



## Main Street Advisory Board Meeting

February 4, 2021

9:00 – 10:00 A.M.

Virtual Meeting

9:00 – 9:10	Call meeting to order and Invocation Welcome Guests Welcome Committee Members Approve Minutes from Prior Meeting
9:10 – 9:30	Work Plan Update Report on progress of four committees
9:30 – 9:40	Main Street Coordinator updates Budget Attendance – No change since last report Importance of filling out application
9:40 – 9:50	Idea Exchange
9:50 -10:00	Open Discussion
10:00	Adjourn

**Kings Mountain Main Street Advisory Board  
(MSAB) Special Called Meeting Minutes  
January 14, 2021 9:00 AM  
ZOOM Call**

**PRESENT:** Ed Blackburn,  
Chairman, Committee Member Jim Champion, Committee Member Erin Jolly, Committee  
Member Ken Pflieger, Committee Member David Faunce, Committee Member David Stone,  
Committee Member Vicki Thompson.

City Staff: Christy Adkins, Main Street Coordinator; Stuart Gilbert, Planning Director

Guests: None

**CALL TO ORDER:** Committee Chairman Ed Blackburn called the meeting to order at  
9:09AM.

Committee Chairman Ed Blackburn opened with an Invocation. Ed Blackburn thanked all  
members for attending this Called Meeting and summarized the purpose of the Called Meeting  
was to review and make a recommendation to the City as to approval or disapproval of the  
supplemental Ordinances as part of the KMPPED, including the proposed Mural ordinance, the  
proposed Vacant Building Ordinance, and amendments to the Sign Ordinance. At the  
conclusion of the above topics, Ed Blackburn indicated he would address the MSAB with  
several comments.

**STRATEGY 1 AND STRATEGY 2 GOALS AND UPDATE:**

There was no update to Strategy 1 or Strategy 2 included on the Agenda.

**REVIEW OF PROPOSED MURAL ORDINANCE:**

Ed Blackburn requested comments from Board members related to a Mural Ordinance included as a part of  
the KMPPED as tabled at the January 7 Board Meeting in regular session. Following input shared  
throughout the intervening week, several members commented that the Ordinance still lacked sufficient  
details. David Stone had also introduced the concept of a Mural Program Guideline to supplement the  
Mural ordinance; there was great support from City Staff for the approach. Following considerable  
discussions, Ed Blackburn proposed the matter be taken to a vote of the Board.

**MOTION:** Motion was made by Ed Blackburn to call for a vote from the MSAB.

**ACTION:** (1) member voted in favor of the Ordinance as written. (7) members voted against. Therefore,  
the MSAB does not recommend approval of the Mural Ordinance to City Council.

**REVIEW OF PROPOSED VACANT BUILDINGS ORDINANCE:**

Ed Blackburn requested comments from Board members related to a proposed Vacant Buildings Ordinance  
included as a part of the KMPPED as tabled at the January 7 Board Meeting in regular session. Following  
comments related to whether some of the City-led repair provisions on private property were not vetted by  
the City Attorney, the MSAB expressed concern about whether further review was warranted.

MOTION: Motion was made to table further consideration pending review by City Counsel was made by Ken Pflieger. Second was made by David Faunce.

**ACTION:** Motion passed. Therefore, the MSAB recommends the review and approval process of the Vacant Buildings Ordinance be taken up at a later date.

REVIEW OF PROPOSED CHANGES TO THE SIGN ORDINANCE:

Ed Blackburn requested comments from Board members related to proposed revisions to the Sign Ordinance included as a part of the KMPPED. Open discussion followed. David Stone indicated he was not pleased with a number of inconsistencies in what the Ordinance allows. Ken Pflieger commented that rather than a prescriptive approach, the City might move toward a more performance-based Sign Ordinance. Jim Champion shared his concerns regarding the types of illumination permitted, especially as relates to LED signs. Christy Adkins commented that she had seen other Ordinances exclude this restriction for theatres. David Stone indicated the Sign ordinance as drafted seemed to be working against positive change. Vicki Thompson reinforced the idea that Ordinances should serve to incentivize rather than penalize businesses in the District. Following discussion, Ed Blackburn called for a vote of the Board.

MOTION: Motion was made by Ken Pflieger. Second was made by David Stone.

**ACTION:** No members voted in favor of the Ordinance as written. (8) members voted against. Therefore, the MSAB does not recommend approval of the Sign Ordinance to City Council.

Christy Adkins advised that the Ordinances in total need to be updated as part of an ongoing City upgrade by Jul 1, 2021 or all Ordinances will be eliminated.

MSAB OPEN DISCUSSION:

The Chairman addressed the Board regarding concerns about the email exchanges, and repercussions from the removal of Jackie Falls from the MSAB. It was agreed that Ken Pflieger will contact Jackie to ascertain her interest in continuing to serve on the Strategy 2 Committee going forward. Christy Adkins recommended that David Stone be a part of those discussions.

ADJOURNMENT:

MOTION: To adjourn by David Faunce. Second by Ken Pflieger.

**ACTION:** All voted in favor. Meeting adjourned at 10:45 AM.

Please bring information related to omissions or the need for correction to the attention of the undersigned.

Submitted by:

KINGS MOUNTAIN MAIN STREET ADVISORY BOARD

  
Kenneth J. Pflieger, MSAB Recording Secretary

**10 - EXPENDITURE**

Fiscal Year Start Date: 07/01/2020  
 Current Period End Date: 12/31/2020

City Of Kings Mt  
 FY 2020-2021  
 Ideal Remaining Percent: 50 %

Account	Budgeted	Current	Year To Date	Encumbrance	Remaining Balance	PCT
<b>Department: 22 Mainst</b>						
10-22-4010-000 Salaries	58,000.00	5,446.90	24,671.73	0.00	33,328.27	57
10-22-4100-000 Fica Tax	4,500.00	410.38	1,790.98	0.00	2,709.02	60
10-22-4110-000 Retirement	5,900.00	552.85	2,025.00	0.00	3,875.00	66
10-22-4120-000 Health Insurance	14,650.00	1,129.04	2,983.89	0.00	11,666.11	80
10-22-4125-000 401 K	3,000.00	272.35	997.57	0.00	2,002.43	67
10-22-4135-000 Workers Compensation	3,000.00	0.00	2,924.00	0.00	76.00	3
10-22-4140-000 Professional Services	30,000.00	0.00	12,005.00	0.00	17,995.00	60
10-22-4400-000 Supplies And Printing	10,000.00	39.65	538.84	0.00	9,461.16	95
10-22-4410-000 Food & Provisions	500.00	0.00	626.80	0.00	-126.80	-25
10-22-4487-000 Downtown Incentive Grants	20,000.00	0.00	12,500.00	0.00	7,500.00	38
10-22-4530-000 Travel & Training	5,000.00	0.00	120.00	0.00	4,880.00	98
10-22-4550-000 Phone & Internet	2,000.00	322.07	1,128.69	0.00	871.31	44
10-22-4555-000 Postage	1,000.00	0.00	0.00	0.00	1,000.00	100
10-22-4675-000 Repair & Maint Vehicles	500.00	0.00	0.00	0.00	500.00	100
10-22-4715-000 Storage Rental	900.00	0.00	300.00	0.00	600.00	67
10-22-4735-000 Advertising	12,000.00	1,105.00	2,370.00	0.00	9,630.00	80
10-22-4745-000 Dues & Subscriptions	2,500.00	260.00	681.99	0.00	1,818.01	73
10-22-4755-000 Special Activities	18,000.00	5,985.30	6,660.30	0.00	11,339.70	63
Mainst Subtotal	191,450.00	15,523.54	72,324.79	0.00	119,125.21	62
<b>Report Total Expenditure</b>	<b>\$191,450.00</b>	<b>\$15,523.54</b>	<b>\$72,324.79</b>	<b>\$0.00</b>	<b>\$119,125.21</b>	<b>62</b>

## Kings Mountain Main Street Advisory Board Plan 2020-2021

**Economic Positioning/Vision through 2025:** You say you want a Revolution....then downtown Kings Mountain welcomes you! Adjacent to Kings Mountain National Military Park in the Southwest corner of the state, downtown trailblazers have created a pivotal lifestyle center for the community that offers authentic locally owned shopping and dining, live entertainment venues and multi-generational housing options. Come experience the new downtown revolution!

**Mission:** The mission of the Kings Mountain Main Street program is to create an environment for downtown redevelopment in order to increase revenues while enhancing and preserving downtown's historic character and aesthetic beauty through the coordinated efforts of both the public and private sectors.

**Implementation Strategy:** Kings Mountain is a designated NC Main Street community. The City of Kings Mountain is charged with the administration of the Main Street program at the local level. The agency uses the Main Street America™ model of establishing economic development strategies and applying the Main Street Four-Point Approach® to downtown revitalization: Organization, Promotion, Design and Economic Vitality, to implement a plan that achieves measurable results.

STRATEGIES	ORGANIZATION	PROMOTION	DESIGN	ECONOMIC VITALITY
<p><b>Economic Development Strategy:</b> <i>A pivotal lifestyle center for the community that offers authentic locally owned shopping and dining, live entertainment venues.</i></p> <p><b>Goal:</b> Downtown will be the community's third place destination after home and work.</p> <p><b>Objective:</b> Create a business-friendly downtown atmosphere in order to <b>grow new</b> authentic locally owned shopping, dining and live entertainment venues <b>by 25%</b> and <b>creating an environment for better business retention to existing downtown businesses</b> in order to help them <b>increase revenues by 15% by December 2025.</b></p>	<p>Action: <b>Local Business/Property Owner Engagement</b></p> <ul style="list-style-type: none"> <li>• Board members reach out to property owners/business owners quarterly.               <ul style="list-style-type: none"> <li>○ Informal Updates</li> <li>○ Board member collecting impromptu feedback from business/property owners.</li> </ul> </li> <li>• Quarterly meetings               <ul style="list-style-type: none"> <li>○ Updates on program</li> <li>○ Share key topics to help businesses.</li> </ul> </li> </ul>	<p>Action: <b>Develop Main St Marketing to support local owners/businesses –</b></p> <ul style="list-style-type: none"> <li>• Develop Main St brand under KM branding.</li> <li>• Develop common promotional/marketing standards for new businesses, grand openings, marketing residential, etc.</li> </ul>	<p>Action: <b>Develop Design Guidelines that align to how we want Main St to develop</b></p> <ul style="list-style-type: none"> <li>• Investor guide on key things to know when building or redeveloping main st area properties.</li> </ul>	<p>Action: <b>Community Partner Engagement</b></p> <ul style="list-style-type: none"> <li>• Determine how other community partners can contribute to the success of the main st program.</li> <li>• Offer services to local businesses/investors.</li> <li>• Community Partner education sharing events.</li> </ul>
<p><b>Economic Development Strategy:</b> <i>A pivotal lifestyle center for the community that offers multi-generational housing options.</i></p> <p><b>Goal:</b> Bring more people to inhabit the downtown district expanding the tax base and revenues for downtown business owners.</p> <p><b>Objective:</b> Create more customer demand for goods and services within the Municipal Service District in the downtown corridor by <b>creating 50% additional downtown residential options</b> by Dec. 2025.</p>	<p>Action: <b>Investor/Future Business Owner Engagement</b></p> <ul style="list-style-type: none"> <li>• Develop ambassador program with the city to connect MSAB members to prospective investors and business owners.</li> <li>• Develop a 501C3 to create private foundation to support economic development.</li> </ul>	<p>Action: <b>Develop a “why KM” investment package</b></p> <ul style="list-style-type: none"> <li>• Overview</li> <li>• Target Opportunities               <ul style="list-style-type: none"> <li>○ Multi-generational housing</li> <li>○ New Main St. businesses</li> </ul> </li> <li>• Available properties for redevelopment</li> <li>• Incentives</li> <li>• Working with the City</li> </ul>	<p>Action: <b>Develop Public Design Project</b></p> <ul style="list-style-type: none"> <li>• Identify 3 main street area projects (alleyway renovations, 3 mural projects, redevelopment of vacant land, etc.) and develop approach to accomplishing them.</li> </ul>	<p>Action: <b>Match Businesses and Investors to available properties for development –</b></p> <ul style="list-style-type: none"> <li>• Identify available property for renovation and development.</li> <li>• Identify a list of desired main st business types and match them to available properties.</li> </ul>

**Kings Mountain Main Street Work Plan – 2021**

<b>Objective</b>	<b>Community Partners, Business and Property Owner Engagement</b>
<b>Scope</b>	Develop a program to regularly engage main street community partners, businesses and property owners.
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Business/Property Owner Engagement to Guide – outlines board expectations, timing, etc.             <ul style="list-style-type: none"> <li>○ Informal and formal main street updates</li> <li>○ Generate excitement for the future of the main street district</li> <li>○ Gather impromptu feedback (what is working, not working and recommendations/ideas improve).</li> </ul> </li> <li>• Assign and track board member contacts with property owners/business owners quarterly.</li> <li>• Report quarterly on engagement and share feedback.</li> <li>• Community Partner Engagement Guide             <ul style="list-style-type: none"> <li>○ Determine how other community partners can contribute to the success of the main st program.</li> <li>○ Offer services to local businesses/investors.</li> <li>○ Community Partner education sharing events.</li> </ul> </li> <li>• Quarterly Update Report to the board</li> <li>• Host Quarterly meetings (Zoom or in person between MSAB and property owners/businesses)             <ul style="list-style-type: none"> <li>○ Updates on program</li> <li>○ Share key topics to help businesses.</li> </ul> </li> </ul>
<b>Chair</b>	Jim Champion
<b>Co-Chair</b>	Erin Jolly
<b>Committee Members</b>	Leader needs to recruit 2 to 4 committee members to assist.
<b>Meeting Frequency</b>	

**Kings Mountain Main Street Work Plan – 2021**

<b>Objective</b>	<b>Develop Main Street Marketing Plan to support local property owners/business and to drive traffic to the Main Street district.</b>
<b>Scope</b>	Development of a multi-year comprehensive marketing plan that is refreshed annually
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Develop Main St brand under KM branding. A logo and tag line that can be used in all the main street documents, advertising, social media, etc.</li> <li>• Develop an awareness campaign that outlines,             <ul style="list-style-type: none"> <li>○ promotional/marketing standards for new businesses, grand openings, marketing available housing, available properties, etc.</li> <li>○ standards for social media marketing, bill board marketing, and print marketing.</li> <li>○ Communication objectives, target messages, timing, etc.</li> </ul> </li> <li>• Create a monthly promotion schedule to begin April 1, 2020 and run through December 2022             <ul style="list-style-type: none"> <li>○ Social Media campaigns</li> <li>○ Grand openings</li> <li>○ Billboards</li> <li>○ Print media</li> <li>○ Newsletters</li> </ul> </li> <li>• Partner with city on web page for main street program, street/directional signage, etc.</li> </ul>
<b>Chair</b>	Vicki Thompson
<b>Co-Chair</b>	Iris Hubbard
<b>Committee Members</b>	Leader needs to recruit 2 to 4 committee members to assist.
<b>Meeting Frequency</b>	

## Kings Mountain Main Street Work Plan – 2021

<b>Objective</b>	<b>Identify and document the desired vision for Kings Mountain Main Street district.</b>
<b>Scope</b>	Develop a series of Kings Mountain Main Street Guides that share the main street vision with investors, property owners and business owners.
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• <b>Investor Guide</b> <ul style="list-style-type: none"> <li>○ Why invest in Kings Mountain</li> <li>○ Who should you know</li> <li>○ Available properties (building and land)</li> <li>○ Overview of desired development</li> <li>○ Target opportunities (multi-generational housing, desired businesses)</li> <li>○ Incentives</li> </ul> </li> <li>• <b>New Business Guide</b> <ul style="list-style-type: none"> <li>○ Why operate a business in the Main Street district</li> <li>○ Who should you know</li> <li>○ Available properties (buildings, target rents, lease terms, etc)</li> <li>○ Overview of the desired businesses</li> <li>○ Incentives</li> </ul> </li> <li>• <b>A guide to Art in the Main Street district</b> <ul style="list-style-type: none"> <li>○ The importance of public/private art in the main street district</li> <li>○ Available spaces for murals, statues, sculptures, etc.</li> <li>○ Types of desired art</li> <li>○ Who should you know to get art approved.</li> <li>○ Incentives</li> </ul> </li> <li>• <b>Develop Public Design Project</b> <ul style="list-style-type: none"> <li>○ Identify 3 main street area projects (alleyway renovations, 3 art projects, redevelopment of vacant land, etc.) and develop approach to accomplishing them.</li> </ul> </li> <li>• <b>Match Businesses and Investors to available properties for development –</b> <ul style="list-style-type: none"> <li>○ Identify available property for renovation and development.</li> <li>○ Identify a list of desired main st business types and match them to available properties.</li> </ul> </li> </ul>
<b>Chair</b>	David Stone
<b>Co-Chair</b>	Ken Pflieger
<b>Committee Members</b>	Jackie Falls, Denise Walker
<b>Meeting Frequency</b>	Twice a month

**Kings Mountain Main Street Work Plan – 2021**

<b>Objective</b>	<b>Investor/Future Business Owner Engagement for economic development</b>
<b>Scope</b>	Establish a non-profit and an ambassador program to support the economic development in the main street district.
<b>Deliverables</b>	<ul style="list-style-type: none"><li>• Develop ambassador program with the city to connect MSAB members to prospective investors and business owners.</li><li>• Develop a 501C3 to create private foundation to support economic development.</li></ul>
<b>Chair</b>	Ed Blackburn
<b>Co-Chair</b>	David Faunce
<b>Committee Members</b>	Leader needs to recruit 2 to 4 committee members to assist.
<b>Meeting Frequency</b>	