

The Downtown Salisbury Master Plan



2010



LEADERSHIP AND COMMITMENT

Nonprofits and governing bodies can plan, but implementation takes a commitment from the entire community. In Salisbury, the private

sector and the philanthropic community are deeply committed to achieving this shared vision.



Office of the
Mayor

City of Salisbury North Carolina

August 27, 2010

To Our Citizens, Merchants, Entrepreneurs and
Other Interested Parties:

The City of Salisbury has been a key player in the life of Piedmont North Carolina for over 250 years, and for the last 100 years downtown Salisbury has been the heart of our City. Our downtown serves as an economic center, social and religious center, base of local government, as the County Seat, and as an historic and cultural site.

In 2001, the first Downtown Master Plan was adopted, and the accomplishments over the last 10 years are remarkable:

- 40 new residential units have been added
- 244 new parking spaces are now available
- Removed all but one metal façade in the entire historic downtown area
- Completed a third performing arts venue that now gives the City over 700 seats in three downtown locations
- Experienced an explosion in growth of the arts community including two new large artists co-ops, studio and galleries, and the addition of many artists who have moved their studios and residences to Salisbury
- Downtown Development Corporation (DSI) has purchased the last large un-renovated building in the downtown area – The Empire Hotel

Since the first Downtown Master Plan was adopted, over \$51 million has been invested in the downtown area. The City has invested over \$1 million in land adjacent to The Empire Hotel with hopes that in the future an event center that meets the needs of both citizens and visitors can be created.

In today's changing world, older downtown areas must compete with the latest trends, and we, as a community, must continue the work of attracting citizens and visitors to discover downtown Salisbury.

I am pleased to introduce the 2010 Downtown Master Plan, and I am proud to be a part of a group who work to continue making the plan a reality. This plan addresses new challenges, opportunities, ideas, strategies, investments, and strives to offer our citizens and visitors the opportunity to "Discover What's Inside."

Sincerely,

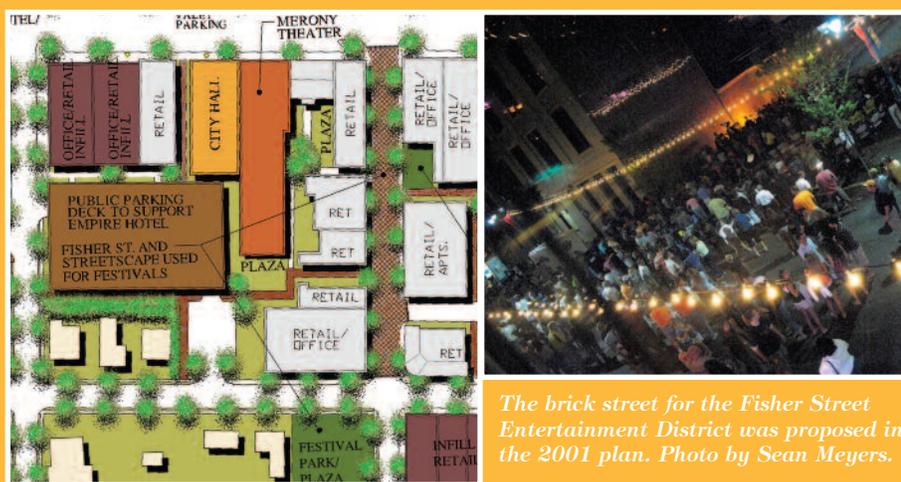
Susan W. Klutz
Mayor

THE 2001 PLAN, FROM VISION TO REALITY

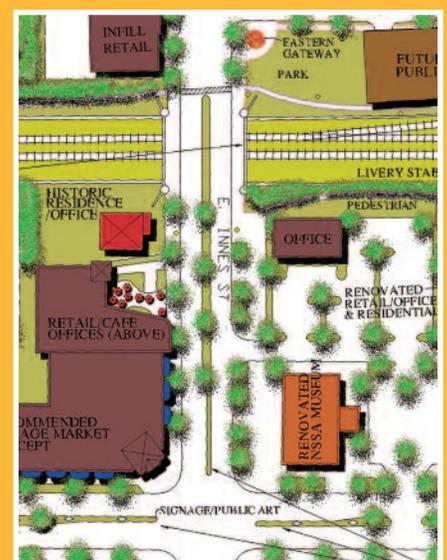
When a group of involved citizens met repeatedly in 1999 and 2000 formulating the plan which would be adopted in 2001, few dreamed of implementing even a small portion of the plan in the first nine years. Fortunately, Salisbury has been successful in implementing much of that plan. Visions of creating a festival and entertainment area on Fisher Street, an arts district in the largely abandoned Lee Street Warehouse District, a landscaped entrance at the Innes Street gateway to the downtown, a new place to experience our native-born soft drink, Cheerwine, along with many other ideas became reality from 2001 to 2010. The new Master Plan builds upon the success of the 2001 plan and much more.



Cheerwine, a soft drink that originated in Salisbury in 1917, can now be experienced at the Innes Street Drug Store's old fashioned soda fountain as suggested in the 2001 plan. Photo by Rob Moseley.



The brick street for the Fisher Street Entertainment District was proposed in the 2001 plan. Photo by Sean Meyers.



Improvements to the Innes Street Corridor first discussed at a 1997 Urban Design Assistance Team were incorporated into the 2001 Downtown plan and built in 2005.



The concept of wrapping the 1960s era police department building with a new two story building allowed the police department to expand in place and be a part of continued downtown development effort.



Over \$2.6 million of investment has occurred in the previously under-utilized Lee Street Warehouse District. Now known as Railwalk, it is home to several art galleries, high tech companies, and a black box theater.

THE 2010 PLAN, A COMMUNITY'S VISION



The process for creating the 2010 plan began with trips to Greenville, SC on April 23, 2009 and Asheville, NC on May 7, 2009. Sponsored by F&M Bank and the Salisbury Post, these fact finding missions allowed participants to tour those cities, meet with local officials, and see firsthand their downtown development efforts.

Planning Session One on May 28, 2009 at the Rowan Museum was attended by approximately 100 participants. Downtown Salisbury, Inc. Board Chairman Dick Huffman and 2001 Master Plan Committee Chairman Edward Norvell gave a presentation on accomplishments from the 2001 Plan. Raleigh Assistant City Manager Dan Howe presented “We’re All in This To-



gether” and former North Carolina Main Street Director Rodney Swink led a brainstorming session that generated over

400 ideas. Participants prioritized the ideas which were then turned over to the Design Master Plan Committee.

The Committee, with the assistance of Rodney Swink, began grouping like ideas for further refinement by participants at the next session. The Committee also reviewed the seven overarching goals and made minor revisions to those goal statements.

Planning Session Two on June 23, 2009 at the Looking Glass Artist Collective/Black Box Theater was also well attended. Some 80 participants were briefed on the results from the previous session and assisted in grouping and

editing similar ideas from that session. They finalized the strategies and assigned each to one of the seven goals. Once again, ideas were prioritized and the Committee incorporated the outcomes from both sessions into a final plan that included a redesign of the map.

At Session Three on March 23, 2010, the plan was presented to around 100 attendees who

were then given the opportunity to comment on the presentation and the new map. Because the plan was an accurate presentation of the previous



sessions, comments were few. Minor changes were made based on the comments and the plan was readied for adoption.

On April 27, 2010, the new Master Plan was officially adopted by the Board of Directors of Downtown Salisbury, Inc. On May 4, 2010, three days before the one year anniversary of the beginning of the process, the Plan was adopted by the Salisbury City Council in a unanimous vote.



DOWNTOWN SALISBURY, INC. 2010 DESIGN MASTER PLAN COMMITTEE

Pete Bogle, Chair

Janie Allen
Ted Goins
John Ketner
Joe Morris

Edward Norvell
Lynn Raker
Scott Robinson
Michael Young

HISTORICALLY SPEAKING... A 250+ YEAR TRACK RECORD...

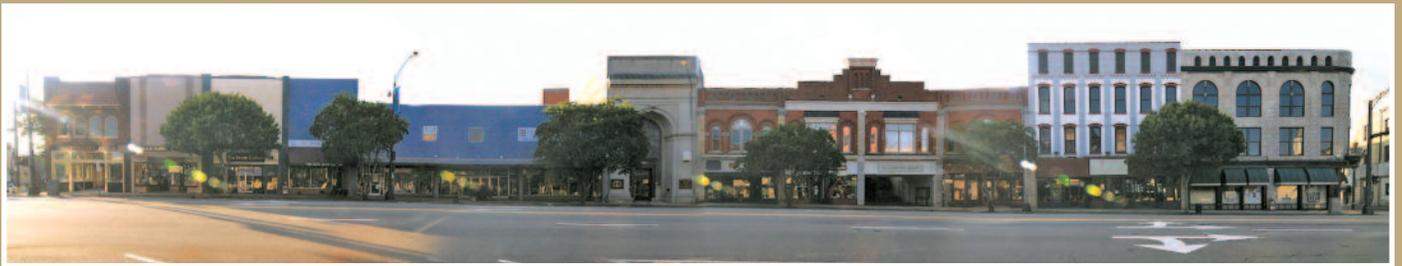
Since 1753 Downtown Salisbury has been the center of commerce for Rowan County and the Piedmont area of North Carolina. Covered with “modern” metal facades in the 1950s and

1960s, our downtown has been restored to its original splendor through years of sensitive restoration.

SOUTH MAIN, EAST SIDE



The 100 Block of South Main, East Side in the late 1960s. Photos courtesy of Jim Dunn.



The 100 Block of South Main, East Side in 2010. Photo by Aaron Cress.

SOUTH MAIN, WEST SIDE



The 100 Block of South Main, West Side in the late 1960s. Photos courtesy of Jim Dunn.



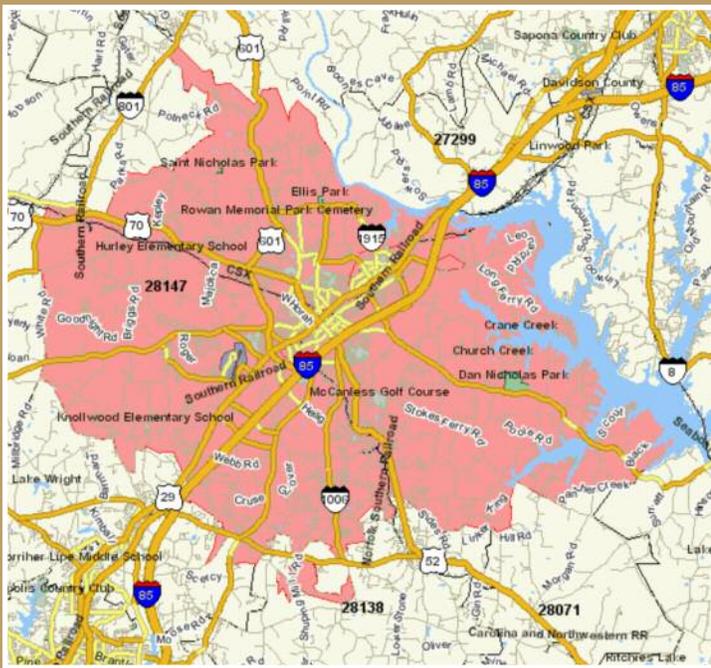
The 100 Block of South Main, West Side in 2010. Photo by Aaron Cress.

Downtown Salisbury is still home to the largest concentration of businesses and employees in Rowan County, boasting a net gain

of over 1,000 jobs in the last 30 years. The number of people currently employed in the Downtown census tract is over 4,500.

A LARGER MARKET...

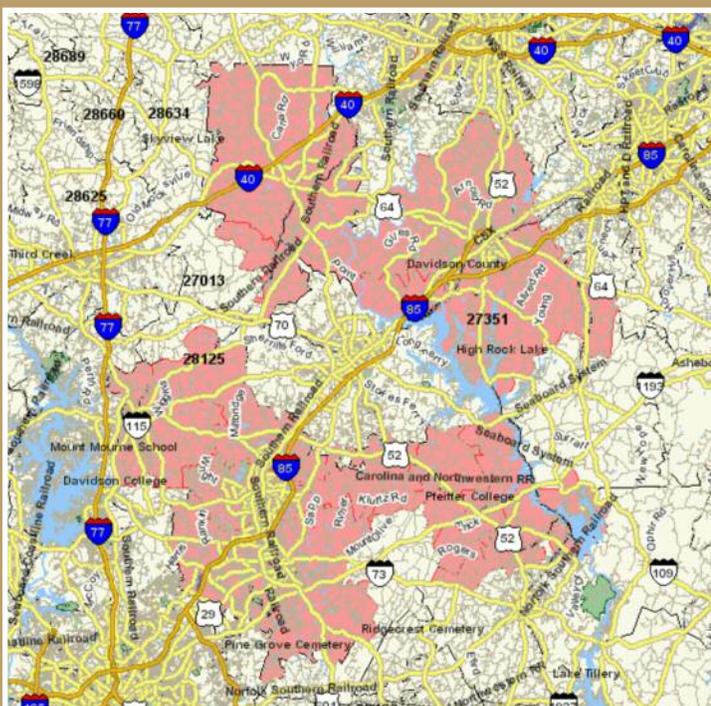
While Salisbury has a population of over 32,000, we serve a **Primary Trade Area of 81,599**. The Primary Trade Area is a six zip code area immediately around Salisbury, most of which is within a 10 minute drive of the downtown. One can drive from Salisbury to Spencer or Granite Quarry unaware of the political boundaries. The size and strength of the surrounding market have created a city with sales per capita figures that are third in North Carolina behind the tourist driven markets of Asheville and Wilmington.



PRIMARY TRADE AREA FACTS

- ◆ 81,599 Population
- ◆ 5.9% Population growth since 2000
- ◆ \$57,800 Average Household Income

The **Secondary Trade Area has a population of 365,404** and is a growing segment of the downtown market. Efforts to reach out to that population with special events and cultural offerings have increased in recent years.

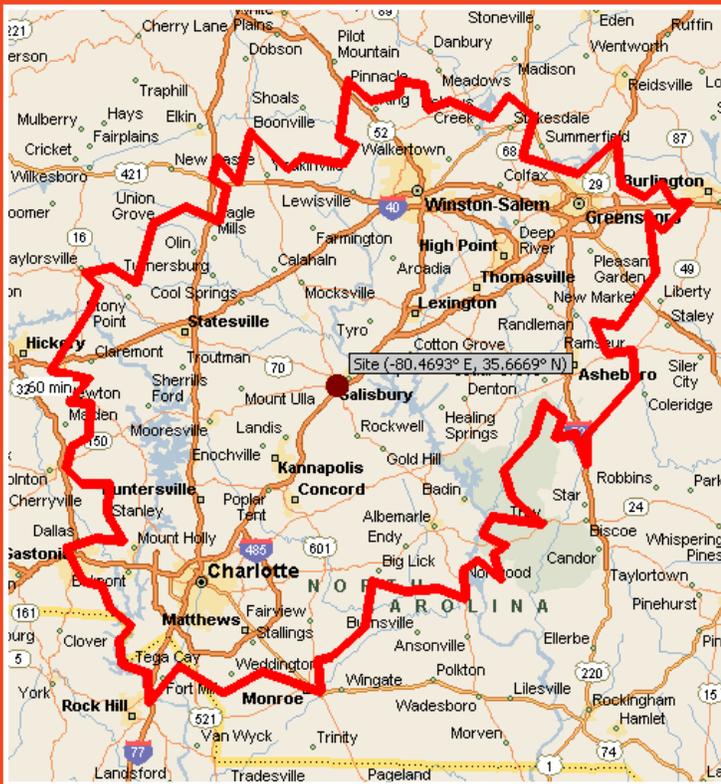


SECONDARY TRADE AREA FACTS

- ◆ 365,404 Population
- ◆ 15.2% Population growth since 2000
- ◆ \$56,377 Average Household Income

...WITH PROVEN SALES

While visitors travel hours to come to Salisbury, we consider our Tertiary Trade Area to be a 60 minute drive time from the downtown. **Within that 60 minute drive time is a population of 2,896,479.**



TERTIARY TRADE AREA FACTS

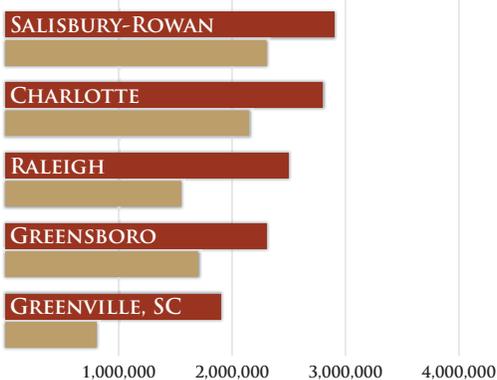
- ◆ 2,896,479 Population
- ◆ 19.6% Population growth since 2000
- ◆ \$62,076 Average Household Income

Salisbury boasts the highest population within a 60 mile radius or a 60 minute drive of any city in North Carolina.

2.8 MILLION WITHIN AN HOURS DRIVE

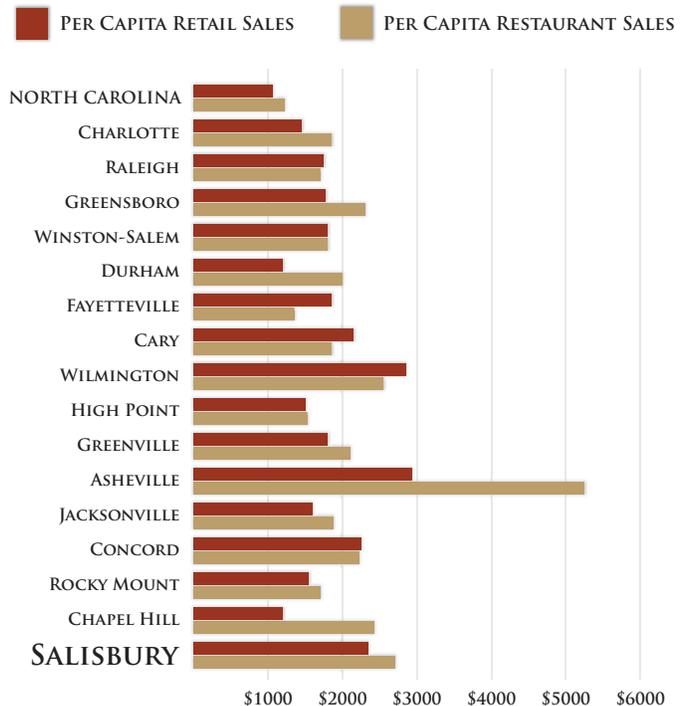
TOTAL NUMBER OF PEOPLE

60 MINUTE DRIVE (Dark Red) 60 MILE RADIUS (Light Green)



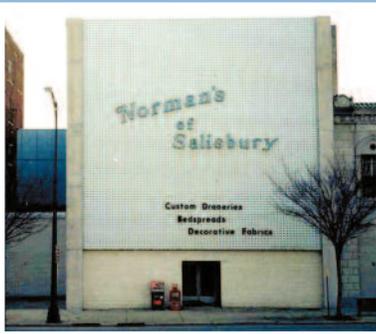
RETAIL AND RESTAURANT SALES PER CAPITA

(CITIES RANKED BY POPULATION)



A COMMUNITY THAT INVESTS IN ITS FUTURE

A leader in preservation, Salisbury has witnessed the impact of preserving history and improving place through thoughtful design. Higher retail sales, higher property values, and more downtown residential development have resulted from over 30 years of carefully restoring historic structures while moving forward with compatible new construction.



«« BEFORE

THE F&M FINANCIAL CENTER
221 NORTH MAIN STREET

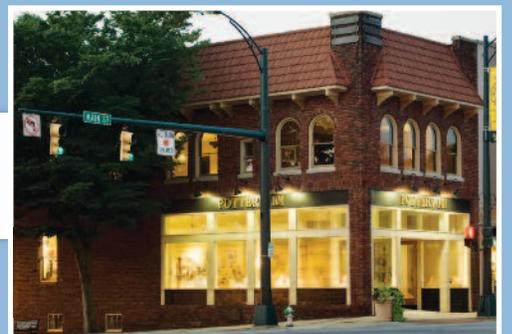
AFTER »»



«« BEFORE

POTTERY 101
101 NORTH MAIN STREET

AFTER »»



«« BEFORE

INNES STREET DRUG/
ULTIMATE SPORTS APPAREL
112-114 SOUTH MAIN STREET

AFTER »»



«« BEFORE

EAST COUNCIL PLACE
CORNER OF EAST COUNCIL
& SOUTH LEE STREETS

AFTER »»



«« BEFORE

THE NORVELL THEATER
131 EAST FISHER STREET

AFTER »»

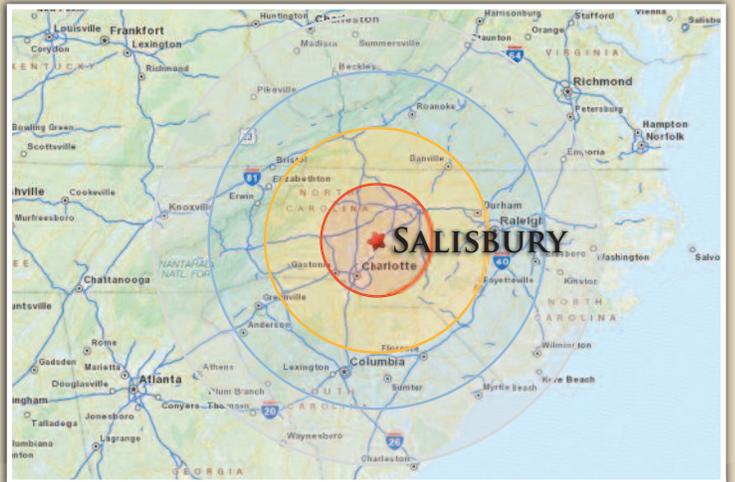


SALISBURY CITY COUNCIL

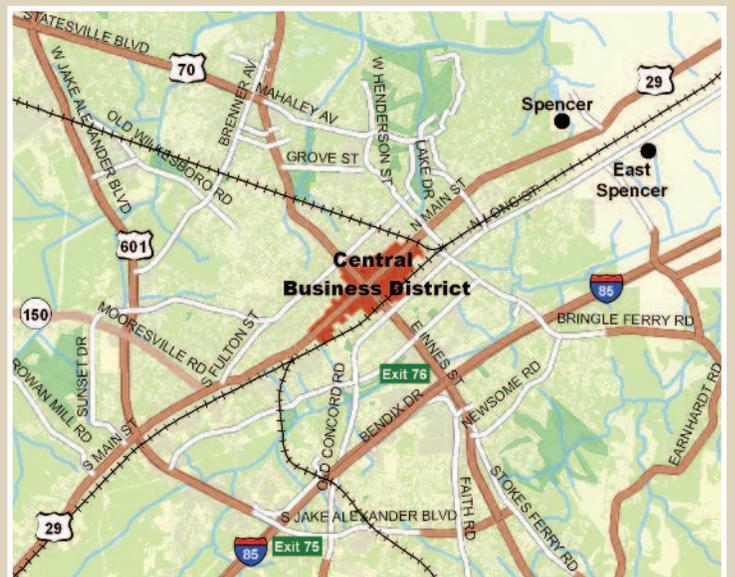
Susan W. Kluttz, Mayor
Maggie Blackwell, Mayor Pro Tem
William (Pete) Kennedy
Brian Miller
Paul B. Woodson

DOWNTOWN SALISBURY, INC. BOARD OF DIRECTORS

Paula Bohland, President
Dr. Grant Harrison, Vice President
Greg Shields, Secretary
John Ketner, Treasurer
Greg Anderson
Pete Bogle
Raymond Coltrain
Glenda Dyson
Paul Fisher
Bill Greene
Dick Huffman
Mark Lewis
James Meacham
Brian Miller
Joe Morris
Rick Parker
Jack Thomson
Christine Wilson
Teross Young



50 MILES 150 MILES
100 MILES 200 MILES



This project was made possible by generous contributions from:



THE BLANCHE & JULIAN ROBERTSON
FAMILY FOUNDATION, INC.
SALISBURY, NORTH CAROLINA



For more information about business or investment opportunities in Downtown Salisbury, please contact:

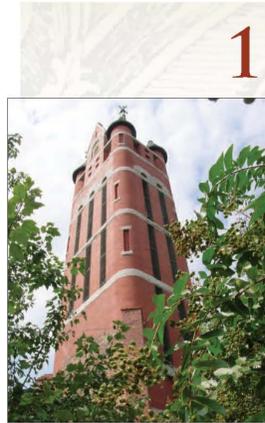
Downtown Salisbury, Inc. | 100 W. Innes St. | Suite 201
P.O. Box 4166 | Salisbury, NC 28145-4166
Phone: (704) 637-7814 | Fax: (704) 314-4565 | www.DowntownSalisburyNC.com

THE DOWNTOWN SALISBURY MASTER PLAN

Adopted by Downtown Salisbury, Inc. and the City of Salisbury in 2010, the Downtown Salisbury Master Plan is a blueprint that is based on over 250 years of rich community heritage but reaches forward to embrace the future.

Seven dynamic goals with implementable strategies define this plan. Modeled after the 2001 plan which painted a vision that resulted in over \$51 million in investment, the 2010 plan promises to help Salisbury retain that rich heritage and build a lively, sustainable community and become the kind of city where citizens are proud to live and visitors long to call home.

Representing the collective wisdom and foresight of hundreds of residents, the 2010 plan will shape the future of Downtown Salisbury for many years to come.



Founded in 1753, Salisbury is a leader in preservation in North Carolina, boasting 10 National Register Districts with over 1,500 historic properties.

1 A PLACE TO EXPERIENCE HISTORY

Downtown Salisbury is the foremost historic center of the Piedmont, a place where residents and visitors experience over 250 years of history through architecture and creative interpretation.

- ◆ Strengthen ties to surrounding neighborhoods and support their continued development
- ◆ Install historically inspired interpretative and informative public art
- ◆ Publicize our history through tours, marketing and products that brand the community
- ◆ Commemorate Macay Law Office/Andrew Jackson
- ◆ Develop Confederate Prison Interpretive Center
- ◆ Restore Presbyterian Bell Tower
- ◆ Designate an organization to lead the development of cultural/historical resources
- ◆ Implement interpretive markers for historic tour routes
- ◆ Reopen the Empire Hotel as a historic hotel
- ◆ Expand hours for house museums and Grimes Mill
- ◆ Organize special weekend tour packages: churches, African-American history, Civil War, etc...
- ◆ Develop storytelling/dramatization of Salisbury history



The Integration Marker is one of 20 sites on the Salisbury History & Art Trail.

2 A PLACE OF LASTING IMPRESSIONS

Downtown Salisbury is becoming known throughout the region as a premier place to visit, shop, live, and work.

- ◆ Create an attractive, pedestrian friendly area with safe sidewalks, benches, public art, and nightscape lighting
- ◆ Improve vehicular accessibility while maintaining a pedestrian friendly atmosphere
- ◆ Create informative, well designed signage for pedestrians and motorists
- ◆ Create well defined entrances to the downtown

3 A PLACE OF BUSINESS

Downtown Salisbury is the largest, most diversified employment center in Rowan County and will continue to attract new jobs and investment.

- ◆ Form a cooperative recruitment effort for major employers including DSI/EDC/Chamber of Commerce
- ◆ Expand center city development outward and include adequate amenities such as parks/common space
- ◆ Construct parking deck south of Innes Street and east of Main Street
- ◆ Enact a downtown commercial maintenance code with proper enforcement for the downtown
- ◆ Update the business recruitment package
- ◆ Create a "How to Start a Business in Downtown Salisbury" brochure
- ◆ Improve pedestrian connections to parking (alleys and mid-block cross walks)
- ◆ Assemble targeted sites for future office development



Over 4,000 people are employed in the Downtown census tract, which is the largest retail, office, governmental and entertainment center in Rowan County. Photo courtesy of Miller Davis Studios, Inc.



4 A PLACE TO SHOP & DINE & PLAY

Downtown Salisbury is a vibrant retail, dining, and entertainment center for residents and visitors alike. Our success is based on providing a unique collection of businesses that offers quality goods and superior personal service in a comfortable pedestrian environment and authentic historic setting.

- ◆ Construct public restrooms in a central location
- ◆ Create and implement an integrated regional marketing strategy
- ◆ Create mid-block crosswalks to encourage safe pedestrian movement
- ◆ Encourage customer friendly, uniform business hours
- ◆ Increase short term parking availability
- ◆ Improve maintenance of sidewalks, alleys, and parking areas
- ◆ Complete intersection improvements for pedestrians
- ◆ Continue targeted retail recruitment
- ◆ Maintain the Downtown as a safe place to live, work, and play



Downtown Salisbury is home to many restaurants, three performing arts facilities with over 700 seats, and five museums.

5 A PLACE TO LIVE

Downtown Salisbury is a lively urban residential district with retail, dining, parks, and other amenities that work together to serve its growing 24-hour population.

- ◆ Maintain the Downtown as a diverse, lively urban residential district
- ◆ Expand diverse, livable, and safe residential housing stock within a larger radius
- ◆ Develop a railroad greenway/arboretum
- ◆ Encourage business growth to provide services and conveniences that meet the needs of Downtown residents



Many upper floors like this one at 101 S. Main have been converted to residential space. Photo by Ben Martin for Historic Salisbury Foundation.

6 A PLACE TO GATHER AS A COMMUNITY

Downtown Salisbury is the heart of Salisbury and Rowan County, the place where people of all ages gather as a community to celebrate their shared history, culture, and values. Downtown will retain its role as the center for community activities, entertainment, and events.

- ◆ Create a large indoor assembly space Downtown
- ◆ Create a special events committee to oversee and organize signature festivals and niche events
- ◆ Create a large green space in a central location to serve as a multipurpose park and outdoor assembly area
- ◆ Relocate parking in front of the Depot and build Station Square gathering space
- ◆ Encourage the use of streets for special events
- ◆ Study and recommend alternative routes for trucks
- ◆ Encourage cooperative efforts among Downtown institutions to create youth programs



The Fisher Street Entertainment District with its brick street and festoon lighting is often used for concerts. Photo by Sean Meyers.

7 A PLACE TO CREATE & LEARN

Downtown Salisbury is achieving regional prominence as an arts and cultural center by developing and promoting a multitude of arts businesses, museums and activities.

- ◆ Increase college participation & student involvement in all programs and activities
- ◆ Publicize the History Room and genealogy resources at the Rowan Co. Public Library
- ◆ Create a public arts school program in Downtown Salisbury
- ◆ Encourage high schools and colleges to create Downtown learning centers which provide a "living classroom experience"
- ◆ Become a regional leader in promoting and educating the public concerning the connection between historic preservation and environmental sustainability
- ◆ Encourage the creation of venues for artistic performances and exhibitions



Aaron Wilson (left) from Isonberg Elementary and Caleb Farmer (right) from Faith Elementary were among the 80+ fourth grade students from Rowan County who created tiles at the Waterworks Visual Arts Center for the Cotton Mills Corner public art installation at S. Church and W. Fisher Streets.