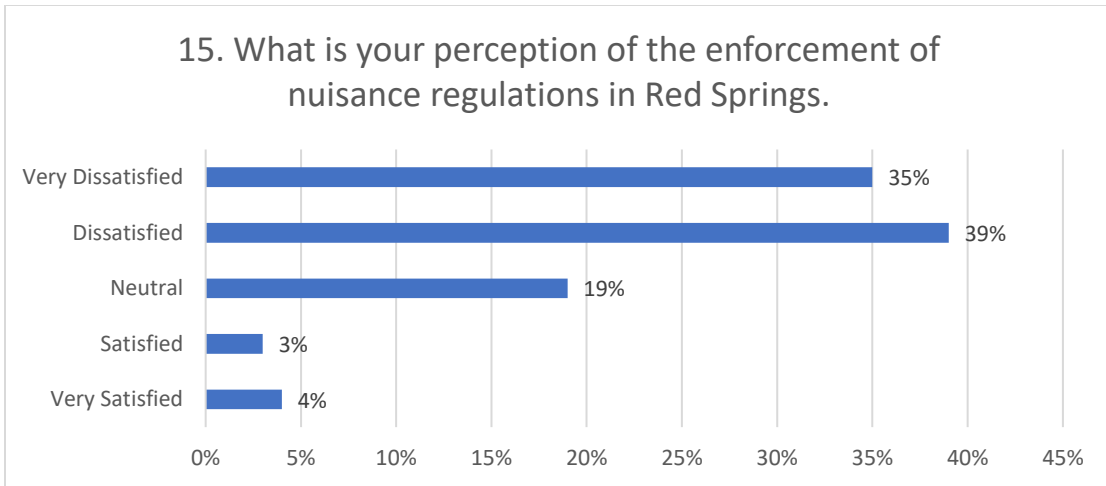


13. The quality of Town Parks and Recreation activities?

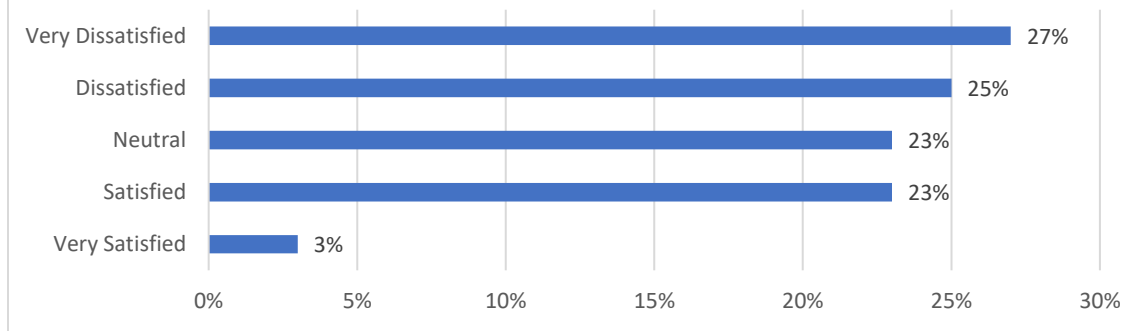


14. The availability of general health care services within the Town?

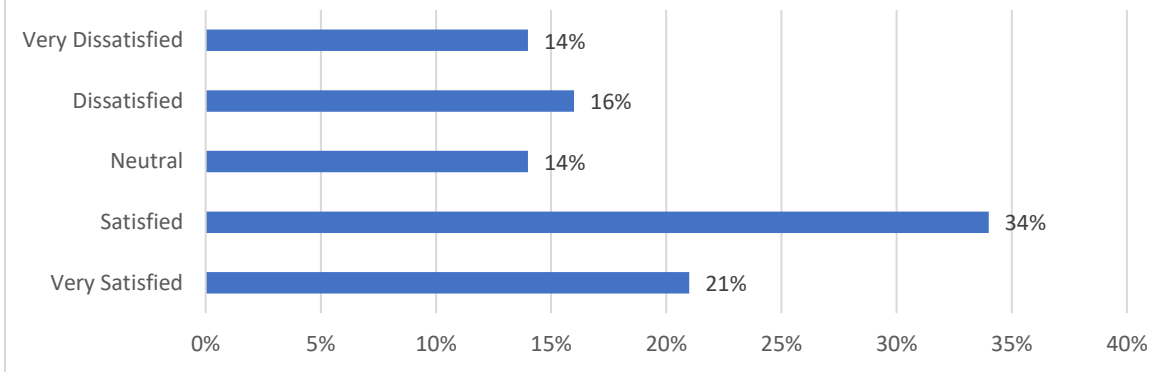


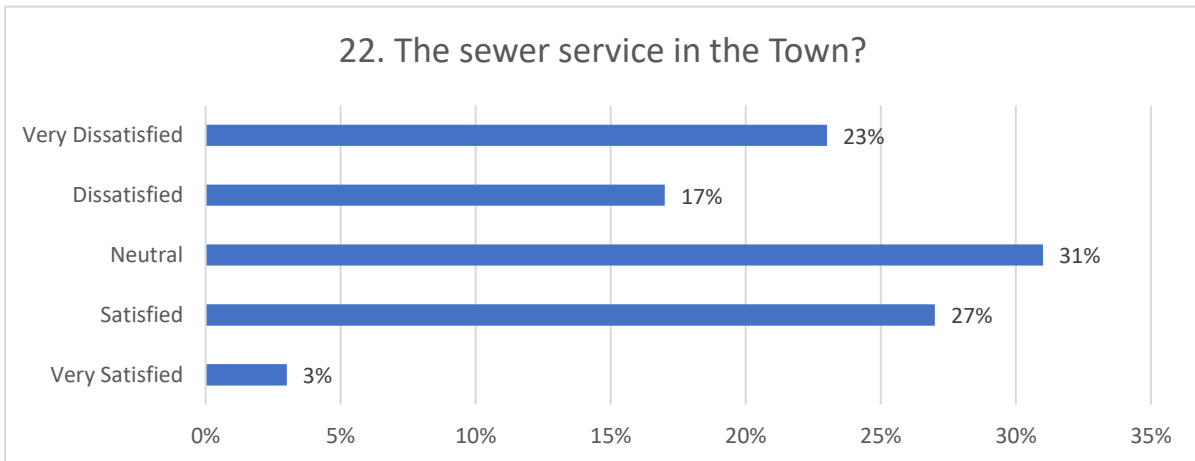
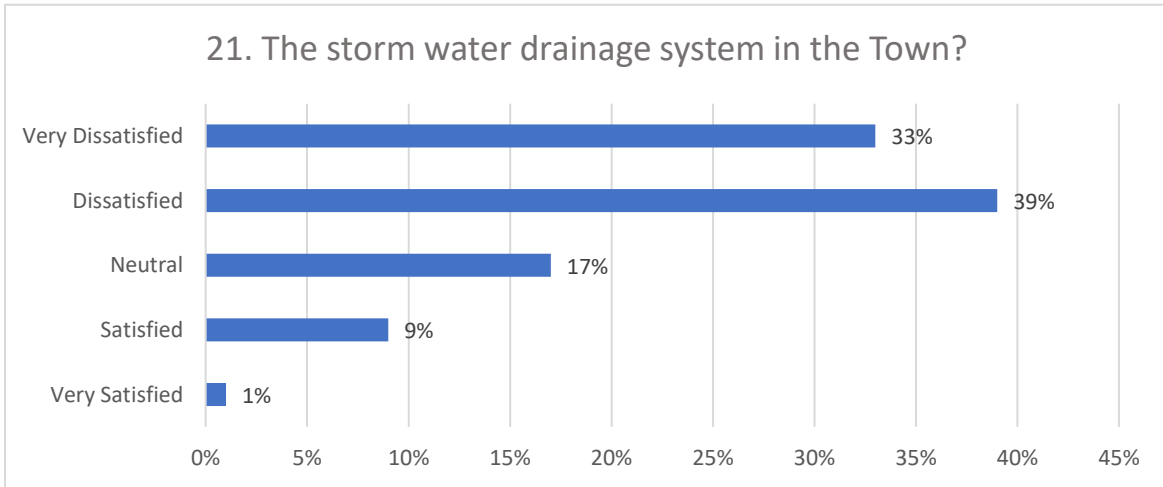
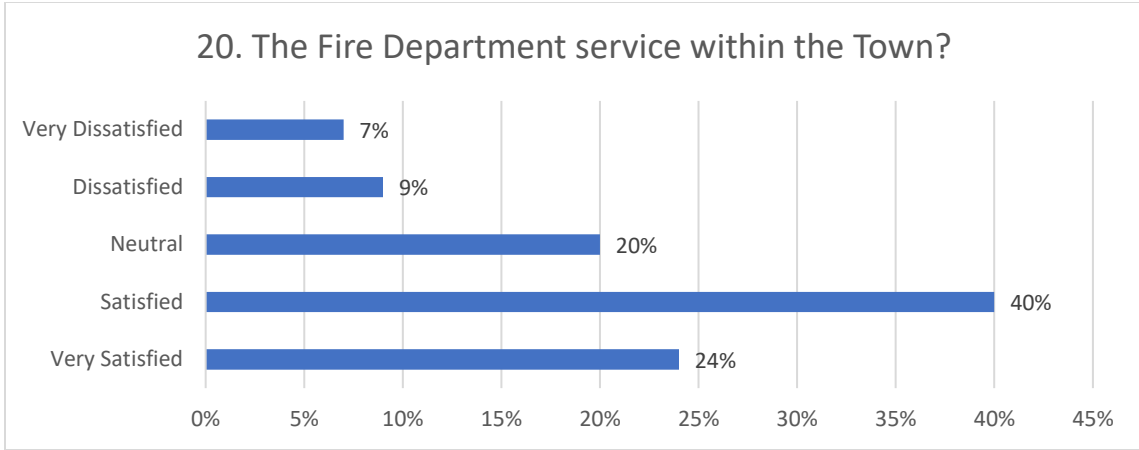


18. How satisfied are you with the maintenance of streets in the Town?

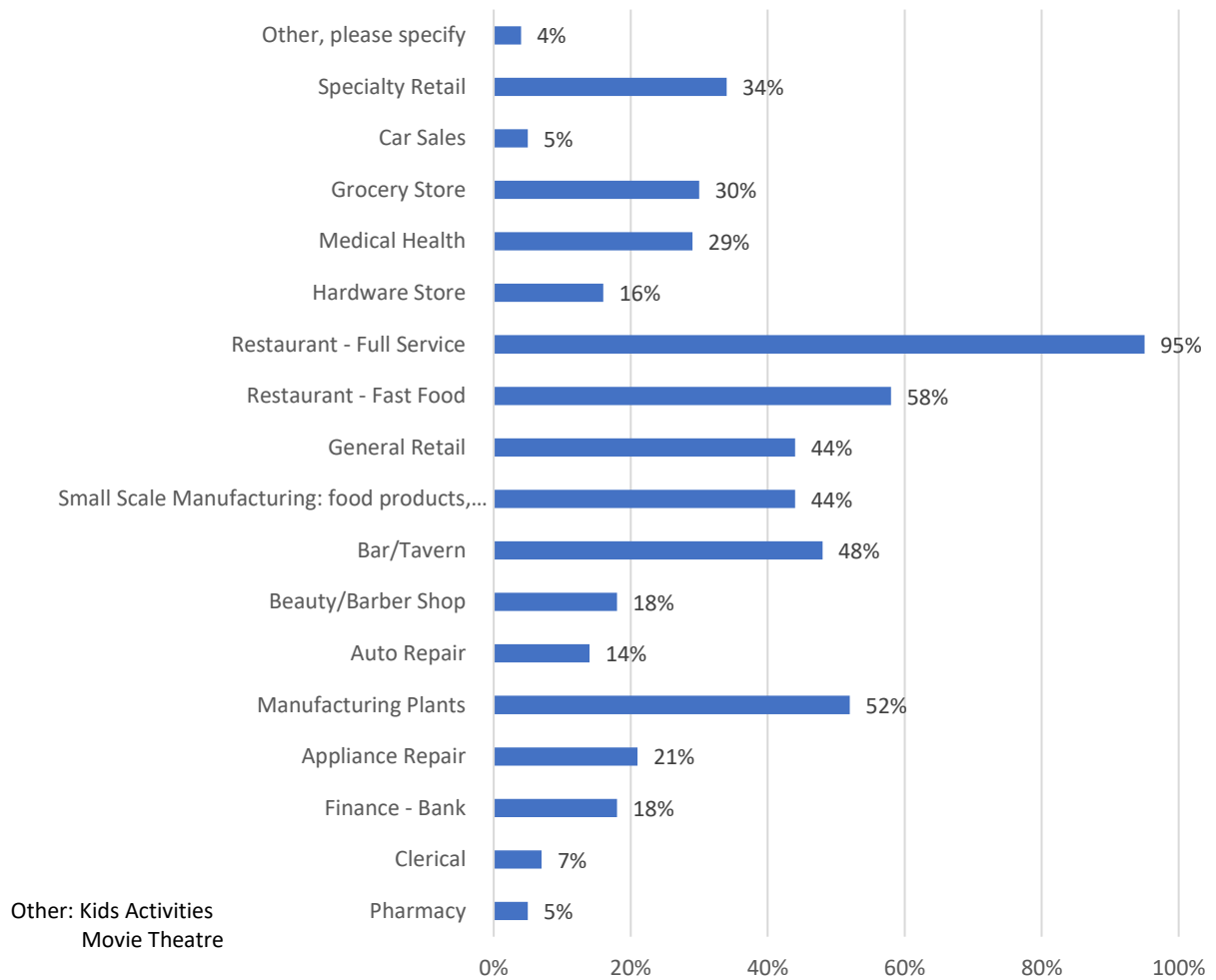


19. The Police Department service within the Town?

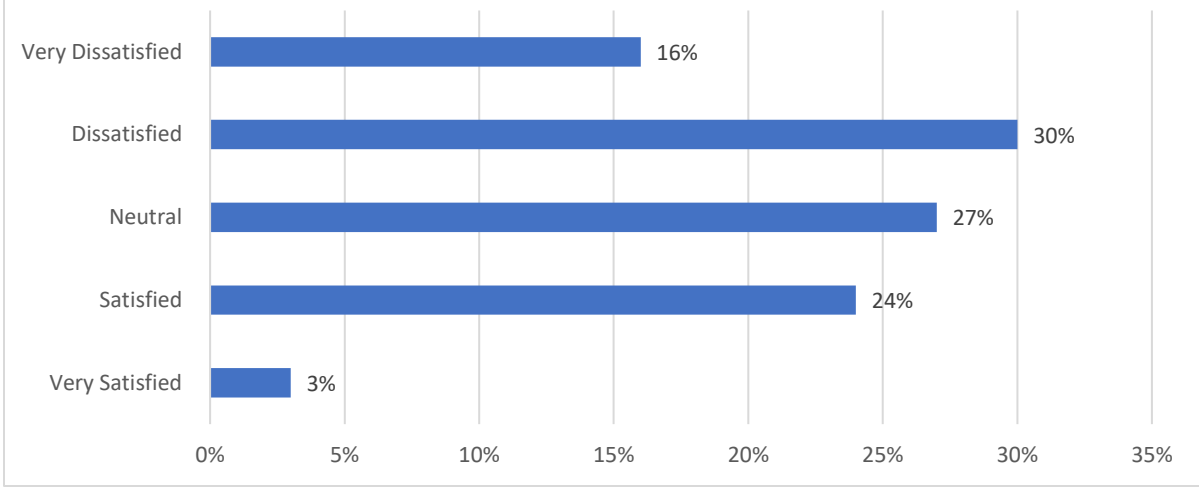




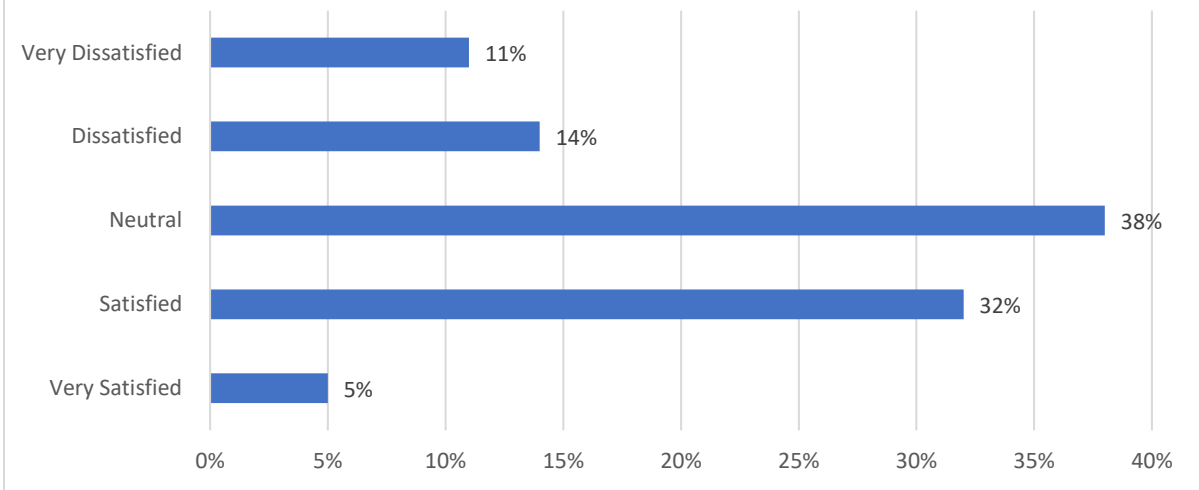
23. Please indicate the type of businesses that are most needed in the Town.



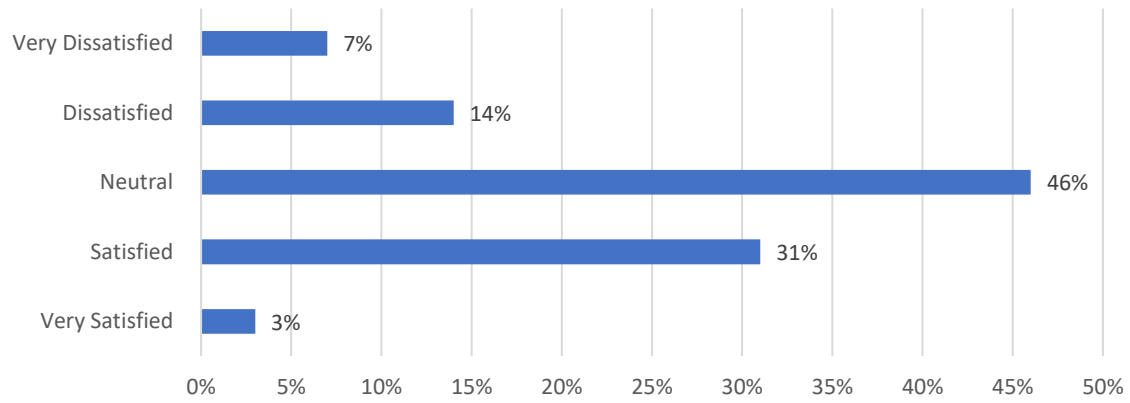
24. How would you rate the quality of commercial/stores/restaurants landscaping in the Town?



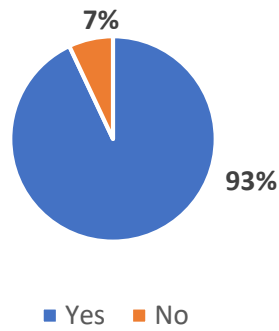
25. How satisfied are you with the appearance of town signage/wayfinding?



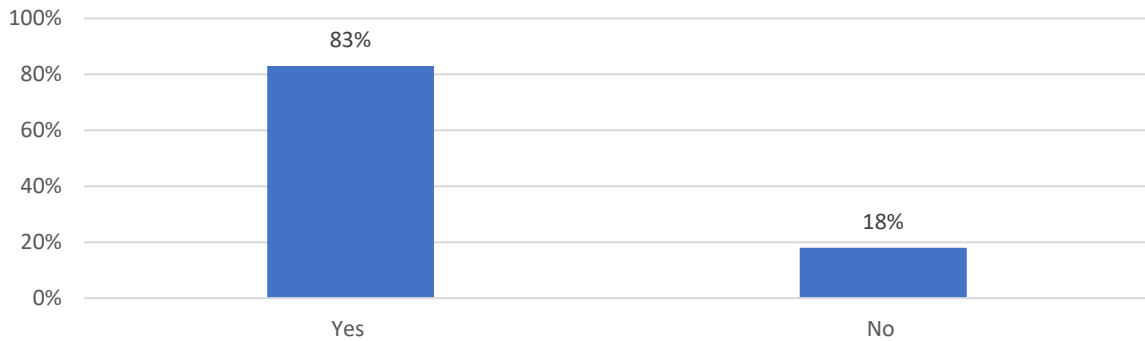
26. How satisfied are you with the appearance of commercial signs in the Town?



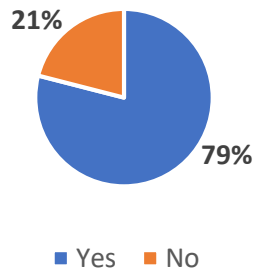
27. Would you support expansion of the downtown façade improvement program with grant funds for building owners in the Town?



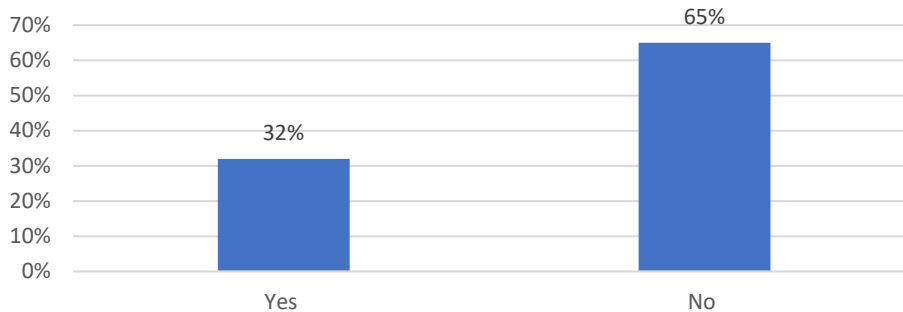
28. Are you in favor of the Town prioritizing, and over time, building additional sidewalks?



29. Would you be in favor of the Town setting aside funds for a part time economic development coordinator?



30. Would you be willing to pay higher taxes or bonds to improve any of the Town services or facilities listed in the survey?



If Yes, please specify which services or facilities:

- Only if town use funds in right way and not to pay employees who ride clock
- Better storm drain system. Better water system.
- If the apporiate people are put in positions, and funds spent the right way, that citizens could see the growth of the town only

31. Do you have any additional community planning and economic development comments regarding the Town?

1. In my opinion, our taxes and utility bills are higher than other communities of our size. I do not understand why you would need to increase the taxes to improve our town.
2. Restaurants can't survive without being able to serve alcohol. Restaurants can't survive without being able to serve alcohol.
3. We should have a budget to have more entertainment at the farmers market.
4. We need to bring in more jobs, and cut utilities down, the electric bill are extremely too high.
5. Need new management and other town officials that's ready to improve this town.
6. Utilize the funds that are already available. Put more interest in the youth and elderly.
7. Grants to restore historic buildings
 - Events to highlight positive things about town
 - Better use of farmers market
 - Things to attract faculty, staff, students and families at UNC Pembroke.
 - More cultural activities.
8. Reduce electric bill. Prices are extremely high compared to similar towns. Solar options and availability should be explored.
9. Too many drivers speed in town and citizens need to become more involved in the community and support economic development in the town.

10. Yes! Get rid of our current police chief and revamp the police department.
11. My hope is that the 2040 committee will be a bridge builder for the Town of Red Springs, The RS chamber, and the RS Rotary. If these three groups can have greater level of communication I don't know if would need an economic developer. Thank you for organizing this survey. I wish Red Springs well in the upcoming year(s).
12. Areas that need work - entrance to town from north
13. Areas that need work - entrance to town from north
 - Street maintenance - 710-Manholes/bumps
 - Sidewalks - west 2nd ave from C Huron to Vawle/North Side
 - Higher taxes/bonds - Signage for littering
 - Speeding trucks, littering
14. Nuisance ordinance - there is a lot of trash on property
 - Street maintenance - 8th Avenue is dissatisfied
15. Nuisance ordinance - some houses and buildings need to be torn down.
16. Town promoter as a paid position.
 - Promotion of town emphasizing its history
17. Nuisance ordinance - dogs on chains
 - Have a bluegrass jamboree
18. Nuisance ordinance - some more buildings need to be torn down.
19. Remove downtown trees, remove parking in front of stores so there is more room for driving and sidewalks (4th and 2nd).
 - Tourist map of Red Springs - highlighting historic homes, museum, churches with pipe organs.
 - Walk-ability: several sidewalks are not well kept. Bushes overgrown along some of them.
 - Road safety - a lot of speeders. Main Street very narrow
 - Town Parks - Most parks are not kept up well; equipment in disrepair, trash not emptied, broken glass
20. Just be more proactive and progressive!!
21. With the taxes and utilities that we pay to the Town of Red Springs, that would cover the cost to improve the town. I would like to know how much was spent in the new signage at town hall??
22. Update the town website. John McNeill isn't Mayor, but his message is still up under Economic Development. // Create a Red Springs print and online town newsletter (on town website) that includes minutes of the town hall meetings and gets mailed to everyone in Red Springs. Make it in English/Spanish so all can be included. Invite/include the Chamber, Arts Council, Lions Club, churches etc. and schools to allow more people to be more aware of resources, activities and events. Rotary meetings shouldn't be the only organization on the community calendar. // Develop the local water resources for canoeing and paddling. // Start a walking club that meets at a certain time each week and allows people to exercise AWAY from cars and traffic and goes through all neighborhoods. // Put in a noise ordinance against loud noise after 10:00 PM on work nights. // Stop cleaning the same streets in "Scottish Heights" so much and clean the rest of the streets in other parts of our community. // Stop reinventing the wheel by hiring some outside person to "study us." Instead, hire a grant writer and use the data we already have. // Get a highly qualified medical doctor (if there isn't one already) into the Southeastern Health Clinic. // Reach out to UNCP to ask

them to include Red Springs as a place to live for incoming employees.

23. street paving where needed

24. Need more fast food like taco bell burger King etc

