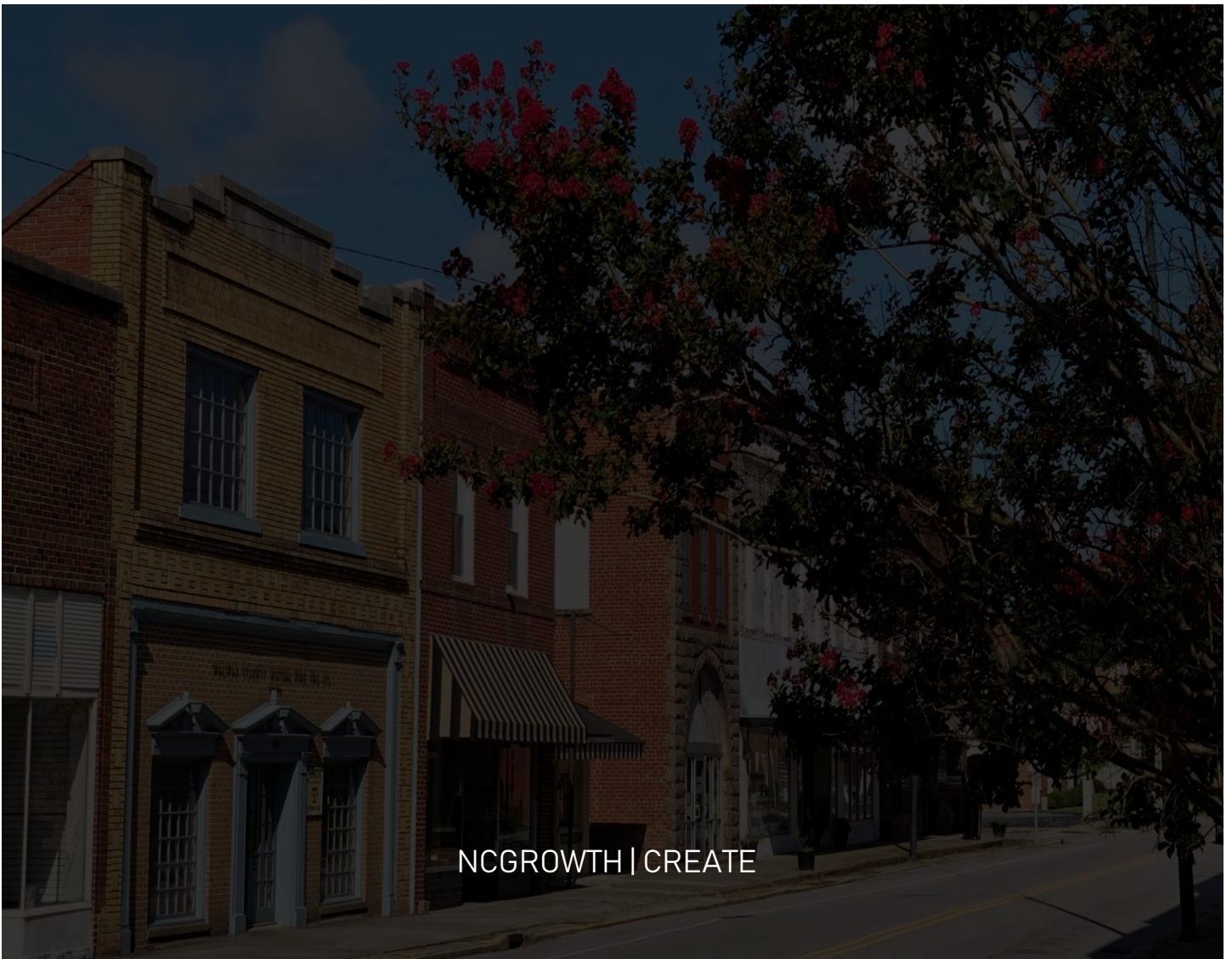ENFIELD, NORTH CAROLINA

ECONOMIC DEVELOPMENT OPPORTUNITIES ALONG HIGHWAY 301 & BEYOND

NCGROWTH | CREATE

AUTHORS

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ABOUT NCGROWTH

CREATE/NCGrowth is a multi-state economic development center based at UNC Chapel Hill. We are building a more equitable economy and creating new wealth in distressed communities. We provide technical assistance to businesses, governments, and other organizations; produce academic and applied research; develop innovative policies; and host unique convenings. CREATE/NCGrowth includes Anchor Institutions Create Economic Resilience (AICER); SmartUp; Homegrown Tools; and the Black Communities Conference.

NCGrowth

EXECUTIVE SUMMARY

In June 2022, the Town of Enfield, with support from the Enfield Economic Development & Revitalization Commission (EEDRC) and the Collective Center, reached out to NCGrowth to conduct research on economic opportunities for Enfield, North Carolina. While Highway I-95 produces significant traffic, thousands of cars travel Highway 301 that runs through Enfield every day. Therefore, NCGrowth worked with the Town to understand opportunities for economic development along Highway 301 and beyond. NCGrowth conducted demographic and economic research, a shift-share analysis, retail leakage report, facilitated a focus group, interviewed stakeholders, administered an online survey, and case study research to build a set of recommendations for Enfield.

This report outlines the research findings, concluding with a set of recommendations for future planning. Through this report, we hope that the Town of Enfield and supporting organizations recognize and strengthen Enfield's assets such as a large young population, enthusiasm and creativity for the future, a large Black and African American community rich with culture, and an important history that is important to both North Carolina region and the nation.

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2) Demographic & Economic Analysis
   a) Short Term: Connect business owners to free training
   b) Short Term: Develop a committee or task force for business support
   c) Long Term: Support entrepreneurs and prospective entrepreneurs
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5) Retail Leakage Analysis
6) Shift Share Analysis
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   b) Develop Systems to Support Existing Businesses
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   d) Carefully Develop a Business Incentive Program for Highway 301
   e) Identify Assets to Develop a Shared Vision
   f) Follow a "Fix it Up, Pay it Up, Give it Up." Approach to Vacant Buildings
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   h) Lower Utility Costs for Residents & Business Owners
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   a) Full Balance of Trade (Retail Analysis)
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   e) Economic Development Tools & Activities
   f) Catalyst Strategies Cheat Sheet

HISTORY & BACKGROUNDs

Enfield is easily accessible 5 miles from I-95, Exit 154. Enfield is the oldest town in Halifax County, and was established in 1740. Before the establishment of Halifax County, Enfield was the county seat of Edgecombe County. It was also the site of the district court of Edgecombe, Granville, and North Hampton Counties.

An event in Enfield's history which probably helped to spark American independence was the "Enfield Riot," one of the earliest political actions against British tyranny. It is thought that the actions of these men probably encouraged Willie Jones and the other radical leaders of North Carolina to push for independence from England through the Halifax Resolves of April 12, 1776.[1]

Enfield opened a prosperous tobacco market in the late 1800s, which spurred economic growth. Additionally, the town became the world's largest raw peanut market during this period.[2] Enfield supported many businesses in downtown and along highway 301, which at the time, connected major hubs like New York and Florida to the town. Thus, highway 301 created many opportunities for businesses and residents.

However, in the 1950s and 1960s, Enfield's economy began to decline. The development of highway I-95 in the 1950s hurt Enfield's economy by diverting traffic away from 301.[3] Additionally, as North Carolina integrated, a large portion of the white population that lived in Enfield left the town and took businesses with them.

Today, Enfield is majority African American (85.3+%) and the town is young--nearly 42% of residents are under 30 years old. Enfield has great potential to utilize its rich history and assets to develop community and economic development initiatives.

[1] "Town of Enfield." Accessed September 3, 2022. http://www.ncgenweb.us/halifax/history/enfield-hist.htm.
[2] "Town History | Town of Enfield North Carolina." Accessed June 27, 2022. https://enfieldnc.org/town-history.
[3] "Interstate 95 Business (North Carolina)." In Wikipedia, July 13, 2022. https://en.wikipedia.org/w/index.php?title=Interstate_95_Business_(North_Carolina)&oldid=1098048055.
Photo Source: Schramm, Richard. "Looking Back to Look Ahead." Accessed September 13, 2022. https://main.oxfordamerican.org/item/1537-looking-back-to-look-ahead.

DEMOGRAPHICS

The demographics section illustrates key characteristics of Enfield, highlighting disparities such as educational attainment and race/ethnicity as well as characteristics that make Enfield unique.

Population Pyramid

Enfield is a small, yet relatively young town compared to both the County and the state, which highlights an important asset of the town. Enfield has a small population of 2,348 people.[4] Roughly one third (32.8%) of Enfield residents are under the age of 24 and 48.6% under the age of 35 years old. Compared to Halifax County with a median age of 43.9, Enfield's median age is 38.1.[5] The largest age demographics in Enfield are: 25 to 34 year old's (15.8%), 55 to 64 year old's (12.1%), 45 to 54 year old's (10.9%), and 18 to 24 year old's (10.2%).

Graph 1: Enfield, North Carolina Population Pyramid
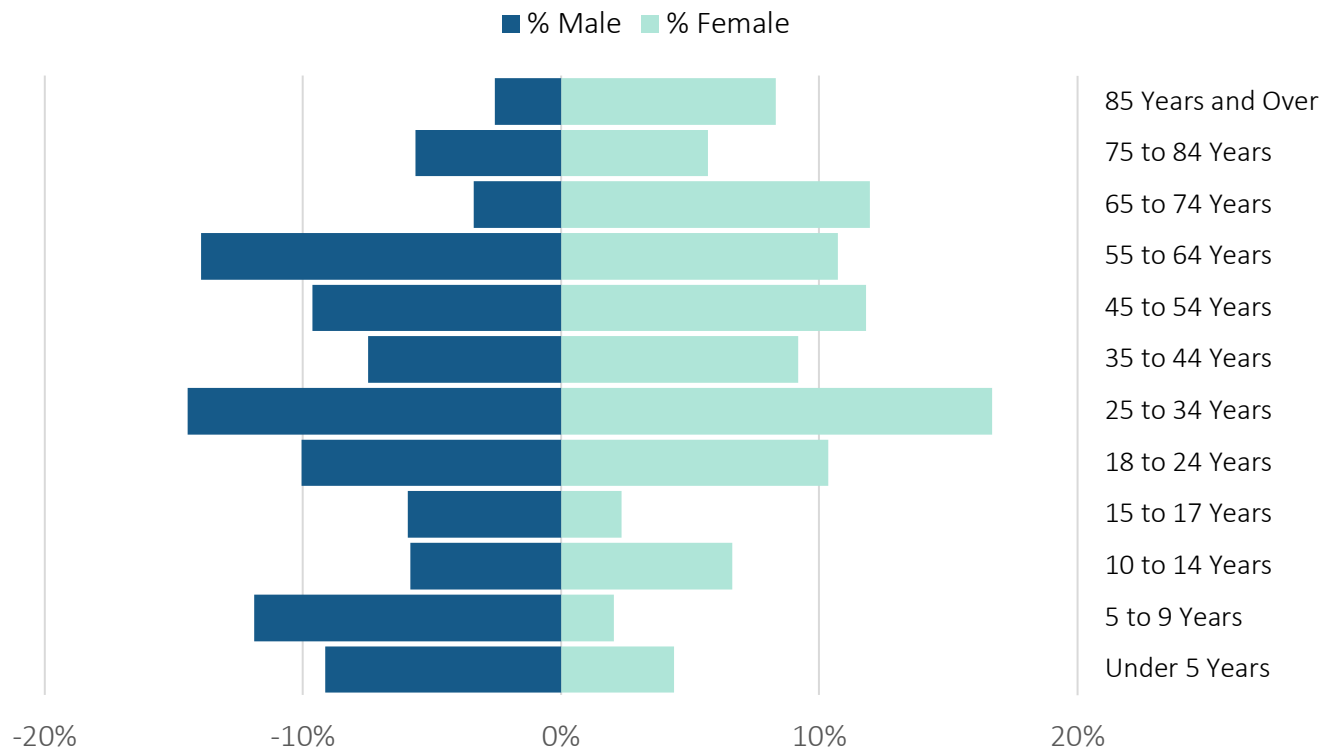
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[4] Census Reporter. "Census Profile: Enfield, NC (ACS 2020 5-year estimates)." Accessed August 28, 2022. http://censusreporter.org/profiles/16000US3721360-enfield-nc/.

[5] Census Reporter. "Census Profile: Enfield, NC (ACS 2020 5-year estimates)." Accessed August 28, 2022. http://censusreporter.org/profiles/16000US3721360-enfield-nc/.; Census Reporter. "Census Profile: Halifax County, NC." Accessed August 28, 2022. http://censusreporter.org/profiles/05000US37083-halifax-county-nc/.

Race & Ethnicity

The African American population has steadily grown in comparison to all other races. The three largest ethnic groups in Enfield, NC are Black or African American (Non-Hispanic) 85.3% White (Non-Hispanic) 11.8%, and American Indian & Alaska Native (Non-Hispanic) 2%.[6] Given the undercounting of the Black or African American population in 2020, numbers are likely higher for this population.[7] Additionally, over the past 20 years, the Black or African American (Non-Hispanic) population grew over 10%.

Graph 2: Population by Race & Ethnicity from 2000–2019
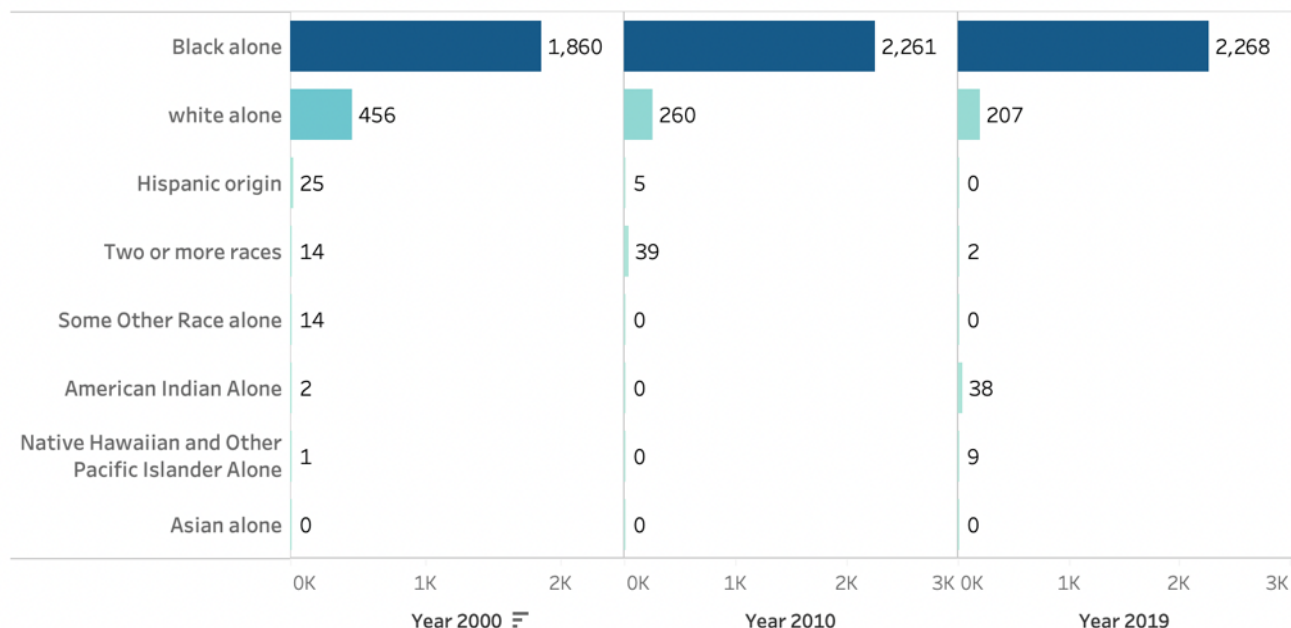
Educational Attainment

Educational attainment is closely linked to labor force and wages, although this varies across demographics. Out of the population that is 25 years and older (1,577), 38.2% have a high school education, 28% have less than a high school education, 26.8% have some college, and 3% have completed college with a bachelor's degree. Enfield has a higher proportion of people who complete high school than Halifax County and North Carolina, but 7% less people with college education than the County.[8] Additionally, Enfield's dropout rate (24.4%) is nearly 6 times higher than North Carolina (4.0%) and Halifax County (6.0%).

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[6] U.S. Census American Community Survey (2016-2020, five year estimate).
[7] Schneider, Mike. "U.S. Census Bureau Releases Undercount of Minority Groups in 2020 Census." PBS NewsHour, March 10, 2022. https://www.pbs.org/newshour/politics/watch-live-u-s-census-bureau-releases-undercount-data-from-2020-census.
[8] Ibid.

Graph 3: Educational Attainment for Population 25 years & older

Region	Category	Percent
North Carolina	Less than High School	11.5%
	High School Graduate (I..	25.5%
	Some College	31.0%
	Bachelor's Degree	20.4%
	Professional School Deg..	1.9%
	Master's Degree	8.4%
	Doctorate Degree	1.4%
Enfield, NC	Less than High School	28.7%
	High School Graduate (I..	38.2%
	Some College	26.8%
	Bachelor's Degree	3.0%
	Professional School Deg..	0.0%
	Master's Degree	3.3%
	Doctorate Degree	0.0%
Halifax County, NC	Less than High School	20.90%
	High School Graduate (I..	37.40%
	Some College	27.10%
	Bachelor's Degree	9.90%
	Professional School Deg..	0.80%
	Master's Degree	3.50%
	Doctorate Degree	0.40%

Source: US Census. ACS (2016-2020)

Enfield Schools

While Enfield has several public schools, available to residents. Previous research notes that schools serving Enfield versus other districts demonstrate funding disparities, which makes Enfield schools have a difficult to recruit and retain high quality teachers. Enfield residents also emphasized this point, indicating that there should be better quality education and opportunities for youth. There are two elementary schools in Enfield, one high school, and one middle school.

Many residents and youth must leave Enfield in order to pursue higher education. For example, Halifax Community College is in Weldon, NC is approximately 20 miles away from Enfield. There is a possibility that Halifax Community College open a center for vocational training and education in Enfield, NC. Over 20 miles away, there are several higher education institutions such as Chowan University and North Carolina Wesleyan College, North Carolina State University (NCSU), the University of North Carolina at Chapel Hill (UNC-CH), North Carolina A&T State University (NCA&T), Duke University, and East Carolina University.[9]

[9] Halifax County Economic Development Commission. "Halifax County, NC Education." Accessed August 16, 2022. https://halifaxdevelopment.com/halifax-county-nc-education/.

Current Poverty Levels

Linked to unemployment, low wage jobs, and lower levels of educational achievement, Enfield experienced high rates of poverty and disparities between white and African-American residents. A significant share of Enfield's population (33.5%) live below the poverty line compared to the state average (14%). Although the town is mostly Black or African American and white, Native Hawaiian & Other Pacific Islander alone has the highest poverty rate (100%) followed by American Indian and Alaska Native alone (89.4%) and Black or African American alone (34.2%).[10] The white population has the lowest poverty rate at 12%.

Other factors that relate to poverty include age, renting status, and race. The largest age demographic living in poverty is females from 25-34 years old and female householders with children under 18 years old.[11] Additionally, 45.3% of Enfield residents are "rent-burdened," spending 30% or more of their income on housing costs.[12] Renters are more likely to be non-white residents. Finally, median income for Black or African American population ($21,204/year) is over two times less compared to the white population ($45,139).[13]

Graph 4: Poverty Status by Race/Ethnicity Population Count
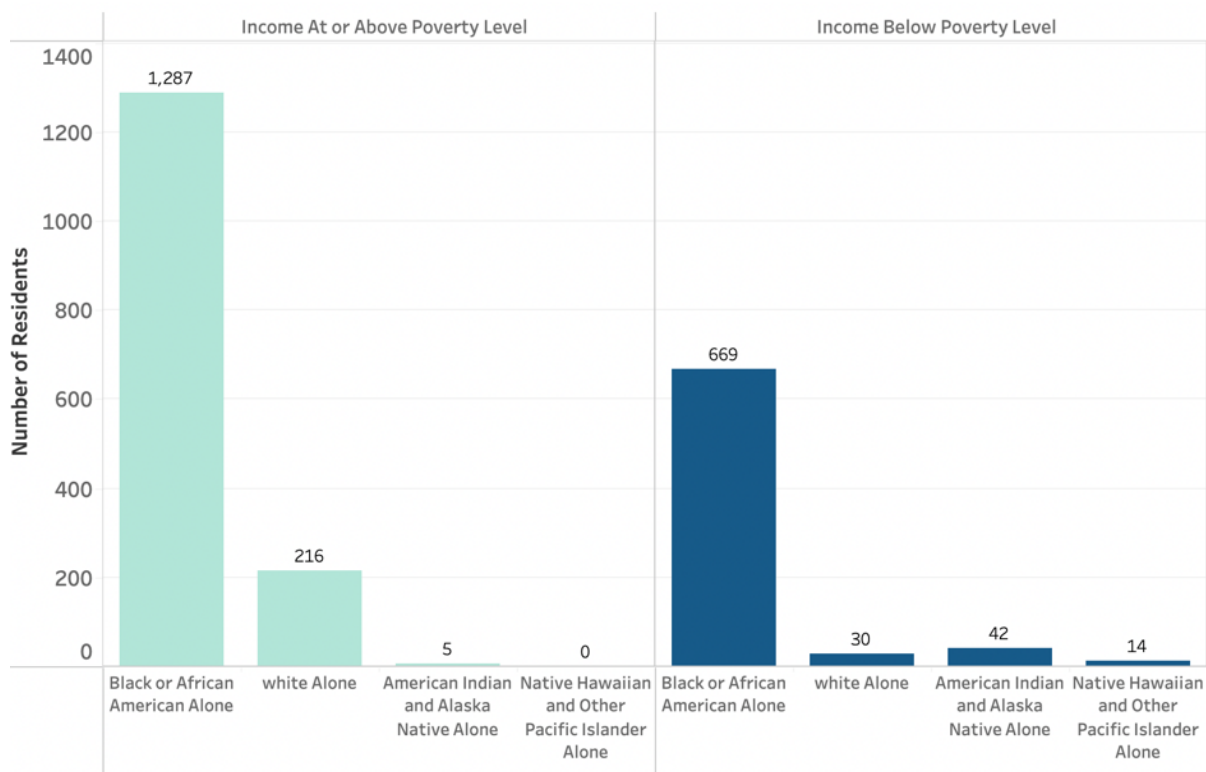
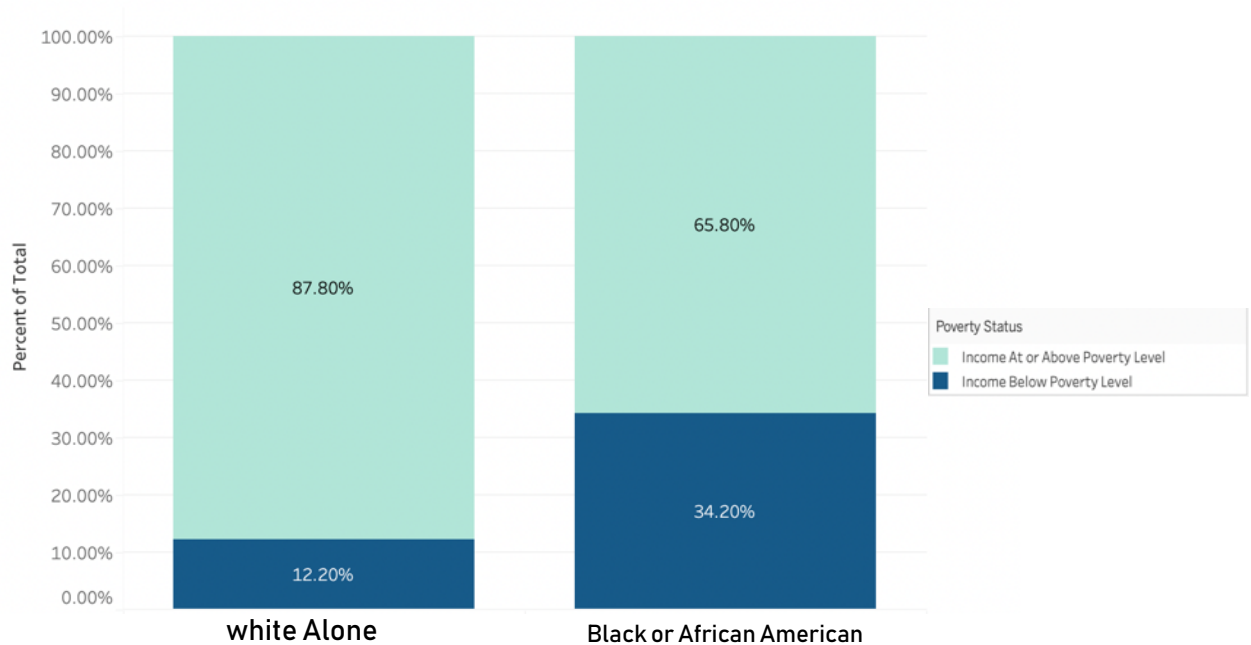[10] U.S. Census American Community Survey (2016-2020, five year estimate).
[11] U.S. Census American Community Survey (2016-2020, five year estimate).
[12] U.S. Census American Community Survey (2016-2020, five year estimate).
[13] U.S. Census American Community Survey (2016-2020, five year estimate).

Graph 5: Poverty Status by Race/Ethnicity Population Count

LABOR FORCE

Employment

COVID-19 impacted the labor force greatly across the nation, including Enfield. In 2020, the total labor force in Enfield was made up of approximately 710 workers. From 2016 to 2020 Enfield experienced an -11.8% employment decrease.[14] The 2016-2020 American Community Survey estimated that the unemployment rate was 17.5%. This is significantly higher than compared to Halifax County (6.5%) and North Carolina (5.4%), which suggests that COVID-19 had a much more significant hit on Enfield's labor force.

Graph 6: Employment by Industry (ACS 2016–2020)

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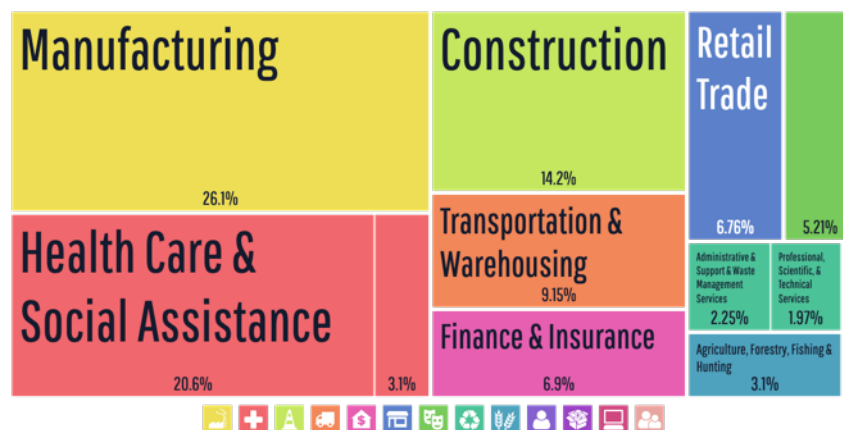
[14] U.S. Census American Community Survey (2016-2020, five year estimate).

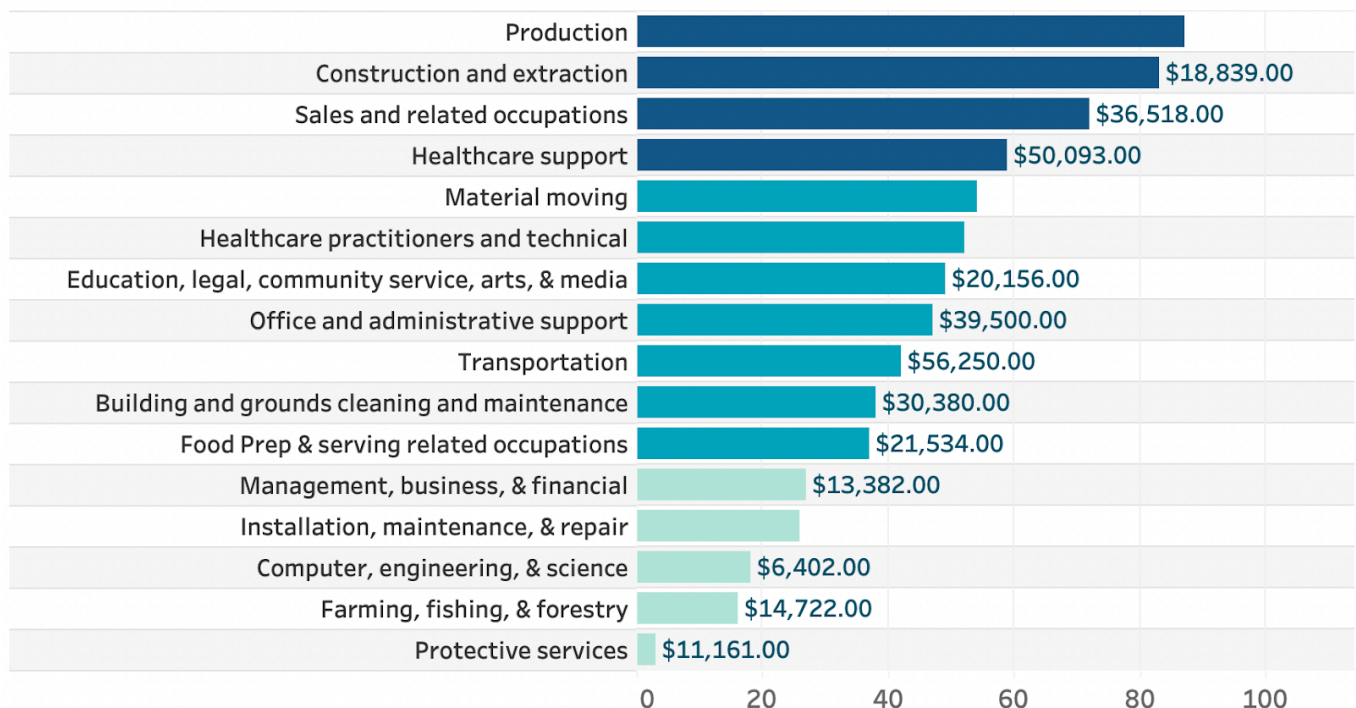Additionally, the most common employment sectors are not associated with high-paying jobs. The most common employment sectors for Enfield residents are Manufacturing (185 people), Health Care & Social Assistance (146 people), and Construction (101 people).[15] While the top employment sectors are Manufacturing, Health Care & Social Assistance, and Construction, Enfield largely comprises of retail and service businesses. This indicates that many Enfield residents are leaving Enfield for work, rather than living and working in Enfield.

Common Occupations & Wages

While Enfield's residents are employed in industries that pay higher than the median income (e.g., Healthcare), the most common jobs tend to be lower paying. Enfield's highest paying occupations are in healthcare and transportation fields. Material Moving Occupations ($56,250), Healthcare Practitioners & Technical Occupations ($50,093), and Health Technologists & Technicians ($50,093) are the highest paid jobs held by residents of Enfield. [16] The most common jobs held by Enfield residents are Production Occupations (87 people), Construction & Extraction Occupations (83 people), and Sales & Related Occupations (72 people). Median earnings tend to be lower for these industries, so increasing employment transportation or healthcare related jobs may create more income for households in Enfield.

Graph 7: Occupation Subsector by Number of Employees & Median Earnings (ACS 2016–2020)

Occupation	Number of Employees	Median Earnings
Production	~87	
Construction and extraction	~74	$18,839.00
Sales and related occupations	~72	$36,518.00
Healthcare support	~60	$50,093.00
Material moving	~53	
Healthcare practitioners and technical	~51	
Education, legal, community service, arts, & media	~40	$20,156.00
Office and administrative support	~38	$39,500.00
Transportation	~36	$56,250.00
Building and grounds cleaning and maintenance	~33	$30,380.00
Food Prep & serving related occupations	~30	$21,534.00
Management, business, & financial	~25	$13,382.00
Installation, maintenance, & repair	~26	
Computer, engineering, & science	~17	$6,402.00
Farming, fishing, & forestry	~18	$14,722.00
Protective services	~5	$11,161.00

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[15] "Enfield, NC | Data USA." Accessed August 16, 2022. https://datausa.io/profile/geo/enfield-nc.
[16] U.S. Census American Community Survey (2016-2020, five year estimate); There is no data on median earnings for Production Occupations for Enfield residents.

BUSINESS PROFILE

In 2020, estimates show that the town of Enfield had a total of 100 businesses, largely dominated by retail and service. Retail and trade, other services,[17] and public administration (e.g., fire department, police department) make up over 50% of businesses in town. According to 2020 estimates, 32 businesses are located on highway 301, or McDaniel's Street. Some of these businesses include Dollar General, Lea & Pope Funeral Home, Speedway, and Chuck's Auto Shop.

Table 1: Number of Businesses by Category (2017)

Business/Industry Category	Number of Businesses	Percent of Total
Retail Trade	22	22%
Other Services (except public admin)	19	19%
Public Administration	11	11%
Finance & Insurance	7	7%
Professional, Scientific & Tech Services	6	6%
Health Care & Social Assistance	5	5%
Transportation & Warehousing	5	5%
Accommodation & Food Services	4	4%
Educational Services	3	3%
Utilities	1	1%
Wholesale Trade	2	2%

Source: ESRI, Business Summary for Enfield, NC, 2020

Employment by Enfield Businesses

While educational institutions and services only make up 4% of businesses, they employ almost 25% of employees in Enfield's businesses. Just over 20% of employees are employed in food or other service jobs. Table 2 shows the top industries located in Enfield with the most employees.

Table 2: Top Businesses by No. of Employees (2022)

| Business/Industry Category	Employee Count	Percent of Total
Educational Institutions & Libraries	162	25.2%
Health Services	80	12.4%
Food Stores	66	10.2%
Other Services	66	10.2%
Public Administration	50	7.8%
Eating & Drinking Places	47	7.3%
Utilities	45	7.0%
Transportation	31	4.8%
Finance, Insurance, Real Estate	20	3.1%

Source: ESRI, Business Summary for Enfield, NC, 2020

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[17] The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

Commercial Activity in Enfield

Maps 1 and 2 show the location of businesses using pins and the sales volume using a green to red scale (red is high sales volume). As denoted by the concentration of pins, Map 1 shows a significant commercial activity along Highway 301. The top six businesses in terms of sales revenue are shows on the left, with Halifax Electric Membership earning the most revenue. Although several businesses bring in significant revenue, Map 2 shows low sales revenue overall.

Map 1: Business Locations in Enfield, NC (Source: DataAxle)
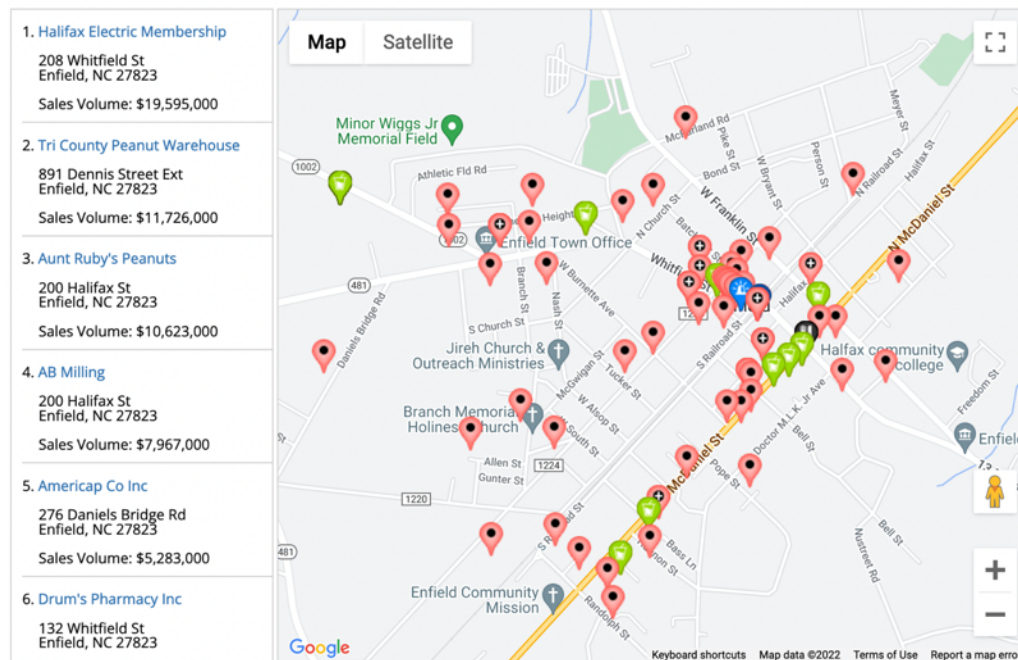
Map 2: Sales Heat Map in Enfield, NC (Source: DataAxle)
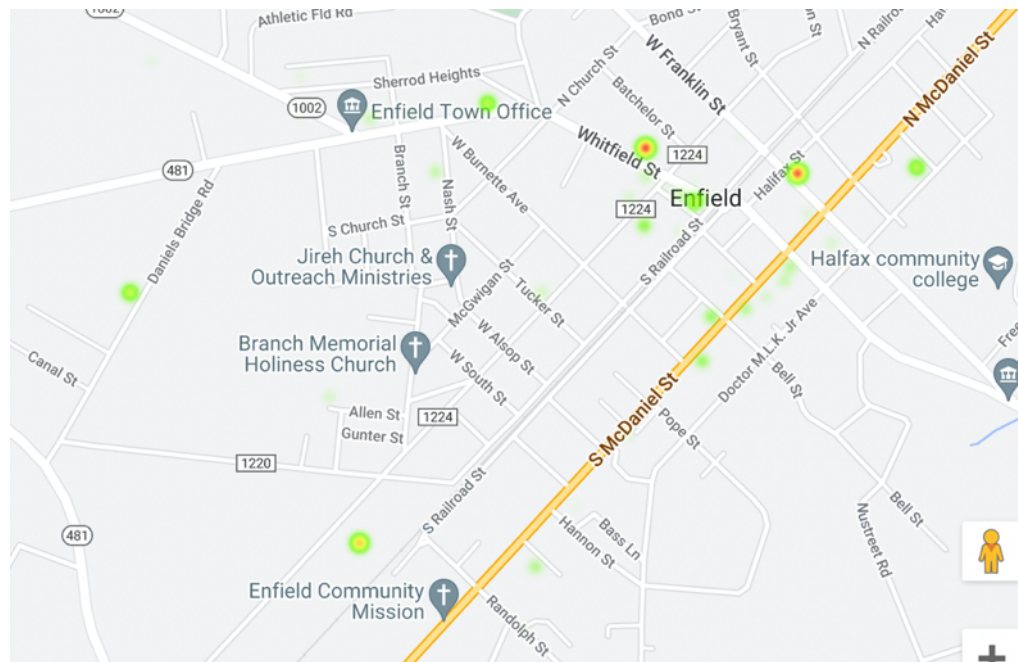
EMPLOYMENT & COMMUTING INFORMATION

Inflow & Outflow

Enfield has a large inflow and outflow of workers. Most residents commute to work and many employees that work in Enfield do not live in Enfield. Approximately 33 residents both live and work in Enfield's city limits, while over 700 residents commute to locations like Rocky Mount and Roanoke Rapids for work. From 2015-2019, there was an increase in residents *travelling to* Garner, Wilson, and Greenville, NC for work. From 2015-2019, there was an increase in workers *coming to* Enfield from Rocky Mount (+78.79%), Roanoke Rapids (+40%), and Raleigh (+20%).

Table 3: Place of Residence for Enfield Workers, 2019

| Place of Residence	Employed Enfield Residents	Percent of Total
Enfield town, NC	33	10.2%
Rocky Mount city, NC	33	10.2%
Tarboro town, NC	13	4.0%
Roanoke Rapids city, NC	10	3.1%
Raleigh city, NC	5	1.5%
Nashville town, NC	4	1.2%
South Rosemary CDP, NC	4	1.2%
Weldon town, NC	4	1.2%
Wilson city, NC	4	1.2%
Dortches town, NC	2	0.6%
All Other Locations	211	65.3%
Total, Employed Workers	323	100%

Source: U.S. Census Bureau, LED On-The-Map, 2019

Table 4: Place of Work for Enfield Residents, 2019

Place of Work	Employed Enfield Residents	Percent of Total
Rocky Mount city, NC	142	16.8%
Roanoke Rapids city, NC	38	4.5%
Raleigh city, NC	35	4.1%
Enfield town, NC	33	3.9%
Wilson city, NC	27	3.2%
Greenville city, NC	21	2.5%
Tarboro town, NC	18	2.1%
Garner town, NC	17	2.0%
Newport News city, VA	15	1.8%
Nashville town, NC	11	1.3%
All Other Locations	487	57.7%
Total, Employed Residents	844	100%

Source: U.S. Census Bureau, LED On-The-Map, 2019

MAP 3: WORK DESTINATION FOR ENFIELD RESIDENTS
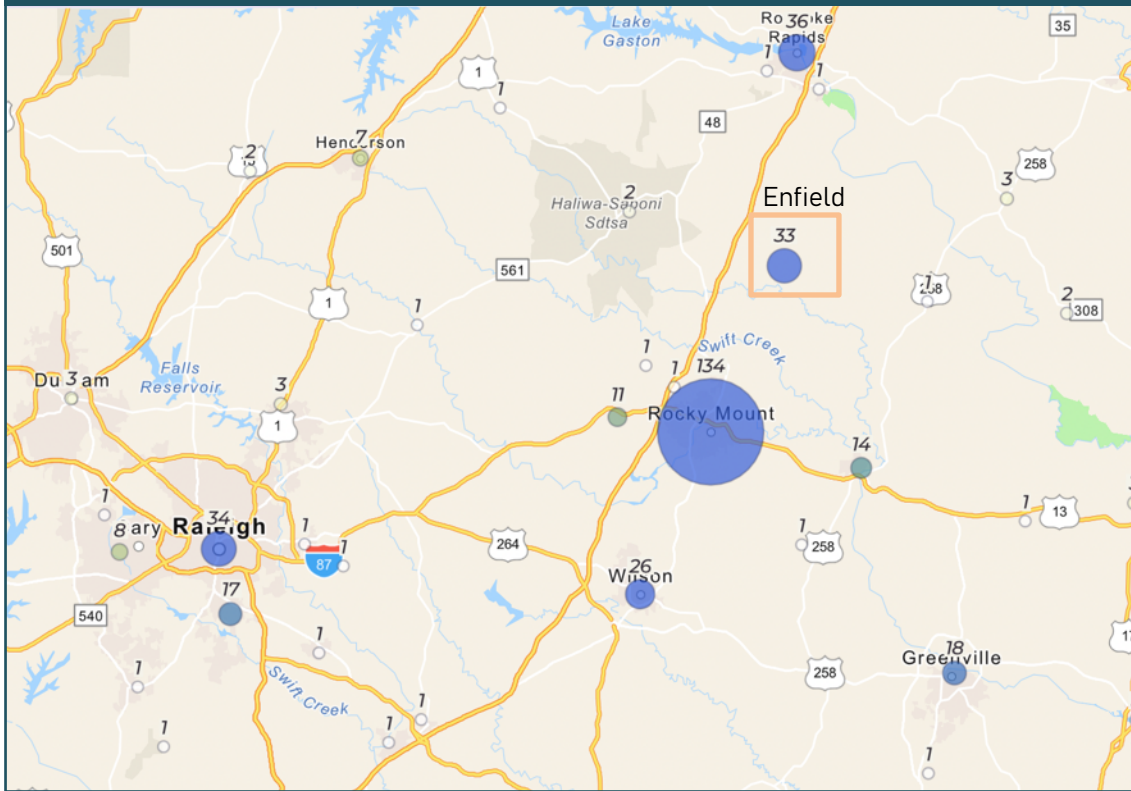
Source: U.S. Census Bureau, LED On-The-Map, 2019
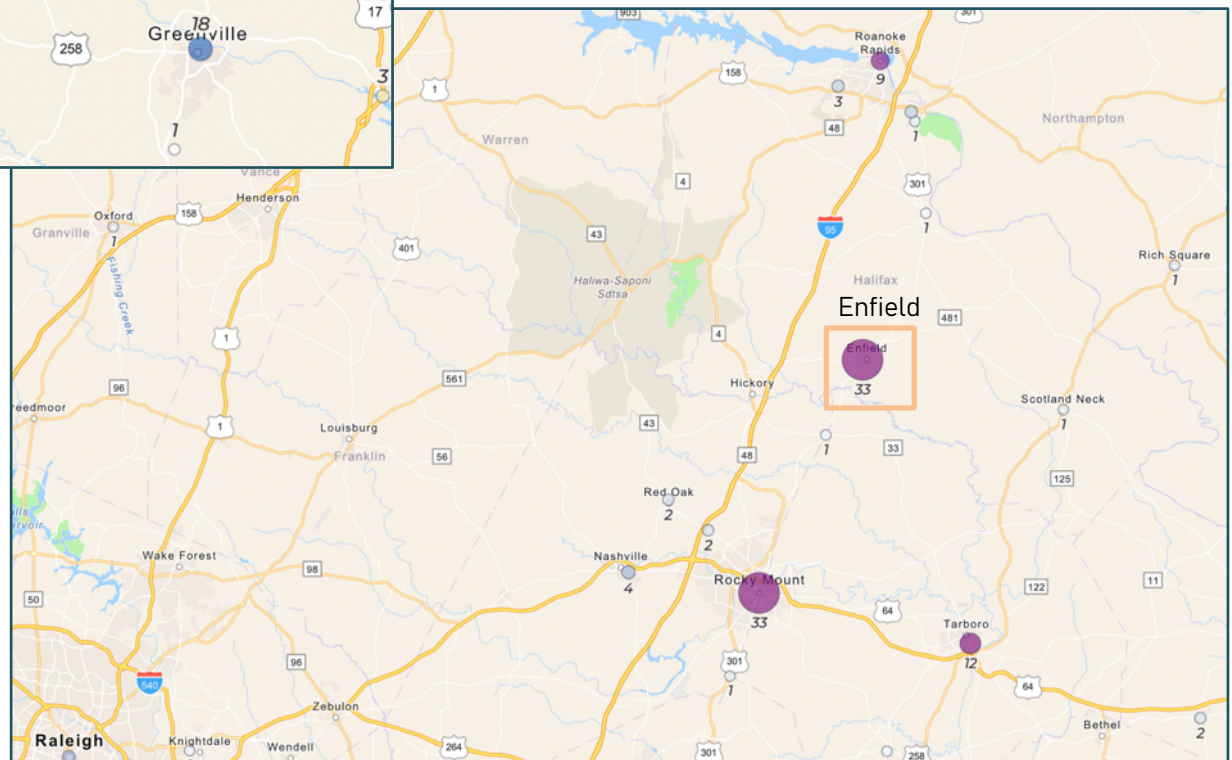
Work Destination

Map 3 shows the locations of where Enfield residents are commuting to for work and where Enfield workers commute back to their home residence.

Source: U.S. Census Bureau, LED On-The-Map, 2019

Home Destination

Map 4 shows the location of where people employed in Enfield live (home destination). As both maps indicate, just over 30 people are both employed in Enfield and live in Enfield.

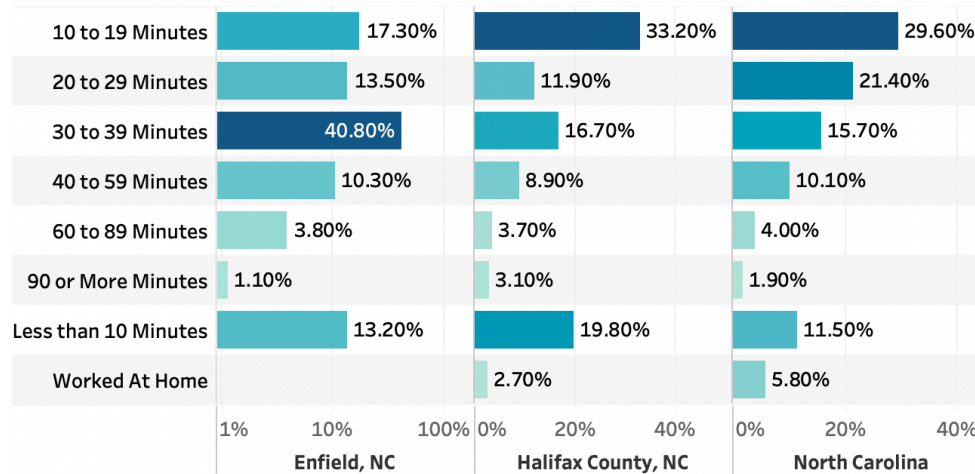View the Interactive Map: https://arcg.is/0ijOTr

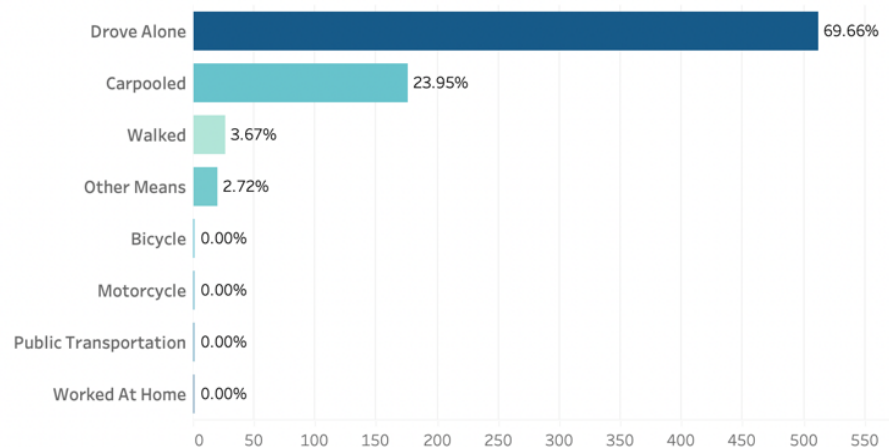## MAP 4: HOME DESTINATION FOR ENFIELD WORKERS

Commuting Patterns for Enfield Residents

Participants in the focus group, interviews, and survey mentioned travelling outside of Enfield for work, emphasizing long commute times. This presents huge barriers and heavy cost burdens over time. Many Enfield residents (40.8%) spend 30 to 39 minutes commuting to work, which is over 25% higher than Halifax County (16.7%) and the state of North Carolina (15.7%).[18]

Graph 8: Travel Time to Work for Workers 16 Years and Over

	Enfield, NC	Halifax County, NC	North Carolina
10 to 19 Minutes	17.30%	33.20%	29.60%
20 to 29 Minutes	13.50%	11.90%	21.40%
30 to 39 Minutes	40.80%	16.70%	15.70%
40 to 59 Minutes	10.30%	8.90%	10.10%
60 to 89 Minutes	3.80%	3.70%	4.00%
90 or More Minutes	1.10%	3.10%	1.90%
Less than 10 Minutes	13.20%	19.80%	11.50%
Worked At Home		2.70%	5.80%

Graph 9: Type of Travel to Work for Workers 16 Years and Over in Enfield, NC

|	
Drove Alone	69.66%
Carpooled	23.95%
Walked	3.67%
Other Means	2.72%
Bicycle	0.00%
Motorcycle	0.00%
Public Transportation	0.00%
Worked At Home	0.00%

Source: U.S. American Communities Survey, 2015-2019

As indicated in Graph 9, Enfield workers are car-dependent to work, which can create significant barriers for those without access to a car. Due to the nature of commuting patterns in Enfield, we can see that 69.7% of workers in Enfield drove alone to work, followed by carpooling to work (23.9%) and walking to work (3.67%). As indicated by Graph 8, no residents reported using public transportation to get to work. This is likely due to the lack of access to public transportation infrastructure in Enfield and the surrounding area.

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[18] The following chart shows the number of households using each mode of transportation over time, using a logarithmic scale on the y-axis to help better show variations in the smaller means of commuting.

TRAFFIC ANALYSIS

North Carolina Department of Transportation (NCDOT) collects traffic data at many stations throughout the state. The standard measure NCDOT publishes is the Average Annual Daily Traffic (AADT). Our analysis uses the AADT measure to understand the amount of traffic that comes through Enfield, NC and travels along Highway 301. Using these measurements, we found that the 2019 AADT along highway 301/481 was 6,200 cars per day. For comparison, 3,200 cars traveled on Glenview Road per day. It is likely that many commuters contribute to Highway 301 traffic. In interviews, residents said Highway 301 is an alternate route for people when I-95 gets crowded or blocked.

MAP 4: LAST REPORTED AVERAGE ANNUAL DAILY TRAFFIC (AADT)
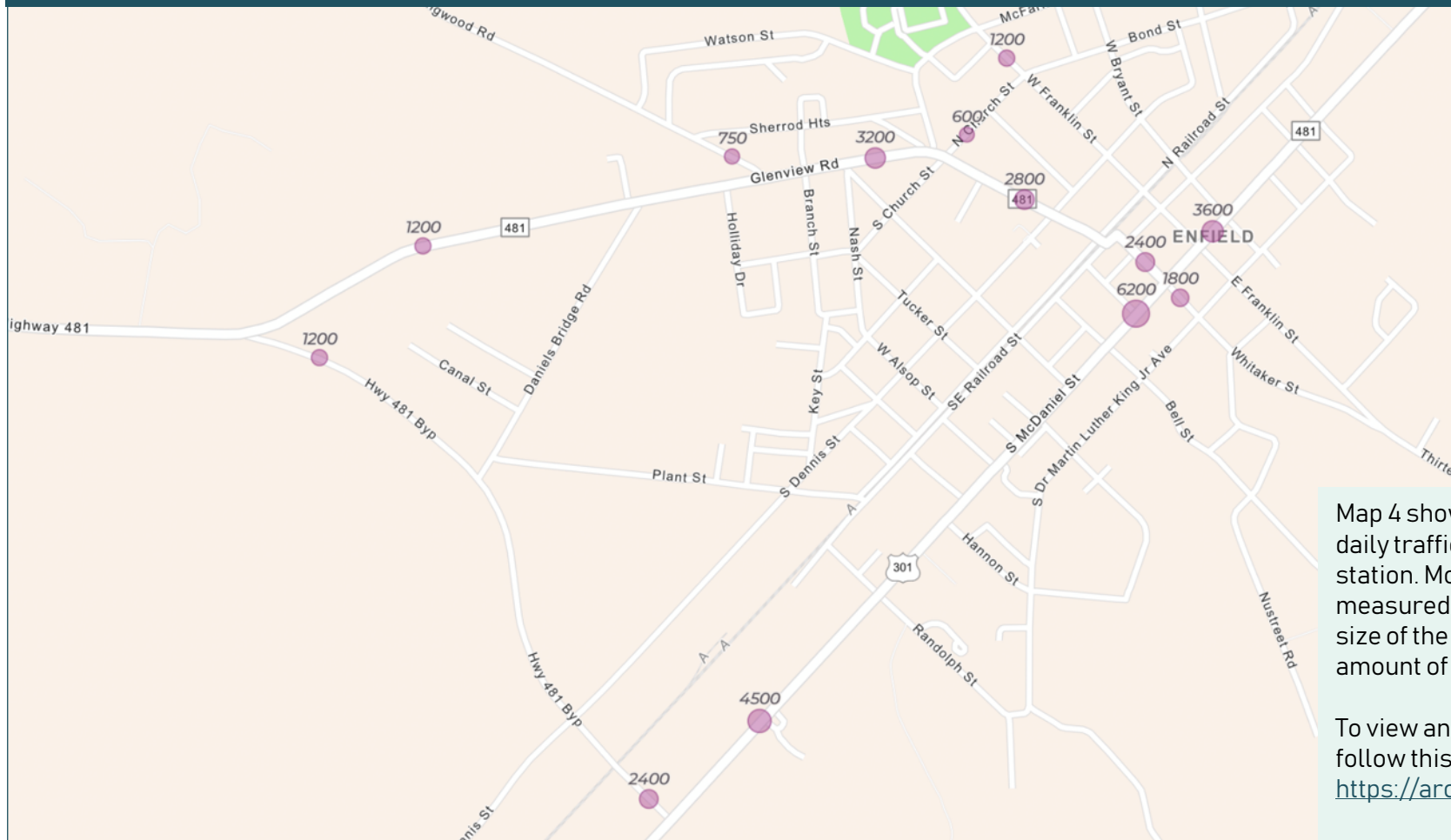
Map 4 shows the last reported daily traffic count for each station. Most stations were last measured in 2018 or 2019. The size of the circle represents the amount of traffic at the station.

To view an interactive map, follow this link: https://arcg.is/1bfPvn

Source: NCDOT Annual Average Daily Traffic (AADT) Map Application. ncdot.maps.arcgis.com

Traffic Growth Rate (5–Year)

Traffic at the stations closest to Enfield (US 301/NC 481 N OF SR 1155 and S OF SR 1003), decreased in the ten-year period, but in the last five years increased, which is encouraging for Enfield because it indicates recent growth. Table 5 shows the five-year and ten-year change (growth or decline) from the last five years NCDOT measured traffic for each station. Most stations were last measured in 2018 or 2019. Orange indicates a decline in traffic and the shaded dark green indicates a growth in traffic for either the five-year or ten-year change over time. 16 out of 28 stations saw an increase or stable amount of traffic volume for the five-year period while 7 stations saw an increase or stable amount of traffic for the ten-year period.

Table 5: Change in traffic over time (5-year and 10-year change)				
Route	Location	5-6 yr. avg.	5 yr. change	10 yr. change
I-95	FROM EXIT 154 TO EXIT 160	40583.3	19%	13%
US 301/NC 481	N OF SR 1155	6120.0	2%	-9%
US 301/NC 481	S OF SR 1155	4950.0	7%	-2%
US 301/NC 481	N OF SR 1003	4025.0	-10%	2%
US 301/NC 481	S OF NC 481	3383.3	0%	-6%
NC 481 BUS	W OF SR 1223	2900.0	-6%	3%
NC 481 BUS	W OF SR 1224	2450.0	-14%	-8%
NC 481	W OF US 301	2333.3	-8%	0%
US 301	N OF NC 481	2250.0	4%	4%
NC 481 BUS	W OF US 301/NC 481	2166.7	-5%	-9%
NC 481	E OF SR 1240	1916.7	41%	41%
SR 1003	E OF US 301/NC 481	1850.0	-5%	-14%
NC 561	W OF I-95	1625.0	-6%	-11%
SR 1001	S OF SR 1206	1300.0	17%	0%
NC 561	E OF SR 1236	1260.0	0%	0%
NC 561	N OF NC 561	1233.3	8%	0%
NC 481 BUS	W OF SR 1220	1231.7	33%	23%
SR 1001	N OF NC 481 BUS	1200.0	9%	-8%
NC 481	S OF NC 481 BUS GLENVIEW RD	1175.0	-15%	-8%
SR 1002	N OF NC 481 BUS	1125.0	-50%	-50%
NC 481	E OF US 301	1024.0	12%	0%
SR 1003	S OF SR 1100	1013.3	15%	0%
NC 561	W OF SR 1210	787.5	-11%	-18%
SR 1206	W OF SR 1001	786.7	-5%	-30%
NC 481	W OF SR 1241	755.0	140%	16%
SR 1002	E OF SR 1222	570.0	-79%	-82%
SR 1001	N OF NC 481 BUS	526.7	28%	-5%
SR 1001	N OF SR 1206	483.3	2%	-2%

Source: NCDOT Annual Average Daily Traffic (AADT) Mapping Application. ncdot.maps.arcgis.com

RETAIL LEAKAGE ANALYSIS

What is retail leakage?

Economists define "leakage" as the amount of money that local area residents spend outside their community. Leaks show where there are gaps in demand, not being met locally. By contrast, "injection" is the amount of money that residents from outside the area spend in the local community and where sales exceed local demand. An injection can be thought of as surplus. For example, if injection is high for gas stations in an area, that means people are traveling to gas stations in this specific area and spending money in the community. More than just town residents are buying gas, creating an "injection" of money (sales exceeding local demand). However, while "injection" means that dollars are technically being spent in the community, if the store is not locally owned, most of those dollars will flow outside to the location of corporate headquarters. Estimates of leakage and injection for retail establishments are useful in helping planners and real estate developers to identify retail categories that are over or under supplied.

How to interpret retail leakage?

For the purposes of this analysis, any unmet demand larger than $1 million will be identified as "significant." Industries listed as significant are considered "undersupplied" in the area because the spending potential exceeds the current sales in the area. These industries represent opportunities to capture sales in the local market since the demand for these goods and services is currently "leaking" over to other places, potentially where Enfield residents work or drive to for goods and services. The following tables (6-9) display undersupplied industries at the 1-mile radius, 5-mile radius, 10-mile radius, and 20-mile radius from Enfield.

Table 6: Significant Opportunities at a <u>1-Mile radius</u>

2017 Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage, Surplus Factor	No. of Businesses
Motor Vehicle & Parts Dealers	$3,671,708.00	$1,090,335.00	$2,581,373.00	54.2	3
General Merchandise Stores	$2,809,078.00	$1,656,706.00	$1,152,372.00	25.8	2

Source: ESRI, Retail Leakage Report for Enfield, NC

Table 7: Significant Opportunities at a <u>5-Mile radius</u>

2017 Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage, Surplus Factor	No. of Businesses
Motor Vehicle & Parts Dealers	$8,171,179.00	$1,288,588.00	$6,882,591.00	72.8	3
General Merchandise Stores	$5,880,413.00	$2,070,916.00	$3,809,497.00	47.9	2
Miscellaneous Store Retailers	$1,676,889.00	$102,349.00	$1,574,540.00	88.5	1

Clothing & Clothing Accessories Stores	$1,572,285.00	$104,712.00	$1,467,573.00	87.5	1
Furniture & Home Furnishings Stores	$1,331,429.00	-	$1,331,429.00	100	0
Electronics & Appliance Stores	$1,015,668.00	-	$1,015,668.00	100	0

Source: ESRI, Retail Leakage Report for Enfield, NC

Table 8: Significant Opportunities at a <u>10-Mile radius</u>

2017 Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage, Surplus Factor	No. of Businesses
Motor Vehicle & Parts Dealers	$20,650,782.00	$5,064,533.00	$15,586,249.00	60.6	7
General Merchandise Stores	$14,086,417.00	$4,095,539.00	$9,990,878.00	54.9	5
Food & Beverage Stores	$15,535,954.00	$10,472,401.00	$5,063,553.00	19.5	10
Food Services & Drinking Places	$8,426,175.00	$3,449,826.00	$4,976,349.00	41.9	9
Miscellaneous Store Retailers	$4,228,430.00	$637,082.00	$3,591,348.00	73.8	4
Clothing & Clothing Accessories Stores	$3,639,471.00	$422,958.00	$3,216,513.00	79.2	2
Furniture & Home Furnishings Stores	$3,083,501.00	$0.00	$3,083,501.00	100	0
Electronics & Appliance Stores	$2,351,800.00	$0.00	$2,351,800.00	100	0
Sporting Goods, Hobby, Book & Music Stores	$2,147,845.00	$0.00	$2,147,845.00	100	0
Nonstore Retailers	$1,537,940.00	$0.00	$1,537,940.00	100	0
Health & Personal Care Stores	$5,915,356.00	$4,622,436.00	$1,292,920.00	12.3	1

Source: ESRI, Retail Leakage Report for Enfield, NC

Table 9: Significant Opportunities at a <u>20-Mile radius</u>

2017 Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage, Surplus Factor	No. of Businesses
Electronics & Appliance Stores	$35,974,139.00	$17,987,556.00	$17,986,583.00	33.3	27
Sporting Goods, Hobby, Book & Music	$32,449,876.00	$16,946,105.00	$15,503,771.00	31.4	26
Miscellaneous Store Retailers	$58,550,599.00	$43,621,159.00	$14,929,440.00	14.6	97
Nonstore Retailers	$22,190,734.00	$9,718,194.00	$12,472,540.00	39.1	11
Furniture & Home Furnishings Stores	$46,796,352.00	$39,918,127.00	$6,878,225.00	7.9	38

Source: ESRI, Retail Leakage Report for Enfield, NC

Retail Leakage Results

Motor Vehicle & Parts Dealers and General Merchandise Stores (NAICS 452) are consistently undersupplied industries at the 1-mile, 5-mile, and 10-mile radius. General Merchandise stores include larger "box stores" like Target, Big Lots, or independent general stores. In our case study section, we detail an example of a unique general store in Saxapahaw, NC that provides food services, groceries, and gas. Miscellaneous Store Retailers, Clothing & Clothing Accessories Stores, Furniture & Home Furnishings Stores, and Electronics & Appliance Stores are significant at the 5-mile and 10-mile radius. To put the opportunity into context, given that General stores are undersupplied at both the 1-mile and 10-mile radius, opening a general store could capture markets from neighboring towns while benefiting Enfield residents who travel out of town to buy household goods.

The undersupply of Motor Vehicle & Parts Dealers is slightly misleading because a car dealership would show much higher leakage amounts due to the nature of how expensive cars are compared to other retail goods. [19] Additionally, while Food Services and Grocery Stores did not have "unmet demand" other categories identified here, community feedback indicates there is a lack of quality food and grocery options.

Implications

Keep in mind that retail leakage analysis focuses only on retail and will not identify important services people use outside of Enfield, such as healthcare and education. Retail is just one community need that should be met.

Additionally, the retail leakage data does not provide information on where demand is leaking to, so it could be people are purchasing items online or in other towns. However, community feedback provides some potential answers. For instance, many residents affirmed that Enfield residents commute to neighboring towns for work, retail, and food. Residents referenced Rocky Mount, NC for shopping and work. The inflow and outflow of workers also confirms this, showing over 700 residents commute out of Enfield for work. Based on this feedback, it's likely that demand is leaking over to municipalities where people work.

Furthermore, there are multiple "significant" industries with zero or only one business serving the area. Miscellaneous Store Retailers, Clothing & Clothing Accessories Stores, Furniture &, Home Furnishings Stores, and Electronics & Appliance Stores are industries that have a large unmet demand and only have either 1 business or no business within a 5-mile radius. These industries represent unique opportunities to attract new businesses to the area or to encourage local entrepreneurs to open new businesses. The existence of a single business in these industries helps to avoid additional costs associated with competition and marketing.

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[19] Establishments in this subsector typically operate from a showroom and/or an open lot where the vehicles are on display. The display of vehicles and the related parts require little by way of display equipment. The personnel generally include both the sales and sales support staff familiar with the requirements for registering and financing a vehicle as well as a staff of parts experts and mechanics trained to provide repair and maintenance services for the vehicles.

SHIFT SHARE ANALYSIS

Overview

Our shift share analysis uses Halifax County data because Bureau of Labor Statistics (BLS) does not collect data at the town level. When discussing the results of the shift-share analysis, we will use four terms to describe how industries have grown over time.

The shift share analysis results show that many industries are not competitive in Halifax County and many industries are declining. However, that does not mean there aren't opportunities or industries that have remained stable over time.

Our study focused on employment change from 2007 to 2019, the two most recent economic peaks. This comparison allows us to assess industry activity more accurately, as they come from comparable periods in the economic cycle. The Great Recession began around 2008, so industry growth from 2009 to 2019 is, to varying extents, due to the economy recovering, not necessarily natural growth.

Net Job Growth

Growth rate of industries in Halifax County by the change in number of employees from 2007 to 2019. This is either negative, which means employment declined, or positive, which is a sign of opportunity since jobs were added.

Statewide Industry Growth

This is the growth rate of industry compared to overall state economic growth. Variations between statewide growth and local employment for each industry will be shown as local growth or decline within each industry.

Industry Mix

National growth represents the contribution national employment composition has on local changes in jobs. Not all markets respond equally to national changes in employment characteristics. The national growth is the amount by which the local economy would have grown had it grown at the national rate.

Local Advantage

Local advantage, sometimes referred to as regional competitiveness, explains the rate of local economic growth compared to statewide growth and industry growth. Positive amounts mean the industry is growing faster compared to state economic growth and industry growth, while negative amounts mean the industry in the local area is growing slower than the state economy and statewide industry growth rate

Interpreting Results

We included several tables to provide context for interpreting shift-share results. Table 10 provides a matrix for assessing which industries are best to target based on the net job growth, statewide industry mix, and local advantage. When presenting results, we will categorize industries into six categories competitive, opportunity, weak opportunity, stable, at-risk, and declining. Table 11 provides a descriptive definition of each of these six categories. While we will utilize these terms throughout the report, it is worth noting that this categorization is a heuristic, and therefore is one of several potential ways to interpret shift-share analyses.

Table 10: Definitions for Shift Share Results

Competitive	Industry is growing faster than overall state growth and is growing faster locally.
Opportunity	Industry is growing locally and statewide but is growing faster statewide than locally.
Weak Opportunity	Industry is growing statewide, but not locally.
Stable	Industry is growing locally and faster than statewide industry growth, but is growing slower than overall state economic growth.
At-risk	Industry is shrinking statewide while still experiencing local growth.
Declining	Industry is experiencing declines across the board.

Table 11: Interpreting Shift Share Results

| Industry Strength	Statewide Industry Mix Is an industry growing at a faster rate than overall state growth?	Local Advantage Is the industry growing at a higher rate locally compared to overall state growth and industry-level growth?	Net Job growth Has the industry added local jobs since 2007?
Competitive	Yes	Yes	Yes
Opportunity	Yes	No	Yes
Weak Opportunity	Yes	No	No
Stable	No	Yes	Yes
At-risk	No	No	Yes
Declining	No	No	No

Note: "Yes" indicates positive values for each metric, whereas "No" indicates negative values. Positive statewide industry mix translates to an industry growing at a faster rate than overall state growth. Positive local advantage means the industry is growing at a higher rate locally compared to overall state growth and industry-level growth. Positive net job growth indicates the industry has added local jobs since 2007.

Shift Share Analysis Results

There are many declining industries, but several competitive industries that present opportunities for Enfield. Unfortunately, declining industries tend to be larger industries like nursing and construction that provide many jobs. Of competitive industries for Halifax County, Administrative and support services and Warehousing and Storage are the top industries, which both employ hundreds of people.

Graph 10 shows the range of industries in Halifax County and where they fall in terms of growth and competitiveness. The size of the shape varies by the industry size, or number of employees.[20]

Graph 10: Shift Share Analysis for Halifax County (2007–2019)
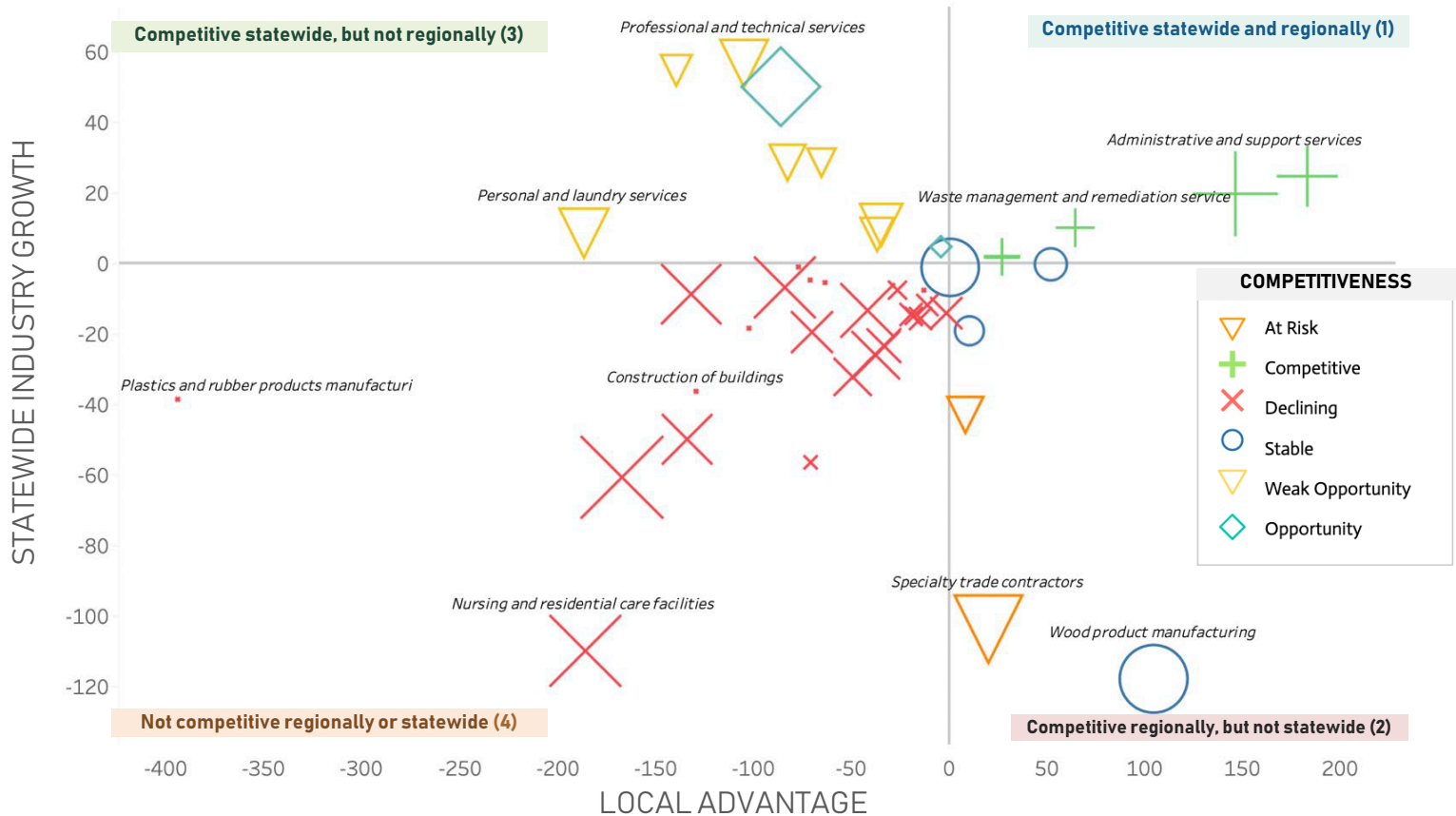
Source: BLS, Employment & Wages, Halifax County, North Carolina, 2007 and 2019.

[20] Food Services & Drinking Places and Ambulatory Healthcare Services are the two largest industries in the County (i.e., the most employees in 2019). Due to the large size of these industries compared to others, we excluded them from the map to view other industries.

Industry Competitiveness

Table 12 shows the competitive industries for Halifax County. Administrative and support services and Warehousing and storage industries are the top two competitive industries for Halifax County. For example, Amazon is a Warehousing and Storage business. Examples of Administrative support services include clerical activities, personnel administration, business support services, among others. Smaller, but also competitive industries are waste management, agriculture and forestry, and management.

Table 12: Competitive Industries for Halifax County

Industry Sector	Local Advantage (copy)	Total Change in Employment 2007-2019	Number of Jobs in 2019 (Halifax County)
NAICS 561 Administrative and support services	146	212	516
NAICS 493 Warehousing and storage	182	214	258
NAICS 562 Waste management and remediation services	64	77	97
NAICS 115 Agriculture and forestry support activities	26	36	87
NAICS 551 Management of companies and enterprises	26	36	84

Source: BLS, Employment & Wages, Halifax County, North Carolina, 2007 and 2019.

Table 13 shows opportunity industries for Halifax County, which reveals that overall employment in opportunity industries has gone up from 2007 to 2019, but these industries in Halifax County are growing slower than the statewide and industry growth rate. This presents opportunities to bolster industries. However, the dominant industries listed here would produce service jobs like cashiers and waitresses and waiters, which are not high-paying jobs.

Table 13: Opportunity Industries for Halifax County

Industry Sector	Local Advantage (copy)	Total Change in Employment 2007-2019	Number of Jobs in 2019 (Halifax County)
NAICS 722 Food services and drinking places	-457	63	1,765
NAICS 445 Food and beverage stores	-85	16	361
NAICS 814 Private households	-4	3	24

Source: BLS, Employment & Wages, Halifax County, North Carolina, 2007 and 2019.

Table 14 shows the stable industries in Halifax County from 2007 to 2019. These industries are growing locally and faster than at the state level, but overall, the growth is slower than the overall economy of North Carolina.

Table 14: Stable Industries for Halifax County

Industry Sector	Local Advantage (copy)	Total Change in Employment 2007-2019	Number of Jobs in 2019 (Halifax County)
NAICS 321 Wood product manufacturing	104	30	317
NAICS 721 Accommodation	0	29	226
NAICS 423 Merchant wholesalers, durable goods	52	54	69
NAICS 113 Forestry and logging	10	0	56

Source: BLS, Employment & Wages, Halifax County, North Carolina, 2007 and 2019.

COMMUNITY ENGAGEMENT ANALYSIS

Overview

Economic development initiatives should always consider the needs and challenges of a given community, which often creates context for quantitative analysis by surfacing information that traditional economic analyses do not surface. With the support of the Town of Enfield, NCGrowth engaged and collected feedback from Enfield residents in the following ways:

> 1) a focus group with over 20 people, including business owners and residents
> 2) an online survey that resulted in over 283 unique responses.
> 3) follow-up interviews with residents and business owners.

Women, older individuals, and white individuals were more likely to respond to our survey than other demographics. While our goal was to mirror Enfield's demographics in our survey responses, participants skewed older than typical and we recommend any further engagement actively include youth and young adults. Our project team invited youth to participate in a focus group for this project, but the meeting was canceled due to a lack of attendance. Both teachers and school officials offered to help facilitate bringing young people's perspectives and ideas to the table. In terms of household income, there was a wide range reported in our survey demographic. We include full, anonymized survey responses in Appendix C.

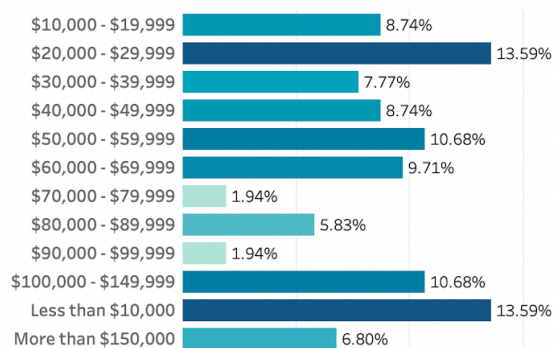Graph 11: Survey Demographic Breakdown (Race/ethnicity, gender, income, and age)
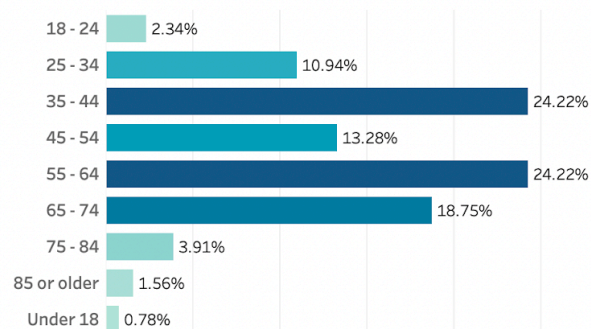
Race and Ethnicity

Category	Percentage
Native American/Indigenous	1.56%
Middle Eastern/North African	1.56%
Hispanic/Latino/a/x	3.13%
Other	4.69%
White	19.53%
Black/African American	69.53%

Gender

Category	Percentage
Female	79.69%
Male	15.63%
Prefer not to say	3.13%
Non-binary / third gender	1.56%

Household Income

Category	Percentage
$10,000 - $19,999	8.74%
$20,000 - $29,999	13.59%
$30,000 - $39,999	7.77%
$40,000 - $49,999	8.74%
$50,000 - $59,999	10.68%
$60,000 - $69,999	9.71%
$70,000 - $79,999	1.94%
$80,000 - $89,999	5.83%
$90,000 - $99,999	1.94%
$100,000 - $149,999	10.68%
Less than $10,000	13.59%
More than $150,000	6.80%

Age Breakdown

| Category	Percentage
18 - 24	2.34%
25 - 34	10.94%
35 - 44	24.22%
45 - 54	13.28%
55 - 64	24.22%
65 - 74	18.75%
75 - 84	3.91%
85 or older	1.56%
Under 18	0.78%

Community Wants & Needs

Stores & Services

In the online survey, we asked what types of stores and services people would like to see in Enfield. We asked respondents to rate options on a scale of most wanted to least wanted. For the sake of simplicity, we report what respondents rated as the top three most wanted stores and services. We included an option to specify "other," which are reported in Appendix C.
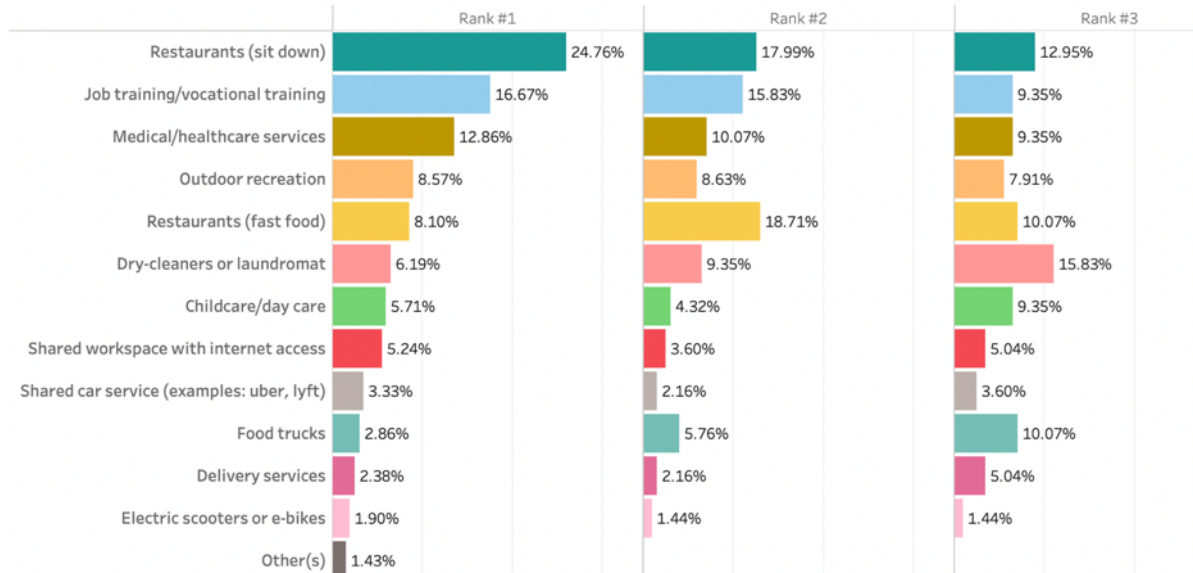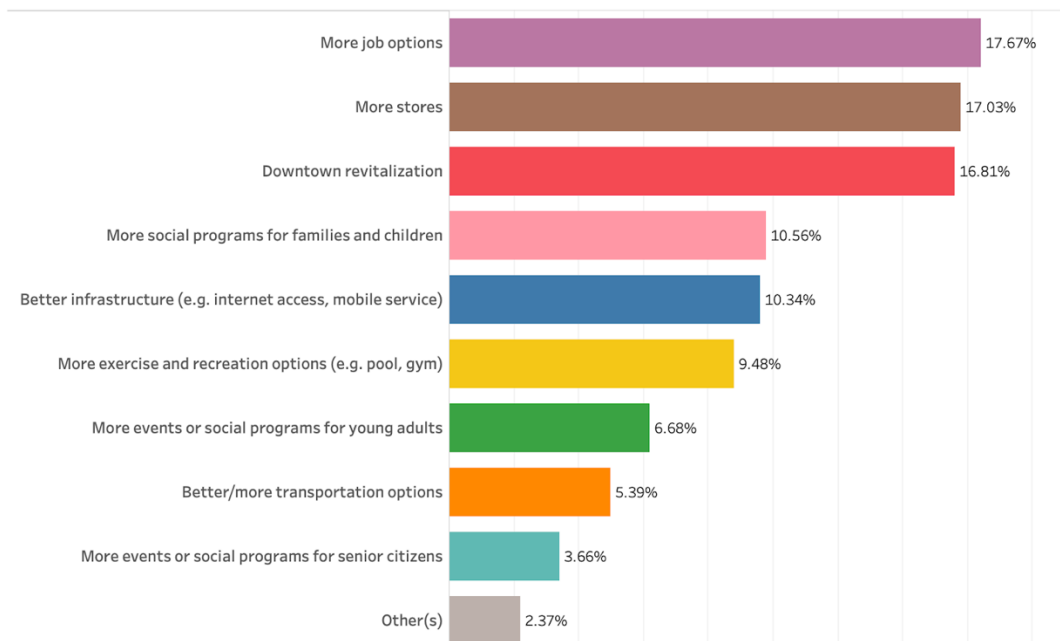
Graph 12: Top Three Most Wanted Stores
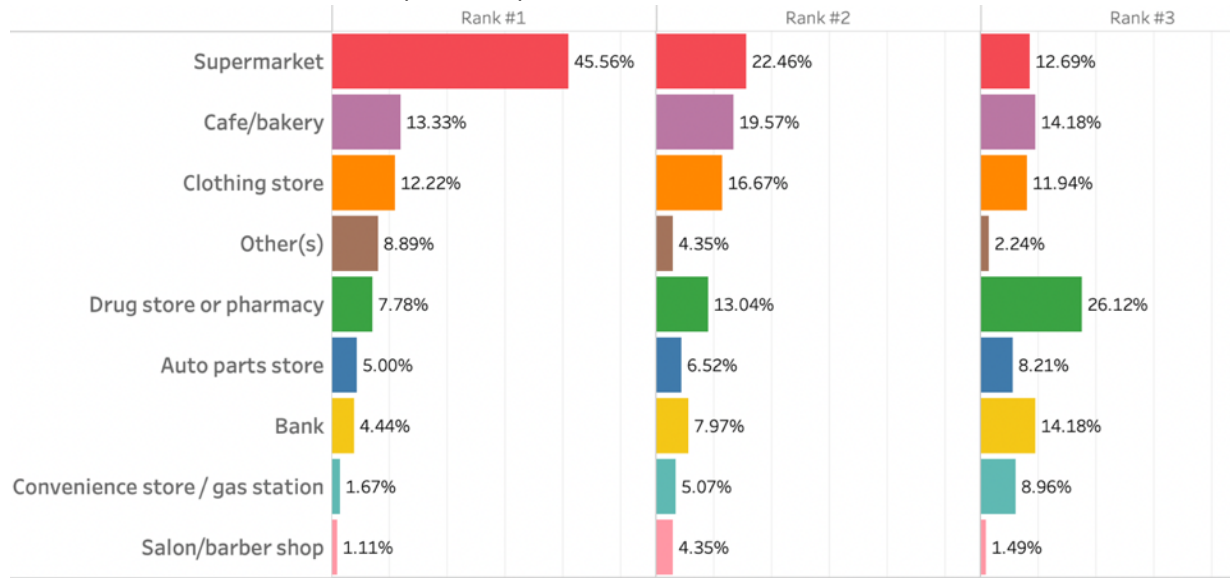
A theme of both interviews and survey results indicates a lack of quality food options, which is reflected in Graph 12 and Graph 13. There is an emphasis on supermarkets and restaurants. As indicated in Graph 12, a large majority of respondents reported that their number one wanted store is a supermarket (45.5%), followed by a café/bakery (13.3%), clothing store (12.2%), and drug store or pharmacy (7.8%). While a community may have a supermarket and drug store such as Enfield, the quality of service or products limits satisfaction with the business. Respondents also had other creative ideas for stores such as a music venue, ice cream shop, thrift store, diner, gift shop, lounge bar, arcade, and other places for youth.

In Graph 13, residents indicate a need for better healthcare access and job training. Many smaller, rural towns struggle with a lack of jobs and access to healthcare services due to the distance that residents need to travel. Residents reported they are not satisfied with job options in Enfield, which is a major service "wanted."

Graph 13: Top Three Most Wanted Services

	Rank #1	Rank #2	Rank #3
Restaurants (sit down)	24.76%	17.99%	12.95%
Job training/vocational training	16.67%	15.83%	9.35%
Medical/healthcare services	12.86%	10.07%	9.35%
Outdoor recreation	8.57%	8.63%	7.91%
Restaurants (fast food)	8.10%	18.71%	10.07%
Dry-cleaners or laundromat	6.19%	9.35%	15.83%
Childcare/day care	5.71%	4.32%	9.35%
Shared workspace with internet access	5.24%	3.60%	5.04%
Shared car service (examples: uber, lyft)	3.33%	2.16%	3.60%
Food trucks	2.86%	5.76%	10.07%
Delivery services	2.38%	2.16%	5.04%
Electric scooters or e-bikes	1.90%	1.44%	1.44%
Other(s)	1.43%		

Graph 14: Top 3 Things that Could make Enfield a Better Community & Place to Live

More job options	17.67%
More stores	17.03%
Downtown revitalization	16.81%
More social programs for families and children	10.56%
Better infrastructure (e.g. internet access, mobile service)	10.34%
More exercise and recreation options (e.g. pool, gym)	9.48%
More events or social programs for young adults	6.68%
Better/more transportation options	5.39%
More events or social programs for senior citizens	3.66%
Other(s)	2.37%

More stores, downtown revitalization, and more job options would contribute to the economic stability of Enfield, invest in its people through workforce development, and spur economic activity through more retail businesses. Both in interviews and survey responses residents indicated that Enfield has assets such as historical downtown buildings, but a lack of businesses to fill them.

Enfield's Businesses and Business Owners

Location & Customers

Most business owners said that their customers come from the city limits of Enfield, the outskirts of Enfield, and other locations. While business owners report a mix of customer bases, business owners' needs indicate there is a lack of customers in general. Therefore, marketing is a key method to support businesses.

Graph 15: Where Businesses Are Located & Where Customers Come From

Where do most of your customers come from?		Where is your business located?	
Other Customer Base Location	30.00%	Within the city limits of Enfield (a)	56.25%
From the city limits of Enfield	25.00%	In the outskirts of Enfield	18.75%
From the outskirts of Enfield	20.00%	Rocky Mount, NC (a)	6.25%
Rocky Mount, NC	15.00%	Raleigh, NC (a)	6.25%
Tarboro, NC	5.00%	Other Business Location	6.25%
Online	5.00%	Online Business	6.25%

Business Support Needs

There are many ways to offer support for business owners, starting with marketing. Business owners report a variety of needs, but overwhelmingly need support attracting customers and marketing. Plans like operations plans and business plans are also important factors to consider for business support because many loans and grants require those documents.

Graph 16: Business Owners' Top Needs

Need	Percent
Help attracting customers in general	20.51%
Developing a marketing plan	15.38%
Developing an operations plan	10.26%
Videography/photography services for my business	7.69%
Other	7.69%
Hiring more staff	7.69%
Developing an inventory system	7.69%
A strong business plan	7.69%
Social media and web content development)	5.13%
E-commerce (expanding my business online)	5.13%
Creating a business retention strategy	5.13%

Count

Additionally, our survey asked respondents to report what both the Town of Enfield and residents can do to support businesses. Survey respondents generated many ideas that both the Town and residents can do to support local businesses. General themes from responses are as follows:

Town Support

Respondents suggested the Town develop Tax breaks and incentives like grants (e.g., subsidize utility costs, incentives for businesses to locate to downtown for 6 months). Additionally, respondents emphasized marketing support for businesses (e.g., signs), a shop local campaign, and highlighting a different business each week. Other important suggestions included finding ways to reduce costs of rent and developing loans to renovate buildings.

Resident Support

Most respondents noted that residents need to shop at and support local businesses with the caveat that there are challenges in supporting local businesses. Some people reported that there is a lack of quality food or service, which limits them from supporting businesses in Enfield. Additionally, residents reported that there are not many existing businesses to patron, or they have limited and inconsistent hours, which makes it hard to rely on services.

Prospective Business Owners

Enfield is not short of people wanting to start a business. In the online survey, we asked participants if they would like to start a business and what that business would be. Eleven people responded with the following business ideas:

- Interlocking Pavers
- Coffee and bakery shop or life coaching
- Roofing
- Childcare
- Short term rental
- Bar and grill
- Public Administration/nonprofit consultant
- Coffee shop
- Little Caesars
- Custom t-shirts & apparel
- Yoga

RECOMMENDATIONS

While the focus of this report is economic development opportunities along Highway 301, given the breadth of community feedback, our recommendations also focus on equity and strategies for smart growth for all of Enfield. Subsequent implementation should involve community feedback and transparency given courses of action. Additionally, intangible social goods are vital—an educated workforce, social capital, sense of community, and motivation for change driver business, entrepreneurship, and innovation.[21]

This section outlines recommendations that combine insights from community engagement, demographic analysis, and economic analyses. This section also highlights case studies to illustrate recommendations. Finally, these recommendations should be a starting point and help spark inspiration for taking up action.

RECOMMENDATION SUMMARY

1) **Implement Traffic Attraction Strategies to Support Enfield Businesses**
   a) Short Term: Increase Digital Presence
   b) Short Term: Increase Signage
   c) Short Term: Start a Popup Market
   d) Long Term: Expand Transportation Options
   e) Long Term: Develop Broadband and Roadside Wi-fi Access
   f) Case Study: Maysville Marketplace
2) **Develop Systems to Support Existing Businesses**
   a) Short Term: Connect business owners to free training
   b) Short Term: Develop a committee or task force for business support
   c) Long Term: Support entrepreneurs and prospective entrepreneurs
   d) Case Studies: Scotland Neck Member Organization, Detroit SOUP
3) **Build Economic Development Capacity**
   a) Short Term: Apply for a Capacity Building Program
4) **Carefully Develop a Business Incentive Program for Highway 301**
   a) Long Term: Utilize incentives to attract small and medium-size businesses
   b) Case Study: Farmville, North Carolina Incentive Program

5) **Identify Assets to Develop a Shared Vision**
   a) Short Term: Inventory & Frame Assets
   b) Long Term: Develop a Strategy by Highlighting Assets
   c) Short Term: Organize a Logo Contest
   d) Long Term: Reinforce Local Branding
6) **Follow a "Fix it Up, Pay it Up, Give it Up." Approach to Vacant Buildings**
7) **Increase Access to Fresh Food**
   a) Farmers Markets
   b) Community Kitchens
   c) Healthy Corner Stores
   d) Case Study: Saxapahaw General Store
8) **Lower Utility Costs for Residents & Business Owners**
   a) Short Term: Connect Residents to the Low Income Home Energy Assistance Program (LIHEAP)
   b) Long-term: Community Solar Solutions
9) **Collaborate with Local Leaders to Develop Racial Equity & Healing Strategies**
10) **Continue Community Engagement and Involve Younger Demographics**
   a) Long-term: Youth Council Engagement Strategy
   b) Case Study: Kinston Teens

[21] Jolley, Jason, Aaron Nousaine, and Carolyn Huang. "Effective at the Margins: Outmigration and Economic Development in Rural North Carolina | Jolley | Sustainable Agriculture Research | CCSE." Accessed September 28, 2022. https://ccsenet.org/journal/index.php/sar/article/view/13083.

#1 Implement Traffic Attraction Strategies to Support Enfield Businesses

Short Term: Increase Digital Presence

Increase the digital presence of Enfield businesses in mapping and GPS applications to increase the number of drivers stopping by the area. Ensuring that business profiles are up-to-date and visible in these platforms can help to increase visibility for travelers passing by the area. People are less likely to stop if they can't find businesses in the area that meet their needs during an online search. Below are a few strategies that businesses can employ to increase their digital presence:

- Create a website for the restaurant and/or business.
- Provide a workshop on how to create a Google Business Profile
- In combination with a buy local campaign, encourage residents to leave good google reviews for businesses to put them at the top of the list for travelers

Platforms such as Wix, Square, and Google Sites provide user friendly and affordable options for businesses to accept online payments, showcase their menus, and advertise in different ways. This is beneficial for businesses to improve their online image and attract customers. It also provides them a new way to attract customers and market.

Additionally, the Town or community organizations can provide workshops on how to create a Google Business Profile. This is a cost-free way for businesses to advertise their hours, customer reviews, and pictures. It also helps to increase the visibility of businesses in Google Maps, which could help attract travelers.

Short Term: Increase Signage

Currently, Aunt Ruby's is the only business with multiple signs along major transportation routes. The Town should work to increase signage along the highway, and off the exits showcasing a cohesive theme to pull in travelers. Enfield can utilize a cohesive theme to differentiate itself from other neighboring towns.

The Department of Transportation in North Carolina allows individuals and towns to apply to have signs at highway exits to indicate where businesses and tourist attractions are. Signs indicating where the main locations are in Princeville would be beneficial to attract traffic from the highway. Below are a few ideas of businesses that can be advertised on these signs to attract visitors:

- Fresh seafood
- Local Produce or Farmer's Market
- EV Charging stations
- Gas stations
- Wi-fi & Coffee

Short Term: Start a Popup Market

Pop-up markets are a great way to spur entrepreneurial activity, attract people from surrounding areas and showcase existing Enfield businesses. A consistent barrier for new business owners and entrepreneurs is a lack of space and customers. By providing a

storefront or space, entrepreneurs can test and develop products, pay for an affordable space, and save money to eventually open a brick-and-mortar storefront. The Town and supporting organizations can bolster this effort by marketing pop-up events to surrounding towns and residents. Marketing local events, such as a pop-up market, helps create foot traffic, getting people around Enfield to come to the area and support businesses who sell products at events. Additionally, a marketplace can support entrepreneurs in surrounding towns like Scotland Neck that may experience similar barriers to business.

CASE STUDY: MAYSVILLE'S MARKET POP-UP SHOPS

Maysville is a very small town in Jones County, North Carolina. The Town's initiative called Maysville Market is an award-winning initiative that increases accessibility of entrepreneurship.[22] The town created a roadside marketplace for individual entrepreneurs to rent at a low cost year-round. The Maysville Marketplace pop-up shops offer affordable space and provides more retail options in downtown Maysville.

Rental costs vary from weekend, monthly, and seasonal rates. Currently, there are six pop-up shops ideal for businesses selling homemade or custom items. Businesses typically sell crafts and seasonal products for Christmas and Fall markets. With additional infrastructure like electricity and water, the pop-up shops could support food sales.[23]

Long Term: Expand Transportation Options

Enfield is a place where many people commute to and out of. Interviews and survey responses indicate that many opportunities are far away. Rural public transportation can be an important force in supporting local economies by connecting residents (especially

[22] "Maysville Marketplace | Maysville, NC." Accessed September 9, 2022. http://townofmaysville.org/219/Maysville-Marketplace.
[23] Ibid.

non-drivers) with local businesses and job opportunities.[24] Additionally, transportation can make rural communities safer because although rural areas only make up 19% of the population, they account for around 49% of traffic fatalities (CITE).

Public transit can support efforts to attract new businesses to Enfield by expanding the pool of potential employees available to businesses, particularly non-drivers (youths and older Americans) or lower-income residents. This can be critical for local businesses and industries such as tourism, healthcare/senior services, farming and food processing. [25] Some benefits include:

- Tourism support: If Enfield decides to develop a tourist attraction in the future, public transportation will be important to bring tourists.
- Resident attraction: It helps attract and retain residents who cannot drive (including older Americans, young people, people with disabilities and lower-incomes) and tourists, therefore helping to support local businesses, healthcare centers, and schools.
- Business Support: It can help businesses reduce their parking costs, which is particularly important for revitalizing older downtowns, and for developing large institutions such as colleges and hospitals.
- Increased Earning: Research found that there was an 11% difference in average net earnings growth between rural counties that had public transit systems and those without. The researchers also discovered an economic multiplier of 3.35 for every dollar of federal investment in rural public transit.[26]
- National Alignment: Increased public transit aligns well with recent federal investments in infrastructure and green transportation.

Many rural towns have had success creating bike paths and trails. Forms of transportation like trails, sidewalks, and bike paths can both provide transportation options other than automobiles while also promoting outdoor recreation.

Long term: Develop Broadband and Roadside Wi-fi Access

Installing or making wi-fi accessible at businesses along Highway 301 could support the commuters that utilize the highway daily. Additionally, free internet is a method to increase the amount of time people spend both in a town and at a given business. With wi-fi, customers will be able to access more services on their phone or laptop. This accessibility is especially important for people that may be traveling for work that use services like email and video calls on the go. Additionally, business can advertise this as an asset they offer on different platforms such as Yelp or Google maps.

#2 Develop Systems to Support Existing Businesses

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[24] Litman, Todd, and Hughes-Cromwick MacPherson. "Public Transportation's Impact on Rural and Small Towns: A Vital Mobility Link." The American Public Transportation Association (APTA), 2017. https://www.apta.com/research-technical-resources/research-reports/public-transportations-impact-on-rural-and-small-towns/.

[25] Litman, Todd, and Hughes-Cromwick MacPherson. "Public Transportation's Impact on Rural and Small Towns: A Vital Mobility Link." The American Public Transportation Association (APTA), 2017. https://www.apta.com/research-technical-resources/research-reports/public-transportations-impact-on-rural-and-small-towns/.

[26] Ibid.

There are a number of motivated business owners and entrepreneurs that care about Enfield and want to expand or develop their business. The Town should collaborate with these business owners to develop a business-friendly support system that aims to retain and expand small businesses.

Short Term: Connect business owners to free training

As identified in the survey, marketing and business plan support are areas where existing business owners need support. Business development centers offer free business seminars, startup counseling, consulting to existing businesses, government agencies, and nonprofits through both in-person and online options. The closest small business center is Halifax Community College Small Business Center in Weldon, NC. The Small Business Center's goal is to increase the success rate and the number of viable small businesses by providing high quality, readily available assistance to prospective and existing small business owners.[27]

Short Term: Develop a committee or task force for business support

Creating task forces and committees are greats way to build momentum for large projects and strategies. A task force focused on supporting business owners and entrepreneurs in Enfield would allow residents who have business experience and passion to support and collaborate with business owners on economic development projects. Committees may be overseen by a town commissioner or employee. We recommend that not only business owners be involved in the committee, but community members as well.

The task force can initiate a business development, retention, and expansion strategy by conducting more interviews with entrepreneurs about expansion plans and business challenges.[28] Many survey responses said to buy local to support businesses. Thus, the committee should consider organizing a buy local campaign or discounts for residents. Other activities may include developing small-scale grant projects and connecting small-scale entrepreneurs with access to capital and training.

CASE STUDY: SCOTLAND NECK – MEMBER ORGANIZATION

A local membership organization can be a tool for funding local economic development. In the absence of a Chamber of Commerce or other business membership organization, Scotland Neck created the Scotland Neck Marketing Booster Club. Like a Chamber of Commerce, the club is a voluntary organization of businesses, industries, and professionals with the dedicated purpose of promoting Scotland Neck. Annual membership dues will fund marketing and economic development efforts. The goal is to create a self-sustaining financial structure to support the DOOR Initiative.[29]

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[27] "Halifax Community College Small Business Center." Accessed August 28, 2022. https://www.ncsbc.net/center.aspx?center=75240.
[28] Kerlin, Mike, Neil O'Farrell, Rachel Riley, and Rachel Schaff. "Rural Economic Development Strategies for Local Leaders | McKinsey." Accessed September 9, 2022. https://www.mckinsey.com/industries/public-and-social-sector/our-insights/rural-rising-economic-development-strategies-for-americas-heartland.
[29] "Homegrown Tools: Scotland Neck, NC." Accessed September 12, 2022. https://homegrowntools.unc.edu/index.php/studies/scotland-neck/.

Long Term: Support Entrepreneurs and Prospective Entrepreneurs

Over ten survey respondents reported wanting to open a business. However, many new entrepreneurs do not know where to go to start, especially in a small town. We identified several barriers in the survey such as access to capital, not knowing where to start, learning about requirements, and uncertainty about what business to start.

Local governments can take creative approaches to addressing entrepreneurship barriers such as creative financing where rent is charged on a scale, moving up and down based on how much revenue one earns, which eliminates some risk entrepreneurs face.[30] Alongside policymaking, the Town can encourage supporting organizations to develop regular programming like business pitch competitions and ongoing training in leadership and other crucial skills to make sure business are successful after they start.

CASE STUDY: DETROIT SOUP – GROWING BUSINESS IDEAS

In the city of Detroit, MI, despite being a large city, the community launched Detroit Soup in the small neighborhoods to support local entrepreneurs. Detroit SOUP's mission is to promote community-based development through crowdfunding, creativity, collaboration, democracy, and fun.[31] The program started out with attendees paying $5 to receive a soup, salad, bread, and a vote. Each event has four presentations, ranging from social justice, business, entrepreneurs, education, and technology.

Attendees eat, talk, share resources, enjoy music, and vote on the project they think benefits the community the most. At the end of the night, the winner goes home with donation money and winners come back to a future event dinner to report on their project's progress.[32] In the newer program model half of the donations go towards sustaining the program and half go towards the winner. Learn more about the program and previous winners here.[33]

#3 Carefully Develop a Business Incentive Program

The Town of Enfield should carefully develop a customized incentive program to strategically develop businesses needed in the area. Incentives should focus on creating jobs that go to locals who are not participating in the labor force. The careful planning of

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[30] Quint, Studer. "Character Counts: How to Create a Sense of Place in Your Community." Strong Towns. Accessed September 11, 2022. https://www.strongtowns.org/journal/2018/8/21/character-counts.
[31] Build Institute. "Detroit Soup." Accessed September 10, 2022. https://www.buildinstitute.org/programs/soup/.
[32] Ibid.
[33] DAoust, Claire. "Build Institute - Detroit SOUP." Detroit SOUP. Accessed September 10, 2022. https://detroitsoup.buildinstitute.org/.

incentives and their beneficiaries is important because incentives often provide outside businesses with benefits that do not translate to community benefits.[34]

Enfield should craft business recruitment and incentives by identifying a list of businesses to prioritize such as smaller, locally owned businesses, which spend more of their revenue locally. This section presents a case study of a successful incentive program in North Carolina and then gives recommendations within the context of Enfield.

CASE STUDY: FARMVILLE, NORTH CAROLINA

The Town of Farmville has multiple incentive programs in place to revitalize their Downtown Farmville Business District and attract new business to benefit the town. One program is the "Target Business Incentive Grant Program," adopted in May 2018. The grant serves as an incentive to individuals or firms who plan to establish a business that the Farmville Board of Commissioners previously identified as a priority. A business is "targeted" if falls under any of the following categories:

- Any New Business Locating in a Building in the Downtown Business District That Has Been Vacant for Three (3) Consecutive Months Immediately Preceding Occupancy
- Any New Business Locating in a Building Within the Corporate Limits of Farmville That Has Been Vacant for Twelve (12) Consecutive Months Immediately Preceding Occupancy
- The business is any of the following: Day Care Center, hardware store, urgent care facility, art studio/gallery, specialty and boutique retail, pharmacy, or any new business projecting gross annual sales of at least $250,000

Financial incentives aid with rent and Town-provided utilities for an initial period within the first twelve months of occupancy. Farmville aids in the form of cash grants and/or utility credits up to a maximum of $5,000 over the grant period.

Additionally, Farmville provides a Commercial Renovation Grant that serves as an incentive to property owners to improve the interior and exterior of a downtown building with the aim of maintaining the property's historic character. The grant covers up to 2% of the permitted and documented construction costs of a building improvement project totaling at least $5,000. The maximum reimbursable grant is $25,000 per project.

[34] Austin, Timothy J. Bartik and John C. "Most Business Incentives Don't Work. Here's How to Fix Them." *Brookings* (blog), November 1, 2019. https://www.brookings.edu/blog/the-avenue/2019/11/01/most-business-incentives-dont-work-heres-how-to-fix-them/.

Enfield can take a similar approach by focusing on an incentive program for businesses along Highway 301. Below is a list of helpful activities for the Town of Enfield to consider when developing an incentive program:

- Develop a list of businesses to prioritize when awarding incentives. The Town of Enfield can utilize community feedback, survey responses, retail leakage, and the shift share analysis to identify suitable businesses. Additionally, the Town can consider the effect of emerging industries like advanced manufacturing and renewable energy, which are promising industries with federal and state incentives.
- Consider incentives in the form of rent and utility credits. Credits could be a feasible way for the town to incentivize local entrepreneurship during a business's early stages.
- Use a score-based approach to evaluate applications to increase transparency and select businesses that prioritize the Town's needs.
- Begin by prioritizing small businesses and existing businesses that want to grow in Enfield, which is likely the most feasible way for Enfield to attract more business now.
- Have conversations with applicants to understand their attitude and plans to invest back into the community and advance equity.

Long Term: Utilize incentives to attract small and medium-size businesses (SMEs)

Keep in mind that large brand-name businesses tend to have strict requirements to open locations, and it might be difficult to achieve this if Enfield does not meet their criteria. On the other hand, small locally owned businesses tend to have a higher impact in the areas where they are located. At the community level, small, locally-owned businesses are typically better stewards of the local environment, tend to hire local labor, and make positive contributions to the social and civic infrastructure of a community.[35] Incentives are useful to spur initial economic activity, but they must be reassessed over time to ensure the local market doesn't become overly dependent on them.

To attract SMEs, the Town can advertise the incentive program, available space for businesses, business support programs, and local demand in terms of what services and stores community members want to see in Enfield.

#4 Build Economic Development Capacity

While many counties have economic development staff, many small towns and municipalities do not. However, a dedicated staff member or even a volunteer focused on economic development can move forward projects and initiatives that the town and

[35] "Support Rural & Low-Wealth Entrepreneurs." Accessed September 4, 2022.
https://www.sog.unc.edu/resources/microsites/building-assets-rural-future/support-rural-low-wealth-entrepreneurs.

community identify as needed. Additionally, this role could oversee committees, advise business owners, help develop business plans, connect business owners with loans or grants, work with other community organizations on economic development initiatives, and connect SMEs to large companies doing procurement in the region.[36]

Learn more about more ways to support rural and low-wealth entrepreneurs here: https://www.sog.unc.edu/resources/microsites/building-assets-rural-future/support-rural-low-wealth-entrepreneurs

Short Term: Apply for a Capacity Building Program

Capacity building programs train and recruit volunteers or fellows to work alongside nonprofits and government organizations. Added capacity is a huge asset for rural towns like Enfield. If the town has multiple host organizations (e.g., local government, non-profits), there can be multiple fellows or volunteers working on different projects to support each host organization.

CAPACITY BUILDING PROGRAMS

LEAD FOR NORTH CAROLINA (LFNC)

One example of a capacity building program is Lead for North Carolina (LFNC), aims to recruit, train, and place the promising young leaders in paid local government fellowships. Each fellow is matched with a community facing considerable challenges and that has a significant need for young talent and innovative thinking.

The Chapel Hill School of Government (SOG) runs the LFNC program where fellows serve citizens of towns like Enfield by gaining an understanding of local government, learning to identify and resolve community issues, and enacting systemic and equity-driven change. The application deadline begins in 2023, which will follow placement in the summer of 2023.[37]

AMERICORPS VISTA

Another capacity building program is the AmeriCorps VISTA program, which aims to help overcome poverty in a community. Entities like the Town of Enfield, EEDRC, and local faith-based nonprofit organizations can all apply to be VISTA sponsors.[38]

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[36] Kerlin, Mike, Neil O'Farrell, Rachel Riley, and Rachel Schaff. "Rural Economic Development Strategies for Local Leaders | McKinsey." Accessed September 9, 2022. https://www.mckinsey.com/industries/public-and-social-sector/our-insights/rural-rising-economic-development-strategies-for-americas-heartland.

[37] "Learn More About Hosting a Fellow | Lead for North Carolina." Accessed August 28, 2022. https://lfnc.sog.unc.edu/local-government-hosts/learn-more-about-hosting-a-fellow/.
Lead for North Carolina contact information:
Dylan Russell (Executive Director, Lead for North Carolina)
919.962.6861 | drussell@sog.unc.edu

[38] AmeriCorps. "AmeriCorps VISTA." Accessed August 28, 2022. https://www.americorps.gov/partner/how-it-works/americorps-vista.

Project sponsors direct the project, supervise the VISTA members, and provide necessary administrative support to complete the project. Sponsors get direct, technical assistance during the application process, which averages three to five months.[39] Interested sponsors can learn more here.

COMMUNITY REVITALIZATION FELLOWS

Under the guidance and supervision of UNC Chapel Hill's Development Finance Initiative (DFI), graduate student fellows, develop revitalization plans for distressed buildings, neighborhoods, or targeted redevelopment.[40] DFI typically hires in February (for summer), August (for fall semester), and November (for spring semester). More information about the program and contact information can be found on the fellowship program website.

#5 Identify Assets to Develop a Shared Vision

It is a challenge for small towns to rely on business recruitment alone to spur economic activity, so many towns supplement recruitment by emphasizing their existing assets and uniqueness. Virtually every community, regardless of size or circumstance, has assets that can be part of building a resilient economy. Successful communities identify the assets that

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[39] Ibid.

[40] "Fellowship Program | Development Finance Initiative." Accessed September 10, 2022. https://dfi.sog.unc.edu/careers/fellowship-program/.

offer the best opportunities for growth and develop strategies to support them.[41] Focusing on existing assets or asset-building, emphasizes looking inward at a community's strengths and seeks organic resources upon which a community can draw to develop itself.[42]

Short Term: Inventory & Frame Assets

The Rural Policy Research Institute (RUPRI) developed the Comprehensive Rural Wealth Framework, which is a powerful tool to understand more fully the assets and opportunities rural communities hold. This framework presents rural assets as both tangible and intangible wealth.[43] Enfield may wish to identify assets in the following categories and frame assets in a way that includes assets of the surrounding area as well. Partnerships in rural areas can allow communities to direct limited resources and expertise to shared initiatives. When regions and institutions band together, they create economies of scale, or rural hubs.[44] The following list uses the Comprehensive Rural Wealth Framework to categorize assets:

Financial Capital	What does Enfield and the surrounding area have in terms of money and other liquid financial assets (e.g. stocks, bonds, and letters of credit)?
Cultural capital	What practices, values, and sense of identity is embedded in Enfield and the surrounding area? Cultural capital is held by individuals and groups. • Tangible examples include works of art, architecture, monuments, and places of significance. • Intangible examples include beliefs, traditions, and practices that distinguish and identify groups of people and their values and identity.
Intellectual capital	What does Enfield and the surrounding area have in terms of human knowledge, innovation, intellectual property, and ideas? This does not have to be tied to formal education as people build knowledge through experience.
Human capital	What does Enfield and the surrounding area have in terms of capabilities of individuals, embodied in education, skills, talents, and health status of the people.
Social capital	What trust, relationships, and networks does Enfield and the surrounding area have? (Can be held by individuals, groups, or organizations).
Political capital	What does Enfield and the surrounding area have in terms of influence, power, and goodwill held by individuals, groups, and organizations that can be held, spend, or shared to achieve specific goals.
Physical capital	What built assets (e.g., equipment, buildings, roads, bridges) and physical infrastructure (e.g., telecommunications networks) does Enfield and the surrounding area have?

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[41] US EPA, OP. "How Small Towns and Cities Can Use Local Assets to Rebuild Their Economies." Reports and Assessments, May 13, 2015. https://www.epa.gov/smartgrowth/how-small-towns-and-cities-can-use-local-assets-rebuild-their-economies.

[42] "Why Asset Building?" Accessed September 7, 2022. https://www.sog.unc.edu/resources/microsites/building-assets-rural-future/why-asset-building.

[43] Rural Policy Research Institute. "Comprehensive Rural Wealth Framework." Accessed September 8, 2022. https://rupri.org/about-rupri/key-frameworks/.

[44] Kerlin, Mike, Neil O'Farrell, Rachel Riley, and Rachel Schaff. "Rural Economic Development Strategies for Local Leaders | McKinsey." Accessed September 9, 2022. https://www.mckinsey.com/industries/public-and-social-sector/our-insights/rural-rising-economic-development-strategies-for-americas-heartland.

Natural capital	What resources provided by nature, including clean water, clean air, climate, land, flora (forests and vegetation), and fauna (wildlife) does Enfield and the surrounding area have?

In Enfield, survey respondents listed friends and family, the people, hometown feel, greenery, peace and quiet, fellowship, and community as their favorite things about Enfield. Based on the survey and focus group, participants highlighted Enfield's social capital, human capital, cultural capital, and natural capital. However, further community engagement with more residents (e.g., newer residents, younger residents) will help bring more assets to the surface.

Long Term: Develop a Strategy by Highlighting Assets

Once assets are identified, creating a shared vision and strategy becomes easier. Strategies may involve focusing on assets that both appeal to the community and attract visitors. For example, towns with strong musical history in North Carolina can become part of The African American Music Trail that is published in a guidebook.[45] Additionally, Louis Austin, creator of *Carolina Times*, was born in Enfield, which highlights literary history. Literary Trails are also published in a guidebook.[46] See Appendix F to view how a town can implement different strategies based on its assets.

Short Term: Organize a Logo Contest

Once the community decides on a shared vision, the Town and supporting organizations can start developing visual assets that represent a shared vision. While some towns may hire graphic artists to design logos, local governments can also democratize the process by organizing logo contests and have the public vote on their favorite. We encourage this to be a collaborative process as every community member can be a powerful ambassador when the vision for the town and identity is created together.[47]

Long Term: Reinforce Local Branding

Local branding helps residents, entrepreneurs, and businesspeople reimagine their communities. "Branding" is the process of creating a distinctive impression about a product or place and differentiating it from others. The branding process may involve connecting a location or a community with local cultural heritage and traditions, which in turn, helps increase residents' pride in their community and attract visitors.[48]

To reinforce local branding, the Town and supporting organizations can utilize social media campaigns to present itself with a clear identity. This may include adding branding to websites, Facebook groups, and creating physical signs. With a clear identity, the Town can also encourage and distribute resources to businesses and other networks to utilize the brand.

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[45] "North Carolina Arts Council: Cultural Tourism." Accessed September 12, 2022. https://www.ncarts.org/our-impact/community-economic-development/cultural-tourism.
[46] Ibid.
[47] US EPA, OP. "Cool & Connected: Nine Actions for Success." Overviews and Factsheets, October 29, 2020. https://www.epa.gov/smartgrowth/cool-connected-nine-actions-success.
[48] "Rural Arts Action Guide - National Governors Association." Accessed September 12, 2022. https://www.nga.org/wp-content/uploads/2019/01/NGA_RuralArtsReport.pdf.

#6 Follow a "Fix it Up, Pay it Up, Give it Up." Approach to Vacant Buildings

Given the number of complaints from residents (i.e., in the survey and interviews) about abandoned and vacant buildings in Enfield, we recommend addressing vacant property issues with a "Fix it Up, Pay it Up, Give it Up" approach. This approach is based on the premise that property owners have a responsibility to not threaten nor harm the health, safety, and equity of neighbors and neighborhoods. The approach also considers that some property owners may be limited due to financial, physical, or language ability to comply. Experts strongly recommend applying this approach to vacant properties only and be mindful of equity considerations of vulnerable property owners.[49]

"FIX IT UP, PAY IT UP, GIVE IT UP" APPROACH

FIX IT UP

If a vacant property is reported or identified for displaying nuisances (e.g., broken windows), the local government can cite the violation and request the owner "Fix it Up."

PAY IT UP

If the owner purposefully neglects a request to correct a nuisance, local government deploys public resources to abate the nuisance and bill the owners for the work. The bill should reflect costs of abatement action (i.e., *administrative costs, labor, and equipment use)* and the owner needs to "pay it up."

If an owner ignores the bill, then local government can lien the property for the abatement costs. If state law permits, roll the code lien to the property tax bill using the property tax foreclosure system as an enforcement method if the lien goes unpaid.[50]

GIVE IT UP

If the owner was fully capable of fixing it up or paying it up, local officials should compel the irresponsible property owner to "Give it Up." It does this by foreclosing on the code lien, similar to a tax enforcement proceeding, and either acquiring the property directly to steward to a new and responsible owner, or auctioning off the property to the highest bidder. If part of a coordinated and comprehensive approach, this approach should result in one of three options:

1) Timely compliance by the owner.

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[49] Abdelazim, Tarik, and Tyler Mulligan. "Exploring Equitable, Effective, and Efficient Solutions to Vacancy and Abandonment in Winston-Salem, North Carolina." Center for Community Progress (blog). Accessed August 26, 2022. https://communityprogress.org/publications-new/exploring-equitable-effective-and-efficient-solutions-to-vacancy-and-abandonment-in-winston-salem-north-carolina/. C

[50] Under North Carolina law, there are three primary means for local governments to implement a "Fix it Up, Pay it Up, Give it Up" approach: (i) City effectuation of repair and demolition orders ignored by the owner; (ii) public health nuisances that require summary abatement due to an immediate risk to the public; and (iii) properties that the local government can designate as 'chronic violators.'

2) Full reimbursement to the municipality for the local tax dollars used to carry out nuisance abatement actions on a privately-owned VAD property.

3) Options for the municipality to acquire the VAD property through a public lien foreclosure action, and to oversee the transfer of the property to a new and responsible owner in community priorities and goals in a predictable and transparent manner.

Greenville, NC and Winston Salem, NC worked with the Center for Community Progress and Tyler Mulligan, a UNC Professor in the School of Government, to implement strategies identified above as a method for equitable community and neighborhood[51]

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[51] "C. Tyler Mulligan | UNC School of Government." Accessed September 4, 2022. https://www.sog.unc.edu/about/faculty-and-staff/c-tyler-mulligan.

#7 Increase Access to Fresh Food

While Food Services and Grocery Stores did not have "unmet demand" as identified in the retail leakage analysis, community feedback indicates there is a lack of quality food and grocery options. Currently, most residents do their grocery shopping at the discount grocery store or the dollar store, which is helpful to meet basic needs but lacks quality and availability of fresh foods and produce. Many grocery stores are located over 10 miles away, which means that residents must travel far distances to access more food options.

Grocery stores are often difficult to open in rural areas because of the way they operate. Generally, grocery stores need a population of at least 3,000 residents to serve as the customer base. Additionally, these businesses operate with much smaller margins than other businesses, and this is exacerbated when there is a large retailer nearby driving up competition[52]. Thus, opening a grocery store in the area is not recommended at this moment since it might not be viable. However, there are alternatives that may suit Enfield as well as resources and programs to support healthy food access in rural communities (see Appendix D: Resource List).

Farmers Markets

Farmers markets are organized, scheduled, recurring gatherings where producers and other businesses can sell their food and products directly to consumers. Organizing a farmers market in town could help to increase the availability of fresh food and produce within the community and attract a larger client-base from neighboring communities. Farmers markets can be temporary or permanent structures such as a covered pavilion that provides shelter in bad weather. Additionally, farmers markets are able to support low-income household's access to fresh food by accepting SNAP (formerly food stamps) and WIC benefits.[53]

Community Kitchens

A commercial community kitchen provides a pathway for small producers and entrepreneurs to develop and test products for market in a way that meets all food-safety regulations and food health requirements. [54] Community kitchens also allow agricultural producers and food entrepreneurs to begin food businesses without the high cost of developing individual certified kitchen space. In turn, community kitchens can increase economic activity with the production of locally produced food products that can be distributed for sale in the region. [55]

Healthy Corner Stores

Corner stores, also known as convenience stores, are typically more common than grocery stores in rural areas. They are typically small, independent stores that carry limited

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[52] Jon M Bailey, "Rural Grocery Stores," n.d., 7.
[53] "Farmers Market Model - RHIhub SDOH Toolkit." Accessed September 10, 2022. https://www.ruralhealthinfo.org/toolkits/sdoh/2/built-environment/food-access/farmers-markets.
[54] "Fact Sheet - Community Kitchens | First Nations Development Institute." Accessed September 4, 2022. https://www.firstnations.org/publications/fact-sheet-1-community-kitchens/.
[55] Ibid.

supplies of common household items such as bread, cereal, and toiletries. [56] Increasing the amount of fresh, healthy food sold at these businesses increases the accessibility of healthy food in those areas. For example, helping small food retailers and convenience stores stock more fruits and vegetables can increase the purchase of fresh produce by consumers.[57]

CASE STUDY: THE SAXAPAHAW GENERAL STORE

The Town of Saxapahaw is in Alamance County, North Carolina with a population of 1,648 people. The Saxapahaw General Store is a specialized general store and gas station that sells local produce and serves breakfast and lunch. The store is located on highway 64 that connects highways 54 and 87 with average daily traffic rates of 3,800 cars per day.[58] The store is also a gas station, which makes it a hub for travelers as well as the community.
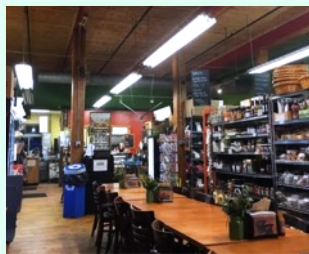
The store is located near an events hall, the Haw River Ballroom, that was once an old mill building. The General store opened in June 2008 when a self-taught chef and teacher and self-taught biscuit maker worked with the former owner and mill town visionary Mac Jordan to begin a new life for the convenience store and gas station that had served the community for several years.[59] They wanted to be stewards of local, nutritious food and good wine and beer. The General Store also offers a lunch program for students, providing balanced, locally sourced meals, delivered each week to students in the program.

[56] "Healthy Corner Stores - Rural Health Information Hub Toolkit." Accessed September 4, 2022. https://www.ruralhealthinfo.org/toolkits/sdoh/2/built-environment/food-access/healthy-corner-stores.
[57] Ibid.
[58] "NCDOT Annual Average Daily Traffic (AADT) Mapping Application." Accessed September 4, 2022. https://ncdot.maps.arcgis.com/apps/webappviewer/index.html?id=964881960f0549de8c3583bf46ef5ed4.
[59] "Our Story - Saxapahaw General Store." Accessed September 4, 2022. https://saxgenstore.com/our-story/.

#8 Lower Utility Costs for Residents & Business Owners

Utilize grants and funding for electricity to reduce utility costs that burden residents and business owners. An important theme that came up in interviews, survey responses, and the town focus group was the cost of utilities being a burden. Across the county, in rural areas where the economy has been stagnant, and the housing stock is older, low-income energy burdens are worsening. Low and moderate-income households in North Carolina spend 19.8% or their income on energy bills, significantly above the 6% threshold that is widely agreed upon as delineating high energy burdens.[60]

Lowering utility burdens will not only contribute to residents' wellbeing and financial state, but will also provide business owners with an incentive to expand, grow, or relocate to Enfield. There are several grants and programs that work to assist rural, low-income households and communities in utility costs.

Short Term: Connect Residents to the Low-Income Home Energy Assistance Program (LIHEAP)

Connect residents to the Low-Income Home Energy Assistance Program (LIHEAP). LIHEAP helps keep families safe and healthy through initiatives that assist families with energy costs. LIHEAP provides federally funded assistance to reduce the costs associated with home energy bills, energy crises, weatherization, and minor energy-related home repairs.[61]

Long-term: Community Solar Solutions

The Department of Energy (DOE) defines community solar as any solar project or purchasing program, within a geographic area, where the solar project benefits multiple customers such as individuals, businesses, nonprofits, and other groups.[62] One helpful network is the National Community Solar Partnership (NCSP) is a coalition of community solar stakeholders working to expand access to affordable community solar to every U.S. household.[63] NCSP helps community leaders realize benefits, such as reduced energy burden, increased resilience, community ownership, and equitable workforce development. Any individual or organization supporting equitable access to community solar in the United States is encouraged to join the NCSP.[64]

Consider connecting with Roanoke Electric Cooperative. Roanoke Electric Cooperative became a national leader in innovative energy programs under the leadership of prior CEO Curtis Wynn who supported the Upgrade to Save program, a pioneering Pay As You Save (PAYS) on-bill program that pays for energy efficiency upgrades with energy savings.[65] The

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[60] Energy Burden: The percentage of total household income spent on energy bills. This specifically refers to the total household energy utility expenditure for heating and cooling and excludes water and transportation expenditures.; Moleka, Elvis. "A Call to Action: Analyzing Rural Energy Burdens in North Carolina." Washington DC: Groundswell, June 2022. https://labs.groundswell.org/publications/.
[61] "Low Income Home Energy Assistance Program (LIHEAP)." Accessed September 3, 2022. https://www.acf.hhs.gov/ocs/low-income-home-energy-assistance-program-liheap.
[62] DOE. "Community Solar, Department of Energy." Energy.gov. Accessed September 1, 2022. https://www.energy.gov/communitysolar/community-solar.
[63] Energy.gov. "Join the National Community Solar Partnership." Accessed September 1, 2022. https://www.energy.gov/communitysolar/join-national-community-solar-partnership.
[64] Ibid.
[65] Moleka, Elvis. "A Call to Action: Analyzing Rural Energy Burdens in North Carolina." Washington DC: Groundswell, June 2022. https://labs.groundswell.org/publications/.

Co-op is a national leader in energy efficiency, solar, energy storage, and electric vehicle programs that reduce energy burdens, benefit low-income residents.

Other funding opportunities
- The Rural Energy Savings Program (RESP) provides loans to rural utilities and other companies who provide energy efficiency loans to qualified consumers to implement durable cost-effective energy efficiency measures.
- Rural Energy for America Program Energy Audit & Renewable Energy Development Assistance Grants. This program assists rural small businesses and agricultural producers by conducting and promoting energy audits and providing Renewable Energy Development Assistance (REDA). [66] To learn more, organizations can reach out to the Rural Energy Coordinator for North Carolina---Bill Tew.[67]

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[66] Rural Development. "Rural Energy for America Program Energy Audit & Renewable Energy Development Assistance Grants in North Carolina," January 22, 2015. https://www.rd.usda.gov/programs-services/energy-programs/rural-energy-america-program-energy-audit-renewable-energy-development-assistance-grants/nc.
[67] Bill Tew, USDA Rural Development 2416 Tramway Rd. , Sanford, NC 27332 , Tel: (919) 895-3647 , bill.tew@usda.gov; http://www.rd.usda.gov/nc.

#9 Collaborate with Local Leaders to Develop Racial Equity & Healing Strategies

As indicated through conversations and survey responses from residents, Enfield has a strong racial divide that ties into the town's history. Racial divides and inequities have systemic roots. Closing racial inequities and divides are challenging, emotional undertakings, but necessary for the health and well-being of communities across the country.

However, there are resources, tools, and training to build more equitable communities. We recommend the Town of Enfield collaborate with community leaders such as faith leaders and organizations to develop a program or task force focused on racial equity, utilizing resources such as The National League of Cities program and the Truth, Racial Healing & Transformation (THRT) framework.[68]

The National League of Cities' (NLC) Race, Equity and Leadership (REAL) initiative offers action guides, trainings, case studies, and other resources to strengthen local leaders' capacity to eliminate racial disparities, heal racial divisions and build more equitable communities.[69] REAL has many training series and services focused on topics such as normalizing racial equity in local government, operationalizing racial equity in local government, and training others to advance racial equity.[70]

Additionally, the NLC developed The National Municipal Network for Community Conversations on Race Relations for local leaders. The network is an opportunity for leaders to gain a comprehensive understanding of how local government can take on efforts to sustain community conversations as a strategy to advance racial equity, racial healing, and strengthen existing work.[71]

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[68] Heal Our Communities. "Truth, Racial Healing & Transformation Framework Homepage." Accessed September 10, 2022. https://healourcommunities.org/.
[69] National League of Cities. "Race, Equity, And Leadership (REAL)." Accessed September 4, 2022. https://www.nlc.org/program/race-equity-and-leadership-real/.
[70] National League of Cities. "REAL Announces New Partnership with MBK Alliance," November 26, 2018. https://www.nlc.org/article/2018/11/26/real-announces-new-partnership-with-mbk-alliance/.
[71] National League of Cities. "Community Conversations on Race," October 9, 2020. https://www.nlc.org/initiative/community-conversations-on-race/.

#10 Continue Community Engagement Initiatives

Community engagement surfaced countless creative ideas for community and economic development. The Town of Enfield and community organizations should continue engaging with the community to utilize residents' creative ideas and consider removing barriers to some ideas by changing policies or ordinances to see ideas come to fruition.

As noted in previous recommendations, we encourage community engagement through methods such as task forces, town visioning workshops, inclusive meetings, and volunteer efforts. Given the importance of supporting youth and the prominence of young people in Enfield, we highlight several engagement activities that are specific to that demographic below.

Long-term: Youth Council Engagement Strategy

Enfield residents stressed the need for more youth opportunities. One opportunity to engage youth is by developing a youth council that gives a voice to youth in local government. In North Carolina, a youth council is composed of youth who undertake projects that will benefit the youth of the area. There are currently 23 chartered state youth councils and 14 uncharted state youth councils in North Carolina. Councils are usually sponsored by the city/town, parks and recreation department, or human relations offices and can get initial funding through a mini-grant. The budget for councils usually ranges from $2,000 to $12,000 annually.

Youth councils may work on community service projects. Examples of nearby youth councils are Rocky Mount Area's Youth Council and Wilson's Youth Council.[72] Wilson's Youth Council Annual organizes annual community service projects such as a Parks & Recreation Halloween Night, NC Whirligig Festival, Special Olympics, and averages about 25 services projects per year. Teenagers research and plan their own projects, lead planning meetings, and can attend NC State Youth Council Conferences.[73]

The State of North Carolina has several resources related to youth councils, including a handbook on how to get started and sample by-laws.[74]

CASE STUDY: KINSTON TEENS IN KINSTON, NORTH CAROLINA

Kinston Teens is a youth-led nonprofit with a mission to empower young people through service, leadership, and civic engagement. At 14-years old, Christopher J. Suggs founded Kinston Teens in 2014. At the time, Kinston was a town of 21,000 people and ranked among the highest in North Carolina for violent crimes. Many projects focus on East Kinston, a predominately African American neighborhood that has had more difficulty recovering in comparison to other parts of the City.

[72] "Youth Council - Rocky Mount NC," June 25, 2021. https://rockymountnc.gov/services-hrelations-youth-council/.
[73] "Wilson Youth Council | Wilson, NC." Accessed September 6, 2022. https://www.wilsonnc.org/residents/city-services/all-departments/human-relations/wilson-youth-council.
[74] "State Youth Councils | NC DOA." Accessed September 6, 2022. https://ncadmin.nc.gov/about-doa/women-youth-programs-services/youth-involvement/state-youth-councils.

Mr. Suggs wanted to provide positive alternatives for the community's youth through volunteerism.

Kinston Teens piloted new initiatives and runs several programs such as:

- The **Adopt-a-Vacant Lot** program: this pilot program allowed churches, families, businesses, and other groups to adopt city-owned vacant lots and transform them into community amenities like a neighborhood prayer garden, community garden, or produce stand.[75]
- **Kinston Teens Neighborhood Hub**: the hub is a restored, blighted property in East Kinston that was vacant for over 20 years. Youth volunteers led the renovation. The hub currently offers free wireless internet, a neighborhood food and toiletry pantry, video and arcade games, and outdoor events. Kinston Teens is hoping to expand services including computer access, a tool shed, a commercial kitchen, and a basketball court.[76]

Source: https://www.youtube.com/watch?v=qiICe4AwsBI

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[75] Kinston Teens. "Adopt-a-Vacant Lot." Accessed September 9, 2022. https://www.kinstonteens.org/avl.

[76] Kinston Teens. "Kinston Teens Neighborhood Hub." Accessed September 9, 2022. https://www.kinstonteens.org/hub.

CONCLUSION

Enfield has a breadth of opportunity for economic development that promotes a sense of place and high quality of life for all residents. While a large portion of our report focuses on Highway 301 opportunities, we encourage further community development and economic development to develop together. Despite challenges, perspectives from nearly 300 people surfaced creativity, energy, and enthusiasm for the possibilities for Enfield. We hope that the Town of Enfield and supporting organizations recognize and strengthen Enfield's assets, creative ideas from residents, and enthusiasm for the future of Enfield.

APPENDIX

APPENDIX A: FULL BALANCE OF TRADE FOR ENFIELD, NC

The following charts display the full balance of trade, displaying both the retail leakage and surplus at 1-mile radius, 5-mile radius, 10-mile radius, and 20-mile radius of Enfield, NC.

Enfield Full Balance of Trade at a 1-Mile radius

2017 Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage, Surplus Factor	No. of Businesses
Motor Vehicle & Parts Dealers	$3,671,708.00	$1,090,335.00	$2,581,373.00	54.2	3
General Merchandise Stores	$2,809,078.00	$1,656,706.00	$1,152,372.00	25.8	2
Clothing & Clothing Accessories Stores	$777,784.00	-	$777,784.00	100	0
Miscellaneous Store Retailers	$756,222.00	$82,555.00	$673,667.00	80.3	1
Furniture & Home Furnishings Stores	$657,425.00	-	$657,425.00	100	0
Electronics & Appliance Stores	$502,010.00	-	$502,010.00	100	0
Sporting Goods, Hobby, Book & Music Stores	$434,020.00	-	$434,020.00	100	0
Nonstore Retailers	$278,946.00	-	$278,946.00	100	0
Food Services & Drinking Places	$1,770,768.00	$ 2,393,178.00	-$622,410.00	-14.9	6
Health & Personal Care Stores	$1,109,224.00	$4,384,374.00	-$3,275,150.00	-59.6	1
Food & Beverage Stores	$3,036,492.00	$6,798,191.00	-$3,761,699.00	-38.2	4
Bldg Materials, Garden Equip. & Supply Stores	$1,119,885.00	$5,641,893.00	-$4,522,008.00	-66.9	2
Gasoline Stations	$1,897,197.00	$11,002,799.00	-$9,105,602.00	-70.6	5
Total Leakage			$7,057,597.00		
Balance of trade			-$14,229,272.00		

Source: ESRI, Retail Leakage Report for Enfield, NC

As reported in Table 24, the total leakage in the 1-mile radius in 2017 equated to approximately $7 million. When broken down by retail category, the 1-mile radius shows substantial retail leakage in all but five categories where there is a surplus. These categories include Food and Beverage Stores, Health and Personal Care Stores, Gasoline Stations, and Food services and drinking places. The remaining retail categories report a total leakage of consumer expenditures equal to approximately $8.8 million.

Enfield Full Balance of Trade at a 5-Mile radius

2017 Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage, Surplus Factor	No. of Businesses
Motor Vehicle & Parts Dealers	$8,171,179.00	$1,288,588.00	$6,882,591.00	72.8	3
General Merchandise Stores	$5,880,413.00	$2,070,916.00	$3,809,497.00	47.9	2

Miscellaneous Store Retailers	$1,676,889.00	$102,349.00	$1,574,540.00	88.5	1
Clothing & Clothing Accessories Stores	$1,572,285.00	$104,712.00	$1,467,573.00	87.5	1
Furniture & Home Furnishings Stores	$1,331,429.00	-	$1,331,429.00	100	0
Electronics & Appliance Stores	$1,015,668.00	-	$1,015,668.00	100	0
Food Services & Drinking Places	$3,610,924.00	$2,653,968.00	$956,956.00	15.3	7
Sporting Goods, Hobby, Book & Music Stores	$903,368.00	-	$903,368.00	100	0
Nonstore Retailers	$615,082.00	-	$615,082.00	100	0
Food & Beverage Stores	$6,420,053.00	$7,266,600.00	-$846,547.00	-6.2	5
Health & Personal Care Stores	$2,398,616.00	$4,583,662.00	-$2,185,046.00	-31.3	1
Bldg Materials, Garden Equip. & Supply Stores	$2,558,768.00	$7,227,144.00	-$4,668,376.00	-47.7	6
Gasoline Stations	$4,140,361.00	$13,495,930.00	-$9,355,569.00	-53	3
Total Leakage			$18,556,704.00		
Balance of trade			-$683,880.00		

Source: ESRI, Retail Leakage Report for Enfield, NC

As reported in Table ___, the total leakage in the 5-mile radius in 2017 equated to approximately $18 million. When broken down by retail category, the 5-mile radius shows substantial retail leakage in all but four categories where there is a surplus. These categories include Food and Beverage Stores, Health and Personal Care Stores, Gasoline Stations, and building materials, garden equipment, and supply stores. The categories with the most leakage include general merchandise stores, motor vehicle and parts dealers, and miscellaneous retail.

While the 1-mile retail leakage report showed a surplus of food services and drinking places, the 5-mile radius shows a leakage. Therefore, people just outside of Enfield may be coming into town for food services and drinking places.

Enfield Full Balance of Trade at a 10-Mile radius

2017 Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage, Surplus Factor	No. of Businesses
Motor Vehicle & Parts Dealers	$20,650,782.00	$5,064,533.00	$15,586,249.00	60.6	7
General Merchandise Stores	$14,086,417.00	$4,095,539.00	$9,990,878.00	54.9	5
Food & Beverage Stores	$15,535,954.00	$10,472,401.00	$5,063,553.00	19.5	10
Food Services & Drinking Places	$8,426,175.00	$3,449,826.00	$4,976,349.00	41.9	9
Miscellaneous Store Retailers	$4,228,430.00	$637,082.00	$3,591,348.00	73.8	4
Clothing & Clothing Accessories Stores	$3,639,471.00	$422,958.00	$3,216,513.00	79.2	2
Furniture & Home Furnishings Stores	$3,083,501.00	$0.00	$3,083,501.00	100	0
Electronics & Appliance Stores	$2,351,800.00	$0.00	$2,351,800.00	100	0
Sporting Goods, Hobby, Book & Music Stores	$2,147,845.00	$0.00	$2,147,845.00	100	0
Nonstore Retailers	$1,537,940.00	$0.00	$1,537,940.00	100	0

Health & Personal Care Stores	$5,915,356.00	$4,622,436.00	$1,292,920.00	12.3	1
Bldg Materials, Garden Equip. & Supply Stores	$6,573,516.00	$11,238,297.00	-$4,664,781.00	-26.2	4
Gasoline Stations	$10,316,704.00	$34,619,782.00	-$24,303,078.00	-54.1	12
Total Leakage			$52,838,896.00		
Balance of trade			$23,871,037.00		

Source: ESRI, Retail Leakage Report for Enfield, NC

The total balance of trade means that in a 10 mile radius, there is $23 million in sales outside of the area. The leakage outweighs the retail injection within 10 miles of Enfield. Additionally, there are still major gaps at this radius. Within 10 miles of Enfield, there is still no electronic or appliance stores, furniture stores, or sporting goods, hobby, book or music stores. While there are Clothing Stores and Health & Personal Care Stores within 10-miles, there are only three total.

Enfield Full Balance of Trade at a 20-Mile radius

2017 Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage, Surplus Factor	No. of Businesses
Electronics & Appliance Stores	$35,974,139.00	$17,987,556.00	$17,986,583.00	33.3	27
Sporting Goods, Hobby, Book & Music	$32,449,876.00	$16,946,105.00	$15,503,771.00	31.4	26
Miscellaneous Store Retailers	$58,550,599.00	$43,621,159.00	$14,929,440.00	14.6	97
Nonstore Retailers	$22,190,734.00	$9,718,194.00	$12,472,540.00	39.1	11
Furniture & Home Furnishings Stores	$46,796,352.00	$39,918,127.00	$6,878,225.00	7.9	38
Bldg Materials, Garden Equip. & Supply Stores	$93,462,982.00	$103,736,540.00	-$10,273,558.00	-5.2	50
Motor Vehicle & Parts Dealers	$287,362,941.00	$308,539,472.00	-$21,176,531.00	-3.6	123
Clothing & Clothing Accessories Stores	$56,392,534.00	$78,354,757.00	-$21,962,223.00	-16.3	85
Health & Personal Care Stores	$83,410,019.00	$111,305,552.00	-$27,895,533.00	-14.3	53
Food Services & Drinking Places	$128,685,057.00	$167,662,777.00	-$38,977,720.00	-13.2	234
Food & Beverage Stores	$223,467,626.00	$303,328,772.00	-$79,861,146.00	-15.2	126
Gasoline Stations	$143,329,459.00	$284,926,189.00	-$141,596,730.00	-33.1	95
General Merchandise Stores	$207,616,804.00	$381,047,589.00	-$173,430,785.00	-29.5	68
Total Leakage			$67,770,559.00		
Balance of trade			-$447,403,667.00		

Source: ESRI, Retail Leakage Report for Enfield, NC

At a 20-mile radius, there is a large injection of sales after balancing leakage and injection. As noted, the number of businesses and stores greatly increase with a 20-mile radius. This amount of surplus is consistent with interviews and feedback that many people are travelling to Rocky Mount or other more urban areas to spend money.

APPENDIX B: LOCATION QUOTIENT ANALYSIS, HALIFAX REGIONAL STRENGTH

The location quotient analysis is a measure of how concentrated an industry is in the local economy. Knowing the LQ score for various industries can help the municipality: 1) to determine which industries make the local economy unique, 2) to identify which industries the locality is exporting, 3) to identify emerging export industries that are starting to bring economic activity into the local market, and 4) to identify export industries that have the potential to threaten the region's economic base.

A score of 1.0 means that the concentration of that industry in the county is equal to the concentration of that industry in the entire US. Industries with a score higher than 1.0 typically make up the local economy and can help determine what makes the local economy unique.

An LQ greater than 1.0 indicates that an area has proportionately more workers than the larger comparison area employed in a specific industry sector. This implies that an area is producing more of a product or service than is consumed by area residents. Most localities strive to have many sectors with a LQ score greater than 1. This is an indicator that the economic base is diverse and not relying heavily on one or two industries. Aside from the region's overall character, an individual county's character can be garnered by analyzing its economic bases.

Top 5 Industry Sub-Sectors (NAICS Sub-Sectors, One Area for Halifax County, North Carolina)

- NAICS 113 Forestry and logging
- NAICS 321 Wood product manufacturing
- NAICS 112 Animal production and aquaculture
- NAICS 446 Health and personal care stores
- NAICS 447 Gasoline stations

NAICS Sub-Sector	Annual Establishments	Avg. Annual No. of Employees	Total Annual Wages	Annual Wages per Employee	Annual Avg. Employ. Location Quotient	Total Annual Wages Location Quotient
NAICS 113 Forestry and logging	9	53	$3,246,530	$61,063	10.14	20.52
NAICS 321 Wood product manufacturing	12	225	13,714,303	60,885	5.42	10.32
NAICS 112 Animal production & aquaculture	12	93	3,567,748	38,397	3.48	5.15
NAICS 447 Gasoline stations	42	248	5,631,403	22,730	2.62	3.79
NAICS 446 Health & personal care stores	14	205	13,635,903	66,544	1.97	5.06
NAICS 562 Waste management and remediation services	7	91	4,355,099	48,123	1.97	2.39
NAICS 111 Crop production	25	103	3,106,682	30,065	1.86	2.4
NAICS 452 General merchandise stores	24	552	12,495,958	22,624	1.78	2.37
NAICS 444 Building material and garden supply stores	11	223	6,968,778	31,215	1.56	2.13
NAICS 721 Accommodation	16	224	3,763,308	16,800	1.48	1.1
NAICS 722 Food services & drinking places	81	1,568	25,899,099	16,521	1.45	1.72
NAICS 115 Agriculture & forestry support activities	7	54	2,494,736	46,631	1.41	2.79
NAICS 812 Personal & laundry services	22	194	7,423,060	38,263	1.41	2.74
NAICS 221 Utilities	6	76	7,615,195	99,981	1.38	1.98
NAICS 621 Ambulatory health care services	64	1,091	50,637,880	46,425	1.37	1.55
NAICS 811 Repair and maintenance	37	177	6,071,176	34,365	1.31	1.49
NAICS 454 Nonstore retailers	8	81	4,432,010	54,604	1.27	1.34
NAICS 445 Food and beverage stores	22	401	6,972,461	17,384	1.27	1.31
NAICS 441 Motor vehicle & parts dealers	27	248	10,145,416	40,909	1.26	1.3
NAICS 442 Furniture and home furnishings stores	8	56	1,588,354	28,619	1.24	1.27
NAICS 623 Nursing & residential care facilities	13	359	11,917,396	33,204	1.18	1.71
NAICS 237 Heavy and civil engineering construction	5	114	5,361,571	46,997	1.08	1.04
NAICS 493 Warehousing and storage	6	177	7,226,296	40,846	1.03	1.54
NAICS 814 Private households	18	22	501,314	23,227	0.99	1.1
Data from BLS.gov						

1 - What types of stores would you like to see in Enfield? Rank your answers from most wanted to least wanted. #1 should be most wanted and #9 should be least wanted. Write the numbers in the text box next to the item.

57 Responses

Health club, gym, fitness classes for all ages

eat-in restaurant

income earning businesses

at least one eat in restaurant 12. walmart or target w more jobs

soul food restaurant, bar/grill, gym, reasonable transportation, movie theatre

gas station

jersey mikes, sit down restaurants, fast food other than Hardees. Supermarket is horrible (out of date items, coolers not cold enough on meat), health dept needs to close down.

sheetz

need businesses to come to town

Fast food

Hotel

Restaurant

restaurant

#1 Restaurant

Restaurant (eat in)

A Food Lion grocery store would be very nice and a decent eat in restaurant like Abrams or Gardner's.. Bojangles

Restaurants

Youth center

Restaurants

Chain store restaurant

Venues for the youth, to keep them out of the streets, no child old or young should go unnoticed. Wether the parents has a job or have no job at all.

Beauty Supply Store

Maxway or Roses McDonald's Resource center for swimming lessons, sponsors of softball/baseball leagues, etc

Fast Food restaurant

restaurants attract and satisfy residents and visitors to the town

Hardware store like ACE

Jersey Mikes

Restaurants

Dirt Bike Trail

A sit down restaurant!

laundromat

Diner

Watch repair, cleaners, shoe repair, medical doctor, eye doctor, vendor that sells ice cream, (market plus sucks), bring back the subway shop

Aldi's grocery store

3-coffee shop 4-Sit down restaurants-breakfast, lunch dinner 5-music venue 6-Phone store-wireless carrier 7-Health-food store 8-Thrift store 9-Nail salon

A community pool would be nice. A gym for exercising.

theater or arts venue

Candle and decor stores

Resturant

Fresh food store, like veggies, very much needed.

Our supermarket should be stocked with all items, fresh vegetables and fruits. A deli would be great. Seafood sit down restaurant. Ice cream shop, beauty supply store

It's not necessarily a store but like an arcade for children to be off the streets that also has maybe access to computers as well so kids can be entertained but also knows where a safe place is just in case. I think this town would benefit. Also think of better Halloween/ holiday events to be held. I would help and volunteer my time this also brings more job opportunities to run an arcade for those seeking a part time job like teens etc.

Restaurant/ movie theatre

Gift Shop

Restaurant

Grocery store is need the most

*supermarket is greatly needed, fully stocked and cost effective.

Fast food or restaurant. Factories

Lounge Bar

Shoe Store, children clothing store Amusenent Park

Sit down family style restaurant

More food restaurants and maybe a small walmart

Restaurants

Shoe store

Shoe stores , places for the kids to go to , movie theater

Community Center for the youth

Produce store

2 - What types of services would you like to see in Enfield? Rank your answers from most to least wanted. #1 should be most wanted and #13 should be least wanted. Write the numbers in the text box next to the item.

16 Responses

Other(s) - Text

Regularly-held farmers market all year round, particularly featuring minority farmers from the region, that takes EBT along w/other payment methods and offers classes, such as healthy cooking, meditation, yoga, and other positive, educational activities.

cab service

city bus services, cab city

transportation

gift shops and retail stores

Nice apartments for middle income

it is not so much type of stores but the town providing a clean and safe environment for a business owner to opt to launch their business here. ie. consistent garbage pickup, recycling, town services, etc

Oil Change Business

Appliance Service and Sales

Specialty stores

Reputable car dealer

Playground in good shape, not broken/falling apart, maintained.

Haha like I said a kids/teen zone more things for these children and teens. We lack young adult interest in this town and I think it's time to change that. I'd be willing to volunteer my time to make that happen. We need more young adults in this town.

Cultural services I.e. art exhibits, museum, ballet, Oprah, theatre(broadway and off broadway plays)

Antique stores Gift shops Art galleries Ice Cream shop Wine Store

YMCA

4 - How do you think the Enfield town government can best support existing, local businesses?

107 Responses

funding

stop acting like this is their town, it's all about the people. Most of the town government do not live in this town. onos up there has no voice. Just a yes when there is a vote.

funding

Provide grants to Black and minority-owned businesses to fix up and improve their physical spaces, improve their parking lots and/or move to a location in city limits that has more density and traffic. Also, the govt should hire in and provide training to these particular business owners on ways to grow and strengthen their businesses, such as with marketing, branding, good customer service, competitive pricing, etc. Lastly, create an incubator-type program to help women and young people of color grow their business or successfully launch their idea if it's solid.

meet with them and talk about what needs to be done to make things better

getting grants from Raleigh and legislatures

offer grants

be more involved

making them feel safe when they are at work

offering financial incentives to decrease their cost of rent, utilities, etc.

publicize the businesses

get more businesses on main street

bring more business, help with promotion, remodeling current business grant

support local businesses

promote the businesses and support them

They must do better. I was born here but raised in NY and the crime rate for Enfield's area is scary.

By visiting current businesses and listening to their needs and take on the future growth.

Seeking grants and businesses for community growth.

Not sure

The grocery store needs to be able to keep fresh fruits and vegetables. The new started off pretty strong, but I hope it doesn't go back to the ways of the old owners. Near end of Just Save owning the store, the produce looked terrible.

Offer customer service trainings

We need a grocery store with good meats

Working together

Get more jobs for the young generation that's coming up and more stores so Enfield residents want have rhedrive30 miles to get what they need

Make the town look more presentable

Advertise them on the internet and Television

Help businesses Improve services and merchandise

Do something about the high light bills.

Small grants to help small businesses

again provide an environment for entrepreneurs to want to bring their business here. economic incentives (facade grants), consistent garbage pickup, we don't today have ANY recycling efforts in this town which is not environmental. giving business & residents access to solar and non fossil fuels. we can't today get solar as the town is not connected to the grid to make it efficient to do so.

Attract some industry to put more people to work locally and attract new people as well to spend at these businesses

Offer incentives to existing businesses. Provide upfront information regarding utilities and other resources available to grow existing businesses.

Support and promote their business shop local

Offer advertising through a local paper or newsletter that reaches all citizens

Offer reduced light bill to business

Grants.

Tax breaks for first 5 years. Easy process guidelines and renewals.

Get more money for time

First thing you need to bring a supermarket in town, a supermarket that has fresh produce and in the market you need a deli and bakery.

make more stores and food spots

Enfield needs to unite and support one another. Governing Enfield need not be a racial competition but a cooperative effort to make Enfield better and safe for all.

By working on grants to support area and shopping at the local businesses.

Make the vacant building owners do something with their rundown buildings. No one wants to shop at the other stores because it looks so bad to see buildings falling down!!

Patronizing the local businesses. Be an example of good town stewardship. They serve the citizens....let us see you in the public sector.

For the most part, the Town does a good job of supporting businesses. Better organization as well as standardized and streamlined processes at the Town office would be beneficial.

Signs on 301 that list all businesses

Offer tax and utility incentives if they stay in operation over an extended period of time. However don't add stress on the residence. Consider building a recreation center and offer business employee discounts.

Listen to business owners, partner with them to find long-term solutions to problems.

Newspaper ads (free)

Being professional, flexible and willing to accept professional advice

-WORK TOGETHER with existing organizations like EERDC, DERP, Civic Club, Lions Club, Masons to develop a plan to entice business to move and invest in Enfield. -Hire an economic development business professional who will publicize and market businesses and create events that feature Enfield businesses that will lead to more investment in this town. -use town resources to clean up, paint, businesses on 301 to create a "curb side appeal" -lower the electricity rates..

good

Employ locals. Need new business in Enfield.

I'm really not sure.

Tax encentives

enforce a clean and safe place to work and shop. trash should be picked up in front of stores and offices. this is a responsibility of the town and the local business owner. The town can help small businesses open their doors through CBGB and other econ dev grants available (50% funding of awnings and facades for example).

By donating and going to different establishments to put their local business on the map

Help advertise services to citizens.

Extra loans, limited tax credit

Unsure

It would be great to work with Visit Halifax to get more stops in Enfield on the tourism map. An updated, beautiful sign where people come from 95 down 481 into Enfield...the existing one isn't accurate and is crooked.

I don't know enough about taxes and incentives.

Not really sure how they're supported now. Maybe lower electrical bill/rent. Highlight a business monthly and have community support them.

Try to get some reputable business in town and a decent grocery store

Purchase goods from stores located in Enfield. Lead by example.

Financial incentives, subsidies

Good ???

Making this town more functional, bringing new traditions to this town would bring more people and more people will bring more attention and money to businesses. We need a government that would clean up this town and make it a bigger deal than what it is. I have so many ideas. But we also need to hear what people need in this town other than financial support we need to open up opportunities for folks. Government can do that if they just listen and put the time in.

Provide incentives for businesses to come into the area. You can also highlight local business in the area monthly to bring exposure to them.

Make it more accessible to find space! There is no way to find spaces online. There is no contact info posted on any of the buildings that could be used. Also need better delivery to the grocery store. They seem to have problems with stock.

Provide professional development training to government employees, using current curriculums for example, leadership skills, and collaboration

Anti-litter division Street cleaning Hold street fairs

Give incentives to start new businesses downtown.

None

Communication

Work collaboratively, listen to the citizens and respect business and property owners.

Bring businesses to area

Get more involved or just maybe asking the business owners what you can do to help

Promote them better

We don't have any local businesses worth supporting that is why we need new businesses.

Offer rent free opportunities to small businesses that desire to locate downtown for 6 months.

Demolish abandoned buildings. Support minority-owned businesses.

Shop at Them

More policing to help prevent robberies or burglaries.

Incubator space and marketing of town infrastructure,etc

Promote them more. Put up billboards.

By promoting and having community events

N/A

By funding them

Rebuild. Put more fresh food in the grocery stores .

Repair all the buildings. Have affordable rentals for business in the refurbished buildings. Several small shops, eateries, cafe, coffee. Enfield needs a facelift it could be good once again.

Lower utility costs; help with grant writing for funds; promote all local business whether retail or service related; and improvement in the town's infrastructure to help reduce costs for local businesses.

Help with lawn care and surveillance.

Better Businesses beside Ep mart.

Get more business in the area

Upgrades

Pull in more income for the town of Enfield to make it a better place. Let's start building.

Talk to the store personnel to see where their concerns are concerning the town. Could be an issue that corporate hedges on but might act upon if the town government spoke to them directly.

Update water and waste water piping. Update electrical grid.

Speak about it more

Providing more funds, fix up the older buildings and make them small spaces for people to rent out

Elect true business people to serve. Help small business get started in the area - through grants or very low interest loans.

By being business-friendly and marketing the town as a friendly place to do business.

N/A

Lower utilities

Police presence. Have an officer at each business when they open and close.

Advertising, tax incentives

5 - How do you think town residents can best support existing, local businesses?

108 Responses

How do you think town residents can best support existing, local businesses?

funding

funding and communication

Shop businesses owned by Blacks and other people of color. Also, support individually-owned businesses that aren't chains and are positive contributors in the community and keep their businesses looking nice inside and out.

shop local

shop local

the businesses need to have in their business what the residents can afford at good quality

attend town hall meeting to address issues of the town

shop here, work here

support

buying from them

purchasing from local businesses is important for their success

patronize the businesses

buy local

buy local when possible

shop with local businesses

shopping at existing businesses

by buying local

promote/support also businesses should do something to keep people coming.

More business...brings more surveillance which means a lesser deterrent for certain crimes when knowing ppl are WATCHING.

By developing a list of products and services currently offered by businesses and others, and then develop a marketing campaign to include special media, radio and Tv to help boost awareness.

buying their products and using their service.

Shopping more

Bring them and find out

But shopping locally instead of driving to Rocky Mount or Roanoke Rapids

Choose local product's (stores)over nearing cities but this can't occur without options.

Put some here

Stop discrimination

They will support Enfield need the improve more

By using them

Shop local, once they lower their prices so the working person can afford their items.

Shop at businesses more

Continue patronizing.

Support & purchase from local businesses

Offer better selections.

if there are quality standards on goods and services more people will shop locally. for example the current supermarket is dreadful. it is ill equipped and has outdated produce and products. If there was consistent quality and reliability I and many residents would shop regularly there. though we have to go to Rocky mt and Roanoke Rapids for adequate groceries. and many residents have difficulty in transportation to do that.

Buy local when you can

Offer the same or similar services as out of town businesses.

Shop local

By making purchases at the business

Reduced light bill

Shopping.

Hours open later for services and connivence.

Shop at the ENFIELD BUSINESS

There is nothing here to support. You try to give your support and step inside of the business like the supermarket shelves are empty, stuff just thrown here and there, embrassing

i don't know

Buy local

Residents should support each other.

By shopping at local businesses

It's hard to support local businesses such as the grocery store when you go to shop and there are hardly any items on the shelves. Or they have 1 brand of an item and just spread it out down the aisle.

By patronizing the businesses and word of mouth advertising when they have a good retail experience. Keeping money in Enfield helps with job creation and hopefully potentially lower property taxes.

Residents seem eager to support businesses that have goods and services that fit their needs.

Invest in them, spend money

If the businesses offer quality goods and services customers may shop local. We also need better and reliable transportation services

Buy local as much as possible.

Spend their money in local business

Making purchases

-spend money in them

Buy from locals.

Buying local

with quality and clean stores more residents will feel better about supporting the local stores. For example the supermarket in town has now become very dirty and poorly supplied with quality groceries. Going to this store inevitably you find they do not have what you need so you have to travel to Rocky Mount or Roanoke Rapids for grocery purchases. Clean well stocked markets and stores are essential to attracting local customers.

By buying and sharing the businesses

Shop local and stop going to Rocky Mount and Roanoke Rapids to shop.

Local buyers support, internet support, word of mouth advertising

Purchase from those places and give a good recommendation to others.

Shop local when we can.

By patronizing those that provide the best service /products.

I feel that residents will support any business if they feel welcome in the stores. Some people are not friendly.

Have more opportunities for purchase by having a variety of merchants. The larger the variety of stores the more likely residents would stay in town to shop.

Buy from them

By patronizing

Businesses that are valid will be more beneficial for the people in Enfield. Bring more than just another clothing store. We need better entertainment placements regardless if it's fast food to a better supermarket. If we bring better things then people would support and it would become a cycle.

They can spread the word about the businesses that provide great service for them.

Shopping in town as much as possible.

Develop a community advisory board to include residents and a youth advisory board.

Patronize them

Use what we get in town

Some

First if able get a job. We have had businesses leave due to lack of employees

Buy local

Showing your support. If they don't have certain items, ask if they can get them. Patronize them more often

Be encouraged to shop Enfield first!!

Nothing to support

Actually shop in town.

Support them - stop spreading negative information.

Shop them

Shop more locally but that won't happen if the quality of merchandise isn't up to par.

Shop with / support them

Support

Grocery store need quality food and keep the shelves stocked. Make the businesses more appealing.

You have to increase wages and bring more jobs.

N/A

By support more

Make the town look worth living.

Currently there are not many businesses to support however the prices would have to be affordable for all people.

Shop local in our retail stores and also support the service businesses that offer repairs, construction, storage, etc

Respecting businesses and the business owners, no stealing, no damaging any items within the business or outside.

It has to be something that interesting and catch the residents attention.

Spending money with them

Just shop there. Businesses can't run without customers.

Shop local

Put more time in with the stuff that's going on now in enfield

More advertising, shopping and supporting their brands

Do as much business locally as possible.

Support local businesses by spending their dollars in town.

N/A

By patronizing businesses

Don't be scared to pay a little bit more to support the small businesses

By shopping there

6 - What are the top 3 things that could make Enfield a better community and place to live? Choose only 3.

9 Responses

Other(s) - Text

better roads and streets. tear down old houses and building drainage for the town, fix the water

tear down old stores and renovate areas - like town square was done

get more companies to have businesses here

Movie theater

More rental affordable places

Let's start including our people in events around our town let make this whole town big and better. Let's outline our history more. The younger folks care about history as much as where is the next place to it and if we bring that then this town would be booming.

We really need a gym! Or add gym style exercise equipment to the park as other places have done!

A church that is heavily involved in the community.

More places to sit down and eat.

7 - What is your favorite thing about living in Enfield?

123 Responses

What is your favorite thing about living in Enfield?

people

home

community/family

The new mayor's vision and proud representation of the multi-generation of families who live in or support Enfield.

do not live in enfield

do not live in enfield

I don't have any

friendliness of the people

visiting with family

the hometown atmosphere!

the people

my favorite is everybody is nice to each other when I'm in town I have great relations and respects one another

location

small quiet town

the commute to work

the hometown feeling

the commute to work

1. friendliness of the people 2. live here and worked here whole life 3. town square has been kept up since being renovated

close community

being with family

hometown living

the peanut festival

The easy and relaxed feeling. No hustle and bustle, just wholesome living.

My family is here

I love how easy it is to pickup what I need and go back home.

Family

Hardee's fried chicken… that's it

Nothing just grew up here and don't want to move away

The people

My parents still leave there

Small town, used to be alive with lots of stores

Central point of travel.

Peanut festival

that we are all a family and a community. everyone gets along amicably. we live in a very bucolic environment with inexpensive housing and cost of living. we are close to highways and access to close cities (and Raleigh 1 hour away)

Quiet neighborhood

The neighborly atmosphere. Knowing people by name. Strolling down clean streets.

My hometown

A place where families can grow and stay connected

The feeling of home - almost know everyone and the friendliness of most of the people

The women

It's growing towards better everyday and more suburban feel with options.

Piece and quiet living in the country.

The people

The people of Enfield really do care about each other. When something happens to a family in Enfield the people of Enfield really sticks together. In general there are nice kind hearted people that live in this town.

the events they have and the people

I only work there, but it has been my hometown in the past. It use to be where people look out for each other.

I love the "small town atmosphere and general friendliness of its citizens.

Small community knowing everyone.

Being close to some retail establishments.

residents

Green spaces

Cost of living

Small town friendliness

Less crimes

nothing

The good people, the clean air and the accessibility to everywhere else.

I walk in the parks. Go to local churches.

I feel like I belong here.

People

that everyone knows everyone and we all get along in a civil and happy manner. It is a quiet and peaceful town and I believe the town officials do work well with the residents and business owners for the common purpose. we are all Enfieldians whether residents, business owners or town govt. we are family

I don't live in Enfield I live in Rocky Mount North Carolina but me just going through there and seeing the area I really would love to move there and every time I go through the areas of Enfield which is a very small town it looks peaceful and it looks like the crime rate it's not that bad

The people

Quite and low crime rate.

The people, peace and quiet

Small and quiet

The people.

Small town atmosphere.

Enfield is my home. I love being here with family and friends.

It's quite and low crime rate

Go to church and work in town. Enfield has a sense of small town community where you know everyone.

The beautiful countryside

Childhood memories. Playing on the sand piles near the track. Playing outside with our friends

At the moment I don't have a favorite thing because it's lacking so much and the older folks ruined it for us younger adults.

Being a close community

It's quiet for the most part and people are kind. Lack of gang activity and criminality. We could use bike lanes.

The growth potential

The people

The prices of house's.

Working with the youth !

I live here and work here

Quiet and friendly

Living in Enfield is boring

Small, family oriented

Small town living, everyone knows everyone.

The tranquil peace and affordability

Friendly atmosphere

Hometown historic community

Just work there as needed

Majority BLACK city

The Memories and Church

Quiet peaceful

It's a small somewhat close knit town.

It's a nice place to live

Nothing

Small

Its a community where there are not lots of unfamiliar faces

Small town feel

Attending my home church.

People look out for each other

Close family

Nothing.

Nothing

It a quite town.

My family

Small town.

Knowing the majority of people that live and work here by name; and generally feeling safe to walk around the neighborhood even at night.

The hospitality of all the citizens in the town. Sometimes there's togetherness.

I love the family feel of Enfield and the rich history rooted here.

Not a thing. Give forks a job that do not have a Ged. Give them some work.

The area I live in is very quiet

Family is here

Small town and family lives here

It's my home.

It's home everyone family

F A M I L Y I JUST LOVE MY HOMETOWN

The community

The community & fellowship with people

Small town

The space, the elbow room, the surrounding countryside, the affordability.

Nothing

Small town feel the community working as one

I don't live in Enfield but I'm in the process of moving close to Enfield and will be frequently coming to town

Community...everyone knows each other there aren't any strangers in Enfield

9 - What community programs or events would you love to see in Enfield? We encourage creative ideas! (examples: international music festival, swimming program for seniors and children, a bike or walking trail, biggest butterfly garden in the world, public art like murals or statues)

116 Responses

What community programs or events would you love to see in Enfield? We encourage creative ideas! (examples: international music festival, swimming program for seniors and children, a bike or walking trail, biggest butterfly garden in the world, public art like murals or statues)

after school programs

swimming, bowling

swimming programs for all, a bike and walking trail

Hire local teens to work with community elders and elementary kids to paint murals and other are installations that emphasize Black cultural or at least all cultures equally. Communitywide dance lessons downtown or in another major area of various line dancing with clean "cuss free" music so all ages can attend. Hire young people to create a digital TV or radio program focused on town event/activities/meetings that people can watch on the Town's website. Swimming programs for seniors are good. Healthy cooking classes partnered with food giveaways of items cooked afterwards. Spelling Bees, debates, scavenger hunts, trivia contests with GREAT prizes focused on Black history and role models.

biking and walking trail

1. counsel of aging program 2. walking trail 3. public gardening plots

1. history museum: recognition of businesses/distinguish natives 2. walking trail of family businesses 3. recreation center: open to youth and seniors/ partner with schools for facilities 4. I like the peanut festival

boys and girls club YMCA

a bike or walking trail

more programs and activities for the elderly and handicap and more things for kids to do like a YMCA where they can play ball, swim, complete classes

various types of music festivals, senior programs & youth programs

festivals and cultural opportunities

swimming programs

bike trails, walking trails

YMCA or OIC, YWCA programs

Enfield fair come back, bingo

town fair

programs for all ages

Big name events and shows, golf outings, historic tourism tours

a bike or walking trail, swimming program for seniors and children, public art like murals or statues, public safe park for families, more programs for youth involvement.

Better festival, more activities for the kids and maybe even an exercise room/gym

Swimming program. More festivals; the Peanut Festival was packed the last time I went. (But I'm not sure the town is ready for international music)

Pools, music festival

More community festivals (spring/fall) Community cookoffs (Best BBQ/seafood) Monthly yard sales at the park

Everything For the kids social class for them and just different activities for the kids the kids are our future

Recreational program such as swimming, rec center for children and seniors, community garden, basketball, soccer

Year round Boys & Girls Club

any type of arts and music programming - live theatre, live music or even sports competitions (ie. 2 or 4 on 4 basketball tourney, bike rides for charity or 5k for charity. murals and statues are also excellent ways to attract visitors and new residents to our town.

Carnivals

Motivational seminars for the residents. Walking marathones, theaters, sing-a-longs in town square.

Bike trail

All of the examples sound great. I believe that we need to invest in the continual learning for our next generation. I would like to see program focused on transitioning young adults from school to adult life. I would like to see a program offered to build the computer and academic literacy of seniors and academically challenged young adults (18-26). Our town has a large number of individuals who were in the special education program during school. After leaving school, there are no programs offered to help them continue building skills that may not have learned in school, such as basic reading and math along with workplace readiness.

Rec program offering all sports

Hip-hop festival, local artist showcase, community cookouts, job fairs, workshops.

Dirt bike trail. Swimming program. Basketball programs. Skills and traded programs.

Programs for seniors

Everything we can get to improve this town

We have enough walking trails. Why compete against the neighboring town Scotlandneck they have a butterfly garden.

i don't know

Not for the murals or statues in Fer to offend some. The great need of every town is family oriented things for them to do.

Revitalize downtown and clean up the littered and trashed areas. Town Square could be utilized to bring people together as we see happening in Scotland Neck and surrounding small towns similar to Enfield.

Public community gardens, art events. More murals by Napoleon Hill.

More public art, community gardens (flower and vegetable), walking/biking trail.

Walking trail for walkers only.

Historic homes walking tour would be great; bike and walking trail; mud run; marathon; peanut history museum

Newcomers dinner for those who moved here educational outreach for adults with classes like painting, sewing, wood working, welding, gardening Old house repair seminars sponsored by (Edgecomb) community college Artisan and craft fair

Movies on the lawn, swimming programs, walking and bike trails, something that will bring pride to our town.

Any of the examples given. Plays and music events done by local people

History of Halifax county (towns); library housing black history books, after all, the county is predominately black, isn't it?

recognition of community service--eg first responders, citizen volunteers; Educational meetings to explain town procedures and progress Walking trail or bike trail Financial literacy class

Fun events like the peanut festival that everyone can enjoy. Not just that festival maybe other festivals to.

Summer music series- all kinds of music Food truck rodeo More walking paths 5 k walk or running event Sunflower garden / corn maze Bicycle pathways of historic markers in Enfield. Kite flying festival

Gym for seniors. Activities for kids.

Swimming pool, exercise gym, community exercise programs like zumba, community get togethers

Recreation

more outdoor activities such as bike and/or walking trail. this is excellent exercise for young children and senior citizens alike. as many of our streets don't have sidewalks or are damaged it is dangerous for kids and seniors to walk on these streets. Public art and/or sculptures/statues also draw tourists and vistors to a town and may bring new residents or business owners. any type of arts and entertainment that could be brought to town is beneficial to residents and children especially.

A Decor spot would be nice because I am certified in that type of business and also a nice Fair would be nice as swimming programs for children

Swimming program, soccer team, international music festival sounds good, international food festival or food truck rodeo, community cook offs

Organized sports leagues for the youth. Activities for seniors. More public social events for the community.

International festival

Playgrounds in good shape, walking trail, festival for small businesses

I love all the examples! Getting kids involved in public art projects like murals. Outdoor Movies, bringing in a variety of speakers on a wide range of topics that may increase the communities exposure to new ideas, food truck rodeo, flea market, craft fair with farmers market, community garden, incentives for solar within town limits/ policy that is supportive to alternative energy, recycling! Thank you so much for doing this survey!

I would like to see the annual 301 flea market enhanced with food trucks, music, outdoor theatre, art…

Community clean up days, block parties, community flower and vegetable gardens, educational and fun trips for youth, fun trips for seniors, bike and walking trails,talent shows, art shows, teaching youth chess, soccer, golf, etc.

Festivals and programs for seniors and families.

Bike and walking trails

Bike and walk trails in a beautiful area

Something that will bring inrevenue

I have a list so get ready with me: Better holidays Halloween, Christmas, thanksgiving, Martin Luther king etc. let make some noise let's show these kids and folks what it is to have traditions and hold them. Let's bring back art like music, theater, And art like hold a gallery for young folks and older folks. Better flea market Kids day Formal Jubilee : it's a formal gathering of kids/teens that learn etiquette and a celebration of their young lives growing and learning more than the average joe. Carnival weekend where families gather with fun activities like rides and games etc. which you can host like music events with it or something like that. On Halloween we should do a pumpkin patch fun and games get creative. But also let's bring back trick r treating let's get volunteers who are willing to open there home to pass out candy we can make a list and verified homes. Christmas better parades let's do a pie contest let's get a town tree and better decorations. Let's make it to where these kids and young folks talk about it for years because it's actually special in our town. Open mic every once in a while like twice out of the month. We can do charity concerts Black tie gala Host a heritage celebration Organize a cultural food festival Plan "tourist in your own town" event especially if it's during a holiday like Halloween Christmas etc. Orchestrate community gardening days Arrange community cleanup days (maybe those who also are on probation have community service that need to be done so this can help to with that problem) Public film screenings also if we get a community pool back and running we can totally do this film screening on hot days which also will bring more jobs to this town for young adults and teens. Nature walk tours We can also do a share a meal day were it's a big potluck and that gets people to socialize and network. Craft fair We can even do random festivals like hotdog festivals or peanuts where people make food out of like what we are known for (peanuts)and see what people come up with and it can also be a contest. I have so many ideas but this it just a little of what can be possible for this town.

Food truck festivals, outdoor exercises for groups, and sports leagues (baseball, basketball, football, soccer)

An art exchange in the town square, exercise equipment added at the park, more resources available and announced, the library needs a bigger better space with MORE BOOKS. Bike lanes would be amazing. Getting the drive in open would be great. Yoga at the park?

Mandated job training and employment placement for people receiving public assistance.

Public Art Festivals Useful public spaces Passive shaded sitting areas in small pocket Parks

A good coffee shop to socialize in.

More events for the youth

Any festival needs to family oriented with rate G words in music And non alcohol events

A senior Center with light weights and a place to exercise

Sometimes to entertain the kids bowling alley or roller skating

Cultural fairs with vendors and food trucks. Downtown revitalization displays and murals that display the rich history of the town.

Entrainment for children and adults and recreational activities

Musical events Getting citizens involved in events Events for seniors Gardens (vegetables and flowers) Art festivals Peanut Festival Christmas events (free lightning by Town)

Bike/walking trail Go carts Public art murals Outdoor concerts

Senior programs Public art Family friendly events More diversity ie cultural and ethnic events/exposure

Swimming Pool Black Music Festival

Getting along with each other better

It would be nice to have a fair like we did so many years ago. Maybe different types of festivals (other than just the Peanut Festival). Community events that bring the residents together as a whole instead of events that seem to be race specific.

Swimming and more

Swimming Pool

Park with lights and walking path Activities for children

Programs for seniors and youth Capitalize on our ruralness (agritourism)

The fair. Swimming program for seniors and children. Fitness center. Skating rank. Bowling alley. Walking trail. Adult bar. Movie theater. Greyhound bus stop. Hotels. Caribbean carnival. Bingo. Music festival. Comedy show. Amusement park.

Programs for kids that have special needs a arcade room skating ring a pool more outdoor events at the Park and recreation

Food truck rodeo, kids/events

Bring the original peanut festival back! swimming programs as well

Gameroom for kids, mentors for kids, karate classes, bingo for senior citizens

Bring back peanut festival. Talent shows , hiking.

Refurbishment of buildings, small businesses, artsy, cafes, coffee shops, make it an attractive place for visitors to see as they pass through.

Better biking and walking trails; more events to bring people to our community (ie fairs, food cookoff competitions, food truck competitions, concerts,)

Indoor and outdoor activities for everyone, maybe have separate times on certain days or certain times but not every day or all day because people may want to exercise with their young adult grandkid or a 13yr old may want to ride bikes or something with his adult uncle. Also, a better park near the cemetery.

Activities for teens and young adults Programs for seniors and adults Music fest (Different genres of music not just rap)

Swimming

A year round indoor pool

Fair, swimming pool, festivals

I WOULD LOVE TO SEE A YMCA COME TO ENFIELD. SOMETHING FOR EVERYONE

First of all, the historical aspect/ background tends to center around a negative connotation, which needs to be turned more positive, celebrated as such, and move forward. Personally, I miss the fairgrounds. Everybody gathered there and seemingly had a great time. Probably can't have a carnival other than the Peanut Festival due to potential breakout fights and/or violence. If there is to be some type of musical event, it needs to be something all age groups would enjoy, not just stuck on one genre unless it's for a specific event such as a church concert. Some sort of sports event not at school, such as a baseball or basketball game. Have a Food Truck Rodeo or a car show. A Butterfly Garden sounds lovely

Anything for the children

Talent show for the kids

More Saturday as field days for the kids ! Such as (volleyball , kickball , softball) playing against different towns (Scotland neck , Hollister)

More things for the youth, give them other options beside schools. The schools don't have many options for them other than sports seems like. Most kids aren't into athletics

Swimming pool (community pool) Event center Community paint & sip Youth lead programs

Attract more artists and musicians by marketing the town as place that has affordable space to create art; create a museum out of the old train station; create a restaurant/cafe where people can gather and exchange ideas; put a platform for kayakers on Fishing Creek.

N/A

More family oriented events

Anything you can do to keep our children busy to keep them out of trouble in the future

Program for children and elderly

Community swimming pool, day program for seniors, more activities for special needs children, cook offs/bake offs....street carnival....bring the Enfield fair back

10b - Where would you move and why?

27 Responses

Where would you move and why?

live out of town now

Already live in Roanoke Rapids

to a larger city in NC like Fayetteville

greenville, NC more opportunities

Nash county

Nash county countryside

Charlotte nc

I stay in rocky mount NC well born and raise in Enfield NC

Nashville…low crime rate.

Tarboro, more choices

Out of state. Better job opportunities

Not sure where.

Access to schools and healthcare.

Closer to Raleigh where it's beautiful

Somewhere with less gunshootings

Wake County for employment opportunity and endless possibilities for food, fun and fellowship.

Florida its warm year round and run by Republicans

Somewhere with better and closer access to needs. Ie rocky mount or Roanoke Rapids areas

N/A

Anyway but there cause they don't care bout us

Back north

No jobs

New York , why ? Enfield is home but I can't stay here forever

I would move to the bigger city where the resources are plentiful and more accessible

Different area - get away from the Agribusiness associated with depressed wages

not sure yet

I am moving just outside of Enfield

12 - What types of jobs would you like to see in Enfield? (examples: manufacturing, IT jobs, transportation)

116 Responses

What types of jobs would you like to see in Enfield? (examples: manufacturing, IT jobs, transportation)

business

business

I don't care what type of job but let it be a livable wage job

Jobs that are union, easily trainable for a variety of people (i.e. youth, moms w/children or a senior citizen who want to step out of retirement) and provide a living wage with opportunity for future growth without causing harm to the environment or its resident, such as coal mining. So for instance, tech, digital, light manufacturing, transportation, skilled artistry such as carpenter, cobbler, home painter, chef, baker, etc. Also, trade jobs that don't require a college degree, but still pays well once licensed or learn hands-on such as plumber, lineman, roofer, electrician, trucker, mechanic, etc.

IT jobs and Transportation

all type, technical and medical

city buses

manufacturing

more retail stores and plants that can offer more jobs in the area

IT, remote work positions ie. call center

manufacturing, transportation

manufacturing, secretarial work, retail store jobs, IT jobs

community, job, kids, picking up trash, plant flower, help seniors

manufacturing

manufacturing

Would like to see Enfield become a hub for internet services, manufacturing, arts and tourism.

manufacturing, It jobs, jobs for the teenagers.

Any jobs

Manufacturing Transportation Home services (Plumbing, H/Vac, Handy Man service, Lawn care)

Manufacturing and transportation

It jobs,

Manufacturing Trucking Screen printing Food service

Customer service jobs, training for senior citizens a assembly job

Manufacturer, just better paying jobs no matter what kind

Telecommunications Call Center

IT jobs!!

businesses such as Aunt Ruby that have a retail storefront but 50%+ of their revenue ships out the back door nationwide. we have ample warehouses and space to attract these type of companies that initially don't rely on foot traffic which we don't have today. These companies provide ample jobs in the warehouse, shipping, manufacture of the products and services being shipped out.

Manufacturing

Accounting, Barber, Coffee shops

More stores, manufacturing

Home healthcare, manufacturing, IT jobs, entrepreneurship, internships and apprenticeship in agriscience jobs

Manufacturing

Transportation, non profit organizations, IT Jobs, TV Production.

Highway and Road Construction's Jobs

Transportation, manufacturing and medical

ALL KINDS OF JOBS

manufacturing

IT seems to be the deal in today's workforce.

The town of Enfield is in need of workers to fill in the needs in every single department. The streets, parks, curbsides, storefronts, etc. attention.

Manufacturing

IT jobs would be great!

Any job creation that can bring revenue into the town to help it flourish.

We need jobs in Enfield that pay a living wage.

Trade jobs - plumbers, electricians, builders, furniture makers, upholstery,

IT, transportation, quality. childcare,

IT jobs, jobs in education

It jobs

Part time office work for retired citizens

IT, transportation

Manufacturing, Recycling plant IT Food industry

Manufacturer and It jobs

Fast food, clothing stores, recreational, manufacturing, transportation

manufacturing is probably the best type of jobs for the area. soliciting major corporations to relocate their plants and warehouses brings good union labor wage rates to the area which will uplift us out of a poverty level. Other businesses such as Aunt Rubys that have 50%+ ships out the backdoor. Meaning they are not reliant on foot retail traffic but ship via ecommerce/phone order. These bring warehouse and inventory jobs and are viable in that products shipped and sold nationally and/or internationally. we have a ton of unused warehouse space lets find these type businesses to sell and ship their goods.

Candle decor spots eat and rest spots

IT and warehouse jobs.

All types with training

Jobs a level above grocery clerk

IT

Manufacturing would probably be better for the population living here.

Manufacturing, IT

IT, manufacturing and retail

Biotech

Manufacturing

Jobs for teens IT and computer services Restaurant Pet grooming Coffee shop Bakery Handyman Home cleaning Thrift store Gym Tutoring business Ice cream shop Bookstore Floral shop Nail salon Landscaping Photography Daycare Event venue Food truck Health clinic

Manufacturing, IT jobs, transportation, healthcare

We just need more businesses and options. We need it easily findable and accessible as well. With any new business come new jobs. My husband wants to open a grill eventually.

Manufacturing, IT, and Green

Hospitality Healthcare

Not sure!

All the above

Manufacturing with entry level experience needed

Manufacturing and IT jobs

Any good jobs

A variety of jobs with comparable pay and benefits to boost the economy including manufacturing, technical and transportation.

Manufacturing

Any

Manufacturing and service supply companies

Manufacturers, grocery store,

Manufacturing Transportation Hospitality

Any!

IT

Manufacturing

Any one

Manufacturing, transportation, and jobs that our residents are qualified for. Most don't have college educations so we need jobs that either our people can be trained to do or jobs that they already know how to do.

Manufacturing

Manufacturing

Industrial

Factory jobs

A variety of skilled, semi skilled and unskilled jobs to match the educational levels of the citizens

IT, Manufacturing, Administrative, and HR jobs.

Call center

Not sure

Jobs for us teens, clothing stores or shoe stores! Even uber jobs or doordash

Manufacturing

Manufacturing

Manufacturing or keep the jobs here and pay more cost of living has gone up.

Manufacturing, small businesses

Manufacturing jobs would probably employ a larger number of people

More fast food options for younger people and teens who also go to school, transportation options for work, getting medicine from pharmacy or good from local stores, etc.

Manyfacturing

Manufacturing

Manufacturing, transportation, technology and coding

Manufacturer jobs

Manufacturing, IT, maybe a Truck Driver training hub

Manufacturing.

Coaching jobs , teaching , daycare

IT jobs, internships for the youth, more options for the youth joining the workforce than factories or fast food.

Manufacturing

Solar, driver education (adults/teens), health care, technology

Service and manufacturing

IT jobs, transportation, construction.

Customer Service, virtual work from home

Mfg,

Manufacturing, restaurants, agricultural and maybe automotive

Manufacturing

Manufacturing, call centers

13 - Do you own a business?

16 Responses

I would like to. Specify the business: - Text

any business that would help town grow

The Community of Hope Center,50I(3)C

Greek/ Frat clothing

Laundry mat

Interlocking Pavers

I MANAGER THE ABC STORE IN ENFIELD

Coffee and bakery shop or life coaching

NAranjos roofing

Childcare

Short term rental

A bar and grill

Public Administration/nonprofit consultant

Coffee shop

Little Ceasars

Customize shirts & apparel..

Yoga Magnolia

13b - Where do most of your customers come from?

2 Responses

Other - Text

IN, NH, OH, MD and KY

L

13c - What do you need most to support your business? Check all that apply.

3 Responses

Other - Text

I need a hotel and restaurants, then I could host conventions.

Equipment

My business is a nonprofit org., Quality of Life Transition Services, Inc..

13d - What is stopping you from starting your own business now?

15 Responses

What is stopping you from starting your own business now?

capital

Poor building conditions downtown

Finances and knowledge of how to start

New to area. Giving myself time.

N/A

because I don't know what type of business I want to do

Need to learn more about options and requirements

distances

Expenses

Money

Inability to finance at the moment

Completing Dissertation in Public Administration

Im not sure how to get started.

Finance

School/working

14 - Which local Enfield businesses do you regularly visit or shop at?

129 Responses

Which local Enfield businesses do you regularly visit or shop at?

hardee's

hardees, grocery store, dollar general

hardees, advance

dollar general, hardees, and EP mart

No particular favorite.

food (hardees, Marina's)

Marinas, EP Mart, Hardees

family dollar, hardees

none of them regularly

dollar tree and family dollar

grocery store and gas stations and convenience stores

dollar general, family dollar

family dollar

dollar general, hardees, family dollar, chinese

family dollar

hardees, FDS/dollar tree, dollar general, southern secrets, holdford hardware, bellamy hardware, EP mart, A team, J&J new and used tires, truist bank, aunt puloys peanuts, autozone, meyers supermarket, marina's

Ep mart, dollar general

speedway/ Ep mart

food store

the gas stations

Hardware, supermarket, gas stations, the Italian restaurant,

supermarket

Dollar store

The Market Family Dollar/Dollar Tree Hardee's Maria's Speedway

Drug store fish market Hardee's

Family dollar

N/A

Dollar tree

Dollar General

Use to be market plus

Family Dollar/Dollar Tree Hardee's Speedway

Drug care, hardee

Hair Transformation and Family Dollar

Trust Bank, Marinas Restaurant, Speedway, EP Mart, Dollar store, southern secrets, Holdford hardware, enfield tire, auto repair shop in the old Ewell ford bldg (don't know the name of the auto shop). abc store, collective center for events, attorneys office when needed

Bellamy Hardware EP Mart DG FD

Dollar general

Southern Secret, Hardee's, Marina's Pizza, Dollar Tree. Dollar General, Market Plus, Autozone

Trust,Drugcare, Hardee's, Marinas, Southern Secrets, Holleys, Ep Mart, Holdfords, Bellamy Hardware, Hardee's, both Family Dollar and Dollar General

Market Plus, Speedway, Family Dollar, Dollar General

EP mart for gas -use to be Lowes until it was run down

Hardee's

Dollar stores

ALL OF THEM

Family dollar

family dollars and dollar general

Bank, convenient store, funeral home.

I shop locally as much as is possible. However, I have no choice many times. Cleanliness is very important to me.

Aunt Ruby's, Southern Secrets, Marina's, Drugcare, Hardee's

Family Dollar Tree, Dollar General, EP Mart, Market Plus, Hardee's

EP Mart, Drugcare Pharmacy, BB&T, Marina's

Post office, Marina's, Fish Frenzy, Market Plus, Family Dollar, Exxon, Speedway

I go to Rocky Mount or Roanoke Rapids to shop. I'm not satisfied with the markets here and there are NO.clothing stores.

Grocery store and gas station

Dollar stores

Ep mart, speedway, all the restaurants

Family Dollar/Dollar Tree, USPS

Ep mart, dollar tree, dollar general, Hardee's, hair transformation and market plus

Fish Frenzy, Marinas, Golden China,family Dollar/Dollar Tree, Southern Secrets, Market Plus

None

Hardee's, dollar tree, EP mart,

pharmacy, Truist bank, hollys flower, holdford hardware, Marinas restaurant, speedway gas, EP Mart, and Dollar store.

None

The grocery store and convenient stores

Hardees

Tier shop, Exon, RHG, Dollar Tree, Market Plus,ABC Store, Hardee's,

Ep mart, family dollar

Bellamy's Hardware

Dollar general, dollar tree, family dollar, market plus-sometimes, auto, Hardee's, Italian restaurant occasionally, truist, post office, speedway, epmart, hardware stores

Grocery store

Dollar stores

Family Dollar/Dollar Tree, Southern Secrets, Drugcare, Marina's, Truist, Speedway, Hardee's

Dollar store Hardee's gas station next to it

Family dollar

Chinese food and sometimes super market but mostly gas station near my home.

Marina's, Southern Secrets, ExxonMobil on Glenview

DrugCare, Family Dollar, Dollar General, ABC, Rural Health, the gas stations, Hardee's, both hardware stores.

When in Enfield grocery store

Southern Secrets Holly's Florist Drug Care Bellamy Hardware

The dollar General

Gas station and Hardee's

Southern Secrets. Hardee's family dollar dollar tree dollar general speed way Holdford hardware Bellamy Hardware A and B milling

None except occasionally

Drug store

None

Hardee's, dollar stores

Dollar stores Marina's Italian Restaurant Market Plus Seafood Frenzy

Grocery store, convenience stores. Gas. Church

None

Dollar Tree Family Dollar

Aunt Rubys Peanuts

Holdford Hardware Truist Bank Pharmacy Hardee's Golden China Expressway

Family Dollar Market Plus Auto Zone

Post Office-Holdford Hardware

Family Dollar

EP Mart, Dollar General, Family Dollar Tree, Golden China, and Hardee's

Dollar General

None

Dollar General

Seafood Frenzy Gas station Hardee's

Dollar General Hardees

Pharmacist, Dollar Store, and Hardee's.

Metro mart

N/A

Dollar store.

None

EP Mart and Hardee's

Family Dollar, Dollar General. The shops open downtown are not affordable for most people in Enfield.

Holdford's Hardware, Bellamy's Hardware, Southern Secrets, Marina's Italian Restaurant, Premier Equipment, Autozone, Hardee's, EP Mart, Enfield Tire, Enfield Bonded Warehouse, Truist Bank,

Dollar General, Ep mart, family dollar tree, drug care. We try our best not to shop at market plus.

None

Dollars general

Family Dollar and speedway

Family Dollar Tree, Dollar General, Market Plus sometimes, Speedway

E.P. Mart and Bellamy Hardware

N/A

Family dollar , dollar general

Family dollar, gas station, Hardee's

Post office

Dollar Tree/Family Dollar & Market plus

Hardee's

The pharmacy, Mears for gifts, Dollar Store.

EP. Family Dollar

Grocery store fish market salon

Speedway and Hardee's

Grocery

None

15 - What is one thing the town government can do to make your experience in Enfield better?

118 Responses

What is one thing the town government can do to make your experience in Enfield better?

community equality

have more business for people to shop. people in enfield will pay for good food/ something different.

Support initiatives by the new Mayor and the Commissioners.

I travel here to work so definitely more food options

live in greenville

fix roads, reduce loitering, create family and community activities/ in partnership with schools

treating citizens as real human beings

associate with residents

make the town look more enticing and presented well when people come traveling in our town

renovate downtown area to encourage new businesses

food choices

anything

food choices

show support to current businesses by supporting with their personal needs. Talk with business owners to see what they would like to see come to our town.

fix streets, demolish old building, keep grass cut, keep litter off roads and street

bring more business to enfield, recreation programs for children

make a better garbage pickup

crack down on crime

Welcome all new business and residents and discuss what Enfield has to offer, and how to get involved.

United all citizens to bring the town together regardless of race, creed or color.

Reach out to the residence more

Decrease Crime

Get us a restaurant

Bring both sides of the tracks together

Get something going for the older adults and young children that's coming up make something for them so they can learn and stay out the street

Bring enfield back alive

Provide programs to keep the youth active.

Fix the streets and grants to help the small businesses

again consistency in delivery of services such as garbage collection; institute recycling programs (what kind of town or city does not recycle in today's age of overcrowded landfils.) also non fossil fuel options - solar, wind. we need to have an electric grid that can tap into the solar companies to buy back credits. do we want to be non as a regressive or progressive town?

Better internet services

Be more proactive with all businesses.

Take better care of cementary, Cut dead trees on streets and remove

Keep us informed of upcoming events via a platform other than Facebook. Develop a printed newsletter to include upcoming events and positive happenings in Town that can reach every household.

Better solution for the high electric bills

Less police harassment.

Less police presents and more community outreach programs. Fire houses revitalized. CPR, Rescue and lifeguard registration and training.

Revitalize down town and add restaurants

DO ALL YOU CAN TO DO TO HELP THE PEOPLE IN THIS TOWN.

Get from behind your desk and come into the neighbors and talk to the citizens

more places to eat at

Work together as a team.

Our government can work to UNITE people rather than to divide. We have made progress but have a long way to go.

Stop promoting a racial divide. All of their decisions are based on race - at some point, we all have to come together to make this town better.

Lower utility bills.

Reasonable power costs would be a huge help to all current and future residents as well as businesses.

Bring in an outside facilitator to heal the racial divide in Enfield which would help all the commissioners, business owners and residents work together for a better, productive Enfield.

Help residence to repair homes.

Keep doing what they're doing

Clean up and repair streets

Fix the potholes, stop charging so much for electricity

Stop arguing; reduce conflict and negativity among town officials; respond in more professional manner to persons who express views or ask questions you don't agree with or don't like; be transparent about town government process/operations/developments; Reduce taxes

Get to know the people that live and work there

-recycling program and designate one day a Month to pick up large debris. Who is going to pick up the sofas that are on the streets for months ?

Bring more businesses to town.

Bring in a reputable grocery store.

Street drainage

can we pay our utility bills online? I know they used to have card on file for utility payments but I believe it was not PCI compliant so had to stop. have a link on town website to pay your monthly invoices. a local newspaper would be helpful also or local publication to advertise and promote what is happening. Not everyone has social media or steady access to the internet. but no substitute for the old fashioned "penny news" to alert citizens of important events. i think the email/text bulletins the town sends out are great and I appreciate this. not sure what %age of residents are enrolled in that or if all have access to that?

By getting more decor opportunities out there

Better housing, another grocery store, better policing

More police presence in residential areas.

Clean up abandoned buildings

Clean it up a little

Keep communicating actively, update us on what is happening with grants and positive things in the community. Keep working on affordable and safe housing options. Create opportunities for people to gather and mix with neighbors they may not normally have an opportunity to interact with. Kid friendly Block parties? 'Foxfire' project getting kids to document stories from the elders in the community…could be archived in an eventual Enfield museum… keep working together and asking for feedback. Thank you for doing this

I would like to see more civility.

Make all landlords fix up their houses or tear them down and make their renters keep their dwelling presentable.

Jobs,programs for children a boys and girls club .summer program,. Try to get a good grocery store

Stop trying to make everything about race. We all need to come together as one group of people regardless of race.

Improve run down shops and houses

Keep us safe… when I'm making a decision think 1st of the people

Listen, use the money to rebuild this town.

Provide incentives for businesses to operate in Enfield. Reduce the cost of electricity for businesses and residents

Find ways to attract small businesses. There are lots of people who would like to open businesses but have no idea where to even start out here.

I think they are doing the best they can with the limited resources

Pick up garbage more timely

Get the electric bill straight. I've never p d. a town for electric! Someone's got there hand in the pot!!

Getting more restaurants and other businesses

Encourage everyone to stop the racist comments We all from different back grounds but we all belong to the Enfield community and if we want change the community must work as one unit

Lower power bills

Bring some business into Enfield

Be inclusive; work together for the good of the town. Provide quality customer service and develop some standard operating procedures for the town of Enfield.

Make the town marketable and attractive

Get more involved with citizens Commissioners having monthly meetings within their area to see what citizens would like

Fix the unbearable electric costs or have access to the Halifax Electric coop DIRECTLY.

Clean ditches out Get a truck to pick up big trash items such as couches, chairs, bedding etc.....

Lower electric bill

Start with trying to make the community a community for all not just pockets of people or certain demographics. There is little community

Culturally relevant programming

Look after all The Citizens

Someway somehow get our utility bills lowered

Grocery Stores, recreation, fitness center

Make the town better

Transparency

Neighborhood network like Nextdoor, Transportation,, demolition old homes, etc.

Lower the light bill

Clean it up

N/A

Get them people that's shooting up the town. Police are not doing anything to make the town safe

Bring more to the town and the kids

Improve the abandoned buildings.

Lower utility costs and lower taxes. Recruit more clean "sit down" restaurants.

Create some type of programs or areas for everyone to participate in some kind of activity/events.

Better Foods places. kfc. taco bell.

Try to get the light bill down or set up some kind of payment arrangement to help the residents

More restaurants

Bring in more business

Revitalize downtown. Restaurants, etc

Work to better our town.

Plan more things for the kids , movie night ,

Put more resources into the youth

Open up more stores

Rebuild the city with renovated buildings & bring a bank. Create hotels for out of towners

Work for the people

Be inclusive; and more creative; figure out ways to attract new business; show an interest in taking care of the dilapidated businesses and housing.

More patrol officers

Bring more jobs, restaurants, a better grocery store, and also more realistic housing for the low income people and these homes being built or owned that require a lot of income!!!

Attract and keep businesses and good paying jobs

Try to bring more dining options

More officers

APPENDIX D: RESOURCE LIST	
ECONOMIC DEVELOPMENT	
Goldenleaf Economic Catalyst Program – Golden LEAF will consider applications to assist eligible state, regional and local economic development entities with grants to support permissible activities in projects in which a company will commit to create a specific number of full time jobs in a tobacco-dependent or economically distressed area.	https://www.goldenleaf.org/catalyst/
RAMP East – A regional initiative to help northeast North Carolinians get jobs in advanced manufacturing. The initiative helps individuals get ready for a new job or career regardless of experience or education level.	https://rampeast.com/
Rural Prosperity Through the Arts & Creative Sector (Action Guide) – this guide offers research insights and lessons learned from states that harness the power of arts to drive rural prosperity. Produced by the National Governors Association (NGA) Center for Best Practices, the guide demonstrates creative policy solutions that draw on home-grown arts and cultural assets to address urgent problems facing rural America.	Download the action guide here: https://www.nga.org/ruralarts/
The Rural Community Assistance Partnership (RCAP) Community and Economic Development programs – RCAP is a national network of nonprofit partners with over 300 technical assistance providers across the country. RCAP runs economic development programs that help communities build leadership capacity and support economic planning and implementation efforts that focus on local approaches that drive rural prosperity.	https://www.rcap.org/economic-development-programs/
Demolition Grants support the demolition of a vacant building to encourage site rehabilitation and site availability for economic development purposes. Funding is available through the Rural Grants Program and the U. S. Department of Housing and Urban Development (HUD)'s Small Cities Community Development Block Grant (CDBG) program.	https://www.nccommerce.com/grants-incentives/building-or-site-funds/demolition
RETOOL NC – providing free grant money to certified, qualified small businesses that are underutilized, many of which are owned by people of color, women, veteran, LGTBQ+ or others. The government grant money will help them recover from the COVID pandemic. Up to $25,000 will be provided as part of the Historically Underutilized Businesses (HUB) program. Applicants need to have under 50 employees, less than 1.5 million in revenue and meet other criteria.	https://ncadmin.nc.gov/businesses/historically-underutilized-businesses-hub
CornerSquare Community Capital – launched by the NC Rural Center and Truist, the bank that emerged from the BB&T and SunTrust merger, is a new resource for the CDFI sector. Through this innovative program, 100 percent of the funding will be allocated to racially and ethnically diverse small business owners, women, and individuals in low- and moderate-income communities, with a focus on African American-owned small businesses.	https://www.cornersquare.org/
WealthWorks is a 21st-century approach to local and regional economic development that belongs in every community and economic development toolkit. WealthWorks brings together and connects a community's assets to meet market demand in ways that build livelihoods that last.	https://www.wealthworks.org/ https://www.wealthworks.org/success-stories/north-carolina-textiles
COMMERCIAL DISTRICT/MAIN STREET RESOURCES	

Design Resource Page – design supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart. This resource includes funding information, committee roles and responsibilities, toolkits, and more.	https://www.ncmainstreetandplanning.com/design
Economic Vitality Resource Page – this page focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies. This resource includes funding information, committee roles and responsibilities, toolkits, and more.	https://www.ncmainstreetandplanning.com/promotion
Promotion Resources - promotion positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics. This resource includes funding information, committee roles and responsibilities, toolkits, and more.	https://www.ncmainstreetandplanning.com/economic-vitality

FOOD ACCESS AND SECURITY

The Rural Grocery Initiative, housed within K-State Research and Extension, aims to sustain locally-owned rural grocery stores to enhance community vitality and improve access to healthy foods by identifying, developing, and sharing resources that support grocers and rural communities	https://www.ruralgrocery.org/
National Sustainable Agriculture Coalition's Federal Farm and Food-Related Grant Database - this database includes categories such as grants and programs for local & regional food systems, rural development, healthy food access, beginner farmers, and more.	https://sustainableagriculture.net/publications/grassrootsguide/farm-bill-programs-and-grants/
Approaches to Increase Access to Food – a toolkit by the Rural Health Information Hub	https://www.ruralhealthinfo.org/toolkits/sdoh/2/built-environment/food-access
Improving Access to Nutritious Food in Rural Areas by the University of North Carolina (UNC) School of Government	https://www.sog.unc.edu/resources/microsites/building-assets-rural-future/improve-access-nutritious-food-rural-areas.
Access East's Healthy Opportunities Pilot program provides public assistance and non-medical services for Medicaid recipients in Northeastern North Carolina.	https://www.hopaccesseast.org/

PLACE-BASED ECONOMIC DEVELOPMENT STRATEGIES

Environmental Protection Agency (EPA) website on Smart Growth in Small Towns and Rural Communities - strategies to help rural communities achieve their goals for growth and development while maintaining their distinctive rural character.	Full website: https://www.epa.gov/smartgrowth/smart-growth-small-towns-and-rural-communities
Smart Growth Strategy Resource: A Step-by-step guide to building a place-based economic development strategy. It is intended for small and mid-sized cities, particularly those that have limited population growth, areas of disinvestment, and/or a struggling economy.	Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns
Recreation Economy for Rural Communities – This initiative offers planning assistance to help communities develop strategies and an action plan to revitalize their Main Streets through outdoor recreation.	Recreation Economy for Rural Communities
Healthy Places for Healthy People – This program helped communities create walkable, healthy, economically vibrant places by engaging with their health care	Healthy Places for Healthy People

facility partners such as community health centers (including Federally Qualified Health Centers), nonprofit hospitals, and other health care facilities. (Smart Growth Technical Assistance Program)	
Cool & Connected – Specific actions small towns could take to use broadband to revitalize downtowns, create economic opportunities, and protect the environment. (Smart Growth Technical Assistance Program)	Cool & Connected: Nine Actions for Success
Local Foods, Local Places – an initiative that helps create more livable places by promoting local food enterprises such as farmers' markets, food hubs, community gardens, and community kitchens on main streets in downtowns and existing neighborhoods. (Smart Growth Technical Assistance Program)	Local Foods, Local Places:
Rural America Placemaking Toolkit – A resource to identify placemaking projects that align with your community capacity. The *Rural America Placemaking Toolkit* is a resource guide to showcase a variety of placemaking activities, projects, and success stories across rural America	https://www.ruralplacemaking.com
Our Town grant program is a federal creative placemaking program. Through project-based funding, the program supports activities that integrate arts, culture, and design into local efforts that strengthen communities. Grants range from $25,000 to $150,000, with a minimum cost share/match equal to the grant amount.	https://www.arts.gov/grants/our-town
The Outdoor Recreation Roundtable (ORR) is America's leading coalition of outdoor recreation trade associations and organizations working to promote the growth of the outdoor recreation economy and outdoor recreation activities.	https://recreationroundtable.org/economic-impact/
INTERNET ACCESS	
The Affordable Connectivity Program (ACP), which is administered by the Federal Communications Commission, gives low-income households a discount on internet services so they don't have to decide between purchasing broadband or other necessities.	https://www.ncbroadband.gov/assistance/affordable-connectivity-program
NETWORKS AND WORKING GROUPS	
Rural Partners Network (RPN), a new whole-of-government effort led by the U.S. Department of Agriculture (USDA) to transform the way federal agencies partner with rural places to create economic opportunity. In addition to this first cohort, RPN will expand to Nevada, North Carolina, Puerto Rico, West Virginia, Wisconsin, and Tribal communities in Alaska in a second cohort to launch by the end of August.	https://www.rural.gov/
Community Development: This listserv fosters networking and idea exchange with other community and economic development practitioners from around North Carolina.	Use this address to send a message to the listserv: nccomdev@listserv.unc.edu Questions regarding the nccomdev listserv should be sent to Marcia Perritt.
Diversity & Inclusion: This listserv seeks to foster information exchange around the issues of diversity and inclusion in public organizations, and, in particular, NC local government organizations.	Use this website to subscribe: Diversity and Inclusion Listserv
Economic Development: Interested in networking and exchanging ideas with community and economic development practitioners from around the state? Want an opportunity to learn about what your colleagues are doing to strengthen their local economies and maintain vibrant communities? Then subscribe to the Community Development and/or Economic Development Listservs.	Use this address to send a message to the listserv: ncecondev@listserv.unc.edu Questions regarding the ncecondev listserv should be sent to Marcia Perritt.

Minority Businesses: This listserv is hosted by the UNC School of Government in collaboration with the NC MWBE Coordinators' Network to encourage the sharing of information and best practices amongst those involved in the development, administration, and success of public sector equal business opportunity programs. We are also here to serve as a resource for private sector supplier diversity professionals who are required to comply with public sector policies.	Minority Business Equal Opportunity Practitioners Listserv A listserv member can send a message to the list two different ways: address a message to MinorityBusinessPractitioners@listserv.unc.edu, or send a "reply" to any listserv message you received.
RACIAL EQUITY	
Truth, Racial Healing & Transformation Implementation Guidebook - this guidebook will help individuals, organizations, and communities plan, implement, and evaluate the W.K. Kellogg Foundation's Truth, Racial Healing & Transformation efforts.	https://wkkf.issuelab.org/resource/truth-racial-healing-transformation-implementation-guidebook.html
Healing Through Policy: Creating Pathways to Racial Justice – a resource for how local leaders develop policies and practices to move from commitment to action, and how to best use policy to effect meaningful change toward health, racial equity and justice.	https://apha.org/healing-through-policy
CASE STUDIES	
Emporia Main Street (EMS) is an economic and community development agency that operates within the City of Emporia and Lyon County. EMS's mission is to sustain and grow Emporia's local economy by applying a four-point approach to create jobs, encourage tourism, and support entrepreneurs and business owners.	https://emporiamainstreet.com/programs/
Bakersville and Hayesville, NC **-** Two small rural communities in the mountains of North Carolina build civic infrastructure and partnerships, and boost tourism by elevating heritage and cultural assets and revitalizing downtown.	https://homegrowntools.unc.edu/index.php/studies/bakersville-and-hayesville/
Helena-West Helena, AR **-** Severe economic decline leads civic leaders from two small communities in the Mississippi Delta to set aside historic rivalries and work together to save their towns. This story is about an inclusive community-wide planning and implementation process to bridge economic development, housing, education, leadership development and health care.	https://homegrowntools.unc.edu/index.php/studies/helena-west-helena/

APPENDIX E: TOOLS FROM THE ECONOMIC DEVELOPMENT HANDBOOK[77]

Marketing and Recruitment Tools

Jurisdictions employ several marketing and promotional tools and activities in recruiting new businesses. These tools were identified by Dr. Johnathan Morgan to help prospective firms and industries learn about North Carolina's many advantages. Marketing messages should be unified, coordinated, and complementary across counties, regions, and the state. A jurisdiction can highlight and market its assets through a combination of tools that include the following:

- Prospect visits. Face-to-face communication is usually the most effective way to sell a place and the assets it has to offer.
- Websites. A high-quality web presence is essential. A website should display current information and be both concise and easy to navigate.
- Engagement with site-selection consultants. Building rapport with the technical experts who guide the site-selection process on many large projects can be beneficial.
- National media relations. Business executives read articles about various regional economies in business and trade publications, so North Carolina jurisdictions should actively seek out such coverage.
- Social media. Platforms such as LinkedIn and Facebook can be used strategically to reach certain audiences.
- Community data books. These should be customizable to fit the unique needs of a business considering locating in a jurisdiction in the state.
- Brochures. These should be attractive and describe in detail the benefits of locating in the area.
- Print advertising. There are numerous local, state, and national publications geared toward industrial location searches. North Carolina jurisdictions should consider advertising in such publications.
- Trade shows. Visibility is crucial in economic development, and having a presence at trade shows can go a long way in attracting business.
- Local media. Local public relations efforts keep the public informed about economic development and can help build and maintain needed community support.

Business Retention and Expansion Tools

A formal business retention and expansion program seeks to build relationships with local companies in order to identify critical needs and facilitate access to resources and other assistance that will help firms become more competitive. Such a program can also help identify local companies that may be at risk of experiencing a major decline that results in layoffs or plant closings. Business retention and expansion tools include the following:

- Calls and visits—reaching out to existing firms to learn about business needs, concerns, and plans.
- Business surveys—systematically collecting data on competitiveness issues and satisfaction within the community.
- Business networking—producing mutual gains by bringing firms together.
- Technical assistance—helping firms with financing, staffing, regulations and permitting, utilities, market development, operations, technology, and so forth.
- Workforce training assistance—ensuring that firms have access to the skilled labor and talent they need.
- Recognition and appreciation—celebrating the contributions of existing firms through symbolic gestures, such as award luncheons, news stories, and proclamations, that make them feel valued by the community.

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[77] Morgan, Dr. Johnathan. "Economic Development Handbook." Accessed September 11, 2022. https://www.sog.unc.edu/publications/books/economic-development-handbook.

- Financial incentives—using performance-based grants to support retention and expansion of existing industry.

Entrepreneurship Tools

Small business development and entrepreneurship programs provide support to smaller firms and encourage the start-up of new enterprises in order to stimulate economic development. Local governments most often defer to other entities like state agencies, community colleges, universities, chambers of commerce, and local nonprofits to take the lead on small business development. However, several North Carolina counties and cities invest in and help facilitate certain small business development activities, including the following:

- Business incubators. Affordable physical space offers access to shared administrative and support services for fledgling start-ups until they can survive on their own.
- Revolving loan funds. A loan pool can relend to borrowers as funds are repaid.
- Technical assistance. Small start-ups need help with financing, accounting, management, marketing, technology, and staffing in order to grow to the next level.
- Entrepreneur networks. Entrepreneurs can learn from one another and explore opportunities for joint ventures when they participate in formal networks or informal interactions.
- Equity or venture capital funds. These specialized sources of financial capital rely on private investors willing to provide seed funding for early-stage firms with high growth potential. An example is the Inception Micro Angel Fund, which is building a network of investor funds statewide. (See www.imaf-rtp.com.)

APPENDIX F: CATALYST STRATEGIES CHEAT SHEET

Catalyst Strategies are off-the-shelf Transformation Strategies that can be adapted to a wide variety of places. Many can exist at any price point (e.g., Apparel or Home Furnishings); a few are organized around an existing institution (e.g., College Town or Military Installation). All can be further customized to local needs.

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
AGRICULTURAL ECONOMY	Products and services that serve agricultural communities, OR support small-scale agriculture and local food production	‣ Live nearby ‣ Agricultural families ‣ Agricultural workers (incl. seasonal)	‣ Appropriate for rural, agricultural communities ‣ Also appropriate for urban districts interested in sustainability and urban agriculture	‣ Serves locals' needs ‣ Serves local economic drivers	‣ Install an orchard in a vacant downtown lot ‣ Organize a farmers' market ‣ Launch a community-owned variety store
APPAREL	Apparel cluster, typically differentiated and independent, so as not to compete with malls.	‣ Everyone… but, primarily women ‣ Preferably a target niche (e.g., vintage, work clothes, etc.)	‣ Street visibility ‣ Competitive industry (malls, online) ‣ Online sales possible	‣ Often highly desired retail mix, but highly competitive ‣ Can position district as regional destination	‣ Visual merchandising assistance to apparel biz. ‣ Lunchtime fashion shows
ARTS	"Arts" involves all creative industries, incl. film, music, dance, fine art, theatre, etc.	‣ Demographically diverse; may be shaped by ethnicity, income, etc. ‣ Some sales business to business (rather than consumer)	‣ Creative industry workers often keep odd hours, enlivening the district. ‣ Different from "Entertainment" districts, though some overlap	‣ Arts industries can make use of hard-to-use spaces ‣ Arts often serve as a draw for other types of businesses.	‣ Create a public arts strategy ‣ Pair artists with retailers for window displays ‣ Launch an "open studios" day ‣ Develop live/work space
COLLEGE TOWN	Makes connections between business district and anchor educational institution.	‣ Students, faculty, staff at college/university ‣ Returning alumni, visiting parents ‣ Tourists/visitors	‣ Residential institutions differ from commuter schools ‣ Strategy may work better where institution already a center of community life	‣ Builds on existing economic anchor ‣ No new parking demand (in many cases) ‣ But: Can be associated with nuisance issues (e.g., noise, drinking)	‣ Install college flags, pennants downtown ‣ Establish direct liaisons to university admin and student body ‣ Set up loyalty card
CONVENIENCE GOODS + SERVICES	Pursues a cluster of retail and retail-service businesses that fulfill day-to-day needs of nearby shoppers. E.g., groceries, dry cleaning, drug store, flowers, hardware, etc.	‣ People who live nearby ‣ People who work nearby ‣ People passing through (e.g., commuting)	‣ Highly desired by many communities but… ‣ Competitive ‣ Not differentiated ‣ Functions as an "amenity" to residential	‣ A "full-service" district ‣ But: Convenience businesses can be generic in nature and they don't draw customers from elsewhere	‣ Improve short-term parking options ‣ Install bike racks ‣ Set out water bowls so residents walk dogs downtown ‣ Shop-local campaign

MAIN STREET AMERICA

CONVENIENCE GOODS + SERVICES	Pursues a cluster of retail and retail-service businesses that fulfill day- to-day needs of nearby shoppers. E.g., groceries, dry cleaning, drug store, flowers, hardware, etc.	‣ People who live nearby ‣ People who work nearby ‣ People passing through (e.g., commuting)	‣ Highly desired by many communities but… ‣ Competitive ‣ Not differentiated ‣ Functions as an "amenity" to residential	‣ A "full-service" district ‣ But: Convenience businesses can be generic in nature and they don't draw customers from elsewhere	‣ Improve short-term parking options ‣ Install bike racks ‣ Set out water bowls so residents walk dogs downtown ‣ Shop-local campaign
DINING + ENTERTAINMENT	Focuses on things people do for fun, usually in the evenings. Often serves as a regional destination.	‣ Younger (though not always) ‣ Singles and couples (not kids, typically)	‣ Can be complementary to a daytime strategy ‣ Can be associated with nuisance issues (e.g., noise, drinking) ‣ Complements Arts strategy	‣ Extends business days into evenings ‣ Parking demand complementary to daytime demand ‣ Works well with historic buildings	‣ Improve lighting to increase safety at night ‣ Engage business owners in "responsible hospitality" program ‣ Organize a "night market"
DISTRICT WORKERS + RESIDENTS	A convenience-oriented strategy (e.g., take-out meals, greeting cards, hair, daycare)	‣ Nearby, but demographically diverse	‣ Captive market ‣ Workers can only shop before or after work, or at lunch	‣ A "full-service" district ‣ Price competitive and chain-dominated segment ‣ May generate new housing demand (people want to live near work)	‣ Create lunchtime gathering places ‣ Schedule promo activities at lunchtime ‣ Offer delivery service ‣ Develop upper-story apartments
ELDER-FRIENDLY + AGING-IN-PLACE	Recognizes that people have different needs as they advance in age and life stage. An Elder-Friendly strategy helps people continue living independently for as long as possible.	‣ Elders… but, ‣ More active than previous generations of retirees ‣ Greater proportion of single-person and multi-generation households	‣ More than other strategies, must be particularly attentive to the physical environment – e.g., traffic safety, seating, amenities	‣ Seniors spend more money on experiences (less on things) ‣ Empty-nesters and down-sizers ‣ Buy stuff for grandchildren	‣ Improve sidewalk lighting ‣ Grants to make stores accessible ‣ Set up walking/exercise groups in district ‣ Offer home delivery
ETHNIC SPECIALTIES	Pursues a cluster of retail and retail-service, entertainment, industrial, and wholesaling businesses that primarily serve the needs of a particular ethnic or cultural group, but may be patronized by any shopper	‣ Members of a specific ethnic or cultural community ‣ Others seeking out authentic cultural foods, products, or experiences ‣ More than other strategies, the customer defines the district	‣ Ethnic economies can be self-contained ‣ Business mix can be very wide-ranging – manufacturing to galleries to restaurants	‣ Creates a regional destination ‣ Highly differentiated (does not typically compete with malls, chains) ‣ But: May not be embraced by whole community, if diverse ethnicities	‣ Install bilingual signs ‣ Partner with local social service agencies ‣ Organize a "Street Fare" of local, ethnic foods ‣ Establish a commercial kitchen to grow culinary businesses
FAMILY-FRIENDLY, FAMILY-SERVING	Focuses on local families; characterized by family-friendly events and businesses	‣ Families, particularly with babies and young children at home ‣ Grandparents ‣ Teens	‣ A daytime strategy ‣ Most active on weekends ‣ Appropriate for communities with young demographic, growing families	‣ Offers products and entertainment locally ‣ Helps engender positive downtown experiences for young people ‣ But: Not compatible with strategies dependent on bars and nightlife	‣ Add kid-scale street furniture in public spaces ‣ Offer internships to high school students ‣ Show family films outdoors on weekends ‣ Expand business mix with gifts and toys

Category	Description	Customers	Compatibility	Benefits	Implementation Ideas
FOOD	Establishes the commercial district as a food hub, including farmers' markets, food production, catering, restaurants	‣ People who live or work in the district ‣ People looking for a social experience ‣ Business to business sales of food production	‣ Works well with historic, interesting spaces ‣ Can complement arts or entertainment businesses	‣ District becomes a food destination ‣ Presence of restaurants often attracts new office-based businesses ‣ But: High startup costs for food businesses; high failure rate	‣ Develop a public orchard in a pocket park ‣ Partner with closest culinary school ‣ Establish a deferred repayment loan program for restaurants
GREEN PRODUCTS + SERVICES	Pursues environmentally-friendly economy for the commercial district; supports businesses concerned with recycling and upcycling, and service businesses that use sustainable practices	‣ Tend to be younger, highly educated, values-driven ‣ Young families ‣ Idealistic and aging "Boomers"	‣ Green practices become part of district's identity ‣ Renewable energy, zero-waste practices, public transit, historic preservation, local sourcing all play a role	‣ A forward-looking strategy that leverages the benefits of traditional business districts ‣ But: Typically associated with higher price points	‣ Install bike lanes ‣ Install rain gardens ‣ Hold zero-waste special events ‣ Help businesses to purchase energy from renewable sources
HEALTH + WELLNESS	Pulls together retail, recreational, educational, and professional businesses (including social service orgs) and organizes them around improving people's wellbeing	‣ Families to seniors ‣ Tend to be more highly educated ‣ Tend to be more affluent	‣ Can work equally in a spa/vacation community or convenience-based district ‣ Often relies on marketing to make the strategy visible to public	‣ Many businesses can participate (even those not explicitly health- related)	‣ Mark walking and running trails in district ‣ Identify healthy options on restaurant menus ‣ Work with local gym or trainer to offer outdoor "boot camps" downtown
HOME FURNISHINGS	Clusters retail, service, and professional businesses related to the home and home life, including, furniture and housewares, floors and finishes, garden and outdoors, design and construction services	‣ Younger (people still at a stage when acquiring the things they need) ‣ Homeowners (esp. for appliances, renovations, etc.) ‣ Renters (smaller furniture, furnishings)	‣ Strategy can exist at any price point, from used to vintage to new, designer ‣ A regional destination strategy: district is known as home furnishings source	‣ Works well in historic setting, buildings ‣ Works well for larger spaces ‣ Still a bricks-and-mortar retail purchase ‣ But: Not a daily consumer need for locals	‣ Paint some old wooden chairs and place them around district ‣ Stage living window displays ‣ Turn a café into a furniture store (or vice versa)
KNOWLEDGE ECONOMY	Primarily focuses on software and technology, but also includes workers in creative professions and the traditional professions (e.g., lawyers, etc.)	‣ Typically younger ‣ Highly educated	‣ Requires excellent broadband service ‣ Workers keep long/odd hours, making the district more vibrant at night	‣ Attracts young, creative entrepreneurs ‣ Can be a way for rural communities to grow jobs and population	‣ Establish a co-working space ‣ Make wifi available in all businesses
MANUFACTURING	Focuses on small-scale manufacturing compatible with commercial districts, appropriate for upper-floor spaces, warehouses, and other secondary or peripheral spaces.	‣ Sales to other businesses ‣ Direct-to-consumer	‣ Can be associated with a local agricultural product, specialty, or ethnicity	‣ Can be a good secondary strategy, especially to make use of difficult spaces ‣ Employees of manufacturing businesses become customers of the district	‣ Activate windows by bringing production to front of stores ‣ Assist manufacturers with distribution and marketing ‣ Establish a "maker space" for entrepreneurs

MILLENNIALS	Addresses the demographic slice born between the early 1980s and early 2000s. The authenticity and "retro" nature of traditional business districts appeals to this generation.	‣ Younger ‣ Educated ‣ Entrepreneurial ‣	‣ Reaching milestones later than previous gen's (e.g., purchase a car, own a home, marry, have kids) ‣ Interested in experiential retail, authenticity, and local sourcing ‣ Digitally connected	‣ Demographic aligns well with traditional business districts, esp. for entertainment, independent businesses ‣ Trendsetting demographic attracts "piggybackers" to district – older followers ‣ But: Millennials are accustomed to buying many things online	‣ Install native plant landscaping ‣ Encourage Millennial-appropriate design sensibility in signs ‣ Recruit Millennials to Main Street board ‣ Connect businesses through social media ‣ Establish a co-working space
SPORTS + RECREATION	Connects outdoor activities – camping, boating, hiking, climbing, hunting, etc. – with supporting businesses and amenities. This includes outfitters and equipment sales, restaurants and food services, accommodations, and others.	‣ Outdoor enthusiasts ‣ Varied spectrum of ages and abilities, and travel lifestyle preferences	‣ While frequently associated with youth, many outdoor enthusiasts are seniors traveling without families or children	‣ Connects the downtown to those who use nearby outdoor or recreational attractions	‣ Install wayfinding signs from nearby trails or paths to downtown ‣ Install a climbing wall (or ice-climbing wall) downtown ‣ Work with sporting equipment businesses to offer guided tours
TOURISTS + TOURISM	Addresses people who visit the district from elsewhere, usually to experience something unique to the place, such as history or architecture, arts and culture, or shopping	Vast and varied customer profiles, including ‣ Heritage travelers ‣ Cultural tourists ‣ Weekend/second home-owners ‣ Resort-goers ‣ Conventioneers ‣ Business travelers ‣ Outdoors enthusiasts	‣ Tourism and tourism-related amenities exist at all price points ‣ Needs of regional tourists are different from national or international visitors ‣ Create a place that locals love, and visitors will love it, too	‣ Brings outside consumer spending; adds to local buying power ‣ But: Locals may not be happy about outsiders making it feel "less local" ‣ Increased tourism can result in higher prices (food, housing) for locals	‣ Install way-finding signs geared toward those unfamiliar with district ‣ Convene regional tourism professionals to share data ‣ Set up large-format maps in stores and have customers mark where they live