

Rowan County, North Carolina Community Brand Development

Presentation of Research Findings
and Brand Strategy

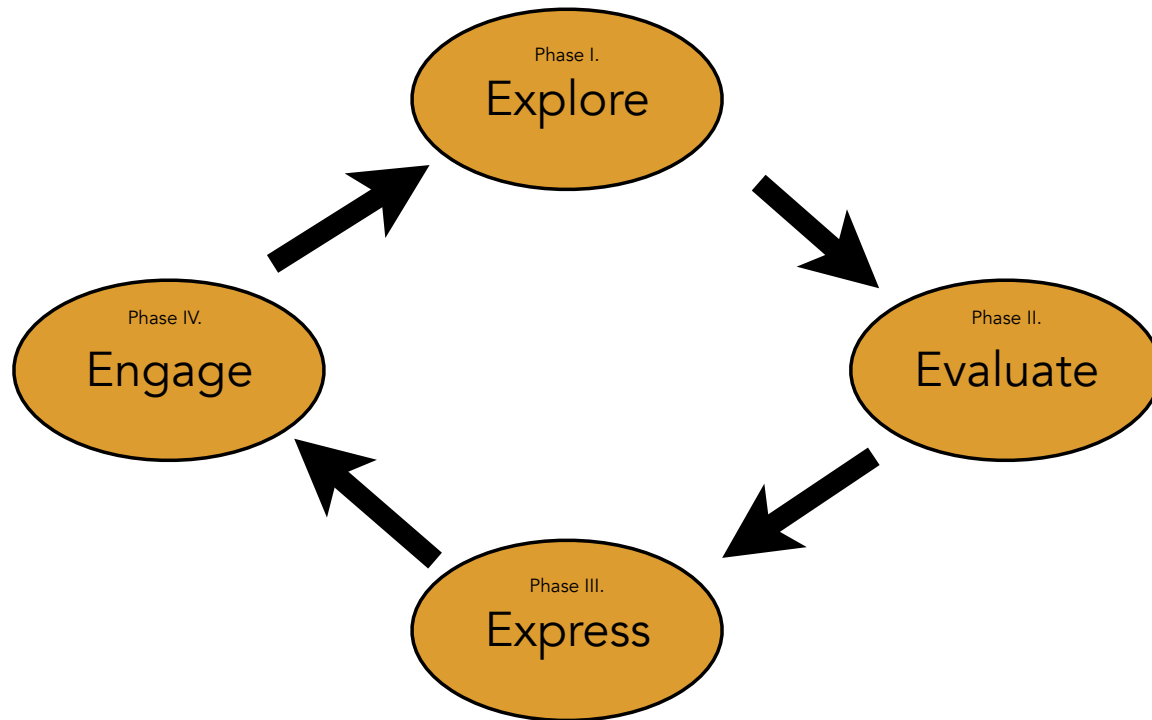


Today's Presentation

- Review Research Results
- Review Recommended Brand Strategy
and Brand Platform



Brand Explorer Program





Participants

Chamber of Commerce	Catawba College	City of Granite Quarry	County Commission	Public Arts Commission	National Sportswriter & Sportscaster Hall of Fame	Rowan Cabarrus Community College
Downtown Salisbury	Patterson Farms	Livingstone College	City of Salisbury	City Council	Landtrust of Central NC	F&M Bank
Rowan School System	Salisbury Post	Hood Seminary	RCCC	NC Transportation Museum	YMCA	Global Contract Services
City of China Grove	SRCVB	Power Curbers	City of Spencer	Turn of the Century B&B	Tiger World	Public Library
Morgan Ridge Vineyards	Chick-Fil-A	Lee Street Theater	Courtyard Marriott	Piedmont Players	Trinity Oaks	Novant Health
Healthcare Management Consultants	City Planning Office	Rowan Arts Council	Fidelity Bank	Skinny Wheels Bike Shop	Kenner & Dees	East Rowan High School
West Rowan High School	Carson High School	Duke Energy	Carolina Color Corp	J. Fuel Systems	State Farm	RowanWORKS



Research Recap

- 41 interviews with community stakeholders
- 7 focus groups with people in the community (59 participants)
- 3 online focus groups with outlying markets (58 participants)
- 1,331 community surveys completed
- 314 attitude, awareness and perception surveys completed by residents in Charlotte, Winston-Salem, Greensboro and Raleigh
- A review of Rowan County's digital footprint
- Community segmentation profiling



Phase I
EXPLORE
Themes



Theme 1: History



Stakeholders told us - history is one of Rowan County's top assets.

Market Visit Q: What are Rowan County's two or three most recognizable and important assets?

- NC Transportation Museum (mentioned 12 times)
- History (6)
- Historic preservation (5)
- National Cemetery (2)
- Historic Hall House





The community survey also revealed history as one of the top assets of Rowan County.

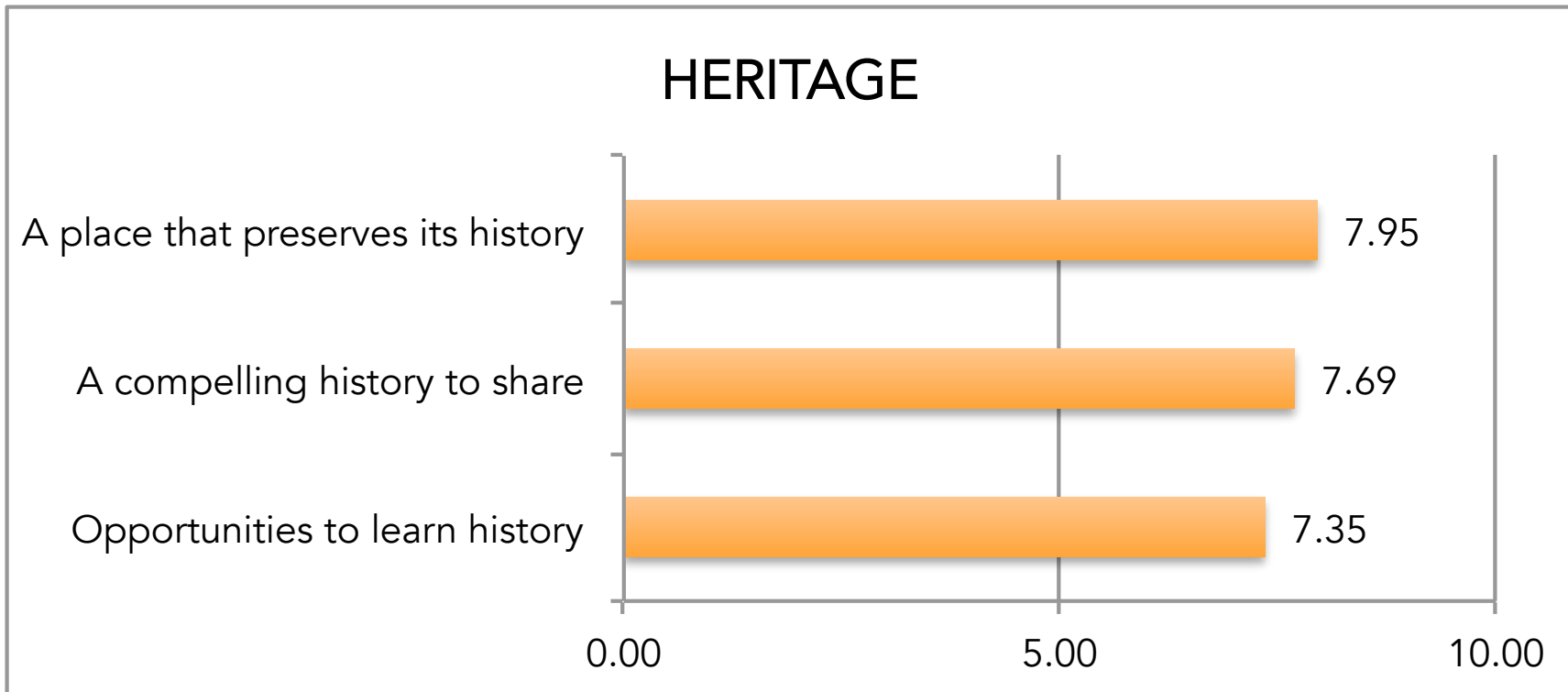
Community Survey Q: In your opinion, what are the three most important assets in Rowan County?

Asset #1	Asset #2	Asset #3
Location	Dan Nicholas Park & others	Colleges
Salisbury	Salisbury	History/historic sites
History/historic sites	Location	Location
Dan Nicholas Park	Colleges	Dan Nicholas Park & others
Land	Arts	Businesses
I-85	History/historic sites	I-85
Arts	Land	Arts & culture
Schools	Transportation Museum	Salisbury
Proximity to Charlotte	Downtown Salisbury	Downtown Salisbury
Transportation Museum	Businesses	Land
High Rock Lake	High Rock Lake	Schools
Businesses	I-85	Access
		Proximity to Charlotte



The community said that Rowan County does a great job of delivering on all its heritage attributes.

Community Survey Q: On a scale of 1 to 10 with 1 being "poor" and 10 being "excellent," how well does Rowan County deliver the following attributes?





Website photos and URLs promote history

The image shows a screenshot of the Town of Spencer website and a search result. The website header features the 'TOWN OF SPENCER' logo and the text 'SPENCER North Carolina'. Below the header is a row of four photos: a steam train, a sign for 'NORTH CAROLINA TRANSPORTATION', a statue of a person, and a brick building. A navigation menu includes 'Home', 'Small Town Main Street', 'Governance', 'Frequent Questions', 'Calendar', 'News', 'Employment Opportunities', 'Contact Us', and 'Web Site'. A search bar is present with a 'GO' button and links for 'EMAIL UPDATES', 'PHOTO GALLERY', 'LOCAL FLAVOR VIDEO', and 'CONTACT US'. A large banner for 'SALISBURY ROWAN COUNTY Authentic North Carolina' is overlaid on the bottom left. A search result for 'Historic Gold Hill - In the Middle of Everywhere' is circled in orange, showing the URL 'historicgoldhill.com/'.

Source: Digital Audit



History and heritage are also points of community pride.

Community Survey Q: What makes you most proud of Rowan County?

- History and heritage
- Historic sites and preservation
- Transportation Museum

"Community, our children and the significance to the state's place in history and the future."





Rowan County leaders, residents and those outside of the area all agree, history sets it apart.

Market Visit Q: How is Rowan County different than surrounding North Carolina counties?

- Strong history and preservation of history
 - Old South
 - Still, small town feel

Community Survey Q: In your opinion, what makes Rowan County unique compared to surrounding counties?

- History
- Historic districts and downtowns

AAP Survey Q: What distinguishes Rowan County, North Carolina most from other counties/areas in North Carolina?

- History
- North Carolina Transportation Museum
- Historic sites

"Salisbury has preserved the history of the county downtown very well." (AAP)

"It's so beautiful and natural and preserves its history so well." (AAP)



Theme 2: Outdoors / Agriculture



Agriculture and the outdoors came out as top assets from community stakeholders.

Market Visit Q: In your opinion, what are the three most important assets in Rowan County?

- Dan Nicholas Park (mentioned 11 times)
- Parks (4)
- Patterson Farms (4)
- Agriculture (3)
- Yadkin River (3)
- Farmland (2)
- High Rock Lake (2)
- Rural
- Outdoor offerings
- Sloan Park





Outdoors and ag-related assets were notable choices in the community survey.

Community Survey Q: In your opinion, what are the three most important assets in Rowan County?

Asset #1	Asset #2	Asset #3
Location	Dan Nicholas Park & others	Colleges
Salisbury	Salisbury	History/historic sites
History/historic sites	Location	Location
Dan Nicholas Park	Colleges	Dan Nicholas Park & others
Land	Arts	Businesses
I-85	History/historic sites	I-85
Arts	Land	Arts & culture
Schools	Transportation Museum	Salisbury
Proximity to Charlotte	Downtown Salisbury	Downtown Salisbury
Transportation Museum	Businesses	Land
High Rock Lake	High Rock Lake	Schools
Businesses	I-85	Access
	Water	Transportation Museum
	Freight Liner	Food Lion
	Food Lion	High Rock Lake
	Police Department	Growth
	Hospital	Agriculture
		Proximity to Charlotte



Your natural assets are recognized by outsiders.

AAP Survey Q: In your opinion, what are the three most important assets in Rowan County?

Asset #1	Asset #2	Asset #3
Jobs	Schools	Community
Land	Community	Businesses
Parks	Shopping	Family
Location	Land	History
Proximity to Charlotte	Food	Nature
Community	History	Schools
History	Restaurants	Shopping
Country	Location	Proximity to Charlotte
Food	Money	Jobs
Friendly	Quiet	Money
Catawba College		Nice
VA Hospital		Peaceful
Shopping		



The rural landscape drives how Rowan County often describes itself.

Market Visit Q: What one or two words best describe Rowan County?

- Rural
- Agriculture
- Farming
- Farmland
- Outdoors
- High Rock Lake
- Beautiful
- Hunting

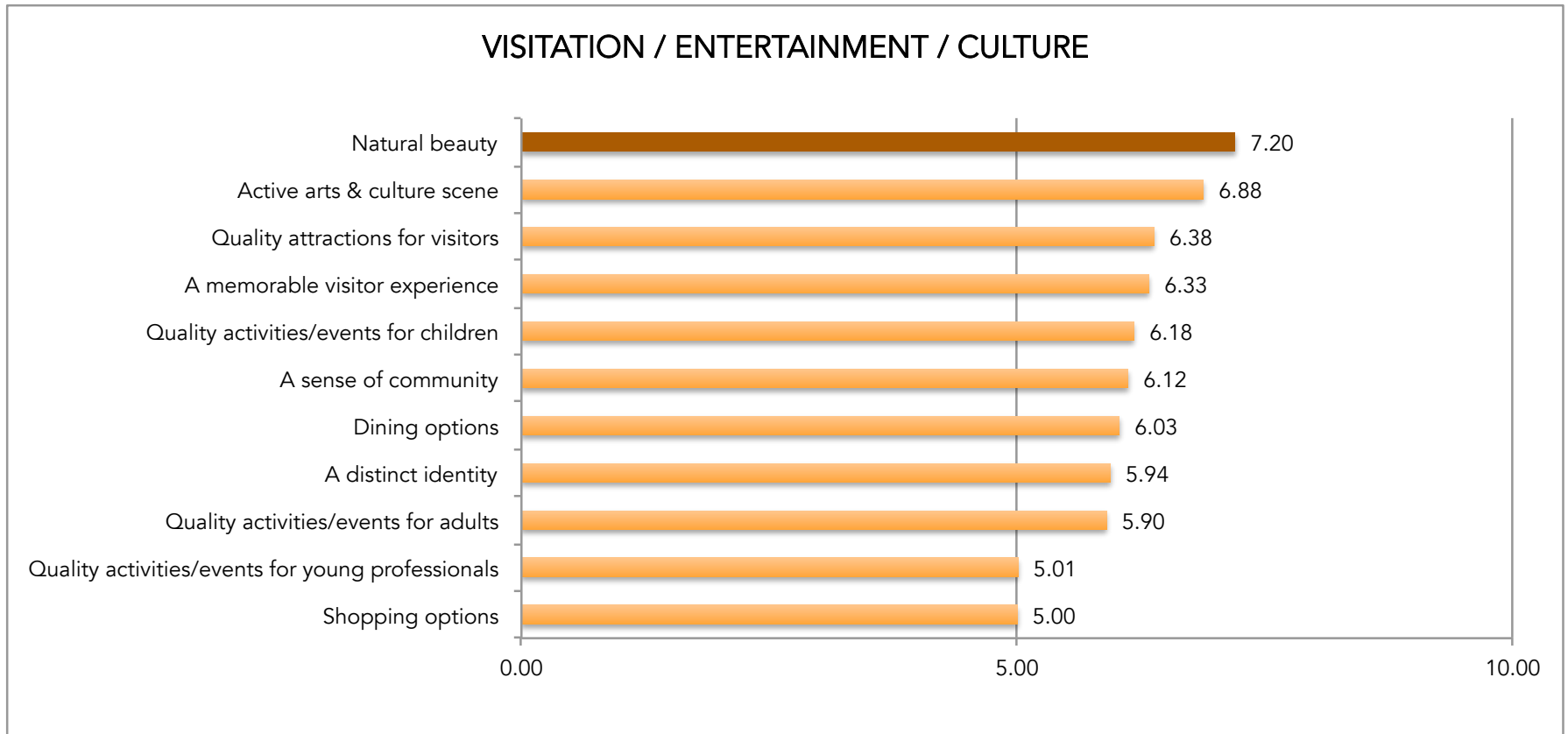
Community Survey Q: Please list two adjectives or words that best describe Rowan County.

- Rural
- Beautiful
- Parks
- Country
- Scenic



The community rated Rowan County highest for its natural beauty.

Community Survey Q: On a scale of 1 to 10 with 1 being "poor" and 10 being "excellent," how well does Rowan County deliver the following attributes?





Rural living is literally who you appear to be.

URBANIZATION SUMMARY GROUPS

1

Principal Urban Centers:

Young, mobile, diverse in metros of 2.5 + million people

2

Urban Periphery:

City life for starting families with single-family homes

3

Metro Cities:

Affordable city life, including smaller metros, satellite cities

4

Suburban Periphery:

Affluence in the suburbs, married couple-families, longer commutes

5

Semirurals:

Small town living, families with affordable homes

6

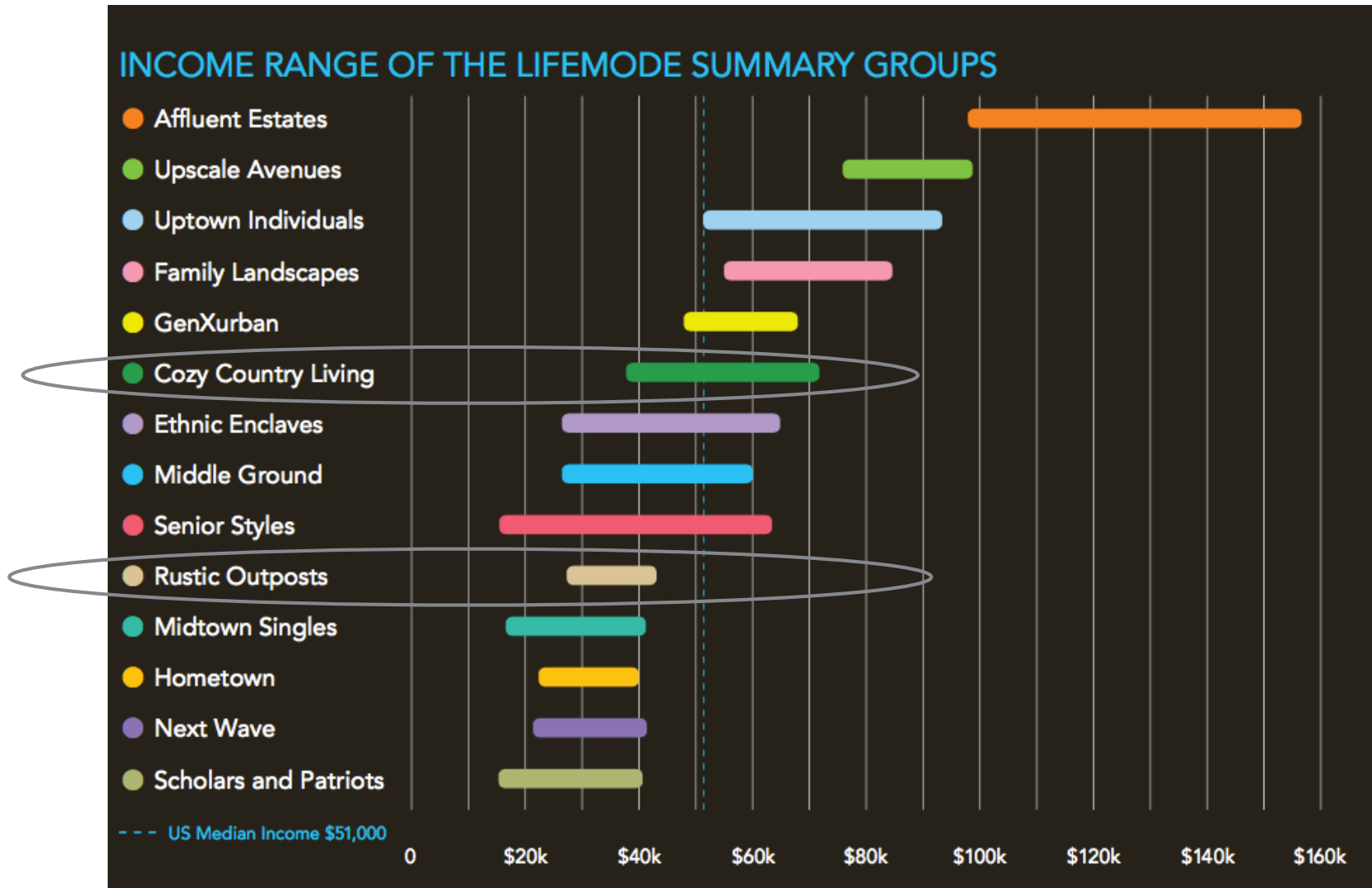
Rural:

Country living with older families, low density, and low diversity

Source: ESRI Tapestry segmentation profiling



Lifemodes reveal a rural lifestyle.



Source: ESRI Tapestry segmentation profiling



Tapestry segmentation reveals an area with a central city hub, surrounded by rural living.

Rank	Tapestry Segment	2015 Resident Households		2015 U.S. Households		Index
		Percent	Cumulative %	Percent	Cumulative %	
1	Southern Satellites (10A)	31.4%	31.4%	3.2%	3.2%	992
2	Salt of the Earth (6B)	11.6%	43.0%	2.9%	6.1%	397
3	Heartland Communities (6F)	9.6%	52.6%	2.4%	8.5%	404
4	Midlife Constants (5E)	5.8%	58.4%	2.5%	11.0%	229
5	Traditional Living (12B)	5.5%	63.9%	2.0%	13.0%	279
	Subtotal	63.9%		13.0%		
6	Old and Newcomers (8F)	4.6%	68.5%	2.3%	15.3%	198
7	Middleburg (4C)	4.5%	73.0%	2.8%	18.1%	161
8	Hardscrabble Road (8G)	4.3%	77.3%	1.2%	19.3%	350
9	Modest Income Homes (12D)	3.0%	80.3%	1.3%	20.6%	221
10	Rooted Rural (10B)	2.9%	83.2%	2.0%	22.6%	144
	Subtotal	83.2%		22.6%		

Source: ESRI Tapestry segmentation profiling



Rowan County is made up of 'Southern Satellites.'

Southern Satellites - 31%; 992 index

'Southern Satellites' is the second largest market found in rural settlements, but within metropolitan areas located primarily in the South. This market is typically non-diverse. Workers are employed in a variety of industries with higher proportions in mining and agriculture than the US. Residents enjoy country living, preferring outdoor activities and DIY home projects.

Salt of the Earth - 11.6%; 397 index

'Salt of the Earth' residents are entrenched in their traditional, rural lifestyles. Citizens still cherish family time and tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. They may be experts with DIY projects, but the latest technology is not their forte.



The outdoors is where Rowan County residents are taking guests to leave a favorable impression.

Market Visit Q: What are the places you take people to leave a favorable and memorable impression of Rowan County?

- Outdoor recreation:
 - Downtown Dan Nicolas Park (11)
 - Civic Park in Granite Quarry (2)
 - High Rock Lake (2)
 - Lake Corriher Park in Landis
 - Waterways
- Rural/country type activities:
 - Lazy 5 Ranch (5)
 - Patterson Farms (4)
 - Morgan Ridge Vineyards (3)
 - Farmland out west
 - Riding throughout the county





Rowan County ag experiences are even worthy enough for its own Pinterest board.

Agri-Culinary Experience

Agri-Culinary Experiences: Patterson Farm, Yadkin Valley Wine Region & More Food is an integral part of Salisbury-Rowan County culture, not only are there great local places to eat, but numerous pick-your-own farms, roadside stands and farmer's markets with fresh, in-season fruits and vegetables along with jams, jellies, preserves and the like. You haven't truly experienced Salisbury-Rowan County until you have picked and eaten a basket of your own fresh strawberries from Patterson Farm!

44 Pins 423 Followers

The Pinterest board displays a grid of images including: baskets of strawberries, pink flowers in a blue pot, a playground sign for 'Paw Paw Cares Playground', a 'Share your experience' graphic, a child eating a strawberry, Patterson Farm branding, a field of green crops, a farm school sign, Old Stone Winery branding, a bottle of olive oil, and a plate of asparagus.

your mouth
rsonFarm!
ryNC

County NC

or February;
n | Salisbury,

Pink Cheerwine Flowers in Asian
Blue Flowerpot 2012
#visitsalisburymc
#visitsalisburyrowan

Saved by
Visit Salisbury-Rowan County NC

Farm school planned for February;
cheese workshop soon | Salisbury,
NC - Salisbury Post
#visitsalisburyrowan
#visitsalisburymc

Patterson Farm - NC
#visitsalisburyrowan

Patterson Farm - NC
#visitsalisburyrowan

Patterson F
#visitsalist

Patterson Farm - NC
#visitsalisburyrowan

Patterson Farm - NC
#visitsalisburyrowan

Patterson Farm - NC
#visitsalisburyrowan

Old Stone
WINERY



Nature and Dan Nicholas Park are highly associated with the five senses of delivering a true Rowan County experience.

Community Survey Q: Now we would like for you to think about a true feeling of the “experience of Rowan County” using the five senses (See, Touch, Taste, Smell and Hear). Assume you had friends or business associates visiting and they were not familiar with Rowan County, North Carolina, what would you tell your friend or colleague to ensure they have a “true Rowan County experience?”

SEE	TOUCH	TASTE	SMELL	HEAR
Downtown Salisbury	Lazy 5 Ranch	Cheerwine	Hap’s	Trains
Dan Nicholas Park	Dan Nicholas Park	BBQ	Fresh, country air	Symphony
Transportation Museum	Trains	Local restaurants	BBQ	Pops at the Post
Historic homes	High Rock Lake	Hap’s hot dogs	Spring flowers	Church bells
Historic districts	Downtown Salisbury	Chef Santos	Farms	Lee Street musical
Old Stone House	Transportation Museum	Downtown restaurants	Downtown bakeries & restaurants	Downtown live music
Hall House	Patterson Farms	Morgan Ridge	Coffee	Bluegrass music
Lazy 5 Ranch	Art	Salty Caper	Cut grass	Faith 4th parade
Gold Hill	Water	Sweet Meadow	Krispy Kreme	Park activities
A play at the Meroney or Lee Street		Cava		Nature sounds at parks
High Rock Lake		Pizza		Birds/nature
Faith 4th		Strawberries		Quiet



Stakeholders strongly associate with agriculture as a way to deliver a true Rowan County experience.

Market Visit Q: Now we would like for you to think about a true feeling of the “experience of Rowan County” using the five senses (See, Touch, Taste, Smell and Hear). Assume you had friends or business associates visiting and they were not familiar with Rowan County, North Carolina, what would you tell your friend or colleague to ensure they have a “true Rowan County experience?”

SEE	TOUCH	TASTE	SMELL	HEAR
Downtown	Historic sites	BBQ	Agriculture, farms	Trains
Agriculture/ country/land	Agriculture	Cheerwine	BBQ	Peaceful, quiet
Dan Nicholas Park	Animals	Hap’s	Hap’s	4th of July Parade
Arts & Culture	Arts & crafts museum	Downtown Salisbury	Clean country air	Youth sports
Faith 4th Parade	Dan Nicholas Park	Fresh produce	Downtown Salisbury	Bluegrass music
History	Granite	Meat & potatoes		Cars on I-85
Lazy 5 Ranch	Lazy 5 Ranch	Microbrewery		
Transportation Museum	Parks	Southern cooking		
	Transportation Museum			
	Water			



Theme 3: Location and Access



Central location and easy access was listed by stakeholders as major assets.

Market Visit Q: In your opinion, what are the three most important assets in Rowan County?

- Central location (mentioned 12 times)
- Access to transportation (6)
- Railroad hub (2)
- Airport (2)





The community survey shows location is top of mind among residents.

Community Survey Q: In your opinion, what are the three most important assets in Rowan County?

Asset #1	Asset #2	Asset #3
Location	Dan Nicholas Park & others	Colleges
Salisbury	Salisbury	History/historic sites
History/historic sites	Location	Location
Dan Nicholas Park	Colleges	Dan Nicholas Park & others
Land	Arts	Businesses
I-85	History/historic sites	I-85
Arts	Land	Arts & culture
Schools	Transportation Museum	Salisbury
Proximity to Charlotte	Downtown Salisbury	Downtown Salisbury
Transportation Museum	Businesses	Land
High Rock Lake	High Rock Lake	Schools
Businesses	I-85	Access
	Water	Transportation Museum
	Freight Liner	Food Lion
	Food Lion	High Rock Lake
	Police Department	Growth



Outsiders also recognize its importance.

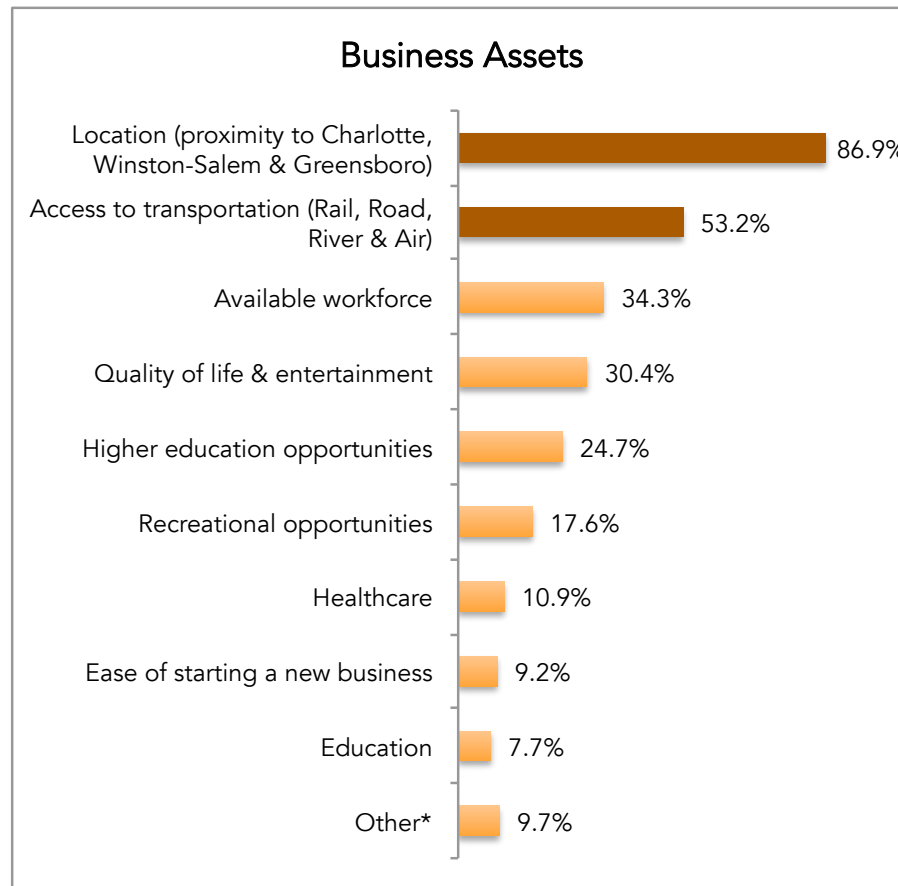
AAP Survey Q: In your opinion, what are the three most important assets in Rowan County?

Asset #1	Asset #2	Asset #3
Jobs	Schools	Community
Land	Community	Businesses
Parks	Shopping	Family
Location	Land	History
Proximity to Charlotte	Food	Nature
Community	History	Schools
History	Restaurants	Shopping
Country	Location	Proximity to Charlotte
Food	Money	Jobs
Friendly	Quiet	Money
Catawba College		Nice
VA Hospital		Peaceful
Shopping		



Location and access to transportation are the county's top two business assets.

Community Survey Q: Rowan County's three greatest assets for business are...

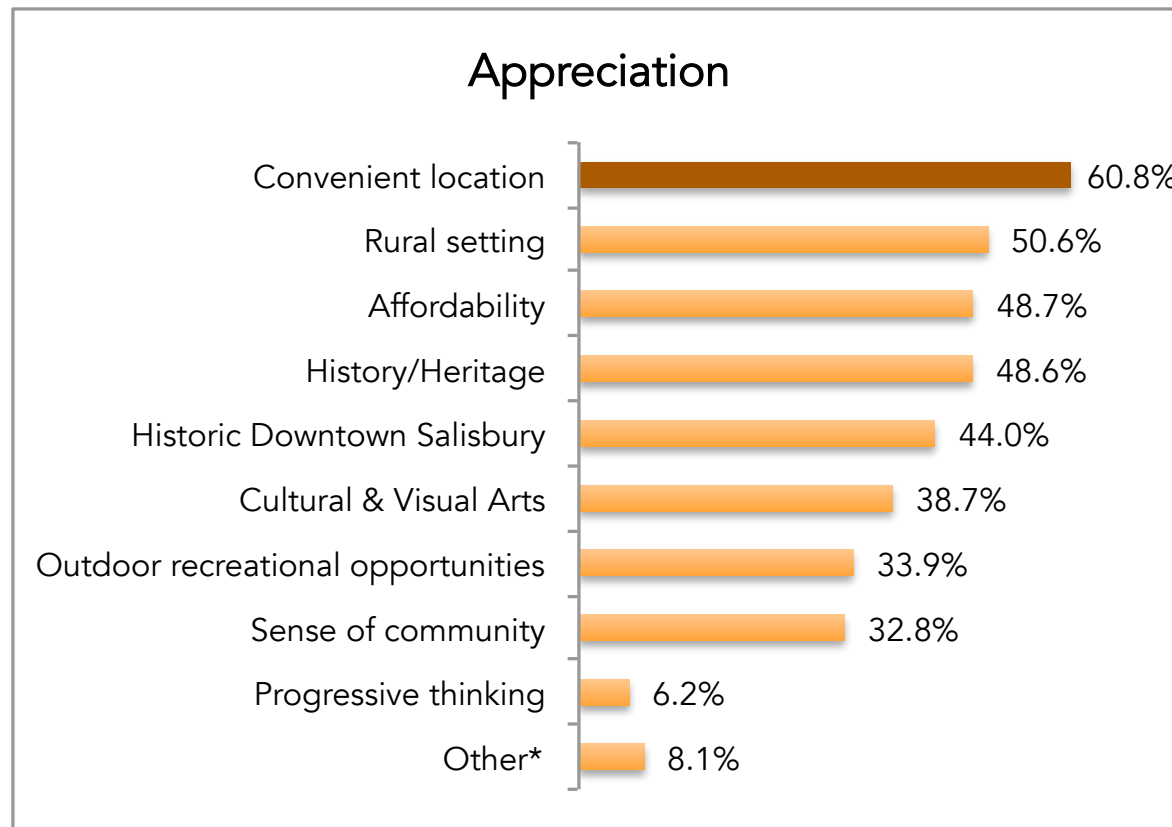


*Other: Fibrant; low taxes



Residents most appreciate Rowan County's location.

Community Survey Q: What do residents appreciate most about Rowan County?



*Other: Family, education, churches



The community really loves their location.

Community Survey Q: Beyond the people, what do you love about Rowan County?

Geographic location:

- Central Piedmont location
- Close to Charlotte, Winston-Salem and Greensboro
- Close to mountains and the coast

"The ease of access to beach, mountains, bigger cities, the importance of God to the community at large, the various attractions both natural and man made."

"The geographic location between the mountains and coast."



Rowan County's central location and access are also main differentiators among stakeholders.

Market Visit Q: How is Rowan County different than surrounding North Carolina counties?

- Central location between Charlotte, Winston-Salem and Greensboro (the doughnut)
- Proximity to mountains and beach
- Proximity to airports
- Access to I-85



Theme 4:
Descriptions of Rowan
County Communities



Salisbury: historical, friendly, quaint

Market Visit Q: Please list two adjectives or words that best describe ____.

SALISBURY			
Market Visit	Community Survey	AAP Survey (n=222)	Outlying Focus Groups
Historic downtown/architecture	History/historic	Nice	Quaint
History	Crime	Country	Small
Downtown	Friendly	Friendly	Great restaurants
Artistic	Growing	Big	College town
Arts & culture	Quaint	Rural	Great shopping



Kannapolis: research, progressive

Market Visit Q: Please list two adjectives or words that best describe ____.

KANNAPOLIS			
Market Visit	Community Survey	AAP Survey (n=158)	Outlying Focus Groups
Research campus	Growing/growth	Nice	Shopping
Biotech Center	Research	Busy	Restaurants
Cannon Mills	Progressive	Big	Charlotte suburb
Is it Rowan County?	Old mill town	Fun	Textiles
Progressive	Busy	Rural	Up and coming



China Grove: small but growing, nice, friendly, rural county, quiet

Market Visit Q: Please list two adjectives or words that best describe ____.

CHINA GROVE			
Market Visit	Community Survey	AAP Survey (n=131)	Outlying Focus Groups
Farmer's Day	Friendly	Nice	Small
Cotton mill	Nice	Quiet	Rural
Gary's BBQ	Small town	Rural	Quiet
Growing	Quaint	Country	Country
Historic	Growing	Friendly	Friendly



Spencer: trains, Transportation Museum, historic, poverty

Market Visit Q: Please list two adjectives or words that best describe ____.

SPENCER			
Market Visit	Community Survey	AAP Survey (n=91)	Outlying Focus Groups
Transportation Museum	Trains/railroad	Trains	Transportation Museum
Trains	History/historic	Nice	Country living
Poverty	Quaint	Friendly	Rural
Railroad	Transportation Museum	Fun	Historic
Struggling	Poor	Transportation Museum	Small



East Spencer: crime, poverty

Market Visit Q: Please list two adjectives or words that best describe ____.

EAST SPENCER			
Market Visit	Community Survey	AAP Survey (n=56)	Outlying Focus Groups
Poor/ poverty	Crime	Friendly	Small
Crime	Poor/ poverty	Crime	Rural
Needs help	Dangerous	Nice	Train museum
Train museum	Scary	Happy	Old
	Struggling	Inviting	Quiet



Cleveland: freight liner, country, farming, small

Market Visit Q: Please list two adjectives or words that best describe ____.

CLEVELAND			
Market Visit	Community Survey	AAP Survey (n=81)	Outlying Focus Groups
Freight Liner	Freight Liner	Nice	Very small
Farming	Rural	Quiet	Homey
Industrial	Country	Country	Diverse
-	Farming/ farmland	Fun	Farms
-	Trucks	Small town	-



Rockwell: rural, country, small, nice

Market Visit Q: Please list two adjectives or words that best describe ____.

ROCKWELL			
Market Visit	Community Survey	AAP Survey (n=80)	Outlying Focus Groups
Pass through	Nice	Nice	Country
Small/tiny	Growing/growth	Country	Small
Hamburger Row/fast food	Rural	Beautiful	Nothing to do
-	Small town	Fun	Historic
-	Friendly	Rural	-



Granite Quarry: granite, nice, quaint, quiet, growing

Market Visit Q: Please list two adjectives or words that best describe ____.

GRANITE QUARRY			
Market Visit	Community Survey	AAP Survey (n=61)	Outlying Focus Groups
Quarries	Nice	Fun	Small
Striving to improve	Growing/ growth	Nice	Rural
Bedroom community	Quiet	Quaint	History
Granite	Quaint	Quiet	Simple
Growing	Friendly	Old fashioned	Granite



Gold Hill: historic, gold, country, rural

Market Visit Q: Please list two adjectives or words that best describe ____.

GOLD HILL			
Market Visit	Community Survey	AAP Survey (n=60)	Outlying Focus Groups
Historic Gold Hill Village	History/historic	Nice	Old
Historic gold mine	Quaint	Fun	Very small
Gold	Rural	Country	Rural
-	Country	Gold	-
-	Quiet	History/Historic	-



Landis: quiet, rural

Market Visit Q: Please list two adjectives or words that best describe ____.

LANDIS			
Market Visit	Community Survey	AAP Survey (n=43)	Outlying Focus Groups
Pass through	Quiet	Rural	Small
Mill town	Small town	Beautiful	Country
Near Kannapolis	Mill	Friendly	Rural
	Nice	Quiet	Traffic
	Quaint	Country	Old



Faith: 4th of July, quaint, friendly

Market Visit Q: Please list two adjectives or words that best describe ____.

FAITH			
Market Visit	Community Survey	AAP Survey (n=38)	Outlying Focus Groups
4th of July Celebration	4th of July Celebration	Friendly	4th of July Celebration
Conservative	Quaint	Nice	Boring
Quaint	Patriotic	Quiet	-
Racism	Racist	Country	-
Soda Shop	Friendly	Small town	-



Mt. Ulla: rural, country

Market Visit Q: Please list two adjectives or words that best describe ____.

MT. ULLA			
Market Visit	Community Survey	AAP Survey (n=23)	Outlying Focus Groups
-	Farming/ agriculture	Nice	Simple living
-	Rural	Awesome	Lazy 5 Ranch
-	Country	Country	-
-	Quiet	Fun	-
-	Beautiful	Rural	-



Theme 5:
Salisbury — the Cultural
Center of Rowan County

The community mentioned Salisbury, with its cultural offerings, a key asset of Rowan County.

Market Visit Q: In your opinion, what are the three most important assets in Rowan County?

- Arts and culture (mentioned 16 times):
 - Symphony
 - 3 theaters
 - Ballet
 - Museums
 - Galleries
 - Music
- Downtown Salisbury (6)
- Salisbury (4)





The community survey also revealed Salisbury as a key asset of Rowan County.

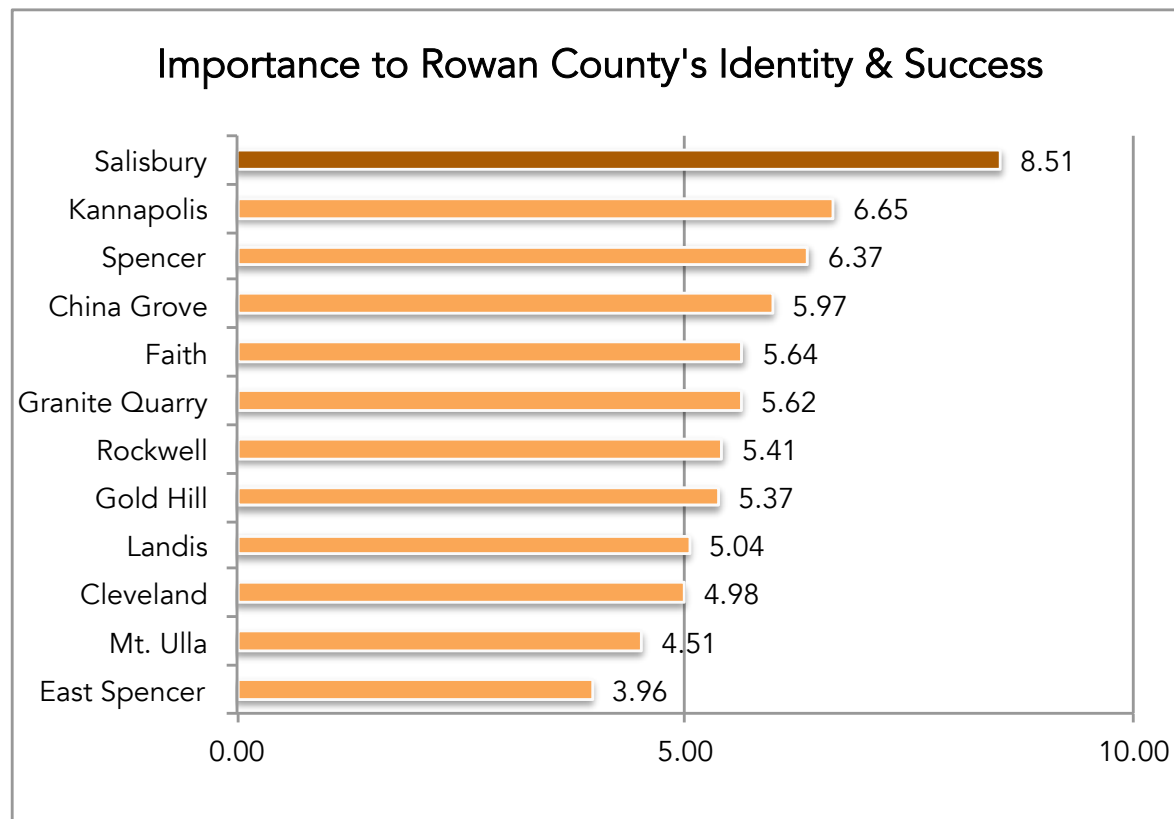
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I-85	History/historic sites	I-85
Arts	Land	Arts & culture
Schools	Transportation Museum	Salisbury
Proximity to Charlotte	Downtown Salisbury	Downtown Salisbury
Transportation Museum	Businesses	Land
High Rock Lake	High Rock Lake	Schools
Businesses	I-85	Access
	Water	Transportation Museum
	Freight Liner	Food Lion
	Food Lion	High Rock Lake
	Police Department	Growth
	Hospital	Agriculture
	Rowan County Airport	Spencer Shops



Salisbury serves the strongest role in helping determine Rowan County's identity and success.

Community Survey Q: Please rate the following communities on how important they are to the identity and success of Rowan County using a scale of 1 to 10 with 1 being "offers very little to the identity and success" and 10 being "extremely important to the identity and success."





Salisbury is the "life" and cultural hub of Rowan County.

Community Survey Q: What does the city of Salisbury add to Rowan County that it would not have if Salisbury didn't exist?

1. History: civil war, for the state of North Carolina, historic homes/sites
2. Arts and culture
3. Shopping/retail
4. Business district/hub
5. Crime
6. Fibrant
7. Courthouse
8. Night life/city life
9. Growth
10. Bigger population
11. High taxes
12. Restaurants
13. A central location
14. Urban lifestyle
15. Food Lion
16. Water & Sewer, utilities
17. Old money
18. A sense of place

"A city hub to lead all the small towns."



The community is very proud of what Salisbury has to offer.

Community Q: What makes you most proud of Rowan County?

Salisbury:

- Arts and culture scene
- Events
- Historic downtown

"Once I get friends to Salisbury, they are amazed. Once they enjoy Salisbury they are more open to discovering other parts of the county."



Rowan County recognizes Salisbury provides a lot for attracting businesses.

Market Visit Q: What makes Rowan County attractive to businesses?

Salisbury. It offers:

- A vibrant downtown
- Arts and culture
- Restaurants
- Shopping
- Some night life





Salisbury is the first place most residents would take people for a memorable Rowan County experience.

Market Visit Q: What are the places you take people to leave a favorable and memorable impression of Rowan County?

Downtown Salisbury (mentioned 16 times):

- Range of arts – theatre, galleries, symphony
- Local restaurants:
 - La Cava: upscale
 - Mambu Grill for lunch
 - Koko Java: homey, eclectic, diverse
 - Hap's Hot Dog
 - Spanky's for ice cream
 - Weekends: Mean Mug for open mic
- Mom and pop shops
- Emporium shops
- Catawba campus
- Historic Fulton Street and historic sites





Salisbury helps set Rowan County apart.

Market Visit Q: How is Rowan County different than surrounding North Carolina counties?

Rowan County has Salisbury:

- Progressive, dynamic, liberal
- Vibrant downtown with restaurants and shops
- Strong arts scene
- Large population





The community believes other people know little difference between Salisbury and Rowan County.

Market Visit Q: What do other people say about Rowan County (reputation)?

Outsiders tend to know Salisbury, not the county.

Salisbury is known for:

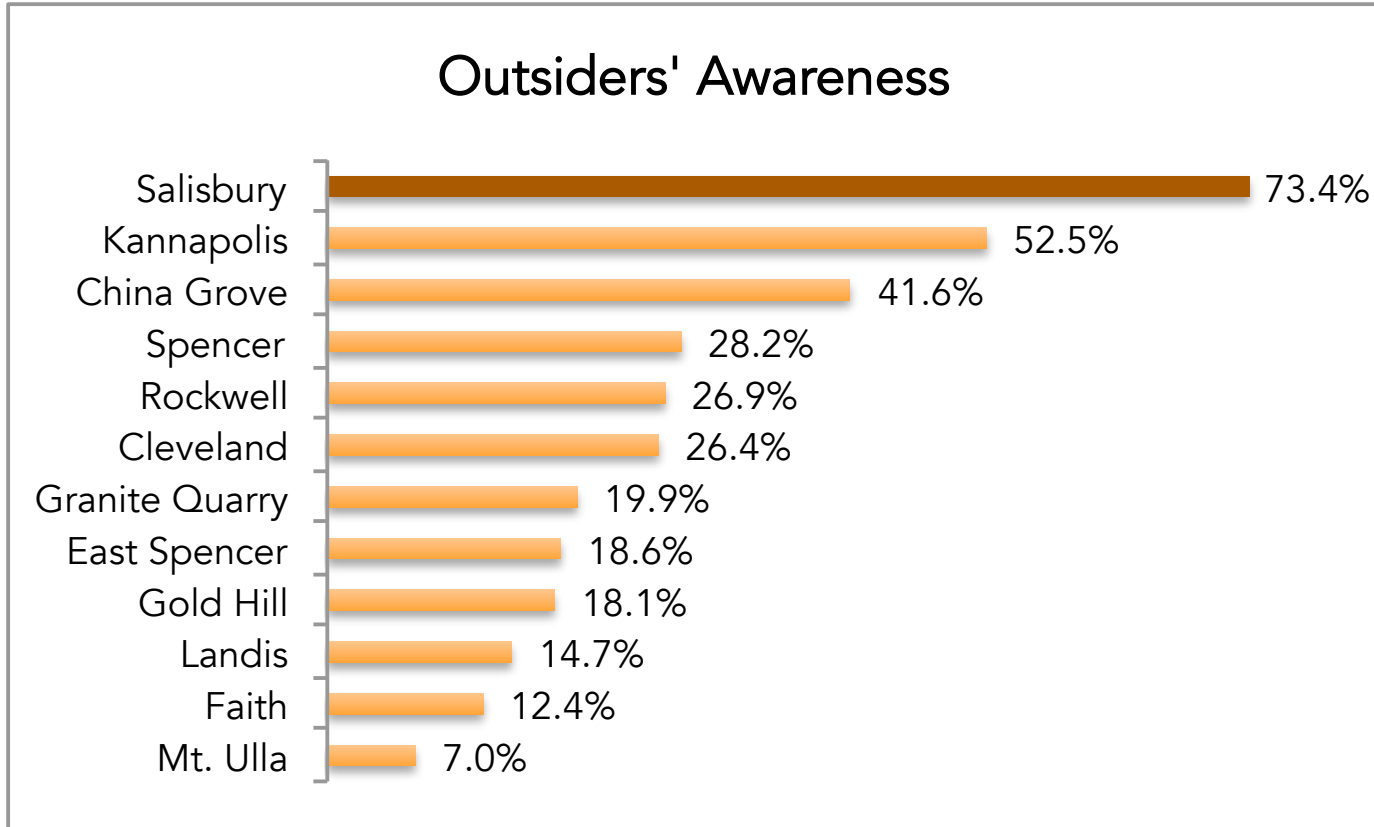
- Vibrant
- Being progressive, liberal, interesting
- Good arts scene
- Vibrant downtown
- Historic

"People love Salisbury. They don't distinguish between Salisbury and Rowan County."



Salisbury is the top recognized city in Rowan County among outsiders.

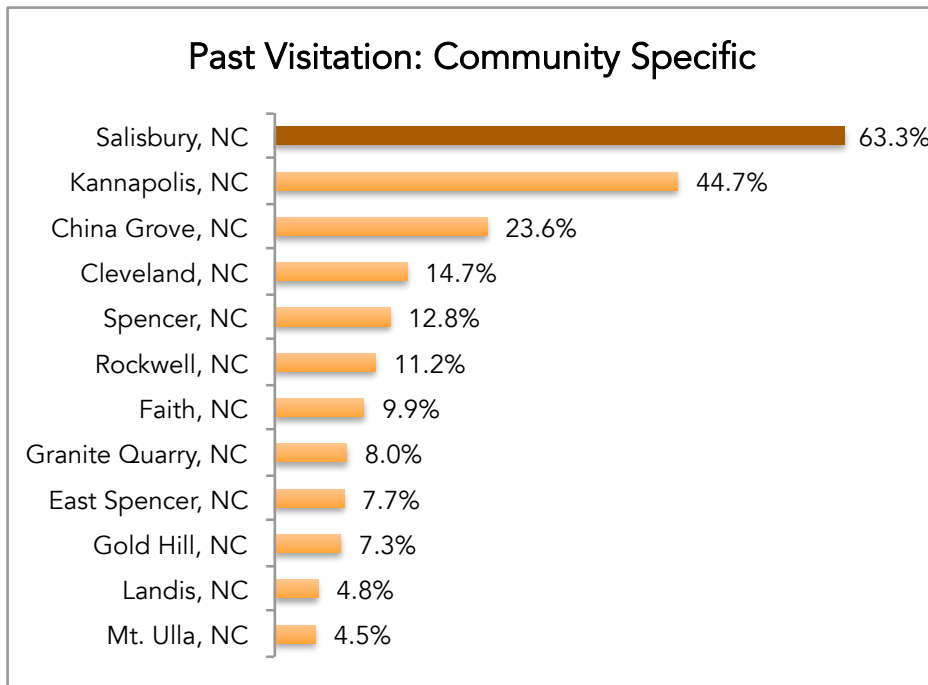
AAP Survey Q: Which of the following communities are you aware of in Rowan County, North Carolina?



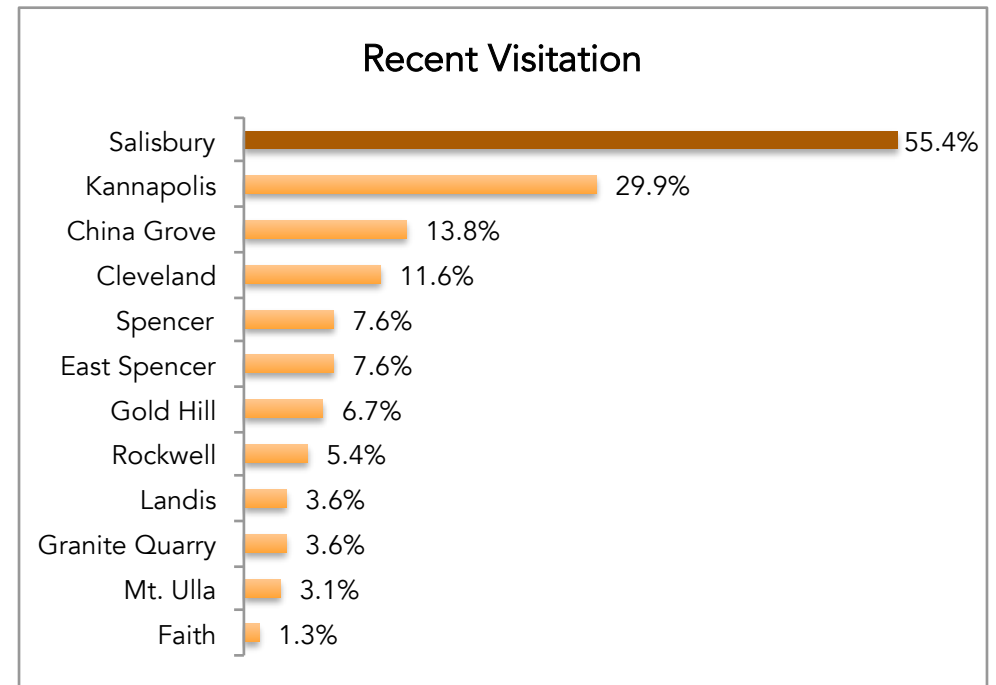


It is also the most visited city in Rowan County.

AAP Survey Q: Which of the following Rowan County communities have you visited in the past 3 years?



AAP Survey Q: On your most recent trip to Rowan County, which communities did you visit?









Rowan County's senses are highly associated with downtown Salisbury with its restaurants and theaters.

Community Survey Q: Now we would like for you to think about a true feeling of the "experience of Rowan County" using the five senses (See, Touch, Taste, Smell and Hear). Assume you had friends or business associates visiting and they were not familiar with Rowan County, North Carolina, what would you tell your friend or colleague to ensure they have a "true Rowan County experience?"

SEE	TOUCH	TASTE	SMELL	HEAR
Downtown	Lazy 5 Ranch	Cheerwine	Hap's	Trains
Dan Nicholas Park	Dan Nicholas Park	BBQ	Fresh, country air	Symphony
Transportation Museum	Trains	Local restaurants	BBQ	Pops at the Post
Historic homes	High Rock Lake	Hap's hot dogs	Spring flowers	Church bells
Historic districts	Downtown	Chef Santos	Farms	Lee Street musical
Old Stone House	Transportation Museum	Downtown restaurants	Downtown bakeries &	Downtown live music
Hall House	Patterson Farms	Morgan Ridge	Coffee	Bluegrass music
Lazy 5 Ranch	Art	Salty Caper	Cut grass	Faith 4th parade
Gold Hill	Water	Sweet Meadow	Krispy Kreme	Park activities
A play at the Meroney or Lee Street		Cava		Nature sounds at parks
High Rock Lake		Pizza		Birds/nature
Faith 4th		Strawberries		Quiet



Salisbury is the only community in Rowan County active on all of the big social media outlets.

Website				
Rowan County	X	X	X	X
China Grove	✓	✓	X	X
Cleveland	X	X	X	X
East Spencer	✓	X	X	X
Faith	X	X	X	X
Granite Quarry	X	X	X	X
Kannapolis	✓	✓	X	X
Landis	X	X	X	X
Rockwell	X	X	X	X
City of Salisbury	✓	✓	X	✓
Spencer	✓	X	X	X
Rowan Salisbury	✓	✓	✓	✓
RowanWORKS	✓	✓	X	X
Rowan Co Chamber	X	X	X	X
Downtown	✓	✓	✓	X



Salisbury creates more attention versus Rowan County (and others) on search engines.

Charlotte NC	368000		
salisbury	165000	china grove nc	5400
greensboro nc	165000	spencer nc	4400
winston-salem nc	60500	Rockwell nc	3600
salisbury nc	40500	gold hill nc	1900
kannapolis nc	18100	Granite Quarry NC	1300
Rowan County	8100	faith nc	1000
rowan county nc	3600		
cabarrus county nc	2400		



Theme 6: Rowan County persona



Residents believe outside perceptions of Rowan County are negative.

Community Survey Q: In your opinion, how do you think outsiders describe Rowan County?

1. Lack of leadership and negative associations with previous local government
2. Rural
3. Backwards
4. Crime
5. Historic
6. Poor
7. Country
8. Quaint
9. Small town
10. Friendly
11. Conservative
12. Near Charlotte, Winston-Salem and Greensboro
13. Boring

"Friends outside of the county laugh at our recent shenanigans in disbelief and describe us as backward, ridiculously conservative, and are shocked when they find out what we actually offer. Unfriendly is another word used."

"Backwards (prayer lawsuit), and having a place that is unsafe for visitors to walk down the street unarmed."

(In order of most often mentioned to least often mentioned.)



Community interviews and group discussions also revealed negative perceptions about Rowan County's reputation.

Market Visit Q: What do other people say about Rowan County (reputation)?

- Poor political reputation:
 - Fights between local government
 - Unwillingness to work with other communities
 - Not progressive; stuck in the past; a “has been town”
 - Closed minded reputation
- Poverty and crime
- Bad school system
- Racism
- Backwards
- Rural
- Pass through; stop along the interstate
- Sleepy, small town



The community considers the political environment its #1 challenge.

Market Visit Q: What is the biggest challenge keeping Rowan County from being great?

Political challenges:

- Lack of focus and vision
- Overcoming a past reputation of bad leadership
- Resistant to change
- Local governments don't communicate well

Community Survey Q: What are the biggest challenges that keep Rowan County from being great?

Poor local government perceived as the #1 challenge.

*"Our gov't leaders, school board and school officials not taking issues seriously enough and making changes."
(Community Survey)*

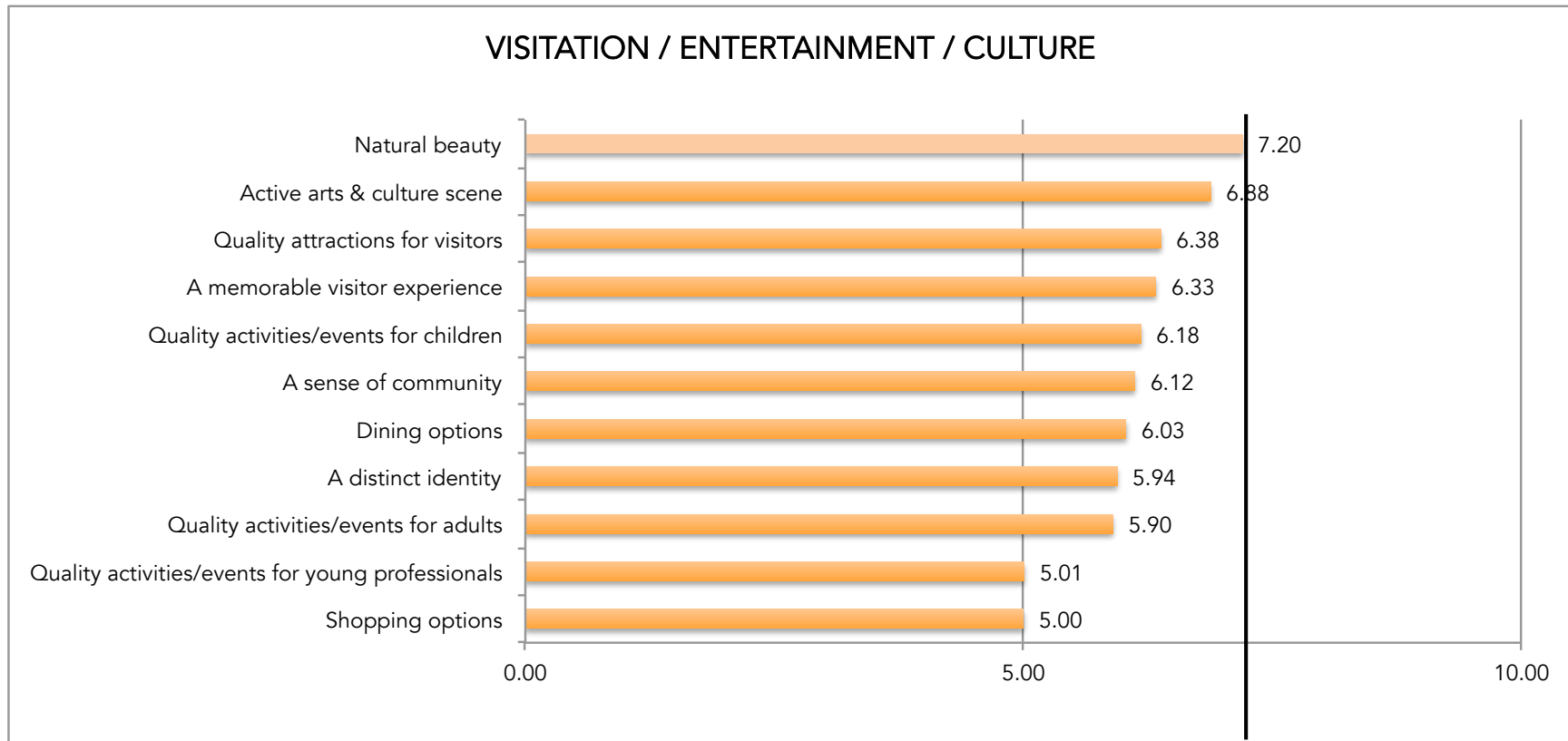


But, your #1 challenge
may be your self image.



The community only rated itself close to average on most of its visitation/entertainment/culture attributes.

Community Survey Q: On a scale of 1 to 10 with 1 being "poor" and 10 being "excellent," how well does Rowan County deliver the following attributes?

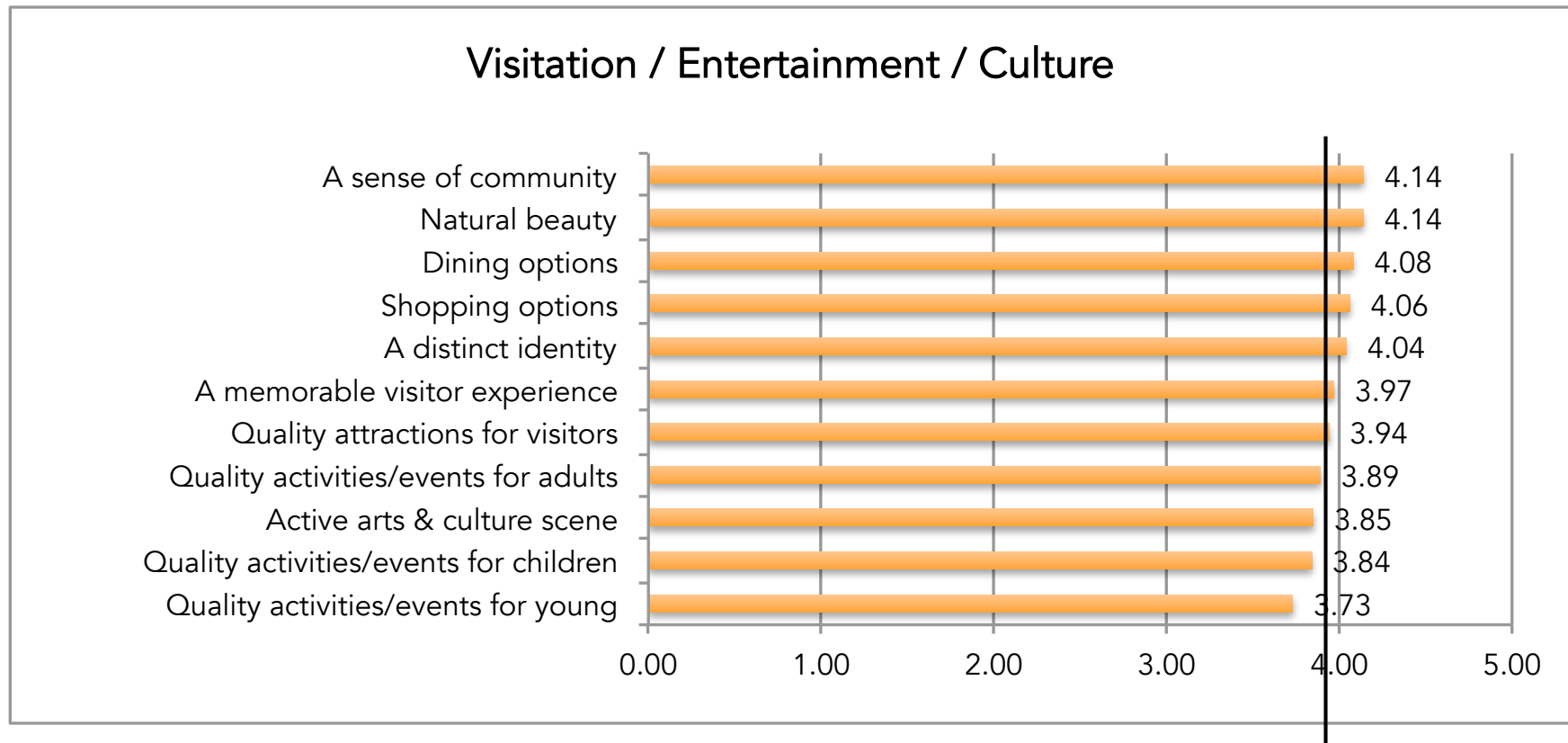




Outsiders perceive you as much better.

(Please note this is only a 5-point scale compared to the previous 10-point scale)

AAP Survey Q: On a scale of 1 to 5 with 1 being “poor” and 5 being “excellent,” how well does Rowan County deliver the following attributes?





Outside perceptions of China Grove.





Outside perceptions of Kannapolis.





Outside perceptions of Cleveland.





Outside perceptions of Faith.





Outside perceptions of Granite Quarry.





Outside perceptions of Spencer.





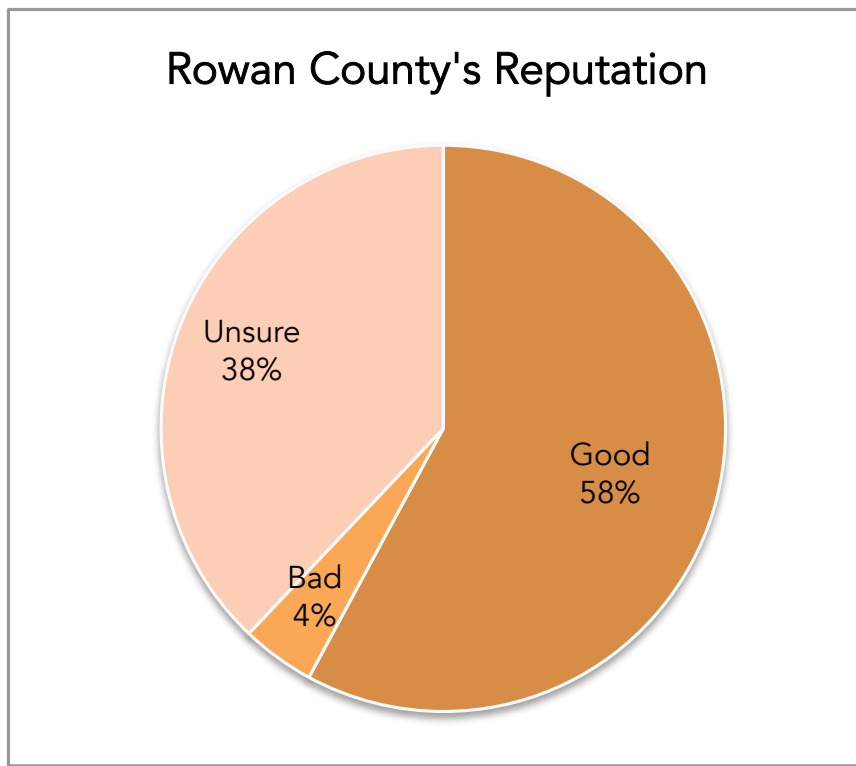
Outside perceptions of Salisbury.





More than half of outsiders surveyed say Rowan County has a good reputation.

AAP Survey Q: What is the reputation of Rowan County, North Carolina to outsiders and why?

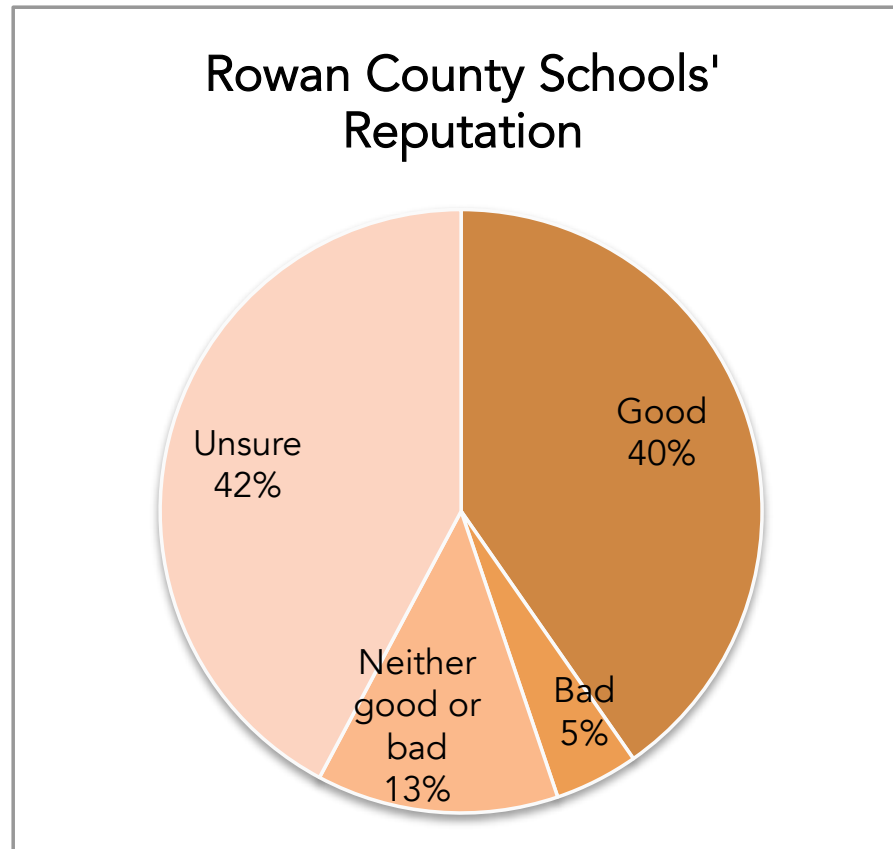


- Nice place to visit
- Friendly people
- Its history and heritage
- Don't hear any bad things about it
- Had a good experience
- Community feel
- Looks good
- It's clean
- Good food



Even your schools tend to have a good reputation among outsiders.

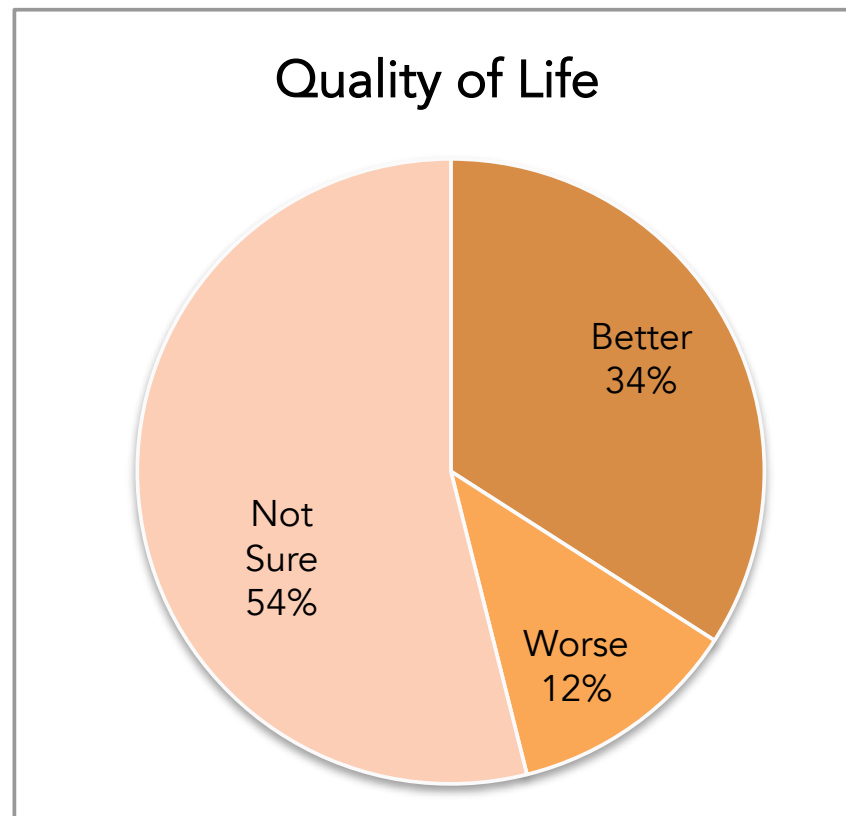
AAP Survey Q: What is the reputation of the Rowan County schools?





A large percentage of outsiders think Rowan County may be better than where they live.

AAP Survey Q: What's the quality of life in Rowan County compared to your current city?





Stop beating
yourself up!



Phase II.
EVALUATE



The Five Senses of Rowan County

See

What do you see?

Downtown Salisbury, Dan Nicholas Park, Transportation Museum, arts and culture, historic sites, Lazy 5 Ranch, Faith 4th parade, agriculture/country/farmland

Hear

What are your sounds? What do you hear?

Trains, Faith 4th parade, quiet/peaceful, bluegrass music, nature sounds, symphony, church bells, youth sports, cars on I-85

Feel

What physical and emotional experiences do you deliver?

Dan Nicholas Park, Lazy 5 Ranch, Transportation Museum, water, arts and crafts, trains, Patterson Farms, High Rock Lake, agriculture, animals, historic sites, granite

Taste

What flavors are experienced?

BBQ, Cheerwine, Hap's, downtown Salisbury restaurants, fresh produce, southern cooking, meat & potatoes, microbrewery, Morgan Ridge, pizza

Smell

What fragrance can be associated?

BBQ, Hap's, fresh country air, agriculture/farms, downtown Salisbury restaurants, spring flowers, cut grass, coffee, Krispy Kreme

Place Branding Wheel





Brand Truths

- Rural country settings and agricultural lifestyles are strong associations with Rowan County and highly valued by residents.
- Location in the middle of Charlotte-Greensboro-Winston Salem and along I-85 position Rowan County with convenient access to the energy and business of multiple major Metro centers. And conveniently away from it all too.
- The many communities of Rowan County give it a variety of different and quaint small town experiences.
- Salisbury is the cultural center of Rowan County, and has the responsibility of serving the county for its social, educational and historic values.
- Residents and leaders are painting a poor self image of Rowan County as a result of recent public issues. But pleasantly, outside perceptions of Rowan County are not as hard. And in fact, pretty positive and complimentary. Rowan County needs to be reminded of how great it is.



Brand Strategy

Position Rowan County as both culturally cool and small town rural (a relief from larger metros).

A place that has plenty of art, historic landscape and social scene.

A place that still values space, heritage and connections.



Constructing a Brand Platform Statement

Target Who is most likely looking for what you can deliver?

Landscape Where do you compete (location and size)?

Promise What can Rowan County promise to deliver better than anyone else?

Benefit How does your promise make people feel?



Rowan County, North Carolina Brand Platform

Target

For people seeking a country setting with a dynamic cultural heart.

Landscape

Rowan County is conveniently centered in the prosperous North Carolina Piedmont region.

Promise

Where life includes a historic cultural center and the flavorful charm of rural communities.

Benefit

So you always have choices on the kind of experience you want and the pace of your day.



**"Where life includes a historic cultural center
and the flavorful charm of rural
communities..."**

Historic Salisbury
Beautiful farmland
Quiet country side
Neighborly feel
Friendliness
Caring
Tight-knit
Rural setting



"...so you always have choices on the kind of experience you want and the pace of your day."

Theaters

Symphony

Ballet

Museums

Galleries

Festivals

Live music

Parades

Vibrant downtown

Small locally owned restaurants

Locally owned shops

Colleges

North Carolina Transportation
Museum

Dan Nicholas Park and other parks

Patterson Farms

Lazy 5 Ranch

Tiger World

High Rock Lake

Vineyards

Agriculture & farmland



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Next Steps

1. Approved brand platform
2. Creative concepts for interpreting the platform
 - ▶ Brand ideas, lines and communication

Thank you!
