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## COMMUNITY RECONNAISSANCE

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### INTERVIEWS WITH LOCAL CITIZENS

Between November 1999 and January 2000, Edward E. Evans and Stephen Turner met with citizens groups and interviewed a community leaders regarding their concerns, plans and dreams for downtown Salisbury. The people interviewed represented a wide range of community interests: local governments, business owners/managers, developers, church officials, arts and cultural organizations, historic groups, civic groups, economic development and tourism officials, neighborhood groups and more. Information was shared regarding problems, opportunities, future plans and other matters of importance to downtown Salisbury. The information and issues identified in this process are summarized below.

#### **Downtown Churches**

- Sunday parking is generally not a problem at present for downtown churches. Weekdays and early evening activities sometimes experience parking problems.
- Will churches be able to use YMCA parking on Sundays in future?
- Several churches in downtown Salisbury are becoming landlocked and will need additional spaces for educational and parking uses in coming years.
- Downtown churches are increasingly providing recreation, child care and educational programs that attract people to downtown Salisbury and which will enhance downtown's appeal for residences.
- Downtown churches contribute to the vitality of downtown through festivals, events, facilities, etc. Are there opportunities for an expanded presence for church activities through better publicity, coordination and sharing?
- There is a need for parks and playground areas to serve church programs and families in the increasingly urban downtown.

### **Historic Preservation**

Downtown Salisbury's **History Committee** has been meeting during the master planning process to identify projects and activities that would enhance the historic character and appeal of the downtown area. The recommendations of the History Committee are presented in Chapter Eleven: "The Physical Plan." Other opportunities and issues related to the history of downtown Salisbury that were uncovered during the interview process are listed below.

- The Ice House offers an opportunity to preserve an historic structure and to interpret the history of the Confederate Prison. There is the potential for designation as a national monument and access to federal funding for development.
- The Salisbury Depot, operated by the Historic Salisbury Foundation as a community events center, is not self sustaining at present. The facility is partially supported by revenues from memberships and events. The park adjacent to the Depot is owned and maintained by the Historic Salisbury Foundation and may be considered for public management/maintenance in the future.
- Salisbury is the oldest city in western North Carolina and has more historic buildings than all but Hillsboro and Old Salem.
- Reproducing the Spruce Macay law office where Andrew Jackson studied is an opportunity to interpret this part of Salisbury's history.
- The Historic Salisbury Foundation does not see tourism as part of its mission. It would gladly cooperate with the efforts of others to interpret and share Salisbury's history.
- Local historic district and regulation of demolition and construction are needed. A temporary demolition moratorium is in effect until an ordinance can be adopted.
- Suggestion: consider a lighting program for important architecture.
- Suggestion: consider interpretive plaques, lessons, trails and joint publicity for historic sites.

- Highlight and interpret cemeteries as important elements of city's history.
- Rowan Museum: needs increased funding, better accessibility, expanded hours.

**Traffic**

- Reroute truck traffic off of Innes Street and onto Jake Alexander Boulevard to the maximum extent.
- The reconstruction of the Innes Street bridge over the railroad will be a major headache for motorists, businesses and visitors over the next several years.
- The planned widening of I-85 in Salisbury will create traffic problems and will likely increase traffic detours onto Main Street.
- Highway 70 is being 4-laned creating a better connection between I-77 in Statesville and I-85 in Salisbury.

**First Impressions of Downtown Salisbury**

- The entrance to downtown from East Innes Street is “terrible.”
- Very impressed with Main Street
- Parking is difficult.
- Inadequate maintenance of streets and sidewalks.
- Gateways and edges are not well defined.

**Economic Development**

- Investments by companies like Telespectrum and F&M Bank have made downtown Salisbury one of Rowan's most significant economic development centers in recent years.
- Telespectrum expects to grow rapidly. Parking may limit its ability to grow in downtown Salisbury.
- Summit Business Park has spaces near I-85 that will be marketed for restaurants, offices and hotels.

- The former Cone Mills facility adjacent to the National Cemetery is functionally obsolete as a manufacturing facility and will be difficult to fill with a desirable, employment intensive use.
- Rowan County is developing plans for growth along the I-85 corridor.
- The new offices of the Chamber, Economic Development Commission, and Visitors and Convention Bureau are designed to make Innes Street the “Gateway to Rowan County.”
- Redevelopment of the Empire Hotel is needed to anchor the south end of Main Street. Parking will be a major obstacle to new investment.

**Parking**

- There is generally perceived to be a shortage of employee parking in downtown Salisbury.
- Enforcement of parking regulations is generally considered lax. Increased enforcement in primary retail areas is desired
- Downtown employees are using short-term retail parking. The shortage of employee parking in some areas of the downtown is causing problems for retail uses.
- Merchants perceive too little parking for customers.
- Enforcement of parking a significant issue for the City from a manpower standpoint.
- Employers expect the City to create and manage parking facilities.
- The “Belk building block” has too little parking to support redevelopment of the large buildings located there.
- Need better identification of available parking.

**Traffic**

- One-way street patterns are confusing, and make downtown Salisbury hard to navigate
- Left-hand turns are desired at the Square.

**Visitors**

- Downtown businesses generate significant traffic for local hotels. Telespectrum alone estimates 30-50 room nights per month.
- New rail service to Asheville expected in next few years.
- Rail-based visitation is an opportunity that needs exploration.
- The Rowan Visitors and Convention Bureau will be relocating into the new Gateway Center, sharing space with the Chamber of Commerce and Rowan Economic Development Commission.
- Many important attractions – Depot, house museums, Grimes Mill, etc. are not open for visitors.

**Downtown Amenities**

- The relocation of the YMCA out of downtown is a significant psychological blow.
- With the closing of the YMCA an important gym and recreational facility will be lost, although several churches have plans that may fill this gap.
- The downtown lacks “gathering places.” The loss of the YMCA eliminates one of the most important “gathering places.”
- A convention center, possibly like the one in Mooresville, would be an asset.

**Concerns**

- Is North Main being forgotten? Will it convert over time from residential to commercial?
- Many people regard E. Fisher Street as a problem area: drugs, crime, undesirable activities.

- Downtown Salisbury is not comfortable at night. It needs more people, lights, activity.
- Is there a streetscape plan for N. Main Street?
- Need to continue streetscape improvements on a planned, incremental basis.
- Need to establish streetscape/site design standards for public and private developments.
- The location of the VA hospital in Salisbury attracts indigent people with special needs and problems to downtown Salisbury. The Urban Ministries is an important program in addressing this issue and particularly important to the image of downtown Salisbury. From a physical point of view, the facilities of Urban Ministries must be kept adequate to meet community needs and attractive in appearance so as not to create a stigma associated with this important ministry or its clients.

#### **Arts and Culture**

- Waterworks Gallery will relocate within the next 2-3 years. Ease of access by school groups is an important concern.
- The National Sportscasters and Sportswriters Hall of Fame will be updated and reopened under the new management of the Merchants Association.
- The Rowan Museum is relocating and expanding into the Old Courthouse. Plans include a new elevator that will improve access to the “Red Room.”

#### **Retail**

- Downtown needs to develop a retail niche. Antiques, gift shops and Baker’s Shoes seem to be most successful niches at present.
- Need more night and weekend activities.
- Business is generally good in downtown Salisbury despite Concord Mills and other competitive pressures.
- Nothing open downtown on Sundays.

**Government Uses**

- The County is planning an expansion of its Justice Center on North Main Street.
- The City Police Department needs additional space.
- The City's Civic Center is heavily used for recreation and is poorly suited for many civic meeting activities. A new civic meeting facility has been discussed as a community need.
- The Social Security Administration is vacating its current space on Lee Street.

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**RETAIL FOCUS GROUP**

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**THE PERCEPTIONS OF A KEY STAKEHOLDER GROUP**

Ten downtown retailers gathered on the evening of October 26, 1999 to discuss the problems and opportunities for retail businesses in downtown Salisbury. The group met for 2 hours and discussed a broad range of issues.

The conversation was loosely structured around a written survey questionnaire completed at the beginning of the meeting. In the questionnaire, the participants were asked to rate various characteristics of downtown Salisbury's physical and retail environment on a 1 to 10 scale. The survey forms were collected at the end of the meeting and the results tallied. The average ratings assigned by the participants are show in the table at left.

The significant problems, opportunities, ideas and needs that were identified during the discussion are summarized in the following 6 "Retail Issues."

**RETAIL ISSUE #1: THE RETAIL MIX**

There was a strong consensus that downtown Salisbury is the community's unrivaled center for high quality, locally owned shops. Most storeowners take pride in the appearance of their stores and in the high level of personal service provided to customers. Concerns were expressed about businesses and/or buildings that don't meet this standard: buildings that are poorly maintained, businesses that are dirty, disorganized, and poorly managed, businesses that have special requirements (i.e. frequent loading and unloading on the street) that create problems for other businesses in a dense downtown environment. Many participants perceive a direct correspondence between buildings that are run down and retail tenants that do not meet the general standards of the downtown retail community. Some believe that a change in building ownership and significant investments in building improvements

**Retail Discussion Group Participants**

Mike Fuller  
Julie Apone  
Pam Hylton-Coffield  
Jane Wise-Crosby  
Dave Loflin  
Wendy Heffington

Helen Strickland  
Oscho Rufty  
John Watkins  
Randy Hemann  
Bruce Wilson

is the only solution to building a stronger mix of high quality retail stores in downtown Salisbury.

Antiques and gifts were identified as a primary strength of the downtown retail community. It was noted that these businesses depend heavily on out-of-town customers. A quality men's clothing store was identified as a needed addition to the downtown retail mix.



*Downtown Retailers question whether the present logo for Downtown Salisbury effectively communicates to potential retail customers.*

## **RETAIL ISSUE #2: IMAGE AND MARKETING**

Downtown Salisbury lacks a clear identity as a retail center. “Who are we?” is a question that downtown retailers do not believe that they or their customers can adequately answer about downtown Salisbury. The retailers recommend the creation of a strong retail “theme” or identity for downtown Salisbury.

The retailers strongly believe that downtown’s historic character is an important element of downtown Salisbury’s identity. However, they felt that the “Historic” label for downtown Salisbury no longer conveys a distinctive identity due to the use of this label by many other communities and downtowns. “Savor Salisbury” was suggested as a possible slogan for downtown.

The retailers agreed that the marketing and promotion of downtown Salisbury as a retail center are lacking. They suggested the development of a collective retail marketing strategy, cross promotions, and events linked to retail promotions. Cable TV has been an effective marketing tool for downtown retailers to reach local customers. Expanded use of this medium was suggested.

It was noted that little or nothing is being done at present to market downtown Salisbury as a retail/visitors destination in Charlotte, Greensboro and other parts of the region. The Visitors and Convention Bureau is focused on travelers who will stay overnight in Salisbury, not day-trippers. Several retailers who have marketed themselves regionally report excellent results. The Visitors Center on Innes Street

was identified as a great resource for downtown retail. It was suggested that a continuously running video of downtown retail and restaurants be installed in Visitors Center.

The lack of maintenance of some private buildings and many public areas was identified as a significant image problem for downtown Salisbury.

### **RETAIL ISSUE #3: EVENTS**

There was a general feeling that the events in downtown Salisbury lacked a sufficient focus. Some noted dissatisfaction with past events (lack of traffic in their stores, location of the band, etc.). It was suggested that events could be organized to support marketing themes or marketing goals that might be developed.

Specific ideas for events included a tour of downtown buildings (following the success of O. O. Rufty's basement tours) and weekend events for train passengers originating in Charlotte and Greensboro.

### **RETAIL ISSUE #4: RETAIL ORGANIZATION/COMMUNICATIONS**

The retailers credited Downtown Salisbury Inc. with attempting to encourage communications but noted that the communications flow tends to be top down and one way. There is little communications between retailers and no organized mechanism for retailers to meet and cooperate. Relatively few retailers actively participate at present on the committees of Downtown Salisbury Inc.

Issues to be addressed by retailers on a collective basis might include parking, events, hours of operation, and promotions.

**RETAIL ISSUE #5: PARKING AND TRAFFIC FLOW**

Retailers believe that there are real (not just perceived) parking problems in downtown Salisbury. They cite a shortage of parking for customers and employees, conflicts between customer and employee parking, and inadequate enforcement of parking regulations. Navigating downtown Salisbury is made difficult by one way streets and the inability to make left turns at the intersection of Main and Innes Streets. The retailers are apprehensive about the impacts of the upcoming reconstruction of the Innes Street railroad bridge.

**RETAIL ISSUE #6: OTHER USES TO SUPPORT RETAIL**

A downtown hotel was identified as a valuable and highly desired stimulus for retail businesses in downtown Salisbury. A conference center, perhaps linked to a hotel, was mentioned as well.

Several retailers desire expanded dining and entertainment uses in the downtown area designed to attract families, children and evening traffic. A movie theater was mentioned as a target. The feasibility of expanded evening hours for downtown restaurants was also discussed.

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## COMMUNITY ATTITUDES AND OPINIONS ABOUT DOWNTOWN

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### TELEPHONE SURVEY OF RESIDENTS

The actions and opinions of local residents are crucial to the success of downtown Salisbury. From an economic standpoint, Downtown Salisbury, Inc. must understand the wants and needs of local consumers in order to position the downtown area to capture identified market opportunities. From a political point of view, little can happen in the downtown without the support and participation of the City of Salisbury, and ultimately, the support of voters. In order to meet these challenges, Downtown Salisbury Inc. commissioned Communitas, LLC to prepare a survey instrument and obtained a donation of telephone survey services from Telespectrum.

The survey was conducted in December, 1999 and January, 2000. In all, 297 surveys were completed. In general, randomly selected survey samples of this size yield a margin of error of approximately 5 percentage points at the 95% confidence level. This means that if all households in the dialing area had responded to the same interview, the population would not vary from our findings with 300 respondents by more than 5%. In this instance, the survey sample was created by Telespectrum and has not been validated as randomly generated. Nevertheless, the survey provides a high degree of reliability regarding the attitudes and opinions of local residents.

**Question One**

*“At which of these shopping centers, if any, have you shopped during the past 30 days, whether or not you bought anything.”*

Only 24% of the respondents had shopped in downtown Salisbury during the 30 days preceding the interview, which included the Christmas shopping season. This finding is cause for great concern (why aren’t more local consumers shopping downtown?) – and great optimism (there is great potential for increasing our customer base with local residents).

Downtown Salisbury Survey Question 1	Survey Responses	Raw Distribution	Adjusted Distribution
1 Salisbury Mall	167	56.2%	69.0%
2 Wal-Mart Shopping Center	166	55.9%	68.6%
3 K-Mart Shopping Center	109	36.7%	45.0%
4 Carolina Mall	83	27.9%	34.3%
5 Concord Mills	82	27.6%	33.9%
6 Innes St. Market (Lowe's and other stores)	81	27.3%	33.5%
7 Downtown Salisbury	57	19.2%	23.6%
8 Hanes Mall area	45	15.2%	18.6%
9 Wal-Mart (Concord)	43	14.5%	17.8%
10 Target (Concord)	34	11.4%	14.0%
11 Cannon Village	33	11.1%	13.6%
12 Any other Charlotte store/shopping center	31	10.4%	12.8%
13 K-Mart (Concord)	26	8.8%	10.7%
14 Harris Blvd/University area stores	26	8.8%	10.7%
15 Any Lexington store/shopping center	21	7.1%	8.7%
16 Fours Seasons Mall area	14	4.7%	5.8%
17 Any other Winston-Salem store/shopping	6	2.0%	2.5%
18 Any other Greensboro store/shopping center	4	1.3%	1.7%
Specify _____	7	2.4%	2.9%
Don't know/no response	55	18.5%	

**Question Two**

*Other than grocery shopping where is **most** shopping for your household done?*

Wal-Mart is where most (55.7%) households in the Salisbury area do most of their non-grocery shopping. In contrast, less than 4% of households report that downtown Salisbury is where most of their household shopping is done. This finding is confirmation of downtown Salisbury’s transformation from the community’s primary retail center into a more narrowly focused specialty retail center.

Downtown Salisbury Survey Question 2	Survey Responses	Raw Distribution	Adjusted Distribution
1 Wal-Mart	132	44.4%	55.7%
2 Salisbury Mall	23	7.7%	9.7%
3 Other (Specify: _____)	16	5.4%	6.8%
4 K-Mart	14	4.7%	5.9%
5 Innes St. Market (Lowe's)	13	4.4%	5.5%
<b>6 Downtown Salisbury</b>	<b>9</b>	<b>3.0%</b>	<b>3.8%</b>
7 Carolina Mall	8	2.7%	3.4%
8 Other Concord/Kannapolis	7	2.4%	3.0%
9 Concord Mills	5	1.7%	2.1%
10 Winston-Salem	5	1.7%	2.1%
11 Charlotte	3	1.0%	1.3%
12 Target	2	0.7%	0.8%
13 Lexington	0	0.0%	0.0%
Don't know/no response	19	6.4%	
Invalid multiple responses	41	13.8%	
Total responses	297	100.0%	100.0%

**Question Three**

*What is the **single** most important reason you choose to do most of your shopping in the location indicated above?*

Downtown Salisbury Survey		Survey	Raw	Adjusted
Question 3		Responses	Distribution	Distribution
1	Convenient to home	94	31.6%	43.3%
2	Good prices	56	18.9%	25.8%
3	Variety of stores, products	38	12.8%	17.5%
4	Quality of stores, products	15	5.1%	6.9%
5	Convenient business hours	4	1.3%	1.8%
6	Other (Specify: _____)	4	1.3%	1.8%
7	Personal service	3	1.0%	1.4%
8	Convenient parking, access	1	0.3%	0.5%
9	Specialty stores, unique products	1	0.3%	0.5%
10	Convenient to work	1	0.3%	0.5%
	Don't know/no response	18	6.1%	
	Invalid multiple responses	62	20.9%	
		297		

Local consumers, who overwhelmingly favor Wal-Mart for most of their shopping, are motivated primarily by convenience to home, prices and the variety of products available. Ironically, downtown Salisbury probably occupies the most convenient location to most of the population in the Salisbury area. However, downtown retailers cannot compete effectively with Wal-Mart's prices or its variety of products under one roof.

**Question Four**

*In a typical month, how often do you come to downtown Salisbury for any reason?*

Downtown Salisbury Survey		Survey	Raw	Adjusted
Question 4		Responses	Distribution	Distribution
	10 or more	63	21.2%	21.5%
	5 to 10	24	8.1%	8.2%
	3 to 5	58	19.5%	19.8%
	1 to 2	96	32.3%	32.8%
	None	52	17.5%	17.7%
	No Response	4	1.3%	
	Total	297	100%	100.0%

More than 50% of respondents come to downtown Salisbury at least 3 times per month. Earlier results suggest that there are many downtown visits that are not bringing customers into stores. Nearly 18% report that they do not come downtown on a monthly basis. Given downtown's central location in the road system of the city of Salisbury, this finding probably reflects the activities of residents of outlying communities like China Grove, Landis, and Granite Quarry.

**Question Five**

*What activities bring you to downtown Salisbury?*

Local residents still think of downtown Salisbury as a retail destination, despite their more consistent patronage of Wal-Mart and other suburban shopping centers. It is encouraging that the retail identity is still strong despite the downtown's decline as from its previous role as the community's primary retail center. A significant percentage of residents also come downtown to dine.

Downtown Salisbury Survey	Survey Responses	Raw Distribution	Adjusted Distribution
Question 5			
1 Shopping	131	44.1%	47.6%
2 Restaurants	74	24.9%	26.9%
3 Banking	48	16.2%	17.5%
4 Drive through	36	12.1%	13.1%
5 Never go downtown	29	9.8%	10.5%
6 Job	28	9.4%	10.2%
7 Personal services (barber, beauty salon, etc.)	28	9.4%	10.2%
8 Festivals and special events	22	7.4%	8.0%
9 Leisure (fitness center, YMCA, walking, etc.)	15	5.1%	5.5%
10 Church	15	5.1%	5.5%
11 Pay bills	11	3.7%	4.0%
12 Theater, entertainment	11	3.7%	4.0%
13 Professional services (attorney, accountant, etc.)	10	3.4%	3.6%
14 Government services	7	2.4%	2.5%
Museums, galleries, library	7	2.4%	2.5%
Health Care	6	2.0%	2.2%
Other (Specify: _____)	3	1.0%	1.1%
Don't know/no response	22	7.4%	

**Question Six**

*In a typical month, how often do you shop in downtown Salisbury?*

Only about 26% of area residents shop in downtown Salisbury three or more times per month. About 37% say they never shop in downtown Salisbury. Most downtown shoppers come infrequently, less than two times per month. This result suggests that businesses serving the day-to-day needs of households may have difficulty attracting customers to the downtown at present. Specialty retail businesses, depending on less frequent customer visits, likely fare better.

Downtown Salisbury Survey	Survey Responses	Raw Distribution	Adjusted Distribution
Question 6			
10 or more	16	5.4%	5.6%
5 to 10	16	5.4%	5.6%
3 to 5	44	14.8%	15.3%
1 to 2	106	35.7%	36.9%
None	105	35.4%	36.6%
No Response	10	3.4%	
Total	297	100%	100.0%

**Question Seven**

*What are the main reasons that you shop in downtown Salisbury?*

The most popular reasons for shopping in downtown Salisbury are its specialty stores and its convenience to the homes of shoppers. Unfortunately, 31.6% of all respondents could not respond to the question because they haven't shopped downtown.

Downtown Salisbury Survey		Survey	Raw	Adjusted
Question 7		Responses	Distribution	Distribution
1	Specialty stores, unique products	68	22.9%	40.2%
2	Convenient to home	57	19.2%	33.7%
3	Quality of stores, products	21	7.1%	12.4%
4	Variety of stores, products	18	6.1%	10.7%
5	Good prices	17	5.7%	10.1%
6	Convenient to work	13	4.4%	7.7%
7	Personal service	11	3.7%	6.5%
8	Convenient business hours	8	2.7%	4.7%
9	Convenient parking, access	7	2.4%	4.1%
	Other (Specify: _____)	9	3.0%	5.3%
	Don't know/no response	34	11.4%	
	Doesn't shop downtown	94	31.6%	

**Question Eight**

*What are the main reasons that you don't shop in downtown Salisbury more frequently?*

The primary reason that local residents don't shop downtown more often is their perception that downtown lacks sufficient stores, products and variety. While downtown may lack the under-one-roof-convenience of a Wal-Mart store, there is a large diversity of small shops that is unmatched in the Salisbury area. There exists a great opportunity to change perceptions about the retail diversity of downtown Salisbury through marketing. In addition, significant gaps that do exist in downtown Salisbury's retail offerings need to be filled.

Inconvenient parking and access is a deterrent to downtown shopping reported by 16.5% of the sample. The perception of high prices and a location that is inconvenient to some workplaces and households keeps other shoppers away.

Downtown Salisbury Survey		Survey	Raw	Adjusted
Question 8		Responses	Distribution	Distribution
1	Lack of stores, products, variety	130	43.8%	52.4%
2	Inconvenient parking, access	41	13.8%	16.5%
3	Prices	37	12.5%	14.9%
4	Inconvenient to home, work	32	10.8%	12.9%
5	Inconvenient business hours	22	7.4%	8.9%
6	Quality of stores, products	14	4.7%	5.6%
7	Poor service	7	2.4%	2.8%
8	Safety concerns	3	1.0%	1.2%
	Other (Specify: _____)	31	10.4%	12.5%
	Don't know/no response	49	16.5%	

Downtown Salisbury Survey		Rank "7" or	
Question 9		Better	Distribution
1	Overall attractiveness	192	70.3%
2	Sidewalks and crosswalks	191	70.0%
3	Feeling of safety	186	68.1%
4	Maintenance of sidewalks, parking	184	67.4%
5	Upkeep of buildings	180	65.9%
6	Personal service	154	56.4%
7	Traffic circulation	124	45.4%
8	Variety of restaurants	119	43.6%
9	Convenient hours	117	42.9%
10	Convenient parking	108	39.6%
11	Prices	102	37.4%
12	Quality of retail	100	36.6%
13	Variety of retail	90	33.0%
	No response	24	

**Question Nine**

*Next, I'm going to read to you a list of characteristics of the shopping environment in downtown Salisbury. For each characteristic, I'd like you to rate downtown Salisbury on a scale of 1 to 10, with 1 being poor and 10 being excellent.*

Survey respondents expressed high levels of satisfaction with downtown Salisbury's physical environment (attractiveness, sidewalks and crosswalks, maintenance, buildings). People generally feel safe in downtown Salisbury as well. Parking and access are considered problems. There is very little satisfaction with the retail and dining offerings available in the downtown area.

Downtown Salisbury Survey		Survey	Raw	Adjusted
Question 10		Responses	Distribution	Distribution
1	Restaurants	80	26.9%	34.0%
2	Department store	79	26.6%	33.6%
3	Women's clothing	74	24.9%	31.5%
4	Men's clothing	53	17.8%	22.6%
5	Children's clothing	39	13.1%	16.6%
6	Shoes	29	9.8%	12.3%
7	Sporting goods/bicycles	27	9.1%	11.5%
8	Music, CD's	26	8.8%	11.1%
9	Movies/entertainment	21	7.1%	8.9%
10	Furniture/antiques	16	5.4%	6.8%
11	Gifts	15	5.1%	6.4%
12	Toys	14	4.7%	6.0%
13	Crafts, fabric, arts	9	3.0%	3.8%
14	Office supplies, services	8	2.7%	3.4%
	Other (Specify _____)	40	13.5%	17.0%
	Don't know/no response	62	20.9%	

**Question Ten**

*What types of new businesses would you be likely to patronize if they were to open in downtown Salisbury?*

Restaurants are the top choice of local residents for new businesses in the downtown area. Department stores, a nostalgic wish based on memories of downtown's past, are the second choice. Clothing and shoe stores of all types are also highly desired, a result which corresponds strongly to the retail market analysis. Sporting goods, recorded music, movies and antiques were also mentioned often.

**Question Eleven**

*Do you support the community's efforts to attract businesses, investment, shoppers and events to downtown Salisbury?*

Downtown Salisbury Survey		Survey	Raw	Adjusted
Question 11		Responses	Distribution	Distribution
	Strongly Supportive	104	35.0%	36.1%
	Moderately Supportive	112	37.7%	38.9%
	Indifferent	54	18.2%	18.8%
	Moderately Opposed	10	3.4%	3.5%
	Strongly Opposed	8	2.7%	2.8%
	No response	9	3.0%	

Local residents are strongly supportive of downtown redevelopment and marketing efforts. Seventy five percent of local residents support downtown programs with nearly half of these characterizing their support as “strong.” Only 6% profess opposition. Support for downtown redevelopment is consistently strong across all income groups, races, and residents of all areas of Rowan County.

**Question Twelve**

*Suppose you are a first time visitor to downtown Salisbury and are given a guided tour. What one place or image of downtown do you believe would be most memorable?*

Downtown Salisbury Survey		Survey	Raw	Adjusted
Question 12		Responses	Distribution	Distribution
1	The Depot	52	17.5%	20.2%
2	Confederate statue	37	12.5%	14.4%
3	Historic homes, architecture, atmosphere	35	11.8%	13.6%
4	Rufty's Hardware	35	11.8%	13.6%
5	The Square	27	9.1%	10.5%
6	The Plaza building	11	3.7%	4.3%
7	Churches	10	3.4%	3.9%
8	Mural	9	3.0%	3.5%
9	The Presbyterian Church tower	7	2.4%	2.7%
10	The Emporium	5	1.7%	1.9%
11	The Courthouse	3	1.0%	1.2%
	Other (Specify _____)	26	8.8%	10.1%
	Invalid multiple responses	22	7.4%	
	No response	18	6.1%	
	Total	297	100.0%	100.0%

In many communities there is one place in the downtown, such as a Courthouse Square, a block of historic buildings, or a key intersection, that symbolizes the downtown and the entire community. This question was intended to reveal one or more special places in downtown Salisbury that are held dear by most residents. Instead, we learned that downtown Salisbury, at present, contains no one place of singular importance to the community's identity. The Depot comes the closest to being a symbol of the downtown, but it was identified by only 20% of respondents. The remarkable aspect of the responses is that all of the top 11 responses are places that have a historic character or tell an important story about Salisbury's past.

**Question Thirteen**

*Approximately how many minutes does it take you to reach the Square (intersection of Main and Innes) in downtown Salisbury from your home?*

Fifty percent of the survey sample lives more than a 10-minute drive from downtown Salisbury. Only 21% live within a 5-minute drive. Interest in and support for downtown Salisbury is clearly not limited to downtown-area residents.

Downtown Salisbury Survey Question 13	Survey Responses	Raw Distribution	Adjusted Distribution
Two minutes or less	9	3.0%	3.2%
Two to five minutes	50	16.8%	17.5%
Five to ten minutes	82	27.6%	28.8%
Ten to twenty minutes	112	37.7%	39.3%
More than twenty minutes	32	10.8%	11.2%
Don't know/no response	12	4.0%	
Totals	297	100.0%	100.0%

**Question Fourteen**

*In which of the following ranges does your total annual household income fall?*

The incomes of survey respondents appear to be fairly representative of the community as a whole. However, nearly 30% of the sample did not respond to this question.

Downtown Salisbury Survey Question 14	Survey Responses	Raw Distribution	Adjusted Distribution
Less than \$15,000	30	10.1%	14.4%
\$15,000 to \$25,000	45	15.2%	21.5%
\$25,001 to \$40,000	46	15.5%	22.0%
\$40,001 to \$60,000	49	16.5%	23.4%
\$60,001 to \$80,000	22	7.4%	10.5%
More than \$80,000	17	5.7%	8.1%
Don't know/no response	88	29.6%	
Totals	297	100.0%	100.0%

**Question Fifteen**

*Which of the following best describes your race or ethnicity?*

The survey population is representative of the racial composition of the Rowan County zip codes included in the survey.

Downtown Salisbury Survey Question 15	Survey Responses	Raw Distribution	Adjusted Distribution
Caucasian or white	225	75.8%	82.1%
African-American or black	45	15.2%	16.4%
Native American	2	0.7%	0.7%
Hispanic	0	0.0%	0.0%
Other	2	0.7%	0.7%
Don't know/no response	23	7.7%	
Totals	297	100.0%	100.0%

**Question Sixteen**

*Gender of respondent*

Almost two-thirds of survey respondents were female. There were no substantial differences between the men and women in the survey responses.

Downtown Salisbury Survey		Survey Responses	Raw Distribution	Adjusted Distribution
<b>Question 16</b>				
	Female	190	64%	67.4%
	Male	92	31%	32.6%
	No response	15	5%	
	Totals	297	100%	100.0%

**Question Seventeen**

*What is the zip code of your residence?*

Residents of the three Salisbury zip codes comprised about 70% of the survey sample. These three zip codes include large areas of Rowan County that are outside the City of Salisbury. Thirty percent of the sample was residents of other areas of Rowan County.

Downtown Salisbury Survey		Survey Responses	Raw Distribution	Adjusted Distribution
<b>Question 17</b>				
1	28144 (Salisbury)	77	25.9%	28.2%
2	28147 (Salisbury)	59	19.9%	21.6%
3	28146 (Salisbury)	55	18.5%	20.1%
4	28159 (Spencer)	23	7.7%	8.4%
5	28023 (China Grove)	21	7.1%	7.7%
6	28138 (Rockwell)	12	4.0%	4.4%
7	28039 (E. Spencer)	4	1.3%	1.5%
7	27013 (Barber)	4	1.3%	1.5%
7	28088 (Landis)	4	1.3%	1.5%
10	28115 (Mooresville)	3	1.0%	1.1%
11	28072 (Granite Quarry)	2	0.7%	0.7%
11	27054 (Woodleaf)	2	0.7%	0.7%
11	28041 (Faith)	2	0.7%	0.7%
11	28071 (Gold Hill)	2	0.7%	0.7%
15	27295 (Lexington)	1	0.3%	0.4%
15	28083 (Kannapolis)	1	0.3%	0.4%
15	28145 (Salisbury PO)	1	0.3%	0.4%
	Don't know/no response	24	8.1%	
	Totals	297	100.0%	100.0%