Granite Quarry, North Carolina

Downtown Master Plan

Prepared for:

Granite Quarry, North Carolina

Prepared by:

Arnett Muldrow
& Associates

In Conjunction with

COMMUNITY DESIGN SOLUTIONS

MAHAN RYKIEL ASSOCIATES INC

Jan. 2016

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1 Introduction

1.1 Project Background

In April 2015, the Town of Granite Quarry hired a team of consultants led by Arnett Muldrow & Associates to develop a revitalization plan for the town's core area along US 52. This project, entitled the *Downtown Granite Quarry Community Plan*, was built on a six month-long timeline and a planning process designed to elicit frequent and substantial community input (and buy-in). This document describes the community engagement process and outcomes for this planning process, and shows how local stakeholder input informed the consultant team's recommendations in the following strategic areas: Economic Development; Planning and Design; Marketing and Branding; and Organization and Partnerships.

1.2 Project Team

The Project Team for the *Downtown Granite Quarry Community Plan* are as follows:

- **Arnett Muldrow & Associates** of Greenville, South Carolina provided market-based master planning, economic development, market analysis, and project management services for this project. Tee Coker led the Arnett Muldrow team and served as co-project manager.
- **Community Design Solutions** of Columbia, South Carolina provided photo-rendering and public realm architectural design services.
- **Mahan Rykiel Associates** of Baltimore, Maryland provided master planning, urban design, development site vignettes and public realm design services.

1.3 Acknowledgments

The Project Team would like to thank the members of our Steering Committee for their insight and guidance throughout the planning process. These individuals are:

- Gary Mattingly, *Chair*
- Mike Brinkley
- Barbara Brown
- Susan Closner
- Phil Conrad
- William Feather, *Mayor*
- Lonnie Goodman
- Bill Ketchie
- John Linker
- Sandy Moore
- Doug Shelton
- Randy Welch
- Mike West
- Arin Wilhelm

2 Community Engagement

2.1 Community Input

The *Downtown Granite Quarry Community Plan* is rooted in community participation. A "by-the-numbers" look at the planning process demonstrates a wide variety of participation from a variety of community stakeholders:

- Seven Roundtable Meetings with approximately sixty individual stakeholders;
- Two Town Hall Meetings with approximately fifty and thirty in attendance, respectively;
- Over forty ZIP Code surveys distributed to local businesses;
- An online Consumer Survey that yielded input from over one hundred respondents; and
- A charrette presentation with over forty in attendance and over one hundred views on YouTube.

The Project Team worked with Town staff to actively advertise and promote all public meetings throughout the planning process.

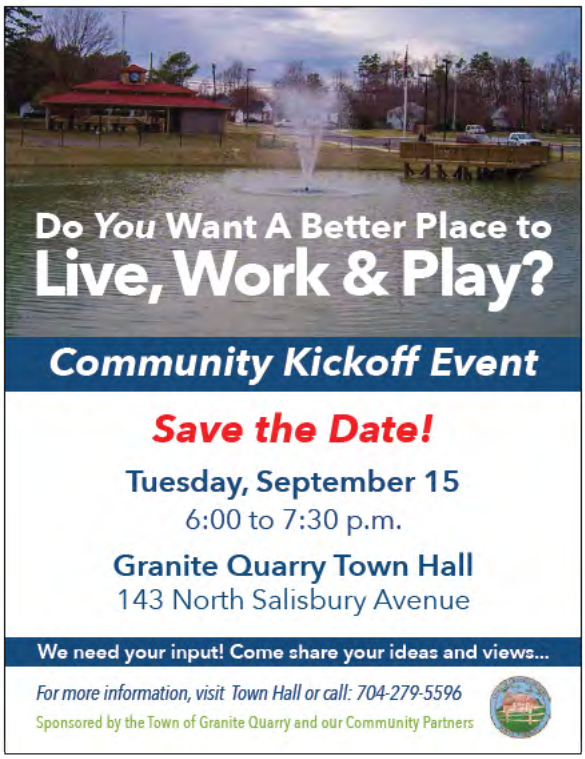


Figure 1: Town Hall flyer

2.2 Roundtable Meeting Input

During the first site visit, the Project Team took notes throughout the seven Roundtable Meetings. Stakeholder responses are organized below into the following categories: "strengths," "weaknesses," "challenges," and "opportunities." A summary of these responses are as follows:

- ***Strengths***: Stone House Museum; Old Stone Winery; Granite Lake Park, Centennial Park, Civic Park.; strong advocate and partner in F&M Bank; retail market extends southward along NC 52; community has many essential services, including medical; relatively high median household income; Granite Industrial Park; in-town neighborhoods, sidewalks, etc. make for a livable community; location: accessibility to larger communities without clutter and sprawl; community pride and positive energy from town leadership; strong residential growth, relative to rest of Rowan County; nearby High Rock Lake
- ***Weaknesses***: perception—not reality—re: school district quality; town perceived as a pass-through; no sense of arrival for visitor; no clear sense or projection of community identity; no grocery store; lack of other key retail offerings (Salisbury, Rockwell have these); noise, safety, and speed problems along key roadways; handful of derelict properties; many facades require improvements; streetscape along NC 52 is lacking; lack of in-town commercial and industrial development; lack of critical mass along NC 52; GQ is officially designated a "food desert";

many suburban residents who simply live in Granite Quarry but are otherwise tied to Salisbury, Charlotte, etc.

- ***Challenges***: Marketing; manpower/resources; lack of focused approach to development; many residents are disengaged from the town; how to foster shared sense of identity, vision; relatively small tax base limits town's ability to invest, spend; retailers and restaurants in Salisbury and Rockwell have absorbed much of the demand from Granite Quarry; how to leverage active rail line; lack of interest and vision by those who are disengaged; many needed improvements will be costly, require significant public/government funding; uncertainty as to who will take the place of older leaders who are aging out
- ***Opportunities***: improve community marketing efforts; leverage RCCC and TDA resources; implement planned improvements to Stone House Museum and property; tourism—trolley tour market; harness NC 52 traffic; focus on old Kepley's Garage property and block as a revitalized gateway; build infrastructure and market for Carolina Thread Trail; consider potential baseball/softball complex; reuse/redevelop old Winn-Dixie property and surrounding area; proposed major proposed residential development (Farmstead) adjacent to industrial park; fact that recruitment of new businesses to Granite Industrial Park will increase local tax base; potential for new programming, events, sports in parks; connect parks via trails and greenways; recruit grocery store to town; clean up public spaces, streetscape, commercial facades on NC 52; create rail-with-trail adjacent to Norfolk-Southern rail line; effectively leverage winery, quarries (scuba), Dunn's Mountain, other unique assets; tap in High Rock Lake market; invite food trucks to spur activity at key locations; capitalize on the town's unique name

2.3 Town Hall Meeting Input

During the first site visit, the Project Team took notes during the first Town Hall Meeting. Participant responses are organized below into the following categories:

- ***Favorite Things in Granite Quarry****:* quiet, small, nice parks, sense of community, convenience, safe, family-friendly.
- ***Least Favorite Things in Granite Quarry***: no grocery store, unsafe traffic on NC 52, unattractive properties, lack of sports and activities for children, lack of events and programming, difficulty in obtaining and distributing information re: community happenings.
- ***Changes to Improve the Look and Feel of the Community***: reuse/redevelop old gas station property, consider undergrounding utilities, improve building facades, schedule and promote music and activities in town parks.
- ***Projects to Improve the Quality of Life***: develop a multisport complex, improve relationship with town and Rowan County School District (re: events), continue to develop industrial park (to increase town's tax base), hire town activities director, create a community center, address speeding and safety issues on roadways, promote existing assets and activities, focus on youth and elderly (re: shopping, activities), improve social media presence.
- ***Granite Quarry is Like***: an empty nester with loads of untapped potential, who is vital but could use a makeover.

2.4 Emerging Themes

The Project Team developed four "emerging themes" that encapsulate "what we heard" during the first site visit. These are as follows:

- ***Build on Current Enthusiasm:*** The Project Team was impressed by the level of excitement for this project and for the future of Granite Quarry in general. This overall attitude can be maintained if we can secure a handful of "quick wins" in plan implementation.
- ***Focus on Improving Communication:*** Across the board, stakeholders told the Project Team that communication is a big problem. Whether town-to-community or internal communication (i.e. neighbor-to-neighbor), a lack of effective communication tools and efforts have had a negative impact on the vibrancy of Granite Quarry.
- ***Create a Focused Development Strategy:*** The Project Team learned that there is no shortage of visionary projects for the future of Granite Quarry. This being said, the town faces a combination of a small budget and small tax base. This means the town must adopt a targeted investment strategy to maximize its limited resources.
- ***Maintain and Expand Community Partnerships:*** For a town its size, Granite Quarry is exceptionally fortunate to have to the existing and potential partnerships it has. The question for the town is how to better leverage existing partnerships (for example, F&M Bank and the Rowan County Tourism Development Authority) while cultivating new ones (for example, Rowan-Cabarrus Community College and new potential industries). The issue of community partnerships also begs the question of who will serve as a plan implementation coordinator at the conclusion of this planning process.

2.5 Community Vision Statement

The Project Team crafted a statement to encapsulate "what we heard" in terms of the values, opportunities, goals and vision of the Granite Quarry community. This Community Vision Statement, which sets the stage for the recommendations to follow, is as follows:

> *Granite Quarry is a quiet, small Carolina town with a safe, family-friendly atmosphere. It is a place where residents enjoy a high quality of life with nice parks, good schools, and a convenient location with access to larger markets.*
>
> *Granite Quarry is a community that is enthusiastic about its future. It is a place with successful local businesses and bustling activity. It is a place where community partners are coming together to create a focused strategy to develop a downtown environment for residents and visitors to enjoy.*
>
> *Granite Quarry is committed to a shared vision for its future and is prepared to work diligently to reach its vision and to foster community pride, economic development, and quality of life over the coming years.*

3 Economic Development

3.1 Goal

The economic development goal for Granite Quarry is to understand the local retail market to create opportunities for ongoing business development and commercial investment.

3.2 Community Survey

From September 15 to October 22, 2015, the Project Team conducted a Consumer Survey for Granite Quarry. An online version of the survey was hosted on the web platform Survey Monkey, and a print version of the instrument was available at Town Hall. Overall, the survey yielded one hundred responses. Selected questions and responses are detailed below.

Survey respondents indicated, as shown in Figure 2, that while shopping with local and independent retailers is an important consideration, the reality is that Granite Quarry simply does not provide all of the shopping options most people need. Consequently, consumers are accustomed to traveling outside of town to meet their shopping needs.

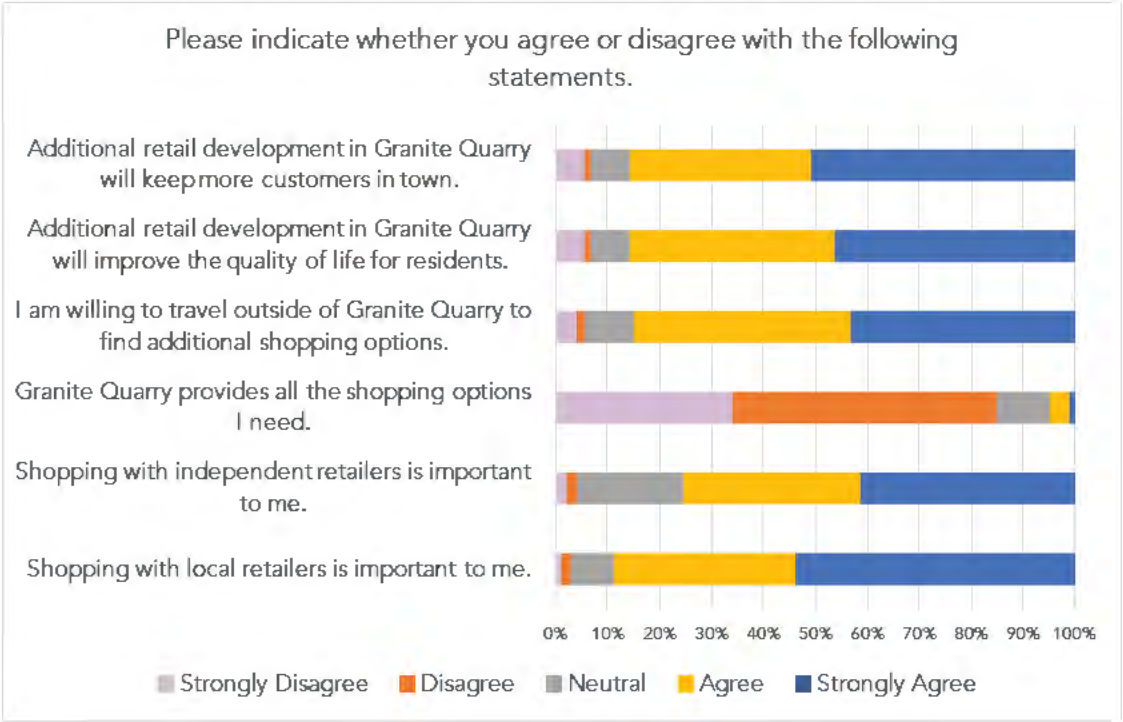


Figure 2: Consumer Survey Question

As shown in Figure 3, survey respondents indicated that there are just two reasons they do not shop more frequently in Granite Quarry: the quality of stores and products; and a lack of stores,

products, and variety. It should be considered good news that key issues such as service, safety, pricing, access, and convenience are *not* problematic for consumers in Granite Quarry.

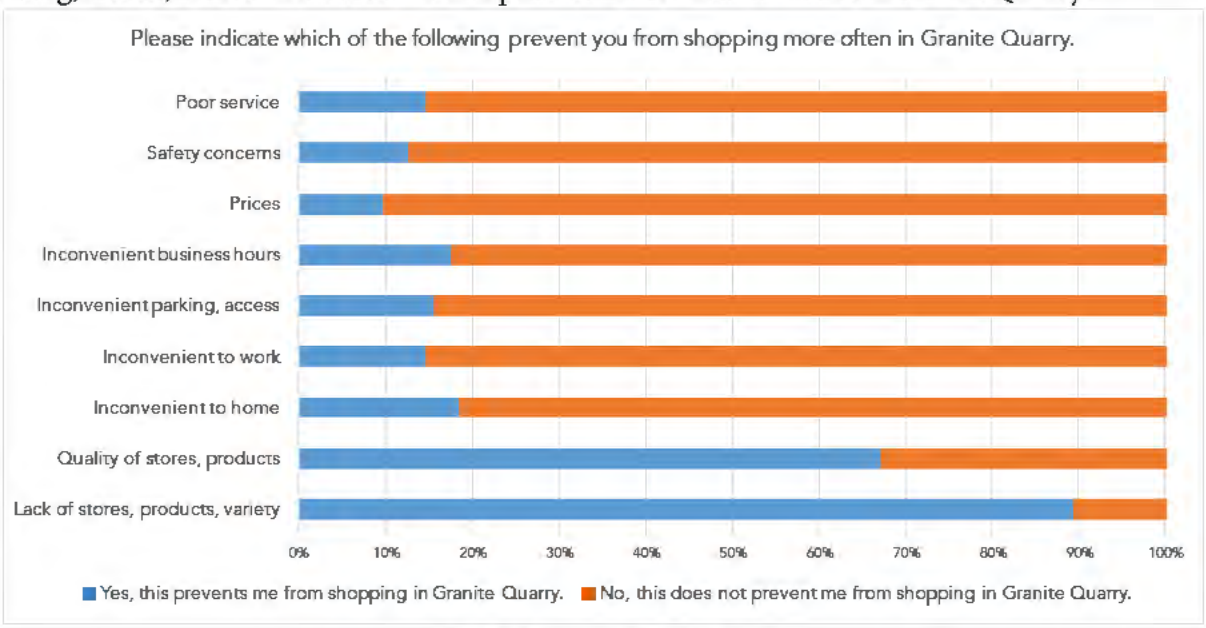


Figure 3: Consumer Survey Question

As shown in Figure 4, most survey respondents shop most frequently in Salisbury, followed by Granite Quarry, with Rockwell coming in at a distant third.

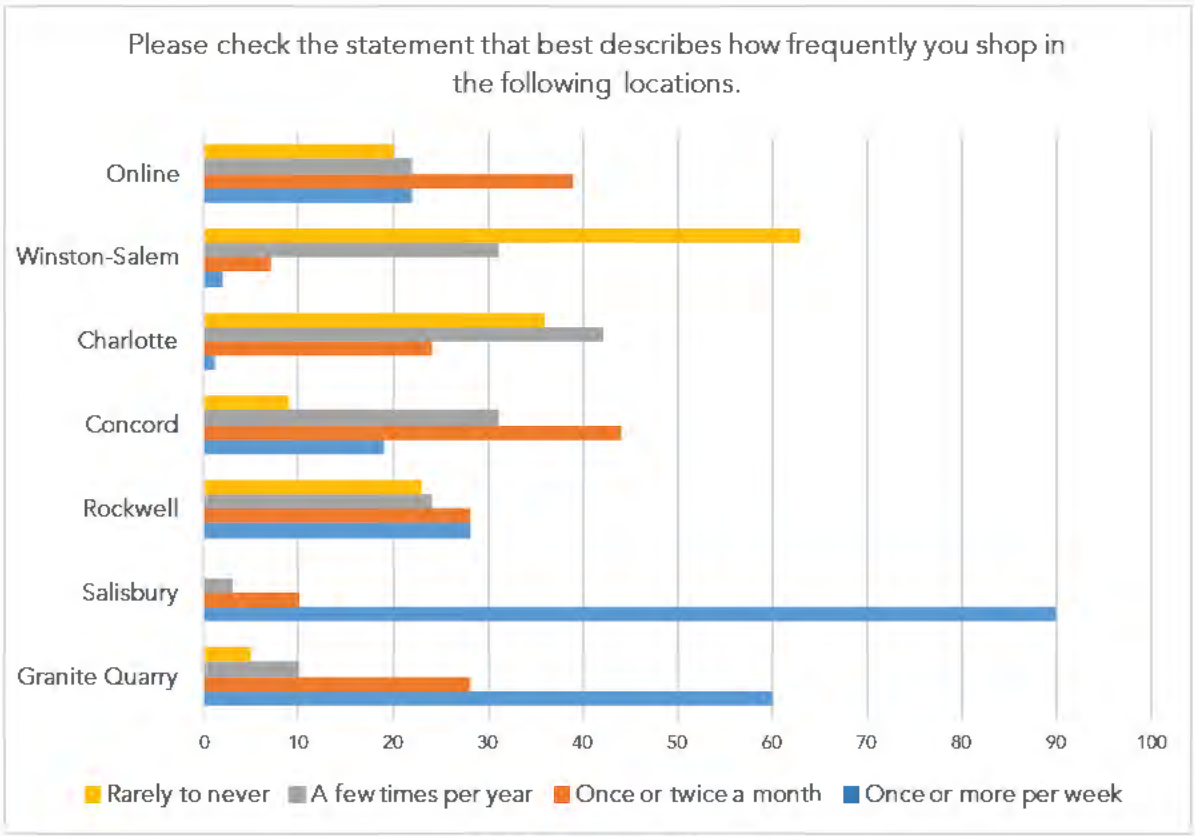


Figure 4: Consumer Survey Question

As shown in Figure 5, survey respondents are most interested in Granite Quarry gaining additional restaurant, day-to-day goods, and specialty shopping options.

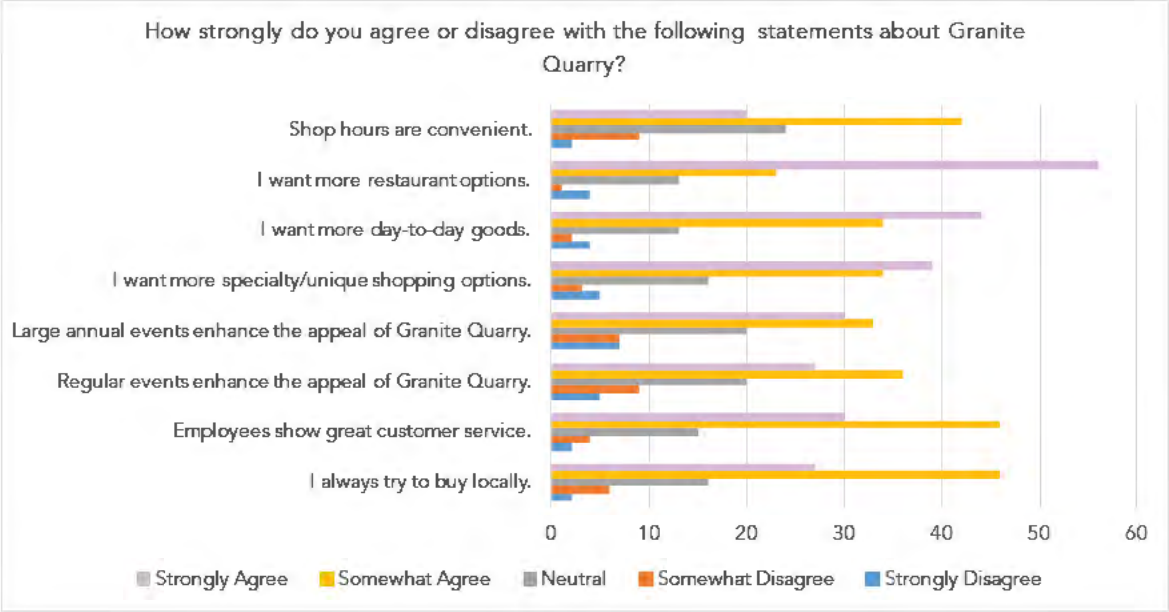


Figure 5: Consumer Survey Question

As shown in Figure 6, a majority of survey respondents indicated that they would like to see some form of new grocery or food-related business in Granite Quarry.

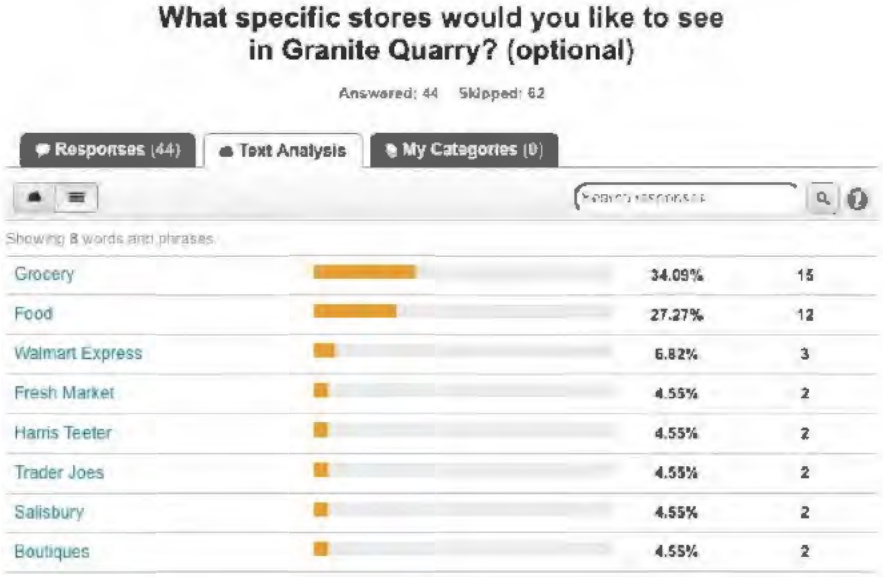


Figure 6: Consumer Survey Question

3.3 Retail Market Analysis

This section is an overview of the findings of the retail market analysis for the Town of Granite Quarry. The data presents market and economic trends in context with future growth opportunities for the community, including:

- A market definition study beginning with a ZIP Code survey of customers to determine Granite Quarry's overall customer base as well as its local trade areas.
- Demographic trends in Granite Quarry and the region providing insight into the market base for local businesses.
- Retail market study showing leakage and space demand opportunity for business growth and recruitment.

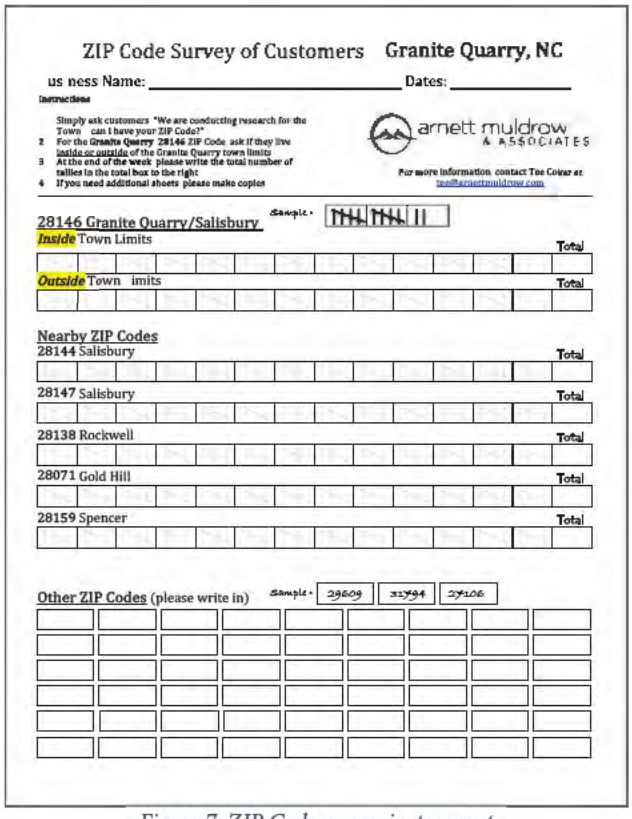
These data and observations are intended to inform the physical planning portion of the plan as well as economic, business development, and marketing strategies.

3.3.1 Market Definition

The market definition exercise establishes the **true** geography of the retail trade area for Granite Quarry and provides the baseline data for the subsequent analyses. This includes determining Granite Quarry's place within the larger region and nearby competitive markets of Salisbury and Greater Charlotte.

ZIP Code Survey

- The survey was held the week of September 16th – 22nd. Each business was provided a form to record ZIP Codes and was asked to keep a log of its customers.
- 38 businesses participated overall, which represented the majority of businesses in town.
- 2,564 individual customer businesses were recorded during the survey week.
- These customers came from 178 unique ZIP Codes and 23 unique states.


ZIP Code Survey of Customers Granite Quarry, NC

us ness Name: _____ Dates: _____

Instructions

1 Simply ask customers "We are conducting research for the Town can I have your ZIP Code?"
2 For the Granite Quarry 28146 ZIP Code ask if they live inside or outside of the Granite Quarry town limits
3 At the end of the week please write the total number of tallies in the total box to the right
4 If you need additional sheets please make copies

arnett muldrow & ASSOCIATES

For more information contact Tee Colvar at tee@arnettmuldrow.com

28146 Granite Quarry/Salisbury Sample: 𝍸 𝍸 II

Inside Town Limits — Total

Outside Town imits — Total

Nearby ZIP Codes

28144 Salisbury — Total

28147 Salisbury — Total

28138 Rockwell — Total

28071 Gold Hill — Total

28159 Spencer — Total

Other ZIP Codes (please write in) Sample: 28609 | 32794 | 29406

Figure 7: ZIP Code survey instrument

The table below shows the results of the ZIP Code survey as compared to peer communities in which Arnett Muldrow has performed similar analyses. It presents a comparison of total unique visitors from different ZIP Codes. It should be noted that the other communities may have had a different number of businesses participate or may have conducted the survey at a different time of year.

In general, communities that have a broad geographic market are shown to the left on the chart (more ZIP Codes), and those with a stronger local market base are shown to the right. For the purposes of this chart, Granite Quarry is identified with a red bar.

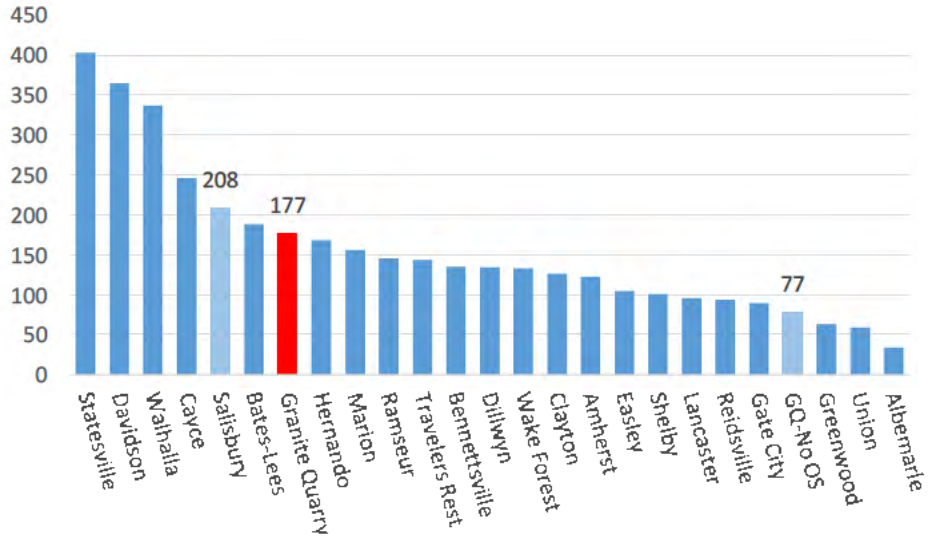


Figure 8: : Comparison of unique ZIP Codes recorded during ZIP Code survey

During the survey week, participating businesses had 178 unique ZIP Codes. The data ranges from 403 in Statesville to just 34 in Albemarle. Salisbury, had 208 unique ZIP Codes during its similar study.

When compared to peer communities, Granite Quarry is in the upper third suggesting a market that likely pulls from a broader overall geographic consumer base. However, when we remove the single, visitor-based business that participated in the survey, we see that there were only 77 unique visits. This suggests two things: the potential for Granite businesses to tap into a customer base being brought in by a destination business; and an opportunity to grow its visitor-based businesses.

Figures 9 and 10 show the aggregate of where Granite Quarry customers came from during the survey week. Each geography listed refers to that community's ZIP Code (Figure 9) or county (Figure 10).

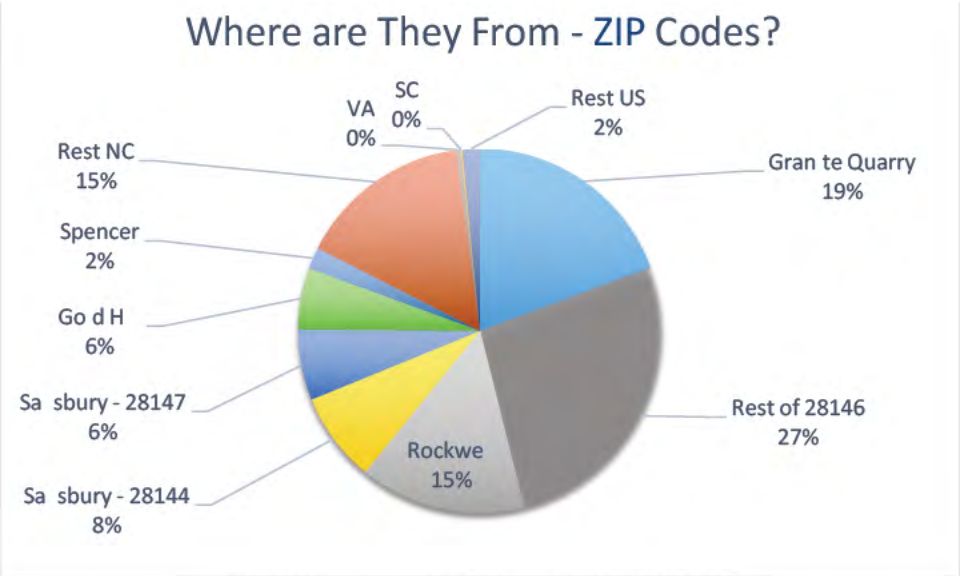


Figure 9: Percentage of Customer Visits by ZIP Code

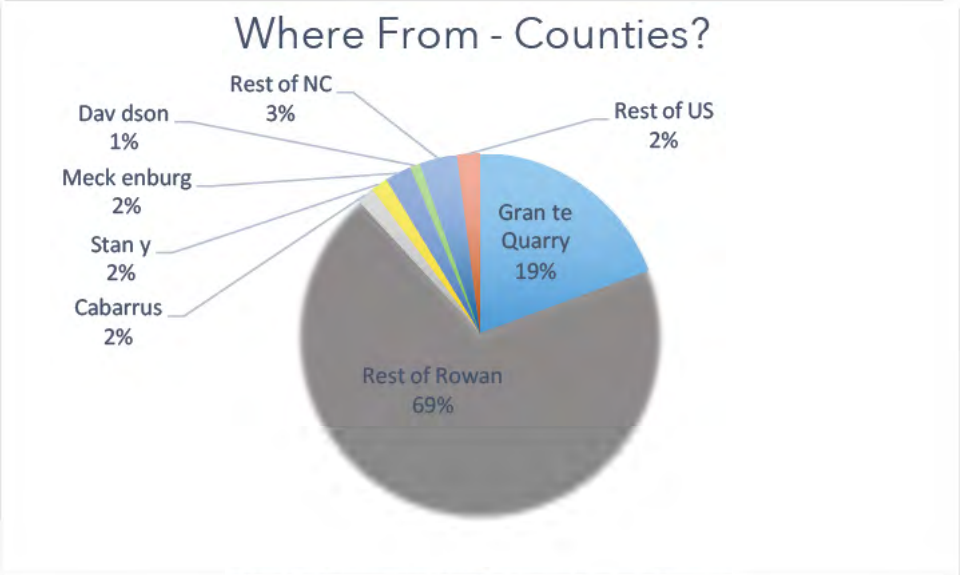


Figure 10: Percentage of Customer Visits by County

- 46% of customers live in the 28146 Granite Quarry ZIP Code. This includes:
  - 19% of customers residing in the Town of Granite Quarry.
  - 27% residing outside of the town limits, but within 28146 ZIP Code.
- A total of 88% of all customers live in Rowan County.
- Approximately 5% live outside the five county region (Rowan, Cabarrus, Davidson, Stanly, and Mecklenburg)

Trade Area Definitions

In order to determine trade area geographies, each ZIP Code and their customer visits must be compared in context with their geographic size and population. In other words, market penetration cannot be determined simply by the total number of visits but by visits in relation to population. The table below shows customer visits per 1,000 residents for each of the highest representative ZIP Codes.

ZIP Code	Area	2010 Pop	Visits	Visits/1000 Pop
28071	Gold Hill	2,803	140	49.95
28146	Granite Quarry	28,975	1270	43.83
28138	Rockwell	10,489	386	36.80
28159	Spencer	2,981	49	16.44
28144	Salisbury	28,757	204	7.09
28147	Salisbury	28,491	161	5.65
28137	Richfield	3,318	15	4.52
28023	China Grove	14,284	29	2.03
28125	Mount Ulla	2,728	4	1.47
27054	Woodleaf	2,487	3	1.21
28071	Gold Hill	2,803	3	1.07
28124	Mount Pleasant	6,934	5	0.72
27013	Cleveland	6,141	4	0.65
27299	Linwood	4,939	3	0.61
28127	New London	7,920	4	0.51
28083	Kannapolis	21,748	9	0.41
28001	Albemarle	27,188	11	0.40
28128	Norwood	7,484	3	0.40
28027	Concord	55,500	13	0.23
28146	GQ - IN	2,930	496	169.28
28146	GQ - OUT	26,045	686	26.34

Figure 11: Primary and Secondary Trade Areas. Visits per 1,000 population

When comparing visits per 1,000 population in relation to the time frame in which the survey was conducted, breaks in the visits per 1,000 will begin to emerge. Whenever these breaks become significant, this determines the differences in trade areas.

By this measure, Granite Quarry's **Primary Retail Trade Area (PTA)** is defined as the three ZIP Codes of Granite Quarry (28146), Gold Hill (28071), and Rockwell (28138). Customers from these ZIP Codes represented **70%** of the total visits during the survey period. The **secondary trade area** is made up of just the Spencer ZIP code (28159).

All told, 72% of all Granite Quarry customers reside in the primary and secondary trade areas defined above. Figure 12 illustrates the trade areas for Granite Quarry. The primary trade area is shown in orange, and the secondary is shown in purple.

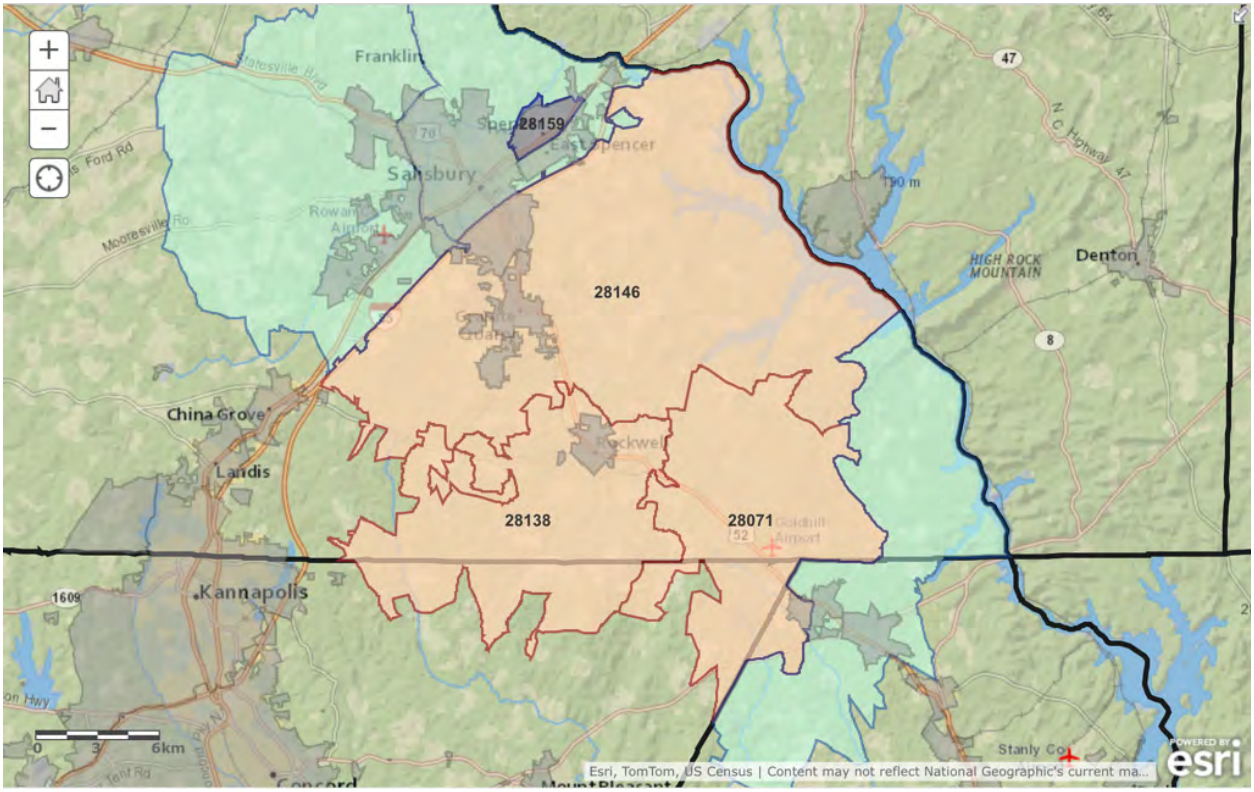


Figure 12: Granite Quarry PTA (orange) and STA (purple) trade areas

The map also shows that nearly 15% of customers reside in the three ZIP Codes of Salisbury (28144, 28147) and Richfield (28137). This tertiary trade area is shown in light blue above.

- Granite Quarry has a geographic market that is primarily local. Approximately one-fifth of all customers live in Granite Quarry while 88% live in Rowan County. This is common in small towns like Granite Quarry. It should be noted that even the most visitor-oriented communities have customer bases that are mostly local.
- Salisbury likely affects Granite's market in multiple ways. On the one hand it provides Granite Quarry and its local trade areas their primary commercial needs, potentially drawing customers away from Granite. On the other, Salisbury is a major retail and employment center, and Granite Quarry benefits from customers traveling through town on Highway 52 north to Salisbury. Convenience businesses likely see a direct benefit from this commuting traffic, while other businesses have the opportunity to tap into this pass-through market.
- This pass-through traffic, coupled with destinations like Old Stone Winery and the Old Stone House, bring to Granite a broad market base from which local businesses can build customers.
- Only about 5% of all customers could be considered "visitors" living outside the surrounding five-county region.

- With the broad ZIP Code geographies, it is difficult to tell High Rock Lake's impact on Granite, although the town has the potential to be a retail and dining provider for lake residents.

3.3.2 Demographic Trends

This section provides population and demographic information for the Town of Granite Quarry, its trade areas, as well as the region. In each of the charts below, the town is identified in red and the PTA in orange.

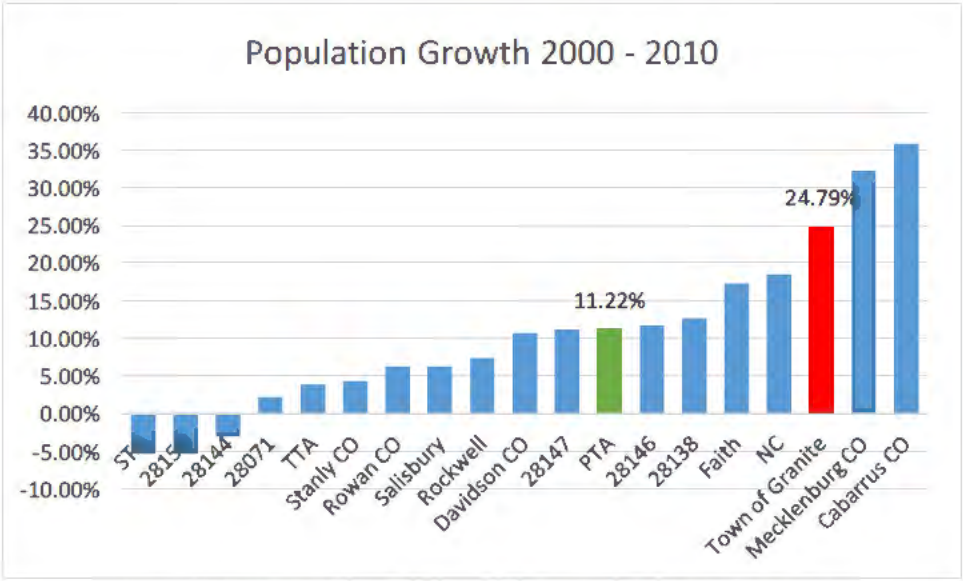


Figure 13: Population Growth 2000 – 2010. Source: US Census, Claritas, Inc.

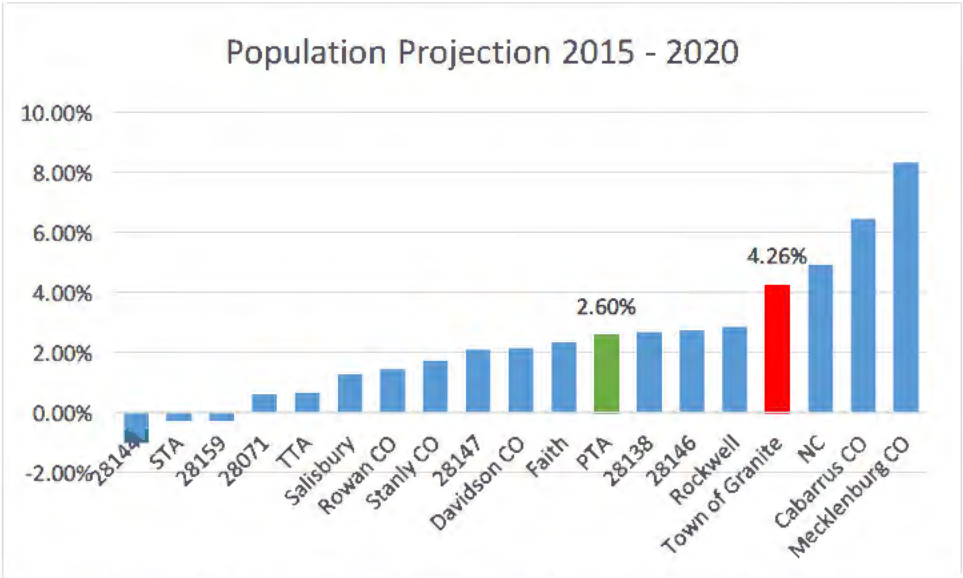


Figure 14: Population Projection 2015 – 2020. Source: US Census, Claritas, Inc.

- Granite Quarry exists in a fast growing region on the outskirts of the Charlotte metropolitan area. The Town itself has outpaced much of the region in population growth since 2000, and is projected to continue through 2020.
- The primary trade area showed healthy growth as well, although at about half the rate of the Town.
- The town and PTA's growth outpace both Salisbury and Rowan County.

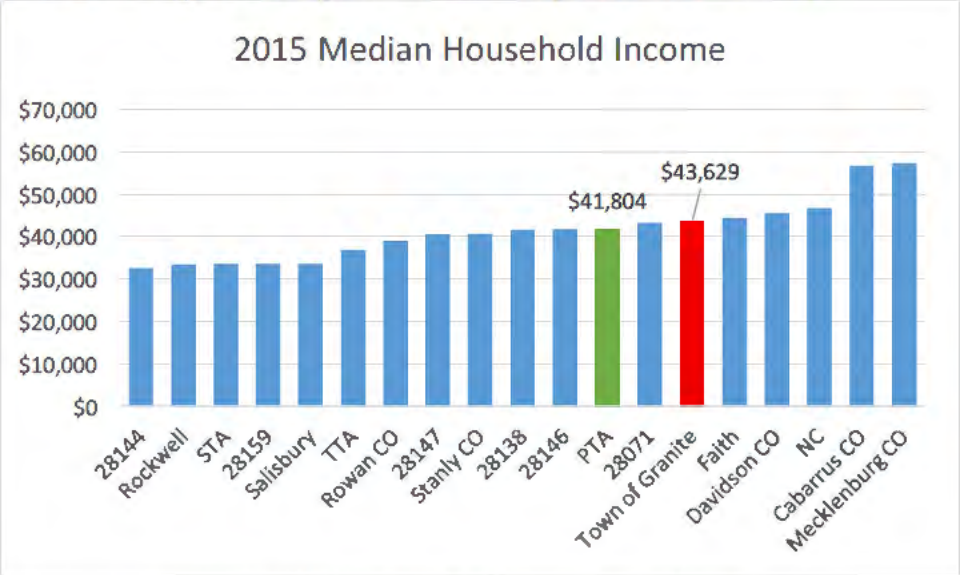


Figure 15: 2015 Median Household Income. Source: Claritas, Inc.

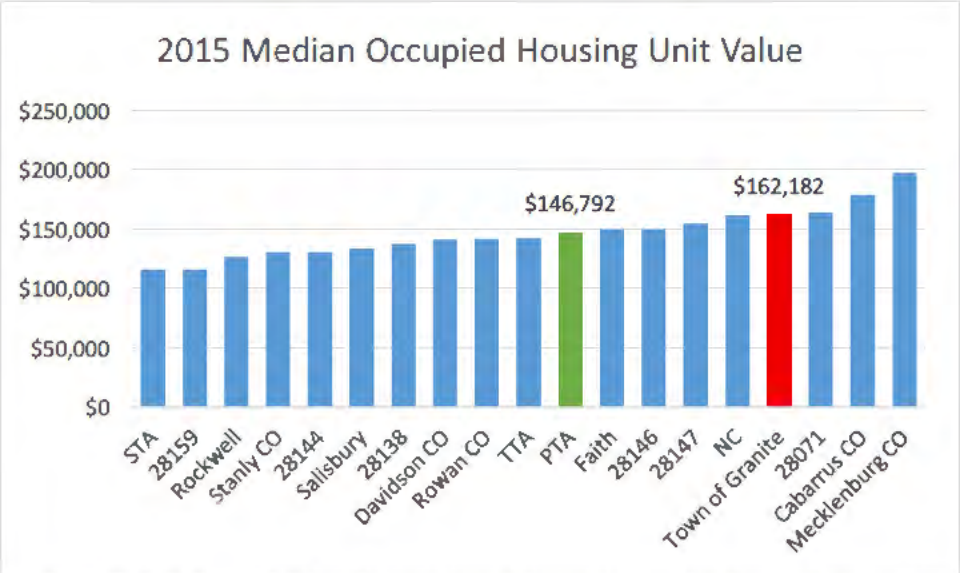


Figure 16: 2015 Regional Median Owner Occupied Housing Unit Values. Source: Claritas, Inc.

- At $43,629, Granite Quarry's median household income is in the upper tier of regional income levels. Similarly, its median home value is near the top of the region.
- Coupled with population figures above, these income indicators show that Granite Quarry's market is growing at a faster pace, and has higher incomes than the majority of the metro area.

3.3.3 Retail Market Study

This section presents current year and projected retail needs for Granite Quarry's growing market. All data shown is based on Granite Quarry's primary and secondary trade area identified earlier in this report.

Retail Leakage Analysis

"Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars spent outside the area are said to be "leaking." If a community is a major retail center with a variety of stores, it will be "gaining" rather than "leaking" sales. Even large cities may see leakage in certain retail categories.

Primary Trade Area

- 2015 population of 42,807
- Stores existing in Granite's PTA sold $210 million in merchandise in 2014.
- Residents who live in Granite's PTA spent $675 million.
- Therefore, Granite Quarry's **PTA leaked $465 million** last year.

Secondary Trade Area

- 2015 population of 2,981
- Stores existing in Granites STA sold $39 million in merchandise in 2014.
- Residents who live in Granite's STA spent $89 million.
- Therefore, Granite Quarry's **STA gained $50 million** last year.

The combined $415 million in leakage in Granite's trade areas is a tremendous amount of demand, particularly for a trade area population of 45,000 people. This is not unexpected however, particularly since Granite is directly adjacent to the retail magnet in Salisbury, as well as the Greater Charlotte metro. For example, if you look at the retail sales within a 30-minute drive time from downtown Granite Quarry, it amounts to $4.6 *billion* in sales.

Granite will always have to contend with the fact that much of the needs of its citizenry will be accommodated within a short 5 to 10-minute drive to Salisbury. However, the $415 million in leakage is *real demand* based on true consumer buying habits. In point of fact, this demand equates to an opportunity for Granite Quarry to grow its commercial needs in a manner that complements, rather than competes, with the offerings in Salisbury and greater region.

The table beginning on the following page details the consumer expenditures, retail sales, and inflow/outflow of dollars by individual retail category within the local trade areas.

The numbers on the following pages account for all retail business sales and consumer buying power within Granite Quarry's trade areas. This includes demand for those establishments that do not currently exist in Granite Quarry. In some cases, there may be only one store of that category in a community. If this is the case, Claritas does not disclose that information because it is considered proprietary trade information for an individual business.

Opportunity Gap - Retail Stores	PTA (Consumer Expenditures)	PTA (Retail Sales)	PTA Leakage (Inflow)	STA (Consumer Expenditures)	STA (Retail Sales)	STA Leakage (Inflow)
Total Retail Sales Incl Eating and Drinking Places	**675,586,689**	**210,473,994**	**465,112,695**	**39,084,090**	**88,854,227**	**(49,770,137)**
Motor Vehicle and Parts Dealers-441	**130,482,738**	**28,423,191**	**102,059,547**	**6,849,055**	**879,726**	**5,969,329**
Automotive Dealers-4411	105,218,386	12,910,540	92,307,846	5,570,674	358,779	5,211,895
Other Motor Vehicle Dealers-4412	15,541,524	9,757,647	5,783,877	762,451	145,583	616,868
Automotive Parts/Accsrs, Tire Stores-4413	9,722,828	5,755,004	3,967,824	515,930	375,364	140,566
Furniture and Home Furnishings Stores-442	**11,746,680**	**3,006,274**	**8,740,406**	**678,425**	**412,754**	**265,671**
Furniture Stores-4421	6,044,184	288,112	5,756,072	352,349	412,754	(60,405)
Home Furnishing Stores-4422	5,702,496	2,718,162	2,984,334	326,076	0	326,076
Electronics and Appliance Stores-443	**10,894,338**	**539,965**	**10,354,373**	**646,805**	**2,208**	**644,597**
Appliances, TVs, Electronics Stores-44311	8,581,762	489,817	8,091,945	510,301	2,208	508,093
Household Appliances Stores-443111	1,585,157	11,047	1,574,110	92,476	2,208	90,268
Radio, Television, Electronics Stores-443112	6,996,605	478,770	6,517,835	417,825	0	417,825
Computer and Software Stores-44312	2,067,242	50,148	2,017,094	121,980	0	121,980
Camera and Photographic Equipment Stores-44313	245,334	0	245,334	14,524	0	14,524
Building Material, Garden Equip Stores -444	**68,409,637**	**34,978,785**	**33,430,852**	**3,789,102**	**0**	**3,789,102**
Building Material and Supply Dealers-4441	57,385,854	17,832,714	39,553,140	3,186,568	0	3,186,568
Home Centers-44411	23,080,865	15,528,328	7,552,537	1,305,335	0	1,305,335
Paint and Wallpaper Stores-44412	946,946	19,344	927,602	51,013	0	51,013
Hardware Stores-44413	5,878,470	451,611	5,426,859	343,114	0	343,114
Other Building Materials Dealers-44419	27,479,573	1,833,431	25,646,142	1,487,106	0	1,487,106
Building Materials, Lumberyards-444191	10,309,625	685,713	9,623,912	543,826	0	543,826
Lawn, Garden Equipment, Supplies Stores-4442	11,023,783	17,146,071	(6,122,288)	602,534	0	602,534
Outdoor Power Equipment Stores-44421	3,946,755	13,795,033	(9,848,278)	194,010	0	194,010
Nursery and Garden Centers-44422	7,077,028	3,351,038	3,725,990	408,524	0	408,524
Food and Beverage Stores-445	**89,393,409**	**25,412,930**	**63,980,479**	**5,377,549**	**6,631,485**	**(1,253,936)**
Grocery Stores-4451	57,985,451	25,317,064	32,668,387	3,520,817	6,568,879	(3,048,062)
Supermarkets, Grocery (Ex Conv) Stores-44511	53,998,962	19,197,488	34,801,474	3,281,065	5,850,764	(2,569,699)
Convenience Stores-44512	3,986,489	6,119,576	(2,133,087)	239,752	718,115	(478,363)
Specialty Food Stores-4452	6,984,846	95,866	6,888,980	425,557	62,606	362,951
Beer, Wine and Liquor Stores-4453	24,423,112	0	24,423,112	1,431,175	0	1,431,175

Figure 17: Opportunity Gap (1 of 3)

Opportunity Gap - Retail Stores	PTA			STA		
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)
Health and Personal Care Stores-446	**41,201,040**	**21,087,411**	**20,113,629**	**2,477,966**	**3,516,004**	**(1,038,038)**
Pharmancies and Drug Stores-44611	33,219,749	19,959,316	13,260,433	2,000,242	3,428,861	(1,428,619)
Cosmetics, Beauty Supplies, Perfume Stores	2,912,356	740,345	2,172,011	175,556	87,143	88,413
Optical Goods Stores-44613	1,383,573	61,168	1,322,405	79,867	0	79,867
Other Health and Personal Care Stores-44619	3,685,362	326,582	3,358,780	222,301	0	222,301
Gasoline Stations-447	**70,729,049**	**34,177,254**	**36,551,795**	**4,240,812**	**286,195**	**3,954,617**
Gasoline Stations With Conv Stores-44711	52,046,365	22,139,094	29,907,271	3,121,805	0	3,121,805
Other Gasoline Stations-44719	18,682,684	12,038,160	6,644,524	1,119,007	286,195	832,812
Clothing and Clothing Accessories Stores-448	**26,044,532**	**3,653,048**	**22,391,484**	**1,590,190**	**624,369**	**965,821**
Clothing Stores-4481	14,606,285	3,530,657	11,075,628	921,400	409,510	511,890
Men's Clothing Stores-44811	696,373	0	696,373	41,764	0	41,764
Women's Clothing Stores-44812	3,222,472	42,405	3,180,067	200,461	0	200,461
Childrens, Infants Clothing Stores-44813	915,278	0	915,278	63,843	113,547	(49,704)
Family Clothing Stores-44814	7,871,982	3,437,769	4,434,213	497,792	295,963	201,829
Clothing Accessories Stores-44815	628,898	0	628,898	38,882	0	38,882
Other Clothing Stores-44819	1,271,282	50,483	1,220,799	78,658	0	78,658
Shoe Stores-4482	2,341,608	50,771	2,290,837	153,614	0	153,614
Jewelry, Luggage, Leather Goods Stores-4483	9,096,639	71,620	9,025,019	515,176	214,859	300,317
Jewelry Stores-44831	7,955,071	71,620	7,883,451	447,379	214,859	232,520
Luggage and Leather Goods Stores-44832	1,141,568	0	1,141,568	67,797	0	67,797
Sporting Goods, Hobby, Book, Music Stores-451	**10,972,265**	**997,031**	**9,975,234**	**655,727**	**223,737**	**431,990**
Sporting Goods, Hobby, Musical Inst Stores-4511	9,714,631	894,150	8,820,481	584,907	223,737	361,170
Sporting Goods Stores-45111	5,146,489	748,732	4,397,757	315,383	0	315,383
Hobby, Toys and Games Stores-45112	2,687,576	105,443	2,582,133	161,980	160,305	1,675
Sew/Needlework/Piece Goods Stores-45113	943,951	39,975	903,976	51,755	39,975	11,780
Musical Instrument and Supplies Stores-45114	936,615	0	936,615	55,789	23,457	32,332
Book, Periodical and Music Stores-4512	1,257,634	102,881	1,154,753	70,820	0	70,820
Book Stores and News Dealers-45121	1,053,117	102,881	950,236	58,654	0	58,654
Book Stores-451211	895,675	102,881	792,794	49,572	0	49,572
News Dealers and Newsstands-451212	157,442	0	157,442	9,082	0	9,082
Prerecorded Tapes, CDs, Record Stores-45122	204,517	0	204,517	12,166	0	12,166

Figure 18: Opportunity Gap (2 of 3)

Opportunity Gap - Retail Stores	PTA			STA		
	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)	(Consumer Expenditures)	(Retail Sales)	Leakage (Inflow)
General Merchandise Stores-452	**76,616,349**	**31,000,029**	**45,616,320**	**4,705,440**	**74,098,253**	**(69,392,813)**
Department Stores Excl Leased Depts-4521	31,256,265	17,624,214	13,632,051	1,953,375	0	1,953,375
Other General Merchandise Stores-4529	45,360,084	13,375,815	31,984,269	2,752,065	74,098,253	(71,346,188)
Miscellaneous Store Retailers-453	**18,458,927**	**4,101,790**	**14,357,137**	**1,062,226**	**856,897**	**205,329**
Florists-4531	649,274	115,129	534,145	36,095	70,495	(34,400)
Office Supplies, Stationery, Gift Stores-4532	7,773,472	3,042,230	4,731,242	443,039	495,888	(52,849)
Office Supplies and Stationery Stores-45321	3,663,246	2,024,596	1,638,650	201,782	0	201,782
Gift, Novelty and Souvenir Stores-45322	4,110,226	1,017,634	3,092,592	241,257	495,888	(254,631)
Used Merchandise Stores-4533	1,150,212	278,976	871,236	69,448	248,680	(179,232)
Other Miscellaneous Store Retailers-4539	8,885,969	665,455	8,220,514	513,644	41,834	471,810
Non-Store Retailers-454	**56,500,394**	**4,422,972**	**52,077,422**	**3,368,850**	**208,560**	**3,160,290**
Foodservice and Drinking Places-722	**64,137,331**	**18,673,314**	**45,464,017**	**3,641,943**	**1,114,039**	**2,527,904**
Full-Service Restaurants-7221	28,677,122	14,993,273	13,683,849	1,622,908	972,355	650,553
Limited-Service Eating Places-7222	25,628,575	3,376,005	22,252,570	1,457,452	0	1,457,452
Special Foodservices-7223	7,064,584	303,728	6,760,856	401,327	141,684	259,643
Drinking Places -Alcoholic Beverages-7224	2,767,050	308	2,766,742	160,256	0	160,256
GAFO *	**144,047,636**	**42,238,577**	**101,809,059**	**8,719,626**	**75,857,209**	**(67,137,583)**
General Merchandise Stores-452	76,616,349	31,000,029	45,616,320	4,705,440	74,098,253	(69,392,813)
Clothing and Clothing Accessories Stores-448	26,044,532	3,653,048	22,391,484	1,590,190	624,369	965,821
Furniture and Home Furnishings Stores-442	11,746,680	3,006,274	8,740,406	678,425	412,754	265,671
Electronics and Appliance Stores-443	10,894,338	539,965	10,354,373	646,805	2,208	644,597
Sporting Goods, Hobby, Book, Music Stores-451	10,972,265	997,031	9,975,234	655,727	223,737	431,990
Office Supplies, Stationery, Gift Stores-4532	7,773,472	3,042,230	4,731,242	443,039	495,888	(52,849)

Figure 19: Opportunity Gap (3 of 3)

Space Demand Analysis

While there is a certain amount of leakage in specific categories, Granite Quarry cannot reasonably expect to recapture 100% of the sales leaking from its trade areas. Residents will continue to go to Salisbury and beyond for certain purchases, or buy products online. Therefore, we must use a capture scenario that illustrates the potential for additional retail should some of the lost revenues be captured in the categories where retail leakage exists.

Through strategic recruitment, economic development and marketing, a community can reasonably expect to recapture a certain amount of sales that are leaking out of the area. Typically, a community could capture 10% of leakage from the primary trade area (one in every ten dollars) and 5% of the leakage from the secondary trade area (one in every twenty dollars).

Figure 20 illustrates the new or expanded retail space that could be supported in Granite Quarry by capturing some of the leaking sales. The table also shows supportable retail space by square footage for individual retail categories. The sales per square foot for retail store types have been obtained from *Dollars and Cents of Shopping Centers*, published by ULI.

Retail Stores	10% of PTA Outflow	5% 0f STA Outflow	Potential Capture	Sales per Square Foot	Calculated Capture
Selected Retail Categories Below	22,293,268	(3,254,757)	19,038,511		**99,794**
Furniture Stores	575,607	(3,020)	572,587	141.84	4,037
Home Furnishing Stores	298,433	16,304	314,737	167.75	1,876
Household Appliances Stores	157,411	4,513	161,924	245.44	660
Radio, Television, Electronics Stores	651,784	20,891	672,675	207.17	3,247
Computer and Software Stores	201,709	6,099	207,808	207.17	1,003
Camera and Photographic Equipment Stores	24,533	726	25,260	542.63	47
Building Material and Supply Dealers	1,390,700	159,328	1,550,028	142.38	10,887
Hardware Stores	542,686	17,156	559,842	121.08	4,624
Grocery Stores	3,266,839	(152,403)	3,114,436	371.79	8,377
Health and Personal Care Stores	2,011,363	(51,902)	1,959,461	247.29	7,924
Clothing and Clothing Accessories Stores	1,107,563	25,595	1,133,157	164.60	6,884
Women's Accessory & Specialty	318,007	10,023	328,030	164.60	1,993
Shoe Stores	229,084	7,681	236,764	158.81	1,491
Jewelry Stores	788,345	11,626	799,971	263.92	3,031
Luggage and Leather Goods Stores	114,157	3,390	117,547	198.82	591
Sporting Goods Stores	439,776	15,769	455,545	153.46	2,968
Hobby, Toys and Games Stores	258,213	84	258,297	146.28	1,766
Sew/Needlework/Piece Goods Stores	90,398	589	90,987	74.91	1,215
Book Stores	79,279	2,479	81,758	161.16	507
General Merchandise Stores	4,561,632	(3,469,641)	1,091,991	133.90	8,155
Florists	53,415	(1,720)	51,695	149.82	345
Gift, Novelty and Souvenir Stores	309,259	(12,732)	296,528	168.55	1,759
Foodservice and Drinking Places	4,546,402	126,395	4,672,797	201.63	23,175
Drinking Places -Alcoholic Beverages	276,674	8,013	284,687	88.07	3,233

Figure 20: Capture Scenario for Granite Quarry. Sources: Claritas, Inc., Dollars & Cents of Shopping Centers, Arnett Muldrow & Associates.

Based on this scenario table, Granite Quarry's trade areas show demand for at least **99,784 square feet** of additional retail space. This is a significant amount of opportunity for new retail growth in Granite Quarry and is based on true retail trade patterns in the region.

3.3.4 Retail Market Conclusions

The Town of Granite Quarry leaked about $41 million in sales in 2014. More importantly, its combined trade areas leaked about $415 million.

This leakage translates to demand, but the close proximity of Salisbury as a retail center means that this demand is likely inflated due to:

- The fact that Salisbury is so close to Granite and likely serves the needs of Granite residents in many commercial categories. For example, the Salisbury Wal-Mart exists outside of the Granite Quarry trade area, but is less than a 10-minute drive from downtown Granite Quarry. It is safe to say that Salisbury serves many of Granite's leaking categories, even if only a portion.
- Most of the residents of 28146 actually live *between* downtown Granite and Salisbury. While the demand numbers above reflect their buying power, they are more likely to go north to shop in the Salisbury retail cluster rather than in Granite.

We therefore conducted a very conservative capture scenario that looks at capturing just a portion of those sales leaving Granite's trade areas. This equates to a demand potential of around **99,794 square feet** of retail space, including:

- **Grocery** – 8,377 square feet of demand. Unfortunately, even with the closing of Winn Dixie in Granite Quarry, there is little demand for a new conventional grocery store in town, which can average around 45,000 square feet.

  Aldi and Food Lion both exist just three miles north of downtown Granite in the Innes Street Market development. They likely accommodate most of the grocery needs of the residents of Granite Quarry's trade areas.

Figure 21: Grocery category options

  With demand approaching 10,000 square feet currently, there are certain grocery products that develop small format grocery stores that may be relevant to Granite. This includes Aldi, Trader Joes, Publix, and others. For the most part however, these small format stores exist *only* in urban markets.

  A real possibility in terms of product and scale would be Piggly Wiggly. These independent grocers are as small as 15,000 square feet, and currently do not exist in the immediate market. Another alternative would be to expand or recruit an additional specialty grocer such as the existing Patterson Farms in downtown.

Finally, some communities have had success creating food Co-Ops where there was a perceived need without the demographics to support a new grocery chain. The Community Co-op in Hendersonville and the Swamp Rabbit Grocery in Greenville SC are two examples.

Figure 22: Hardware stores

- **Hardware & Building Supply** – 10,887 square feet of demand. This is not nearly enough demand to support a typical Lowe's or Home Depot that can be over 100,000 square feet. However, an independent ACE and True Value Hardware stores often fill this need in communities such as Granite Quarry. These stores range from 10,000 to 20,000 square feet and often have other non-hardware types of merchandising to fill other niches, such as gifts and even limited clothing. Some new ACE stores have been developed with architectural standards that meet the character of the community.

- **Restaurants** – 23,175 square feet of demand. This is a good amount of demand that is likely more limited in actuality. First, Salisbury is just minutes away and offers a great variety of destination dining establishments. In fact, much of the demand for restaurants is created in the PTA that lies in Salisbury's Town limits with residents that are more likely to go to Salisbury than Granite. Secondly, Granite already has a good amount of great quality dining establishments, albeit mostly in the similar category of family dining, from Subway to diners, pizza parlors, and hot dog stands.

  The 23,000 sq. ft. of demand is about half in "limited-service" such as fast food, and "full-service" such as sit-down restaurants. Potential could include:
  - Perhaps partnering with Old Stone Winery to create a restaurant in conjunction with that destination. This would not only tap into those customers that are currently coming into Granite for the winery, but also create a destination that would pull in regional customers.
  - Any new restaurant would have to be an alternative to the existing offerings, while also being relevant to the residents living in the Salisbury portion of our trade area. High Rock Lake residents also could patronize a Granite Quarry destination restaurant.
  - Certain "limited-service" products could meet the pent up demand, such as a Dairy Queen or other fast product.
  - A typical independent or chain can range fro 2,500 to 5,000 sq. ft., so Granite Quarry has

Figure 23: Sidewall Pizza in Travelers Rest, SC

the potential for multiple new restaurants.

- Other categories showing varying demand potential include:
  - *Furniture & Home Furnishings* – 5,800 sq. ft.
  - *Consumer Electronics* – 4,900 sq. ft.
  - *Health & Personal Care* – 7,900 sq. ft. – This demand is based on 2014 numbers, so Price Pharmacy likely absorbed some of this demand.
  - *General Merchandising* – 8,100 sq. ft. – Similarly, the new Family Dollar absorbed all of this demand.
  - *Clothing* – 10,300 sq. ft. – Demand is primarily in Family Clothing, but also includes Women's specialty and shoes.
  - *Jewelry* – 3,000 sq. ft. – There is a surprising lack of supply of jewelry stores in the expanded market.
  - *Sporting Goods & Hobby* – 4,734 sq. ft. – This could perhaps suggest an expansion to the existing outfitter in town.
  - *Gifts* – 1,800 sq. ft. of demand.

It should be noted that just because there is demand for a certain category does not mean that just any business can locate in Granite Quarry and be successful. Most importantly, any new retail should have an effective business plan. It should also complement regional retail offerings found in the greater Salisbury area.

3.4 Recommendations

3.4.1 Short-Term Recommendations: 2016

- ***Actively pursue desired business types, including a full-service grocer.*** This report outlines many retail categories in which new or expanded businesses can tap into unmet demand in the Granite Quarry market. Of primary importance, of course, is a full-service grocery store, which should be pursued aggressively by local leaders. One way to start the recruitment process would be for the town to host an open house to provide information to potential business owners, connect them with property owners, and provide them with information on programs such as Small Business Administration loans and Small Business Development Center services.

- ***Create a "Go Team" for business recruitment.*** Granite Quarry should be poised to have a development team in place that involves the town, business association, county economic development staff, and others as needed. This group should also be charged with actively marketing Granite Industrial Park as well.

- ***Pursue Downtown Associate Community Program designation.*** The North Carolina Main Street Center's newest initiative, the Downtown Associate Community Program, is designed to assist small communities with organization, design, promotion and economic restructuring. Additional details about the program are available at: https://www.nccommerce.com/rd/main-street/downtown-associate-community-program

3.4.2 Medium-Term Recommendations: 2017-2019

- ***Review and streamline administrative processes for investment and development***. As the downtown revitalization process shifts into a higher gear, it would be prudent for the town to review and revise, if necessary, its development and business-related processes to ensure ease of investment and responsiveness to business owners and potential investors.

- ***Pursue grants for economic development and community improvement projects.*** This report includes dozens of recommendations that will require millions of dollars to complete. The town and its partners should explore grant opportunities through the follow (just to name a few) entities: Appalachian Regional Commission; US Department of Agriculture; and Community Development Block Grants. *(The Project Team will provide a list of additional funding sources and their applicability as a supplemental guide to this report.)*

- ***Consider a market analysis update.*** The market data in this report show a snapshot of consumer activity that should remain relevant for the next two to three years. Once revitalization efforts start to reshape the economic landscape of Granite Quarry, these data should be updated to reflect new opportunities. This report can serve as a baseline for these future updates.

- ***Consider a Municipal Service District (MSD) for the downtown core.*** This financial and administrative tool would establish a self-taxing entity that would be empowered to make certain investments within the district. (The creation of an MSD would require an affirmative vote by property owners in the defined district.) These investments could include capital investments as banners, planters, sidewalk improvements, signage and façade improvements as well as services such as additional landscape maintenance, marketing and advertising, and event-related services.

- ***Explore a development corporation model for redevelopment efforts.*** As the "low hanging fruit" are picked and redevelopment projects become increasingly complex and costly, it may be advantageous for the town to consider the formation of a development corporation to facilitate real estate development projects that improve the town's tax base and generate additional development.

3.4.3 Long-Term Recommendations: 2020 and Beyond

- ***Revisit the community plan.*** Once Granite Quarry and its partners have achieved the economic development recommendations in this plan, it will be necessary to develop new objectives for the community to pursue.

4 Design and Planning

4.1 Goals

The Town of Granite Quarry and its partners have the following design and planning goals:

- *Build a unique character and strong sense of place;*
- *Improve the physical environment of the town's core;*
- *Focus on improvements to specific properties and buildings; and*
- *Create a connected community by growing the existing pedestrian and trail amenities in town.*

4.2 Recommendations

4.2.1 Short-Term Recommendations: 2016

- ***Work with property owners to invest in façade and architectural improvements.*** These various recommendations, which are detailed in Figures 34 to 50, should be pursued when financially feasible. Some recommendations should be implemented in conjunction with recommended streetscape improvements to US 52.

- ***Engage DOT to address streetscape improvements.*** The Project Team heard from community stakeholders—and observed firsthand—the many traffic, speed, and safety issues related to US 52, which runs through downtown Granite Quarry. In the medium term, recommended streetscape improvements should be pursued. In the short term, however, the town should approach and engage DOT engineers and representatives to get Granite Quarry "on the radar" and to kick-start the improvement process, which will require time and considerable expense to implement.

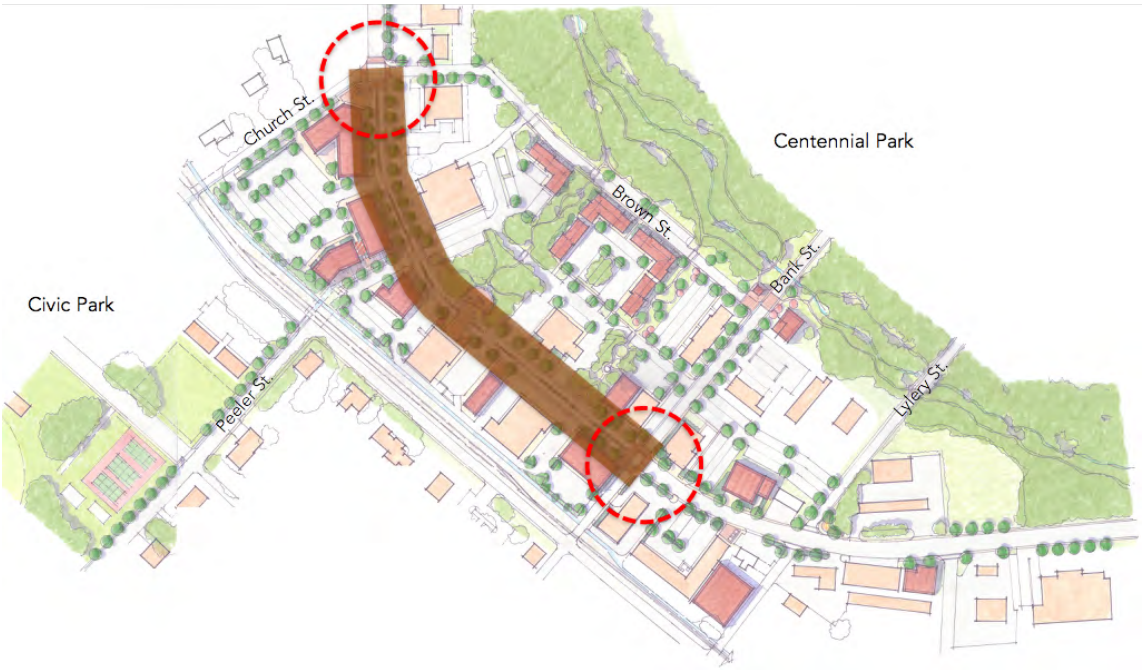


Figure 24: Proposed streetscape planning area

- ***Install branded pole-mounted banners on US 52.*** Once the new brand identity for the town is developed (in conjunction with the Rowan County Tourism Development Authority), it should be rolled out in a variety of ways. One of the most impactful and affordable ways to do this is to fabricate and install banners along US 52.

Figure 25: Street pole banners concept

- ***Plan for infill development to meet existing demand.*** In some cases, property consolidation may be required for to meet the appropriate size, scale, parking, and landscaping requirements for new downtown commercial development. In Granite Quarry, many key downtown properties are owned by a handful of private parties. In many instances, it may be feasible to strike an arrangement—a property sale, land swap, and so on—to make new infill development possible. In the short term, these parties should, at the urging of local leaders, consider the market-based opportunities presented in Chapter 3 of this report.

- ***Kick-start improvements to Centennial Park.*** In the coming years, an expanded Centennial Park has the potential to become a showpiece for the town. In the short term, the town and its partners should explore ways to improve the trail conditions, visibility, safety, and attractiveness of the park. To this end, the town should reach out to potential partners—such as Boy Scouts, civic groups, high school service clubs, and regional trail associations—to pursue such projects. In this way, park improvements can be implemented in an affordable, cost-effective way that also drives community pride and buy-in to the larger plan.

4.2.2 Medium-Term Recommendations: 2017-2019

- ***Implement US 52 streetscape plan.*** As shown in Figure 26, streetscape enhancements for US 52 include crosswalks, sidewalks, medians, trees, planters, and other features designed to increase the attractiveness, safety, and economic potential of the corridor. This project must be implemented with the cooperation of the Department of Transportation. A detailed cost estimate worksheet for this and other public realm projects is included as an appendix to this report.

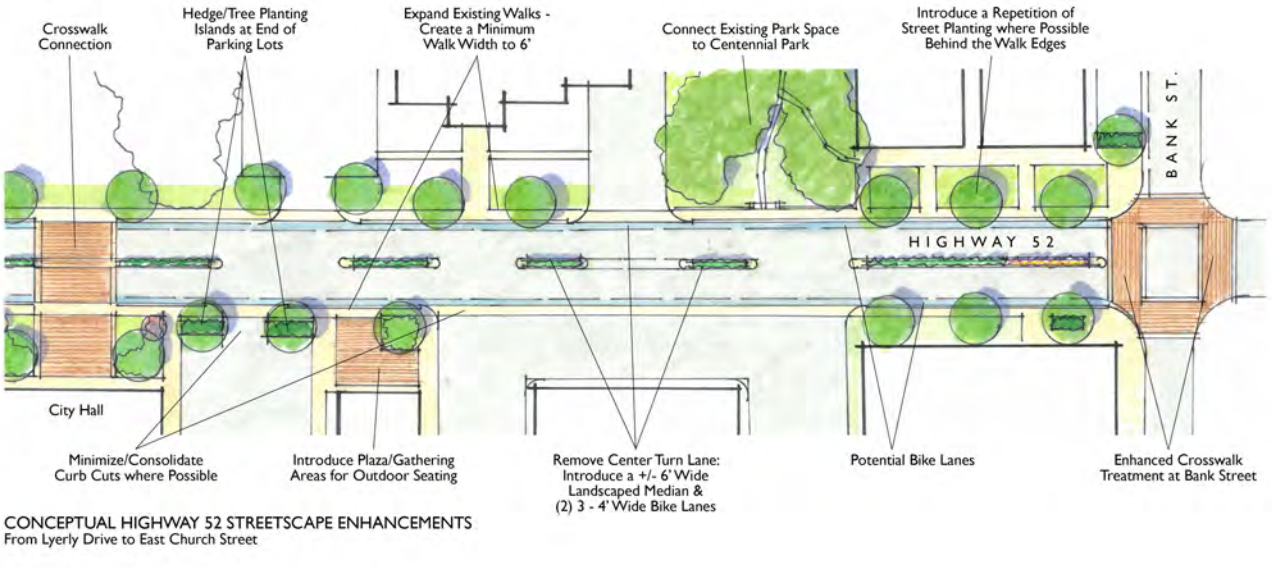


Figure 26: Highway 52 Streetscape Recommendations

- ***Make improvements to gateways and signage.*** In conjunction with streetscape improvements, the town should explore a fresh approach to its downtown gateways. In addition to landscaping improvements, the town should revisit its existing polished granite gateway signs, and consider a composition of that shows off the natural character of the granite.

Figure 27: Downtown gateway concept

- ***Make architectural improvements to Municipal Building.*** The town should be one of the pacesetters in making architectural and façade improvements to buildings along US 52. Recommended improvements, which are described in detail below, will positively impact other improvements to the US 52 corridor, such as the recommended streetscape project and other architectural and façade improvements.

Figure 28: Municipal Center building improvements

- ***Expand Centennial Park to US 52.*** Centennial Park should be expanded southeastward across Bank Street and East Lyerly Street to US 52. This park would be an easement to otherwise undevelopable property that would complement future commercial or residential development This relatively low-cost, natural environment would be an affordable amenity for the community to enjoy as part of the town's expanding parks network. Volunteers could be used to clear pathways to keep the town's investment and maintenance to a minimal level.

Figure 29: Expanded Centennial Park

- ***Transform the F&M Bank ATM site into a public plaza.*** This plaza would connect Centennial Park to US 52 and serve as a public gathering space as part of the transformation of US 52 from a high-speed corridor to a place where people are welcomed and able to safely enjoy downtown Granite Quarry.

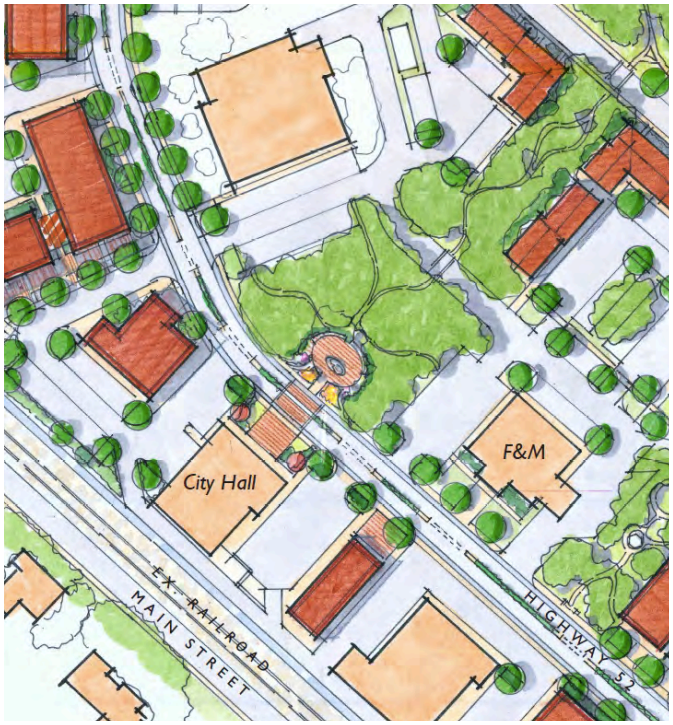


Figure 30: F&M Bank plaza site

- ***Consider a façade grant program.*** Two types of facade grant programs should be considered for downtown Granite Quarry are component façade grants and overall façade grants.

  Component Façade Grants
  Since many building owners are intimidated by overall façade renovations coupled with a grant process, the Town or Main Street program might consider simplifying the initial phases of the façade grant program and focusing solely on individual façade elements—or components, such as signs, awnings, paint, etc.—instead of expensive, overall façade improvement approaches. In other words, consider conducting a facade component grant program such as an awning grant program, or a paint program, or a slipcover removal program, or a signage grant program in the initial phases of this incentive. Once property owners become familiar with individual façade component programs and the process of improving one's building is demystified, then consider moving on to entire-façade-based grant programs.

  Overall Façade Grants
  Once the methodology of applying for component façade grants is established and the Main Street program has a proven track record for administering them, consider 'graduating' up to overall façade grants that address the entire face of a building. This approach would be reserved for more "troublesome" buildings that require far more physical enhancement than a singular

component approach could provide. However, this approach requires far more financial capital and administrative oversight to execute than a component grant approach.

- ***Continue to implement private sector projects.*** The annotated master plan, as shown in Figure 33, details a number of adaptive reuse and infill development projects that may be pursued by private sector investors.

4.2.3 Long-Term Recommendations: 2020 and Beyond

- ***Connect and link expanded parks to other existing assets.*** As the parks and green space infrastructure for Granite Quarry develops, the town and its partners should explore ways to tie in existing or new residential developments, including nearby subdivisions, established residential streets, and outlying community assets, such as schools and community centers.

- ***Explore catalytic infill and redevelopment opportunities***. A catalytic project, such as the multifamily residential units on Centennial Park shown in Figure 31, will complement other projects, such as improvements to Centennial Park, the new plaza on US 52, pedestrian connections across US 52 to new commercial development, and a potential Peeler Street extension to Civic Park. Accomplishing such catalytic projects will require the active coordination of public and private sector parties.

Figure 31: Downtown multifamily residential site plan

- ***Consider a Peeler Street extension between US 52 and Civic Park.*** This project, which is illustrated in Figure 32, would establish a stronger physical connection between a revitalized downtown Granite Quarry and nearby Civic Park. This connection would provide for two lanes of automobile traffic as well as pedestrian infrastructure. When negotiating with Norfolk Southern and DOT, this project should be link to the idea of closing the existing Church Street crossing in exchange for the proposed Peeler Street crossing.

Figure 32: Peeler Street extension

- ***Consider an expanded streetscape project along US 52***. This plan recommends a streetscape project for the US 52 corridor between Brown and Bank Streets. Once this project has been successfully implemented, town leaders and staff should explore a new effort to extend the new streetscape by one or more blocks in each direction along US 52.

- ***Consider a rail-with-trail opportunity along the existing Norfolk Southern rail line that runs parallel to Main Street.*** This is considered a long-term project because railroad companies are typically wary to enter into discussions, much less negotiations, for such projects. Ultimately, this project, if implemented, could become a showpiece for downtown Granite Quarry and could tie together community assets from Granite Industrial Park to East Rowan High School.

- ***Implement other recommendations in the illustrative master plan.*** See Figure 33 for additional Project Team recommendations that should be considered by the town and its partners.

Figure 33: Illustrative Master Plan with Detailed Recommendations

Gateway (Existing Conditions):
This bend in the road foreshadows arrival to the core downtown area. Due to the curvature of the road the eye of the traveler is directed toward the grouping of crape myrtles that could make an ideal backdrop to a gateway sign. The foreground parking lot is adjacent to an abandoned building and could be removed and grassed as a foreground treatment for the gateway sign until such time the building is occupied or the site is redeveloped.

Figure 34: Gateway (existing conditions)

Gateway (Proposed Conditions):
Given the town's namesake, granite should be the predominant building material of the sign, while a smoother material such as stucco (shown) works well as a background panel for the text signage. Consider colorful flower beds in the foreground, perhaps installed and maintained by a local garden or beautification club. A companion wayfinding sign system should engage the traveler at all gateways and direct to key assets and destinations within the Granite Quarry community. Banners on existing (and new) poles also announce arrival to a distinct location within Granite Quarry. The inclusion of a bike trail that features a logo and asphalt stain in indigo blue ties the community to the regional Carolina Thread Trail system. Finally, gateway signs such as this should be installed along each major roadway into Granite Quarry whenever the traveler feels as though they have arrived to the Granite Quarry community regardless of municipal boundary lines.

Figure 35: Gateway (proposed conditions)

100% Intersection (Existing Conditions): This intersection at Highway 52/Salisbury Avenue and Bank Street represents what is commonly referred to as the "100% Intersection." This designation refers to the key intersection in a downtown where everything comes together. In downtown Granite Quarry this is the only signalized intersection and since traffic will often be stopped here, it is imperative that it is treated with utmost care as it make a visual impression on the traveler as to the essence of Granite Quarry. Existing conditions include overhead utilities, painted crosswalks on two sides, and nominal efforts at planters on each of the corners.

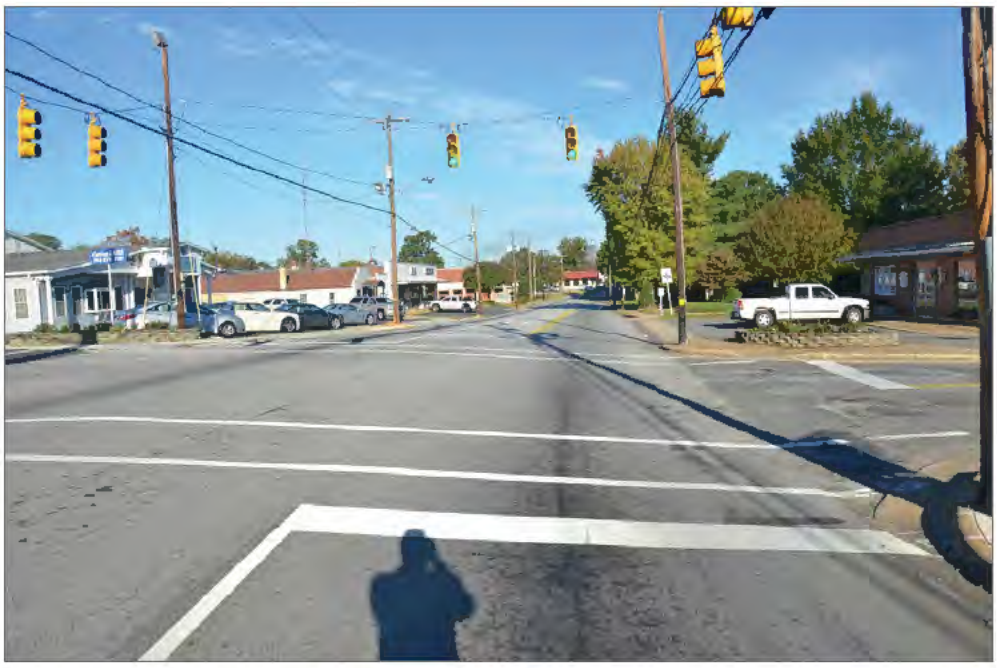


Figure 36: 100% Intersection (existing conditions)

100% Intersection (Proposed Conditions): Install crosswalks on all four sides of the intersection and include pavers or stamped and stained asphalt to delineate the crosswalks from the roadway both in terms of color and texture. This will calm (slow) traffic due to both the visual contrast as well as the rumbling noise created by driving over the textured surface. Maintain the bike lanes in contrasting color and include the Carolina Thread Trail logo to connect this local trail system to the broader, regional trail system. Include wayfinding sign system trailblazers at each corner. Install colorful flowers and trees in the four planters at each corner. Install colorful, double banners on existing poles. Long-term, consider burying the utilities at this intersection and install mast arm traffic lights to mitigate the plethora of utility lines overhead.

Figure 37: 100% Intersection (proposed conditions)

Brinkley Center (Existing Conditions): This commercial strip shopping center boasts a wide variety of retail, restaurant, service and office spaces and is almost completely occupied. However, the center suffers from a lack of visual appeal and in many ways looks "industrial" in nature due to the building materials used and the color scheme.

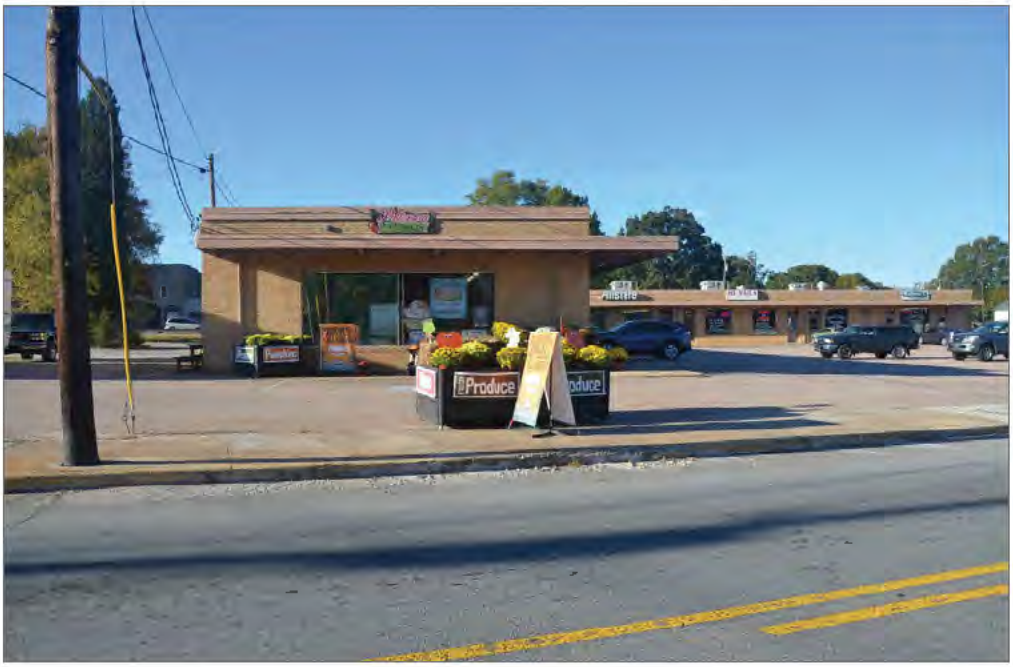


Figure 38: Brinkley Center (existing conditions)

Brinkley Center (Proposed Conditions): Install a slatted wood panel system over battens at the upper facade to soften the materials of the building and to introduce more warmth to the overall palette of colors used. A side benefit to the stained wood slat system is that it can be extended past the current parapet height to conceal rooftop equipment such as HVAC units, etc. Mount gooseneck light fixtures along the upper facade to illuminate the panel signs of the respective businesses. Repaint the existing canopy a Kelly green to contrast with the rust-red-stained wood. Install regular wood columns that terminate into granite bases to break down the scale of the center, to provide a sense of enclosure for the walkway, and to introduce additional, "non-industrial" materials. Consider creating an outdoor dining venue in front of Patterson's Market to introduce more street-side animation and interest to the center itself. Finally, install landscaped islands within the parking lot to soften the hardscape and introduce additional visual appeal to the shopping center.

Figure 39: Brinkley Center (proposed conditions)

McKinney's Minis (Existing Conditions): This building was converted into a storage unit warehouse several years ago. The last bay of the building (with lower roof line, far left) serves as an outdoor supplies retail establishment that does a great business. However, there is no delineation between the two types of businesses and building uses. Finally, the signage on both businesses is both woefully inadequate and not very visually appealing.

Figure 40: McKinney's Minis (existing conditions)

McKinney's Minis (Proposed Conditions): In an effort to visually anchor the storage building to the ground and introduce color and detail, a pale, forest green color is painted at the wainscot level. This same color is utilized on the entire outdoor supplies business facade to both distinguish this business from the storage units while visually unifying both by virtue of using the same color. A rust red/orange color is introduced as both an accent stripe atop the green wainscot as well as the paint color for the doors into the individual storage units. Each unit is further clarified by the introduction of a shallow metal awning in dark bronze color. Signage for the storage unit is painted to create a sense of age to the building. The green and orange colors are used as accent's around an off-white color for each letter. Finally, the signage and upper facade are illuminated by a series of regularly-spaced gooseneck light fixtures in the same dark bronze color featured on the metal awnings.

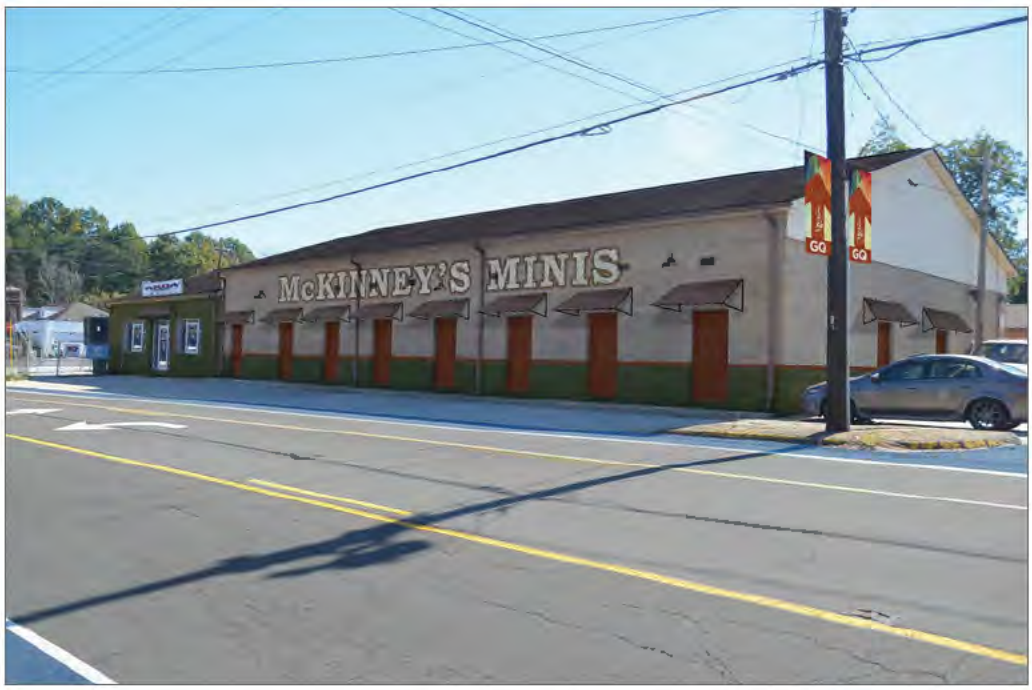


Figure 41: McKinney's Minis (proposed conditions)

Municipal Center (Existing Conditions): The local elected officials expressed a desire for this building to receive a significant facelift as they felt it appeared 'dated.' Indeed, stylistically the building is firmly rooted in the International Style that was prevalent on municipal buildings constructed between the '50's and '70's. Unfortunately, much has changed since that time and this building has not kept up with those changes both architecturally as well as functionally. Firemen now occupy the second floor of the building, yet no windows provide natural light into their sleeping spaces. Landscaping and trees have grown to the point where they conceal views to the building. Finally, there is so much text/signage that it is difficult to read while driving and the first signage seen when arriving via Salisbury pertains to law enforcement, not Town Hall, so the traveler is not even sure they have arrived at the Municipal Center building until it is almost too late to turn into the parking lot.

Figure 42: Municipal Center (existing conditions)

Municipal Center (Proposed Conditions, Building Only): Since the town's namesake is GRANITE Quarry, it only makes sense that this material be featured on the building. Therefore, it is recommended that the ribbed concrete veneer around the structural columns be replaced with stacked granite veneer. It is recommended that the fascia of the canopy be painted a medium

Figure 43: Municipal Center (proposed conditions, building only)

bronze color to visually 'warm' the building. Place large, brushed aluminum statuary letters atop the canopy that spell out 'Granite Quarry Municipal Center.' On the face of the canopy itself place smaller, brushed aluminum statuary letters to indicate the three occupants of the building: 'Town Hall,' 'Police,' and 'Fire.' Install regularly spaced windows at the upper facade for the fire department's sleeping quarters. Place brushed aluminum gooseneck light fixtures along the upper facade to create a rhythmic wash of light at night. Finally, remove the large trees that block views to the building and plant colorful flowers in front of the existing shrubs.

Municipal Center (Proposed Conditions, Including Streetscape Enhancements):

In addition to all the architectural enhancements noted previously, this version shows the proposed streetscape enhancements to this area. They feature a brick paver or stamped asphalt crosswalk connecting the Municipal Center to the park; a narrow median with low plants and streetscape trees; a stained asphalt bike lane with logos that connect this local trail system to the regional Carolina Thread Trail system; the burial of overhead utilities and the installation of vintage light poles with colorful, double banners.

Figure 44: Municipal Center (proposed conditions, including streetscape enhancements)

Hot Dog Shack (Existing Conditions): The Hot Dog Shack is one of the most popular restaurants and hangouts in all of Granite Quarry, especially amongst the younger generation. Regrettably, the visual appeal of the building does little to reveal the actual vibrancy of the restaurant. It features bland, gray paint and spartan appointments and a faded asphalt shingle roof. There is not visual separation from the outdoor dining area and roadway except a painted pipe handrail.

Figure 45: Hot Dog Shack (existing conditions)

Hot Dog Shack (Proposed Conditions, Phase 1): Utilize the color scheme of the local high school to introduce color and detail to an otherwise simple building. Visually anchor the building to the ground by painting a burgundy red wainscot. Paint a royal blue accent stripe atop the wainscot and window lintels to introduce the high school's secondary color and to break up the facade. Paint or install vinyl signage that features the Hot Dog Shack logo which coincidentally feature the same colors as the high school.

Figure 46: Hot Dog Shack (proposed conditions, Phase 1)

Hot Dog Shack (Proposed Conditions, Phase 2): In addition to all the architectural treatments noted at left, long-term consider the replacement of the asphalt shingled roof with a standing seam metal roof in dark bronze color. Also consider non-architectural treatments that could animate the restaurant. By way of example, enclose the seating area with planters that feature colorful flowers, plants and trees. Include colorful umbrellas over the picnic tables. Work with the Town to ensure the bike lane extends to this area of town with the same indigo blue and logo system that ties this local path into the regional Carolina Thread Trail system.

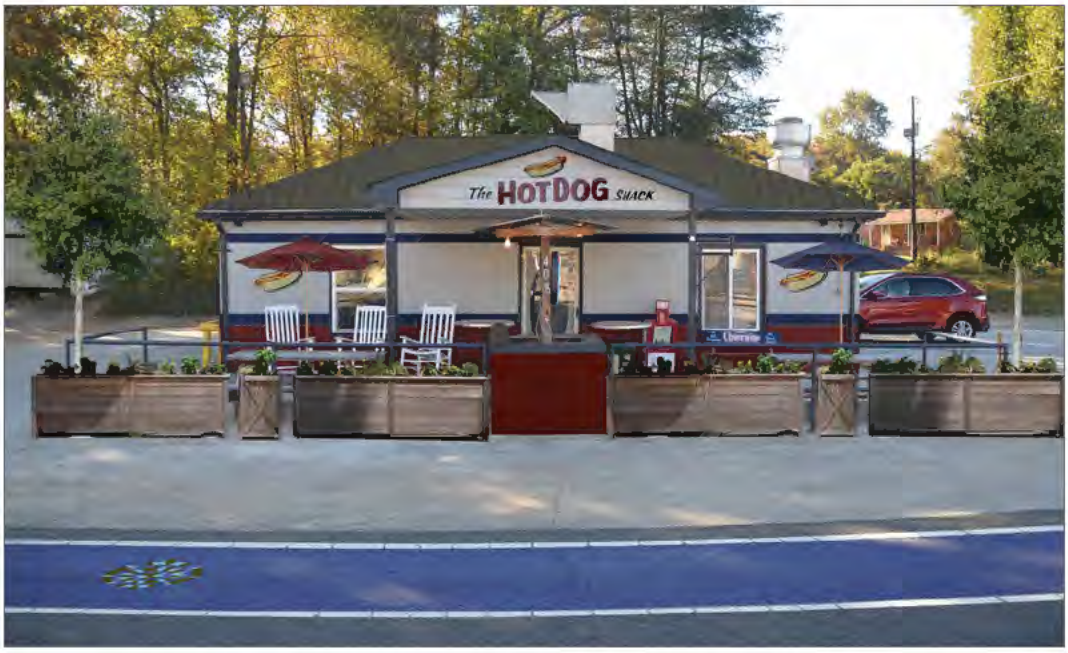


Figure 47: Hot Dog Shack (proposed conditions, Phase 2)

Brown Supply (Existing Conditions):
This set of three buildings contains four businesses. However, the existing color scheme does little, if anything, to distinguish the businesses or highlight the architecture of the buildings themselves.

Figure 48: Brown Supply (existing conditions)

Brown Supply (Proposed Conditions, Building Only):
To unify the two buildings at the right, a granite veneer wainscot is utilized on the right building. This visually anchors the building to the ground and adds a degree of texture and detailing to the storefront area that is currently missing. Moreover, the utilization of granite taps into the local indigenous material for which the town was named. The building in the center receives an entire facade of granite veneer to both distinguish it from, yet visually tie it to, the building on the right. Paint the stucco a medium khaki/buckskin color and paint the face of the existing canopy dark bronze to introduce an overall warm brown color scheme to the building. Include dark bronze gooseneck lights at the upper facade to illuminate the adjacent signs and create a rhythm of light to the upper facade at night. At the center building add a green canvas awning atop the entry and a green gooseneck light fixture above the sign

Figure 49: Brown Supply (proposed conditions, building only)

panel. For the left building, repaint it to a faded coral and gray color scheme that would compliment the buildings at the right, yet distinguish it as the same time. Include accent gooseneck lights on the upper facade. Place banners on existing poles.

Brown Supply (Proposed Conditions, Including Streetscape Improvements):

In addition to the architectural enhancements recommended previously, this version illustrates the profound impact burying overhead utilities can make on the visual landscape. If the poles and utility lines are removed, then replace them with vintage light poles and install colorful banners. Install a stained asphalt bike lane with logos that connect this local bike path to the regional Carolina Thread Trail system.

Figure 50: Brown Supply (proposed conditions, including streetscape improvements)

5 Marketing and Branding

5.1 Goals

Marketing and branding goals for the Town of Granite Quarry and its partners are as follows:

- *Develop strategic partnerships with outside resources for marketing initiatives;*
- *Focus on internal and external marketing for community events; and*
- *Build the Granite Quarry brand as physical revitalization efforts progress.*

5.2 Recommendations

Marketing and branding recommendations for Granite Quarry and its partners are below and are organized by timeframe: *Short-Term (2016), Medium-Term (2017-2019) and Long-Term (2020 and Beyond)*.

5.2.1 Short-Term Recommendations: 2016

- ***Embrace the Tourism Development Authority branding initiative.*** The Rowan County Tourism Development Authority's current branding initiative presents a "free" opportunity for Granite Quarry to gain community branding deliverables that can be utilized in a variety of ways, from marketing pieces and websites to banners and signage. Local stakeholders should attend meetings, participate in discussions, and advocate on behalf of Granite Quarry with the TDA to ensure that the community receives deliverables that will allow the town to better promote itself and cultivate a renewed sense of identity.

- ***Embrace the town's "Granite Character."*** Granite Quarry's unique and evocative name should be celebrated in creative, artistic ways throughout public and private sector projects. As shown in Figure 51, the town's "granite character" should be displayed in features such as public art, functional artwork, buildings, signage, and streetscape improvements.

Figure 51: "Granite Character" ideas

- ***Work on improving town-community communication efforts.*** Throughout the planning process, a number of Granite Quarry residents told the Project Team that many of their neighbors were disconnected from the town and in fact had stronger connections to Salisbury or even Charlotte. Before a considerable amount of time and resources are spent on new efforts, town staff should poll residents as to effective communication tools and channels, as these potential tools are numerous: newsletters, signage, flyers, town website, social media, press releases, newspapers, area publications, neighborhood associations, and so on. This will likely require some experimentation and will take time to find the right toolkit and balance of effort and awareness.

- ***Brainstorm ideas for events with community partners.*** For an event to be successful and sustainable, it should draw upon local talent, knowledge, interest, and abilities. In the short term, the town and its partners should conduct one or more roundtable meetings to discuss the existing roster of events and to brainstorm ways to either improve upon these events or develop new ones.

- ***Update the town's website and digital presence.*** The town should pursue a website redesign project and should reconsider its current hands-off approach regarding social media. The website redesign project could be pursued in conjunction with Rowan-Cabarrus Community College or another affordable web developer. As for the town's social media strategy, it can be

difficult to actively update and manage the various channels that are part of a social media presence. It would be advisable to engage other small communities that have wrestled with the issue that social media presents.

5.2.2 Medium-Term Recommendations: 2017-2019

- ***Capitalize on the Carolina Thread Trail in Rowan County.*** As streetscape and park expansion projects move forward, Granite Quarry will be able to stake a claim as the home of the Carolina Thread Trail in Rowan County. The town's connection with the trail should be reflected in bike lanes that incorporate the trail's icon as well as trail-related infrastructure—such as bike racks, benches, and maps—along the route. In the longer term, the idea of Granite Quarry as a trail town dovetails with a potential rail-with-trail project on the Norfolk Southern line adjacent to Main Street.

- ***Promote GQ to residential realtors and commercial brokers.*** Realtors and brokers are the front-line troops in business and residential recruitment. If these professionals become aware of Granite Quarry's shared vision, they will be able to share it with prospective residents and investors. If the town's goal is to attract new residents and businesses who are interested in getting involved in small town revitalization—rather than only those interested in a quiet subdivision or commercial strip anywhere in the region—so it is in the town's best interest to educate realtors and brokers about the plan and the community's commitment to realizing its vision.

- ***Explore electronic information sign for municipal building.*** One concept the Town should explore is an electronic information sign to be located at or near the municipal building along US 52. It is important that any sign have design elements that are appropriate for a downtown district and that lighting and architectural elements complement the high-quality improvements planned for downtown Granite Quarry.

- ***Consider conducting a community branding charrette.*** As Granite Quarry revitalizes itself over the coming years, it may be appropriate to explore a community branding process that will replace the Rowan County TDA branding with a customized toolkit. Travelers Rest, South Carolina was six years into its downtown revitalization process before it engaged in a branding process that yielded its current brand identity, which is based on a newly revitalized downtown and outdoor-based economy.

- ***Tell the GQ story to internal markets.*** A key long-term recommendation is to tell "the Granite Quarry story" to external markets. In the medium-term, the town and its partners should actively work to cultivate local awareness of the town's vision and goals for downtown. This effort should be coordinated among partner organizations and should leverage a variety of media channels and marketing tools.

5.2.3 Long-Term Recommendations: 2020 and Beyond

- ***Consider a regional event.*** As downtown Granite Quarry becomes a potential visitor destination, the town should partner with the Rowan County TDA and other entities such as the Old Stone Winery to develop, manage, and market an event designed for a regional market. The goal of this undertaking, from the town's perspective, would be to host a showcase event for a revitalized Granite Quarry.

- ***Tell the GQ story to external markets.*** Articles in local newspapers, in regional magazines, and other media is an affordable form of advertising. The town and its partners should consider a media weekend when local writers are invited to learn about the remarkable improvements of recent years and to experience Granite Quarry's offerings.

6 Organization and Partnerships

6.1 Goals

Organization and partnership goals for the Town of Granite Quarry and its partners are as follows:

- *Build a platform for community leaders to grow and thrive;*
- *Maintain and expand the town's network of community partners; and*
- *Implement a shared community vision for the future of Granite Quarry.*

6.2 Recommendations

Organization and partnerships recommendations for Granite Quarry and its partners are below and are organized by timeframe: *Short-Term (2016), Medium-Term (2017-2019) and Long-Term (2020 and Beyond).*

6.2.1 Short-Term Recommendations: 2016

- ***Adopt and promote the master plan.*** The town should officially adopt the downtown community plan and post it on the town website. The town should use other official channels to promote the shared vision and plan.

- ***Empower the Revitalization Team to serve as the plan implementation agent.*** One of the keys to successful plan implementation is to have an individual, agency, organization, or partnership that is dedicated to meeting the goals and recommendations of the plan. Even if this responsibility shifts to another entity in the coming years, it is imperative that the Revitalization Team become the owners, advocates, and champions of this plan.

- ***Leverage partnerships with institutional partners.*** As Granite Quarry focuses on internal organization, the community should reach out to the Rowan County Tourism Development Authority, Rowan-Cabarrus Community College, and other local and regional agencies and organizations, many of which may offer free or discounted services to the town and its partners. The town is currently taking this approach, which should be continued throughout the coming years.

- ***Appoint key community representatives to local and regional boards and commissions.*** In addition to actively participating in local and regional initiatives such as the countywide branding project, the town should make sure it has a seat at the table in the various recreation, transportation, and economic development-related boards and commissions in Rowan County and the region.

6.2.2 Medium-Term Recommendations: 2017-2019

- ***Host an annual GQ Clean-Up Day***. The town should host an annual volunteer-driven (and organized) event to undertake needed clean-up projects and build community pride. This event should be given a clever name and should include things such as free pizza and t-shirts to make it a celebration, not an obligation. For this to become a sustainable event, it is important to make sure volunteers are meeting real unmet needs, but not doing the kinds of tasks (cleaning toilets at Granite Park, for example) that town employees or other staff typically manage.

- ***Engage the larger Main Street network.*** There is a large state- and national-level network of Main Street communities and professionals who specialize in the various facets of downtown revitalization. Granite Quarry should take advantage of opportunities for peer-to-peer networking and education. A good place to start would be to send a delegation to the North Carolina Main Streets Conference.

- ***Create a platform for community volunteers.*** The sustainability of ongoing revitalization efforts will depend on providing and maximizing grassroots volunteers. The town and its partners should maintain a "what's going on" calendar or newsletter for Granite Quarry volunteer opportunities. Organizers will need to experiment and ask residents and other potential volunteers about their interests and what kinds of tools are appropriate and useful for engagement.

- ***Host annual meetings and report to thank volunteers and celebrate success.*** Downtown revitalization is not an easy undertaking. Therefore, accomplishments and milestones should be celebrated with ribbon cuttings and annual awards such as volunteer of the year and citizen of the year.

6.2.3 Long-Term Recommendations: 2020 and Beyond

- ***Continue to organize for success.*** As revitalization efforts build a record of success and community partnerships mature, it will be important to periodically evaluate the efficacy and efficiency of organizational structures.

- ***Consider a plan update.*** If all goes well, Granite Quarry could accomplish the recommendations of this plan within the next ten years. If the town and its partners find themselves reaching and exceeding the goals and recommendations of this plan, then it will be necessary to update the plan to set new goals.

Granite Quarry Downtown Community Plan: Implementation Strategy Board

Strategies	First Steps 2016	Next Steps 2017-2019	Long Term 2020-	Goals
Economic Development	Pursue desired business types, including grocery store. (10) Create a "go team" for business recruitment. (1) Pursue Downtown Associate Community Program designation. (1)	Review and streamline administra ive processes for investment and development. (1) Pursue grants for economic development and community improvement projects. (10) Consider a market analysis update. (10) Consider a Municipal Service District for he downtown core. (1) Explore a development corporation model for redevelopment efforts. (1)	Revisit he community plan. (2)	*• Develop a multi-use downtown district with new shopping, dining, offices, and residential options.*
Design and Planning	Work with property owners to invest in façade and architectural improvements. (2,4) Engage DOT to address streetscape improvements. (1) Install branded pole-mounted banners on US 52. (1,2,4) Plan for infill development to meet existing demand. (1) Kick-start improvements to Centennial Park. (1)	Implement US 52 streetscape plan. (1) Make improvements to gateways and signage. (1,2) Make architectural improvements to Municipal Building. (1) Expand Centennial Park to US 52. (1) Transform he F&M Bank ATM site into a public plaza. (1,9) Consider a façade grant program. (2,4) Continue to facilitate private sector projects. (2,4)	Connect and link expanded parks to other existing assets. (1) Explore cataly ic infill and redevelopment opportunities.(2,4) Consider a Peeler Street extension between US 52 and Civic Park. (1) Consider an expanded streetscape project along US 52. (1) Consider a rail-with-trail opportunity along the existing Norfolk Southern rail line that runs parallel to Main Street. (1) Implement other recommendations in the illustrative master plan. (1) Revisit he community plan. (1) Address Main Street streetscape. (1)	*• Build a unique character and strong sense of place;* *• Improve the physical environment of the town's core;* *• Focus on improvements to specific properties and buildings; and* *• Create a connected community by growing the existing pedestrian and trail amenities in town.*
Branding and Marketing	Embrace the Tourism Development Authority branding initiative. (10) Embrace the town's "Granite Character." (2) Work on improving town-community communication efforts. (1,2,4) Brainstorm ideas for events with community partners. (2,4) Update the town's website and digital presence. (1)	Capitalize on the Carolina Thread Trail in Rowan County. (2) Promote GQ to residential realtors and commercial brokers. (10) Explore electronic informa ion sign for municipal building. (2,10) Consider conducting a community branding charrette. (2) Tell the GQ story to internal markets. (10)	Consider a regional event. (2) Tell the GQ story to external markets. (10)	*• Develop strategic partnerships with outside resources for marketing initiatives;* *• Focus on internal and external marketing for community events; and* *• Build the Granite Quarry brand as physical revitalization efforts progress.*
Organization and Implementation	Adopt and promote the master plan. (10) Empower the Revitalization Team to serve as the plan implementation agent. (2) Leverage partnerships with institutional partners. (2) Appoint key community representatives to local and regional boards and commissions. (2)	Host an annual GQ Clean-Up Day. (1,4) Engage the larger Main Street network. (1) Create a platform for community volunteers. (1) Host annual meetings and report to hank volunteers and celebrate success. (10)	Continue to organize for success. (2) Consider a plan update. (10)	*• Build a platform for community leaders to grow and thrive;* *• Maintain and expand the town's network of community partners; and* *• Implement a shared community vision for the future of Granite Quarry.*

Lead Organizations: 1-Town of Granite Quarry Staff; 2-Revitalization Team; 3-Community Plan Steering Committee; 4-Granite Quarry Business Association; 5-Rowan County TDA; 6-Rowan County EDC; 7-NCDOT; 8-Rowan-Cabarrus County Community College; 9-Private Developer; 10-Town Manager & Board

KE EGEND

Infill/New Development

A C u h St ee Hi hway 2 M x d Use Red ve o m nt
B B own St et R s den al
C B own St et R s den al
D Highway 52 Mixed Use Infill
E H gh ay 52 Comme c a Rede e opme t
Highway 52 Commercial Infill
G E st e ly S eet C mme i l n l
H H gh ay 52 Ba k St ee Mi ed Use Re ev lo ment
I Highway 52 Mixed Use Infill
e e St et E t H ghway 2 M ed Use Re eve o ment

Open Space St etsc pe S te mp ovements

No h Down own Ga ew y
2 S uth D wn own Ga eway
3 C nt nn al a k G t way
4 H gh ay 52 St et ca e
5 e e St et Wa k & St ee s ape
6 B nk St e t St et ca e
7 D wnt wn aza Op o un y
8 C nne t ng a ks o Ce te n al a k
9 C nt nn al a k xpa s on
0 B nk ey Ce te a k ng S te E ha ceme ts
ig way 52 St e sc pe Ex en i n

Granite Quarry - Conceptual Cost Estimate Worksheet

28-Dec-15

Infill/New Development	*Unit*	*Quantity*	*Low*	*High*	*Notes*
Site A - Church St./52					
New Buildings	sf	48,000	7,200,000	9,600,000	*Assumes $150 - 200/sf. Mixed Use (Retail/Office/Apartments) 2 Story Building*
Parking Lots	space	106	424,000	477,000	*Assumes $4000 - $4500 Per Parking Space*
Walks	sf	5,400	32,400	43,200	*Assumes $6 - 8 per SF*
Landscaping	unit	37	27,750	27,750	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Plaza Areas	sf	5000	250,000	350,000	*Assumes $50 - 70 per SF; includes Hardscape, Site Furnishings, & Lighting*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	75,000	75,000	*Lump Sum Allowance for Site Amenities*
			8,009,150	**10,572,950**	
Site B - Brown Street Residential					
New Buildings	sf	8,000	1,520,000	1,840,000	*Assumes $190 - 230/sf. Residential Construction; 2 Story Building*
Parking Lots	space	17	68,000	76,500	*Assumes $4000 - $4500 Per Parking Space*
Walks	sf	2,280	13,680	18,240	*Assumes $6 - 8 per SF*
Landscaping	unit	5	3,750	3,750	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	50,000	50,000	*Lump Sum Allowance for Site Amenities*
			1,655,430	**1,988,490**	
Site C - Brown Street Residential					
New Buildings	sf	25,500	4,845,000	5,865,000	*Assumes $190 - 230/sf. Residential Construction; 2 Story Building*
Parking Lots	space	53	212,000	238,500	*Assumes $4000 - $4500 Per Parking Space*
Walks	sf	5,400	32,400	43,200	*Assumes $6 - 8 per SF*
Landscaping	unit	16	12,000	12,000	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	250,000	250,000	*Lump Sum Allowance for Site Amenities (Pool etc)*
			5,351,400	**6,408,700**	
Site D - Highway 52 Mixed Use Infill					
New Buildings	sf	6,500	975,000	1,300,000	*Assumes $150 - 200/sf. Mixed Use (Retail/Office/Apartments); 2 Story Building*
Parking Lots	space	11	44,000	49,500	*Assumes $4000 - $4500 Per Parking Space*
Walks	sf	1,080	6,480	8,640	*Assumes $6 - 8 per SF*
Landscaping	unit	4	3,000	3,000	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	10,000	10,000	*Lump Sum Allowance for Site Amenities*
			1,038,480	**1,371,140**	
Site E - Highway 52/Commercial Infill					
New Buildings	sf	6,500	747,500	845,000	*Assumes $115 - 130/sf. 'Shell Type Infill'; 1 Story Building*
Parking Lots	space	38	152,000	171,000	*Assumes $4000 - $4500 Per Parking Space*
Walks	sf	1,500	9,000	12,000	*Assumes $6 - 8 per SF*
Landscaping	unit	10	7,500	7,500	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	2,500	2,500	*Lump Sum Allowance for Site Amenities*
			918,500	**1,038,000**	
Site F - Highway 52 Commercial Infill					
New Buildings	sf	3,250	373,750	422,500	*Assumes $115 - 130/sf. 'Shell Type Infill', 1 Story Building*
Landscaping	unit	1	750	750	*Unit Cost Assumes Low Understory Planting Only*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	2,500	2,500	*Lump Sum Allowance for Site Amenities*
			377,000	**425,750**	
Site G - East Lyerly Street Commercial Infill					
New Buildings	sf	9,000	1,035,000	1,170,000	*Assumes $115 - 130/sf. 'Shell Type Infill'; 1 Story Building*
Landscaping	unit	1	750	750	*Unit Cost Assumes Low Understory Planting Only*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	2,500	2,500	*Lump Sum Allowance for Site Amenities*
			1,038,250	**1,173,250**	

Site H - Highway 52/Bank Street Mixed Use Redevelopment

New Buildings	sf	14,500	2,175,000	2,900,000	*Assumes $150 - 200/sf. Mixed Use (Retail/Office/Apartments); 2 Story Building*
Parking Lots	space	22	88,000	99,000	*Assumes $4000 - $4500 Per Parking Space*
Walks	sf	900	5,400	7,200	*Assumes $6 - 8 per SF*
Landscaping	unit	8	6000	6000	*Unit Cost Assumes $750 per Tree including Additional Uuderstory Site Landscape*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	10,000	10,000	*Lump Sum Allowance for Site Amenities*
			2,284,400	**3,022,200**	

Site I - Highway 52 Mixed Use Infill

New Buildings	sf	6,000	900,000	1,200,000	*Assumes $150 - 200/sf. Mixed Use (Retail/Office/Apartments); 2 Story Building*
Walks	sf	1,400	8,400	11,200	*Assumes $6 - 8 per SF*
Landscaping	unit	2	1500	1500	*Unit Cost Assumes $750 per Tree including Additional Uuderstory Site Landscape*
Plaza/Courtyard Space	sf	1,200	60,000	60,000	*Assumes $50 per SF - includes Hardscape, Site Furnishings, & Lighting*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	2,500	2,500	*Lump Sum Allowance for Site Amenities*
			972,400	**1,275,200**	

Site J -Peeler Street Extended/Highway 52 Mixed Use Redevelopment

New Buildings	sf	9,000	1,350,000	1,800,000	*Assumes $150 - 200/sf. Mixed Use (Retail/Office/Apartments); 2 Story Building*
Parking Lots	space	20	80,000	90,000	*Assumes $4000 - $4500 Per Parking Space*
Drive Aisle/Access	sf	2,500	50,000	62,500	*Assumes $20 - 25 per SF*
Walks	sf	12,000	72,000	96,000	*Assumes $6 - 8 per SF*
Landscaping	unit	10	75,000	75,000	*Unit Cost Assumes $750 per Tree including Additional Uuderstory Site Landscape*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	20,000	20,000	*Lump Sum Allowance for Site Amenities*
			1,647,000	**2,143,500**	

Open Space/Streetscape/Enhancements	*Unit*	*Quantity*	*Low*	*High*	*Notes*

1 - North Downtown Gateway Improvements

Signage/Banners/Wayfinding	ls	1	8,000	15,000	
Fountain/Art/Sculptural Feature	ls	1	15,000	30,000	
Plaza Area	sf	1,200	60,000	60,000	*Assumes $50 per SF - includes Hardscape, Site Furnishings, & Lighting*
Brick/Paver Crosswalks	sf	2100	31,500	52,500	*Assumes $15 per SF for stamped Asphalt, $25 per SF for Pavers*
Walks	sf	960	5,760	7,680	*Assumes $6 - 8 per SF*
Landscape	unit	6	4,500	4,500	*Unit Cost Assumes $750 per Tree including Additional Uuderstory Site Landscape*
Additional Lighting/Site Amenities	ls	1	15,000	25,000	*Lump Sum Allowance for Site Amenities*
			139,760	**194,680**	

2 - South Downtown Gateway Improvements

Signage/Banners/Wayfinding	ls	1	8,000	15,000	
Paver Areas at Intersections	sf	900	22,500	22,500	*Assumes $25 per SF - includes Hardscape only*
Brick Crosswalks	sf	1,800	27,000	45,000	*Assumes $15 per SF for stamped Asphalt, $25 per SF for Pavers*
Walks/ADA Curbing	sf	240	1,440	1,920	*Assumes $6 - 8 per SF*
Landscape	unit	4	3,000	3,000	*Unit Cost Assumes $750 per Tree including Additional Uuderstory Site Landscape*
			61,940	**87,420**	

3 - Centennial Park Gateway

Small Gateway Pavilion (Open)	sf	225	9,000	13,500	*Assumes small 15' x 15' Open Air Pavilion at $40 - 60 per SF*
Infill Building	sf	2,000	250,000	350,000	*Assumes $125 - 175/sf. Conditioned One Story Public Building*
Plaza Area at Pavilion	sf	1,200	60,000	60,000	*Assumes $50 per SF - includes Hardscape, Site Furnishings, & Lighting*
Landscape	unit	6	4,500	4,500	*Unit Cost Assumes $750 per Tree including Additional Uuderstory Site Landscape*
Signage/Wayfinding	ls	1	3,000	6,000	
			326,500	**434,000**	

4 - Highway 52 Streetscape

Remove Center Lane - New Median	lf	1,000	300,000	350,000	*Assumes $300 - 350/LF, Removal of Asphalt, New Curb, Gutter & Splash Edge, New landscape*
Roadwork/Grading	ls	1	150,000	300,000	*Detailed Study Needs to be prepared*
Widen Walks to 6'	sf	4,750	28,500	38,000	*Assumes 2' - 3' Additional Concrete Walk at $6 - 8/SF along 52 between Gateways*

Street Tree Planting	unit	36	27,000	27,000	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Bike Lane Striping	lf	1,000	5,000	5,000	*Assumes $5 per LF*
Curb Cut Consolidation	ls	1	75,000	125,000	*Detailed Study Needs to be prepared*
Crosswalks	sf	1,000	15,000	25,000	*Assumes $15 per SF for stamped Asphalt, $25 per SF for Pavers*
Paver Accent Areas	sf	2,000	50,000	50,000	*Assumes $25 per SF - includes Hardscape only*
Ornamental Pedestrian Lights	unit	30	150,000	195,000	*Assumes $5,000 - 6,500 per Fixture at 60 - 80' o.c.*
Signage/Wayfinding/Banners	ls	1	25,000	40,000	*Lump Sum Allowance*
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	12,000	20,000	*Lump Sum Allowance for Site Amenities*
			837,500	**1,175,000**	

5 - Peeler Street Walk & Streetscape

Walk Connection - New	sf	2,000	12,000	16,000	*Assumes $6 - 8 per SF*
Painted Crosswalk	ls	1	500	800	
Landscape	unit	10	7,500	7,500	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Signage/Wayfinding	ls	1	2,000	4,000	
			22,000	**28,300**	

6 - Bank Street Streetscape

Walk Connection/parking Apron	sf	3600	21,600	28,800	*Assumes $6 - 8 per SF*
Landscape	unit	14	10,500	10,500	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Signage/Wayfinding	ls	1	1,500	3,000	*Lump Sum Allowance*
			33,600	**42,300**	

7 - Downtown Plaza Opportunity

Demo Paving/Relocate ATM	ls	1	30,000	60,000	*Detailed Study Needs to be prepared*
Plaza Area	sf	1,500	75,000	75,000	*Assumes $50 per SF - includes Hardscape, Site Furnishings, & Lighting*
Plaza Feature	ls	1	25,000	40,000	*Lump Sum Allowance*
Landscape	unit	6	4,500	4,500	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Accent Landscape	ls	1	2,000	3,000	*Lump Sum Allowance*
Path Connections to Plaza	sf	400	1,200	2,000	*Assumes $3-5 per SF*
			137,700	**184,500**	

8 - Connecting Parks to Centennial Park

Site Prep - Pruning, Grading, Cleanup	ls	1	30,000	60,000	*Detailed Study Needs to be prepared*
Walk Trail/Connections	sf	3,000	18,000	24,000	*Assumes $6 - 8 per SF*
Landscape	unit	16	12,000	12,000	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Supplemental Landscape	ls	1	8,000	12,000	
Misc (Lighting/Site Furniture/Amenities, Etc.)	ls	1	12,000	20,000	*Lump Sum Allowance for Site Amenities*
Signage/Wayfinding	ls	1	6,000	8,000	
Crosswalks (2)	ls	1	600	1,000	
			86,600	**137,000**	

9 - Centennial Park Expansion

Property Acquisitions, Grading, Pruning, Landscaping, Signage, Pathway			200,000	600,000	*Approximate Best Guess- Detailed Concept Feasibility Study Needed*
			250,000	**750,000**	

10 - Brinkley Center Parking/Site Enhancements

Plaza Area	sf	1000	30,000	50,000	*Assumes $30 - 50 per SF - includes Hardscape, Site Furnishings, & Lighting*
New Landscape Islands	ls	1	3,000	5,000	
Restriping	ls	1	2,000	2,000	
Trees	unit	8	6,000	6,000	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*
Supplemental Landscape	ls	1	1,000	2,500	
			42,000	**65,500**	

11 - Highway 52 Streetscape Extension

Walk Connection - New	sf	10,000	60,000	80,000	*Assumes $6 - 8 per SF*
Landscape	unit	30	22,500	22,500	*Unit Cost Assumes $750 per Tree including Additional Understory Site Landscape*

Supplemental Landscape	ls	1	10,000	20,000	*Lump Sum Allowance*
Signage/Wayfinding	ls	1	6,000	8,000	*Lump Sum Allowance*
			98,500	**130,500**	

NOTE: The above cost estimates are conceptual in nature for assistance in order of magnitude and project prioritization. Definitive site studies, feasibility analysis, and engineering plans should be prepared for each project to provide definitive construction costs. The above estimates do not include real estate/property acquisition costs, design/planning/engineering fees, permitting, utilities (new or relocated), stormwater or civil engineering requirements, or legal fees.