

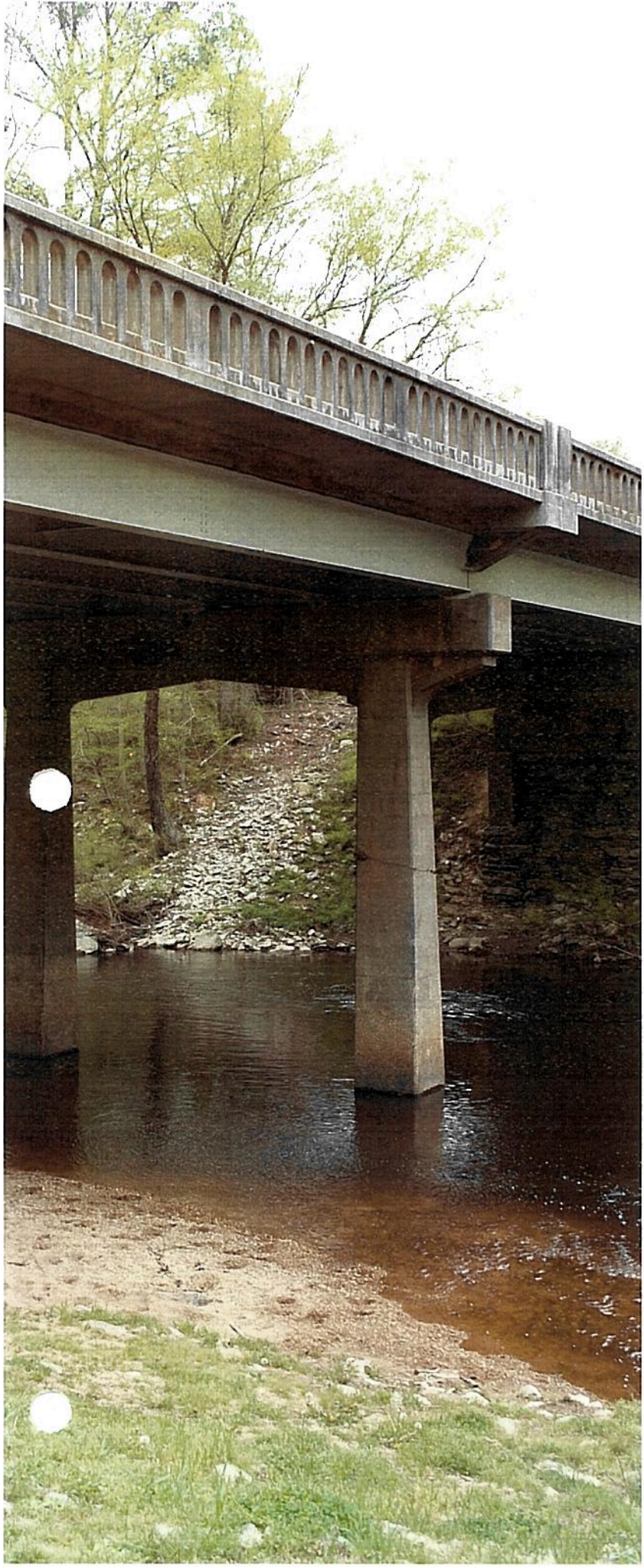


The Town of Robbins

MASTER PLAN



Robbins, North Carolina
Adopted November 13, 2014



Robbins is no
longer a Mill
Town, but a
“We-Will”
Town!

– Community Vision Statement

ACKNOWLEDGEMENTS

The completion of this Master Plan Update would not have been possible without the leadership and active participation of **Mayor Lonnie English, Town Manager Jeff Sheffield, and Northern Moore Family Resource Center's Executive Director Clare Ruggles**. The **Robbins Planning Board, Town Council Members**, and the **Robbins business community** were also primary contributors to this plan, as were all of the citizens who served on one or more of the Community Focus Groups, which helped to shape the overall direction and vision of this plan.

It is always difficult to recognize every person that participated in a process such as this, but a few of the other key contributors whose input and dedication to this project must be acknowledged were:

Lisa Williams, Town Clerk was invaluable in lending her ability to keep everyone organized and on track.

William McDuffie, Foothills Outdoors exhibited passion, expertise, and a genuine can do spirit with regard to the Robbins area's current and potential outdoor recreational opportunities.

Terri Holt, Town Council Member represented a common thread throughout this process whether it involved a focus group, Town Council, Planning Board, or the Robbins Business Association; whatever she could do to contribute of her time and talents, she did so.

Marsae Stone, Northern Moore Family Resource Center helped to organize and leverage the activities and most valuable input by the four community focus groups on education, recreation, planning and economic development, and housing.

Aaryn Jones, United States Environmental Protection Agency gave of her time and energy to support the use of the brownfields assessment budget in developing the Master Plan, attend meetings, and discuss options to include in the plan that would help the Town in the long-run.

Sharon Eckard, North Carolina Department of Environment and Natural Resources facilitated the improvement of the Master Plan by lending her knowledge of the North Carolina environmental regulations and brownfields process. In doing so, she helped give a structure to follow in multiple areas of the plan.

The Town of Robbins also wishes to thank the Cardno, Inc. project team of **Joe Morici, Gerry Ridzon, Shane Dixon, and Ryan Givens** who worked with the various stakeholders to this plan in completing this update.

Special thanks also goes out to **Bob Koontz of Koontz Design** and **Eden Holt Photography** for their creative input and many of the design elements contained in this plan.

PREFACE

North Carolina State law enables Cities and Towns to enact development regulations supporting the general health, safety and welfare of its citizens. The 1923 legislative act that enabled zoning in North Carolina granted cities the authority to zone within their corporate or city limits and in accordance with a comprehensive master plan. The State does not require or specify elements for inclusion in comprehensive master plans, but does require that if such plans exist, that development regulations be implemented in support of them.

The Robbins Master Plan Update accomplishes this by providing a strategic outline of approaches to achieving the community's development over the next 25+ years. It provides a general direction and framework for the Town of Robbins to pursue over the next twenty-five years. It is not prescriptive in nature, but rather it offers a range of approaches for the Town to consider and advance as presented or change as the Town decides what is best for Robbins.

It is a document for all citizens, outlining a systematic approach to community growth and a strategy for Robbins' physical and socio-economic revitalization. It provides an overview of Robbins past, present and future.

The original Land Development Plan of 1966 (Appendix B) was updated in order to provide a relevant and logical foundation to the Town's Future Land Use Plan and Zoning Map. The Vision Statement contained in the Update represents the collective thinking and aspirations of a broad cross section of community leaders, elected and appointed officials, business leaders and individual citizens who served on one of the planning community focus groups.

The Update addresses all elements of the previous plan while focusing heavily on land uses and conditions within the Town's incorporated limits and the socio-economic development challenges and opportunities that are typical of small rural communities. This is consistent with the Town's Vision Statement: "Robbins wants to become a place where businesses, government, and citizens unite to preserve the Best of Robbins while continually striving to become a town built for change and success".



The Master Plan will guide
the way Robbins prospers in
the future.



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I. INTRODUCTION

The Town of Robbins and, for that matter, the northern half of Moore County was preferred over the southern half of the County by their early English settlers. Known as the Piedmont Region, the rolling hills and open expanses of land was suitable for farming and agriculture. Its hardwood forests and ample sources of clean, flowing waters were among the chief reasons that the early Robbins area was settled and prospered. As a result, Robbins was a center for industry and commerce in Moore County for many years. Today, the Town's vision is to become a place where businesses, government, and citizens unite to preserve the best of Robbins while continually moving toward a Town built for change and success.

Over the past few decades, the people of Robbins have experienced a dramatic decline in their local economy, including a shrinking business base and a corresponding decline in jobs. Robbins has also experienced a reduction in its overall population during this same period. As a result, the Town of Robbins finds itself at a crossroads in its evolution as one of Moore County's more historic rural communities. The Town can continue on its current path or strive to reinvent itself and set a new course for becoming, once again, that special place in Moore County.

Robbins has its challenges as do most rural communities but many of the attributes necessary for achieving the revitalization Robbins are in place today. Robbins has a rich history and possesses natural resources and a beauty that are unique to the northern portion of Moore County. The area has the potential to attract first time homeowners and small businesses, horse farms and passive recreational enthusiasts. Its central location can also be an attraction to a range of manufacturing, processing and warehousing operations. The Town's planned housing and downtown restoration initiatives can provide a, short-term stimulus for local construction and remodeling jobs. Planned public sewer and water improvement may also provide additional short-term employment opportunities and local spending.

The local government officials, business leaders, and involved citizens who have helped to shape the vision and content of this Master Plan Update are committed to setting a new trajectory for their Town, one that is built for change and success. Determined to redirect the course of Robbins, they seek to restore the Town to being once again that special place where people want to live, work and recreate.

The overall approach and the ultimate direction set forth in this Master Plan Update is the result of a series of cooperative meetings between the Town's consultant, Robbins' Planning Board members, elected officials, and other community leaders. In addition, four focus groups on Robbins' current and future requirements for education, recreation, housing, land use, and economic development met over several months and helped to shape and define many of the initiatives and actions suggested in this plan. These same residents, local government officials, and business leaders were also responsible for initiating a program for addressing Robbins' abandoned and blighted properties, community-wide public safety needs, and requirements related to the Town's public infrastructure.

In preparation for the next 25 years, Robbins seeks to evolve those aspects of their community and setting which contributed to their earlier successes. The Robbins of today will revitalize its local economy over the next two decades by encouraging new small and agro-businesses, new construction and renovation projects including the Town's aging infrastructure, supporting the arts and artisans in the region, and creating favorable conditions for new manufacturing, warehousing, and processing businesses. The Town will also encourage and support new businesses centered around the passive recreational

opportunities that abound in Northern Moore County. The Town will establish incentives for new businesses to locate in Robbins. Robbins will emphasize and support educational opportunities for all its citizens from toddlers in Pre-K to post high school language and workforce training to advanced manufacturing and defense sector training needs to retirees interested in adult and leisure learning opportunities. Robbins is committed to eliminating the different pockets of commercial, industrial, and residential blight. Robbins will also work over the next 5 years to ensure that all of its citizens are afforded safe and secure housing.



Robbins' Rural Character and Natural Foliage



Local Railway



II. TOWN ANALYSIS

Setting

The Town of Robbins is located in an area steeped in history and close to a wide range of conveniences while remaining quite rural and most beautiful. Robbins is approximately 14 miles from Carthage (the county seat), 25 miles from Southern Pines and Pinehurst, 70 miles from Raleigh, roughly 80 miles from both Research Triangle Park and Charlotte.

Robbins' idealistic small town living with access to open rural settings and prime natural features including crystal network of beautiful creeks and gentle rolling hills, set it apart from the southern portion of the county with its flat and sandy Coastal Plain. Robbins' pristine hardwood forests and rich soils for farming were features preferred by the county's early English settlers. The same natural features that still exist today are what keep Robbins a special place in Moore County and the region. Robbins and its Extra-Territorial Jurisdiction (ETJ) comprise roughly 2,558 acres, which are among some of the most striking lands in all of Moore County. The population for the town of Robbins (excluding the ETJ) was reported to be 1,024 in the 2007-2010 national census. This limited population allows for significant planned growth without deterioration of what makes Robbins unique.

Moore County is bordered by Cumberland, Harnett, Hoke, Scotland, Richmond, Montgomery, Randolph, Chatham, and Lee counties. It includes approximately 451,514 acres. July 2006 census data for North Carolina set the County's population at 82,292. Robbins and the ETJ are in close proximity to Montgomery, Randolph, and Chatham counties so it is tied closely with the economic and cultural health of this region.

Our Heritage

Gun Making - One of Moore County's most significant early industries, the Kennedy Gun Factory, was established in Mechanics Hill (now Robbins) in 1795. It was reputed to be the largest of its kind in the south producing rifles, pistols, swords, and gun barrels. The Kennedy rifle (pictured below) was used by Revolutionary soldiers – probably on both sides, for in the Revolution many of the inhabitants of northern Moore County were loyalists. David Kennedy also operated a sawmill at the location. In 1823, Mechanics Hill was officially recognized and a post office was established.



Above: Robbins Water Tower

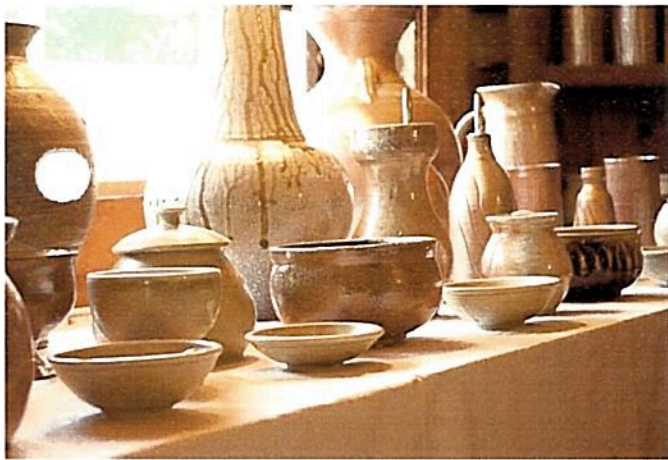
Below: Location of the Kennedy Gun Factory and Kennedy Rifle



Map of North Carolina Counties



Pottery - The "Original" Owens Pottery, located in the Westmoore Community just northwest of Robbins, is the oldest pottery shop in the state and continues to produce traditional dinnerware, the famous Owens red glaze, new lines of decorative items, and tableware designed for children. In 1915, spurred by Jacques Busbee and his wife, Juliana Royster Busbee, the lost art of handmade pottery making was revived in North Carolina. It had long been an industry in Sheffield's Township, but factory methods of production had destroyed the market for handmade pottery, and prohibition had wiped out the market for jugs. Jugtown was, however, reborn with the dedication and efforts of the Busbees and can be visited today a few miles northwest of Robbins. The pottery-making establishments are today located primarily along N.C. 705 between Robbins and Seagrove widely known as "Pottery Highway".



Robbins' Pottery Industry and Products

Early Connections - Old Plank Road was built between 1849 and 1854. It was a widely used toll road from Fayetteville to Salem. The widening of Deep River in 1852 further enhanced the trading potential of the area. Produce could easily be carried to the river and loaded on boats, which were also used to bring products into the area from far reaching regions. In 1870, there were 12,040 people in Moore County of who 2,794 lived in Ritters and Sheffield's Townships, the same Townships that exist in Robbins' Planning Area today.

Agriculture - Money crops during the development of Robbins were corn, wheat, tobacco, cotton, and wool grown on the numerous small farms. By this time in history, the southern half of the county was beginning to develop, having started exporting turpentine during the Civil War. By 1880, county population was 16,821 and the settlement of "Mechanics Hill" changed its name to "Hemp". In 1887, Southern Pines was incorporated and this date is often taken as the beginning of the shift of activity and population from the upper part of the county to the lower. In 1890, county population was 20,479 of which Ritters and Sheffield's Townships had 2,727 – a loss of 67 persons from 1870.

Other Industries - Elise Academy was founded by the Fayetteville Presbytery at Hemp in 1904. It prospered; and in 1919, it was written that it had an unparalleled record (the Academy later became a Junior College controlled by the Synod of North Carolina, and was moved to Maxton in 1941). Talc mining began in 1903 in the Hemp area. The first mine was started at Glendon by D.P. Bible. It proved profitable and others commenced similar activities in the area.

By 1920, Moore County population had risen to 21,388. In 1925, a writer said Hemp was possessed of mercantile establishments that did



Above: Wheat fields were typically found during the growth of Robbins

as much business as any place in the county. That year a new silk mill was opened. In 1929, it was sold and became a rayon factory (Pinehurst Mills). By 1930, population in the county had risen to 28,215, and there were 60 factories and the Town of Hemp (now Robbins) had less than 100 residents. In 1935, the Standard Mineral Company opened a talc mining operation. By 1936, Hemp was the virtual center of a rural community of 20,000 inhabitants across the northern half of Moore County. It was an attractive and prosperous town with two lively industries and a number of attractive homes and business buildings.

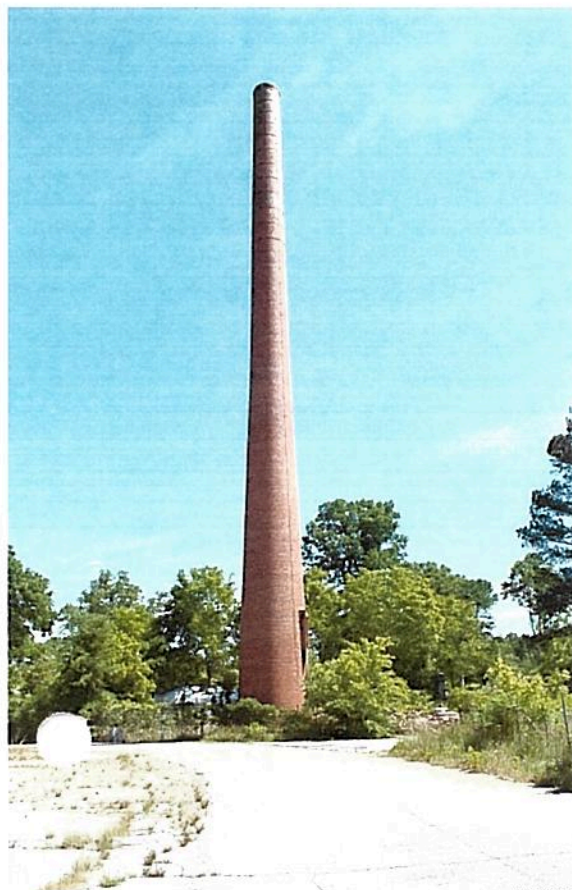
Pinehurst Mills, owned by Karl Robbins, and later renamed Robbins Mill, continued to grow and expand, hiring more and more labor. By 1939, it employed 1,365 personnel and was the largest factory in the county. In 1940, county population was 30,969 while the number of residents in Hemp had grown to 972.

During World War II, the textile mills at Hemp were in full production. In 1942, the town took the name of Robbins to honor the man who made it so prosperous in the depression. Today, Robbins' population is 1,024 and the primary industries in the Planning Area are a combination of agriculture, mining, manufacturing, and professional services.



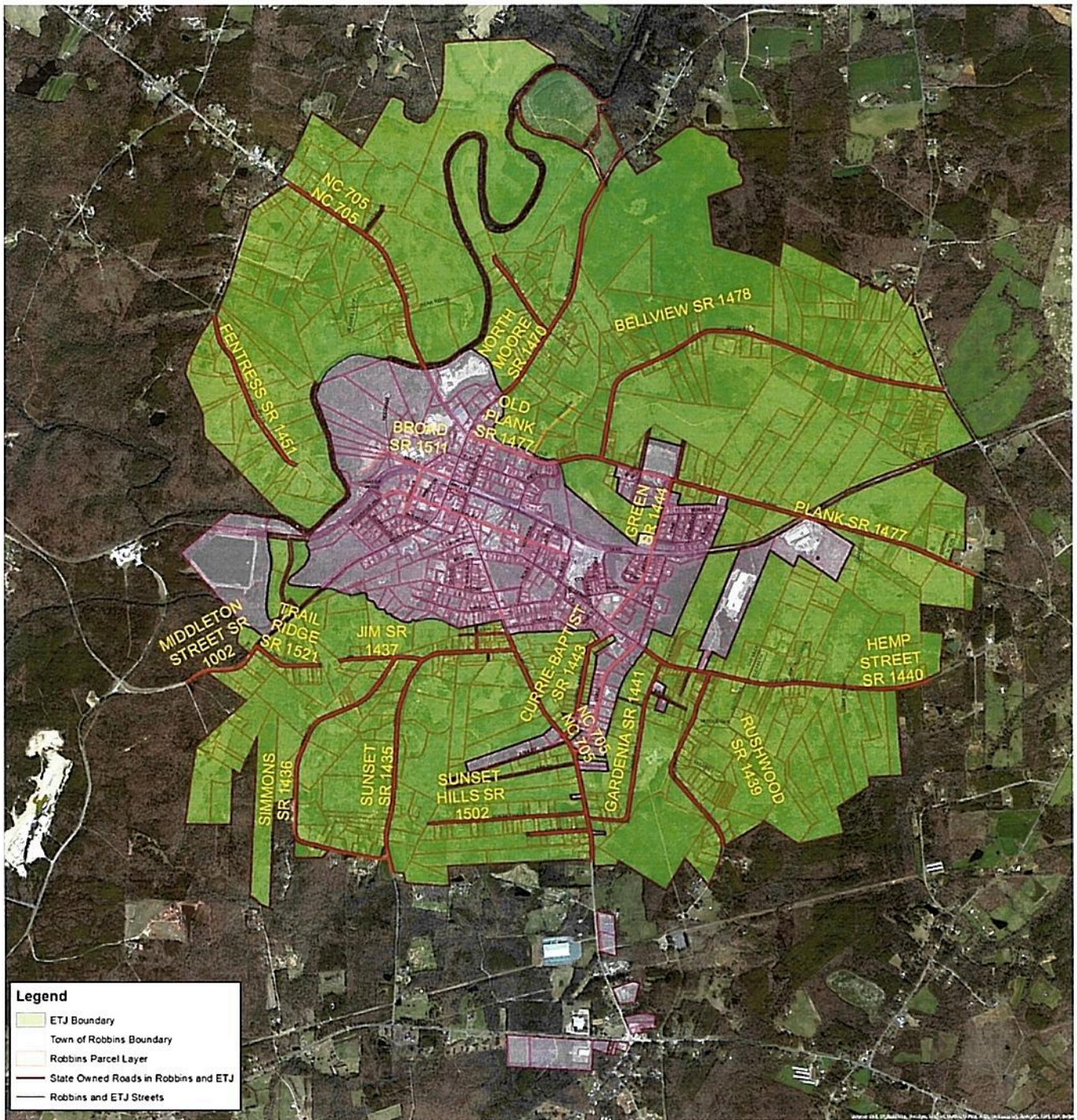
Above: The Standard Mineral Division Talc Mine outside of Robbins.

Below: The smokestack left standing at the Former Robbins Mill.



Planning Area and Jurisdictional Boundaries

The Town of Robbins is roughly one square mile in area. North Carolina law allows towns and cities to establish land use regulations in areas just outside jurisdictional limits. This was first known as "perimeter zoning", but the current law enables towns and cities to designate such lands as part of an Extra-Territorial Jurisdiction (ETJ). The ability of a town to regulate land uses beyond or just outside of their incorporated limits provides the town the opportunity to regulate the transition of land uses thereby minimizing any negative impacts that could result from differing land uses. The Robbins ETJ extends approximately one mile beyond the Town's borders in all directions. Together, these combined land areas total roughly two square miles or just a little over 2,500 acres. A map depicting the planning area at the time of plan adoption is presented in the Figure below.



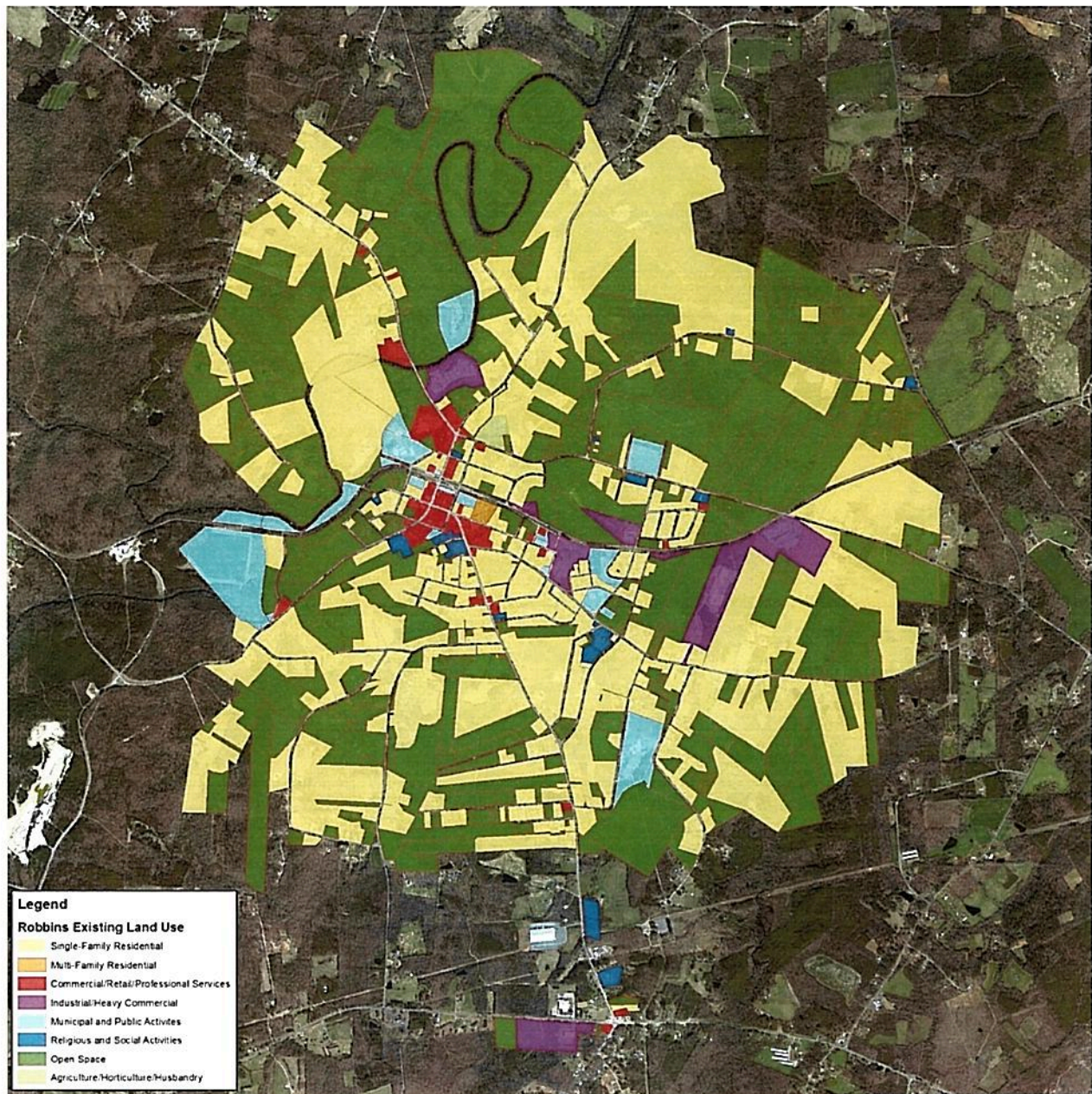
Town of Robbins and Extra-Territorial Jurisdictional (ETJ) Boundaries (11" X 17" Map provided in Appendix A)

Existing Conditions

The land use patterns of the ETJ and the Town of Robbins reflect its rural character, large tracts of pasture and farm lands, woodlands and natural areas surrounding a more centralized and moderately higher density of residential properties and a traditional town center at its core which is where basic government services, educational facilities and general commerce located in Robbins' Town Center.

Existing Land Uses and Development Patterns

Robbins' dominate land uses in 2014 are residential, commercial, municipal, and religious institutions. This general development pattern is accompanied by large areas of undeveloped or underdeveloped parcels as can be seen in the Town's Existing Land Use Map. One less conspicuous note is the high vacancy rate of the Town's standing industrial/manufacturing facilities in 2014, several of which are in generally good to excellent repair.



Town of Robbins Existing Land Use (11" X 17" Map provided in Appendix A)

Population and Demographics

The Town of Robbins has experienced a fairly dramatic shift in the composition and median age of residents over the past twenty years. Total population had begun to slow or flatten in the 1960's and 1970's, declining in the succeeding decades. Unfortunately, this is a pattern that is repeated time and again in rural communities all across North Carolina.

According to the US Census Bureau as reported in their 2007-2011 American Community Survey 5-Year Estimates, the total population within Robbins' *corporate limits* was 1,024 residents as compared to 1,325 in 1965, about a 25% decrease in overall inhabitants. Much of this decline can be linked to the closings of a major textile mill, a large chicken processing plant and a furniture manufacturer.

The Town's 2007-2011 census data, *incorporated limits only*, reported that Whites made up 68% of the total population, African Americans 1%, Some Other Race 30% and Two or More Races 1%. Hispanics and Latinos (of any race) represent a simple majority of the Town of Robbins' population; that is, excluding the Robbins ETJ population. The median age in Robbins has increased from roughly 27 years of age in 1960 to 35 years of age in 2010. Robbins' White population is believed to be generally much older than the Hispanic and Latino population. Approximately 245 of Robbins' residents (all races) or nearly 25% of the Town's total population were reported to be 55 years of age or greater.

ACS Demographic and Housing Estimates Robbins, NC – Incorporated Limits 2007-2011 American Community Survey | 5-Year Estimates

Subject	Robbins town, North Carolina			
	Estimate	Margin of Error	Percent	Percent Margin of Error
SEX AND AGE				
Total population	1,024	+/-322	1,024	(X)
Male	498	+/-177	48.6%	+/-6.5
Female	526	+/-171	51.4%	+/-6.5
Under 5 years	95	+/-76	9.3%	+/-5.8
5 to 9 years	86	+/-79	8.4%	+/-6.1
10 to 14 years	60	+/-42	5.9%	+/-3.4
15 to 19 years	73	+/-57	7.1%	+/-4.7
20 to 24 years	60	+/-50	5.9%	+/-4.0
25 to 34 years	136	+/-86	13.3%	+/-7.2
35 to 44 years	93	+/-47	9.1%	+/-3.8
45 to 54 years	176	+/-91	17.2%	+/-7.2
55 to 59 years	57	+/-34	5.6%	+/-3.4
60 to 64 years	17	+/-11	1.7%	+/-1.2
65 to 74 years	127	+/-64	12.4%	+/-6.9
75 to 84 years	30	+/-14	2.9%	+/-1.6
85 years and over	14	+/-13	1.4%	+/-1.3
Median age (years)	35.1	+/-7.1	(X)	(X)
18 years and over	710	+/-187	69.3%	+/-10.0
21 years and over	699	+/-184	68.3%	+/-10.5
62 years and over	182	+/-68	17.8%	+/-8.0
65 years and over	171	+/-67	16.7%	+/-7.7
18 years and over	710	+/-187	710	(X)
Male	321	+/-99	45.2%	+/-6.4
Female	389	+/-108	54.8%	+/-6.4
65 years and over	171	+/-67	171	(X)
Male	75	+/-37	43.9%	+/-11.7
Female	96	+/-40	56.1%	+/-11.7
RACE				

ACS Demographic and Housing Estimates
Robbins, NC – Incorporated Limits
2007-2011 American Community Survey | 5-Year Estimates

Subject	Robbins town, North Carolina			
	Estimate	Margin of Error	Percent	Percent Margin of Error
Total population	1,024	+/-322	1,024	(X)
Total population	1,024	+/-322	1,024	(X)
Hispanic or Latino (of any race)	555	+/-299	54.2%	+/-14.9
Mexican	487	+/-273	47.6%	+/-14.8
Puerto Rican	54	+/-85	5.3%	+/-7.7
Cuban	0	+/-98	0.0%	+/-3.8
Other Hispanic or Latino	14	+/-15	1.4%	+/-1.6
Not Hispanic or Latino	469	+/-117	45.8%	+/-14.9
White alone	441	+/-112	43.1%	+/-14.6
Black or African American alone	9	+/-19	0.9%	+/-1.9
American Indian and Alaska Native alone	0	+/-98	0.0%	+/-3.8
Asian alone	0	+/-98	0.0%	+/-3.8
Native Hawaiian and Other Pacific Islander alone	0	+/-98	0.0%	+/-3.8
Some other race alone	11	+/-20	1.1%	+/-1.9
Two or more races	8	+/-17	0.8%	+/-1.6
Two races including Some other race	0	+/-98	0.0%	+/-3.8
Two races excluding Some other race	8	+/-17	0.8%	+/-1.6
Total housing units	536	+/-102	(X)	(X)

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to non-sampling error (for a discussion of nonsampling variability, see Accuracy of the Data). The effect of non-sampling error is not represented in these tables.

Source: U.S. Census Bureau, 2007-2011 American Community Survey

Explanation of Symbols:

1. An '***' entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.
4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '***' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

In all probability, the population of the Town will remain relatively flat or see very modest increases in the next 10 to 15 years unless there is an inflow of new jobs and affordable housing to attract new residents. The ETJ, on the other hand, could see some modest growth due to its attractive rural and agricultural setting, which is gaining increased attention over similar more costly areas in the southern end of the County. Individuals and families seeking a more rural setting are discovering that the northern reaches of Moore County provide an appealing and affordable alternative for those who enjoy nature, passive recreation, horses, and farming. Growth in the ETJ would provide economic stimulus to the region including the Robbins Central Business area and surrounding neighborhoods.

Robbins Population Forecast

2000	2010	2015	2020	2025	2030	2035	2040
Assumed Annual Growth Rate	Census Population	Estimated Population	Estimated Population	Estimated Population	Estimated Population	Estimated Population	Estimated Population
<0.5%	1,024	1,024	1,075	1,075	1,125	1,125	1,335*
<1.0%	1,024	1,030	1,125	1,125	1,235	1,235	1,355
<1.25%	1,024	1,050	1,181	1,328	1,494	1,680	1,890

*Robbins population in 1965 was 1,325

According to the 2007-2011 American Community Survey 5-Year Estimates Robbins' population over 25 years of age totaled 650 individuals of which 186 possessed a high school diploma, 94 had attained some college credits but no degree, and 124 had earned an associate or bachelor degree. What is not readily known is the upper age of these same 650 individuals, but it is assumed that many are at or approaching retirement. Of those 757 individuals who were 16 years of age or older, roughly 56 % of the males and 53% of the females were employed full time. Approximately 25% of all males and 28% of all females 16 years of age or older in Robbins did not work at all (e.g., out of the job market due to age, still too young or perhaps retired; unemployed; or simply unable to work). Those who did work were concentrated in health care and social assistance field, construction trades, educational services, and the manufacturing sector.

The Town's current inhabitants are a mixture of residents with lower income often possessing limited formal education and an older more affluent population. This combination yields a corresponding level limited disposable income or spending to support Downtown and other local businesses. Without an eventual in-migration of younger, more employable residents, the Town will continue to be challenged to sustain local small businesses and basic public services, facilities, and its aging infrastructure.

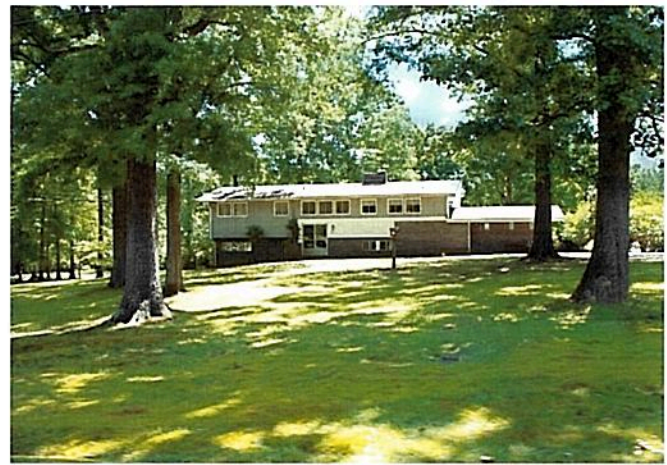


Crossroads for Robbins

Robbins understands that if it is to attract a younger, better educated population base, it will need to improve the appearances of businesses and housing all across town, recruit and support new small businesses, and consider incentives for first time home buyers, all of which the Town is already advancing. The Town of Robbins is also committed to encouraging educational and workforce training for all current and future Robbins' residents, recruiting new employers in the manufacturing, materials handling, and warehousing sectors, including advanced manufacturing operations in support of our region's defense sector. It will also be important to continue

support of small businesses (tourism, recreation, and the arts) that will help “pull spending” from outside of Robbins and the ETJ.

The vision for a revitalized Robbins provides a favorable business environment and a trusted partnership between the Town and local/regional businesses. It includes an aggressive economic development strategy to restore idled manufacturing and kindred facilities supported by a strong water and sewer infrastructure.



Robbins desires a diverse and quality housing stock.

Housing

Housing conditions in Robbins is a key focus for the Town Council. In July of 2014, the Town Council amended the Town’s Minimum Housing Code, Code of Ordinances 150, requiring that all dwellings and nonresidential buildings conform to the requirements of the NC State Building Code. The Town of Robbins subsequently hired a Code Enforcement Officer.

While this Update did not include a housing conditions assessment, a 2006 UNC School of Public Health Study of the Town of Robbins’ housing stock reported overcrowding to be a problem and found that many housing units were considered to be substandard.

The US Census Bureau, in their 2007-2011 American Community Survey 5-Year Estimates, reported that within Robbins’ Corporate Limits there were 536 total dwelling units of which 339 were occupied and 197 were vacant. Therefore, 37% of residences in Robbins in 2011 were vacant; the vast majority of which were rental properties. Of the 536 total domiciles, approximately 399 were 1-unit detached or single-family households including 80 mobile homes. Approximately 45% of all houses (243 out of 536) were built before 1960.

Of the 339 inhabited units, approximately 250 were reported as owner occupied leaving renters to reside in the remaining 89. The median values of the owner occupied quarters were \$66,000 and the median rent was \$461 per month. Again, it must be noted that these statistics represent only the incorporated limits of Robbins (i.e., they do not take into account or reflect the potentially higher land and property values of the ETJ).

Gross Rent as Percentage of Household Income

<i>Occupied units paying rent (excluding units where GRAP cannot be computed)</i>			
	83	83	(X)
Less than 15.0%	9	10.8%	+/-15.8
15.0 to 19.9%	0	0.0%	+/-35.9
20.0 to 24.9%	14	16.9%	+/-21.6
25.0 to 29.9%	23	27.7%	+/-23.0
30.0 to 34.9%	10	12.0%	+/-17.4
35.0 % or more	27	32.5%	+/-28.4

Source: The US Census Bureau, in their 2007-2011 American Community Survey 5-Year Estimates, reported that within Robbins’ Corporate Limits. An ‘(X)’ means that the estimate is not applicable or not available.

Robbins is committed to improving its housing; previously neglected homes can be restored to their original quality.



As can be seen much of Robbins' housing stock is older and many units are vacant, dilapidated, and may even be hazardous or a threat to public health, safety, and welfare. Over 25% of inhabited homes are rental properties. These same rental properties are among the least affordable and the poorest conditions for those living in them. Unfortunately, the renters have no other options for safe and more affordable housing. In 60 of the 89 rental properties, tenants are spending between 25% and 35% of their household income on rent, which routinely excludes additionally high utility costs.

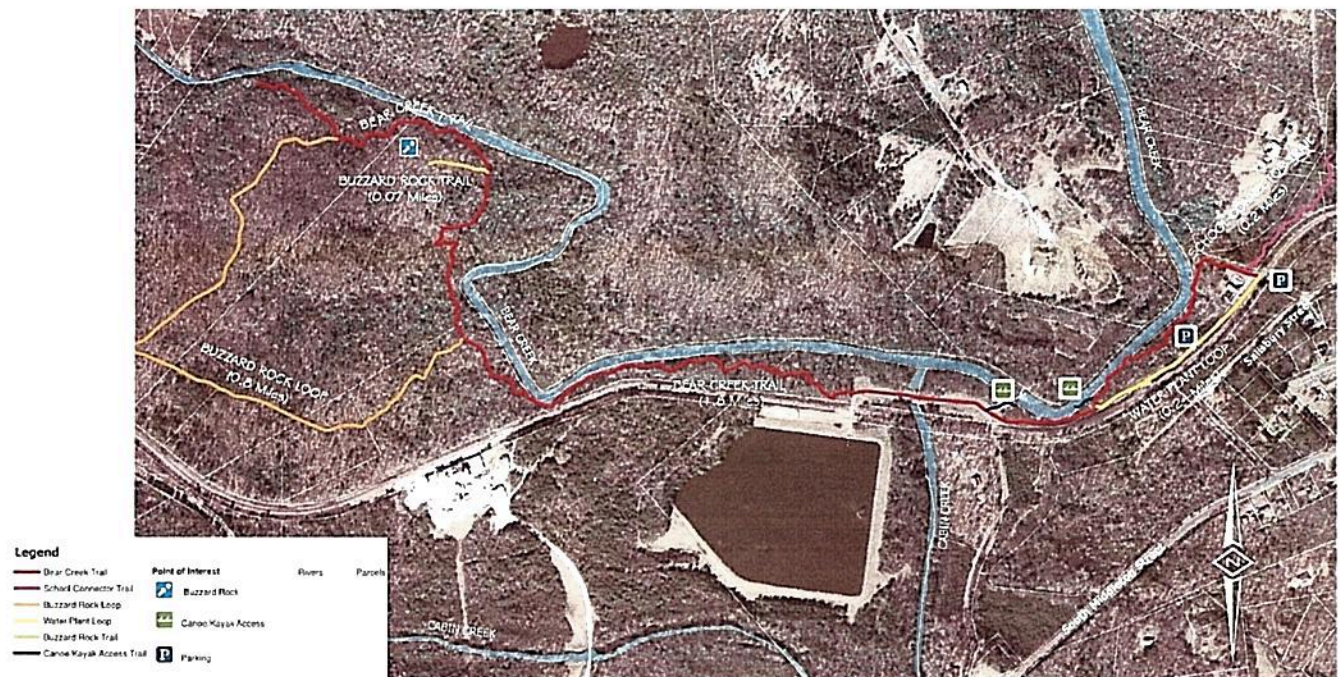
The Town of Robbins is a community whose vision is to become that special place where businesses, government, and citizens unite to preserve the best of Robbins while continually moving toward a Town built for change and success. As such blighted properties that are beyond repair need to be demolished; unfit living conditions are being exposed by the Town's heightened code enforcement; units will be brought up to current code and maintained or they will be demolished; and new rental housing options that are safe and affordable are to being advanced and encouraged.

Natural Resources

Robbins' rolling terrain, extensive network of woods and undisturbed lands, streams, and waterways all contribute to its "special place" status. Whether it is paddling on Cabin Creek, Bear Creek, or Deep River; hiking one of the areas many beautiful trails; fishing or hunting; picnicking or camping; or bicycling through pottery country, Robbins offers residents and visitors alike a wide range of options for passive and active recreation; many of which are accessible a short distance from the Town Center.



Bear Creek



Bear Creek Trail System provided by © 2014 Foothills Outdoors

Some of Robbins' more unique natural resources include the talc mine, old gold mines, and a potential water supply in Cabin Creek.

Robbins is also fortunate to have some of the best agricultural and pasture lands in Moore County and for that matter in all of the Piedmont Section of central North Carolina. This plan has taken care to identify and suggest ways to preserve these high value lands. Agricultural, livestock, and equestrian farms all have the potential to drive the local economy and employment.

Water and Sewer Services

The Town of Robbins has over 30 miles of water distribution lines; 25% of which are cement, 30% cast iron, 15% galvanized iron, and 30% polyvinyl chloride. The system's finished water storage capacity is 700,000 gallons. Robbins' Charlie B. Brooks Reservoir went offline in 2007 and the Town's sole water supply in July of 2014 was sourced by Montgomery County. Robbins presently has no interconnections with any other water systems capable of providing water in an emergency. The Town's average daily water demand in 2012 was roughly 145,000 gallons per day, which was substantially lower from earlier times when the Perdue Chicken Plant and other industrial facilities were still operating in Robbins. In 2012 there were only five metered industrial connections remaining in Robbins.

The Town of Robbins is investigating options for re-establishing a local water supply system where they would once again withdraw surface water from Cabin Creek and Bear Creek and tie into a package treatment plant. The re-establishment of a local water supply would also likely include re-activating the Charlie B. Brooks Reservoir.

The Town of Robbins also maintains a permitted sewer collection system of approximately 8.4 miles of gravity sewer, 1.5 miles of force main, and three (3) duplex pump stations. The Robbins Wastewater Treatment Plant (WWTP) is an extended Aeration Facility with a design capacity of 1.3 MGD. The effluent from the wastewater treatment plant is discharged into the Deep River, which is in the Cape Fear River Basin.



Robbins Town Reservoir

The number of residential sewer connections has remained constant over the past 10 plus years, but industrial and commercial sewer connections have fallen off dramatically during this same period. As such, Robbins has no plans at the present to expand the Town's wastewater treatment facility. Rather, the Town will focus on restoring the wastewater treatment plant to full capacity, introducing a number of water and energy conservation enhancements, and increasing the system's overall reliability. In July of 2014, however the wastewater treatment plant was operating at only 50% of capacity. During peak rainfall periods, the plant is challenged to treat the combined sewer and storm water demands. Infiltration of rain water into the sewer system is believed to be the contributing factor, which could be minimized by slip lining cracked or broken sections of sewer lines, sealing manholes, and replacing or rebuilding sewer cones and rings in areas where rainfall runoff is high.

Improvement Priorities

The following list, provided by the Robbins Public Works Department, highlights what they believe are the highest priorities regarding the Town's water and sewer systems:

1. Water lines need to be cleaned, replaced, and/or enlarged;
2. The Town's three (3) water tanks need new mixers;
3. New controls are needed in the system's booster pump stations; and
4. Upgrades to the SCADA (supervisory control and data acquisition) system.

The sewage treatment facility has been targeted for a number of upgrades and enhancements. They include the following:

1. Replacing three (3) of the plant's four (4) Main 100 HP blowers;
2. Replacing the blower and aerators for the 3,000,000 gallon digester, which has been offline for several years;
3. Maintenance on the drain lines to Basin 1, effluent treatment, and the influent pump station; and
4. A new permitted land application site(s) or an approved dewatering and disposal method.



Robbins is resource challenged to address these needs and costs in a comprehensive fashion. Still, high functioning water and sewer systems are critical to human health and welfare as well as to Robbins revitalization and economic recovery, so they are already being given priority consideration.

The Town is exploring grant opportunities for both water and sewer needs. Robbins may also investigate opportunities to create public and private partnerships for one or both of these critical services. No matter the path forward, Robbins is committed to working to restore the Town's water and sewer infrastructure and position both for growth in the coming years and decades.

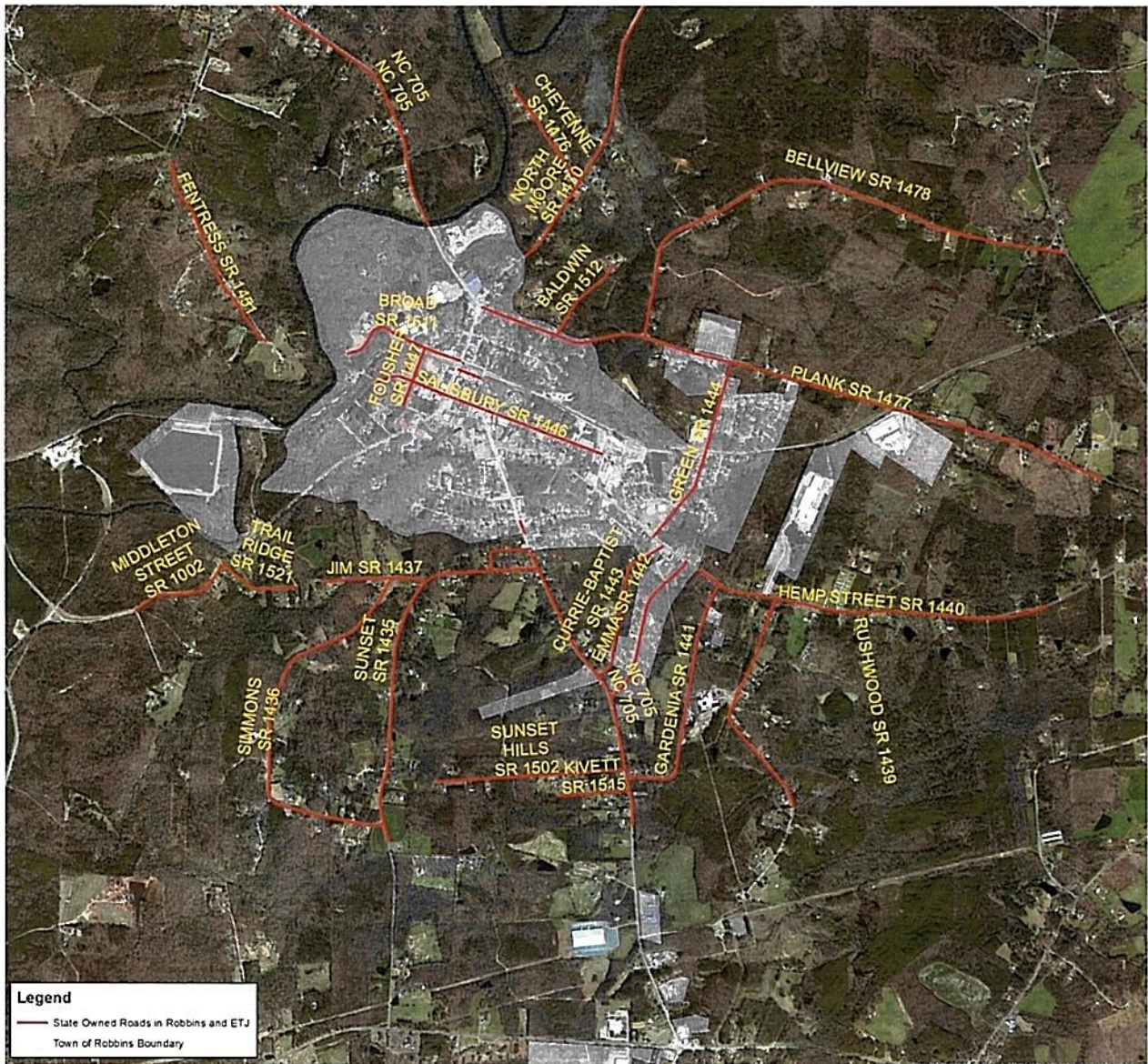
Communication / Data Network

Robbins, like many other rural communities, is lacking adequate cell phone coverage and high-speed internet service. It is the intention of Robbins government to encourage connectivity throughout the town by actively seeking businesses to offer such services. In addition, the Town will investigate the possibility of offering free internet through a specified hotspot downtown near the Town Hall or in the local library.

Transportation

The Town of Robbins is served via regional and local transportation systems. NC 705 is the main state highway running through Robbins Town Center and entering and exiting the Town or Robbins. N.C. 705 provides the two primary gateways to the community and both are featured development areas in this plan. Roughly, 4,000 vehicles pass through Robbins per day going both directions along NC 705 per N.C. DOT 2012 Annual Average Daily Traffic (AADT) counts.

The ten state owned roads within the Town of Robbins boundary include the following: N.C. 705 Highway; Currie-Baptist Street (S.R. 1443); Old Plank Road (S.R. 1477); Baldwin Road (S.R. 1512); Broad Street (S.R. 1511); Salisbury Street (S.R. 1446); Shady Lawn Road (S.R. 1438); Emma Lane (S.R. 1442); Green Street (S.R. 1444); and Fousher Street (S.R. 1447). The following map shows the location of these roads running inside and outside of the Town of Robbins boundary.



The Ten State-Owned Roads within and Extending from the Town of Robbins (11" X 17" Map provided in Appendix A)

The North Carolina Department of Transportation (NCDOT) divides the duties of building and maintaining the infrastructure into 14 divisions across the state. Each



North Carolina Department of Transportation (NCDOT) Divisions

division is then separated into districts. Moore County and thus Robbins falls within Division 8 as can be seen in the map below. Moore County has approximately 1,079 miles of state maintained roads.

Town owned and maintained roads make up the balance with the exception of a few, short private roads within the Town of Robbins. Robbins has prepared a number of recommendations for improvements to NC 705 and intends to present these recommendations to NC DOT (see section VI Plan Implementation, Overall Approach and Phasing).

Maintenance of Town roads is an ongoing challenge given their age and again limited, available Town budgets and resources. Public Works officials cite the following Town owned and maintained streets as roads requiring near-term improvement:

Transportation Improvements

Road Name	Improvements Needed
Salsbury Street	Needs new drains and ditches.
Lake Street	The entire road needs to be paved.
Shore Drive	The entire road needs to be paved.
Forest Drive	The entire road needs to be paved.
Virginia Street	The entire road needs to be paved.
Melton Street	The entire road needs to be paved and the ditches need to be cleaned.
South Broad Street	Needs to be cleaned with heavy equipment and have the tile replaced.
RR Gully	Drain tile under railroad needs replacing. 75% of the drainage problem is because drain is rusted and caved in causing backup.

NC DOT's Traffic Engineering Accident Analysis System reported no fatalities on any of the 8.422 miles of state owned roads in Robbins during the period 3/1/2004 through 3/1/2014. However, NC 705 accounted for over one-half of all crashes on state roads in Robbins during this same 10-year period (118 of 218 crashes or 54%). The Robbins Police Department identified the intersection of NC 705 and Old Plank Road as a potentially hazardous intersection deserving of review for improvements and possible re-alignment.

The Town of Robbins is rural and too small to support any municipal or public transportation service. Moore County Transportation Services (MCTS) is located in nearby Carthage, NC and provides transportation services on an advanced reservation basis. Transportation services for general public, senior adults, persons with disabilities and human service agencies, provided on a countywide basis. Hours of service are 6:00 am – 6:00 pm. In addition, Greyhound Bus Line maintains stations in Greensboro and Archdale, NC. Both of these locations are approximately 60 miles or one hour from Robbins.



Highway approaching Robbins





Vision Statement

“Robbins wants to become a place where businesses, government, and citizens unite to preserve the Best of Robbins while continually striving to become a town built for change and success”

III. TOWN VISION

Vision Statement

“Robbins wants to become a place where businesses, government, and citizens unite to preserve the Best of Robbins while continually striving to become a town built for change and success”

Guiding Principles

The town’s vision statement is amplified with the addition of five guiding principles. Guiding principles are ideas and strategies used when planning for growth that will help sustain and develop the ideal community for its residents and visitors. The following guiding principles will help to ensure that the planning and implementation process moves forward in a predictable manner and that future development remains consistent with the shared vision of the citizens of Robbins over time. To assist in the initiation of the five guiding principles, the Town of Robbins plans to create a Community Development Organization (CDO) or the equivalent for the purpose of planning, developing, re-planning, redesigning, clearing, reconstructing, or rehabilitating the Town with residential, commercial, industrial, and/or public structures and facilities. This CDO will be made up of an equal number of representatives from local government, businesses, and residents and a Board of Directors comprised of local and area community and business leaders.

Principle 1 - Active Town Center and Economic Hub

Robbins serves as the center for government and commerce in an otherwise rural portion of Moore County. Robbins is expected to continue to provide this focus for the wider Robbins community (Robbins and ETJ) and other neighboring areas of north Moore County.

The Town Center will continue to feature retail businesses, restaurants, professional services, banking, and educational facilities along with other public and governmental facilities. It will be an area, which promotes more concentrated residential development supported by the Town's existing and future planned public sewer and water infrastructure and roads. It will be an area targeted for economic

revitalization, blight elimination, and economic development.

The Town Center will support growth and eventually become the reason other businesses and industry will want to locate in Robbins. It will be an engine for economic development and job creation.



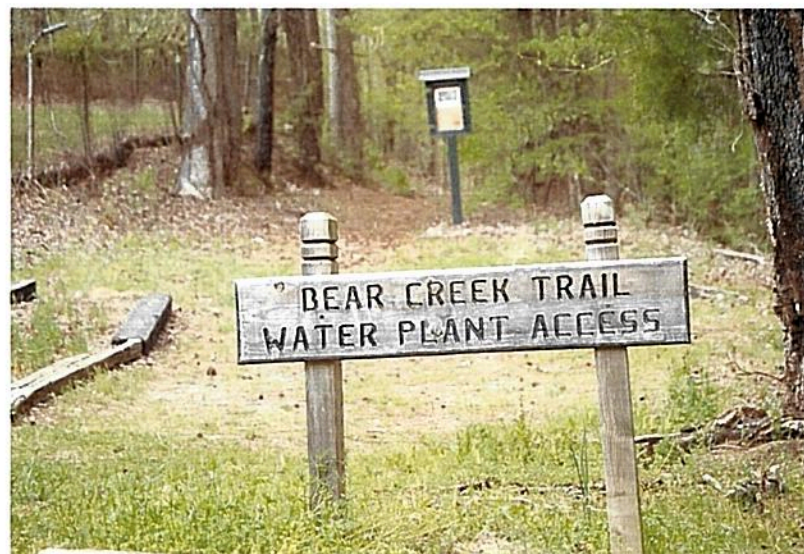
Businesses in the Town Center

Principle 2 - Health and Wellness

The Greater Robbins community comprises an area of environmental splendor, rolling hills, hardwood forests, pastures, and scenic vistas. It is an area that affords local residents and visitors access to a wide range of active and passive recreational opportunities including hiking, canoeing, kayaking, and bicycling as well as agricultural, horticultural, hunting, fishing, and equestrian options. It is an area of great beauty and one, which encourages a healthy life style.

Robbins is also an area which is challenged with issues of unfit housing, limited local access to medical services (affordable or otherwise), and income levels, which can result in less than healthy food choices. These challenges negatively affect overall health and wellness.

As a socio-economic center for this portion of north Moore County, the Town envisions substantial gains in safe and affordable housing options,



Bear Creek Trail Access and Marker

increased local options for medical and other health related services, and opportunities for food and nutritional programs as well as other socio-economic drivers geared to increase Robbins' general health and welfare.

Principle 3 – Safe and Affordable Housing

The Town of Robbins seeks to provide a range of safe and affordable housing options for all of its citizens, to promote public safety and emergency response services, to maintain safe drinking water, and to encourage and support healthy, affordable food options.



Robbins residential neighborhood

New housing construction in Robbins is an objective, which would also signal the introduction of new residents to Robbins or existing residents in search of new housing. Regardless, new housing has the potential to bring in new residents and increase local spending across all economic levels.

Affordable housing (sometimes referred to as workforce housing) is defined as accommodations that have a sale price or rental amount that is within the means of a household that may occupy middle-, moderate-, or low-income housing. In the case of dwelling units for sale, housing that is affordable means housing in which mortgage, amortization, taxes, insurance, and condominium or association fees, if any, constitute no more than 28 percent of such gross annual household income. In the case of rental properties, a monthly

rent of not more than 30 percent of the total monthly household income.

Robbins' conventional and affordable housing initiatives are as follows:

1. Enhance the stock of housing through creation and preservation;
2. Reduce the costs of development of housing through land purchases;
3. Ease regulatory barriers where possible;
4. Ensure that a fair share of the Town's housing production is affordable to lower income families;
AND
5. Balance affordable housing development with other competing public interests including environmental protection and public safety.

Robbins is designed to promote, preserve, and respond to the existing capital improvements and investments made in and around Robbins. The community is organized around significant uses such as the Town Center, existing housing, existing businesses, and the area's extensive natural resources. Planned development shall efficiently maximize existing utilities and infrastructure.

Principle 4 - Education and Workforce Development

Robbins will continue to support local educational opportunities including the development of Pre K, other early childhood education and day care programs, and post high school educational opportunities for all of its citizens. Adult education classes will include workforce-training programs, various means of technical training, and creative classes to enrich lifestyle and promote growth of character. The Town will look to collaborate with Moore County Schools, Northern Moore Family Resource Center, Sandhills and Montgomery Community College, and local business to determine both educational needs and resources.



Robbins Elementary School

Robbins intends to position itself as the center for a wide range of educational opportunities in the northern portion of Moore County. This has the dual benefit of preparing the area's local population for life-long careers and/or career advancement while creating local jobs and spending in conjunction with this focus on education.

Robbins shall include areas for employment and opportunities for financial well-being. Parts of the Town are suitable for the development or re-development of businesses and are capable of providing timely economic development opportunities and job creation. The Town's Unified Development Ordinance (UDO) provides flexibility for innovative and creative growth across

Robbins, which is in the community's best interest while preserving the public's health, safety, and welfare.

Principle 5 - Natural Resources and Recreational Assets

Perhaps Robbins' greatest asset is its natural setting and the sheer beauty of the lands and open spaces both in and surrounding the Town.

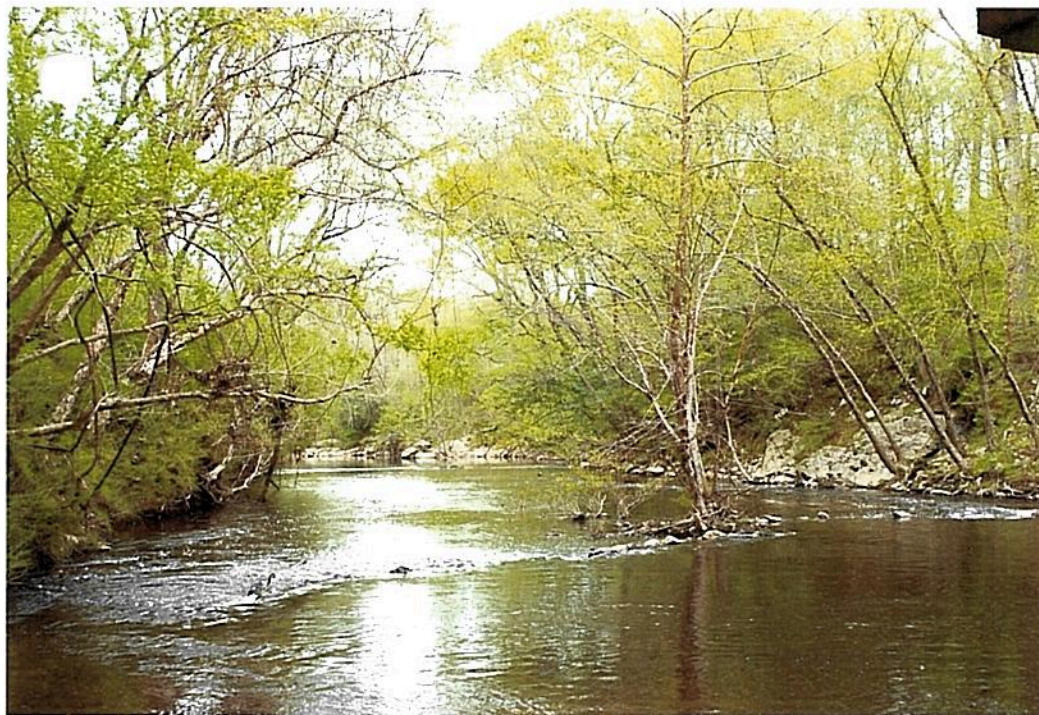
Robbins will seek to support and preserve the area's valuable farmlands, pastures, streams, waterways, hiking and bicycling trails, and hardwood forests all while advancing recreational opportunities for residents and visitors alike.

One new direction the Town will take to help protect the valuable natural resource of trees in Robbins will be to encourage no net loss of the overall percentage of tree canopy within the Town limits. As growth occurs, it is common for shade trees to diminish over time. Although, this is not an issue in Robbins at this time, it is important to have in place a policy of tree protection and replacement as development blossoms. To accomplish this, Robbins should encourage "40%" canopy coverage within the corporate limits of Robbins by requiring a tree replacement program and encouraging parking lot shade trees.

In an effort to retain Robbins' natural setting, it is important to create a viable and sustainable community. To this end, Robbins will encourage all Leadership in Energy and Environmental Design (LEED) principles including maximizing open space and reducing the heat island effect and storm water runoff by implementing pervious pavement and bio swales. In addition, the Town will discourage the use of freestanding signs by considering changing the zoning to encourage monument signs and wall signs. This will serve to enhance Robbins' natural setting.



Bear Creek Trail Recreation Area



ear Creek

There is also the potential to create an intersection between recreation and education through the area schools, civic and business associations, local not for profit organizations, and possibly a new Town of Robbins Nature and Education Center at the Town's former water treatment plant or other suitable location.

It is envisioned for Robbins to have a comprehensive parks and recreation network. The system will include a hierarchy of park facilities that provide for both passive and active recreation

opportunities. The arrangement will include a central community green, an active community park, individual neighborhood parks or pocket parks where appropriate, cultural heritage sites, natural corridors, wilderness preserves and scenic vistas, walking and bicycling paths, canoeing and kayaking opportunities, and accompanying parking and public facilities.

Principle 6 - Walkability and Community Amenities

Robbins as a whole is designed to support a walkable community that is interconnected to the individual neighborhoods and open space areas. Each neighborhood should have pedestrian amenities to ensure social interaction and individual health. To further this ideal, all residential zones within Robbins' town limits should be within a five-minute walk (approximately a quarter mile radius) from a park or civic space.

Robbins must include amenities that create interest, sense of place, and areas for social interaction. Spaces are needed that are well suited for commerce and civic activity and that strengthen community connection and spirit. Amenities will need to be distributed evenly throughout the population to ensure each neighborhood is augmented with civic activity and opportunities for enrichment.



Roadway into Robbins



IV. PLANNING FRAMEWORKS AND FUTURE LAND USES

The Town of Robbins' Future Land Use Plan will translate the community's vision and apply its goals to a physical design, a revitalized town center, safe affordable housing, and economic development for all of Robbins. The Future Land Use Plan will create a cohesive community that exudes a strong sense of place and invokes an emotional connection to the Town of Robbins, its heritage, and its revitalization.

The Plan builds upon existing assets such as the Central Business area, established residential areas, existing and former business locations, and community infrastructure. The Plan also responds to the natural environment by preserving the Bear Creek, Deep River, local streams, unique topographic features, and significant tree canopies. The Plan will create a community that is walkable, where pedestrian activity is encouraged, transportation options are expanded, and safe, Americans with Disability Act (ADA) compliant streets are the norm.

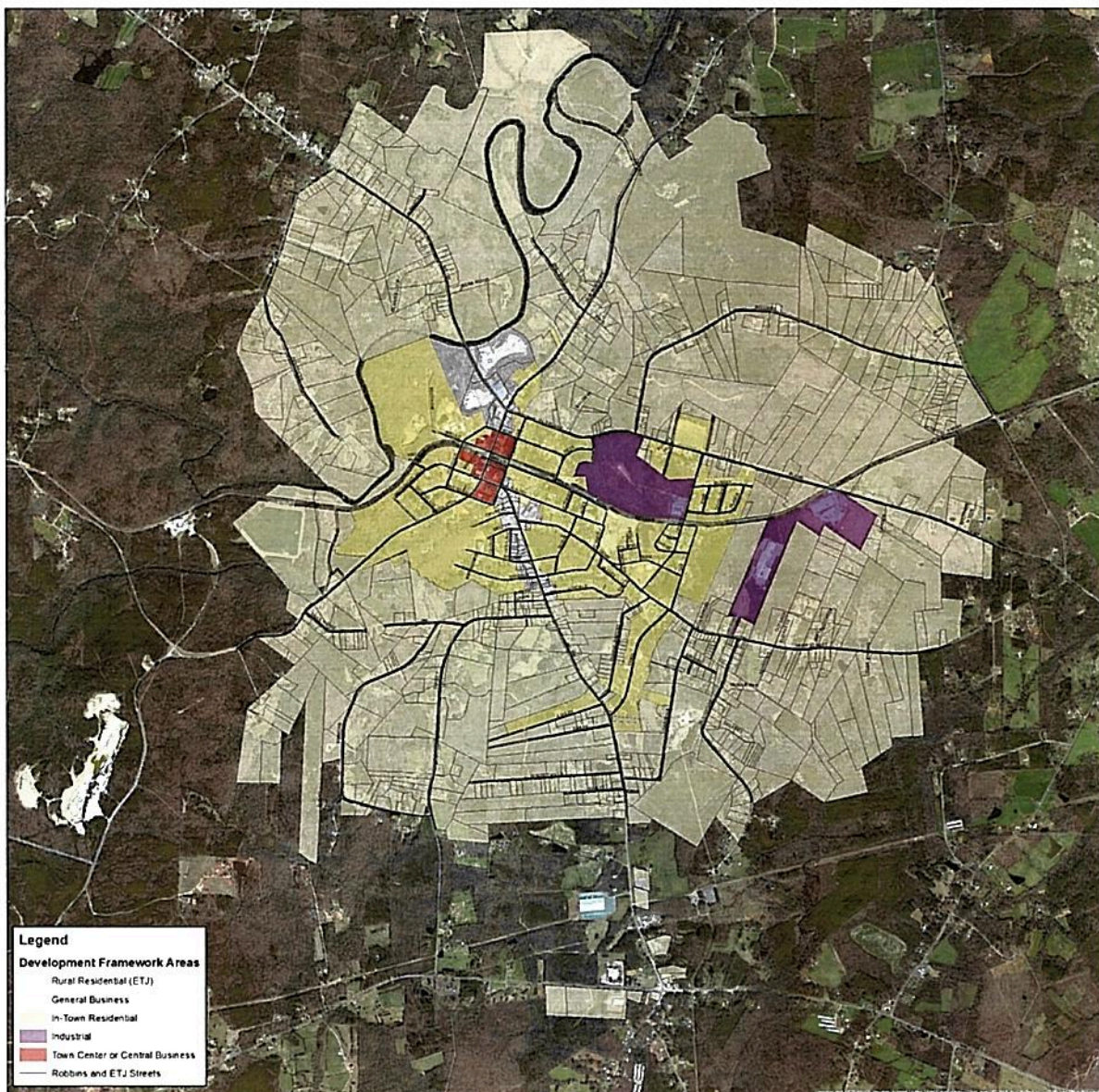
The Town of Robbins is a community that has demonstrated its will to act with courage in preserving the best of Robbins while continually moving toward a Town built for change and success.

The Robbins Future Land Use Plan considered a series of Framework Models that are intended to serve as the basis to future land use decisions and plans.

Development Framework

This framework identifies the individual neighborhoods and describes the intended character, land uses, urban design, and amenities. It is also where future land uses and development patterns are considered and presented.

Robbins is an assortment of distinctive, interconnected neighborhoods that collectively create the community form. These areas are shown as individual neighborhoods and activity nodes that contain land uses and design elements that make them distinguished and unique. Each area includes civic spaces that act as destinations and gathering places for the community. These areas consider street connections that provide a rational transportation system that links the Town's residents to each other and the community as a whole.



The Development Framework allows the future vision for specific areas that are consistent with existing land use patterns, function, and scale. The Development Framework describes the future of Robbins in

terms of four (4) primary areas: Town Center or Central Business, General Business, Residential and Industrial. Each of these areas taken together illustrates a preferred community form with regard to land use mix, amenities, significant natural features, and areas of historical significance.

Town Center or Central Business

The Town Center serves as the heart and soul of the Robbins community. The center is the focus for civic activity and includes local government, public safety, education, and commerce. Physically, the area is central to the community's local population and the primary residential and business areas radiate from this center. To achieve a dynamic, vibrant area, public uses are focused in the Town Center increasing

activity and strengthening the community's identity. Economic development and job creation wherever feasible should also be encouraged in the Town Center to increase the overall activity and commerce within the area. The Town has the ability to support creative mixed-use development within the Town Center and its Gateway areas.

The Town Center is home to the Town's administrative offices and fire and police operations. Also included in the Town's Center are the elementary and middle schools, banking, insurance, and legal service providers. It is the center of commerce in the area supporting retail stores, food markets, restaurant businesses, the local utility cooperative, a theatre, several churches, and civic organizations.

As part of the development of this area, the concept drawing below suggests roadway realignment and streetscape improvements. Added landscaping, improved parking, and sidewalk repair all play a part in making the Town of Robbins a place of comfort, relaxation, and

friendliness. Additional benches and shade make it much more likely that residents will stop to talk with each other and slow down giving them an opportunity to window shop and support business.

Development Strategies:

- Focus and expand public uses and facilities in the Town Center.
- Develop a Central Green as the primary community gathering space.
- Provide strong street and pedestrian connections within the Downtown and surrounding neighborhoods.
- Establish a common theme and architectural style for buildings and improvements within the Town Center.
- Maintain existing building heights and other typical dimensions while encouraging residential uses above commercial uses in the Town Center.
- Develop residential neighborhoods, which provide a range of safe affordable housing options within the In-Town Residential area immediately adjacent to the Town Center, while also allowing for residential development within the Town Center itself including above commercial businesses along Middleton Street and portions of N.C. 705.
- Establish a pedestrian network of safe walkways linking the Town Center to the Mill Pond and Milliken Park and to a trail segment along the Bear Creek River.



Streetscape Improvement Plan



Streetscape Concept for Downtown

- Ensure that all sidewalks within the Town's jurisdiction are ADA compliant.
- Discourage use of Town Center roads by truck thru traffic.
- Preserve the area's historic buildings including the Theatre Building and Railway Depot.
- Establish a pavilion/picnic area near the Robbins Mill Site's smoke stack with a plaque commemorating the history and significance of the Mill and those who worked there.
- Encourage all facets of education from Pre-K to adult and leisure learning with consideration of a Community Center near the Robbins Mill Site.
- Establish multi-purpose youth athletic fields in close proximity to the Town Center.



Robbins Mill Pond

General Business

A key component to building a complete community and achieving self-sufficiency will be the creation of additional local job opportunities. The General Business area is located along N.C. 705 on both sides of the Town Center. While similar in nature to the Town Center, the General Business area extends many of the services beyond the Town Center and offers excellent visibility and vehicular access. This area has been designed primarily as the focal point for commercial development and

related employment opportunities including retail shops, restaurants, higher density residential development, professional offices, automotive services, and financial services as well as some light manufacturing, warehousing, and distribution. Designated mixed-use areas at strategic locations along N.C. 705 will help support commercial development by visually marketing to the drive-by traffic, which in 2011 averaged 4,000 vehicles per day. It will be important to improve the appearances of these gateways to the Town of Robbins; first impressions are lasting.

Development Strategies:

- Establish an area theme and an architectural style to establish an attractive appearance and complement the Town Center of Robbins. In addition, the Town will discourage the use of freestanding signs by considering changing the zoning to encourage the use of monument signs and wall signs. This will serve to de-clutter and enhance Robbins' natural setting.
- Incorporate opportunities for Planned Development along N.C. 705, which introduces new consumers and employers to a mix of uses including a range from medium-density residential to high-density residential, commercial, and industrial elements.
- Explore opportunities to establish portions of the area as an Enterprise Zone to implement economic incentives for attracting quality employment and investors.
- Establish multiple, highly visible community art, pottery, music and eco-tourism stations along N.C. 705 (and in the Town Center). A "station" may range from well-placed signage with directions to an attractive and informative storefront display to a not for profit (or for profit) local Council of Arts retail outlet.

- Work with NCDOT to develop and improve Highway 705 as a rural thoroughfare through Robbins.
- Work with Robbins business owners and Town officials to eliminate blight along the N.C. 705 corridor.
- Promote designs, which provide economic development, redevelopment, or revitalization.
- Design and install new gateway monuments at both sides of the Town Center upon entering Robbins along N.C. 705.

A **Cultural Center**, proposed along the southern stretch of NC 705, would feature the Robbins Theatre Building and future sites providing a range of cultural offerings, events, and displays (e.g. local pottery, art, and music). Outlying areas of historic significance and artisan locations, which are located throughout the region near Robbins, will be highlighted on an area map of cultural, recreational, and historical attractions. These centers will concentrate and promote areas of cultural, historic, and artistic significance. They will not carry with them any land use limitations or privileges unless otherwise dictated by the Town in its UDO. The Master Plan's purpose is to recognize, promote, and preserve these aspects of community life both today and in the future. The Town of Robbins will work to promote the full mix of local cultures and interests that are distinctively Robbins.

Development Strategies:

- Establish an area theme and an architectural form to ensure all buildings, structures, and signage project a common style and reflect cultural ties.
- Develop a sidewalk and trail system linked to the populated areas of Robbins and connected to other trail systems and points of cultural, recreational, and historical significance in the vicinity.
- Promote a welcome center to attract and educate visitors on Robbins' culture including its industrial, agricultural, and folk art heritage. The center should be sited in the Town Center (e.g. the old rail station).
- Design and Develop the Cultural area to complement the Robbins' Theatre Renovation.



Robbins' Old Rail Station

Residential

The residential area is sub-divided into two components to address the differences in the character of residential development between homes located within the incorporated limits of Robbins as compared

to the ETJ. The in-town units will generally be more compact and on building lots that are in the 8-10,000 square foot range or one fifth to one quarter of an acre. Homes in the ETJ will more likely be located on larger parcels ranging anywhere from 10,000 -20,000 square feet to 1-5 acres or more. The in-town units will be more densely populated and placed on municipal water and sewer while the ETJ units will be less densely populated and placed on water wells and septic systems.

In-Town Residential

The In-Town Residential component is an arrangement of housing types that are designed for smaller lots and a mixture of housing options. The area includes primarily single-family units, apartments, and multi-family housing while making some provision for modular and mobile housing to accommodate the full range of housing needs of the community. This pattern of development with an emphasis on safe and affordable housing will be necessary to Robbins' future. Substandard housing, including effectively abandoned units will be addressed through Town ordinances and related enforcement actions, penalties, and fines.

Development Strategies:

- Focus and expand medium to high density housing within the area, including safe and affordable rental units. Provide a mix of housing types that include both attached and detached dwelling options.
- Create a variety of housing types that are reflective of individual needs.
- Create neighborhood parks and trails within the area to encourage social interaction and overall physical health.
- Focus future residential development on the vacant property amongst existing dwellings otherwise known as infill development.
- Promote locations within the area for Planned Development and the mixture of uses and function as allowed under the town's UDO.
- Design all residential areas to interconnect with adjoining neighborhoods with street connections, sidewalks, pedestrian paths, and trails.

Rural Residential (ETJ)

This component is intended to support larger lot residential development for residents who prefer a country setting or space to plant small to medium gardens or orchards. The area can be aptly characterized as rural, scenic, and void of intense development patterns. Much of Robbins' Rural Residential lands represent a natural beauty that is unmatched anywhere in Moore County. This area is perhaps Robbins' best kept secret; one that needs to be communicated but preserved. The area will support passive recreational opportunities in this area including walking/hiking/biking trails, kayaking and canoeing stations along Bear Creek/Deep River, seasonal camping, horseback riding, and youth/church camps. The commercial needs of residents in this area of Robbins will be largely met by the Town Center and the General Business areas.

Development Strategies:

- Promote additional commercial capacity along NC 705 heading north out of the Town Center to create a commercial node that better connects this portion of the ETJ with the Town Center and which will provide the potential for job creation.
- Delay any significant residential development within the ETJ until areas around the Town Center and the In-Town Residential are constructed and substantially built-out.
- Create a hierarchy of opportunities for active and passive recreation and open space areas that locate recreational amenities, which serve residents of Robbins, the ETJ, and visitors alike. The network will

include cultural and heritage sites, natural corridors, wilderness preserves and scenic vistas, walking and bicycling paths, canoeing and kayaking opportunities, and accompanying parking and public facilities.

- Create a signature community athletic park that includes a variety of sports fields and active recreation amenities for both adults and youth alike.
- Establish Nature Center/ Recreation Outfitters Facility within the area.
- Encourage passive recreational activities within the area.

Industrial

Robbins has experienced a debilitating loss of the Town's industrial base beginning even before, and most dramatically during the Great Recession of 2009. Nonetheless, Robbins has adequate land reserves to support an industrial base for a town much larger than Robbins is in 2014. The point being that Robbins can readily absorb considerable replacement and additional new industrial companies given idled assets already in place as well as areas designated for future industrial development, all within Robbins Corporate Limits with good access to sewer and water collection and distribution systems. Both of these systems will be upgraded to accommodate any new users having high demands for municipal water or who have any significant wastewater discharges such as manufacturing concerns. The Town is taking steps to address all of these needs. The State Route 24/27 corridor, which is generally outside the corporate limits and even the Robbins ETJ, is another option for future industrial development.

Development Strategies:

- Continue to channel development into those areas targeted for industrial growth to make use of their compatibility with surrounding services, the availability of municipal sewer and water, and the suitability of roads and traffic patterns.
- Encourage enhanced power and communications capabilities within the Industrial Area as in all of the greater Robbins area.
- Continue to evaluate road and even rail options and upgrades that may serve to encourage development within the Industrial area.
- Establish natural, open space buffers in these areas.
- Coordinate with the County Planning and Community Development and the NC Department of Commerce on promoting existing facilities as well as the potential for new industrial facilities along State Route 24/27.

Utilities and Services Framework

This framework identifies the community's public buildings and illustrates their location, role, and general uses including an emphasis on cultural and educational opportunities and facilities within the Town Center. The framework also identifies the infrastructure network and services the community needs in order to develop and grow. This Framework takes a careful look at the costs to upgrade existing water and sewer systems as well as upgrades needed to accommodate new commercial and industrial customers, the Town's ability to finance the upgrades, grants available, and other alternatives including public and private partnerships around one or both of these services.

Public Buildings

The Town Hall, Police Station, and the Robbins Library are all adequate for the time being, however they will most likely need updating or expansion in the next 5-10 years. The Fire Station was newly constructed and dedicated in 2013 so the building will not need additional work for some time.

Sanitary Sewer Service

In July of 2014, the Robbins Treatment Plant was capable of operating at 50% or less of its design capacity due to equipment outages and other related maintenance requirements for which the Town is seeking grant and loan funding to address these issues. Robbins seeks to develop/modify a sewage collection system and a treatment facility capable of serving the existing community and handling future demands.

Potable Water Service

Robbins would be well served to re-establish its own water supply and treatment system while making serious upgrades to their distribution and metering structures. In July of 2014, the Town applied to the North Carolina Department of Environment and Natural Resources (NCDENR) for financial assistance in support of a number of upgrades to the water collection system, above ground water storage tanks (e.g. mixer units), and upgrades to two of the towns pump stations.

Communication Services

Cell and internet services are two staples of community life that the Town is keenly aware are lacking and which are in need of substantial improvement. The first of these, inadequate cell service, presents a very real risk to public safety where police, fire, and rescues are not accessible by cell phone. Improvements are underway to increase cell coverage in the area. As of July 2014, internet is only available by dial up and satellite. As Robbins is able to attract new residents and businesses, the Town believes it will become a more attractive market to high-speed internet providers.

Transportation Framework

The Transportation Framework establishes the roadway network and ideal street design for the community. Recommendations have been reached by examining accident and safety data, traffic volumes, stress loads, and the costs to maintain and improve the Town's roadways.

The Robbins transportation framework was originally designed to support a small town center with most residents traveling from home to a central work site. As Robbins has grown, it is important to establish a defined street hierarchy that collectively creates connections between all old and new aspects of the growing community while balancing the protection of individual neighborhoods from excessive vehicular impacts.

Trails and Pathways

The Robbins area is fortunate to have a number of excellent hiking and walking trails thanks in large measure to the not for profit group Foothills Outdoors, which is located in Robbins. The Town intends to

collaborate with Foothills Outdoors and community property owners to expand the network of existing trails and improve the inter-connection of existing and future trails. The Town also intends to make an inventory of existing sidewalks and paths to serve as the basis for a long-range sidewalk plan (and capital budget) that will focus on walkability, connectivity, and public safety.

Transit and Shared Travel Service

The Town of Robbins is rural and too small to support any municipal or public transportation service. Moore County Transportation Services (MCTS) is located in nearby Carthage, NC and provides transportation services on an advanced reservation basis. Transportation services for general public, senior adults, persons with disabilities and human service agencies are provided on a countywide basis. Hours of service are 6:00 am – 6:00 pm. In addition, Greyhound Bus Line maintains stations in Greensboro and Archdale, NC. Both of these locations are approximately 60 miles or one hour from Robbins. There are also three airports within the general vicinity of Robbins including the Moore County Airport in Carthage, NC, the Piedmont Triad International Airport in Greensboro, NC, and the Raleigh-Durham International Airport in Morrisville, NC.

Freight and Rail

NC 705 is the major truck route through Robbins. Plank Road often serves as an alternate route for truck traffic from the south of Robbins. The Town's central location and proximity to east-west State Route 24/27 and north-south Interstate 73 place Robbins in a very good location to support warehousing and other activities with a heavy dependence on over the road freight service. The Aberdeen & Rockfish Railroad has rail lines running through the Downtown to the old Robbins Mill, but there is no active service. Amtrak service is available in nearby Southern Pines, roughly a 45 minute drive from downtown Robbins.

Parking

Robbins CBD is fortunate to have ample parking. Still, improvements to parking and public safety with regard to parking and pedestrian crossings in the Downtown have been considered and discussed elsewhere in this update.

Parks and Open Space Framework

This framework identifies the community's public parks and public buildings discussing their location, role, and general uses including an emphasis on educational and cultural opportunities and facilities within the Town Center.

Parks

The Parks and Open Space Framework establish the recreational and conservation elements of the plan and further describe individual park spaces. Robbins is fortunate to have a number of recreational spaces within or near the Town Center.

Milliken Park offers a baseball/softball field, basketball courts, and picnic areas. Tracey Brown Park is geared towards younger children with a play area and picnic area. The Mill Pond provides picnicking and fishing opportunities with plans for paddling and kayaking. Cabin and Bear Creeks are outstanding for paddling and hiking with trails along both. There are a number of bicycling routes in and around Robbins as well as throughout the ETJ tracking nicely with the region's pottery studios and shops. Elise Middle School, Robbins Elementary School, and North Moore High School are also available to support school sanctioned or approved events and provide access to fields and indoor gymnasiums. Finally, the Town is looking at future recreational opportunities perhaps at the former Robbins Mills site and the Town's reservoir.

Educational and cultural outlets in Robbins are generally linked to the schools, Northern Moore Family Resource Center, churches, the Town's historic Theater Building, and local artists and artisans. Other private sector businesses dedicated to dance, art, and music are also available. The Town is considering establishing a Nature Education Center and the Northern Moore Family Resource Center is hoping to establish a Pre-K school in Robbins.

Conservation and Farms/Agriculture

Robbins' overall development strategy is to maintain and encourage denser, more intensive development in the Town's incorporated limits. The goal is to maintain the areas surrounding Robbins; that is the ETJ, as open space preserving its rural character and charm. The areas comprising the ETJ are best suited for larger lot residential development and passive recreation activities. Most of the parcels within the ETJ are not large enough to support large-scale commercial agriculture, but several may be combined through cooperative lease agreements to support local farm stands, farm to table programs, or community gardens.

Economic Development and Revitalization Framework

This framework looks at development strategies, which align with Robbins' vision for reclaiming lost manufacturing jobs, the revitalization of Downtown in partnership with local businesses, and a renewed emphasis on the arts, entertainment, recreation, and tourism as key economic drivers. This framework also emphasizes the importance of local jobs, local agriculture, and the preservation of the area's prime open spaces and natural areas. It also recognizes specific measures that Robbins is taking to eliminate blight that has tarnished the Town's image in recent years.

Development Strategies:

- **Revitalization of the Town Center** is essential to the socio-economic viability of Robbins as an attractive, desirable, and sustainable community. It needs to be a place where people will "choose" to live, do business, and raise a family. The Town Center is the first impression of the area many visitors have as they travel so it is important to make sure it leaves a positive lasting impression. To this end, affordable design guidelines will be further developed and advanced with the help of the Robbins Business Association (RBA) and financial assistance from state and federal agencies such as the NC Department of Commerce and the U.S. Department of Agriculture. The NC Department of Transportation will also be asked to help with street and sidewalk realignments, improvements to signage and traffic signals along NC 705, and adding a pedestrian crossing lane to the NC 705 Bridge. The Town will also explore tax and other incentives to support and attract businesses to the CBD and beyond.
- **Conventional and affordable housing** is necessary in order to attract first time homeowners who will help to increase local spending. It will also serve to provide a viable alternative to the substandard housing that individuals and families are now forced to live in, as it is all that is available and affordable. The Town has embarked on a program of strict enforcement of its building code standard for residential and non-residential properties alike. Town Council is exploring the potential to make town owned lands and abandoned homes available for redevelopment as residential single-family or multi-family owner occupied or renter occupied units. Robbins' residents need a range of housing options that fit a corresponding range of income levels. To do this, the Town will be working to create and encourage a variety of housing options in tandem with their efforts to eliminate blight. Area churches can also play a significant role here in terms of housing rehabilitation and energy conservation projects. Some may even choose to "adopt" housing units or families striving to achieve home ownership or simply a safe, respectable place to call home. Northern Moore Family Resources Center (NMFRC) is the area's leading housing advocate and will likely play a pivotal role in

advancing safe and affordable housing in Robbins and the ETJ. The Town will be seeking financial assistance from state and federal agencies to conduct a current and accurate assessment of housing needs in Robbins.

- **Manufacturing, warehousing, and other industrial/processing jobs** are needed to breathe life back into the local economy. Robbins has a number of sizeable, idled industrial facilities (e.g. the former Growler, Candor Hosiery Mill, and Klaussner plants) that appear to be in very good to in excellent condition all of which need to be promoted and brought back into operation. The Town intends to partner with Moore County to mount a promotional campaign that announces, "Robbins is "Open for Business and Is Good for Business." Robbins is centrally located to Greensboro and the Triangle Research Park and has ready access to Carthage, Sanford, Biscoe, Troy, Albemarle, and even Charlotte thanks to its proximity to State Route 24/27. Robbins also has room to expand or add new industrial facilities and has a workforce in Northern Moore County ready and willing to support these ventures. At the same time, the Town of Robbins and the Robbins Business Association should make sure that existing businesses are given equal attention and consideration. It is also important for the Town to consider ways to help exiting businesses remain viable and /or expand (e.g. the Standard Mineral Division Talc Mine, Holmes Modular Homes, Situs, and War Sports, Inc.).
- **Cultural and other entertainment centers** are important to attract people to Robbins to spend time and money in the CB-D. The Robbins Theatre has the promise to be such an attraction, but the CB-D needs to offer more. Ideas for attractions in Robbins include a pottery and art gallery, musical festivals, ethnic and cultural fairs, art classes, and a music/book/coffee nook. Other ideas for businesses that may bring travelers to the CB-D include tours of the areas historical sites and points of interest such as the Talc Mine and the Robbins former gold mines.
- **Education** can be another magnet to pull potential students and increase economic spending in the CB-D. Pre-K, primary, secondary, and vocational/agricultural courses as well as adult and leisure learning are all educational opportunities that Robbins can provide to Northern Moore County. To fulfill this need, the Town plans to collaborate with the NMFRC, North Moore High School, Sandhills Community College, and others to create educational opportunities in and around the Robbins CB-D. Educational activities could even extend to health and recreational courses (e.g. nutrition, fitness, canoeing/kayaking).



American Growler Factory

- **Passive recreation** is another draw to the Robbins area: canoeing, kayaking, hiking, seasonal camping, start gazing, bicycling, fishing, and hunting are all available in the Robbins area. Not only are they available, they are exceptional as is the unique, extraordinary beauty of the Robbins' uplands, hardwood forests, rolling pastures, and streams. The Robbins terrain and its corresponding natural features are distinctively different from the southern end of Moore County. They are a breath of truly fresh air, water, and sky. Passive recreational businesses will be promoted and supported to utilize all of the natural areas of Robbins. They afford Robbins an influx of people and spending who leave with a new image and perception of Robbins and the ETJ. The Town with partners like Foothills Outdoors and the Sandhills Area Land Trust (SALT) can work to enhance existing outdoor attractions, promote them commercially, and encourage new businesses that are interested in providing passive recreational opportunities. Examples of passive recreation businesses might include an outfitters shop at the NC 705 Bridge, a Nature Center at the Town's old water treatment plant, introductory kayaking and fly fishing lessons at the Mill Pond, and a network of hiking trails complete with

permanent and attractive trail maps including one at a potential Robbins Visitor Center to be located at the old rail station in Downtown Robbins. The opportunities here are limitless (e.g., Frisbee golf, horseback riding, youth camps, picnic areas, a Dark Park, and many others).

- **Elimination and prevention of blight** in Robbins is a crucial starting point and it is already underway with recent amendments to the Town's Building Code and the hiring of a part-time Code Enforcement Officer. The re-imaging and re-branding required in Robbins will not advance so long as these eyesores are allowed to stand. While the Town's efforts are critical, so too will be the support and participation of the Robbins Business Association (RBA), local schools and churches, NMFRC, Moore County Planning and Community Development, and others including the neglectful property owners and tenants. Enforcement is essential, but equally important are education, community engagement, and the manner in which community expectations are communicated. A Robbins-wide cleanup campaign with guidelines on what is expected of property owners and tenants might be a good place to start. The Town is also exploring the creation of programs designed to support or otherwise reward property owners who want to do the right thing, but may be lacking resources or experience.



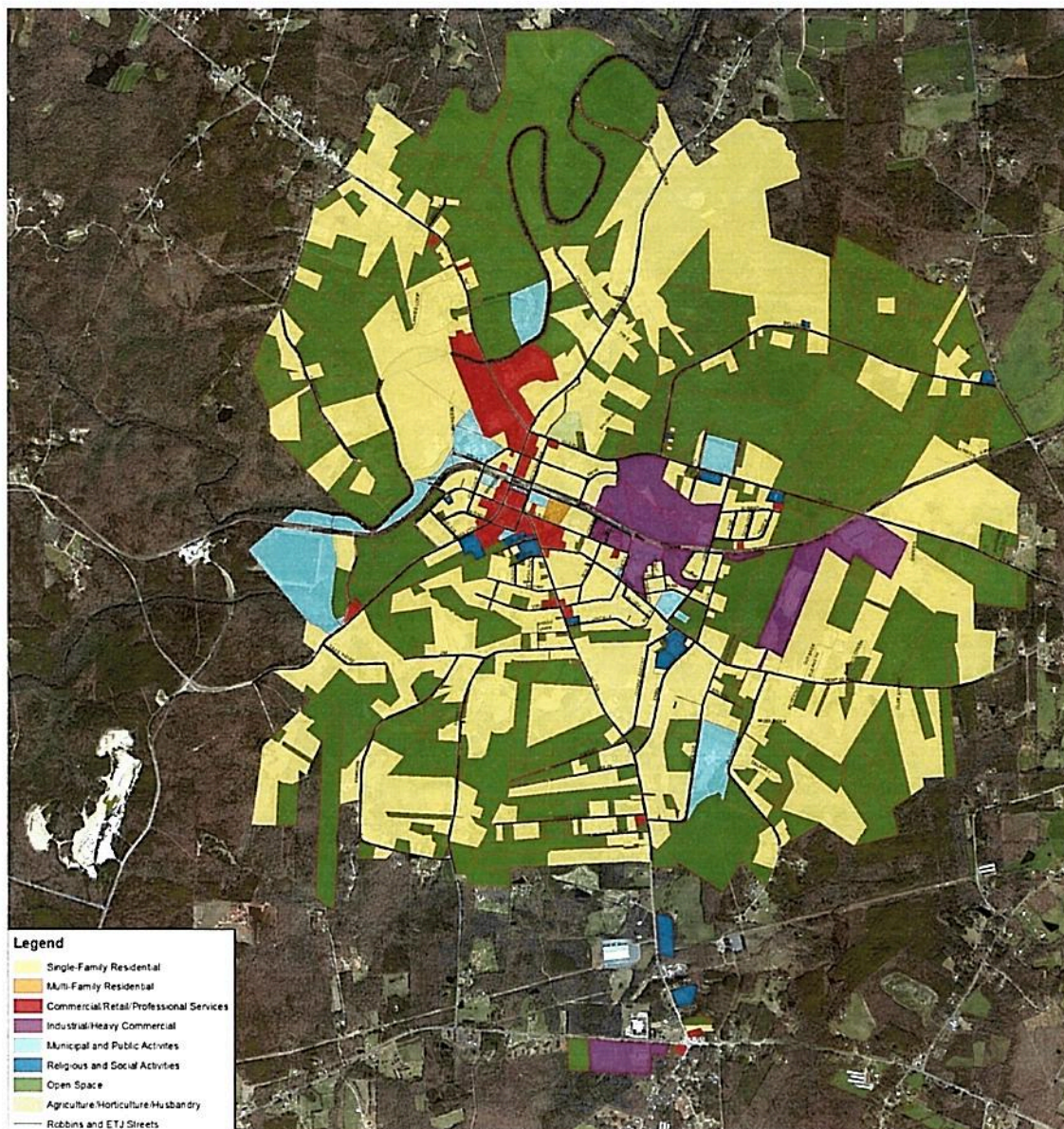
Mill Pond Park – Concept Plan

- **Agricultural land preservation, equestrian, and agribusinesses** can be another economic driver. The rural areas of Northern Moore County and Montgomery County are prime farmlands and have the potential to provide employment opportunities through a range of farming, equestrian, and agribusinesses including eventing, farm stands, a farmer's market and crafts, and "agra-tainment" events (e.g. hay rides, u-pick pumpkin and strawberry patches, larger, rural community gardens and cooperatives, and folk/country music festivals). Development of these high value agricultural lands, waterways, and open space areas need to be discouraged. These areas need to be protected and preserved as suggested in the Plan's Future Land Use Plan. The Town will work closely with the US Department of Agriculture in Asheboro on the development of an overall agricultural economic development strategy.
- **Brownfield redevelopment** along with housing construction and rehabilitation can provide local construction jobs and perhaps even spur along new small businesses (e.g. building supplies, electrical/plumbing, landscaping, and building maintenance/security).
- **The Robbins Mill Site** has been recommended and positioned for future mixed-use development (e.g. residential, light commercial or industrial, recreational, and /or civic). Other Brownfield sites will also consider highest and best reuses as they advance through the US EPA Brownfields Program being administered by the Town of Robbins.
- **Re-Branding** is a key aspect of the overall economic development and revitalization framework strategy. The image of Robbins has suffered over the past ten (10) or so years. The Town and is taking steps to eliminate blight, revitalize the local economy, and to instill a renewed sense of pride in "Being from Robbins." Business, churches, those living in Robbins' corporate limits, and even those in the ETJ all need to come on board with the notion or re-branding of Robbins as that special place where businesses, government, and citizens unite to preserve the Best of Robbins while continually moving toward a Town Built for Change and Success.
- **Downtown revitalization** efforts will be publicized, the areas natural beauty and recreational opportunities promoted, business and horse farm owners will be marketed, and, most of all, the citizens of Robbins are being asked to take ownership of the properties that have been allowed to fall into disrepair. The Town seeks to speak with one voice to Moore County and the State NC Department of Commerce in soliciting assistance with promoting and attracting local businesses and jobs. New housing alternatives will be communicated widely across Moore County and beyond. The Town of Robbins is "Rising Again". It all starts with what people first see when they come to Robbins.

Future Land Uses and Development Patterns

The Future Land Use Plan is the accumulation of an assessment of existing land uses and inter-relationships, and an alignment of the four (4) primary areas for development. The land use patterns suggested in the Town's Future Land Use Map track generally with current, existing conditions and emphasize more intensive development within the corporate limits and in proximity to the CBD. It identifies somewhat expanded areas for general businesses and industry affording the greatest access with the least amount of disruption. In addition, it promotes the preservation of open spaces, rural housing, farms, and areas of current and potentially future recreation.

The Future Land Use Map was "built" working forward from the area designations and their inter-relationships. Any differences between the Future Land Use Map and the configuration of the areas are subtle. The two most notable variances are the addition of an area designated for Planned Unit Development and areas designated as having cultural, historical, and recreational significance.



Future Land Use Map (11" X 17" Map provided in Appendix A)



V. PLAN IMPLEMENTATION

Overall Approach and Strategy

Develop a 'Vibrant' Community

Robbins has a proud heritage. It is situated in a central location of North Carolina and is a beautiful region within Moore County. Unfortunately, over the last decade or so, the Town of Robbins has experienced an exodus of industry and businesses. Many aspects of the quality of life in Robbins have been degraded due to a declining and aging population, a declining tax base, an aging infrastructure, and a housing stock and CB-D that can best be described as "tired."

In order to reverse the decline Robbins has been experiencing, the Town is working hard to find ways to attract spending from outside of Robbins while encouraging residents of Robbins and the ETJ to invest in their community. This means being committed to shopping locally, improving the appearances of their homes, rental properties, and area businesses, and fostering better education options for Pre-K right on through elementary/middle school/high school/ post high school to life-long learning opportunities. Most people determine where to live based on employment opportunities and quality of school systems for their children.

Spending (and investing) from outside of Robbins can help fuel the local economy ahead of any substantial advances in local employment opportunities, rising income levels, and improvements to the physical elements of the Town (i.e., infrastructure, housing, the Downtown, etc.). The drivers here might be as follows:

- Passive recreation in the form of paddling, bicycling, and hiking;
- Arts, pottery, and music;
- An emerging equine community coupled to a rural lifestyle still affordable in the northern reaches of Moore County; or
- Existing and new educational opportunities beginning with Pre-K and workforce training. As one leading member of the Robbins community so aptly put it: "*Robbins is no longer a Mill Town but a 'We Will Town.'*" Robbins, while needing to somewhat reinvent itself, has a number of attributes going in its favor, such as:
 - A truly beautiful, natural setting rich in history and a mixture of cultures;
 - Idled industrial and manufacturing facilities in good repair and recoverable;
 - A labor force capable of supporting a range of industries and service businesses;

- A Downtown, which is intact and can be revived providing good connectivity to in-town residential neighborhoods, schools, government services, and a range of in-town recreational options;
- An infrastructure, which is being restored and which will be capable of supporting growth again;
- The potential for investing in new and renovated affordable housing and rental properties as the Town of Robbins tackles years of neglect and resulting blight;
- Community leaders who have said “Enough, we want to be proud once again of where we live, this special place we call Robbins”.

No amount of outside spending though will be able to take the place of the local jobs that will be required to sustain the Town’s vision for Robbins to become a viable, desirable, and sustainable place to live again.

Education at all levels and workforce training will be a key feature to Robbins’ turnaround helping to create a workforce, which otherwise would not be qualified for currently emerging local employment opportunities in finance and real estate, agriculture and farming, advanced manufacturing, and other yet to be developed employment opportunities in the area. Conventional and affordable housing is another key to economic development and revitalization. Finally, the Robbins community has renewed sense of pride in the place they call home. All three of these aspects have shaped the Town’s economic development strategy and initiatives detailed in this plan.

Tie the Community Together

It is very important to create a sense of community within Robbins and the ETJ. This is accomplished by creating opportunities for different groups to interact and work together. There are several important considerations the Town should use to strengthen its sense of “One Town.”

First, future land development should continue to focus on the areas in the incorporated limits of Robbins. By keeping development generally close together, but not necessarily overly dense, neighbors, business owners, educators, and local officials will have regular interactions. Second, an extensive sidewalk and trail system should be developed that links the entire community together and allow for walking and biking. Third, significant public facilities should be located within the neighborhoods to encourage conversations and assemblies. These facilities include schools, libraries, post offices/passport center, community gathering spaces, and parks.

Robbins has a very diverse populace. There is an opportunity to integrate these population cohorts and their respective cultures. Some families have roots in North Moore County going back many generations while new residents are seeking a place to grow roots for future generations. Clearly, the choice to engage with one another and to benefit from the resulting stronger ties, shared goals, and cultures is an individual and highly personal choice, as it should be. Still the Town of Robbins seeks to offer every opportunity to allow residents to work together and become a sustainable community. To this end, the newly formed RBA and the long standing Council of Churches can help Robbins work together, embrace, and promote the area’s diversity of cultures and the significant historic and natural layout in Moore County and the broader Piedmont Region of North Carolina.

Jurisdictional and Regional Cooperation

As with any reinvention of a community, it will take the cooperation and resources of everyone involved and even those people who may not consider themselves a part of the area. It is Robbins intention to reach out to neighboring regional municipalities, non-profit organizations, for-profit businesses, and individuals that may have a hand in revitalizing the Town.

Phasing Plan and Tactical Actions

The Robbins Community Master Plan and Concept Plan will be implemented through a phased approach to development and economic development initiatives. The following timetable outlines a series of improvements in five-year increments over the next 25 years. This phasing plan is of course dependent on many variables but provides the basic framework for decision making by town officials. The important things to consider are first, the priority of the improvements based on the goals listed above and, second, the infrastructure improvements needed to support current and future land development. Infrastructure is often taken for granted until it is not operating as intended. It must be planned and funded well in advance of actual need in order to avoid significant inefficiencies or barriers to economic growth and jobs creation. At the end of each five-year phase, the Town of Robbins plans to revisit the Master Plan and Concept Plan to ensure that the community goals are still the same and that the achievements are following the guiding principles.

1-5 Years

Many of the near-term improvements for Robbins are already in the planning phases or generally anticipated. Five years is a very short interval for public facilities or development. The near term improvements include:

- Focus on bringing Robbins' water and sewer systems up to standards capable of reliably and safely supporting desired commercial and industrial growth as well as current and future residential customers. Complete short and long-range master plans for sewer and water including a capital budget that synchronizes up expenditures and revenues, over a reasonable and responsive period.
- Take action to secure better infrastructure for 21st century communications such as broadband and cellular access by opening up a dialogue with service providers and with surrounding communities who may allow for a co-op approach to attracting suppliers.
- Conduct an effective campaign to eliminate and prevent residential, commercial, and industrial degradation including objective and impartial enforcement, reasonable demolition schedules, and reuse plans. The Town has hired a part-time enforcement officer to implement safety regulations. A Robbins-wide cleanup campaign lead by business owners and community/religious leaders in the near future with guidelines on what is expected of property owners and tenants.
- Develop a strategic master plan for the Recreation and Tourism area including camping, passive and active recreation amenities, transportation, accommodations, infrastructure, and theming. Find the funds to hire a part-time Director of Parks and Recreation.
- Restore the Rail Station with Visitor Center, restrooms, and shops.
- Collaborate with NMFRC, SCC, North Moore High School, and area businesses to establish a range of scholastic opportunities promoting Robbins as an educational center in Northern Moore County.
- Seek USDA or NC Department of Commerce funding to conduct a Housing Needs Assessment in Robbins, including an inventory of homes and businesses that pose a public nuisance and which need to be targeted for demolition. Coordinate this activity with Town of Robbins' new Code Enforcement Officer.
- Clean up the Mill Site and position it for redevelopment including establishing a commemorative park near the mill's incinerator stack. The Town may wish to look to private individual and corporate donors to fund this initiative, which should also consider lowering the stack for safety and cost avoidance factors.

- Restore the Mill Pond to an attractive and functioning water park in the heart of Robbins as shown in the concept plan on the next page. Establish an “Adopt the Park” campaign to continually update needed improvements and maintain the park as an attractive and desirable public space.
- Advance other Brownfield sites in Robbins and prepare an inventory of all Town owned lands for sale, reuse, or targeted development. Pilot a low or no cost development option for developers or first time homeowners.
- Develop a Central Green as the primary community gathering space in the heart of Robbins (e.g. the IGA corner) per streetscape concept plan.
- Convert the Town-owned parking lot near the Mill Site (east of the intersection of Salisbury and Ross) to a youth soccer field/multi-purpose athletic field or residential/mixed-use building. Seek support from a philanthropic community based organization dedicated to recreation and athletics to take on this project (e.g. the Optimists Club).
- Convert second town-owned parking lot at the intersection of Hemp and Kennedy to residential development. Town will consider offering this site for a pilot program in 2014/2015 timeframe.
- Establish a part-time Parks and Recreation director to organize youth activities (e.g. soccer clinics, 3 on 3 basketball tournaments, softball or T ball leagues, and swimming lessons).
- Establish a common theme and architectural style for buildings and improvements within the Town Center and support renovations through grants like the USDA’s Rural Business Enterprise Grant. Seek the participation of the Robbins Business Association (RBA) in this and other grant applications.
- Set the parameters for revitalizing the local area economy including establishing and/or supporting the establishment of a Robbins based CDO. Duties may include the following:
 - » Recruit new industries and small businesses thereby creating a positive environment for new housing and housing rehabilitation (e.g. low cost/high value building sites, tax relief, and favorable financing);
 - » Promote the area’s natural resources and beauty (e.g. kayaking, hiking, and bicycling) linked with a re-branding of the Robbins area emphasizing its rich cultural heritage (e.g. pottery, art, music); and
 - » Promote the Robbins area as a desirable and affordable Moore County alternative for horse farms.
 - » Focus on new housing, housing rehabilitation, affordable housing, commercial and industrial development, Homesteading concept, USDA revolving fund, and regional cooperation (Starworks, Central Park NC, etc.).
- Leverage all other miscellaneous economic drivers such as education on all levels, agriculture, healthy foods, and the area’s Hispanic and Latino cultures (e.g. food, music, and art).
- The Town will work closely with the US Department of Agriculture in Asheboro on the development of an overall agricultural economic development strategy.
- Evaluate establishing a farmer’s market and test kitchen in the former fire training center and EMT bays.
- Concentrate on making Robbins a destination for recreation. Foothills Outdoors has already made great strides in creating access points for kayaking and canoeing, in developing hiking trails, creating maps (both current and dotted lines showing future trails), and adding directional signage in the downtown area and at the trail entrances to attract hikers.

- Market existing facilities for use as warehousing, processing, or transportation hubs. Given its central location in North Carolina, Robbins could attract businesses to use old facilities (Klaussner or Candor Hosiery) for one of these purposes.
- Establish a Robbins Area Arts Council with a Downtown retail shop displaying the works and locations of local artists and cultural events.
- Engage Robbins Business Association and local area churches as “partners” in restoring the Robbins’ community and economy.
- Offer incentives for certain targeted businesses to locate in downtown Robbins (an urgent care facility, a veterinarian, etc.) and apply for the USDA’s next round of revolving funds for supporting new businesses and business expansion as well as improvements to the appearances of storefronts in the Central Business area of Robbins.
- Promote creating an Outfitter’s operation at the NC 705 Bridge and access to Bear Creek, complete with retail sales, rentals, and cabins for overnight lodging.
- Promote redevelopment of the old school site on the corner of NC Hwy 705 and Hemp Street. Ideas for redevelopment include apartments or condominiums, assisted living, a fitness center, adult education center, or dance and yoga studio.
- Apply for an EPA clean-up grant for the mill site. The Town should apply for the clean-up grant in the next round of EPA funding (grant requests due in the Fall of 2014, awards made in Spring of 2015, funds available in early Fall of 2015).

5-10 Years

This time-period includes the redevelopment of the Robbins Mill Site and the Town Center. There are many decisions that need to be made about how the site will be developed and phased over this next five-year segment of the plan. Milestones are as follows:

- Complete Phase I of the Mill Site construction as a multi-use Planned Development with option for a corporate campus.
- Build 25 new housing units on previously owned or acquired Town properties by 2025.
- Improve Town gateways including landscaping, streets, parking, lighting, signage, and crosswalks.
- Provide strong street and pedestrian connections within the Downtown and surrounding neighborhoods.
- Improve sewer and water systems so that they are fully functioning and capable of supporting growth.
- Create a Nature and Education Center at the old water treatment plant along with a Frisbee golf course.
- Collaborate with Habitat for Humanity to replace trailers in Sunset Trailer park and Lindale Trailer park with Habitat Homes as they did in Charlottesville, Virginia.
- Encourage development of an Indoor Sports Complex and Outdoor Swimming Pool that would attract visitors from the south, east, and west. (Klaussner, Candor Hosiery, and the previous Chicken Plant are all buildings that might be suitable to accommodate it).
- Collaborate with The Land Trust of Central North Carolina or Sandhills Area Land Trust to secure the gold mine property or other properties providing unique outdoor attractions.

10-15 Years

Projections become less clear when looking out 10 to 15 years. The strategy for this timeframe is to fill in the pieces that match the population needs and the real estate opportunities at the time.

- Continue to develop around the Town Center and look for the ability to attract jobs.

- Expand the industrial complex to maximize the employment opportunities.
- Consider identifying a piece of property that could be developed to attract retirees and telecommuters who enjoy astronomy, canoeing, and kayaking, much like the southern end of the County has attracted golfers.
- Improve schools.

15-25 Years

This next segment requires a systematic approach for the development and expansion of utility infrastructure services. This methodical approach should include a detailed engineering analysis of the current systems. The study should include an examination of the operations, maintenance, regulatory requirements, and expansion of these systems. Furthermore, this analysis should point out the steps and cost necessary to expand and maintain the system in support of the growth of the area. This investigation can be performed on a time-cost-benefit basis to identify the maximum return on infrastructure investment for current and future infrastructure facilities.

Water

A system-wide master plan needs to be developed that includes a program for mapping the system using GIS. The first task of this master plan would be to identify current water sources to be maintained and expanded and additional sources of potable water if determined to be needed. In 2014, the Town of Robbins is wholly dependent on Montgomery County for its water supply. Both local and state officials are concerned that there is not a second or backup source in place for emergencies or increased demand. The second step would be to analyze the current water distribution system and determine water pressure and volume available at various points in the system. This information is necessary to meet firefighter water flow requirements and also can be used to strengthen system integrity. Once the tests are completed and the information obtained, an expansion of the water system master plan will identify the water system infrastructure upgrades necessary to provide potable water and fire protection water services for the Robbins Community now and in the future.

Although community development generally occurs in growing incremental segments, Robbins' water consumption is lower than it has been in years due to the loss of major industrial users leaving the area. A water system master plan will help buffer these changes by providing guiding documentation for the placement and size of water mains in planned roads, the required upgrades to existing facilities, and the placement and timing of needed infrastructure. It would also consider the timing of future demand that would support the Town re-establishing its own primary and/or backup water supplies including treatment and storage.

Sewer System

The Town needs the same sort of system-wide master plan for sewer collection and treatment as described above. The Town's current wastewater collection system is in need of significant upgrades and a sustainable maintenance program. The wastewater treatment plant is rated or permitted to handle 1.3 Million Gallons per Day (GPD) and right now would be hard pressed to accommodate better than 50% of that load. With some modest improvements, it is believed the system could get back to 750,000 to 800,000 GPD or about 60% of its permitted capacity. This would help to reduce the discharge of raw sewage during periods of heavy rainfall, which is certainly an important and essential first step. Ultimately, Robbins will need to restore the wastewater treatment plant to its full capacity in order to avoid any unplanned discharges and in order to attract (and support) industry coming back to Robbins. The sewer system master plan will need to address the timing and funding of all planned improvements, near and long-term, including a sustainable/funded program for scheduled or planned maintenance and refurbishment programs.

VI. REFERENCES

1. Blackwell P. Robenson Moore County, 1747-1847 (Southern Pines: Moore County Historical Association), 1956
2. Manly Wade Wellman The County of Moore, 1847-1947 (Southern Pines: Moor County Historical Association), 1954

APPENDIX A (11" X 17" FOLD OUT MAPS)

APPENDIX B (ORIGINAL LAND DEVELOPMENT PLAN)