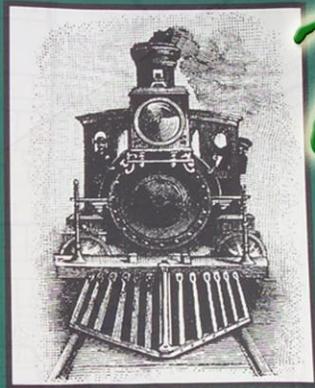


SPENCER  
NORTH CAROLINA



ESTABLISHED  
1905

# Town of Spencer North Carolina

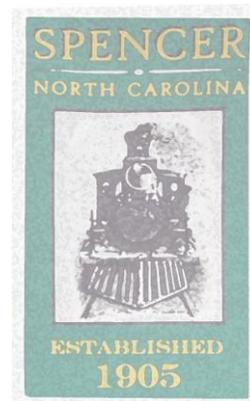
# Land Use Plan 2025



August 2008



CMR, Inc.  
FORK



Spencer, NC  
2025 Land Use Plan

# **2025 LAND USE PLAN**

***Prepared for  
Town of Spencer, North Carolina***

## **Board of Alderman**

Jody Everhart, Mayor  
Jeff Morris, Mayor Pro-Tem  
Scott Benfield  
Nick Bishop  
Donnie Hinson  
C.E. Spear  
Ken Womble

## **Town Manager**

Larry E. Smith

## **Planning Board**

Ron Gerlock, Chair  
James Gobbel, Vice-Chair  
Robert Reese (ETJ Representative)  
Tim Proper  
Kelly Baker  
Tom Long

## **Land Management Director**

Dustin L. Wilson

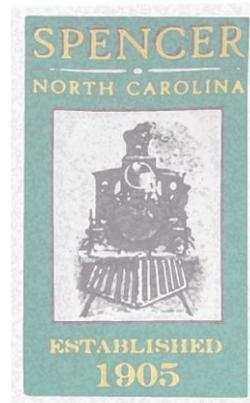
## ***Date Prepared***

*August 2008*

## ***Prepared by***



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Spencer, NC  
2025 Land Use Plan

**Thank You to the many hours and hard work of the  
Land Use Advisory Committee!**

**Land Use Advisory Committee Members**

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Community Appearance Commission

Vern Shurtz  
Historic Preservation Commission  
(Term Expired)

Ron Gerlock  
Planning Board

Kelly Baker  
Planning Board

Toby Perdue  
Zoning Board of Adjustment

Elizabeth Smith  
North Carolina Transportation Museum

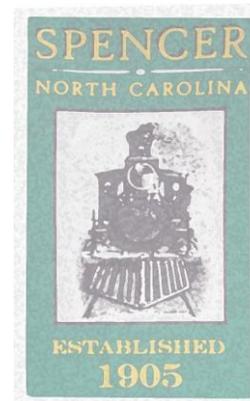
Tracy Aitken  
Business Community

Jatana Patterson  
Historic Preservation Commission

Lisa Monroe  
Resident [Corporate Limits]

Perry Whisnant  
Resident [Extra-Territorial Jurisdiction]

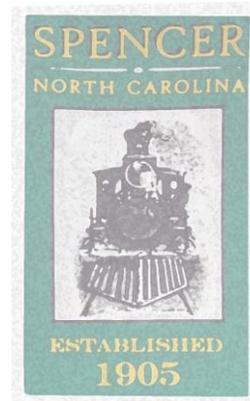
**Thank you to all of the citizens who took the time to fill out the survey and  
come to the public meetings!**



Spencer, NC  
2025 Land Use Plan

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Spencer, NC  
2025 Land Use Plan

# 1

## SECTION ONE: INTRODUCTION

Businesses and individuals make plans every day. Local governments often do the same – making plans for future city services, events and overall growth. Making plans say a couple of things about a place; 1) There is belief in and hope in a tomorrow, and 2) a belief that a positive difference can be made for the future. By planning, a municipality has determined change is occurring and a course of action must be calculated to develop the way it desires to grow. Planning is like going on a trip – you need to know where you are going, and a road map (or plan) to get there.

### **A few good reasons to plan:**

- *A good, clearly articulated plan forms the basis of a community's vision of its future. Without it, regulatory controls can be legally challenged as arbitrary.*
- *A good plan ensures that a community can provide services like police, fire, and refuse collection efficiently while maintaining a relatively low tax rate for its citizens.*
- *A good planning process involves a wide variety of citizens and interests. Once a community reaches consensus, the vision created in the plan can make future decision-making easier and less politically charged.*
- *Resources provided by state and federal governments are increasingly tied to good plans and planning processes. Highway funds, water and sewer grants, and environmental clean-up funding is easier to bring to your community if you have a well-crafted plan that shows extensive community involvement.*

*Source: NCAPA Citizen Planner Training Materials*

It is important for local governments to be visionary and forecast future conditions – planning accordingly. This land development plan does exactly that. It looks at past and current development trends, briefly analyzes demographic and economic data, captures a vision of what the community desires to be, and presents a plan of action to accomplish community desires in 2025 – a 20 year vision of what the future may hold for the Town of Spencer.

What does the future hold for the Town of Spencer? No one knows for sure. No one can predict how the Town will function and what it will look like in 20 years. As you read this plan, how do you think the Town should develop over the next two decades? Take a look at the following pages in this plan. Does it describe a future for Spencer that you desire? Hopefully, this plan will inspire you and Town leaders to build a stronger and more prosperous community. It is just a plan. It is just a vision. Without action to implement, it will be just that – a plan on a shelf. With committed leadership it can help guide the future growth of the Town of Spencer.

This land use plan begins with a section covering the land use planning process, a section on background research, and a section covering public meetings and survey results. The plan then captures the vision for the next twenty years in a written vision and growth map – ending with a set of goals and next steps.

# 2

## SECTION TWO: THE PROCESS

The Town of Spencer's Land Use Process began in June of 2007 with an initial meeting of the Land Use Advisory Committee. The Advisory Committee with input from Town residents and guidance from Town Staff, worked together with the assistance of Benchmark CMR, Inc., as the consultant to draft this land use plan. The Advisory Committee met six times, guiding the overall process, discussing the issues, reviewing public input, background research, and draft recommendations to determine a future vision for the Town.

### ***Steps in the Process:***

- Initial Advisory Committee Meetings
  - Advisory Committee met to identify the key issues from June through September 2007
  - Determined strategy for public meetings and survey
- Public Survey and Initial Public Meeting
  - 100 citizens completed surveys from October through November 2007
  - An initial meeting was held in November to discuss issues and receive additional input
- Background Research
  - A brief inventory of population, housing, socio-economic, economic development, community facilities, environment and natural resources, historic and cultural resources, and land use was compiled
- Key Background Findings Report Developed – Draft Vision & Development Concept
  - An initial report was developed summarizing the background research, advisory committee meetings, public survey and meeting results, and draft vision and development concept

- Advisory Committee Review
  - Advisory Committee met in January 2008 to consider background findings, vision and development concept
  - Meeting dates were established for the public review period and drop-in meetings
- Public Review Period and Drop-in Meeting
  - The key background findings, draft vision and development concept were on display in Town Hall for a two week period from February 28 – March 13, 2008 – culminating with a four hour drop in meeting on March 13<sup>th</sup>
- Draft Goals and Recommendations Developed
  - After receiving input from the public review and drop-in meetings, draft goals were developed for the reviewed vision and development concept
- Advisory Committee Review
  - The Advisory Committee met on April 17<sup>th</sup> to review and reach consensus on the draft goals, vision and development concept
- Joint work session with Town Board of Alderman and Planning Board
  - Held May 27<sup>th</sup>
- Development of Final Draft – Advisory Committee Consideration of Draft
  - Advisory Committee recommended approval on July 22<sup>nd</sup>
- Land Use Plan Final Draft / Planning Board Consideration of Draft
  - Planning Board recommended approval on July 22<sup>nd</sup>
- Town Board of Aldermen Public Hearing and Consideration of Final Draft
  - The Board of Aldermen adopted the Land Use Plan on August 12<sup>th</sup>

# 3

## SECTION THREE: BACKGROUND RESEARCH

Background research was assembled to provide a brief look into trends and patterns for the following elements:

- Population
- Housing
- Economic Development / Socio-Economic Data
- Community facilities
- Environment and natural resources
- Historic and cultural resources, and
- Land use

### 3.1 Population Growth

The population in Spencer has remained relatively unchanged over the period from 1970 to 2006 – growing at a significantly slower rate than the overall growth of Rowan County and a slightly lower rate than other municipalities in the County – with the exception of East Spencer that lost population. It is unlikely that a significant change in the population will occur through 2010. As seen in Table 3.1.3, Rowan County in general is expected to continue attracting residential growth.

*Table 3.1.1: Town of Spencer, NC Total Population 1970 – 2006 (2006 Estimated)*

Year	Population	Numerical Change	Percent Change
1970	3,075		
1980	2,938	-137	-4.46%
1990	3,195	257	8.75%
2000	3,355	160	5.01%
2005	3,394	39	1.16%
2006	3,396	2	0.0006%

Table 3.1.2: 1990 – 2000 Region Growth

County	1990	2000	Actual Change 1990 - 2000	% Change from 1990 – 2000*
Cabarrus	98,935	131,063	32,128	32%
Davidson	126,677	147,246	20,569	16%
Davie	27,859	34,835	6,976	25%
Iredell	92,931	122,660	29,729	32%
Mecklenburg	511,433	695,454	184,021	36%
Montgomery	23,346	26,822	3,476	15%
<b>Rowan</b>	<b>110,605</b>	<b>130,340</b>	<b>19,735</b>	<b>18%</b>
Stanly	51,765	58,100	6,335	12%

Source: US Census Bureau 1990 and 2000 General Profiles

Table 3.1.3: Projected Rowan County Growth and Study Area Growth – Building Permit Analysis

Area	2010	2020	2030
Rowan (State of NC Figures)	138,931	152,160	165,647
Rowan (19.1% Growth – County land use study projections)	155,282	185,003	220,413

Table 3.1.4: Rowan County Municipal Growth

		1990 Pop.	2000 Pop.	% Growth	2006 Pop.*	% Growth
<b>Rowan County Municipalities</b>		<b>110,605</b>	<b>130,340</b>	<b>17.8</b>	<b>134,540</b>	<b>3.2</b>
Place	China Grove	2,732	3,616	32.4	4,244	17.37
	Cleveland	696	808	16.1	821	1.61
	East Spencer	2,055	1,755	-14.6	1,695	-3.42
	Faith	553	695	25.7	707	1.73
	Granite Quarry	1,646	2,175	32.1	2,298	5.66
	Kannapolis (Rowan part)	8,468	9,020	6.5	9,203	2.03
	Landis	2,333	2,996	28.4	3,047	1.70
	Rockwell	1,598	1,971	23.3	2,015	2.23
	Salisbury	23,626	26,462	12.0	29,461	11.33
	Spencer	3,195	3,355	5.0	3,396	1.22

### 3.2 Housing

Concerning population and potential increase/decrease or maintenance, the number and type of available housing choices must support the population. Please see the table summaries of US Census data that follow. Issues and observations raised include the following:

- Maintaining affordable and available housing choices for residents.
- A variety of housing options should be available to residents of varying incomes, education levels, and ethnicities.
- Identification of appropriate housing sites where both public water and sewer are available or sites with good soils where private water and sewer can be sited.
- Code enforcement issues in neighborhoods
- Historic rehabilitation potential and constraints
- Concentrating higher density developments in the urban core of Spencer where they are most appropriate.

*Table 3.2.1: Household Characteristics and Type*

<b>Household Characteristics</b>	1990	2000
Average Household Size	2.43	2.46
Average Family Size		3.04

<b>Housing Occupancy</b>	Number	%
Total Housing Units	1,427	100
Occupied	1,308	91.7
Owner-occupied	851	59.6
Renter-occupied	457	32
Vacant housing Units	119	8.3
For seasonal, recreational, or occasional use	4	0.3

<b>Households by Type</b>	Number	%
Total Households	1,308	100
Family Households	845	64.6
Nonfamily households	463	35.4

*Table 3.2.2: Type of Housing Units*

Type of Housing Units	Number	%
Total housing units	1433	100
<b>UNITS IN STRUCTURE</b>		
1-unit, detached	1190	83
1-unit, attached	0	0
2 units	88	6.1
3 or 4 units	32	2.2
5 to 9 units	67	4.7
10 to 19 units	4	0.3
20 or more units	31	2.2
mobile home	21	1.5
boat, RV, van, etc	0	0

*Table 3.2.3: Year Structure Built*

Year Structure Built	Number	%
1999 to March 2000	13	0.9
1995 to 1998	56	3.9
1990 to 1994	42	2.9
1980 to 1989	130	9.1
1970 to 1979	103	7.2
1960 to 1969	174	12.1
1940 to 1959	379	26.4
1939 or earlier	536	37.4

### **3.3 Economic Development / Socio Economic Data**

Economic development is an important aspect in the Spencer Land Use Plan. Strategies developed for the issues identified for economic development can help to improve the quality of life for all residents living and doing business in Spencer. Many areas to the north and east of Spencer are ready for development including the downtown area that has potential for continued redevelopment – building off the arts and the museum. The unemployment rate in 2000 was 7.1% for Spencer. At the end of the August 2007, North Carolina’s state-wide unemployment rate was 4.7%, while Rowan County’s was 6.3% (Source: Employment Security Commission of NC).

*Below are the main areas for future Industrial Growth that are actively being marketed in the Spencer influence area by the **Rowan County Economic Development Commission**. The areas include:*

North of Spencer and areas adjacent I-85 interchange

- Hackett Road North along US 29 and I-85
- Hackett Road South along I-85 - Frontage Roads both sides down to Long Ferry Road
- Potential High Rock Raceway
- Industrial and Commercial use should be promoted in these areas versus residential
- Sowers Farms site (292 acres)

Retail Market for the Downtown and Exit 81 Area

As part of the study process, commercial retail opportunities were brought to the forefront as desirable future uses within the Town of Spencer, specifically the Downtown and Exit 81 Area were noted as areas of potential growth in the surveys and public meetings. A brief summary of the market potential is outlined below with the full retail market reports included in the appendix of this plan. This brief analysis assumes a basic supply/demand and leakage/surplus models as detailed in Appendix B. of this plan. Below, leakage refers to the loss of potential business (retail sales) within the defined trade area to businesses located outside of the trade area.

- Downtown Market
  - Opportunity within immediate area (1/4 to 1 mile)
  - Example Areas of Leakage (\$4 million - 5 mile area)
    - Furniture & Home Furnishings
    - Food Services
- Commerce & Industrial Site -- Exit 81
  - Example Areas of Leakage (\$63 million - 5 mile area)
    - Auto Dealers (motor vehicle & parts dealers)
    - Furniture Stores
    - Food & Beverage Stores
    - Sporting Goods & Books/Periodicals
    - Full Service Restaurant

*Table 3.3.1: Average Daily Traffic Counts (Source: NCDOT)*

Year	Salisbury Avenue Downtown Site	I-85 near Exit 81 Site	Long Ferry Westside of I-85	Long Ferry Westside of I-85
1999	11,000	63,000 to 65,000	3,900	4,900
2000	9,900	56,000 to 57,000	Not recorded	Not recorded
2001	10,000	58,000 to 59,000	3,100	4,000
2002	9,700	58,000 to 59,000	3,900	Not recorded
2003	9,300	54,000 to 55,000	Not recorded	4,200
2004	9,100	55,000 to 56,000	3,300	Not recorded
2005	12,000	54,000 to 55,000	Not recorded	5,000
2006	9,400	56,000 to 58,000	Not recorded	Not recorded

Economic and Socio-Economic Census Data (Source: US Census, 2000)

*Table 3.3.2: Employment Status*

Employment Status	Number	%
Pop 16 years and over	2,692	100
In labor force	1,658	61.6
Civilian labor force	1,658	61.6
- Employed	1,541	92.9
- Unemployed	117	7.1
Armed forces	0	0
Not in labor force	1,034	38.4

*Table 3.3.3: Occupation*

Occupation	Number	%
Employed civilian pop 16 years and over	1,541	100
Management, professional, and related occupations	307	19.9
Service occupations	300	19.5
Sales and office occupations	295	19.1
Farming, fishing, and forestry occupations	4	0.3
Construction, extraction, and maintenance occupations	227	14.7
Production, transportation, and material moving occupations	408	26.5

Table 3.3.4: Industry Employment

Industry	Number	%
Agriculture, forestry, fishing and hunting, and mining	20	1.3
Construction	157	10.2
Manufacturing	358	23.2
Wholesale trade	31	2
Retail trade	182	11.8
Transportation and warehousing, and utilities	60	3.9
Information	18	1.2
Finance, insurance, real estate, and rental and leasing	40	2.6
Professional, scientific, management, administrative, and waste management services	106	6.9
Educational, health and social services	249	16.2
Arts, entertainment, recreation, accommodation and food services	152	9.9
Other services (except public administration)	77	5
Public administration	91	5.9

Table 3.3.5: Income Levels

Income Levels	Number	%
<b>TOTAL NUMBER OF HOUSEHOLDS</b>	1,286	100
less than \$10,000	130	10.1
\$10,000 to \$14,999	134	10.4
\$15,000 to \$24,999	155	12.1
\$25,000 to \$34,999	168	13.1
\$35,000 to \$49,999	260	20.2
\$50,000 to \$74,999	305	23.7
\$75,000 to \$99,999	66	5.1
\$100,000 to \$149,999	55	4.3
\$150,000 to \$199,999	6	0.5
\$200,000 or more	7	0.5
<b>Median Household Income</b>	<b>\$ 36,687</b>	

Table 3.3.6: Poverty Status

Poverty Status*	Spencer	Rowan County	North Carolina
Number of Families with Incomes Below Poverty Level	67	2910	196423
Percent Below Poverty Level	7.7%	8.10%	9.00%
Number of Individuals with Incomes Below Poverty Level	315	13,372	958,667
Percent Below Poverty Level	9.5%	10.60%	12.30%

**\*North Carolina’s Living Income Standard**

Although the poverty numbers represent families that have challenging living conditions, the figures do not always reflect the conditions families find themselves in trying to meet the basic needs of their families. The NC Budget and Tax Center calculated in February 2007 that the wage needed to achieve a “bare-bones” lifestyle is \$25,626 or \$12.32 an hour. As noted in the income levels for Spencer (although the figures are not current), many families in Spencer have difficulties meeting these standards for “living” income.

Table 3.3.7: Educational Attainment

Educational Attainment	Spencer		NC	
	Number	%	Number	%
Population 25 years and over	2,300	100	5,282,994	100
Less than 9th grade	278	12.1	413,495	7.8
9th to 12th grade, no diploma	332	14.4	741,229	14
high school graduate (includes equivalency)	774	33.7	1,502,978	28.4
Some college, no degree	414	18	180,504	20.5
Associate degree	165	7.2	358,075	6.8
Bachelor's degree	294	12.8	808,070	15.3
Graduate or professional degree	43	1.9	378,643	7.2

### 3.4 Community Facilities

Community Facilities encompasses transportation, infrastructure, emergency services, schools and recreation. This planning element is closely related to population and development patterns because these are services that need to be available to all residents for their health, safety, and general welfare.

#### 1. Transportation

- One of the major issues is the timing, location and construction of the new I-85 bridge. This will impact the growth of future industrial business and development areas for some time ahead. Final NCDOT plans have not yet been announced.
- Currently, the main routes for traveling in and around town include Whitehead as an east-west connector, 3<sup>rd</sup> Street as a connector north-south, Charles, Jefferson and 7<sup>th</sup> Street also provide for vehicular movement through Spencer. US 29 / Salisbury Ave is a main connector that will become very important during the bridge construction at I-85.
- An intersection to be studied by NCDOT for possible improvement to facilitate development may include US 29 / Long Ferry Road. In the future, this may be the location of a northern loop around Salisbury connecting back to Jake Alexander Blvd.
- Any new developments will need to consider appropriate access to and from major routes and arterials to ensure safe and efficient traffic patterns.

#### 2. Infrastructure

- Salisbury/Rowan Utilities provides water and sewer to the Town with no anticipated capacity issues.
- Major sewer lines run throughout town, ending near the intersection US 29 / Hackett Road and out Andrews Road near the intersection with Long Street
- Major water lines run throughout town as well, reaching out to a water tank just across I-85 on Andrews Road
- There is capability for expansion of the system to serve new commercial and industrial properties

#### 3. Emergency Services / Town Services

- The Town has 13 Police Officers
- The Fire Department is all volunteer and has approximately 20 members – including paid part-time staff for administration
- The Town manages stormwater, sanitation services and recycling
- Salisbury Rowan Utilities handles water and sewer for the Town of Spencer

4. Schools

- The North Rowan schools were a concern throughout the public meetings and interview process. Early in the process a Salisbury Rowan Schools representative was appointed, however, was not able to participate.
- Projected Enrollment and Capacity (Capacity does not include mobile units)

Table 3.4.1: School Enrollment

School	2006-07 Enrollment	2016-17 Enrollment	Capacity	%Capacity 2006-07	%Capacity 2016-17
NR High	701	892	1,102	63.61	80.94
NR Mid	503	736	810	62.10	90.86
NR Elem	405	437	633	63.98	69.04

Rowan / Salisbury Schools 2007

5. Parks and Recreation

- The Town’s Parks include Library Park, 8<sup>th</sup> Street Ball Park, 2<sup>nd</sup> Street Park
- The schools serve as recreation to residents of Spencer as well
- Regional parks include Salisbury Parks, Ellis Park to the northwest and Dan Nicholas Park to the east

**3.5 Environmental and Natural Resources**

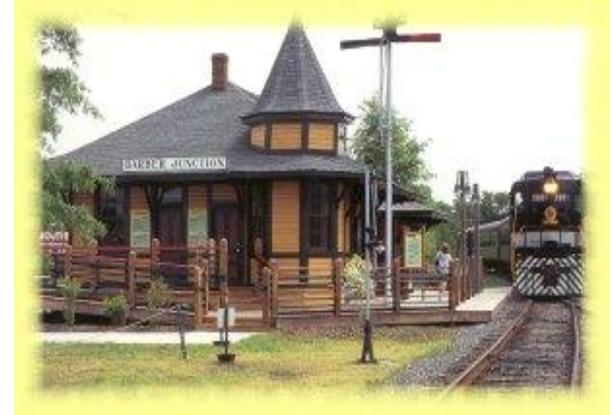
Environmental and natural resources are important to document periodically so a jurisdiction can monitor and maintain their existence. This element primarily discusses floodplains, watersheds, soils, and plant and animal habitat. During the planning process the wetlands and floodplain were identified. Please see the Natural Resources map on the following page.

- Significant flood area runs along the northern boundary of the Town from the Yadkin River to 7<sup>th</sup> Street along Grants Creek, which experiences severe flooding.
- Flood prone areas are also located along various locations along the Yadkin River as noted on the map, which include areas for endangered species.
- The national wetlands inventory displays several areas along the map that coincide with the flood plain as a whole.
- The Town is currently not under the influence of any major watershed regulation.
- The flood areas and wetland areas also include some state game lands

### 3.6 Historic and Cultural Resources

The Town of Spencer is home to a large historical district and the historic Spencer Shops, which is now the location of the NC Transportation Museum.

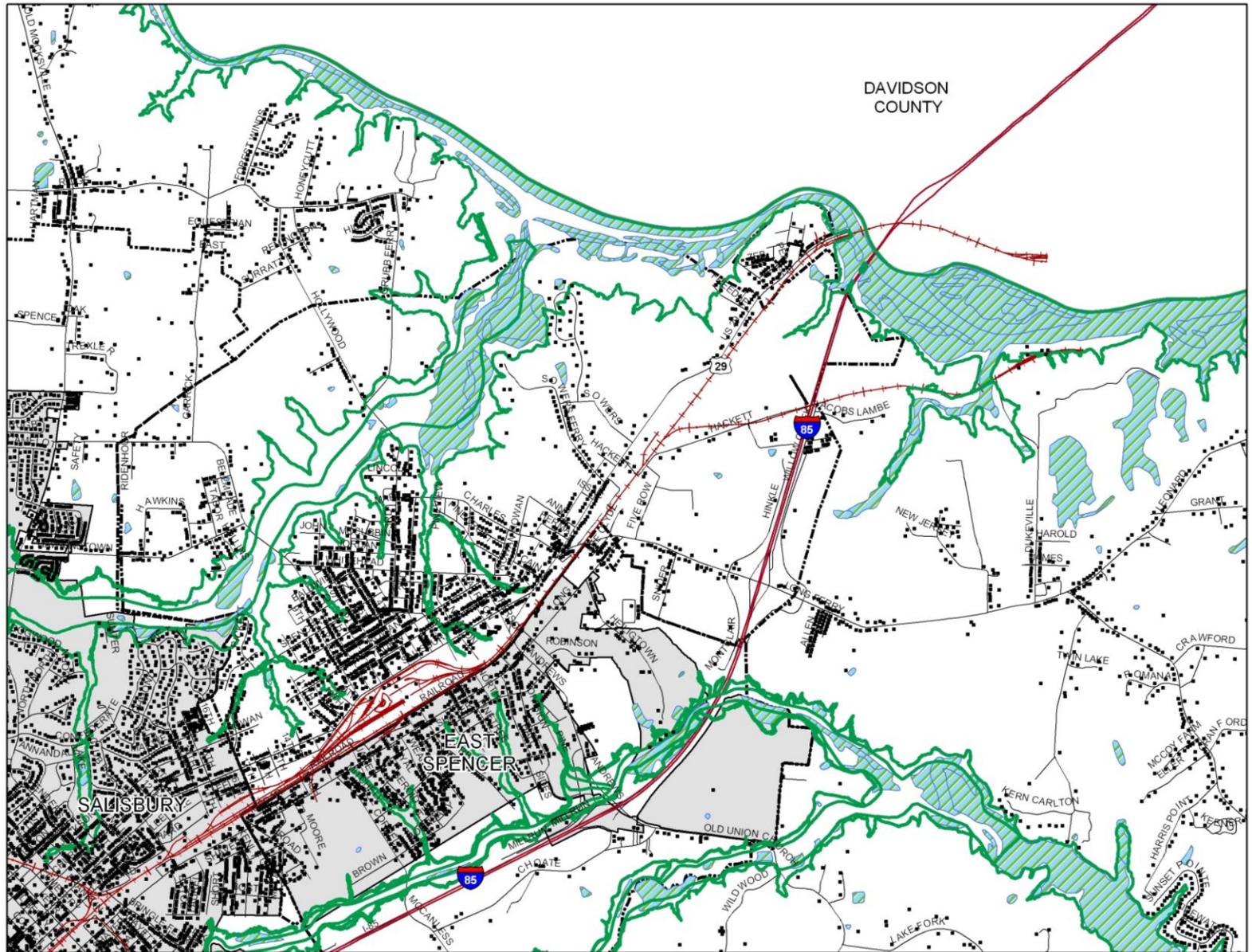
- The Spencer Historic District was entered in the National Register of Historic Places in January of 1985. An approximately 100 page inventory produced by the National Park Service, U.S. Department of Interior affirms and details the Spencer Historic District.
- NC Transportation Museum (57 acre Site) – attracted 100,000 visitors in 2006.
- Potential exists for continued rehabilitation of historic homes and structures through use of state and federal historic tax credits.



### 3.7 Land Use

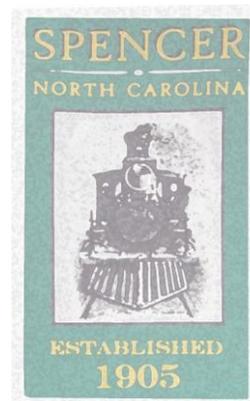
Land use is generally reviewed as a culmination of the previous planning elements. The important land use issues identified are listed below.

- The zoning map closely represents the existing land use.
- A few large areas – mostly in the ETJ are agricultural in nature.
- Some acreage near I-85 and north of Spencer is vacant, but prime for commercial and industrial development.
- Areas that meet characteristics for industrial uses should be identified and plans should be prepared accordingly around these areas.
- Water and sewer facilities are widely available throughout the town – with capacity to expand. However, some areas that are currently vacant would need utility line extension to facilitate business and industrial development.



Natural Resources and Development: Flood Plain (Green Lines) – Wetlands (Blue w/Green Hatch) – Buildings/Structures (Black Dots)





Spencer, NC  
2025 Land Use Plan

# 4

## SECTION FOUR: PUBLIC MEETINGS AND SURVEY RESULTS

The Advisory Committee has met and identified many issues as well as the public. This section lists the results of those meetings.

### 4.1 Advisory Committee Meetings

June 28, 2007 – Initial Advisory Committee Meeting

- **SPENCER'S CURRENT CONDITIONS**

- Housing prices becoming less affordable
- “Small town feel/charm”
- Historic properties
- Sense of community
- Neighborhoods are failing
- Safety needs to be addressed
- Schools and churches are strong
- Bucky's Produce
- Little League ball field
- Small communities within Spencer's greater community are strong
- Slum lords
- Intermittent sidewalks with none in front of high school

- Truancy
- Transportation Museum
- Businesses not open on Sundays
- 20% rental properties
- Parking lot across from Town Hall is eyesore



August 23, 2007 - Second Advisory Committee Meeting

● **SPENCER IN THE FUTURE**

- Community neighborhoods
- Sense of safety
- Sidewalks, walkability
- Parks
- Shop variety, restaurants
- Appearance
- Activities for youth, adults
- Hotel in Town
- Fountain
- More control over rental properties
- Spencer Museum
- Maintain “small town” feel
- Maintain historic characteristics and architecture
- Control traffic on US29

Review of 1<sup>st</sup> Meeting Issues Statements and Establishing Consensus:

Consensus on the following:

- Everyone concerned about the breakdown of neighborhoods due to rental properties
- The need for sidewalks – not all agreed with a most aggressive need but most expressed the need for sidewalks in the areas around the schools.
- Need more “ball” parks for children and teen sports (to differentiate from passive parks)
- Big box Retail and other highway business development at interstate exit.
- Energize / Revitalize Downtown
- Offer variety of housing options which include choices for the elderly
- Small Town sense of community
- Comfortable
- Sense of important History and historical district (houses and buildings)
- Continue the Salisbury Streetscape Plan through Spencer

*September 20, 2007 – Third Advisory Committee Meeting*

A consensus was reached on what the committee views as the top four issues – not necessarily in order of preference. No other item had a majority of Committee support.

- ❖ Improve / Revitalize Down Town Retail / Commercial District,
- ❖ Improve the public perception of the Town of Spencer (with special emphasis of quality of life and shopping opportunities),
- ❖ Protecting existing neighborhoods, and
- ❖ Improve the performance and perception of the schools in Spencer.

#### **4.2 Public Meetings**

November 15, 2007 – Public Meeting Results

At the first public meeting, participants were asked to gather into three small groups to discuss issues concerning the future of Spencer. Maps were distributed among the groups to write down ideas, make corrections and identify where future land uses might be located. Benchmark led the three groups through a series of questions that were then discussed among each separate table/group. One person at each table took notes of the results and presented brief summaries at the end of the night. Those results are listed below.

#### **Question #1 “What do you Like about Spencer?”**

- Small Town & Small Town Environment
- We’re all neighbors (know our neighbors)
- Know a lot of people
- We are centrally located between Charlotte and Greensboro
- All schools in Town
- Not Salisbury
- Close to medical care
- Use Salisbury amenities
- Town not excessively restrictive with property
- Value historic downtown and our potential for business growth
- We value our neighbor’s opinion
- Near lake
- We are comparatively business friendly
- Housing is affordable
- We value diversity
- Locally owned businesses
- Room for retail growth at interstate

### **Question #2; Dislikes; “What do you dislike about Spencer?”**

- Too much rental property
- Voting location- move to Town Hall or Fire Station
- Speed of traffic on US 29
- I-85 routing thru downtown
- Too many four-way stops
- Not enough industry (jobs)
- Needs to be more friendly towards businesses
- Not enough sidewalks
- It's still too cumbersome to start a business
- Negative talk about the Town, particularity when realtors divert people away from Spencer
- The Salisbury – Rowan EDC limits our growth potential
- A small but vocal minority or radical environmentalists and preservationist appear to hold disproportionate power relative to the majority
- Absentee landlords and irresponsible tenants
- High proportion of distressed properties
- Difficult business environment
- Vacant lots which cannot be used – especially along highway 29
- In historic district- rental property owners not keeping their properties up compared to what home owners have to maintain.

### **Question #3 Opportunities; “Over the next 15 to 20 years what opportunities do you envision for Spencer?”**

- Completion of Spencer Shops
- Completion of speedway
- Rehabilitating Historic District
- Increase Industry and business base
- Affordable and safer housing
- Affordable transportation (RiTA Limited service capacity)
- Tax base expansion and growth potential along I-85, US 29 is huge- perhaps better than rest of county
- We have potential for elected officials to positively impact citizens directly because they are accessible
- Goal to have a large number of the Town's residents living and *working* in Town
- We can have clean water, reasonable tax rates, quality of life while still capitalizing on job base growth
- The Train Museum and motorsports will make us a premier tourist destination
- Better treatment of current businesses
- Vacant land that can be used
- Improve appearance of existing properties
- Prepare for an influx of people with services such as police, fire, utilities, and recreation facilities

#### **Question #4; “Specifically what are your desires for the future of Spencer?”**

- Incentives to rehabilitate old houses; tax breaks for older homes
- All downtown businesses full and thriving
- A real estate firm located in Spencer
- Safe neighborhoods
- Continue Salisbury “Streetscape Project” on Salisbury Ave. = Boulevard w/2 lanes
- Spencer to continue to be responsive to the voices of all its residents
- Improve our commercial tax base so that we become less reliant on residential tax base
- We should make sure we foster a diverse economy which does not depend too heavily on one single employer
- Make the Town “transportation friendly” for bikes and pedestrians and offer other means of transportation other than strictly automobiles
- Make Spencer a safe community with a low crime rate, where people will want to walk
- Attract businesses - have a person or department responsible
- Strong economic development – ditto above
- Participate in “Main Street Program”

#### **Question #5 Future Development: “What types and Where located?”**

- I-85 at Exit 81 = large commercial development
- Industry at North End
- Facilitate business development up to Yadkin River on US 29 and along both sides of Long Ferry Rd. and to the East of I-85
- Provide adequate buffers to protect residential areas from excessive noise, traffic, and other potential nuisances
- Continue to support historic downtown, the Transportation Museum, and historic residential district
- Recognize that there is no historic battlefield area which we would desire to preserve
- Retail, Office, and Industrial development at North End near racetrack

#### **Question #6; “What improvements may be needed in the Future? (water, sewer, transportation, bike trails, etc.)”**

- Encourage sidewalk development which would not impose a public trail over privately owned property
- Water system up-grades
- Improving transportation (RiTA etc)

- Streetscape downtown
- Dollar General Store (buffer with trees)
- Explore potential of independent water treatment plant, to allow us to become autonomous from Salisbury-Rowan Utilities
- Expand natural gas availability
- Encourage production and use of alternative energy resources, including green building code
- Encourage industrial and commercial growth along railroad and interstate areas, as opposed to residential development
- Ordinance to protect motorsports businesses from “nuisance” lawsuits by people who buy (or rent) with notice that they’re near a racetrack
- Improve all public services, Police, Utilities, Fire protection, sidewalks, schools, and parks

**Question #7; “Do you have any concerns about the future of Spencer?”**

- Do not want to be annexed by Salisbury
- High taxes
- Crime
- Explore alternative revenue sources to finance services for new residents using “self pay” such as Adequate Public Facilities fees
- Absentee Landlords

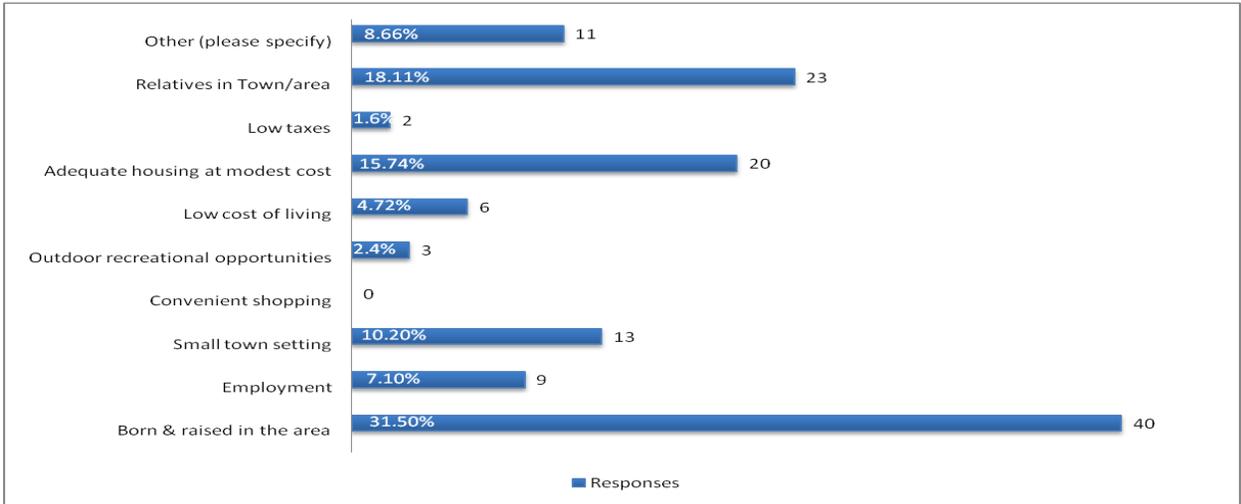
**4.3 Public Survey Results**

A total of 100 surveys were collected; 75 using the on-line version, and 25 surveys filled out by hand. All of the survey results have been compiled and the results are described below in text, actual numbers and with charts, tables or graphs.

**Question 1. Principal reasons you are a resident of Spencer.**

Over forty persons indicated being born and raised in the area was a principal reason they lived in the Town of Spencer. While just over eighteen percent indicated that they had relatives in the area, which together with being born and raised in Spencer, accounted for nearly fifty percent (50%) of all principal reasons for living in Spencer. Other primary reasons selected included adequate housing, employment and a small town setting.

<b>Question 1. Please circle the principal reasons for your being a resident of the Town of Spencer:</b>		
Answer Options	Percentage	Total Number of Responses
Born & raised in the area	31.50%	40
Employment	7.10%	9
Small town setting	10.20%	13
Convenient shopping	0.00%	0
Outdoor recreational opportunities	2.40%	3
Low cost of living	4.72%	6
Adequate housing at modest cost	15.74%	20
Low taxes	1.57%	2
Relatives in Town/area	18.11%	23
Other (please specify)	8.66%	11



**Question 2. How long have you lived in Spencer/surrounding area?**

Long term residents were the primary responders to this survey as noted below. Thirty-three percent of those responding lived in Spencer all of their lives, while nearly sixteen percent have lived in Spencer for over twenty years and nearly fifteen percent have lived in Spencer between ten and twenty years. One other note, Ninety-four persons out of the 100 persons that completed the survey, responded that they lived in the Town of Spencer.

<b>Question 2. How long have you lived in Spencer/surrounding area?</b>		
Answer Options	Percentage	Total Number of Responses
0-2 years	8.51%	8
2-5 years	14.90%	14
5-10 years	12.77%	12
10-20 years	14.90%	14
Over 20 years	15.95%	15
All your life	33.00%	31
	answered question	94
	skipped question	6

**Question 3. Do you work?**

Sixty-four percent of the persons responding to the question did work, while almost thirty-six percent of those responding did not work. Eight persons skipped the question.

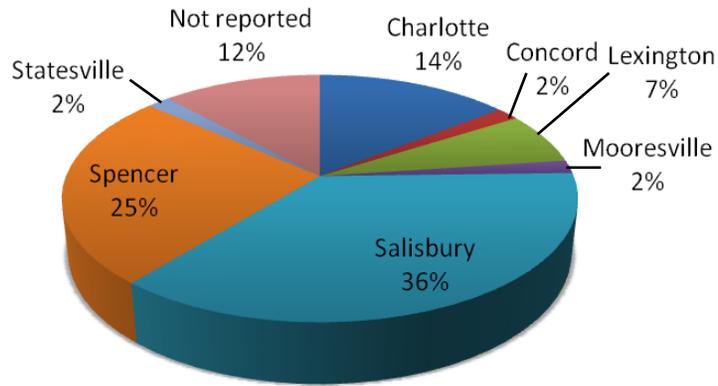
<b>Question 3. Do you work?</b>		
Answer Options	Response Percent	Response Count
Yes	64.13%	59
No	35.86%	33
	answered question	92
	skipped question	8

**• If you answered Yes to Question #3, where do you work?**

Nearly thirty-five percent (35%) of those who answered reported they worked in Salisbury, while twenty-four percent (24%) identified Spencer as their work location. Sixteen percent of respondents listed a job category, but not an actual location, for example, self-employed, racing industry, or business owner.

● **If you answered Yes to Question #3, what is the longest commute in your household (in miles or minutes)**

Over sixty-one percent of the respondents indicated that their commute was ten miles or less, or 10 minutes or less, which is reflected in the work location. Thirty percent indicated their commute was 30 miles and greater, or 30 minutes and greater. One mile was the minimum commute and three minutes was the minimum reported for minutes, while 60 miles and 60 minutes were the maximums reported in their respective categories.



**Work Location**

Work Location	Number of Responses	Percentage
Charlotte	8.5	14.4%
Concord	1	1.7%
Lexington	4	6.8%
Mooresville	1	1.7%
Salisbury	21.5	36.4%
Spencer	15	25.4%
Statesville	1	1.7%
Not reported	7	11.9%
	59	100.0%

Commute for those responding in Miles Traveled		
Miles	# of Responses	Percentage
< 3 Miles	7	17.95%
3 - 4 Miles	9	23.08%
5 - 10 Miles	10	25.64%
11-29 Miles	4	10.26%
> 30 Miles	9	23.08%
	39	100.00%

Commute for those responding in Minutes Traveled		
Minutes	# of Responses	Percentage
≤ 10 Minutes	10	50.00%
20 Minutes	1	5.00%
≥ 30 Minutes	9	45.00%
	20	100.00%

<b>Miles and Minutes Combined</b>		
Miles & Minutes Traveled	# of Responses	Percentage
≤ 10 Minutes or Miles	36	61.02%
11 to 29 Minutes or Miles	5	8.47%
> 30 Minutes or Miles	18	30.51%
	59	

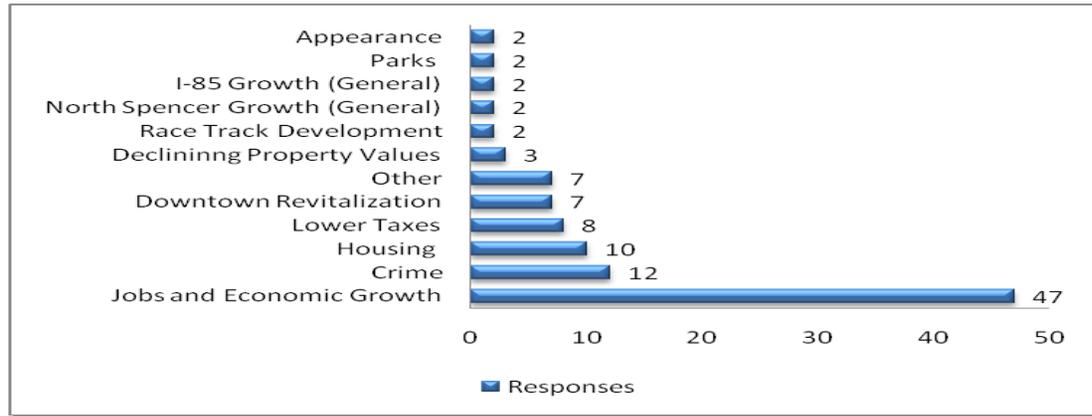
**Question 4. What issues do you consider very important in Spencer today?**

The lack of employment opportunities was clearly the number one response with high taxes a close second. Other issues of importance included, declining population, economic revitalization of the downtown and improved appearance of the downtown. The “other” category included crime, inadequate job growth and being too reliant on residential tax base.

<b>Please number, starting with #1 as the most important, those issues you consider very important in Spencer today. If the issue is not important to you, then do not give it a number.</b>			
Answer Options	Response Average	Response Total	Response Count
Lack of employment opportunities	1.91	128	55
High taxes	2.29	117	45
Loss of agricultural land	22	141	6
Declining population	3.55	108	29
Too much traffic in Town	20.86	146	7
Lack of parks and recreation for adults and children	10.24	174	17
Variety of housing choices	12.85	168	13
Improve appearance of Town	7.9	177	21
Economic revitalization of the Downtown	7.45	168	22
Downtown parking spaces	17.63	142	8
Declining property values	3.35	67	20
Other	3.42	52	12
		answered question	84
		skipped question	16

**Question 5. In relation to the major issues you've noted in Question #4 above, on which ones should the Town take corrective action immediately?**

The sixty one respondents to this question wrote 104 responses total that were categorized into twelve main categories. Of the 104 issues, forty-seven (or 45%) of the responses identified job growth and economic development as the number one issue that needed corrective action immediately. Twelve responses indicated crime needed immediate action while housing came in third with ten total responses. Lower taxes as a response had eight tallies, and “improving downtown” and “other” received seven each. Total responses and their categories are listed below, as well as a complete list of all responses at the end of this section.



Immediate Corrective Action Needed	Total Responses	Percentage
Jobs and Economic Growth	47	45.19%
Crime	12	11.54%
Housing	10	9.62%
Lower Taxes	8	7.69%
Downtown Revitalization	7	6.73%
Other	7	6.73%
Declininng Property Values	3	2.88%
Race Track Development	2	1.92%
North Spencer Growth (General)	2	1.92%
I-85 Growth (General)	2	1.92%
Parks	2	1.92%
Appearance	2	1.92%
	104	100.00%

**Question 6. Do you think sufficient land in the Town is used for each of the following land use categories?**

Overwhelmingly, respondents believe there is not sufficient land use in the commercial and industrial land use categories. The majority of the respondents did indicate a sufficient amount of residential, public (parks, schools, etc) and agricultural use was present within the Town of Spencer.

<b>Question 6. Do you think sufficient land in the Town is used for each of the following land use categories?</b>				
Answer Options	Yes	No	No opinion	Response Count
Commercial	9	72	3	84
Industrial	8	72	4	84
Residential	77	3	4	84
Public (parks, schools, etc)	70	12	2	84
Agricultural	60	12	12	84
			answered question	58
			skipped question	17

- **If you answered No to any options in Question #6 above, please explain.**

As noted in previous questions job growth, commercial and industrial development were the primary responses to the land use question in number six. All responses are listed at the end of this section.

Categories from Question 6 (Summary of written comment)	Total Responses	Percentage
Need more Commercial	15	21.43%
Need more Industrial	16	22.86%
Need more Jobs	27	38.57%
Need More Parks	3	4.29%
Need More Agriculture (revive farms)	3	4.29%
Other	6	8.57%
	70	100.00%

**Question 7. How would you feel about an increase in the following types of land use in the Town over the next 10-20 years?**

Nearly all respondents feel favorable about an increase in Commercial and Industrial uses over the next 10 to 20 years. While there was some feeling of a needed increase in residential, public and agricultural uses, the majority of respondents indicated that they did not feel an increase was needed in those land use categories.

<b>Question 7. How would you feel about an increase in the following types of land use in the Town over the next 10-20 years?</b>						
Answer Options	Yes	%	No	%	No opinion	%
Commercial growth	83	98.81%	1	1.19%	0	0.00%
Industrial growth	79	94.05%	4	4.76%	1	1.19%
Residential growth	20	23.81%	53	63.10%	11	13.10%
Public (parks, schools, etc)	16	19.05%	65	77.38%	3	3.57%
Agricultural	14	16.67%	62	73.81%	8	9.52%
					answered question	<b>84</b>
					skipped question	17

**Question 8. Is adequate housing available in Spencer and the surrounding areas to meet the current needs of residents?**

Nearly 80% of the respondents indicated that adequate housing was available in Spencer and the surrounding areas to meet the needs of current residents.

<b>Question 8. Is adequate housing available in Spencer and the surrounding areas to meet the current needs of residents?</b>		
Answer Options	Response Percent	Response Count
Yes	79.50%	66
No	15.66%	13
No opinion	4.82%	4
	answered question	83
	skipped question	18

- If you answered No to Question #8, please check the types of housing you would like to see in the Town to meet these needs.

If you answered No" to Question #8, please check the types of housing you would like to see in the Town to meet these needs:		
Answer Options	Response Percent	Response Count
Single family	21.05%	4
Manufactured homes	0.00%	0
Cluster housing	47.40%	9
Condominiums	5.26%	1
Apartments	0.00%	0
Low-cost housing	0.00%	0
Townhomes	5.26%	1
Other (please specify)	36.40%	4
	answered question	19
	skipped question	64

**Question 9. Should the Town encourage keeping agricultural and timberland in farm and forestry use?**

Question 9. Should the Town encourage keeping agricultural and timberland in farm and forestry use?		
Answer Options	Response Percent	Response Count
Yes	27.70%	23
No	67.50%	56
No opinion	4.80%	4
	answered question	83
	skipped question	18

**Question 10. Do you find strip" highway development with its usual service stations, fast food, motels, auto sales and restaurants appealing?**

Question 10. Do you find strip" highway development with its usual service stations, fast food, motels, auto sales and restaurants appealing?		
Answer Options	Response Percent	Response Count
Appealing	81.00%	68
Objectionable	9.50%	8
No opinion	9.50%	8
	answered question	84
	skipped question	17

**Question 11. To preserve the Town's character, should roads passing through Town require drivers to slow down to make the Town more safe and attractive?**

Question 11. To preserve the Town's character, should roads passing through Town require drivers to slow down to make the Town more safe and attractive?		
Answer Options	Response Percent	Response Count
Yes	50.00%	42
No	40.50%	34
No opinion	9.50%	8
	answered question	84
	skipped question	17

- **Please specify any sections of roads that you recommend should be managed for safety and improved appearance.**

Over thirty seven responses were recorded that indicated I-85 and the bridge replacement should be the priority. Others mentioned Salisbury Avenue and issues with sidewalks, parking, and speed limits. Neighborhood street improvements were listed specifically in some cases around 7<sup>th</sup> Street, the intersection of 3<sup>rd</sup> St. and Carolina Avenue, and Whitehead. Overall appearance for some major gateways

into town was also noted. In general, speed limits were of concern and speeders in many different areas. Please see the detailed list at the end of this section.

**Question 12. With regards to future construction/development, do you favor that residential builders/developers pay a fair share for the need the new residents will require for police, fire equipment, and youth and adult recreation facilities?**

Question 12. With regards to future construction/development, do you favor that residential builders/developers pay a fair share for the need the new residents will require for police, fire equipment, and youth and adult recreation facilities?		
Answer Options	Response Percent	Response Count
Yes	89.30%	75
No	10.70%	9
No opinion	0.00%	0
	answered question	84
	skipped question	17

**Question 13. Do you think that beauty or physical appeal (appearance) should be an important consideration in future residential and commercial development?**

Question 13. Do you think that beauty or physical appeal (appearance) should be an important consideration in future residential and commercial development?		
Answer Options	Response Percent	Response Count
Yes	32.20%	26
No	62.90%	51
No opinion	4.90%	4
	answered question	81
	skipped question	17

**Question 14. Do you think that creeks and the river, marsh and swamp areas should be preserved / buffered from development?**

Question 14. Do you think that creeks and the river, marsh and swamp areas should be preserved / buffered from development?		
Answer Options	Response Percent	Response Count
Yes	25.00%	21
No	72.60%	61
No opinion	2.40%	2
	answered question	84
	skipped question	17

**Question 15. Should the Town strengthen present land use rules to preserve its valuable natural resources?**

Question 15. Should the Town strengthen present land use rules to preserve its valuable natural resources?		
Answer Options	Response Percent	Response Count
Yes	14.30%	12
No	84.50%	71
No opinion	1.20%	1
	answered question	84
	skipped question	17

**Question 16. Do you have any additional comments or suggestions?**

The additional comments or suggestions are listed in detail at the end of this section for review.

**Optional Data:**

**Question 17. Age level**

<b>Question 17. Age level (check one):</b>		
Answer Options	Response Percent	Response Count
17 or under	6.20%	5
18-24	5.00%	4
25-34	11.10%	9
35-44	11.10%	9
45-54	19.70%	16
55-64	17.30%	14
65+	29.60%	24
	answered question	81
	skipped question	17

**Question 18. Sex**

<b>Question 18. Sex</b>		
Answer Options	Response Percent	Response Count
Male	47.50%	38
Female	52.50%	42
	answered question	80
	skipped question	19

**Question 19. May we contact you for additional information on any of your responses?**

<b>Question 19. May we contact you for additional information on any of your responses?</b>		
Answer Options	Response Percent	Response Count
Yes	20.00%	16
No	80.00%	65
	answered question	81
	skipped question	17

**Question 20. Would you like to be notified of future public meetings on the land use plan?**

Question 20. Would you like to be notified of future public meetings on the land use plan?		
Answer Options	Response Percent	Response Count
Yes	16.25%	13
No	83.75%	67
	answered question	80
	skipped question	18

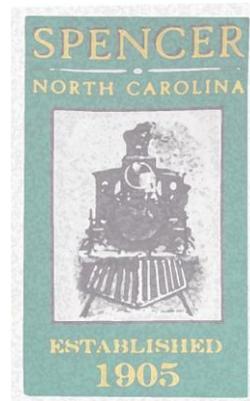
**Question 21. If you answered Yes to Questions #19 or 20 above, please provide your contact information.**

Question 21. If you answered Yes to Questions #19 or 20 above	Please provide your contact information
Answer Options	Response Count
	18
answered question	18
skipped question	58

The detailed responses to all questions are located in the Appendix of the Plan.

**4.4 Additional Committee Meetings and Public Review**

The Advisory Committee met several more times as noted in Section 2, and the public was given several opportunities to review the draft vision and plan as it was developed. This process is summarized in Sections 2 and 5.



Spencer, NC  
2025 Land Use Plan

# 5

## SECTION FIVE: 2025 VISION AND LAND DEVELOPMENT CONCEPT

It is the year 2025 and NC Commerce has highlighted the Town of Spencer for its success in attracting industry and revitalizing its downtown. The article below captures a “vision” that included public comments, committee input and results from the survey.

### ***Example Vision for 2025 – Captured in this fictitious article***



NORTH CAROLINA  
*the state of minds*

### **NC Commerce Monthly ❖ May 2025**

#### ***Commerce and Culture Meet in Spencer, North Carolina***

Located in north central Rowan County, Historic Spencer, a town that once–revolved around a major railroad maintenance and repair complex for Southern Railway Company, is blowing its whistle once again!

The Spencer Shops, which was the name of Southern Railway’s complex became a tired and run-down facility after closing in 1960, and now, has been completely revitalized into a transportation museum - serving as a major destination for tourists throughout the southeast and to railroad enthusiast’s state wide. Visitors come to partake in the many museum events, while enjoying a delightful shopping and dining experience in the town’s culture and arts district.

Spencer’s proximity has not only served it well for attracting visitors, it has become a hub of innovative commerce and business development. Several motorsports related businesses are located within its industrial and commerce center, while other advanced manufacturing industries and professionals have chosen this bustling little location as well. In addition, an international motorsports company has

developed its headquarters along the Yadkin River with high visibility from the realigned interstate 85 – an investment of \$300 million.

The miles of railroad track that made the Town have been complimented by a different kind of track – a motorsports racing complex. The development attracts visitors and business interest to build off of the motorsports industry cluster that has solidly formed in Rowan County.

As a result of Spencer’s success with attracting new development and reinvigorating its downtown and arts district, the historic neighborhoods have been restored to their original charm with help of federal and state tax credits. Residential property values have risen with the improved atmosphere. Executives and senior company managers have chosen many of these historic homes within the town limits to take advantage of the walkability of the charming town. Throughout the day you can observe people walking to work, schools and to other area destinations. Spencer offers an active lifestyle in a charming, southern town setting.

So, how did they do it? Town officials and residents say it was good planning.

The process began in June of 2007, included many community meetings and resulted in a broad framework for the future development of the Town. Areas were identified where business and industrial uses should be encouraged, areas were identified that should be preserved and the cultural arts district was officially designated in this first plan.

The Town did not let the plan lie on a shelf and collect dust; they moved ahead and discovered ways to implement the vision. Over time they drafted detailed master plans for the business areas and downtown to focus efforts on developing those areas. As those plans were being implemented, business and industry began to take note and started showing interest in locating in Spencer. As the new business located there, homes continued to be revitalized and the schools transformed into one of the best in the county. The core of the town was revamped outward, connecting new development with a system of trails and sidewalks along public roads and town property – encouraging an active lifestyle and allowing residents the opportunity to walk to accomplish their daily tasks.

It was a 15 year process that involved a vision, commitment and “smart” work. The Town found creative ways to develop and redevelop – building its future one step at a time. The Town did not see all of this attention in the first year as small initiatives were started, but over a period of three to five years major projects were coming to fruition. The 10 year objectives from the original plan were met and a new planning process began – to plan for the next 15 to 20 years.

The Town desires to continue building on its success to becoming one of North Carolina's most special places.

### **Potential Slogans and Marketing Ideas**

- “Steam and Economic Engines”
- “Two Tracks – One Great Town”
- Spencer “Shops” (the museum – old Spencer Shops and people come there to shop – play on words)
- Town of Spencer, NC-- Home of Spencer Shops
- “Hear the whistle blow as we grow”
- Spencer, North Carolina -- Area Center of Culture and Commerce
- What ideas do you have?

### **FUTURE LAND DEVELOPMENT CONCEPT**

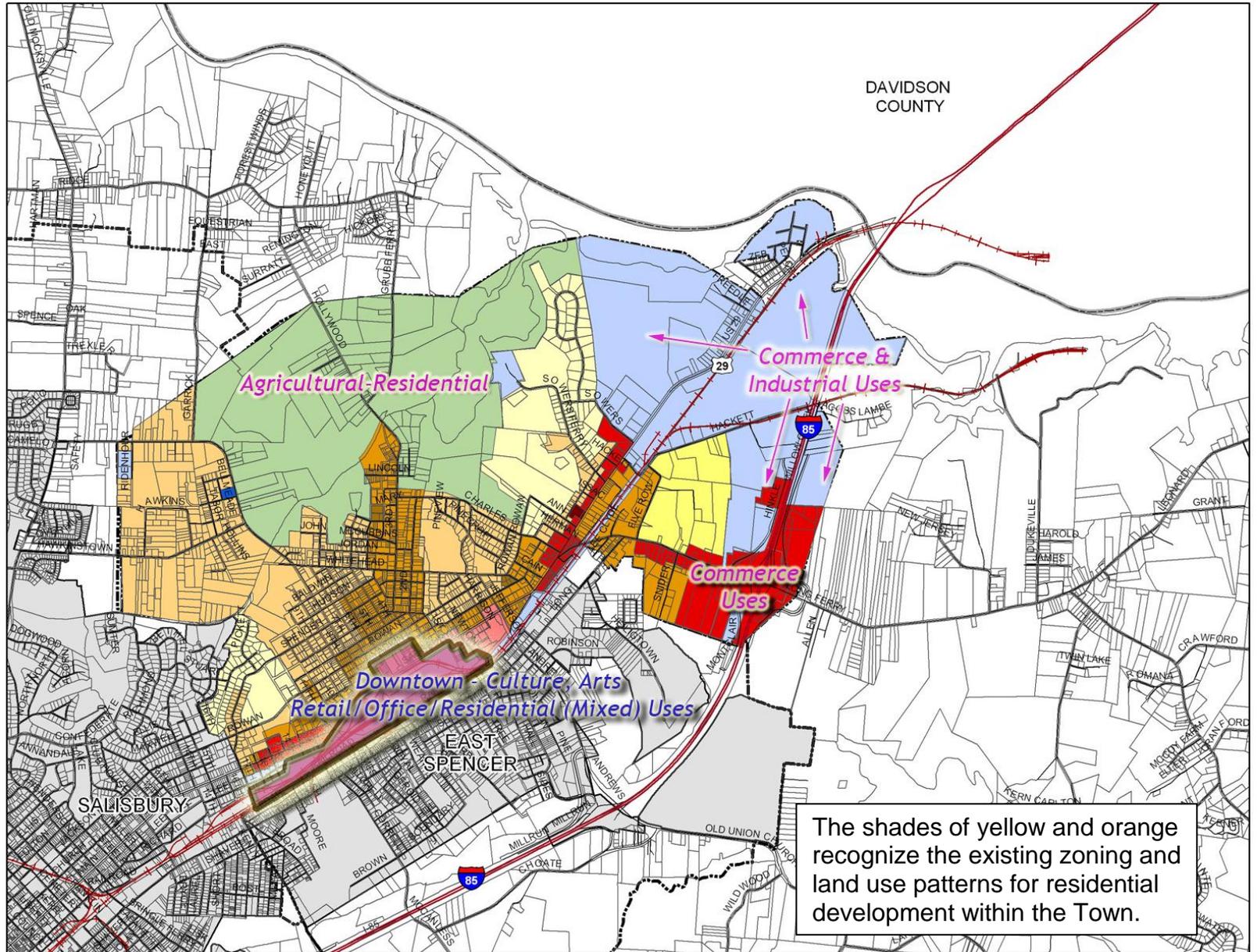
The future land development concept map is a result of many public meetings and review. The concept map represents the desired future land use pattern for the Town of Spencer. The Advisory Committee met on January 24, 2008 to review and reach consensus on the concept. The Key Background Findings Report, Draft Vision and Draft Development Concept were then reviewed by the public over a two week period from February 28 – March 13<sup>th</sup>. On Thursday, March 13<sup>th</sup>, an open house “drop-in” meeting was held to receive any additional comments on the draft findings, vision and concept. Over the review period no additional changes or suggestions were given by the general public.

#### ***Basic Land Development Concepts*** (In addition to the current land development patterns today)

The Future Land Development Concept map on the following page represents a basic pattern of continued development as it is today in Spencer with the following identified changes:

- Commerce & Industrial Overlay – Designate areas to facilitate business and industry development
- Downtown Overlay – Designate an area within the downtown to facilitate retail, mixed use, and culture and arts district development
- Agricultural-Residential Area – Designate an area on the western side of Town that recognizes existing low-density residential and agriculture uses

## Future Land Development Concept Map



# 6

## SECTION SIX: GOALS AND IMPLEMENTATION STRATEGIES

Based on the background research, Land Use Advisory Committee guidance and public input received through the survey and meetings, a list of goals have been developed. The Advisory Committee identified the first four issues that were then verified through public input to include the addition of facilitating commerce and industry opportunities, as well as transportation improvements within the Spencer area.

- ❖ Improve / Revitalize Downtown Retail / Commercial District
- ❖ Improve the public perception of the Town of Spencer (with special emphasis on quality of life and shopping opportunities),
- ❖ Protecting existing neighborhoods
- ❖ Improve the performance and perception of the schools in Spencer.
- ❖ Facilitate commerce and industry opportunities within Spencer
- ❖ Facilitate and encourage transportation improvements

### ***Potential strategies to implement***

---

- ❖ ***Improve / Revitalize Downtown Retail / Commercial District***
  - Designate a downtown culture and arts district
    - Officially designate the downtown area and encourage a mix of uses to create an active community center for culture and arts to include restaurant, entertainment and housing opportunities
  - Work with development association to develop a four point approach to downtown revitalization
    - The National Main Street Center has developed a comprehensive and proven approach to downtown success. The four points are:
      - Organization

- Promotions
- Design
- Economic Restructuring
- Identify ways to connect the business district with the transportation museum
  - Inviting signage could be erected on the museum property to lead visitors to a **pedestrian walkway** designed to mimic rail crossings – encouraging visitors to walk across the street safely to conduct business in downtown
  - Consider a joint marketing with the Museum where the museum encourages tourists to visit downtown and vice versa
  - Signage and brochures could be developed and on display at the museum
- Build off of existing events
  - Take advantage of large events already being held – for example,
    - Cruise in
    - Thomas the Tank
    - Other events
- Promote a private, nonprofit organization to hire a downtown development manager as funds can be raised
  - A “shepherd” is needed to oversee overall strategy and implementation of initiatives for the downtown. Consider the following -
    - Volunteer or paid position (full or part-time)
      - Identify funding source
        - Membership
        - Fundraising
    - Consulting services
      - Hiring expertise on a part-time basis to assist with the management
- Downtown Redevelopment/Revitalization Plan
  - A detailed overall strategy will be needed to move the downtown efforts forward. The Plan can be derived with various forms of assistance -
    - NCDDA (NC Downtown Development Association) – revise previous plan
    - Small Town Main Street and/or Main Street Program
    - Rural Center Programs
    - Consultant prepared



Existing site downtown ready for infill development



Single story development not taking full advantage of the site and downtown mixed use opportunity



Example new development that follows existing character of the downtown and takes full advantage of the site with upper story housing or office use with retail use preferred at the storefront level or office uses as the market may determine. However, retail space is much more effective on the first floor and encourages foot traffic that can be realized from the potential visitors to the NC Transportation Museum.



Area for potential connection of the downtown and museum



Potential Signage to help direct tourists



Potential Area for a “mid-block” crossing



Photo illustration of how the crossing may appear (Note – little protection for the pedestrian)

❖ ***Improve the public perception of the Town of Spencer (with special emphasis on quality of life and shopping opportunities)***

- Partnerships with Rowan Tourism Development
  - How can strategies be developed to help Spencer market itself?
- Build off of existing events and attractions
- Explore branding and marketing initiatives
- Build off of themes unique to Spencer, such as -
  - “Steam and Economic Engines”
  - “Two Tracks – One Great Town”
  - Spencer “Shops” (the museum – old Spencer Shops and people come there to shop – play on words)
  - Town of Spencer, NC-- Home of Spencer Shops
  - “Hear the whistle blow as we grow”
  - Spencer, North Carolina -- Area Center of Culture and Commerce
- “In the center” theme (see example ad on the following page)
  - Geographic Center of NC
  - Transportation Center with the Museum
  - Unique Raceway Center
  - Culture and Commerce Center



❖ ***Protecting existing neighborhoods***

- Advertise and promote historic district incentives
- Consider current time allocated to Code Enforcement efforts
- Consider establishing proactive Neighborhood Organizations
- Conduct a detailed study of vacant lots with infill potential
  - Develop example building types and styles that would fit the character of the neighborhood and possibly accelerate approval process
- Update inventory of housing stock and its condition in all neighborhoods
  - This may be conducted as part of an overall neighborhood or housing development/redevelopment planning effort



Vacant Corner Lot



Potential “infill” development in keeping with the existing character of the neighborhood

❖ ***Improve the performance and perception of the schools in Spencer.***

- Partner with schools to
  - Identify the key issues
  - Identify areas where the Town and its citizens can help improve the community and schools
  - Consider assistance from the Rowan Partners in Schools
  - Identify other areas across the state that have turned around school perception (For example, Enloe in Raleigh, which became a Magnet School and became a desired school for parents to send their children)
- Improve connections with the school
  - Facilities at the school are renovated with some new construction
  - Consider and explore the “Safe Routes to School” program
    - Research opportunities to plan for bicycle and pedestrian access to schools

❖ ***Facilitate commerce and industry opportunities within Spencer***

- Work closely with Rowan EDC to identify, secure, and promote key development sites / properties
- Provide marketing data to potential businesses
  - Data and studies can be made available on the Town’s website as a free service for potential businesses
  - Data can be updated on a quarterly or annual basis
- Implement a marketing strategy to attract potential businesses for downtown and for the Town as a whole
  - Utilize Marketing data to target specific businesses within the area and outside of the area to locate in Spencer (detailed strategy and recommendations will be in final plan)
- Identify necessary utility and transportation improvements that may be needed
- Provide greater flexibility for businesses within ½ mile of the interstate, to include setback, signage, and parking accommodations

❖ ***Facilitate and encourage transportation improvements***

- I-85 bridge construction is a priority
- Key intersections in town that may need improving



Potential Commerce Site at Exit 81



Potential improvements and development at Exit 81



Existing Site at Long Ferry Road and US 29



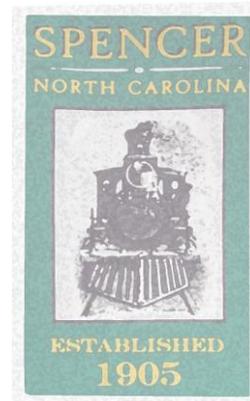
Potential development and improvements over time

## **NEXT STEPS**

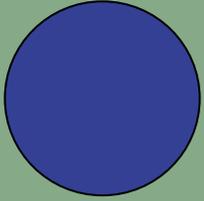
The Town of Spencer has many opportunities ahead as recognized in this 2025 Land Use Plan. However, as stated in the beginning, this plan will be just a plan sitting on a dusty shelf, if it is not utilized by the Town to guide future growth and development within the Town. Below is a list of suggested next steps to help this plan become a “living” document once adopted.

- ❖ Identify appropriate persons within the existing Town structure as possible, elected officials, appointed boards, and staff that can move each goal forward
- ❖ Each year, the Town should evaluate its progress on each goal to determine new priorities and examine the effectiveness of any previous actions to implement the plan
- ❖ Conduct a brief update/review of the entire plan within five years – completing a thorough revision within ten years
- ❖ Utilize the land development concept in evaluating future land development requests and projects
- ❖ Over the life of the plan, if significant development trends warrant changes, amendments to the plan and the potential impacts on future land use development patterns should be thoroughly evaluated before making any changes to the plan

The Town has set a road map for the future, time for the journey to begin.



Spencer, NC  
2025 Land Use Plan



# APPENDIX

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APPENDIX A. Public Survey Responses

APPENDIX B. Retail Market Report for the Downtown and Exit 81

(A copy of the Retail Market Report is located on the website and in Town Hall)

# A

## APPENDIX A. PUBLIC SURVEY RESPONSES

### Written Comments – Detailed Responses

**Question 5. In relation to the major issues you've noted in Question #4 above, on which ones should the Town take corrective action immediately?**

- Jobs
- Get some businesses downtown
- More jobs are needed
- JOBS AND INDUSTRIES
- 2 crime
- The Town has not been cooperative with businesses, such as the race track, that want to move to town. The Town doesn't seem to realize that a new business looking for a new home can go wherever it wishes, and will probably go the most "friendly" town.
- economic development in the down town and in the northern sector of spencer. the declining property values.
- Economic revitalization of the downtown and declining property values
- Get away from the notion that land use planning should be restrictive. Let it be a job creating mechanism.
- Use the land use plan to create wealth, not to restrict it in the hands of a few.
- more jobs, lower taxes
- Lower my taxes. Expand the tax base with industry.
- We need more decent paying jobs in Spencer.
- We really do need to be open to new industry and businesses, in order to expand our tax base so that we become less reliant on the residential real estate tax.
- STOP BUSINESS AS USUAL, AND LET THIS TOWN GROW RIGHT. AND SUPPORT THE LIBRARY.
- We need to stop people from moving away for better jobs that are available elsewhere. Bring those good jobs to Spencer.
- Help the racetrack, and the economy will flourish. Otherwise the town will continue its decline just like East Spencer.
- We need jobs to look forward to when we graduate, if we want to stay in town.
- My grandpa told me after we missed the public meeting. Why wasn't it advertised? What is the Town hiding? We need jobs, not cover-ups that prevent job growth.

- I'm a Senior at North Rowan. When I leave for college and graduate, it is unlikely there will be work for me in town, and I will have to go to Charlotte, where this whole region is shipping job growth. That is shameful, and we can do better!
- Grow the Town north-word.
- Lack of owner-occupied houses and an ever-increasing move toward government that is cumbersome and over-reaching into our lives.
- Town is becoming hostile to new business, new industry, and that needs to change before opportunity passes us by.
- Don't slam the door on new development that can bring vital jobs and prosperity to the Town.
- more jobs, lower taxes
- Have more jobs for younger people to make a decent living without having to burn so much gas commuting.
- Jobs/development
- Stop being so provincial with preservation efforts that you are spiteful toward jobs and new business.
- Jobs initiatives are needed in Spencer, not Salisbury or the rest of the county.
- Help bring more employment opportunities, and use agriculture land if that is what it takes
- Jobs are scarce in this town.
- Open as much land as possible for racing industry
- Renters are treated like trash in this town, and people need to wake up and see we are people, too.
- Allow business and job growth!
- Get us some good paying jobs and lower my taxes so I can afford to live here.
- Become business friendly
- Our grandchildren are moving away for jobs that are not available here like when we were young.
- open up for development and jobs
- We need jobs closer to our homes, not historic battlefields.
- Bring in more industry and jobs to Spencer, instead of making the town like a fossil in a museum.
- Include the important issue of facilitating development: jobs, industry, retail along I-85 that we are sorely lacking. Your current categories only point toward socialism.
- Don't close the door on development that will raise more revenue for the town.
- The options in the previous question need to be revamped to be less biased toward bigger and more invasive government.
- fixing up the houses that no one lives in and making the ones that do make it a better place to live.
- The rise in property taxes, economic revitalization and declining in general appearance of homes.

- 1st -- It wasn't until recently that I learned of the tax rate in other small towns in Rowan County. Why is Spencer's tax rate almost as high as Salisbury? 2nd -- Appearance. Overall, the town does a nice job, but one major eye sore is the horrible stretch of houses coming in from Lexington on 29/70 at the Moose Lodge. Parks and getting businesses downtown will also help the appearance of the city.
- If the town is revitalized, criminal elements are held to a minimum, and negative publicity is counteracted, I believe much of the rest will sift out on its own.
- High taxes We do not need new cars, trucks. Should be more helpful and courteous to citizens of Spencer making requests to the town board.
- Enforce minimum housing standards. Continue crackdown on absentee landlords. Provide incentives to attract a real estate agency to locate in and promote Spencer housing.
- economic growth ,crime
- Spencer lacks high paying professional jobs. It should market itself as an area that is easily accessible to the interstate. Professional firms would find the area ideal with its small town feel that is relatively close to Charlotte, Winston-Salem, and Greensboro. Developing the Longs Ferry Rd. interstate access should be top priority, along with encouraging quality housing development.
- Spencer's number one problem is the lack of strong educated leadership with a clear long-term vision for this interesting small town.
- Economic development. That means having a place where people and business would like to move to. That leads to the need to address the items I marked 1 2 3 4 above.
- Economic revitalization of the Downtown; Improve appearance of Town. Too many empty buildings---looks bad.
- Economic Development
- Rental properties! We have landlords that buy up these old houses very cheap and rent them as is. When you do not update these properties then you do not rent to people who care about where they live. They just jump from one house to another. This is where a lot of your criminal element comes from. The streets of Spencer are not safe any more. We do not feel at ease. The next aspect would be the development of the downtown area but when you have the reputation Spencer has it will be hard to draw in businesses.
- We need to attract more people into town that will purchase and live in the beautiful homes Spencer has.
- Make employees of Town work their jobs. Fire the Chief of Police for not doing his job. Go over budget of Town and cut out waste. Make sure that the top management of the Town lives in the town.

- I'd love to see the neighborhoods improved. Some of the punk-thugs (and a handful of adults, as well) make life miserable for those the town should be trying to recruit to live here. I can't sit on my front porch (in the 400 block of South Iredell Avenue) without hearing profanity that civilized human beings would never consider using.
- Create a tether law and put a tax on all pet owners. Condemn properties with poor roofs and missing exterior walls. Have all rental properties pass a basic inspection and file a lawsuit against at least one slumlord a year.
- Increase park and recreation opportunities.

**Question 6. Do you think sufficient land in the Town is used for each of the following land use categories?  
If you answered No to any options in Question #6 above, please explain.**

- we need more commercial and industrial development for jobs
- commercial and industrial growth should be our future
- NO INDUSTRIES NO GOOD PARKS DECLINE OF AGRICULTURAL
- need more jobs revive old farms
- if the town of Spencer wants jobs and some growth we need to look at what we don't have. we need commercial and industrial growth, which in turn will be a need for schools and parks.
- Need more industry in the town to draw more business which will bring in more revenue and more people will move to the town.
- Why do we send jobs and growth to other towns? Bring it here!
- We need better paying local jobs, and less distance to travel.
- We need better paying local jobs, and less distance to travel.
- we need more commercial and industrial development
- Expand our tax base with commercial and industrial uses.
- With as much vacant land as the owners would be willing to sell for economic growth, we should just let it happen.
- If we let the surrounding municipalities and counties enact ordinances which are hostile towards industrial and commercial growth, then Spencer can proceed in the opposite direction and capitalize on our business friendly environment, using government to facilitate positive and orderly growth.
- GROW THIS TOWN RIGHT. MORE JOBS ARE NEEDED.
- We need more shopping, more national chain commercial shopping along I-85, and more industry. That way our taxes will be less dependent on the home tax that is straining our budgets.
- We have plenty of parks and three schools. Where are the farms? And most importantly, where are the jobs??????????

- Doesn't the town understand we need local jobs?
- There is lots of land and lots of companies who are looking for what Spencer has. Invite jobs.
- This town is becoming a bedroom ghost town because there are no job opportunities for young people.
- Encourage industrial growth. It will help existing business, too.
- Trust the market to dictate highest and best use. Right now, that would be for jobs.
- We need jobs and industry, and more retail options in town.
- Jobs and tax base expansion, for a small town, are more critical than parks and farming, which are better suited for rural areas.
- We need to allow every piece of available land to be used for jobs, if that's how landowners can put it to use for the good of the town.
- The town needs to be more job conscious, more business friendly.
- Land is under-utilized for commercial and industrial growth, which could lower my taxes by increasing the local revenue base.
- Spencer could shun the socialistic anti-growth trend in this region, and become a real 'player' in job and industrial development, if you can exercise some leadership and not just follow Salisbury's wish list for the toown of Spencer.
- Open up to job development, please.
- too much focus on preservation, not enough focus on progressive land use for jobs
- Bring development
- You have land and a willing population that is racing friendly. That is a huge asset to open your town for unprejudiced growth and wellpaid jobs.
- We have to get more jobs in this town, walkable from our houses.
- Get more jobs for our future generations. Don't make the town a worthless relic of history.
- We need more good paying jobs in this town, so I won't be stuck making sandwiches.
- Become more business friendly. Do everything possible to draw in commercial and industrial development.
- Bring us jobs and growth.
- open up for development and jobs.
- Bring more jobs!
- We lack enough development to have a fair tax base that doesn't make paupers out of elderly home owners with high taxes.
- Spencer needs to allow growth and move out of the dark ages.

- We must accept the market demand for motorsports.
- there needs to be more things for the you kids to do here in Spencer
- We have land just outside of town limits for commercial & industrial development.
- Not enough park area for residents. I grew up in a town with about 5,000 people and it had at least 5 city parks with playground equipment, tennis/basketball courts, etc.
- Industrial growth would provide jobs and improve tax base. Existing commercial space is available, but needs to be used - improve jobs & tax base. Except for 8th Street, parks need more activity - not necessarily more land.
- economic growth
- Commercial development should be encouraged in the ETJ along Longs Ferry Rd. You can never have enough parks and a greenway along Grants Creek would be awesome especially if it connects to Salisburys greenway trails.
- More industry = more jobs. Homeowners are allowed to beautify their property because of antiquated laws, or laws not voted on by townspeople.
- Spencer does not need to worry about about building more residential areas because we have plenty of housing. The housing just needs to be upgraded. This is why I feel that the land has not been used for commercial. We built apartments on Main Street that could have been used for business purposes. Industrial- We have let Salisbury annex land that should have been ours that we could have used for commerical purposes. This would have given us a better tax base.
- I wish there were more retail options in our downtown.
- Goes without saying
- We need more housing that is upscale
- Less and less land is considered. People are not knowing where their food comes from
- Keep farms
- More farming

**Question 11. To preserve the Town's character, should roads passing through Town require drivers to slow down to make the Town more safe and attractive?**

- **Please specify any sections of roads that you recommend should be managed for safety and improved appearance.**

- I-85
- I 85
- FROM THE SPENCER LINE TO SALISBURY
- for improved appearance the town needs to look to the streets off main street and improve the neighborhoods that also make up this town. As far as safety we need to work on speeders and people who do stupid things while driving during events that take place in our town
- interstate 85
- I-85
- I-85
- I-85
- 85 widening
- 85 is most obvious. Our leaders should have never sat by silently while Ann Brownlee blocked the relocation, widening, and new bridge.
- The widening of Interstate 85 and the new Yadkin River bridge were blocked by obstructionists who claimed to be in favor of historic preservation. We need our leadership to pass a resolution that unequivocally give a vote of "no confidence" to the obstructionists, and voices strong support for opening the north part of Spencer and its ETJ for commercial and industrial growth. And yes, that includes the highly desirable array of "usual" service stations, fast food restaurants, motels, auto sales and repair shops---all of which currently involve a commute out of Spencer to spend our dollars in other municipalities.
- I.85 IS CROWDED FROM 0600 HOURS TO 2100 HOURS EVERY WEEK DAY BECAUSE OF THE HYSTERIC CROWD BLOCKING PROGRESS. THEY THINK THEY'RE PC'S OR SOMETHING. FINISH THAT INTERSTATE AND LET THE TOWN GROW.
- The Interstate
- Safety would be finishing the interstate widening, but then there would be fewer people riding through town to care about appearances as much.
- Safer traffic is not stoped in speed traps. It does not improve our appearance, either.
- Of course i85. It spooks business when widening gets delayed by radical history buffs.
- Improve whatever roads need to be improved for more jobs. I think 85 would be the highest priority.
- I85 bridge construction
- Traffic jams created by speed traps are NOT attractive, nor are they safe! Just look at the I85 traffic jam from the historic folks blocking construction.

- JObs and business are more important than creating traffic jams so people can see how pretty we are. If I-85 isn't finished soon, there will be so much traffic on 29, half the East Coast will see our "attractive" town. And locals won't be able to stop and shop here.
- Interstate 85
- 85
- We need more sidewalks that are safe for elderly, and we need to get them to finish the interstate bridge.
- I-85 and Yadkin River Bridge projects. Should be our #1 priority, so we can rezone everything close to it commercial and industrial.
- Interstate 85
- Too much attention is focused on appearance and preservation. That's why I-85 was blocked. Get it done, and get us some jobs.
- 85 and 29 need to accommodate lots of visitors and commerce.
- 85 interstate
- Keep 4 lanes down town and raise the speed limit. And finish the I-85 bridge project.
- Get more business in the area. There's a lot of land near I-85, so let developers break ground and let this area achieve its potential.
- That Interstate needs to be finished, not blocked for an imaginary battlefield.
- Get the road course racetrack built, and finish I-85.
- The only land the town should keep in agricultural and forestry use is the agricultural and forestry land that is owned by the town. Become business friendly. And make them finish 85.
- What we need is a new Yadkin bridge.
- the traffic jam on 85 is hazardous. get it done asap.
- the interstate
- the interstate bridge needs widening.
- I-85. Stop letting hysterical preventionists hold us back!
- The interstate that Ann Brownlee stopped from being improved. That should be #1 priority.
- New I-85 bridge and 8-lane interstate widening must receive a priority.
- 7th street
- Residential streets and Salisbury Ave.
- --29/70 in area of Moose Lodge. (appearance) --Yadkin Avenue and Rowan Ave. More stop signs to slow motorists going down hill. --Whitehead in front of the high school.

- Parking on both sides turns many residential streets into obstacle courses.
- Speed in town is 20 mph. This is slow enough
- Salisbury Avenue needs sidewalks immediately and streetscape project in the future - constrict traffic to two lanes. Discourage I-85 traffic from using Salisbury Avenue as an alternate route.
- Interchange of Longs Ferry Rd. and US 29. This is a gateway into the community.
- 20 mph is too slow through town when you have residential areas that are 35 mph....for example: Sowers Ferry Rd.
- From the river to the Food Lion. There are too many homes that look like slum houses. The roads are OK. In regard to #14. "strip' development would be OK on the outskirts of town.
- There are too many areas to mention any specific ones. They are the intersections where vision is blocked. There is a home near the police station that is loaded with cars, etc., being worked on. I thought there was an ordinance against that?
- N Salisbury Avenue
- The streets behind the downtown area are used as speedways. We have complained for years about cars that speed up and down these streets. The stop signs have not done what the town hoped they would do. I have seen many towns that have installed low but wide speed bumps that have made a huge improvement in slowing down the drivers. One was Greenville, SC where I use to live. We use to have a problem with speeders in the historic district and the surrounding area but that is not the case now. We also need to install better lighting on alot of these streets. These streets make it easy for criminals to go unseen.
- Perhaps we could find a way to improve the look of the industrial entrance to town from I-85 traveling south?
- We are a laughing matter. The speed through the town should be at least 35 mph. That is speed in school zone. Why twenty? Just to cause people to have no respect for law. Strip malls that are planned can be pleasing. What about a metal building being allowed on the main street.
- I realize it's human nature to ease through four-way stops, but the number of drivers who are apparently oblivious to the stop sign at the intersection of Third Street and Carolina Avenue is scary. I also see cars racing down Third and Fourth streets on a fairly regular basis.
- Enforce the speed limit on Main Street and 7th Street.

**Question 16. Do you have any additional comments or suggestions?**

- What "valuable natural resources" are here that should be preserved? We need jobs.
- NO
- stop the crime, street walkers and kids wandering the street during school hours
- If we as a town don't work as a team and ask the people and the businesses what they would want to see done and include each and every one who lives and works and owns a business in this town then this survey will be useless. Remember there is no I in team work.
- What is this survey really about and how will it affect me and my family? Is the town trying to get more control and take away more rights of the citizens while continuing to raise our taxes.
- Jobs and economic growth should come first. The EDC in Salisbury has only taken those from us! Get us out!
- Yes, allow development to occur to bring more jobs and better tax base.
- Yes, allow development to occur to bring more jobs and better tax base.
- More jobs are needed. Finish I-85 and develop everything near it!
- Lower my taxes by expanding the tax base with commercial and industrial.
- We should stop residential construction for the time being, while encouraging new industrial growth.
- Sound water management practices should be implemented, but Spencer is not the region's "bread-basket," so excessive farmland preservation in our relative small area would hamstring our ability to capitalize on the highly valuable natural resource of developable land for expanding our tax (and jobs) base. It is my opinion that what we most need is jobs and a diverse array of industries.
- STOP TRYING TO HOLD THE GROWTH BACK. LET ROWAN AND SALISBURY SCARE AWAY BUSINESS TO US, INSTEAD OF VICE-VERSA.
- Business must be welcomed to Spencer, not sent to Salisbury and Charlotte. The EDC is holding us back. And history people are a nuisance to our growth and prosperity, too.
- Our most valuable natural resource is our people, and they need jobs more than they need the land to be locked up by tighter government restrictions that won't allow growth.
- Make job creation the Town's priority!
- Don't drive away jobs. This survey is exactly what by grandparents told me it is biased to stop growth instead of creating jobs for young people to want to stay. When we are all gone, all you will have is low class housing rented by section 8 people and lots of slumlords. Is that what you really want?
- Concentrate on good jobs so we don't have to leave town, or pay half our paychecks on gasoline.
- Grow this town. Let the north end potential be realized. Forget about the battlefield park idea, it is 'history.'

- Stop trying to prevent growth. If you don't back off, there will be a backlash reaction by the public to whom you are accountable.
- This survey seems to point us in only one direction, toward big brother government that pokes its tentacles into every aspect of what we do.
- Stop trying to find more ways to make Spencer like Salisbury, with invasive, oppressive government bureaucracy.
- Don't choke off development with too many restrictions.
- Jobs must be the priority or our workers will be working to afford gas for their commute.
- Too much restrictions will drive away business and jobs, and cause our residential tax rates to continue to be the disgrace of the county. Wise up. This isn't Salisbury, and trying to be like Salisbury is not desirable for us at all.
- The entire thrust of this biased survey was to ingratiate local government bureaucrats. I voted for change, but I hope the new leaders don't cave to the Marxist agenda of whoever wrote this survey!
- Let's prepare for development.
- make rules to create better jobs and economic growth with industry and more business. strip malls would be very desirable, too.
- we need more jobs
- Trying to make the most important consideration the physical appeal is a mistake that has costed Salisbury the good jobs. Don't be like them. They really suck.
- Spencer's most valuable natural resource is its land and its people who want that land to be developed for better jobs near our homes.
- Strength in land use comes with allowing lots of commercial and industrial growth, for more opportunities for youth.
- What this town needs desperately is more jobs that pay good, and lower taxes. Get with what citizens want, not what the elites are asking for.
- Listen to the citizens in Spencer who want commercial and industrial growth.
- We must grow or die off. Our job base is inadequate.
- open up for development and jobs.
- Make laws that will help grow job base.
- Do what is needed to bring in jobs and business growth.
- This survey is hostile to future business development for Spencer. It should be taken off the town's web site.
- It didn't appear last night that your new aldermen approves of scaring away business by "strengthening" heavy-handed government tactics being pushed by radical environmentalist agendas. Instead of biased surveys, listen to constituents.

- Your survey is biased toward receiving responses that would justify more invasive government regulation that is already ruining our town's potential.
- Given its location, Spencer has an opportunity to grow in a positive manner, both economically and residentially. Growth is not a bad thing, if managed correctly. Controlling the deteriorating housing, especially rental properties, is a key concern. I live in an older home that has been restored and the neighborhood is nice. I worry about problems from E. Spencer continuing to bleed over into Spencer because the housing market is such that tenants who bring negative issues with them can afford to live in the run down rental housing.
- Creeks, river, marsh and swamp areas should be managed to preserve beauty and minimize risk of flooding. This need not preclude all development.
- For question 14, strip development as described is not attractive but quality commercial development should be encouraged. Also for question 17, developers should be required to build development up to high standards, but taxes generated from the development should be adequate for the additions new city staff and infrastructure.
- The town leadership needs to work together for the betterment of the community and put their personal conflicts aside.
- Communication is a key issue. It would be interesting to see the published results of this survey.
- Way too many people walking in the middle of the street; not moving over for cars.
- I feel like the people that have lived here all their lives are not taken serious when we try to report crime or give our ideas. It makes people feel like giving up and moving away. This town does not have the hometown feeling any more. I guess if you have moved from a bigger town than the crime does not seem that bad. But for those of us that know how the town used to be and then we see the way it is now is VERY UNEXCEPTABLE! Yes parts of Spencer look pretty but it feels like a facade. People need to pull away the facade and get down to the dirty interior.
- Make residents pay fair share of taxes. Don't set up a special class of people who are not responsible for their well being.
- I appreciate the job that Police Chief Robert Bennett and his officers are doing. They're always very polite and respond immediately on the handful of occasions I've called. I think an officer patrolling on foot occasionally might put a damper on some of the profanity that's a common occurrence on the street on which I live (the 400 block of South Iredell Avenue). Sorry I didn't have more to say about land use planning.
- A study on the percentage of residents receiving welfare should be done and a study of the property owners renting to them.
- Spencer needs to concentrate on getting more businesses here to employ the population that will work. By doing this the population that does not choose to work will be pushed out properties that are presently being cared for will be as the new residents will have disposable income and be more apt to take care of the property.
- New jobs #1 need

- We need industrial and commercial growth
- Stop street walking
- Don't get carried away with too many restrictions, we need jobs.
- You didn't ask about recreation facilities, but you assume I want impact fees to pay for them, when I do not. This survey is biased in more ways than one, toward bigger government.
- Stop crime

# B

## APPENDIX B. RETAIL MARKET REPORT/DATA

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**(A copy of the Retail Market Report is located on the website and in Town Hall)**

Commerce & Industrial Site  
 Long Ferry Road and Interstate 85  
 Spencer, NC 28159

**Site Map**  
 Benchmark CMR, Inc.  
 March 29, 2008

Latitude: 35.6954  
 Longitude: -80.401



Downtown Spencer  
5th St AT S Salisbury Ave  
Spencer, NC 28159

### Site Map

Benchmark CMR, Inc.  
March 29, 2008

Latitude: 35.688091  
Longitude: -80.434968

