

**CITY OF MONROE
DOWNTOWN ADVISORY BOARD MEETING
DOWNTOWN OFFICE – 120 N. MAIN STREET
MONROE, NORTH CAROLINA 28112
FEBRUARY 18, 2026 – 9:00 A.M.
AGENDA**

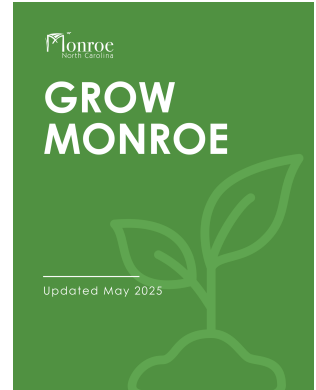
1. Call to Order
2. Roll Call
3. Grow Monroe Grant Application - Flora Greens (dba, Bloomers)
4. Building Rehabilitation and Improvement Grant Update
5. Downtown Director Update
6. Main Street Assessment
7. DAB Rules & Procedures, Member Terms
8. Main Street Committee & Volunteer Discussion
9. Adjourn Meeting

Print**Grow Monroe Grant Program Application - Submission #1900****Date Submitted: 12/26/2025**

Grow Monroe: A Grant Program to Support New or Expanding Businesses

Tips for Filling Out This Form

- Create a website account to save your progress over time. Click **Sign In to Save Progress** to create an account.
- The website will save text input into the form, but it will not save documents between sessions. Take time to collect what documents you need to submit, then upload them when you are ready to turn in your grant submission.



Overview

[Read the grant document \(PDF\)](#)

The City of Monroe is committed to supporting and promoting new and existing businesses in the Downtown Business District by providing financial assistance through an incentive grant that helps to offset the costs associated with opening a new business or expanding an existing business.

The Grant

The GROW MONROE grant program is a matching 50/50 incentive grant program designed to provide assistance with rental expenses, upfit expenses, or expansion costs.

Awards are determined using a formula based square footage.

1. New businesses are eligible for \$6.00 per square foot for retail/office and \$8.00 per square foot for food service/restaurants opening in the Downtown Business District.
2. Expanding businesses are eligible for \$4.00 per square foot for retail/office and \$6.00 per square foot for food service/restaurant for increasing the footprint of an existing business in the Downtown Business District. Applicants who have received an incentive award within the prior five years are not eligible.

Submission Process

Grant applications will be accepted on an ongoing basis. Awards are based on the availability of funds and meeting the programs requirements.

Applicants must submit a completed application and obtain approval from the Downtown Manager.

- For new businesses, the application must be received within six months of opening.
- For expansions of existing businesses, the application and approval will be required prior to beginning the expansion project.
- Applicants for expansion assistance must be adding to the existing footprint of their business as well as creating three new jobs.

Applicant Information

Applicant Name*

Cathy Haney

Address*

1000 Dataw Lane

City*

Indian Trail

State*

NC

Zip Code*

28079

Email Address ***Phone Number***

floragreens@yahoo.com

7045333471

Property Information**Address*****City*****State*****Zip Code***

205 E Franklin St

Monroe

NC

28110

Parcel Number***Primary Phone Number ***

272160188

7045333471

Parcel Location Certification*☒ I certify that this property is located in the Downtown Business District of Monroe. See policy for description.**Property Owner Name (If different from applicant)**

205 East Frank LLC

Address**City****State****Zip Code**

205 East Franklin St

Monroe

NC

28110

Cluster Type**Business Type**

retail

retail

Email Address**Phone Number**

floragreens@yahoo.com

7045333471

Which floor of the building will you be operating on?*

- ☒ First
☐ Second
☐ Third

How many new jobs have you created with this project?*

1

How many residential units have you created with this project, if applicable?

0

Hours of Operation *

Tuesday-Saturday 10-6

May add additional hours depending on traffic

Please describe the days of the week and hours of operation

Square Footage*

1600

Select Application Type*

- ☒ New business applying for rent subsidy only
- ☐ New business applying for up-fit assistance only
- ☐ New business applying for rent subsidy and up-fit assistance
- ☐ Existing business applying for an expansion project

Rent Subsidy Monthly Rent Cost for New Businesses Only

\$2200 monthly

Rent subsidy assistance awards 50% of a new businesses' rent for the first 12 months. Funds shall be paid by the City of Monroe to approved applicants after their first six months and again after 12 months. Proof of timely payment of the full amount of rent will be required before rent subsidy funds are released.

Eligible Expenses & Details

Select all applicable expenses for your business type.

Eligible Business Up-Fit Expenses for Food Service

- | | |
|---|---|
| ☐ Refrigerators, freezers, and coolers | ☐ Point of sale equipment |
| ☐ Ovens, ranges, grills, and ventilation | ☐ Lighting |
| ☐ Fryers and grease interceptor, grease trap or receptacle | ☐ Construction of outdoor dining or gathering spaces |
| ☐ Washing equipment | ☐ City-approved outdoor furniture |
| ☐ Safety equipment | |

Retail/Office Business Expenses

- ☐ Point of sale equipment
- ☐ Lighting
- ☐ Permanent fixtures
- ☐ Security equipment

Eligible Sign Expenses for All Businesses

- ☐ Projecting/Blade Sign
- ☐ Wall/Attached Sign
- ☐ Canopy/Awning Sign
- ☐ Window Sign
- ☐ Sidewalk Sign

See policy for sign descriptions.

Project Details

Not applying for upfit assistance

Please provide detail for each item in the project.

Documentation

Application Checklist

- | | |
|--|---|
| ☒ Completed application | ☐ Certificate of Appropriateness if the property is within the Local Historic District |
| ☐ Summary outlining the full extent of the work | ☐ Copies of all required permit application(s) |
| ☐ A minimum of two quotes from a licensed, bonded, and insured contractor(s) covering full extent of the work | ☒ Proof of ownership or leasing contract |
| ☐ Site plans, elevations plans, drawings | ☐ Property owner's written permission if tenant is applying |
| ☐ Photos of existing conditions | |

Grant application submissions require the following information and documents.

Additional Existing Business Checklist

- ☐ A detailed description of expansion plan including current footprint and footprint after expansion
- ☐ Detailed description of the cost for all proposed improvements, including two price quotes from a licensed/bonded and insured contractor and descriptions and costs for new equipment that will be part of the expansion
- ☐ Copies of approved permit(s)

Quote #1 from Contractor

No file chosen

A minimum of two quotes from a licensed, bonded, and insured contractor(s) covering full extent of the work

Quote #2 from Contractor

No file chosen

A minimum of two quotes from a licensed, bonded, and insured contractor(s) covering full extent of the work

Site Plans, Elevation Plans, and Drawings

No file chosen

Combine files into one .pdf or .zip file, if needed

Photos of Existing Conditions

No file chosen

Combine files into one .pdf or .zip file, if needed

Certificate of Appropriateness

No file chosen

If property is within the local Historic District

Permit Applications

No file chosen

Combine files into one .pdf or .zip file, if needed

Proof of Ownership or Leasing Contract

Flora Greens Lease Final .docx

Property Owner Permission Statement No file chosen

If tenant is applying

Existing Business: Expansion Plan & Footprints No file chosen

A detailed description of expansion plan including current footprint and footprint after expansion

Existing Business: Description for Proposed Improvements No file chosen

Combine files into one .pdf or .zip file, if needed

Detailed description of the cost for all proposed improvements, including two price quotes from a licensed/bonded and insured contractor and descriptions and costs for new equipment that will be part of the expansion.

Existing Business: Required Permits No file chosen**Additional Documentation, if Needed** No file chosen

Additional quote from contractor or any other additional documentation needed

Additional Documentation, if Needed No file chosen

Additional quote from contractor or any other additional documentation needed

Approval Process

Upon submission of this application the Downtown Director will schedule an application review meeting with the applicant within two weeks of receipt. Submission of this application is not a guarantee of a grant award or issuance of a permit. An approval letter will be mailed, emailed, or given by hand to the applicant upon approval. If an application is not approved, the Downtown Office will convey the rejection through email along with the reason for the rejection.

Certification

I certify that all information provided in this application is accurate and that all work will be performed to meet the program guidelines, City zoning and building code requirements, historic district requirements if applicable and meet the guidelines of the Secretary of Interior's Standards for Rehabilitation and Supplementary Requirements for Development in the Central Business District (City of Monroe Code of Ordinances Title XV, Chapter 156.0540).

I understand that Downtown Grants must receive a recommendation by Monroe's Downtown Advisory Board to City Council. If a recommendation is awarded, staff will request a call for a public hearing at the next regular City Council meeting. A presentation and request will then be made to City Council at the next regularly scheduled City Council meeting. If approved, funds will be encumbered and held until the project is completed and a new assessed value is provided by the Union County Tax Assessor's office.

An application is not a guarantee that an award will be made.

Note: The approval process will take a minimum of three months.

By signing and submitting this document, you agree that all signatures where required may be Electronically Signed by either party, pursuant to NCGS 66-315(b).*

☒ I understand.

Signature *

Date *

Cathy Haney

12/26/2025

COMMERCIAL LEASE AGREEMENT

This Commercial Lease Agreement (Lease) is entered into on the 1st day of February 2026, between 205 East Frank L.L.C. (Peter Karlan - Landlord) Flora Greens, L.L.C., DBA Bloomers Plants & Gifts (Cathy Haney - Tenant). Landlord is the owner of land and a commercial building at 205 East Frank Street, Monroe NC 28112.

Landlord desires to lease the Premises to Tenant, and Tenant desires to lease the premises from Landlord for the term, at the rental and upon the provisions set forth herein. The Leased Premises consists of a commercial building containing approximately 1600 square feet.

Tenant's permitted use of the premises is for the operation of Retail-Mercantile Only.

THEREFORE, in consideration of the mutual promises contained herein, and for other good and valuable consideration, it is agreed:

Term.

This Lease shall begin on the first day of February 1st, 2026 and shall continue for 1 year which shall be \$2,200.00 per month paid to the Landlord.

If the tenant successfully completes the first term, then the tenant shall have the option of a second term of one year at \$2,350.00 per month paid to the Landlord.

If the tenant successfully completes the second year, they shall have an option of a third year at \$2,500.00 per month paid to the Landlord.

Tenant shall, subject to approval of the Landlord after notice, have the option to renew for the fourth- and fifth-year term. The term of the option lease cost shall be determined contingent on current market conditions and will conform with market value accordingly at the time of the renewal. Tenant shall give Landlord 60 days' notice prior to the termination of the lease term of its intent to exercise this renewal option or not.

If the tenant chooses to vacate the property before the end of the lease term, they shall be responsible for the balance of the lease term paid to the Landlord.

Deposit.

Tenant shall pay \$6,600.00 at the signing of this lease. Which represents one month rent and two months as a security deposit.

Rent.

Tenant shall pay to the Landlord a monthly rent payment of \$2,200.00 per month for the first-year term of the lease. Each payment shall be due on the first day of each calendar month during the lease.

Any rental payment not received by Landlord by the fifth day of the month shall be subject to a \$ 25.00 per day penalty up to the 15th day of the month. After the 15th of the month, the penalty shall be \$50.00 per day. If the rent is not paid after 30 days, the landlord will consider the lease broken by tenant and will begin immediate eviction proceedings.

Repairs.

The Landlord has ensured that the property meets all standards in accordance with state and local ordinances and code requirements prior to leasing the property. The Landlord has ensured that the HVAC, Plumbing and Electrical are in good serviceable order prior to the Tenant leasing the premises.

During the Lease term, tenant shall be responsible for all maintenance on the property, both interior and exterior, including but not limited to interior walls, heating and air conditioning service, plumbing service, doors, electrical service, and fire service accordingly.

Tenant shall in addition provide a receptacle for the disposal of feminine products in restrooms due to the potential for sewage blockage associated with said articles. The Tenant shall change the HVAC system filters monthly. Tenant shall be responsible for all damages to the premises or to adjacent properties for non-compliance or negligence of these requirements. This includes all costs incurred for appropriate repairs or replacement of damaged articles or equipment.

Alterations and Improvements.

The property is to be leased in "as in" condition. The Tenant shall be responsible for finish and cosmetic work in the leased premises. This includes but is not limited to cleaning, painting, and repairing any aesthetics deemed necessary by the Tenant.

Tenant shall have the right to remodel, redecorate, and make additions, improvements, and replacements of and to all or any part of the Leased Premises with the prior approval by Landlord. Tenant shall have all improvements and replacements permitted and inspected if required by the zoning and inspections office. All paint color shall be returned to the neutral color prior to the Tenant vacating the unit.

Property Taxes.

Landlord shall pay all ad valorem taxes, property taxes and any special assessments assessed on the property.

Insurance.

Landlord shall maintain fire and extended replacement coverage insurance on the building and liability insurance on the premises. Tenant shall be responsible, at its expense, for fire and extended coverage insurance on the building and premises and all personal property, including trade fixtures and contents located in the leased Premises whether a part of the leased premises or owned by Tenant individually. Landlord shall be an additional loss payee on the said policy.

Tenant shall, at his own expense, maintain a policy or policies of comprehensive general liability insurance with respect to the activities in the building with the premiums thereon fully paid on or before due date. Such insurance policy shall be issued by and binding upon an insurance company approved by Landlord and shall afford minimum protection of not less than \$ 3,000,000.00 combined single limit coverage of bodily injury, property damage or combination thereof.

Utilities.

Tenant shall be responsible for all utilities including but not limited to electric, gas, water, sewer, and trash service.

Signs.

Tenant shall have the right to place signage at the leased premises. Tenant must secure required approval and permitting for such signage. Tenant may affix signage to the building and all signs shall comply with applicable zoning ordinances and restrictions and shall be permitted, if required by the zoning office. Tenant shall repair all damage to the Leased Premises resulting from the removal of signs installed by Tenant.

Entry.

Landlord shall have the right to enter upon the Leased Premises at reasonable hours to inspect the same, provided Landlord shall not thereby unreasonably interfere with Tenant's business on the Leased Premises.

Damage and Destruction.

If the Leased Premises or any part thereof or any appurtenance thereto is so damaged by fire, casualty, or structural defects that the same cannot be used for Tenant's purposes, rent shall be abated and then Tenant shall have the right within ninety (90) days following damage to elect by notice to Landlord to terminate this Lease as of the date of such damage. In the event of minor damage to any part of the Leased Premises, and if such damage does not render the Leased Premises unusable for Tenant's purposes, Tenant shall promptly repair such damage, with the appropriate funds from insurance proceeds to the extent applicable, at the cost of the Tenant. Tenant shall be relieved from paying rent and other charges during any portion of the Lease term that the Leased Premises are inoperable or unfit for occupancy, or use, in whole or in part, for Tenant's purposes. Rentals and other charges paid in advance for any such periods shall be credited on the next ensuing payments, if any, but if no further payments are to be made, any such advance payments shall be refunded to Tenant.

Default.

In the event of a default is made by Tenant in the payment of rent when due to Landlord, Landlord may terminate the lease without prior notice. In the event of a default made by Tenant in any of the other covenants or conditions to be kept, observed, and performed by Tenant, Tenant shall have fifteen (15) days after receipt of written notice thereof to cure such default. If the Tenant shall

fail to cure any default within the time allowed under this paragraph, Landlord may declare the term of this Lease ended and terminated by giving Tenant written notice of such intention, and if possession of the Leased Premises is not surrendered, Landlord may reenter said premises.

Tenant shall be responsible for Landlord's reasonable attorney fees in connection with any enforcement of any provisions of this lease.

Quiet Possession.

Landlord covenants and warrants that upon performance by Tenant of its obligations hereunder, Landlord will keep and maintain Tenant in exclusive, quiet, peaceable, and undisturbed and uninterrupted possession of the Leased Premises during the term of this Lease and any renewal period thereafter.

Condemnation.

If any legally, constituted authority condemns the building or such part thereof which shall make the Leased Premises unsuitable for leasing, this lease shall cease when the public authority takes possession, and Landlord and Tenant shall account for rental as of that date. Such termination shall be without prejudice to the rights of either party to recover compensation from the condemning authority for any loss or damage caused by the condemnation.

Notice.

Any notice required or permitted under this Lease shall be deemed sufficiently given or served if sent by United States certified mail, (not return receipt) addressed as follows:

Landlord: 108 North Main Street #200, Monroe NC 28112

Tenant: 1000 Dataw Lane Indian Trail NC 28079

Landlord and Tenant shall each have the right from time to time to change the place notice is to be given under this paragraph by written notice thereof to the other party.

Brokerage fees.

Landlord shall be responsible for the payment of brokerage commissions incurred by Landlord and Tenants shall be responsible for any fees related to their representatives, if any.

Successors.

The provisions of this Lease shall extend to and be binding upon Landlord and Tenant and their respective legal representatives, successors, and assigns.

Consent.

Landlord shall not unreasonably withhold or delay its consent with respect to any matter for which Landlord's consent is required or desirable under this Lease.

Compliance with Law.

Tenant and Landlord each shall comply with all laws, orders, ordinances, and other public requirements now or hereafter affecting the Leased Premises.

IN WITNESS WHEREOF, the parties have executed this lease as of the day and year first above written.

LANDLORD: Peter L Karlan, 205 East Frank L.L.C.

By_____

TENANT: Cathy Haney, Flora Greens, L.L.C., DBA Bloomers Plants & Gifts

By_____



STAFF REPORT

TO: Downtown Advisory Board

DATE: February 18, 2026

FROM: Jeff Wells, Assistant City Manager

PREPARED BY: Ashley Nowell, Downtown Director

SUBJECT: Grow Monroe Grant Application – Flora Greens (dba, Bloomers)

SUMMARY STATEMENT

The Downtown Advisory Board is asked to consider a recommendation for a GROW Monroe Grant application for Cathy Haney owner of Bloomers at 205 E Franklin St.

REVIEW

Cathy Haney, owner of Bloomers located at 205 E Franklin St, has entered into a 1-year lease term with options extending to 5 years.

Ms. Haney has applied for the Grow Monroe Downtown Grant. This is a matching 50/50 downtown grant program designed to provide assistance with rental expenses and/or up-fit expenses for a new business. Awards are determined using a formula based square footage.

Bloomers is a 1,362.5 square foot retail space. This makes Ms. Haney eligible for \$6 per sq. ft. or a maximum of \$8,175 through this grant program. Ms. Haney has applied for rental assistance only as part of opening her new business. The monthly rent expense for this business is \$2,200.00 per month or \$26,400 per year. Fifty percent of the annual rental expense is \$13,200. Ms. Haney is eligible for a maximum of \$8,175 in rental assistance through this grant with \$4,087.50 paid to the applicant at the end of six months, and \$4,087.50 after twelve months. Proof of timely rent payment in full is required before funds can be released.

RECOMMENDATION

Staff requests Downtown Advisory Board recommend the approval of the Grow Monroe Downtown Grant to Bloomers' owner Cathy Haney to City Council with the Resolution and Budget Amendment to appropriate funds of \$8,175.00

Attachments:
Application
Signed Lease Agreement



STAFF REPORT

TO: Downtown Advisory Board

DATE: February 18, 2026

FROM: Jeff Wells, Assistant City Manager

PREPARED BY: Ashley Nowell, Downtown Director

SUBJECT: Building Rehabilitation and Improvement Grant Update

SUMMARY STATEMENT

City Staff has reviewed the current Building Rehabilitation and Improvement Grant available to downtown businesses and property owners. Staff has provided some updates to the grant including setting a maximum award amount and recommending a yearly budget.

REVIEW

Currently, Downtown Monroe operates two incentive grants: Grow Monroe and the Building Rehabilitation and Improvement Grant (BRIG). The Grow Monroe grant supports new or expanding businesses and is a 50/50 matching grant, with amount differing based on identified business clusters. This grant assists with rent, upfit, or expansion expenses.

The BRIG Program is designed to stimulate investment and encourage owners to make physical repairs and improvements to their properties. Currently, it is a 50/50 matching grant with a maximum amount of 10% of the tax value after project completion. This grant includes escalators that added additional incentive if business was in a certain cluster, if a company was relocating or moving to upper-story space, or if housing was added above street level.

City staff would like to better align downtown incentive grants with the economic development incentive policy that is being developed. The city wants to continue to assist with building rehabs and improvements, but set a maximum award amount and a yearly budget. This will help to estimate expenses in the future. Additionally, staff has removed the connection to tax value for this grant program.

Changes have been tracked in the grant documentation and include:

- Detailing the maximum award amount of \$7,500
- Removing award amount connection to tax value

- Removing Incentive Escalators
- Proposing a \$50,000 budget for FY27

Additionally, the Downtown Director will be reviewing economic development incentives for larger redevelopment project investment. We'll need to determine the types of projects to incentivize and incentives will be based on total investment and the increase in property tax value. The goal would be to incentivize vacant properties to redevelop.

RECOMMENDATION

Staff recommends the Downtown Advisory Board approve the Building Rehabilitation and Improvement Grant changes and send to the General Services Committee for Review.

Attachments:
BRIG Program Edits
NC Main Street Incentive Comparison

Downtown Building Rehabilitation and Improvement Grant Program

Overview

The City of Monroe values the commercial buildings in the Downtown area and has created the Downtown Building Rehabilitation and Improvement Grant (BRIG) to offer an incentive that stimulates investment and encourages property and business owners to make improvements to their building(s) and/or business operations. This reimbursement grant assists with the significant improvement and rehabilitation of properties in the Downtown Business District. Improvement of these buildings preserves Downtown's unique attributes and promotes economic growth by attracting and retaining residents and businesses, creating jobs, and reducing the deterioration of properties in the Downtown District.

The BRIG program provides 50/50 matching grants with a maximum amount of \$7,500 (50/50) that encourage improvements and/or upgrades to the interiors and exteriors of buildings in the Downtown Business District to make them more attractive for new, existing, and expanding businesses and residences.

Grant applications are accepted on an ongoing basis. Awards are based on the availability of funds and meeting the programs requirements. Work done prior to approval of an application is not eligible for reimbursement.

Eligible Properties

Commercial buildings located within the Downtown Business District of Monroe are eligible. Private dwellings are not eligible unless they originally functioned as commercial buildings and were later converted.

Only one application per property per year is eligible. Separate addresses within a single building may qualify if there is more than one tenant. The applicant may be either the owner or a tenant of the building. Tenant/s will need to have written permission from the owner.

Downtown Business District Description

- The Downtown Business District begins at the CSX Railroad right-of-way and Charlotte Avenue to Lancaster Avenue
- Goes from Lancaster Avenue to Morrow Avenue, Morrow Avenue to Church Street, Church Street to Windsor Street, Windsor Street to Franklin Street, Franklin Street to Jefferson Street, Jefferson Street to Church Street, Church Street to the CSX Railroad right-of-way
- The Downtown Business District ends at the CSX Railroad right-of-way to Charlotte Avenue, where the description began



The Grant

This is a 50/50 matching reimbursement grant, ~~with a maximum payment of \$7,500. Approved applicants are eligible for 50% of the eligible costs up to a maximum amount of 10% of the tax value after improvements.~~ Payments will be made upon the completion of the project, review of receipts by a designated member of City staff, and the final approval of City Council.

Example: ~~An applicant submits documentation for \$222,000 in eligible improvements (\$111,000, 50/50) with a tax value after improvements of \$880,000. The applicant would qualify for 10% of the new assessed value (per the Union County Tax Assessor's Office), or \$88,000 in reimbursement.~~

Requirements

- The applicant must obtain approval from the Downtown ~~Manager~~ Director prior to beginning work. Work completed prior to approval will not be eligible for any reimbursement.
- All rehabilitation work must comply with City zoning and building code requirements, historic district requirements (if applicable), and established standards within the designated area.
- All work must meet the guidelines of the Secretary of the Interior's Standards for Rehabilitation and the Supplementary Requirements for Development in the Central Business District [City of Monroe Code of Ordinances Title XV, Chapter

156.054]. Those standards will be used as guidelines for awarding project reimbursements.

- The applicant must show proof of ownership or a leasing contract if the property is leased.
- A certificate of occupancy is required upon completion of the project.
- All approved work must be completed within one year of the application approval. If a project will require additional time, the applicant will need to make that request in writing before the one-year time limit expires.

Eligible Projects

Grant awardees are eligible to apply for a new eligible project one year after a prior award is executed.

Applications can include one or more eligible projects. Other projects not listed will be considered unless ineligible. Eligible projects include:

- Structural repairs, including masonry repair and restoration
- Roofing repair and/or replacement
- Plumbing, electrical, HVAC, and similar elements
- Construction for accessibility, fire code, etc.
- Painting
- Flooring
- Building façade, or building side which faces a public right-of-way, including removal of false fronts, cleaning of brick, and/or historic reconstruction
- Window or front door repair and/or replacement, or repair of original material that adheres to the Secretary of the Interior's standards for Historic Rehabilitation and EPA Guidelines
- Installation of new pedestrian amenities such as City-approved outdoor seating, awnings, and lighting
- Railing and ironwork repair
- Cornice repair and/or replacement
- Exterior step repair and/or replacement
- Equipment repair and/or replacement
- Energy efficiency upgrades
- Improving restroom facilities

- Improving or re-installing stairways
- Upfit, replacement, or new installation of an elevator

Ineligible Projects

The following projects are ineligible for consideration:

- Building and land acquisition
- New building construction
- Interior design services
- Architectural design services
- Demolition expenses
- Fire, flood, or water damage repairs
- Furnishings, equipment, or personal property not part of the building construction, repair, or replacement
- Legal, zoning, or building permit fees
- Routine maintenance work
- Parking lot repair and/or resurfacing
- Pest extermination
- Work on an active code compliance citation
- Work begun prior to application submittal meeting or done without required permits

Application Procedures

1. Submit the grant application with all required forms and documents to the Downtown Office. Review the application checklist:

Application Checklist	
Completed application	
Summary outlining the full extent of work	
A minimum of two quotes from licensed, bonded, and insured contractor(s) covering full extent of work	

Site plans, elevation plans, drawings	
Photos of existing conditions	
Certificate of Appropriateness if the property is within the Local Historic District	
Copies of all required permit application(s)	
Property owner's written permission if tenant is applying	

2. The Downtown ~~Manager~~ Director will schedule an application review meeting with an applicant within two weeks of receipt of application.
3. Staff will present the application and documents to the Downtown Advisory Board. Upon their recommendation, staff will request a call for a public hearing.
4. The award recommendation will then be presented to City Council at their next regularly scheduled meeting. If approved, funds will be encumbered and held until the project is completed ~~and a new assessed value is provided by the Union County Tax Assessor's office.~~

Note: The approval process will take a minimum of three to four months.

An approval letter will be mailed, emailed, or given by hand to the applicant upon approval. If an application is not approved, the Downtown Office will convey the rejection through email along with the reason for the rejection.

Application Review & Reimbursement Procedures

When the project has been completed in accordance with the approved plan of work ~~and a new tax-assessed value is provided by the Union County Tax Assessor~~, the applicant will submit the following to the Downtown ~~Manager~~ Director:

- Copy of Certificate of Occupancy
- Copies of paid invoices for total rehabilitation costs. Invoices must reflect a zero balance and be signed by the contractor on the contracting invoice or letterhead.
- Photos of improvements
- ~~New tax-assessed value by the Union County Tax Assessor. This is provided each January to anyone who has applied for a permit. The new-assessed value is determined using the last county reevaluation criteria.~~
- Any remaining documentation requested by the Downtown Office

The improvements will be inspected and approved by the Downtown ~~Manager~~ Director or approved City staff members. Once completed, the Accounting Department will issue a check to the applicant. If the site inspection based on the scope of work is not satisfactory, the applicant will be notified and allowed up to 30 working days for the correction of unsatisfactory items.

~~New Business and Residential Incentive Escalators~~

Commented [AN1]: Will reference incentive escalators in redevelopment grant program.

~~Additional escalators to the BRIG grant have been established to encourage companies, businesses, and investors considering relocating or expanding to or within the Central Business District. These escalators are calculated after the BRIG grant reimbursement has been confirmed.~~

~~An additional 10% of the total grant award will be added if the company or business is part of one of the approved business clusters (see Clusters table) and creates a minimum of three new jobs.~~

~~An additional 10% of the total grant award will be added if an existing company or business will be relocating or establishing its new business in a vacant space on floors above the street level.~~

~~An additional 20% of the total grant amount will be added to the award for an applicant who is creating residential units on floors above the street level.~~

Clusters

Applicants are required to meet performance requirements, which may include, but are not limited to, job creation, level of capital investment, and/or creation of new residential units.

Cluster	Business type
Financial Services and Insurance	Financial investment and related activities
Second floor locations only	Credit intermediation and related activities
Open five days per week or 40 hours per week	Insurance carriers and related activities
Professional Services	Accounting, bookkeeping, and auditing
	Human resources and payroll services

Second floor locations only Open five days per week or 40 hours per week	Architectural, engineering, design, and surveying services
	Medical, dental, or optical services
	Law firms and legal services
	Public relations services
	Real estate services
	Recruitment services
	Graphic design services
Information Technology and Industry Second floor locations only Open five days per week or 40 hours per week	Software development
	Media, film, and video production
	Analytics services
	Cybersecurity consulting
Retail Stores Street level and upper floor locations Open six days per week or 40 hours per week	Arts and craft supply, antiques, vintage and collectables, children and baby, bath and body, beauty and cosmetics, bike, bookstores, bridal and formal wear, apparel, florist, furniture, hobby sports equipment, home décor, jewelry, kitchenware, music and musical instruments, footwear, printing and stationery, and pharmacies
Restaurants and Food Service Street level and upper floor locations Open six days per week or 40 hours per week	Bakeries, coffee stores, fish market, gourmet food stores, ice cream shops, natural food stores, tea shops, delicatessens, ethnic grocery stores, farmers markets, and butcher shops

Hospitality <i>Street level and upper floor locations</i> <i>Open six days per week or 40 hours per week</i>	Hotels, bed and breakfasts, health and fitness, event spaces, spas, and wellness centers
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Example: An applicant (also the property owner) submits an application to move their existing accounting firm to the second floor of a building in the Central Business District and add three new jobs as part of their plan. The building they have purchased has an existing retail business on the street level and two vacant upper floors in need of significant renovation. Their application fully outlines the extent of their planned work and they have included site plans, drawings, photos of existing conditions, and copies of required permit applications with price quotes from licensed, bonded, and insured contractors. They estimate the work will total \$250,000 in eligible improvements. This will make them eligible for 50% of their final costs up to a maximum amount of 10% of their tax value after improvements or an amount not to exceed \$125,000. Their application is presented at a public hearing and approved by City Council.

After the work is completed, the owner submits all of the required documents along with documentation of the new assessed value after improvements from Union County of \$880,000. Due to the new tax value, the applicant would now only qualify for \$88,000 in reimbursement.

Since the applicant is expanding, adding three new jobs, and relocating on the second and third floors of an existing building, they would qualify for:

- +10% because their business is in one of the approved clusters and is adding an additional three jobs
- +10% because they are renovating and relocating this business to a vacant second and third floor of an existing building

The final reimbursement would be \$104,000.

Insert Application Here

Town	Name of Grant Program(s)	Purpose/Description	Match	Link for Your Grant Program(s)/Website/Contact info
Albemarle	Sign Grant	Sign Grant: Awarded 50-50 match basis with maximum ADDC participation of \$1000 per sign project. Proposed signage must have prior approval from City of Albemarle Planning & Development.	50/50 up to \$1,000	https://www.albemarledowntown.com/sign-grant
Albemarle	Vibrancy Grant	The Albemarle Downtown Vibrancy Grant Program encourages downtown business owners to activate their storefronts through the addition of creative and unique elements that will enhance their business and downtown Albemarle	50/50/ up to \$1,000	https://www.albemarledowntown.com/vibrancy-grant
Albemarle	Facade Grant	Owner(s) or tenant(s) of a building located within the Central Business District (CBD), City of Albemarle Historic District (COA HD) or Municipal Service Tax District (MSTD) as defined in the Albemarle Downtown Development Corporation service area.	50/50 up to \$1500	https://www.albemarledowntown.com/facade-grant
Albemarle	Downtown Catalyst Grant	The City of Albemarle started the Downtown Catalyst Grant Program in 2022. This grant program is designed to assist businesses in the downtown Municipal Service District (MSD).	up to \$50,000	https://www.albemarleinc.gov/departments/economic-development/application-for-downtown-catalyst-grant-program
Aberdeen	nothing listed at this time			
Asheboro	Business Boost Grant Program	Downtown Asheboro Inc.'s vision prioritizes fostering a downtown community that is entrepreneurial, artistic, and innovative, providing a welcome atmosphere that encourages a growing and forward-thinking environment for small business and residential living. The Downtown Asheboro 'Business Boost' Grant Program aims to support that vision by providing grant funding for businesses to implement innovative ideas or enhance their current operations, boosting success	up to \$2,500	https://www.downtownasheboro.com/grant
Asheboro	Preserve Ashboro Grant Program	This grant program is created to spur preservation based economic development in downtown Asheboro by supporting the acquisition of historic preservation consultant services for redevelopment projects in the district. Downtown historic structures are integral to the character of the community, but navigating historic incentive programs can be complex. This grant program aims to help downtown property owners leverage development incentives confidently with the support of a specialist.	up to \$5,000 for historic preservation consultant fees. No match	https://www.downtownasheboro.com/preserveasheboro
Ayden	Facade Incentive Grant	Ayden's Façade Grant Program is an incentive-based measure intended to encourage and provide an economic incentive for the renovation of building facades in the downtown core area; Implementation of appropriate design standards for the rehabilitation of historic properties; and preservation of the unique architectural and commercial character of downtown Ayden. Grants are awarded on a first come/first serve basis until annual funds are depleted.	50/50 up to \$2,000	http://www.downtownayden.org/grants.html
Belmont	Façade Enhancement Incentive Grant	The Main Street Façade Enhancement Grant (FEG) program is available to business and property owners located within the Main Street district. The purpose of the grant is to support the economic and aesthetic environment of the Main Street district. This is accomplished by providing financial incentives to encourage private investment in the preservation, restoration, and enhancement of downtown building facades. This investment will contribute and enhance the unique character of downtown Belmont	50/50 up to \$2,500	https://www.cityofbelmont.org/
Bessemer City	Façade Incentive Grant (FIG) Program	Façade Incentive Grant: improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by a Design Review Committee of the Downtown Revitalization Corp. Grants are awarded on a first come/first serve basis until annual funds are depleted.	50/50 up to \$5,000	https://bessemerncity.com/development/development-incentives/
Bessemer City	Building Rehabilitation Incentive Grant (BRIG) Program	Building Rehabilitation Incentive Grant (BRIG) Program was created for the purpose of encouraging private investment by restoring vacant buildings in downtown Bessemer City. This grant encourages rehabilitating older, historic structures in the Central Business District (CBD). The grant also encourages and requires renovations that follow the Secretary of the Interior's Standards for rehabilitation for historic structures. Improving the interior of buildings in downtown will promote economic growth by attracting and retaining businesses, enticing customers, creating jobs, and halting property value deterioration in the district. In addition, this program will help preserve downtown's unique physical resources and attributes. This grant aims to revitalize Bessemer City's Central Business District by creating jobs, increasing the city's tax base and providing an opportunity for private investment to preserve the historic and cultural characteristics of downtown properties. This grant seeks to improve the overall economic conditions in Bessemer City.	50/50 up to \$10,000	https://bessemerncity.com/development/development-incentives/
Boone	Façade Incentive Grant	Façade Incentive Grant: improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by a Design Review Committee of the Downtown Revitalization Corp. Grants are awarded on a first come/first serve basis until annual funds are depleted.	50/50 up to \$5,000	https://downtownboonenc.com/dbda/
Brevard	Heart of Brevard Vibrancy Grant	Heart of Brevard offers grants to businesses and property owners within the HOB district to support beautification and enhancement projects that improve the appearance of individual storefronts and contribute to the overall vitality of downtown. Eligible projects include pressure washing, exterior painting, façade repair, signage updates, public art, outdoor expansions, awning renewal, and more. Grants may also support physical business expansions, historic preservation, and improvements that enhance ADA accessibility.	50/50 No maximum award listed	https://brevardnc.org/grants-incentives/
Burlington	Quick Fix Façade & Signage Grant	Funds exterior improvements including painting, window repair, new storefronts, awnings and signage. \$1:\$1 matching reimbursement grant. Business or development plan not required for this program only. One-page form with expedited review. Not available in combination with other grants.	50/50 up to \$2,500	https://www.burlingtondowntown.com/grants
Burlington	Residential Development Grant	The Downtown Residential Incentive Program assists with the development of quality residential uses in the upper levels of the buildings that reside within the downtown Municipal Service District (MSD). This program will be made available to developers of market rate residential units. Both for sale and rental projects will be eligible. Developers of new units designated as Class A are eligible. Owners who have Class C or B units and wish to upgrade them to Class A units are also eligible. The proposed program would offer a per square foot subsidy for eligible projects, with a proposed maximum grant amount of \$5,000 per unit.	50/50 up to \$10,000 per unit determined by sq. footage	https://www.burlingtondowntown.com/grants

Burlington	Building Rehabilitation & Modernization Grant	This is a deferred loan program for improvements to downtown buildings. This is a 50-50 matching program up to \$25,000 per building. For businesses that stay three years, the loan becomes an interest free grant. For businesses that leave before the three years a pro-rated loan amount must be repaid. The three-year period starts from the date the grant is made. This can include remodeling and upgrades to plumbing, HVAC, electricity, fiber optics, and energy efficiency improvements.	50/50 up to \$25,000	https://www.burlingtondowntown.com/grants
Burlington	Business Up-fit Grant	This grant program is structured as a deferred loan for business up-fit to help ease start-up costs. For businesses that stay three years, the loan becomes an interest free grant. For businesses that leave before the three years a pro-rated loan amount must be repaid. The loan proceeds can be used for building up-fit including demolition, painting, finish carpentry, and flooring.	50/50 up to \$5,000 and restaurants eligible for an additional \$10,000 (\$15,000 total)	https://www.burlingtondowntown.com/grants
Cherryville	Façade Incentive Grant	Façade Incentive Grant: improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by a Design Review Committee of the Downtown Revitalization Corp. Grants are awarded on a first come/first serve basis until annual funds are depleted.	50/50 up to \$3,000	https://www.cityofcherryville.com/copy-of-main-street-program
Cherryville	Interior Grants	To encourage new business start-up & current merchants without the need to establish another loan. The maximum contribution will be established by an annual market assessment of downtown rental properties Must submit a grant application along with a copy of the lease agreement and business plan. Must have owners authorization.	50/50 up to \$3,000	https://www.cityofcherryville.com/copy-of-main-street-program
Cherryville	Side/Rear Façade Grants	Façade Incentive Grant: Improve the open side and rear facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by a Design Review Committee of the Downtown Revitalization Corp. Grants are awarded on a first come/first	Grants 50/50 up to \$5,000	https://www.cityofcherryville.com/copy-of-main-street-program
Cherryville	Roof Repair	For approved roof repairs	50/50 up to \$5,000	https://www.cityofcherryville.com/copy-of-main-street-program
Cherryville	Window Repair or Replacement	Upper/Side/Rear window repair or replacement	\$400 p/window up to \$6,000	https://www.cityofcherryville.com/copy-of-main-street-program
Clinton	Façade Incentive Grant	To provide financial incentives to property owners to assist them in façade preservation and restoration.	\$1,000 per façade on a 50/50 basis. Projects less than \$10,000 are eligible for a grant of up to the lesser of \$2,500 or 1/2 the total cost. Projects which exceed \$10,000 are eligible for a grant of up to 25% of the total façade project cost not to exceed \$5,000. www.downtownclinton.com/grants-and-incentives/	https://www.downtownclinton.com/invest
Concord	Economic Dev Grant Program	see linked PDF	https://apps.concordnc.gov/legacy/PlanningWeb/ED/ED%20Grant%20Program%20-%2010.10.2017.pdf	
Concord	Center City Development Grant	see linked PDF	https://apps.concordnc.gov/legacy/PlanningWeb/ED/CenterCity%20Grant%20Program.pdf	
Concord	Downtown MSD Grant Program	see linked PDF	https://apps.concordnc.gov/legacy/PlanningWeb/ED/Downtown_MSD_GrantProgram_2020_02_06.pdf	
Concord	Mural Assistance Grant	Concord's Public Art Commission (PAC) seeks to maintain and improve quality of life for its citizens and business owners by fostering visually appealing public areas. To help reach this goal, the PAC has established a Mural Grant Program to reimburse applicants for approved additions of public art, by way of permanent murals	50/50 up to \$2500	https://concordnc.gov/Government/City-Government/Boards-Commissions/Public-Art-Commission/Public-Art-Commission-Projects#Mural%20Grant
Dunn	nothing listed at this time			
Edenton	Façade Improvement Program	The Downtown Edenton Façade Improvement Program is an incentive-based measure created by Destination Downtown Edenton (DDE) to encourage practical and architecturally appropriate façade renovation and preservation within the Edenton Historic District.	50/50 match. No maximum award listed	https://mainstreetedenton.com/business/
Elizabeth City	Façade Grant	ECDI administered grant for upgrades within the CBD	50/50 up to \$1000	https://www.elizabethcitydowntown.com/copy-of-business-resources
Elkin	Façade Grant	To improve and restore façade of historic buildings in Elkin's downtown historic district.	50/50 up to \$1500.00	http://cms6.revize.com/revize/elkinnc/departments/main_street/facade_grant_and_improvement_grants.php
Elkin	Economic Vitality Grant	Limited funding for matching grants is available for preservation and beautification of hardship buildings, to include painting, repairing rotted window sills or doors/doorways, general repair work, the addition of awnings, safety/code updates, etc. The board is also interested in promoting upper-level development projects in buildings with empty, underutilized 2nd floors, to help promote the longevity of the historic buildings. Some costs involved with adding apartments to upper levels can be included in this grant funding, such as fire suppression materials, sprinkler systems, and exterior fire escapes.	Funding is based on a case-by-case request.	http://cms6.revize.com/revize/elkinnc/departments/main_street/facade_grant_and_improvement_grants.php
Elkin	Back Alley Mural Grant	To improve the back alleys by adding murals to back alley doors. This will brighten up dreary alleys where many park and walk up to Main St.	\$200.00 per back door. Business owner pays for any special requests or costs beyond \$100.00. The Main Street Advisory Board also offers up to \$1000 for large scale murals on a case by case basis.	http://cms6.revize.com/revize/elkinnc/departments/main_street/facade_grant_and_improvement_grants.php
Elon	None at this time			
Forest City	Nothing listed at this time			amybridges@townofforestcity.com

Fuquay-Varina	Facade Improvement	This facade improvement program is intended to enhance existing facade structures in the Downtown Commercial-1 (DC-1) and Downtown Commercial-2 (DC-2) Zoning Districts by providing financial assistance to property owners and business operators. The goal of the facade improvement program is to bring up to requirements the front exterior of buildings in the DC-1 and DC-2 districts through enhancing the look of the neighborhoods and the pedestrian experience. If the building is of historic significance, work must comply with The Secretary of the Interior's Standards for Rehabilitation. Facades are defined as individual storefronts that face the public right-of-way. Separate addresses within a single building may qualify as separate facades if one or more tenants apply for a grant, subject to the guidelines of this program.	50/50 up to \$5000	https://www.fuquay-varina.org/629/Incentives-Grants
Garner	NONE AT THIS TIME			
Goldsboro	NONE AT THIS TIME			
Hayesville	Town of Hayesville Community Support	Available to Non-profit organizations but only those located within the city limits of Hayesville. Any project that supports improvements or some betterment to Hayesville will be considered	No match. Max \$1500	https://www.townofhayesville.com/_files/ugd/6b2cde_c210f8d03a414d0f9c9daf8128ab44f8.pdf
Henderson	HVDDC Facade Incentive Program	To provide an economic incentive to promote rehabilitation in the downtown area while preserving the unique historic character of existing structures	50:50 Match up to \$2500	https://hendersonncdowntown.org/hvddc-facade-incentive-grant-program/
Hendersonville	Facade Incentive Grant	Facade Incentive Grant: improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by the Community Character Team and then recommended to the Downtown Advisory Board for final approval.	Up to \$6000 will be matched 50/50 in the Main Street or 7th Avenue Districts. Properties within the Main Street Historic District will also receive an additional \$500.	https://www.hendersonvillenc.gov/sites/default/files/uploads/2024_hii_g_grant_packet_8.5x11.pdf
Hendersonville	Downtown Henderson Opportunity Fund	Funded by a grant from the Dogwood Health Trust, the Downtown Hendersonville Opportunity Fund was created in response to the needs of local small businesses and entrepreneurs in the area, particularly those who are interested in opening a business in the Main Street and 7th Avenue Districts that make up Historic Downtown Hendersonville.	The centerpiece of the Downtown Opportunity Fund is a small business loan program in partnership with Mountain BizWorks to provide loan capital for businesses that are not otherwise eligible for traditional bank financing	https://www.hendersonvillenc.gov/downtown-resources/downtown-hendersonville-opportunity-fund
Hertford	Nothing listed at this time			
Hickory	Urban Revitalization Area Program	see link for more information		https://www.hickorync.gov/sites/default/files/hickoryncgov/Business%20Development/Final%20Revitalization%20Program%20Guidelines%202018.pdf
Hickory	Appearance Grant	tied to the URA from above	This program offers matching grants of up to \$7,500 or 50% of eligible exterior improvement or landscaping costs (whichever is less) to projects in the Urban Revitalization Area	https://www.hickorync.gov/business-development-programs
Kinston	Building Improvement Grant (BIG)	The purpose of this grant is to promote and assist financially with facade improvements in downtown Kinston	50/50: A grant award cap is \$10,000 for projects costing \$20,000+	https://www.downtownkinston.com/
Kinston	Buddy Righ South Queen St Improvement fund	Limited funding due to endowment by former mayor		https://www.downtownkinston.com/
Laurinburg	Nothing listed at this time			
Lenoir	The Building Upgrades and Improvements for Lenoir Downtown (BUILD) Program	The Building Upgrades and Improvements for Lenoir Downtown (BUILD) Program : Funded by City. Applicants are required to invest \$2 for every \$1 of grant funding received. Grants range from \$500 to \$5,000. Projects exceeding \$20,000 will still only be reimbursed for eligible expenditures up to \$5,000. Covers a variety of interior and exterior improvements including ADA upgrades, sprinkler systems, facades, window repair etc., and supports the Moving Lenoir to the Second Floor program.	Under the program, applicants are eligible for up to thirty three and one third percent (33.33%) of the actual improvement costs, up to a maximum amount of \$5,000.00.	https://www.cityoflenoir.com/164/BUILD-Program
Lexington	Nothing listed at this time			
Lumberton	Nothing listed at this time			
Marion	Facade Grant Program	Facade Incentive Grant: improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by a Design Review Committee of the Downtown Revitalization Corp. Grants are awarded on a first come/first serve basis until annual funds are depleted.	100% up to \$5,000 for Paint and/or Windows. 50% of Labor and/or awnings up to \$2,500.00	https://www.discovermarionnc.com/marion-facade-program.php
Marion	Growing Entrepreneurs Marion/GEM Business Grant	To encourage new business start-ups, businesses are awarded \$5,000.00 grants if criteria is met. Criteria is to complete free entrepreneur training, submit a business completed business plan and open a new business with 1.5 employees, have regular hours and support special events. Grant is a reimbursement grant paid over 6 months.	The criteria is approved business start-up expenses and/or rent or utilities up to \$5,000.00	https://www.discovermarionnc.com/gem-program.php
Mocksville	Facade Incentive Grant	Facade Incentive Grant: improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by a Design Review Committee of the Downtown Revitalization Corp. Grants are awarded on a first come/first serve basis until annual funds are depleted.	50/50 up to \$1,500	https://mocksvillenc.org/facade-grant/
Mocksville	Tourism Grant	Mocksville Tourism Developmental Authority (MTDA) welcomes proposals for Special Projects/Events Funding from area organizations, both profit and not-for-profit designed to attract visitors to Downtown Mocksville	case by case	https://mocksvillenc.org/tourism-development/
Monroe	Downtown Building Rehabilitation and Improvement Grant	This reimbursement grant assists with the significant improvement and rehabilitation of properties in the Downtown Business District.	This is a 50/50 matching reimbursement grant. Approved applicants are eligible for 50% of the eligible costs up to a maximum amount of 10% of the tax value after improvements	https://www.monroenc.org/174/Grants-Sponsorships
Monroe	Grow Monroe	The City of Monroe is committed to supporting and promoting new and existing businesses in the Downtown Business District by providing financial assistance through an incentive grant that helps to offset the costs associated with opening a new business or expanding an existing business.	50/50 match.	https://www.monroenc.org/174/Grants-Sponsorships
Monroe	Downtown Event Sponsorship Grant	Have an event which can have a positive impact on the economic growth of Downtown? Let the City of Monroe's Downtown Office assist in making the event a success!	up to \$1,500	https://www.monroenc.org/174/Grants-Sponsorships
Mooreville	Awning Grant	Designed to assist business owners in the design and funding of awning for Downtown businesses. Fund may be used for awning that includes the business name and street address on the balance. Business or property owners can only apply for the awning grant every five years at the same location/address.	\$1,000 maximum & 50/50 match	https://www.downtownmooreville.com/doing-business
Mooreville	Jump Start Grant	Created to encourage the location of businesses in specific categories to the Municipal Service District of Downtown Mooreville. The grant is a one-time reimbursable matching grant in an amount up to \$1,500 which may be used to assist in interior building improvements and other start-up expenses related to opening the business.	\$1,500 maximum & 50/50 match & specific business types only	https://www.downtownmooreville.com/doing-business

Mooreville	Outside Dining Grant	The Outside Dining Grant assists property/business owners in the permitting and funding of year-round outside dining (as weather allows) directly adjacent to their property/business. The grant pays for 100% of the cost of the Town of Mooreville Sidewalk Encroachment Application fee (if applicable). The grant may also be used for physical permanent improvements to property made specifically for the purpose of developing outside dining, with a grant that covers 50% of the cost of the improvements up to a maximum grant of \$1000. Furnishings (tables, chairs, umbrellas, and removable materials used to cordon off the dining area) are not considered permanent improvements. Includes a \$1,175 maximum (\$175 fee plus \$1,000 of improvements)	\$1,175 maximum & 50/50 match	https://www.downtownmooreville.com/doing-business
Mooreville	Restoration & Beautification Grant	The Restoration & Beautification Grant Program was created to encourage practical, but architecturally appropriate design of downtown building façade renovations. Only exterior improvement projects are eligible.	\$2,500 maximum & 50/50 match	https://www.downtownmooreville.com/doing-business
Mooreville	Sign Grant	The Sign Grant Program was designed to assist business owners in the design and funding of signage for their downtown business. Funds may be used for the signage that includes the business name, street address, hours of operation and other such secondary business information.	\$350 maximum & 50/50 match	https://www.downtownmooreville.com/doing-business
Mooreville	Upper Floor Grant	The Upper Floor Grant Program was created to encourage investment in renovating and restoring upper floors of buildings. High priority is placed on expanding the usefulness of downtown properties for residential use.	\$2,500 maximum & 50/50 match	https://www.downtownmooreville.com/doing-business
Mooreville	Venue Improvement Grant	The Venue Improvement Grant provides funding for interior improvements to venue space. Improvements covered by this grant include plumbing, mechanical, and electrical improvements to support expanded capacity and uses, technology infrastructure that is permanently installed (must stay in the space if the tenant leaves), and reconfiguration of the space to enhance its functionality.	\$2,000 maximum & 50/50 match	https://www.downtownmooreville.com/doing-business
Morganton	CDBG Small Business Loan	The City of Morganton Community Development Block Grant (CDBG) Small Business Loan Program (SBLP) is a competitive program offering both startup or expansion companies an opportunity within the City Limits of Morganton to obtain loan funds up to \$75,000 upon approval and in compliance with CDBG criteria. All businesses requesting funds between \$5000-\$30,000 must create at least one new job that meets the HUD income criteria. All businesses requesting greater than \$30,000 must be able to create a minimum of 10 new full time job positions within 1 year of funding. 51% of those jobs must be filled by individuals who fall within HUD Low to Moderate Income and Household Income criteria.	Up to \$75,000.00 loan, connected to job creation	https://www.morgantonnc.gov/development-design-services/page/cdbg-small-business-loan-program
Morganton	Vibrancy Grant	Please contact the Morganton Main Street Office for more information and application(s). Note that Vibrancy Grants are only eligible if projects follow the Secretary of Interior's Standards for Rehabilitation	Up to \$500 in matching grants per facade for painting and or maintenance Up to \$500 in matching grants per sign, for new & unique signs Up to \$1000 in matching funds for outdoor fixtures (such as seating packages) that enhance the pedestrian experience Up to \$2000 in matching grants per public facade for renovations Up to \$5000 in matching grants per public facade for major renovations (over \$30000) incurring a significant rehabilitation of the facade Awnings (5% interest) Loan	https://www.morgantonnc.gov/main-street/page/funding-opportunities
Morganton	DIG: The Development Incentive Grant	The Development Incentive Grant (DIG) program is designed to accomplish a combination of goals related to economic development and community development efforts identified within the adopted Mission 2030 Plan. DIG funds can only be made available to those projects determined otherwise unfeasible or unachievable "but for" the combined efforts of public and private participation. The City will designate DIG Zones within the areas of the city that were determined key economic growth areas by the Mission 2030 Plan. The objective is to encourage unique projects within these zones. The projects must comply with community adopted standards and program guidelines established for that particular DIG Zone	Projects between \$4 million and \$7.5 million shall be eligible for 5 annual post completion DIG grants of 50 cents per 100 dollars of increased land and building value. Projects over \$7.5 million shall be eligible for 5 annual post completion DIG grants of 75 cents per 100 dollars of increased land and building value.	https://www.morgantonnc.gov/development-design-services/page/development-incentive-grant
Morehead City	Nothing listed at this time			
Mount Airy	Façade Improvement Grant Program	The Façade Improvement Grant (FIG) offered by Mount Airy Downtown, Inc. (MAD, Inc.) supports the historic restoration of Downtown Mount Airy's Municipal Service District. The program encourages property and business owners to enhance their buildings while preserving the district's historic character. Administered by MAD, Inc.'s Design Committee.	The grant reimburses up to 50% of eligible project costs, capped at \$2,000 per project.	https://www.mountairydowntown.org/facadegrant
New Bern	Swiss Bear Property Enhancement Grant	Swiss Bear, Inc. offers a Property Enhancement Grant to support the beautification and improvement of commercial properties in Downtown New Bern.	This matching grant is available to property owners and businesses and covers three enhancement categories: Façade Improvements – Up to \$2,500 Signage – Up to \$750 Landscaping – Up to \$500 Applicants may apply for funding in any or all categories. Grants are awarded on a rolling basis and are first come, first served, with an annual funding cap.	https://downtownnewbern.com/apply-for-a-grant/

Newton	Façade Incentive Grant	Façade Improvement Grants (FIGs) are available to building owners or tenants located in the Downtown Newton Business Core and the north Newton Growth zone (see Map). The grant program intends to provide financial incentives to encourage appropriate and attractive improvements to downtown buildings by increasing their longevity and raising property values	50/50 match up to \$5,000 per address, per year	https://www.downtownnewton.org/business/facade_grant.php
North Wilkesboro	Façade Incentive Grant	Façade Incentive Grant: improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by a Design Review Committee of the Downtown Revitalization Corp. Grants are awarded on a first come/first serve basis until annual funds are depleted.	Grants are awarded on a 60 - 40 matching basis (the applicant will be reimbursed 60 percent of the total facade rehabilitation cost, with a maximum reimbursement amount dependent upon the size of the building). Grants are awarded per building, not per tenant. Logos or business names on awnings are not eligible for façade grant funding; street numbers are appropriate.	https://www.downtownnorthwilkesboro.com/property-redevelopment
North Wilkesboro	Mural Grant Incentive	The Mural Grant Program provides financial assistance to downtown businesses interested in installing murals on the exterior of their property.	The grant pays for 50 percent of the mural's cost up to \$2,000.	https://www.downtownnorthwilkesboro.com/property-redevelopment
Oxford	Façade Incentive Grant	Historic Downtown Oxford Façade Incentive Grant Program (FIG), a unique opportunity for building owners and tenants within the Municipal Service District (MSD) of Historic Downtown Oxford. This program has been designed to provide financial incentives aimed at strengthening our city's core, enhancing the longevity and value of our buildings, and preserving the timeless charm of Downtown Oxford. Our goal is to maintain the aesthetic appeal that leaves a positive and lasting impression on all who visit.	50/50 up to \$4,000	https://visitdowntownoxfordnc.org/facade-grant/
Pilot Mountain	Façade Incentive Grant	To provide financial incentives to downtown business and property owners to assist in facade preservation and restoration that demonstrates enhanced and superior appearance and aesthetic improvements to a business, neighborhood, and/or frontage on the public right-of-way.	One downtown facade grant per fiscal year shall be awarded at a maximum of \$4,000 based on a 2/3 - 1/3 match. Applicant project costs must total more than \$12,000 to receive maximum grant.	https://www.pilotmountainnc.org/198/Facade-Grant-Program
Pilot Mountain	Downtown Reinvestment Grant	The purpose of this incentive policy is to encourage and promote infill growth with new commercial development and the major rehabilitation of older buildings within Pilot Mountain's downtown commercial district. This program offers a cash grant equal to a percentage of the property taxes paid on any new investment in downtown Pilot Mountain. · Grant disbursement formula: Year 1 – 100% Year 2 – 100% Year 3 - 75% Year 4 - 50% Year 5 - 25% · Structures must meet state and local building codes as approved by the local building inspector · Eligible Properties must be located within the Pilot Mountain Downtown Development District · Incentive shall be for new construction and renovation that is consistent with the character of the downtown district;	Other grants shall amount up to \$1,000 per downtown facade based on a 1/2 - 1/2 match. Applicant project costs must total more than \$2,000 in order to receive the maximum grant amount.	https://www.pilotmountainnc.org/196/Downtown-Reinvestment-Incentive-Grant-DR
Plymouth	None offered			
Reidsville	Nothing listed at this time			
Roanoke Rapids	Nothing listed on website.			
Rocky Mount	Roof Repair and Replacement Grant	Funds replacement or repair of roofing systems.	50-50 Match up to \$20,000	
Rocky Mount	Downtown Building Assistance Program	This incentive is intended to fund interior and exterior downtown building improvements	50:50 Match up to \$40,000	https://downtownrockymount.com/business-development/incentives/
Rocky Mount	Accelerated Façade Improvement Grant	Allowable uses will include (but not limited to): brick or wall surface cleaning, patching and painting of façade walls, signage or lighting, canopy, awning installation/repair, window and/or door replacement/repair, mortar joint repair, railings and ironwork repair or addition, cornice repair and/or replacement, replacement/repair to exterior steps	\$5000 non-matching grant	https://downtownrockymount.com/business-development/incentives/
Rocky Mount	Development Incentive Grant	The Development Incentive Grant is a rebate of increased property taxes, reimbursed annually over five years	No dollar maximum	https://downtownrockymount.com/business-development/incentives/
Rocky Mount	Residential Production Grant Program	The Residential Production Grant Program is intended to fund development of residential housing within downtown.	The incentive amount is \$7,500 per residential unit created, up to a maximum of \$150,000.	https://downtownrockymount.com/business-development/incentives/
Roxboro	Uptown Rehabilitation Incentive Grant	Purpose: The purpose of the Uptown Roxboro Group Incentive Grant (URIG) is to promote renovation and restoration of commercial buildings in Uptown Roxboro while preserving its unique and historic character. By encouraging quality projects and using sensitive design standards, the Uptown Roxboro Group seeks to provide guidance and incentive for tasteful building renovations. Uses: The Uptown Roxboro Group URIG can be applied towards interior or exterior renovations. If applied towards exterior renovations, it must be a part of a façade improvement project. (A façade is defined as one side of a building, from firewall to firewall, regardless of the number of stories. Each store front of a building can be considered a façade, as long as it is visible from a public street or walkway.)	Fund Details: The Uptown Rehabilitation Incentive Grant operates on a cost reimbursement basis, wherein projects are funded on a 50-50 matching system with a maximum grant amount of up to \$2,000 for façade only projects, up to \$2,000 for interior only projects, and up to \$5,000 for complete façade and interior projects per year (as funds allow). The determination of whether a grant application qualifies for an award is at the sole discretion of the Uptown Roxboro Group Board of Directors. Any approved rehabilitation proposal is eligible for funding on a first come/first served basis, when received by one of the two priority deadlines, until grant funds are depleted. The Uptown Roxboro Group allots \$10,000 per calendar year for grant endowments. All improvements must be completed within 6 months of application approval, (extensions may be requested, and must be approved by the Uptown Roxboro Group Board of Directors.)	https://uptownroxboro.com/about-uptown-roxboro/partner-resources/

Rutherfordton	Digital Empowerment Grant	Enhance Digital Visibility: Help businesses build or enhance their online presence, whether through websites, social media marketing, or other digital platforms, to attract new customers and retain existing ones. Enable E-Commerce Expansion: Provide financial support for integrating e-commerce capabilities, including website upgrades, e-commerce platforms, payment systems, and inventory management tools. Foster Entrepreneurial Growth: Offer business coaching, local classes, and networking opportunities to ensure businesses have the skills to succeed in a digital-first world. Build a Local Digital Ecosystem: Create a sustainable and supportive digital ecosystem by connecting local businesses, digital experts, and local partners to foster long-term success.	Grant awards will vary based on project scope, with a maximum award of \$5,000 for larger projects. Smaller projects may receive proportionate amounts based on their needs and scale, with the goal of making meaningful impacts on the business's digital capabilities.	https://www.thinkrutherfordton.com/digitalempowerment
Salisbury	Historic Preservation Grant	The Historic Preservation Commission (HPC) is pleased to offer the Historic Preservation Incentive (HPI) Grant program, which offers matching grants for exterior maintenance projects for residential homes within Salisbury's Local Historic Districts: Brooklyn-South Square, Downtown, Ellis Street Graded School, North Main Street, and West Square. Maximum grant awards are \$2,500, with low to moderate income households being eligible for up to \$7,500.	Matching grants, up to \$2,500 (up to \$7,500 income based)	https://salisburync.gov/Government/Community-Planning-Services/Grants-and-Incentives/Historic-Preservation-Grant
Salisbury	Innes St. Improvement Grant	The Innes Street Improvement Grant assists property and business owners within the Innes Street Improvement District with enhancements to building façades, landscapes, driveways, and parking lots. These projects can range from minor repairs and repainting to substantial façade and landscape rehabilitation projects and the installation of new pedestrian amenities such as outdoor seating, planters, awnings, café fences, and lighting.	The grant is typically awarded on a 50/50 matching basis with a maximum City participation of \$5,000.00 per project. This is a reimbursement grant.	https://salisburync.gov/Government/Planning-and-Neighborhoods/Grants-and-Incentives/Innes-Street-Improvement-District-Grant
Salisbury	Municipal Service District Grant	The MSD Incentive Grant assists property and business owners within the Downtown Municipal Service District with enhancements to building façades, landscapes, driveways, and parking lots. These projects can range from minor repairs and repainting to substantial façade and landscape rehabilitation projects and the installation of new pedestrian amenities such as outdoor seating, planters, awnings, café fences, and lighting.	The grant is typically awarded on a 50/50 matching basis with a maximum City participation of \$5,000.00 per project. This is a reimbursement grant.	https://salisburync.gov/Government/Community-Planning-Services/Grants-and-Incentives/Municipal-Service-District-Grant
Salisbury	Neighborhood Beautification Grant	The Salisbury Community Appearance Commission's Neighborhood Beautification Grant Selected applications will receive funding to support neighborhood improvement projects.	\$2500 Maximum award	https://salisburync.gov/Government/Planning-and-Neighborhoods/Grants-and-Incentives/Neighborhood-Beautification-Grant
Salisbury	Eaman Park Housing Rehabilitation Program	Residents who own property located within the Eaman Park Study area (refer to map below) may be eligible for financial assistance for exterior repairs and improvements, such as painting, roofing, porches, foundations, doors and windows, minor landscaping, and similar improvements.	If the property is your primary residence: You may be eligible for assistance up to \$20,000 for exterior repairs. If the property is a rental property with no more than 4 units: You may be eligible for assistance up to \$5,000 for exterior repairs. For rental property repairs, owners are required to contribute a 50% match, bringing the maximum project cost to \$10,000.	https://salisburync.gov/Government/Planning-and-Neighborhoods/Grants-and-Incentives/Eaman-Park-Housing-Rehabilitation-Program
Salisbury	CDBG	The primary objective of the CDBG Program is to increase the supply of decent, safe, sanitary and affordable housing within the City's communities and to support the programs that are designed to assist low- and moderate-income families and individuals while stimulating and fostering economic growth.	varies annually	https://salisburync.gov/Government/Community-Planning-Services/Grants-and-Incentives/Community-Development-Block-Grant
Salisbury	Opportunity Zones			https://salisburync.gov/Government/Community-Planning-Services/Grants-and-Incentives/Opportunity-Zones
Sanford	Building Improvement Grant	The CDBG funds are received from the US Department of Housing and Urban Development (HUD). CDBG funds are used for a wide range of activities, including housing rehabilitation, public improvements, and public services.	50/50 up to \$5,000	https://downtownsanford.com/wp-content/uploads/2023/09/BIG_application.pdf
Sanford	RISE - Real Investment in Sanford Entrepreneurs Grant	This eight-week program will introduce entrepreneurs and existing business owners to the concepts and practices that will give interested individuals the tools necessary for business success. At the end of the program, each participant should have produced a basic small business plan, and will have the opportunity to present their plan and business concept to a team of business professionals. For those participants who have not yet opened a brick and mortar location, there will be consideration for a small business grant package (not guaranteed) If a participant is chosen, the winning business will receive up to a \$5,000 reimbursable grant provided for rent and utilities (as funds available), one annual base level membership to the Sanford Area Growth Alliance Chamber of Commerce, plus extensive marketing, and business support. The qualify for the grant, the selected business must locate in the 17-block municipal service district of downtown Sanford.	Up to \$5,000 reimbursable grant for utilities and rent	http://www.leesbc.com/riase/
Shelby	Nothing offered at this time			
Smithfield	Lighting Grant	To assist property owners and their tenants in creating an environment that is more pedestrian-friendly and increases the visibility of Downtown Smithfield businesses. Funds the purchase and installation of timers for lights in storefront windows; requires lights to be on from sunset until midnight every day.	n/a	https://drive.google.com/file/d/1jd6XtPpfvZBCFFckKpzPg7_XDHyyfA/view
Smithfield	Smithfield Historic Area Revitalization Plan	To encourage the rehabilitation of older buildings and/or promote infill growth with new commercial development. Provides a grant back of the difference in ad valorem taxes (County, Town, and MSD tax grants possible).	No match, requires significant investment	https://drive.google.com/file/d/1NE4RW1zlwymWUAHpgV5zJH6w_fWpZsnD/view
Smithfield	Façade Grant Incentive Program	This Program is designed to enhance exterior facades of buildings in the MSD.	1/3 of costs of renovation up to \$5,000	https://www.downtownsmithfield.com/files/ugd/a89e26_dd2ae9bec134167877b4ba5adebaf03.pdf
Smithfield	Downtown Smithfield R2 RUSH Grant	To attract new investment to downtown in the form of retail and restaurant businesses in order to build a critical mass of these users through the occupancy of available retail/restaurant space. Provides funds as either 1) rent subsidy at up to \$2/sf for retail or \$4/sf for restaurant (payments made quarterly after the business has been open for six months), or 2) upfit assistance at up to \$1.50/sf retail and \$3/sf restaurant (reimbursement after expense is incurred and grantee has submitted invoice and proof of payment). Maximum of \$10,000.	DSDC will match up to 25% of the total cost of approved projects, up to \$500 and no less than \$50	https://drive.google.com/file/d/1v8sbQcqa1K4yz12uMIETjFMDfygNhV/view
Smithfield	Joint Effort Marketing Grant	Encourages development of activities and events that promote Downtown Smithfield as a destination and support the vision for Downtown Smithfield. Provides a matching grant that pays for advertising and marketing expenditures.	DSDC will match up to 25% of the total cost of approved projects, up to \$500 and no less than \$50	https://www.downtownsmithfield.com/jem

Spruce Pine	Façade grant	Improve the physical appearance of the building façade. Two deadlines 2/1 and 9/1 annually.	50/50 up to \$5,000	https://www.discoversprucepinenc.com/new-business-resources
Spruce Pine	DEAP- Downtown Entrepreneur Assistance Program	Rent and power reimbursement grant up to \$5000 or 6 months, whichever comes first will be awarded to qualifying new start ups that locate within the downtown district. Grants will be awarded by a panel of judges that choose the business plan that best reflects the retail/restaurant needs of the town. Reimbursement will be given only if grant winner abides by rules of competition. Applicants must: attend a 6 week training course, present a business plan, address specific business needs of retail or restaurant, meet with monthly mentor for 6 months, participate in downtown activities, and have 1 full time and 1 part time employee and stay open 35-40 hours per week. Grant funds sponsored by the Town of Spruce Pine and Mitchell County EDC.	No match. Reimbursement up to \$5000 or 6 months whichever comes first.	https://www.discoversprucepinenc.com/new-business-resources
Statesville	Vibrancy Improvement Incentive Grant Program	Improvement projects to exteriors of individual buildings that will help develop and improve the appearance of downtown.	General Improvements: 50/50 up to \$1,000, Signage: 50/50 up to \$750, Renovation (Rehab or Construction) 50/50 match up to \$2,000.	https://www.downtownstatesville.com/business-resources/#sign-grant-program
Sylva	Façade Grant Program	Partnership with The Community Foundation of Western North Carolina and the Jackson County TDA to create a facade grant program for downtown Sylva. The Community Foundation generously provided \$10,000 and the TDA provided a \$20,000 to fund this year's program. So far we have had 14 Letters of Interest, 7 Approved Applications and 4 Completed projects.	\$30,000 for 2025	https://www.mainstreetsylva.org/facade-projects-and-public-art/
Tarboro	Façade Improvement Grant Program	The purpose of the program is to: promote façade renovation and restoration; attract new business to downtown, preserve the unique character of downtown, encourage the use of quality material in the renovation, and encourage the introduction of new design features for infill that will enhance existing downtown buildings.	50/50 up to \$2,000	https://cms5.revize.com/revize/tarboronc/Facade%20Improvement%20Program%20Grant%20Application%202025.pdf
Tryon	Façade Incentive Grant	Façade Incentive Grant: improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by Executive Director/Planning Director, final approval by board of directors. Grants are awarded on a first come/first serve basis until annual funds are depleted. (We have dedicated \$6,000, or enough for 3 full amounts).	50/50 up to \$2,000	https://www.downtowntryon.org/main-street
Valdese	Façade Incentive Grant	Façade Incentive Grant: improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by a Design Review Committee of the Downtown Revitalization Corp. Grants are awarded on a first come/first serve basis until annual funds are depleted.	50/50 up to \$2,500	https://www.townofvaldese.com/community-affairs-tourism/main-street-program/downtown-revitalization/
Wake Forest	Façade Incentive Grant Program	The Façade Improvement Grant (FIG) program is available to existing tenants and/or owners of buildings located in the Renaissance Area of Downtown Wake Forest. The purpose of the grant is to provide financial incentives that will encourage appropriate and attractive improvements to Downtown buildings.	Maintenance: 50/50 up to \$1000, Façade Rehabilitation: 50/50 upto \$7500, Special Project: 50/50 up to \$7500	https://www.wakeforestnc.gov/sites/default/files/uploads/downtown_wf/financial_fig_application_2023_0.pdf
Warrenton	Awning and Blade Sign Matching Grant Fund	Cloth awnings, blade signs and sandwich board signs are eligible. Grants are awarded on a first come/first serve basis until annual funds are depleted.	25% up to \$500	http://www.warrenton.nc.gov/page/bus_awning_matching_grant
Warrenton	Warrenton Downtown Redevelopment Incentive Grant	The purpose of this incentive policy is to encourage the significant rehabilitation of older buildings within Warrenton's downtown commercial district... and to provide property owners and individuals with an incentive for long-term investment.	The Warrenton Downtown Redevelopment Incentive Grant is based on the following formula: - Appraised tax value of site or building is determined before any construction begins - Appraised tax value of site or building is determined after construction is completed upon the issuance of a certificate of occupancy. - Grant amount is the difference between the pre-construction tax value and the post-construction tax value as determined by the Warren County Tax Administrator. - Owner pays full amount of newly appraised tax value of property. - The Town of Warrenton provides grant incentive to property owner. - Five (5) concurrent tax years is the applicable time period for grant incentive. - Grant disbursed as follows: Year 1 – 100%; Year 2 – 100%; Year 3 - 75%; Year 4 - 50%; Year 5 – 25%.	https://www.warrenton.nc.gov/upload/page/0060/docs/WDRIG_Incentives(1).pdf
Warrenton	Revolving Loan	The Revolving Loan Program objectives are twofold: to create and establish new businesses within the C-1 Central Business District of Warrenton and to facilitate growth of existing businesses to serve as a catalyst for additional new businesses.	Maximum loan amount \$20,000	https://www.warrenton.nc.gov/upload/page/0056/docs/Revolving_Loan_Process_Summary.pdf
Washington	Nothing offered at this time			https://whda.org/
Waxhaw	Building Exterior Improvement Grant	this program will spur interest and investment in downtown so that it will continue to play an integral role in our community.	Up to 50% of construction cost as available. Total allocation amount is \$65,000	https://www.waxhaw.com/government/departments/planning/building-exterior-improvement-grant
Waynesville	Nothing offered at this time			
West Jefferson	Nothing offered at this time			
Williamston	Vibrancy Grant	To facilitate, encourage and provide an economic incentive for the: A. Renovation of building facades in the Williamston Central Business District, B. Implementation of appropriate design standards for the rehabilitation of historic buildings both within and near the National Register Commercial Historic District, C. Incorporation of compatible design standards in the renovation of non-historic buildings within the District, D. Preservation of the unique architectural and commercial character of Downtown Williamston while promoting commercial growth and inviting design aspects. Grant primarily applies to building exteriors.	Grant is 1:1 match for approved projects up to an amount of \$2,000 per project. Possible \$3,000 if project includes renovations of a third story.	https://static1.squarespace.com/static/5f734c3e44802f6f598fa7f5/t/60a282d2f44edf2f9fd3c435/1621263061122/Vibrancy+grant+guidelines.pdf
Williamston	Building Improvement Reimbursement Grant	To facilitate, encourage and provide an economic incentive for: A. Renovation and/or improvement of the building stock in the Williamston Central Business District. B. Active property ownership in the Central Business District. C. Business viability, healthy commerce, and pedestrian activity in the Central Business District. Grant primarily applies to improvements to building interiors.	Grant is 1:1 match for approved projects up to an amount of \$2,000 per project.	https://static1.squarespace.com/static/5f734c3e44802f6f598fa7f5/t/60a282d2f44edf2f9fd3c435/1621263061122/Vibrancy+grant+guidelines.pdf
Wilkesboro	Nothing listed at this time			
Wilson	Façade Incentive Grant	improve the facades of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by the Design Committee of the Wilson Downtown Development Corp. Grants are awarded on a first come/first serve basis until annual funds are depleted.	50/50 up to \$10,000	https://www.historicdowntownwilson.com/incentives-for-the-municipal-service-district/

Wilson	Building Improvement Reimbursement Grant	Improve the buildings of downtown buildings using the Secretary of Interiors Standards as our guide. Applications are reviewed by the Economic Vitality Committee of the Wilson Downtown Development Corp. Grants are awarded on a first come/first serve basis until annual funds are depleted.	50/50 up to \$10,000	https://www.historicdowntownwilson.com/incentives-for-the-municipal-service-district/
Wilson	Architectural Assistance Grant	The purpose of the Architectural Assistance Program is to provide business and commercial property owners design guidance when considering the renovation of the exterior façades of the buildings in the City of Wilson's Municipal Service District.	50/50 up to \$10,000	https://www.historicdowntownwilson.com/incentives-for-the-municipal-service-district/
Zebulon	Façade Incentive Grant	Façade Incentive Grant: Designed to stimulate and leverage private investments and as a way to enhance the appearance and condition of commercial structures in Downtown Zebulon.	50/50 up to \$2,500	https://www.townofzebulon.org/downtown-zebulon



STAFF REPORT

TO: Downtown Advisory Board

DATE: February 18, 2026

FROM: Jeff Wells, Assistant City Manager

PREPARED BY: Ashley Nowell, Downtown Director

SUBJECT: Downtown Director Update

SUMMARY STATEMENT

Each month, the Downtown Director provides an update on major projects, business openings or closings, and important updates in downtown.

REVIEW

America 250

Ashley is serving on the City's America 250 Committee. We are brainstorming ways to celebrate the yearlong event. For downtown, we are currently planning some patriotic decorations, new banners, an expanded 4th of July Event, a Monroe Serve Day, and connections with the businesses. Some of the current business participation ideas include a decorating contest and special patriotic deals.

Downtown Office

Doors are set to install on 2/17. Staff is continuing to decorate the space and plans to host an open house/ribbon cutting later in the spring. Once the doors are installed, the office will be open to the public!

Downtown Coordinator Position

The Downtown Department has a 30 hour + benefits position open at the moment. Over the next month, staff will be reviewing applications and interviewing candidates. The position will serve an administrative role in the department and serve as the first point of contact for people visiting the office.

Downtown Master Plan

The Steering Committee met on 2/10 to review the market analysis. This shows what opportunities Downtown Monroe has for additional retail or restaurant over the next 5 years. The analysis is attached and we can review more thoroughly at the March Meeting.

A survey and interactive map are both live on the Downtown Master Plan webpage (www.monroenc.org/downtownmasterplan). Our first community workshop input session is on Wednesday, February 18 from 4-7 p.m. at the Dowd Center Theatre. We will host additional input sessions throughout the spring and summer.

We have delivered Master Plan posters to downtown businesses. We are also planning to pass out small bag-stuffers, table tents, and display light pole banners, signage on the downtown office, and a-frame signs.

Kiwanis Club Project – Morgan Alley

Staff is working with the Kiwanis Club on a kid-friendly play space in Morgan Alley. DAB will get to review this project over the next few months.

Antique & Vintage Market

This event is schedule for May 2, 2026. Staff is working with Murphy's on Main and Lowe Country Estates to plan this event. DAB will be updated on the progress monthly.

Upcoming Events & Meeting Dates

Wednesday, February 18, 4-7 p.m. | Downtown Master Plan Public Input Workshop @ Dowd

Friday, February 20, 9:30 a.m. | ELK Ribbon Cutting

Monday, March 2, 8 a.m. | Groundhog Day Economic Summit @ Dowd

Thursday, March 5, 4:15 p.m. | General Services Committee (reviewing BRIG)

Tuesday, March 10 – Thursday, March 12 | NC Main Street Conference in New Bern, NC

Tuesday, March 10, 6 p.m. | City Council Meeting (reviewing BRIG)

Wednesday, March 18, 9 a.m. | Downtown Advisory Board Meeting @ Downtown Office

Wednesday, March 25 4-7 p.m. | Monroe Historic District Branding Charrette @ Dowd

Friday, April 10 | Car Cruise-In

Friday, April 10 – Saturday, April 11 | Art Walk

Saturday, April 11 | Spring Fest

RECOMMENDATION

This item is for discussion.

Attachments:
Market Analysis

Downtown Monroe, NC

Retail Market Analysis



Prepared For
The City of Monroe, North Carolina

Prepared By
Gibbs Planning Group

February 2, 2026



Monroe, NC

Downtown Retail Market Analysis

February 2, 2026

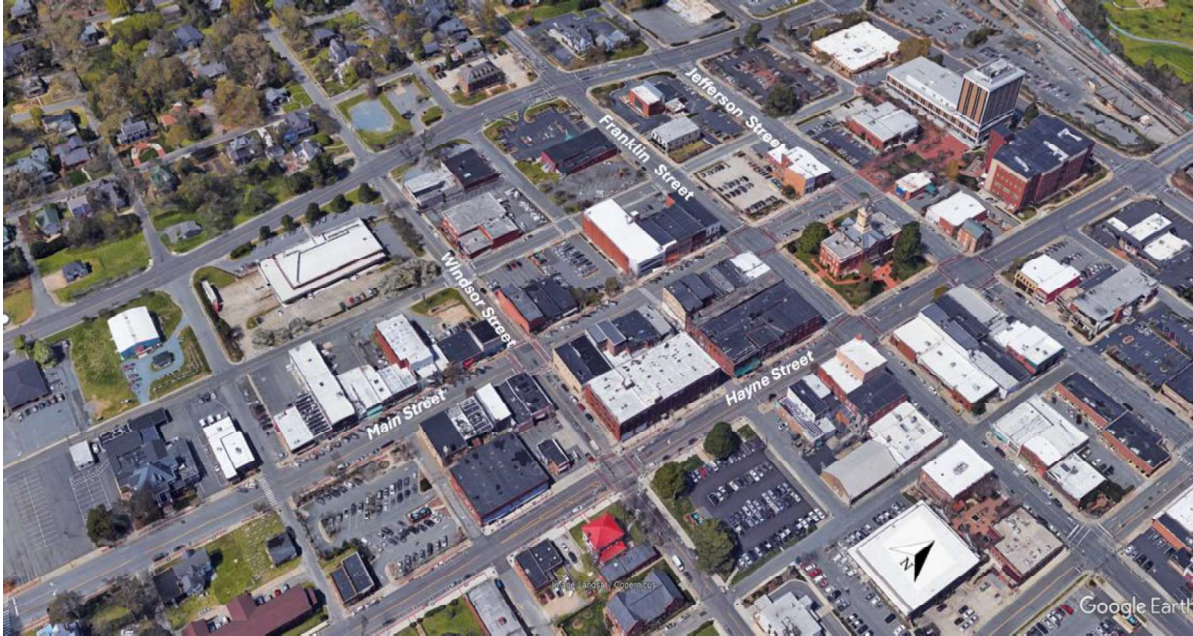


Figure 1: View of downtown Monroe looking west.

Summary

This study finds that downtown Monroe has a 2025 retail demand for 25 new or expanded stores and restaurants totaling 70,000 square feet. Combined, the new businesses could capture \$25 million in annual store sales currently leaving the Monroe market area.

The market demand includes 55,000 sf of apparel, art, furniture, gifts, sporting goods, a supermarket and specialty foods potentially generating \$20 million in total new retail store sales.

The downtown's food and beverage demand is for 3 full-service and 2 quick-casual restaurants potentially producing \$5 million in food and beverage sales. Overall, the 25 new stores and restaurants could average up to \$340 per square foot per year in sales, higher than retail industry trends.

Monroe Downtown 2030 New Retail Demand

10,000 sf Apparel, Jewelry, Shoes

5,000 sf Electronics, Recreation

10,000 sf Home, Furniture, Art,

30,000 sf Supermarket & Foods

15,000 sf Restaurants – Specialty Foods

70,000 sf Total 2025 New Demand

Summary

This study also estimates downtown Monroe's retail market trade area extends 20 miles and includes 100,000 people and 40,000 households. In 2024, Monroe's trade area households spent \$750 million on retail goods and restaurants. Existing stores located within the downtown trade area captured \$400 million of the spending, indicating \$350 million of spending taking place outside of Monroe. This study projects downtown businesses can capture up to \$25 million or an average of 7% of the spending gap.

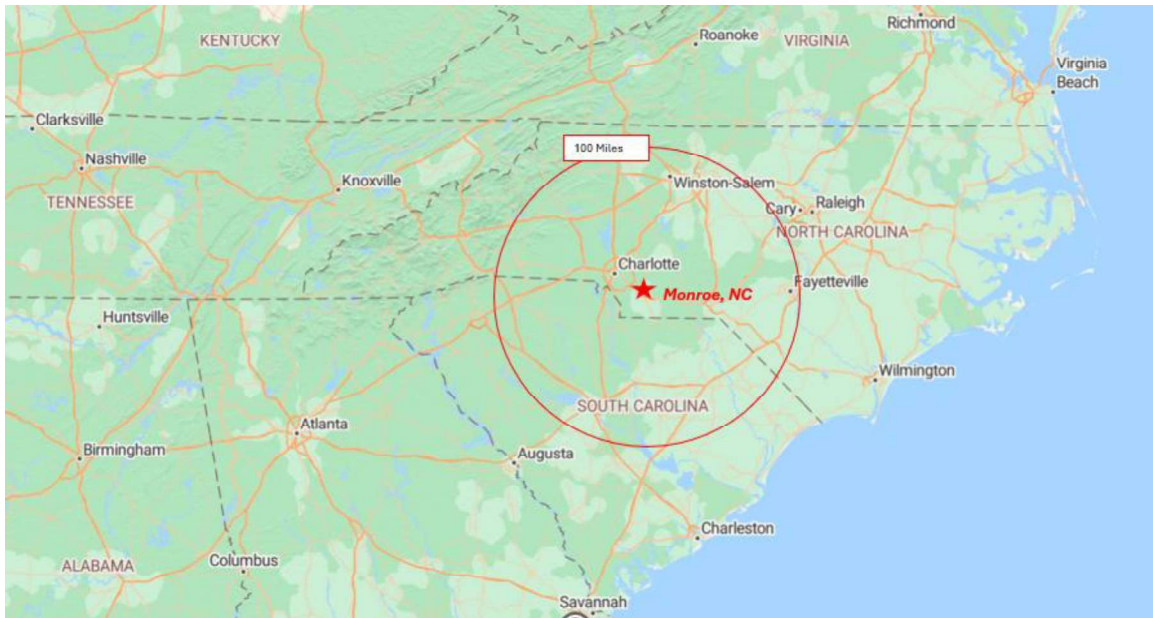


Figure 2: The City of Monroe is located in south-central North Carolina, 20 miles southeast of downtown Charlotte and 10 miles north of South Carolina.

Background

Gibbs Group has been retained by Shook-Kelley Architects to estimate the retail market demand for additional or expanded stores and restaurants for the downtown Monroe area. This research is intended to provide background data for Shook-Kelley's downtown master planning process and as a resource for the city's businesses.

This study's projections represent GPG's analysis of the 2025 statistical retail demand assuming best business practices and other conditions. This study does not necessarily reflect the downtown area's land or building inventory's capacity to accommodate 70,000 sf additional commercial development.

Monroe Overview

Monroe, NC is characterized as a friendly community with small-town charm and a strong employment base. The City is situated 20 miles southeast of downtown Charlotte and 10 miles north of the South Carolina state border. Monroe is the Union County Seat and houses the County courthouse and government offices.

Monroe Overview

Monroe's 43,000 residents reflect a high 20% growth since 2020. The median household income is \$67,000, and the average household income is approximately \$85,000. Unemployment in Monroe is consistently lower than the national average.

Compared to the greater Charlotte region, the Monroe's cost of living is also relatively affordable. Median home and rental housing prices are some the best values in the region and less than the U.S. average. Monroe features a historical downtown area, regional shopping centers, excellent schools, walkable neighborhoods and an 180-bed, acute care hospital, the Atrium Health Union.

As a part of the Charlotte region, Monroe has a steadily increasing economy with a mix of manufacturing, retail, and service industries, including a robust aerospace niche. Monroe also offers competitive commercial tax and real estate costs. Monroe has been named a Top 10 city in North Carolina for small businesses.



Figure 3: The greater Monroe area includes nearly 1 million square feet of retail space including Aldi, Belk, Best Buy, Food Lion, Lowes, Target, and Walmart. Downtown Monroe includes approximately 120,000 sf of ground floor commercial space.

Monroe Retail Trends

Retail and service sectors play a key role in the Monroe economy and is a major shopping destination for the outer southwest Charlotte. The greater Monroe area includes nearly one million square feet of retail space. Aldi, Best Buy, Food Lion, Lowes, Target, and Walmart represent some of the city's larger retailers.

Monroe Retail Trends

The 400,000 sf Monroe Crossing Mall is the City's largest shopping center. Located one-mile northwest of the downtown, the mall includes Belk's department store and 40 retailers and restaurants. The Crossing's market catchment area is estimated at 800,000 people and 300,000 households.



Figure 4: Left, Wingate University, a liberal arts school with a 3,500-student body; Right, the historic Dowd Theater a 550-seat cinema and performing arts center.

Downtown Monroe

Downtown Monroe is an attractive historic city founded in 1844 and named after James Monroe, the fifth United States president. The 30-block downtown features 150 specialty stores and restaurants. Local stores include Murphy's on Main, Boutique on Main, Monroe Florists, Jampac Records, Silver Lining boutique, and several antique and vintage shops.

The City also has bookstores along with a variety of downtown popular restaurants including Franklin Court Grill, Main Street Bistro, and Homebrew Taproom & Tunes. Furthermore, local cafes including Sorella Coffee, Alice Jules Coffee House, High Octane, and Cause for Tea function as community hubs of social activity, or 'third places', within and nearby the downtown core area. (Source City of Monroe)

The historic Dowd Theater is a major downtown and regional entertainment attraction. The 550 seat venue hosts art cinema, conventions, live performances, local and national artists, and community events. The Monroe Science Center and Aquatics Centers are also regional draws to the downtown. Monroe is a designated North Carolina Main Street Downtown Area supporting special events, community activities and small business assistance.

South Piedmont Community College

Located 5 miles northwest of downtown Monroe, South Piedmont Community College enrolls 1,300 students. The college offers 50 credit and certificate programs including agribusinesses, human resources, industrial manufacturing, nursing, and real estate.

Wingate University

Wingate University is a private school affiliated with Baptist State Convention of North Carolina. Founded in 1895, Wingate offers over 45 undergraduate, graduate and doctoral programs. The school is noted for its health sciences, liberal arts programs, small class sizes and close-knit campus. The University enrolls 3,500 students and has 200 faculty members. Wingate's 400-acre campus is located 5-miles west of downtown Monroe. The University is a prominent institution in the Charlotte area and has a significant influence on local businesses.

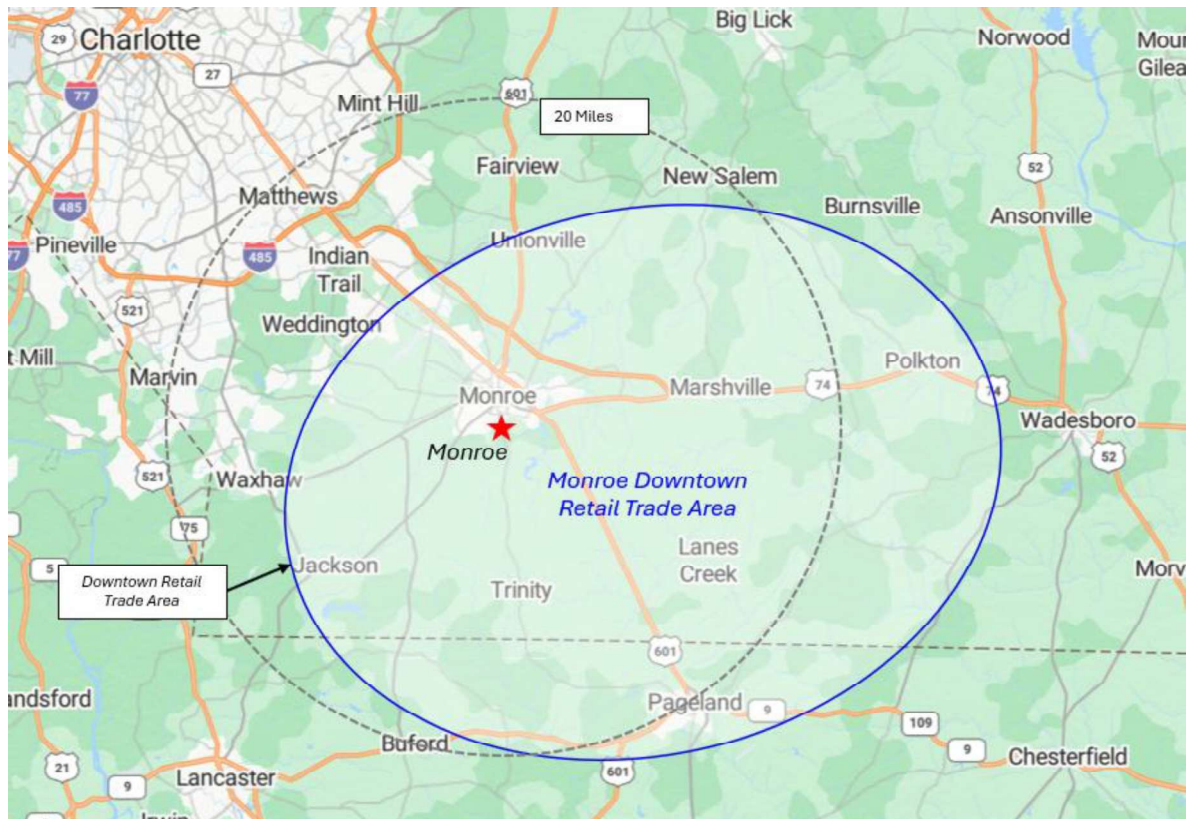


Figure 5: Above Blue: Downtown Monroe's defined primary retail market trade area, shown inside the blue circle above, includes 100,000 people and 40,000 households with \$100,000 average household incomes.

Retail Market Trade Areas

As a part of this analysis, GPG defined downtown Monroe's existing and potential retail trade areas geographically. The retail trade area includes locations where the commercial businesses will have a competitive market advantage because of favorable access, demographics, employment, growth, landuse patterns and other factors.

These market advantages equate to an opportunity for the downtown businesses to induce unmet spending and to capture new retail sales occurring in other shopping locations. The defined primary trade area households are projected to account for 40% to 60% of the total sales of Monroe trade area's stores and restaurants. The balance of the area's commerce will come from the tertiary trade area, online sales, visitors, and nearby communities.

Retail Market Trade Areas

This study projects that Monroe has a primary trade area equating to a 20 to 30-minute drive-time. Monroe's Primary Trade Area Summary:

- 100,000 people and 40,000 households
- \$100,000 average household incomes
- 6,000 households with incomes over \$150,000

Figure 6 : Monroe Trade Area's Demographic Profiles

<i>2025 Demographics</i>	<i>5-Mile Ring</i>	<i>10-Mile Ring</i>	<i>15-Mile Ring</i>	<i>10-Min. Drivetime</i>	<i>20-Min. Drivetime</i>	<i>Primary Downtown Retail Trade Area</i>
Population 2025	50,000	160,000	380,000	40,000	185,000	100,000
Households 2025	20,000	55,000	140,000	15,000	60,000	40,000 HH
Median HH Incomes	\$90,000	\$105,000	\$125,000	\$80,000	\$105,000	\$85,000
Average HH Incomes	\$105,000	\$130,000	\$160,000	\$100,000	\$135,000	\$100,000
Per Capita Income	\$35,000	\$41,000	\$52,000	\$32,000	\$42,000	\$38,000
HH Incomes 150,000 +	3,500	10,000	25,000	3,500	15,000	6,000

15-Mile Ring

380,000 Population
1,400,000 Households
\$160,000 Ave. HH Incomes

20-Minute Drivetime

185,000 Population
60,000 Households
\$135,000 Ave. HH Incomes

Primary Downtown Trade Area

100,000 Population
40,000 Households
\$100,000 Ave. HH Incomes

Retail Market Demand

This study projects that downtown Monroe can support 70,000 sf of retail equating to 20 retail stores and 10 restaurants in 2025.

5,000 sf Apparel Stores: 2 to 4 clothing stores offering a moderately priced range of options for men, women and children's clothing, including outerwear. 2030 projected sales:

\$1,400,000/ year
\$280 sf/ yr average store sales

1,200 sf Art & Design Gallery: A specialized art gallery offering curated painting, photography and sculpture. 2030 projected sales:

\$360,000 / year sales
\$300 sf/yr average gallery sales

1,500 sf Electronics & Phone Store: A store that offers electronics and phones. 2025 projected sales:

\$900,000/ year
\$600 sf/ yr average store sales

Retail Market Demand

4,000 sf Furniture: 2 to 5 stores offering art, antiques, bedding, design services, home furniture, lighting, textiles, and furnishings for home and office. 2030 projected sales:

\$2,000,000 /year

\$500 sf yr average store sales



Figure 7: Downtown Monroe has a 2025 market demand for 55,000 of additional or expanded apparel, supermarket, home furnishings and other retailers.

25,000 sf Grocery-Supermarket: A full-service supermarket offering baked goods, fish, meats, frozen foods, prepared foods, canned goods and other in-store ‘middle isles’ goods. Prepared foods and inside dining should be provided. 2030 projected sales:

\$9,000,000 / year

\$350 sf/ yr average store sales

1,200 sf Jewelry, Fine Gifts Store: A service-oriented, moderately priced jewelry, watch and fine gifts. 2030 projected sales:

\$800,000/ year

\$700 sf/ yr average store sales

2,000 sf Garden Center: A store dedicated to garden décor, flowers shrubs, landscape supplies, tools, trees and holiday furnishings. 2030 projected sales:

\$1,000,000/ year

\$500 sf/ yr average store sales

1,200 sf Shoes & Handbags: A footwear store, athletics, business, children’s and casual shoes and handbags. 2030 projected sales:

\$500,000/ year

\$380 sf/ yr average store sales

4,000 sf Meats, Produce & Dairy: 2 to 3 specialized markets selling fish, meats, poultry, produce and other food offerings. 2030 projected sales:

\$1,400,000/ year

\$350 sf / yr average store sales

Retail Market Demand

10,000 sf Full-Service Restaurants: 4 to 6 local, regional and national brand sit-down restaurants offering attentive service, and well-designed interiors. Restaurants should focus on a best -in-class theme food category, such as breakfast, family, seafood, and steak. Small 40-to 60-seat restaurants are recommended for some of the restaurants. The City encourages small, locally owned restaurant concepts over national brands in the downtown area.

2030 projected sales:

\$3,500,000/ year

\$350 sf/ yr average sales



Figure 8: 4,000-sf specialty foods and 5 restaurants are supportable in downtown Monroe in 2025.

10,000 sf Full-Service Restaurants: 4 to 6 local, regional and national brand sit-down restaurants offering attentive service, and well-designed interiors. Restaurants should focus on a best -in-class theme food category, such as breakfast, family, seafood, and steak. Small 40-to 60-seat restaurants are recommended for some of the restaurants. 2030 projected sales:

\$3,500,000/ year

\$350 sf/ yr average sales

5,000 sf Quick-Casual- Maker Restaurants: 3 to 4 moderately priced quick-casual restaurants offering breakfast, lunch, and dinner meals. Venues should focus on a single category such as bagels, burgers, chicken, sandwiches, pizza, subs, and other maker foods. Some restaurants should be regional and national franchise brands. Drive-through windows and curbside pick-up should be accommodated where possible. The City reports that it does not prefer drive-through window restaurants in the downtown. 2030 projected sales:

\$1,500,000/ year

\$300 sf/ yr average sales

Research Methodology

To estimate the amounts, sizes, sales and types of additional retail businesses supportable at the downtown Monroe. GPG defined its market trade areas using remote sensing, drive-times, and downtown shopping, residential and employment concentrations. Population consumer expenditures and demographic characteristics of the defined primary retail trade area residents and workers were also collected by census tracts from the U.S. Census, Claritas, CoStar, ESRI and other resources.

Research Methodology

GPG projected Monroe's primary and tertiary-overall retail market trade areas of the gross consumer expenditure (business sales-supply) by retail category, less the current existing retail sales (supply) by retail category. GPG then calibrated the potential net consumer expenditure (gap) available to support new retail businesses.

The net potential captured consumer expenditure (gap) was equated to potential new retail development sizes by business categories based on published industry standards, consultations with commercial real estate professionals, and GPG's in-house data resources. Spending and sales forecasts were qualitatively adjusted to fit the downtown Monroe development area's characteristics, urbanism, and demographics.

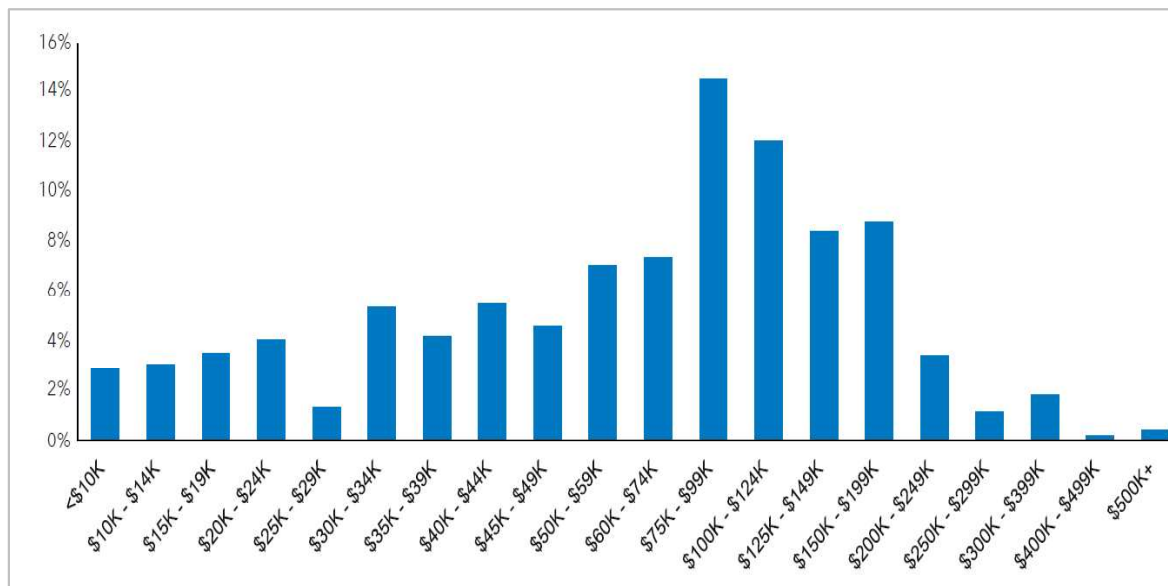


Figure 9: Monroe Area Household Incomes

Limits of Study

The findings of this study represent the Gibbs Planning Group's best projections for the amounts new or expanded and types of retail businesses that could be supportable in the downtown Monroe, NC area. estimated by 2025.

The downtown Monroe area could support other types, sizes and store sales depending on a numerous market and non-market factors. Further research and analysis are recommended before implementing policy of investment initiatives based on this study.

Study Assumptions

The projections of this study are based on the following assumptions:

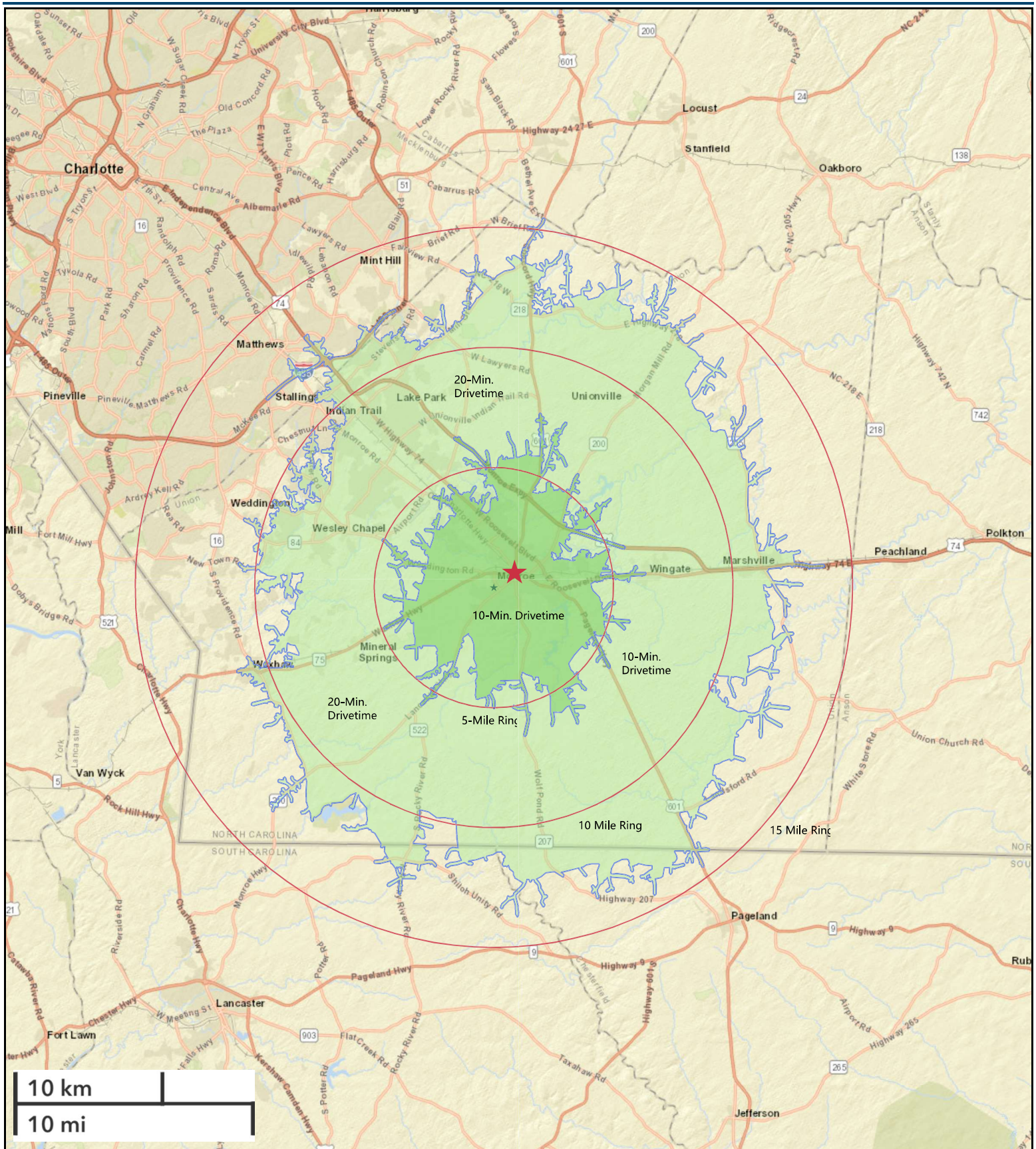
- No other major retail will be planned or developed within the defined Monroe development trade areas by 2030

Study Assumptions

- The Charlotte-Monroe regional economy will maintain or exceed 2025 economic market conditions of employment, inflation, growth, retail demand, real and other relevant conditions
- Retail businesses will adhere to best practices and competitive with internet sales.
- The downtown area will continue to implement the Main Street program initiatives and practices

Figure 10: Downtown Monroe Estimated New 2025 Retail Demand

<i>Retail & Restaurant Categories</i>	<i>Total Trade Area HH Retail Spending 2024</i>	<i>Total Projected Each New Store Sales sf/yr 2030</i>	<i>New Monroe Store Sales Each sf/yr 2030</i>	<i>Size of Each New Monroe Stores</i>	<i>Number of New Monroe Stores</i>
Retailers					
Apparel - Children, Men, Women	\$80,000,000	\$1,500,000	\$300	5,000 sf	3
Art Gallery, Design Downtown	\$7,000,000	\$360,000	\$300	1,200 sf	1
Housewares, Kitchen	\$5,000,000	\$350,000	\$280	1,200 sf	1
Dept. Store Goods, Gifts	\$22,000,000	\$1,000,000	\$250	4,000 sf	3
Electronics & Phones	\$28,000,000	\$1,000,000	\$600	1,500 sf	1
Furniture, Art, Fixtures, Textiles	\$27,000,000	\$2,000,000	\$500	4,000 sf	2
Grocery – Supermarket	\$220,000,000	\$9,000,000	\$350	25,000 sf	1
Hobby, Toys, Crafts	\$13,000,000	\$500,000	\$300	1,500 sf	1
Jewelry & Fine Gifts	\$17,000,000	\$900,000	\$700	1,200 sf	1
Meats, Fish, Poultry, Produce	\$13,000,000	\$1,400,000	\$350	4,000 sf	2
Nursery - Garden Downtown	\$18,000,000	\$1,000,000	\$500	2,000 sf	1
Sporting Goods	\$21,000,000	\$700,000	\$350	2,000 sf	1
Shoes & Handbags	\$15,000,000	\$500,000	\$380	1,200 sf	1
Specialty Goods	\$8,000,000	\$420,000	\$350	1,200 sf	1
Retailer Totals	\$500,000,000	\$20,000,000	\$350 sf/yr	55,000 sf	20 Stores
Restaurants					
Full-Service Restaurants	\$140,000,000	\$3,500,000	\$350	10,000 sf	3
Quick Casual & Crafted Foods	\$110,000,000	\$1,500,000	\$300	5,000 sf	2
Restaurant Totals	\$250,000,000	\$5,000,000	\$330 sf/yr	15,000 sf	5 F-B
Retailer & Restaurant Totals	\$750,000,000	\$25,000,000	\$340 sf/yr	70,000 sf	25 Stores



Appendix A

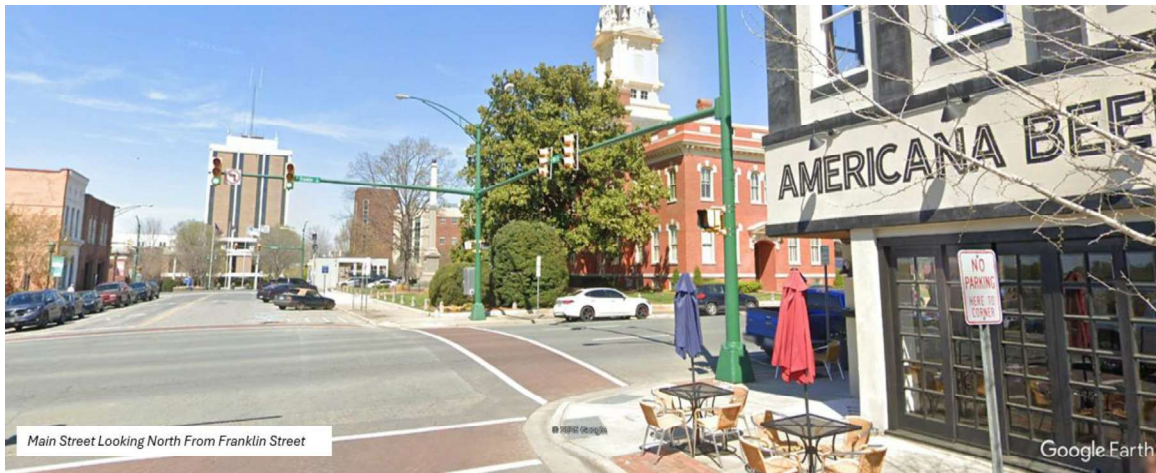


Figure 11: Downtown Monroe Main Street looking north from Franklin Street



Figure 12: Downtown Monroe Main Street looking south towards Windsor Street



Figure 13: View of W. Roosevelt Road – Hwy. 74, looking NW towards Roland – King Arthur Streets.

Appendix B

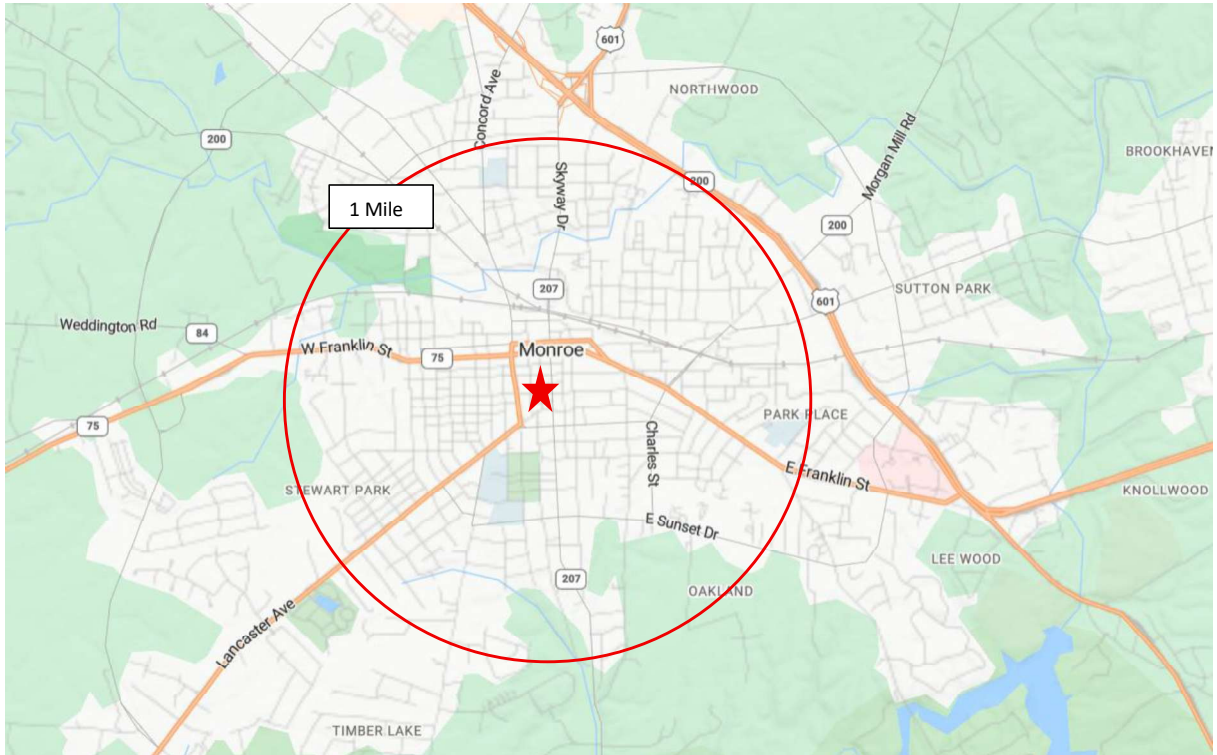


Figure 14: Downtown Monroe Area Map

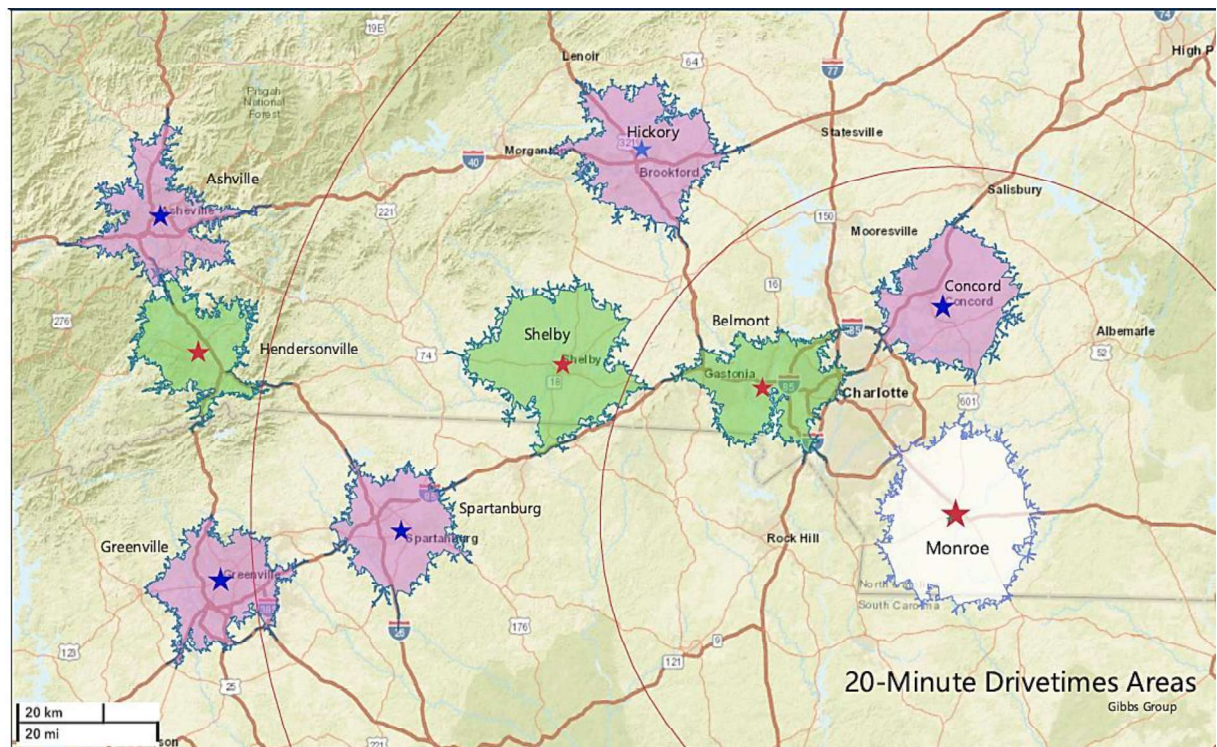


Figure 15: Belmont, Hendersonville, Monroe, Shelby and surrounding 20-minute drivetimes map.

Appendix C

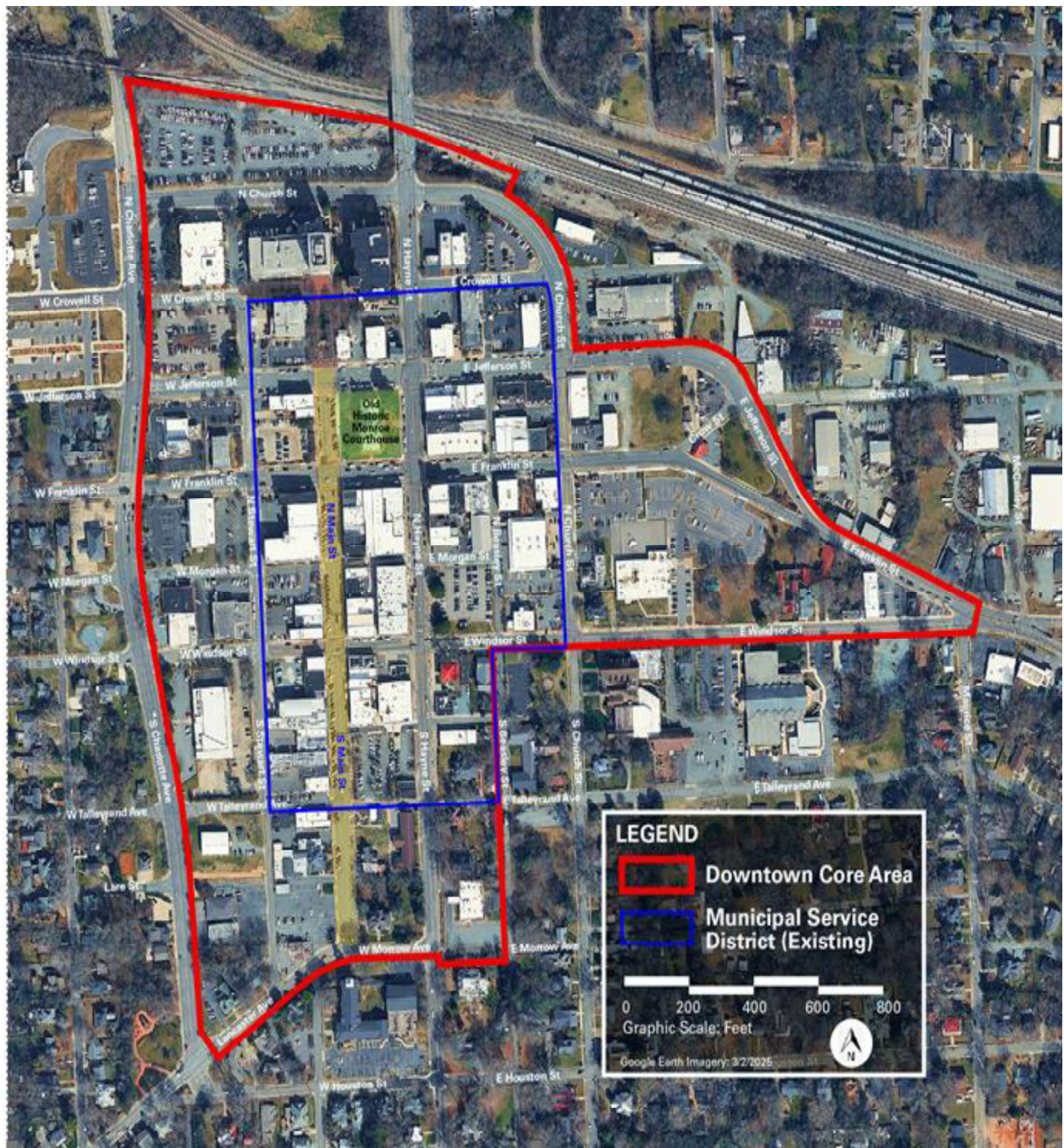


Figure 16: Downtown, Monroe, NC – Source Shook-Kelley

Demographic and Income Comparison

Union County Historic Courthouse



Rings: 5, 10, 15 mile radii

Census 2020 Summary	5 miles	10 miles	15 miles
Population	42,389	136,253	325,511
Households	15,129	46,612	113,068
Average Household Size	2.76	2.86	2.85
2025 Summary			
Population	46,291	151,151	355,712
Households	16,997	52,957	126,091
Families	11,782	40,019	97,127
Average Household Size	2.68	2.80	2.79
Owner Occupied Housing Units	11,185	41,285	101,172
Renter Occupied Housing Units	5,812	11,672	24,919
Median Age	37.8	38.3	40.3
Median Household Income	\$76,242	\$93,471	\$110,252
Average Household Income	\$92,435	\$117,104	\$145,814
2030 Summary			
Population	50,518	163,149	376,538
Households	18,840	57,942	135,178
Families	12,983	43,580	103,781
Average Household Size	2.64	2.77	2.76
Owner Occupied Housing Units	12,601	45,470	108,924
Renter Occupied Housing Units	6,239	12,472	26,254
Median Age	38.6	38.8	40.7
Median Household Income	\$87,524	\$106,072	\$125,680
Average Household Income	\$105,375	\$132,767	\$162,723
Trends: 2025-2030 Annual Rate			
Population	1.76%	1.54%	1.14%
Households	2.08%	1.82%	1.40%
Families	1.96%	1.72%	1.33%
Owner Households	2.41%	1.95%	1.49%
Median Household Income	2.80%	2.56%	2.65%

Demographic and Income Comparison

Union County Historic Courthouse



Drive time: 10, 20 minute radii

Census 2020 Summary	10 minutes	20 minutes
Population	33,271	154,820
Households	11,934	52,953
Average Household Size	2.74	2.87
2025 Summary		
Population	36,666	171,128
Households	13,517	59,997
Families	9,206	45,399
Average Household Size	2.67	2.80
Owner Occupied Housing Units	8,639	46,938
Renter Occupied Housing Units	4,878	13,059
Median Age	37.6	38.5
Median Household Income	\$71,519	\$93,310
Average Household Income	\$88,378	\$117,661
2030 Summary		
Population	39,966	184,150
Households	14,969	65,424
Families	10,134	49,271
Average Household Size	2.63	2.77
Owner Occupied Housing Units	9,780	51,573
Renter Occupied Housing Units	5,189	13,851
Median Age	38.5	39.0
Median Household Income	\$83,573	\$106,193
Average Household Income	\$100,918	\$133,439
Trends: 2025-2030 Annual Rate		
Population	1.74%	1.48%
Households	2.06%	1.75%
Families	1.94%	1.65%
Owner Households	2.51%	1.90%
Median Household Income	3.16%	2.62%

2020 Race and Ethnicity	5 miles		10 miles		15 miles	
	Number	Percent	Number	Percent	Number	Percent
White Alone	21,356	50.4%	88,673	65.1%	227,756	70.0%
Black Alone	8,687	20.5%	19,144	14.1%	35,074	10.8%
American Indian Alone	420	1.0%	903	0.7%	1,458	0.5%
Asian Alone	438	1.0%	2,695	2.0%	17,024	5.2%
Pacific Islander Alone	31	0.1%	71	0.1%	161	0.1%
Some Other Race Alone	7,832	18.5%	13,640	10.0%	19,017	5.8%
Two or More Races	3,625	8.6%	11,126	8.2%	25,022	7.7%
Hispanic Origin (Any Race)	11,650	27.5%	22,920	16.8%	36,940	11.3%

2025 Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	22,114	47.8%	94,204	62.3%	239,070	67.2%
Black Alone	9,622	20.8%	21,987	14.6%	40,068	11.3%
American Indian Alone	488	1.1%	1,063	0.7%	1,693	0.5%
Asian Alone	671	1.4%	4,190	2.8%	22,357	6.3%
Pacific Islander Alone	36	0.1%	92	0.1%	195	0.1%
Some Other Race Alone	9,216	19.9%	16,317	10.8%	22,743	6.4%
Two or More Races	4,143	8.9%	13,297	8.8%	29,586	8.3%
Hispanic Origin (Any Race)	13,662	29.5%	27,524	18.2%	44,345	12.5%

2030 Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	23,392	46.3%	98,596	60.4%	245,298	65.2%
Black Alone	10,416	20.6%	24,094	14.8%	43,548	11.6%
American Indian Alone	538	1.1%	1,182	0.7%	1,857	0.5%
Asian Alone	832	1.6%	5,120	3.1%	26,045	6.9%
Pacific Islander Alone	40	0.1%	106	0.1%	222	0.1%
Some Other Race Alone	10,597	21.0%	18,795	11.5%	26,074	6.9%
Two or More Races	4,703	9.3%	15,256	9.3%	33,494	8.9%
Hispanic Origin (Any Race)	15,639	31.0%	31,657	19.4%	50,719	13.5%

2020 Race and Ethnicity	10 minutes		20 minutes	
	Number	Percent	Number	Percent
White Alone	15,687	47.1%	102,075	65.9%
Black Alone	7,199	21.6%	21,229	13.7%
American Indian Alone	361	1.1%	980	0.6%
Asian Alone	315	0.9%	3,507	2.3%
Pacific Islander Alone	28	0.1%	79	0.1%
Some Other Race Alone	6,767	20.3%	14,453	9.3%
Two or More Races	2,914	8.8%	12,497	8.1%
Hispanic Origin (Any Race)	9,965	29.9%	24,603	15.9%

2025 Race and Ethnicity	Number		Percent	
	Number	Percent	Number	Percent
White Alone	16,365	44.6%	107,973	63.1%
Black Alone	7,978	21.8%	24,336	14.2%
American Indian Alone	422	1.1%	1,149	0.7%
Asian Alone	488	1.3%	5,353	3.1%
Pacific Islander Alone	33	0.1%	102	0.1%
Some Other Race Alone	8,043	21.9%	17,294	10.1%
Two or More Races	3,337	9.1%	14,922	8.7%
Hispanic Origin (Any Race)	11,790	32.2%	29,574	17.3%

2030 Race and Ethnicity	Number		Percent	
	Number	Percent	Number	Percent
White Alone	17,310	43.3%	112,661	61.2%
Black Alone	8,573	21.4%	26,625	14.5%
American Indian Alone	463	1.2%	1,274	0.7%
Asian Alone	601	1.5%	6,486	3.5%
Pacific Islander Alone	36	0.1%	117	0.1%
Some Other Race Alone	9,220	23.1%	19,897	10.8%
Two or More Races	3,763	9.4%	17,089	9.3%
Hispanic Origin (Any Race)	13,447	33.6%	33,987	18.5%

Eating Places

Union County Historic Courthouse (5 miles)
Union County Historic Courthouse
Ring of 5 miles

Gibbs Group
Latitude: 34.98309
Longitude: -80.54992

Union County Historic Courthouse



Eating Places



9

Bakers
(Retail)



10

Bars and
Pubs



10

Coffee
Shops



1

Juice
Bars



0

Doughnut
Shops



7

Ice Cream
Parlors



13

Pizza
Restaurants



118

Other
Restaurants

46,291

Population

16,997

Households

2.68

Avg Size
Household

37.8

Median
Age

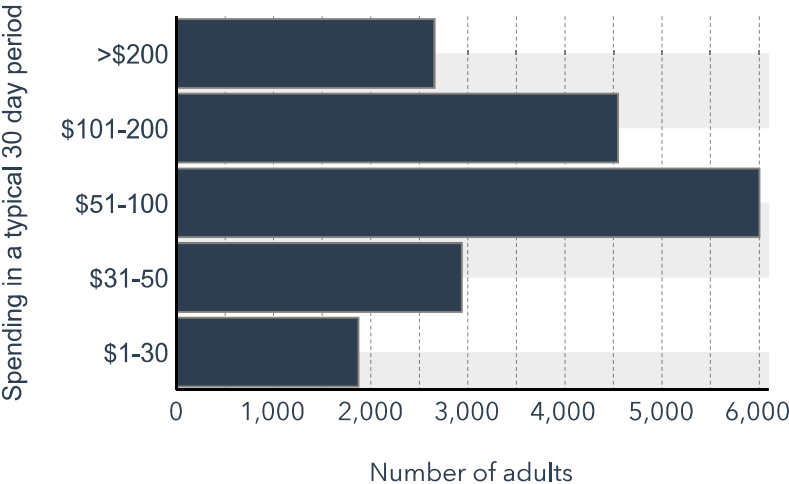
\$76,242

Median
Household Income

\$357,158

Median
Home Value

Family Restaurants Market Potential



Annual Household Spending

\$3,293

Meals at
Restaurants

\$651

Food & Drink
on Trips

Local Business Summary

2,072

Total
Businesses

24,667

Total
Employees

Eating Places

Union County Historic Courthouse (10 miles)
Union County Historic Courthouse
Ring of 10 miles

Gibbs Group
Latitude: 34.98309
Longitude: -80.54992

Union County Historic Courthouse



Eating Places



27

Bakers
(Retail)



15

Bars and
Pubs



26

Coffee
Shops



3

Juice
Bars



4

Doughnut
Shops



10

Ice Cream
Parlors



38

Pizza
Restaurants



242

Other
Restaurants

151,151

Population

52,957

Households

2.80

Avg Size
Household

38.3

Median
Age

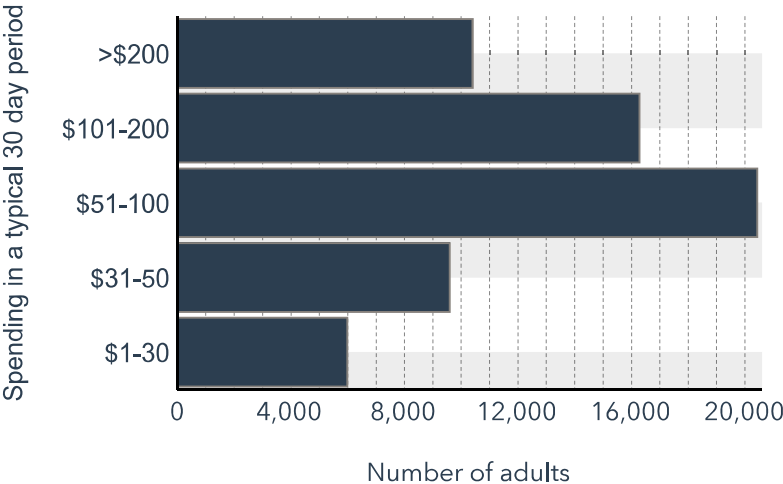
\$93,471

Median
Household Income

\$396,709

Median
Home Value

Family Restaurants Market Potential



Annual Household Spending

\$4,111

Meals at
Restaurants

\$844

Food & Drink
on Trips

Local Business Summary

4,694

Total
Businesses

50,136

Total
Employees

Eating Places

Union County Historic Courthouse (15 miles)
Union County Historic Courthouse
Ring of 15 miles

Gibbs Group
Latitude: 34.98309
Longitude: -80.54992

Union County Historic Courthouse



Eating Places



75

Bakers
(Retail)



59

Bars and
Pubs



70

Coffee
Shops



12

Juice
Bars



13

Doughnut
Shops



34

Ice Cream
Parlors



81

Pizza
Restaurants



585

Other
Restaurants

355,712

Population

126,091

Households

2.79

Avg Size
Household

40.3

Median
Age

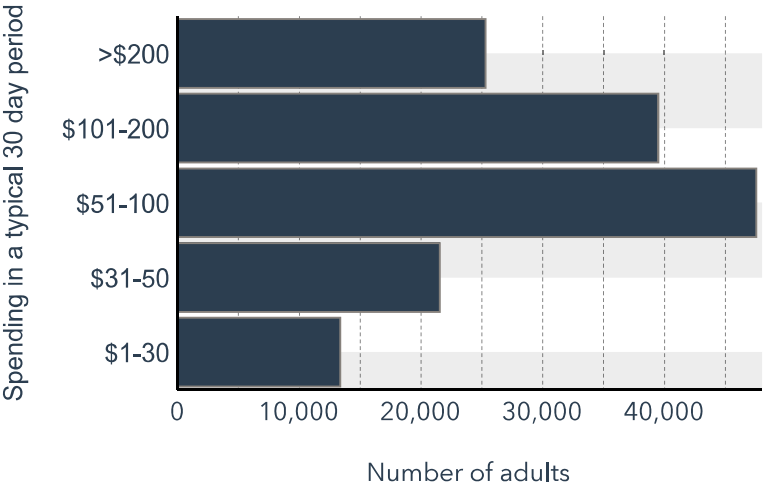
\$110,252

Median
Household Income

\$473,525

Median
Home Value

Family Restaurants Market Potential



Annual Household Spending

\$5,044

Meals at
Restaurants

\$1,067

Food & Drink
on Trips

Local Business Summary

10,782

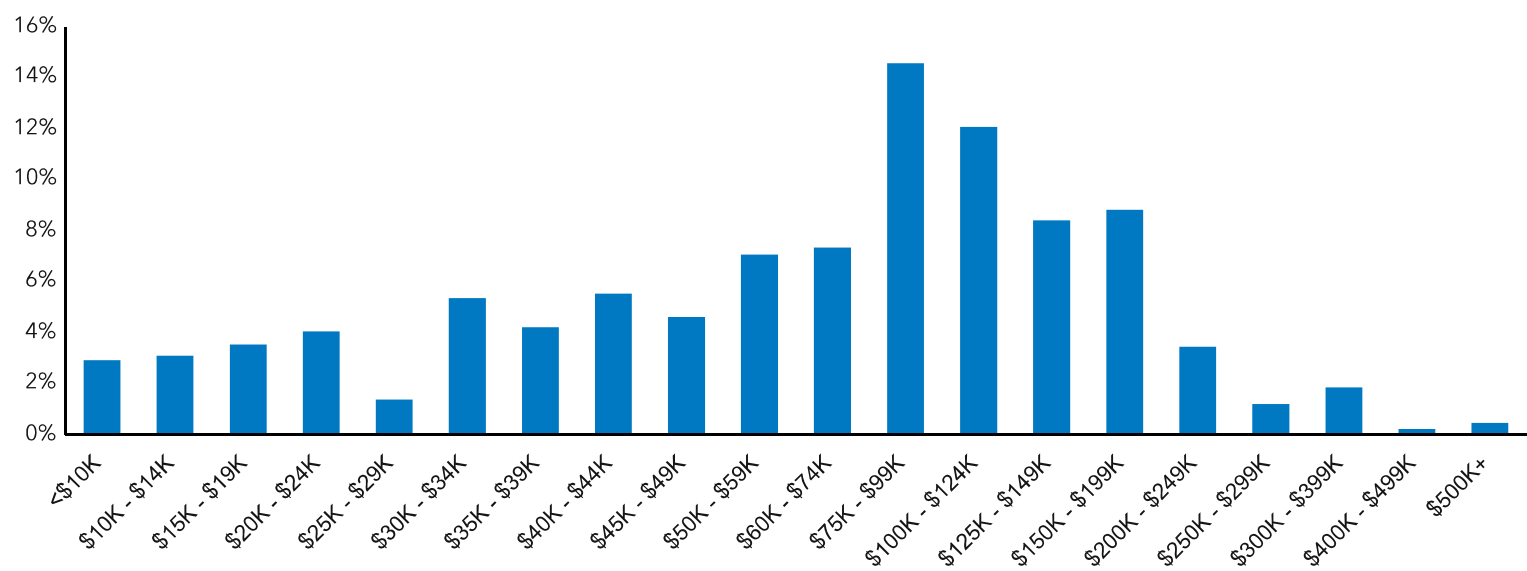
Total
Businesses

105,894

Total
Employees

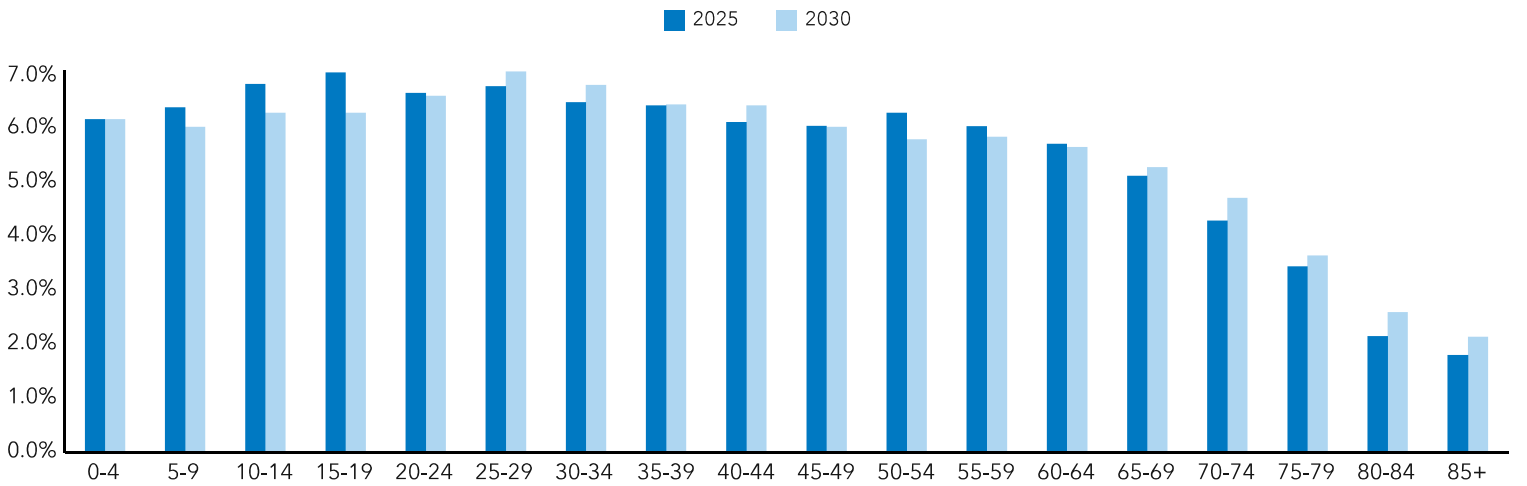
2025 Households by Income

5 miles



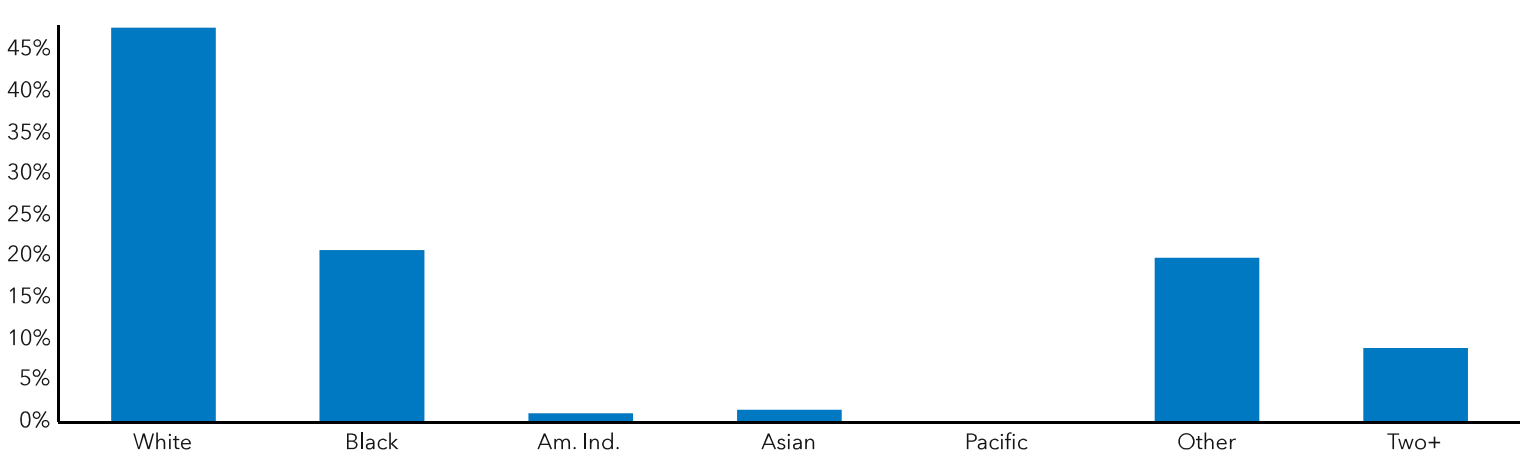
Population by Age

5 miles



2025 Population by Race

5 miles



Belmont, Hendersonville, Monroe, Shelby, NC

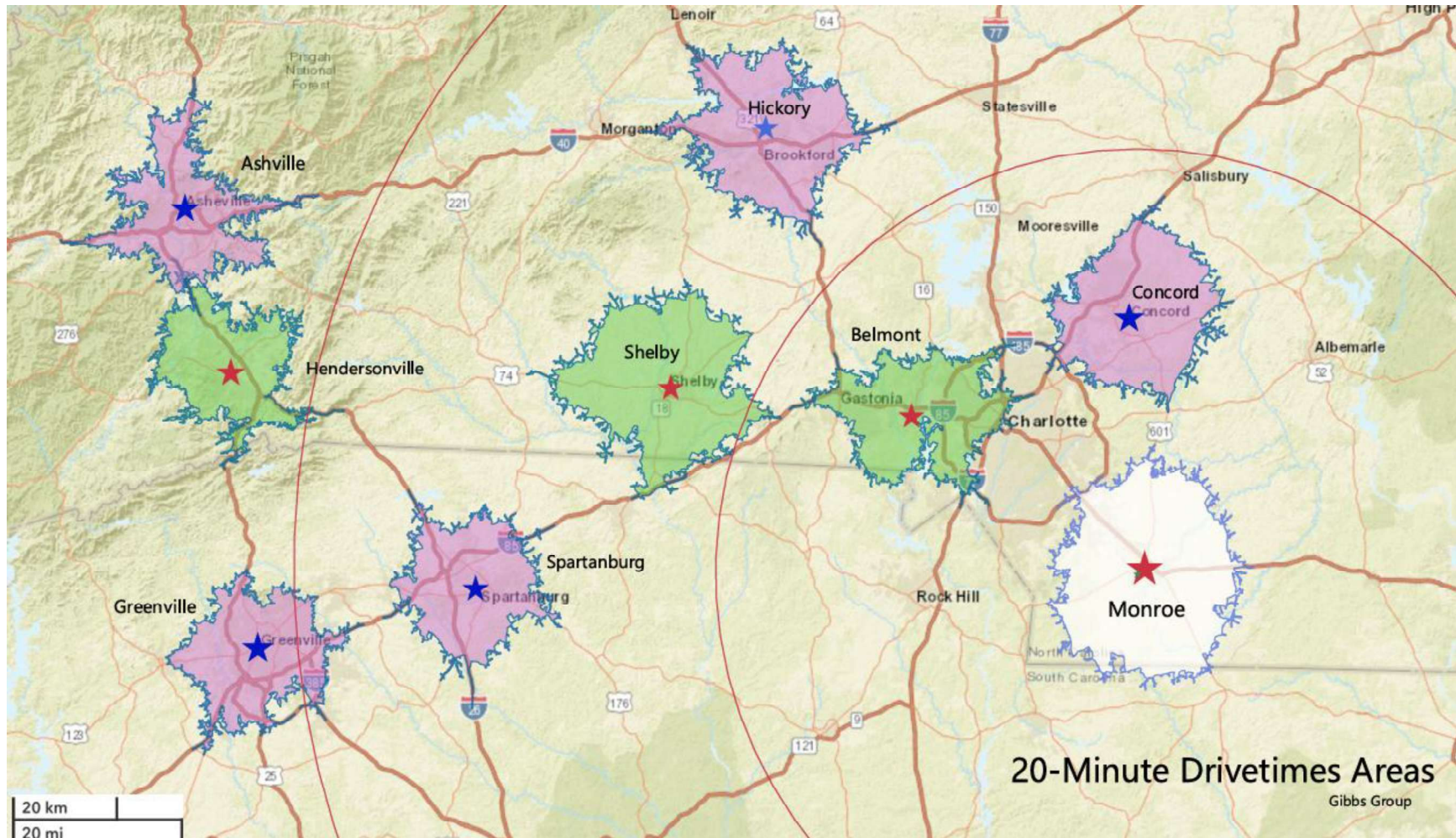
Downtowns Comparisons



Gibbs Planning Group
November 20, 2025

COMPARATIVE DOWNTOWN RETAIL: SUMMARY OF FINDINGS AND KEYS TO SUCCESS

20-Minute Drivetimes Comparisons



Monroe, Belmont, Shelby Downtowns Comparisons Study

Downtown Comparisons: Shelby, Belmont, Hendersonville, Monroe

<i>Topic</i>	<i>Shelby</i>	<i>Belmont</i>	<i>Hendersonville</i>	<i>Monroe</i>
City Population	22,000	15,000	15,000	35,000
15-Minute Drive Population	52,000	105,000 Population	75,000 Population	90,000 Population
15-Minute Ave. Household Incomes	\$90,000	\$120,000	\$95,000	\$110,000
Downtown Land Area	40 acres	15 acres	50 acres	50 acres
Downtown Retail Size	150,000 sf	350,000 sf	300,000 sf	150,000 sf
Total Parking Spaces Public/Private	1,100	800	1,900	1,350
Parking Structures	-----	-----	✓	-----
Parking Management	Free	Free	Metered	Metered Free surface lots
Steet Parking Design	Parallel on Lafayette St	Parallel on Main St	Parallel & Diagonal on Main St	Parallel & Diagonal on Main St
Streetscape Features & Width	Lafayette St: 20-foot-wide sidewalks; streetlamps, trees, fur Bulb-outs at intersections	Main St: 16-foot-wide sidewalks; streetlamps, trees, Bulb-outs at intersections	Main St: 16- and 20-foot-wide sidewalks; street-lamps, trees, furniture, Bulb-outs at intersections & midblock	Main St: 10-12-foot-wide sidewalks
Main Street Width	Building frontage to frontage width: 95-100 ft	Frontage to frontage width: 70-75 ft	Frontage to frontage width: 95-100 ft	Frontage to frontage width: 75 ft
State Highways Through Downtown	NC Hwy 74 & 18	-----	NC Hwy 64, 176, 335	NC Hwy 207
NC Main Street Program	✓	✓	✓	✓
Civic Anchors	Co. Courthouse/ Earl Scruggs Center City Hall First Baptist Church	City Hall	Historic Co. Courthouse / Heritage Museum City Hall	Historic Co. Courthouse Union Co. Judicial Center First Baptist Church
Recent Master Plans	2007, 2024 update ongoing	2007, 2023 update ongoing	2024 ongoing	2008, 2025 RFQ

Monroe, Belmont, Shelby Downtowns Comparisons Study

DOWNTOWN RETAIL: SUMMARY OF FINDINGS AND KEYS TO SUCCESS	
BELMONT, NC Belmont incorporated Form-Based Codes into its zoning regulations in 1995, making the city one of earliest adopters of the TND (Traditional Neighborhood Development) codes intended to enable walkable, mixed-use development. Adopted TND code encourages higher density and includes infill development. Belmont Main Street Program: Four-Point Approach: Design, Economic Vitality, Organization, Promotion (committee for each). The Belmont Historic District complies with national historic preservation standards to preserve historic character of its buildings. Historic storefronts generally match best-practice guidelines for retail. In general, Belmont Historic Downtown's success can be attributed to ongoing support of city and county planning departments, non-profit agencies, community groups, commercial investment, and concerned private citizens	Strategic Planning and Policies • Adopted Form-based Codes • Adopted NC Main Street Program • In an Historic District, applicable buildings adhere to its regulations Pedestrian-Friendly Infrastructure • Redesigned Main St: widened sidewalks, "small-town" street furniture, pedestrian-scale streetlamps, street trees • Bulb-outs slow traffic and shorten brick-paver crosswalks to enhance pedestrian safety and give identity • Ample free parking • Traditional storefront design: awnings, sign bands • Building heights give street spatial definition, a sense of place Art and Cultural Initiatives • Annual slow art day and holiday festivals Strong Public Private Partnerships and Community Involvement • Downtown Belmont Development Association, Historical Society, citizen-run Planning and Zoning Board
HENDERSONVILLE Since 1985 Hendersonville has been a "Main Street City" utilizing the National Trust for Historic Preservation's comprehensive process for economic development within the context of historic preservation. Key to revitalization was redesigning Main Street into a series of gentle curves with bulb-outs that slowed traffic, improved pedestrian safety, created space for dining, events, and landscaping, and provided angle parking for ease of access for shoppers. In addition to the city sponsoring numerous annual art and cultural festivals, there is a strong public-private partnership in business development and community involvement among city government, non-profits, local proprietors, and citizen volunteers.	Strategic Planning and Policies • Designated "Main Street City", National Trust for Historic Preservation • Comprehensive process for economic development • Zoning includes elements of Form-Based codes • In an Historic District, applicable buildings adhere to its regulations Pedestrian-Friendly Infrastructure • Create unique, cohesive streetscape to give identity • Redesigned Main St: "Serpentine" roadway creates mid-block and end-block bulb-outs ◦ slows traffic and shortens brick-paver crosswalks to enhance • Diagonal parking appeals to shoppers Art and Cultural Initiatives • Annual art and music festivals, public art • Friends of Downtown Hendersonville, Downtown Advisory Board

Monroe, Belmont, Shelby Downtowns Comparisons Study

SHELBY, NC

The opening of the Earl Scruggs Center in 2014 in the renovated courthouse was pivotal to reviving Uptown commerce. The center became a cultural anchor, a destination for local residents and regional visitors whose increased foot-traffic stimulated spending at surrounding retailers and the opening of new ones.

It served as the hub of an emerging, now established, vibrant arts and entertainment district that draws new tourism revenue into the economy. Along with other catalyst projects cited in the 2007 plan, such as the Gibson Theatre and Farmers Market, the center has transformed Uptown Shelby into an active cultural center attractive to new residents, businesses, and further investment.

Adopted North Carolina's Main Street Program Four-Point Approach: Design, Economic Vitality, Organization, Promotion (Uptown Shelby Association).

The Central Shelby District complies with national historic preservation standards to preserve historic character of its buildings. Historic storefronts generally match best-practice guidelines for retail.

In general, Uptown Shelby's success can be attributed to ongoing support of city planning and related departments, non-profit agencies, community groups, commercial investment, and concerned private citizens

Strategic Planning and Policies

Catalyst projects to transform Uptown Shelby into an arts and entertainment destination

Earl Scruggs Center, Gibson Theater, Farmers Market
NC Main Street Program

In an Historic District, applicable buildings adhere to its regulations

Pedestrian-Friendly Infrastructure

Redesigned Lafayette St: widened sidewalks, "small-town" street furniture, pedestrian streetlamps, street trees; space for outdoor dining, art installations
Bulb-outs slow traffic and shorten brick-paver crosswalks to enhance pedestrian safety and give identity

Ample free parking

Traditional storefront design: awnings, sign, pedestrian signs

Building heights give street spatial definition, a sense of place

Art and Cultural Initiatives

Annual arts and music festivals and public art: murals, Gibson "artistic" records

Strong Public Private Partnerships and Community Involvement

Uptown Shelby Assoc. Historic Shelby Foundation, Chamber of Commerce

Monroe, Belmont, Shelby Downtowns Comparisons Study



Cleveland County Courthouse/Earl Scruggs Center



Belmont City Hall



Henderson County Courthouse

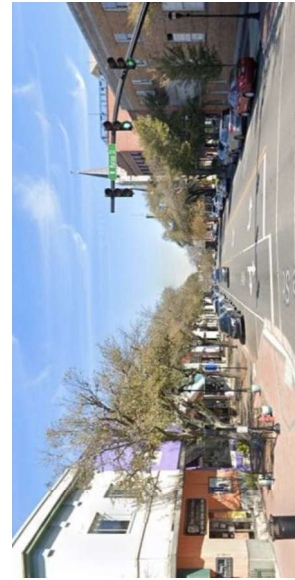
DEMOGRAPHIC AND URBAN AREA COMPARISONS

	SHELBY, NC	BELMONT, NC	HENDERSONVILLE, NC
POPULATION	23,000	16,000	15,700
POPULATION DENSITY	950 people/sq mile (2025 est.)	1,900 people/sq mile	2,100 people/sq mile
MEDIAN AGE	41.2	37.8	50.3
HOUSEHOLDS	8,000	6,500	7,800
MEDIUM HOUSEHOLD INCOME	\$50,700	\$86,000	\$52,000
CITY LIMIT LAND AREA	22 sq miles	12 sq miles	7 sq miles
DOWNTOWN/CBD LAND AREA	100 acres (Municipal Service District), includes Uptown Shelby	200 acres (3 districts comprise downtown: Historic Downtown, Chronicle, East End)	40 acres

STREET PATTERN, URBAN FORM, AND COMMERCIAL LAYOUT COMPARISONS

Monroe, Belmont, Shelby Downtowns Comparisons Study

	SHELBY, NC	BELMONT, NC	HENDERSONVILLE, NC
STREET PATTERN	Street grid	Radial plan	Street grid
PHYSICAL SETTING	On hill	On peninsula	On hill
MAJOR REGIONAL ACCESS ROADS AND GATEWAYS	US-74 bypass (1 mile south of Uptown Shelby) US-74 bypass north US-74 Business (thru city center) Recently completed, US-74 bypass reduces heavy truck traffic through town center. Reduces through-travelers, local retailers must adopt to destination-bound customers Lafayette St (NC 18), Washington St, Warren St, Trade St, Campbell St, Marion St (US-74 Bus)	US-74 (3/4 mile north central T-intersection) I-85 (1.25 mile north) Roads into Downtown Historic District: New Hope (NC 275), Park St (NC 273), Wilkenson Blvd, Main Street	Spartanburg and Greenville Hwys converge on S Main St US 64 (splits into 6th & 7th Aves) lead to N Main St, while Ashville Hwy splits onto N Church and N King Sts
RETAIL STREETS / CBD STREETS	Uptown Shelby (within Municipal Service District's 96.6 acres)	Main St and Catawba St	Main Street
PRIMARY COMMERCIAL AREA		Historic Downtown District: 84 acres (Two other, more residential districts define downtown: Chronical District, 67 acres; East End District, 58 acres)	Main Street District: 16-block area centered on Main Street, between Church and King Streets, from 7th Ave to Allen: 40 acres
MAJOR BUILDINGS URBAN ANCHORS	Cleveland County Courthouse/Earl Scruggs Center (1907) US Post Office (1916)/Cleveland Co Arts Council Masonic Temple (1924) The Banker's House (1874) Don Gibson Theatre (1930s Art Deco) Rogers Theatre (1935) Hotel Charles (late 1880s) Foothills Farmers Market/Bobby Bell Pavilion First Baptist Church	Belmont City Hall Belmont Abbey College (1.5 mile north of city center) Belmont Abbey (on college campus) Belmont Hosiery Mill Old City Hall Old train station, Garibaldi Station, orig. township name	Main Street Local Historic Overlay District (2007), nearly all within the Main Street District, has 55 contributing structures. Henderson County Courthouse (1905) Henderson County Heritage Museum Mineral and Lapidary Museum People's National Bank building (1910)



Shelby: Lafayette St streetscape, view south at Marion St



Belmont: Aerial view of Main Street streetscape



Hendersonville: Aerial view of Main Street serpentine road

Monroe, Belmont, Shelby Downtowns Comparisons Study



Shelby: NW corner bulb-out at Lafayette and Marion Sts



Belmont: Main St east side mid-block bulb-out

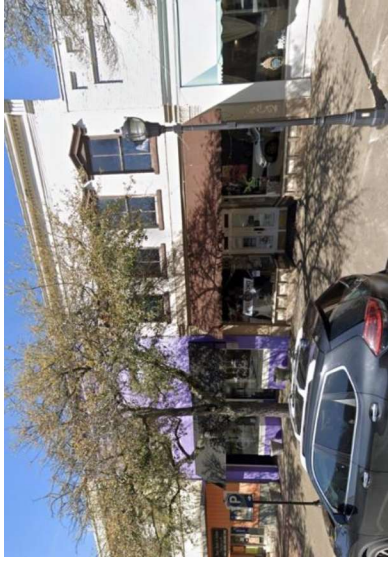


Hendersonville: Main St east side bulb-out between 3rd and 4th

BUILDING FRONTAGE AND STREETSCAPE COMPARISONS (ALL MEASUREMENTS AND RATIOS ARE APPROXIMATE)

	SHELBY, NC	BELMONT, NC	HENDERSONVILLE, NC
PRIMARY RETAIL STREET ("MAIN STREET")	Lafayette St. from Graham to Sumpter, 1,500'	Main Street between Woodrow Ave and McLeod/Myrtle Aves, approx. 1,800 feet Core retail between Catawba and RR tracks, 500 ft.	Main Street between 7th Ave and Allen St: 2,400 ft
STREET DESIGN	2-way traffic, 2 lanes; 1 turning lane; parallel parking, both sides.	2-way traffic, 2 lanes, parallel parking on both sides.	2-way traffic, 2 lanes Serpentine, asymmetrical road placement; off-center then shifts to opposite side mid-block
TRAFFIC LANES	Street width: 55 feet, curb to curb	Street width: 45 feet, curb to curb	Asymmetry allows for parallel and diagonal parking on same street section, switching sides mid-block
ROADWAY WIDTH	Sidewalk width: 18-20 feet	Sidewalk width: 16 feet	Roadway width: 22 ft
SIDEWALK WIDTH	Frontage to frontage width: 95-100 ft	Frontage to frontage width: 70-75 ft	Roadway and parking width: 60 ft
FRONTAGE TO FRONTAGE WIDTH			Sidewalk widths: 16 ft (parallel side), 20 ft (diagonal side)
			Bulb-outs: 48 ft wide side, 25 ft narrow side Frontage to frontage width: 95-100 ft
TRAFFIC CALMING MEASURES	Sidewalk bulb-outs at intersections around Courthouse Square and surrounding blocks Reduce crossing distance to 45 ft Clearly painted-patterns identify cross walks	Sidewalk bulb-outs slow traffic and reduce crossing distance to 28 ft Brick-pavers identify cross walks	Mid-block street curves slow vehicular traffic Sidewalk bulb-outs slow traffic and reduce crossing distance to 22 ft Brick-pavers identify cross walks at bulb outs and at mid-block

Monroe, Belmont, Shelby Downtowns Comparisons Study



Shelby: Eastside storefronts at Lafayette and Marion Sts



Belmont: eastside storefronts, mid-block Main St



Hendersonville: Main St eastside storefronts bet 3rd and 4th Aves

BUILDING FRONTAGE AND STREETSCAPE COMPARISONS (cont.)

	SHELBY, NC	BELMONT, NC	HENDERSONVILLE, NC
SIDEWALK MATERIALS	Building frontage to curb (18 to 20 ft): concrete Pedestrian Zone (12 ft): concrete Buffer/Curb Zone (6 ft): concrete with trees planted in soil squares;	Pedestrian Zone adjacent building frontage (11 ft): concrete Buffer/Curb zone (5 ft): brick to curb. widened with bricks to curb; includes street trees, street lamps, and brick-formed planters. Concrete & brick sidewalks and brick crosswalks delineate and identify commercial Main Street between Woodrow Ave and McLeod Av	Gen H: Comprehensive Plan specifies 4 zones: Building Zone (adjacent building): outdoor dining, furnishings, accent plantings, small retail displays, art Pedestrian Zone: pedestrians only Amenity Zone: street trees, landscaping, public furnishings, waste receptacles, public art Edge Zone (adjacent street): street lamps, 6" curb Main St. sidewalks are concrete in a scored grid pattern from Building to Edge Zones Amenity Zone to curb includes street trees, street lamps, public furnishings, brick-formed planters, wayfinding signs, art work, outdoor dining chairs and tables
STREET TREES (CAN INCREASE SALES 12 TO 20%)	Street trees, large summer canopy; placed at measured intervals	Street trees planted at regular intervals; most do not appear obstruct view storefront entrances	Street trees aligned in sidewalk
STREET FURNITURE	Metal street benches and trash receptacles in designs appropriate for a small town Single color identifies area	Metal street benches and trash receptacles in designs appropriate for small town Single color identifies area	At bulb-outs trees are planted in brick planters and in sidewalk's grid pattern Some street trees obstruct view of entrances Metal benches, color-coded trash and recycling receptacles in designs appropriate for a small town Single color identifies area

Monroe, Belmont, Shelby Downtowns Comparisons Study



Shelby: Lafayette view east at Arey St, Earl Scruggs Mural



Hendersonville: bear sculpture at NW corner of Main St and 4th Ave



Belmont: train way-finding kiosk at Stowe Park

BUILDING FRONTAGE AND STREETSCAPE COMPARISONS (cont.)

	SHELBY, NC	BELMONT, NC	HENDERSONVILLE, NC
OUTDOOR DINING	Sidewalks wide enough for dining in Pedestrian or Buffer zones	Sidewalks wide enough for dining in Pedestrian zone, usually along building (Frontage zone) Tables in alleys and open lots	Sidewalks wide enough for dining in adjacent building and in bulb-outs, especially mid-block
STOREFRONT DESIGN	Historic frontages, many restored; clear glass windows; awnings on many	Historic frontages, restored; mostly clear glass windows; awnings on many	Historic frontages, restored; mostly clear glass windows; awnings on many
CIVIC ART / STREET ART	Numerous wall murals, none on Lafayette Notably of Earl Scruggs; Bobby Bell Don Gibson American Music Foundation sponsors LP Shelby, public arts program that places "artistic" records throughout city City has a Public Art Advisory Board Civic art produced through the collaboration of public, private, and non-profit sectors.	4 murals on Main St, 2 murals on Catawba St, 1 mural on Miller St.	Bearfootin' Artwalk: Bear statues placed along Main Street, which change annually Murals in the district but none on Main St: Murals installed to link Maple Street to the Historic Depot
STOREFRONT DESIGN	Historic frontages, many restored; clear glass windows; awnings on many	Historic frontages, restored; mostly clear glass windows; awnings on many	Historic frontages, restored; mostly clear glass windows; awnings on many

Monroe, Belmont, Shelby Downtowns Comparisons Study



Shelby: Marion St north view City Pavilion, Farmers Market Shelby streetscape, pedestrian signs near Gibson Theatre Belmont, tables in Main St west side alley at old RR station

URBAN ELEMENTS THAT CAN INCREASE RETAIL SALES COMPARISON

	SHELBY, NC	BELMONT, NC	HENDERSONVILLE, NC
PARKS, PLAYGROUNDS (+ 10%)	Downtown Shelby Fountain Park/Fallen Heroes Memorial at Lafayette and Graham. Shelby dog park 2 blocks from Lafayette. Shelby City Park (playgrounds, athletic fields, carousel): 1 mile east of Lafayette. No designated playgrounds near Uptown. Nearest public library is about 1 mile east of Lafayette.	Stowe Park borders Main St and faces its storefronts south of RR tracks. Stowe Park includes playgrounds, picnic areas, pavilion	None in the Main Street District.
LIBRARIES (+ 25 to 35%)	Nearest public library is about 1 mile east of Lafayette.	None on Main St	None in the Main Street District
SPECIALTY/ FARMER'S MARKET (+25%)	Foothills Farmers Market (Bobby Pavilion within 2 blocks of Lafayette)	Farmers Market: Monthly (Stowe Park); Weekly (Glenway St)	Curb Market on Church St and Henderson County on King St, both a block from Main St Hendersonville Farmers Market held in Historic Train Station 1/4 mile from Main St
ART AND COMMUNITY FESTIVALS (+35% RESTAURANTS, -40% RETAIL)	Annual Festivals: Mush, Music & Mutt's Festival Harvest Festival Carolina Pottery Festival Uptown Block Party (art & vendors) Uptown Christmas Parade	Annual Festivals: Slow Art Day (in Old City Hall) Annual Boo Fest Bavarian Holiday Fest Christmas Parade	Annual Festivals North Carolina Apple Festival (Music) Holiday Tree Lighting Art on Main Fine Art and Craft Show Bearfootin' Art Walk & Auction Rhythm & Brews (monthly)
ART AND CULTURAL CENTERS THAT SERVE AS DESTINATIONS	Earl Scruggs Center: hosts music, cultural events throughout year Gibson Theatre: films, music throughout year Dragonfly Wine Market: music throughout year	Belmont Abbey College (1.5 miles north of Historic Downtown) has a free concert series and is developing a new arts center. Daniel Stowe Conservancy offers walking trails of botanical art, and art workshop	Henderson County Heritage Museum Mineral and Lapidary Museum
SQUARES, COURTS, PLAZAS	Courthouse Square: centralized square facilitates pedestrian movement, easing access to surrounding retail.	No designated town square but there are open spaces/parking lots that serve as gathering	Historic Courthouse Square on Main St; location of the Historic Courthouse

Monroe, Belmont, Shelby Downtowns Comparisons Study



Shelby: Fountain Park, SE corner Lafayette and Graham



Belmont: plan for proposed development west of Main Street



Rendering of proposed Belmont expansion downtown

	SHELBY, NC	BELMONT, NC	HENDERSONVILLE, NC
FUTURE PROJECTS	Imagine Shelby, the current update to the Shelby Comprehensive Land Use Plan, is in the midst of adopting Form-Based Codes into its zoning regulation, which would enable more walkable, mixed-use development and increased densities.	In 2023, a 15-acre mixed-use development was proposed on vacant land west of Main St, an expansion doubling the size of downtown. The project proposed mixed-use, commercial, and residential buildings 2 to 4 stories high in an historic style inspired by Main St and other nearby precedents. An award-winning design, the project has yet to be approved. Future pedestrian, bicycle, and greenway connections are being planned to link downtown with areas like Belmont Abbey College. Belmont is included in the planned extension of Charlotte's light rail system, connecting downtown Belmont to uptown Charlotte by 2030.	Future projects include the South Main Street bicycle and pedestrian improvement by narrowing traffic lanes for bike lanes and sidewalk enhancements. Seventh Avenue Streetscape: new paving, landscaping, traffic signals, and pedestrian and stormwater infrastructure upgrades Improvements for outdoor dining, W-Fi, and public restrooms

Monroe, Belmont, Shelby Downtowns Comparisons Study

BUILDING FRONTAGE AND STREETSCAPE COMPARISONS (cont.)

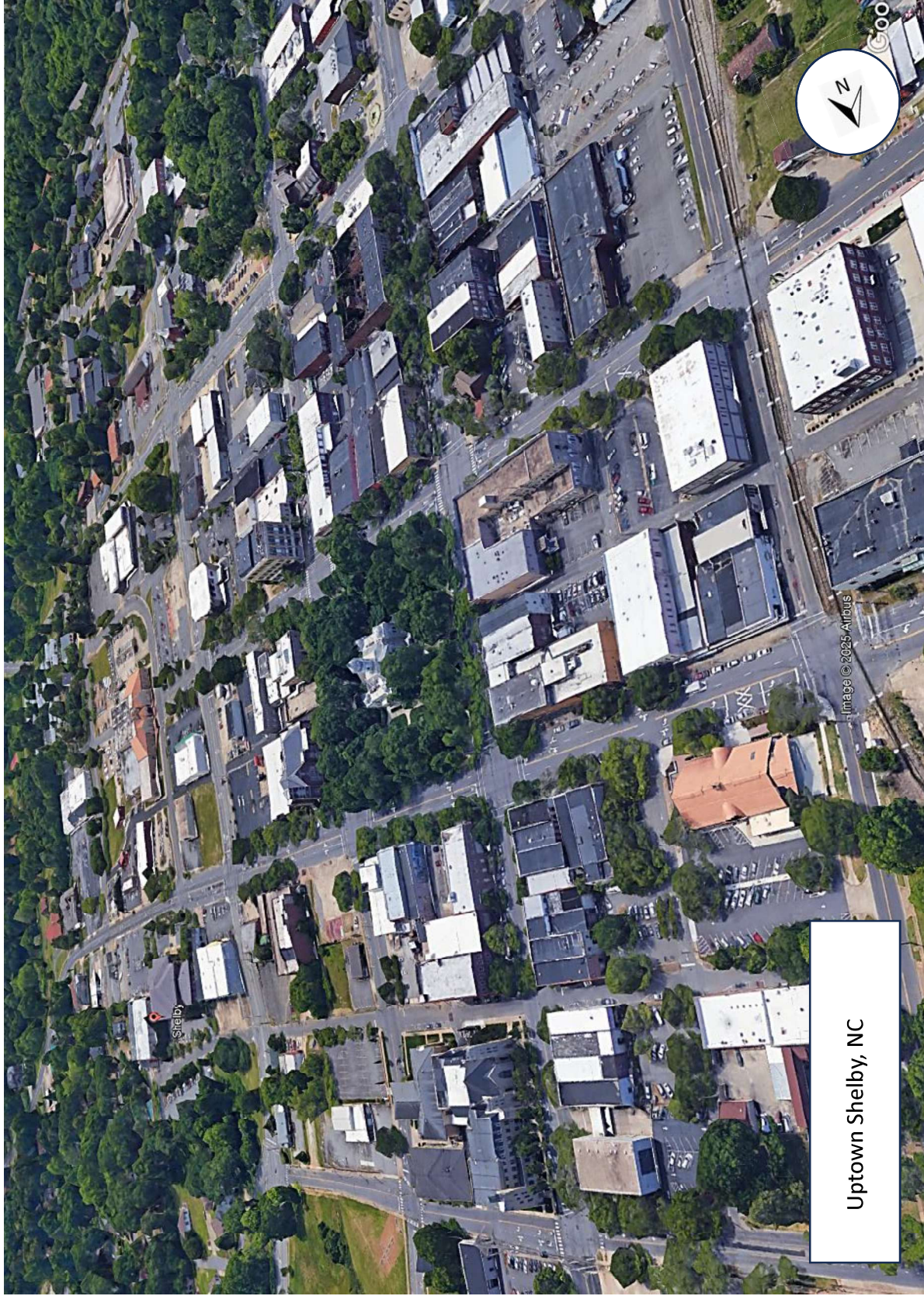
STOREFRONT SIGNAGE	Store signage on a few awnings, as of 2023, none as bands Pedestrian signs projecting from buildings	Store signage on awnings or above as bands	Store signage on awnings or as bands
WAY-FINDING KIOSK OR SIGNAGE	Only signage for general navigation (motorist and pedestrian) to parking, general areas, and public destinations	2-digital wayfinding kiosks, at Stowe Park and at Catawba	General wayfinding signs at Main Street intersections (6th Ave)
PARKING	Free on-street parallel parking, and in Uptown surface lots On-street: 300 spaces Surface lots: 250 spaces	Free on-street parallel parking; multiple free surface parking adjacent or behind Main St buildings On-street: 200 spaces Surface lots: 400 spaces	300 on-street metered parking spaces on Main St and in Historic District, pay at central kiosk 400 spaces in metered surface parking lots behind Main St buildings, King St access 250 metered spaces in parking in The City of Hendersonville Parking Deck, Church St, one block from Main
BUILDING CHARACTER	Historic architecture and storefronts, some with more modern interpretations. Historic architecture includes Classical, Gothic and Egyptian Revival styles	Historic, traditional architecture and storefronts, a few with more modern interpretations	Historic, including Greek Revival, and traditional architecture and storefronts, a few with more modern interpretations.
SPATIAL DEFINITION BUILDING HEIGHT (IN STORIES) SPATIAL DEFINITION (BUILDING HEIGHT TO STREET WIDTH TO STREET WIDTH RATIO DEFINES SPACE. IN GENERAL, THE TIGHTER THE RATIO, THE GREATER THE SENSE OF ENCLOSURE AND SENSE OF PLACE.)	Continuous frontages along Lafayette, 1 to 4 stories high Opposing 2-story frontages create 1:3 ratio, or spatial definition In places 2-story buildings equal 3 stories in height Lafayette between Graham and Warren: 1 story westside, 2-story east, provides spatial definition Buildings fronting streets surrounding Courthouse are mostly 2 to 3 stories; frontages and courthouse trees provides spatial definition, 1:3 ratio	Semi-continuous frontage with 1 to 2 story buildings creates spatial definition 1:3 ratio Gaps in street frontages lead to surface parking. South of the RR tracks, 1-story storefronts and street trees along Stowe Park offer summer spatial definition. North of Catawba, opposite free-standing single story buildings, street trees offer summer spatial definition.	Continuous Main St frontage between 1st and 6th Aves. Most buildings are 1 to 2 stories, with 1-story frontages nearly 2 stories Opposing 2-story frontages create a 1:3 ratio and spatial def. Opposing 1-story frontages create a 1:5 ratio, adequate for spatial def. 4 to 5 story buildings at 6th Above 6th and below Allen low, freestanding buildings cannot create spatial definition
STREETSCAPE COHESION AND IDENTITY	Streetscape cohesive design, materials, trees, furniture, and lighting delineate and unify the "Main Street" retail zone and give identity to Uptown Shelby	Streetscape cohesive design, materials, trees, furniture, and lighting delineate and unify Main Street's retail zone and give identity to Downtown Belmont	Streetscape's unique serpentine roadway with alternating parallel-diagonal parking and three bulb-outs per block, complemented by compatible street furnishings, lighting, and trees delineate and unify the Main Street retail zone and help give--along with the historic architecture--identity to the Main Street Historic District,

Monroe, Belmont, Shelby Downtowns Comparisons Study

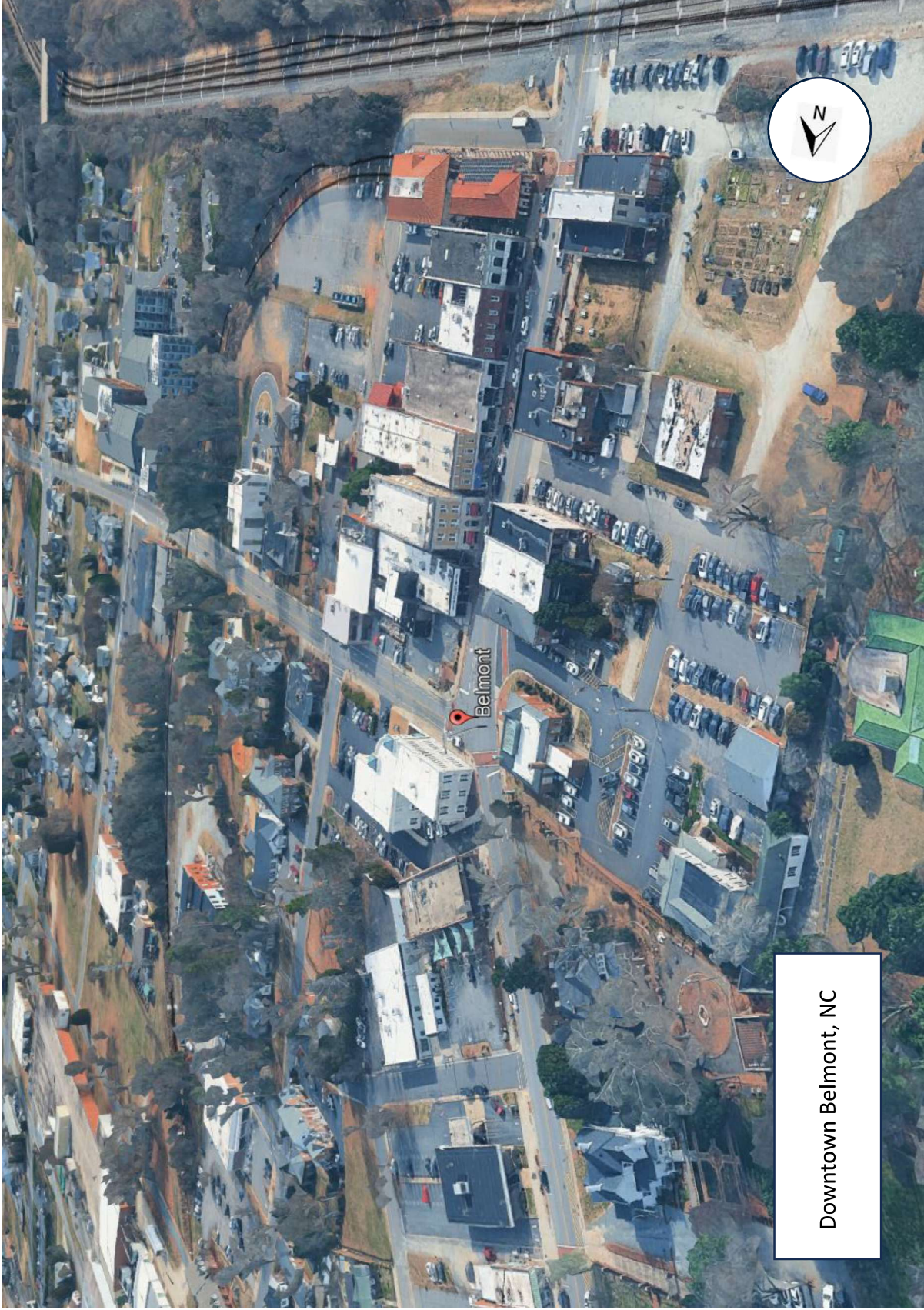
MUNICIPAL GOVERNMENT AND SUPPORTING AGENCIES COMPARISONS

	SHELBY, NC	BELMONT, NC	HENDERSONVILLE, NC
MUNICIPAL GOVERNMENT AGENCIES	City of Shelby, Planning and Development Services Municipal Service District Cleveland County Planning Department (Shelby is the county seat)	Belmont Planning and Zoning Department	Downtown Division of the City of Hendersonville Community Development Department Hendersonville Historic Preservation Commission
CITY INITIATIVES AND GRANT PROGRAMS	Municipal facade grant program to encourage private investment in storefront facades. Prioritized restoring historic character while allowing sensitive modernization	Main Street Facade Enhancement grant program East End Rehabilitation (DBDA)	Main Street Program
DOWNTOWN SUPPORTING AGENCIES, NON-PROFIT ASSOCIATIONS, CITIZEN BOARDS	Uptown Shelby Association (Main Street America Accredited; designated North Carolina Main Street Community) The Historic Shelby Foundation Cleveland County Chamber of Commerce Cleveland County Economic Development Partnership	Downtown Belmont Development Association (DBDA) The Belmont Historical Society Main Street Program (Implements Main Street Four-Point Approach: Design, Economic Vitality, Organization, Promotion) Belmont Planning and Zoning Board (citizen advisors)	Downtown Advisory Board Friends of Downtown Hendersonville
RECENT MASTER AND COMPREHENSIVE PLANS	Shelby City Center Master Plan (2007) Shelby Comprehensive Land Use Plan (2009) City Center Master Plan Update (2017) Urban Forestry Management Plan Uptown Streetscape and Pedestrian Project (2019) Imagine Shelby: A Community Vision for the Future (2024-ongoing).	Belmont Comprehensive Land Use Plan (2007; update 2018; update 2023-ongoing) Pedestrian Transportation Plan (2009; update 2023) Parks and Recreation Master Plan (2019) Bicycle Master Plan	Pedestrian Plan (2007) Hendersonville Comprehensive Plan Parking Study (2014) Hendersonville Bicycle Plan (2018) Henderson County 2045 Comprehensive Plan Hendersonville Comprehensive Parking Study (2014) Hendersonville Bicycle Plan (2018) Walk Hendo Pedestrian Plan (2023) Parks and Greenspace Master Plan (ongoing) Gen H: Hendersonville Comprehensive Plan (2024 ongoing))









Downtown Belmont, NC



STAFF REPORT

TO: Downtown Advisory Board

DATE: February 18, 2026

FROM: Jeff Wells, Assistant City Manager

PREPARED BY: Ashley Nowell, Downtown Director

SUBJECT: Main Street Assessment Review

SUMMARY STATEMENT

Every year, each Main Street community must complete a self-assessment, grading their performance on six standards. Staff and DAB will review this year's assessment and discuss areas of improvement for 2026.

REVIEW

Main Street Community's are measured by 9 baseline requirements and 6 standards through a yearly self-assessment and site visit. In order to achieve accreditation, a community must meet all baseline requirements and score an average of 3 points or higher on the 6 standards. After a community fills out the self-assessment, the state completes their own assessment before forwarding to Main Street America.

9 Baseline Requirements:

1. An active board of directors
2. A full-time director
3. Transformation strategies
4. Workplans
5. Dedicated budget
6. Support from the municipality
7. Statistics reported yearly
8. Member of Main Street America
9. Annual report documenting progress

6 Standards & Our Average Scores:

1. Broad-Based Community Commitment to Revitalization: 2.5
 - a. Partnerships and collaborations: 3
 - b. District and community outreach: 2

- c. Communication and public relations: 2.5
- 2. Inclusive Leadership and Organizational Capacity: 1.89
 - a. Inclusive organizational culture and diverse volunteer engagement: 1.67
 - b. Active board leadership and supporting volunteer base: 1.67
 - c. Professional staff management: 2
 - d. Effective operational structure: 3
- 3. Diversified Funding and Sustainable Program Operations: 2.2
 - a. Balanced funding structure: 3
 - b. Strategic revenue development and fundraising: 2
 - c. Budget and workplan alignment: 2
 - d. Financial management and best practices: 2
- 4. Strategy-Driven Programming: 1.33
 - a. Planning guided by inclusive community and market informed inputs: 2
 - b. Defining direction through transformation strategy identification and development: 1
 - c. Strategy-aligned comprehensive work planning and implementation across all four points: 1
- 5. Preservation-Based Economic Development: 3.25
 - a. Preservation ethics and education on history and cultural assets: 3.5
 - b. Standards and best practices for place-based, people-focused design: 3
 - c. Promotion of historic, heritage, and cultural assets: 3
- 6. Demonstrated Impact and Results: 2.5
 - a. Demonstrating the value of Main Street: 3
 - b. Measure and packaging quantitative and qualitative outcomes: 2.5
 - c. Promoting progress and demonstrating impact and results: 2

Monroe's Main Street Program will not receive accreditation for its work in 2025, but has some great areas for improvement in order to be accredited next year. Ashley has pulled together the following items to focus on, but would love to hear any feedback from the DAB members. The Downtown Master Plan will move us significantly forward in our goal of accreditation.

- Increase private sector partnerships
- Improve partnerships with Dowd Theatre, Science Center, and library.
- Gather community and district feedback through downtown master plan.
- Increase speaking engagements and community outreach.
- Rebrand downtown Monroe.
- Start social media platforms for downtown.
- Start Main Street committees.
- Recruit diverse representation for committees.
- Build strong workplan.
- Review program financial standing for various projects.
- Complete building & business inventory
- Review mission, vision, and economic development strategies for downtown, after completing downtown master plan.

- Increase awareness of historic district and assets.
- Improve partnership with Historic District Commission.
- Create an annual report to share yearly accomplishments.

RECOMMENDATION

This item is for discussion.

Attachments:
2025 Assessment
2024 Assessment
Community Evaluation Framework

[Baseline Requirements](#)
[Cumulative Average Scores](#)
[Additional Information](#)
[Explanation](#)

Baseline Requirements

	LP
1. A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program. Please upload your Board of Directors document.	Yes
2. Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.	Yes
3. Identified Transformation Strategy to direct the work of the program, based on community input and market understanding. What is your Transformation Strategy? Other Date Adopted by Board of Directors 01/15/25	Yes
4. Detailed work plans aligned with the selected Transformation Strategy that outlines programming across the Main Street Four Points. Work plans must include the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets. Please upload your Transformation Strategy Work Plan document.	Yes
5. A dedicated budget for the district's revitalization programming and the Main Street program's operations. Please upload your Program Budget document. What is your program's annual operating budget? 471864 What percentage of your funding comes from government sources? This optional question helps inform MSA's research and advocacy efforts! 81%	Yes
6. Demonstrated support from the municipality for the Main Street program. This can include leadership participation, funding, in-kind donations and philosophical support.	Yes
7. Reinvestment statistics are reported as required by the Coordinating Program (monthly, quarterly, or annually).	Yes
8. Be a member in good standing with Main Street America and appropriately use the Main Street America and Coordinating Program logos on the program's website and/or social media.	Yes
9. An Annual Report, Info-graphic, press release or other documentation to explain the progress of your program last year.	Yes

Cumulative Average Scores

Please refer to the [Explanation](#) section for more details about each standard.

	LP
Standard I: Broad-Based Community Commitment to Revitalization	2.5
I. Partnerships and Collaborations	3
Indicator I	3
II. District and Community Outreach	2
Indicator I	2
III. Communication and Public Relations	2.5
Indicator I	3
Indicator II	2
	LP
Standard II: Inclusive Leadership and Organizational Capacity	1.89
I. Inclusive Organizational Culture and Diverse Volunteer Engagement	1.67
Indicator I	1
Indicator II	1
Indicator III	3
II. Active Board Leadership and Supporting Volunteer Base	1.67
Indicator I	3
Indicator II	1
Indicator III	1
III. Professional Staff Management	2
Indicator I	3
Indicator II	1
IV. Effective Operational Structure	3
Indicator I	3
	LP
Standard III: Diversified Funding and Sustainable Program Operations	2.2
I. Balanced Funding Structure	3
Indicator I	3
II. Strategic Revenue Development and Fundraising	2
Indicator I	2
III. Budget and Work Plan Alignment	2
Indicator I	2
IV. Financial Management and Best Practices	2
Indicator I	2
Indicator II	2
	LP
Standard IV: Strategy-Driven Programming	1.33
I. Planning Guided by Inclusive Community and Market-Informed Inputs	2
Indicator I	2
II. Defining Direction Through Transformation Strategy Identification and Development	1
Indicator I	1
III. Strategy-Aligned Comprehensive Work Planning and Implementation Across All Four Points	1
Indicator I	1

	LP
Standard V: Preservation-Based Economic Development	3.25
I. Preservation Ethics and Education on History and Cultural Assets	3.5
Indicator I	4
Indicator II	3
II. Standards and Best Practices for Place-Based, People-Focused Design	3
Indicator I	3
III. Promotion of Historic, Heritage, and Cultural Assets	3
Indicator I	3
	LP
Standard VI: Demonstrated Impact and Results	2.5
I. Demonstrating The Value of Main Street	3
Indicator I	3
II. Measuring and Packaging Quantitative and Qualitative Outcomes	2.5
Indicator I	3
Indicator II	2
III. Promoting Progress and Demonstrating Impact and Results	2
Indicator I	2

Additional Information

Date of last on-site visit
05/21/25

What year was your program started?
1998

Complete the North Carolina Main Street - 2025 Accreditation Assessment Supplemental Information
Yes

Standard I: Broad-Based Community Commitment to Revitalization

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization, but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

I. Partnerships and Collaborations

Indicator I

LP

Monroe's Main Street has a strong partnership with the city, as it completely funds the program. Collaborations with city officials has increased over the last year through regular engagement at their meetings. Additional partnerships developed over the last year include the Union County Community Arts Council, the Heritage Room, local Rotary and Kiwanis clubs that all assist in downtown's revitalization.

Additional work is needed in collaboration with private sector groups and with engaging all partners in committees and workplans. The program is also working on stronger partnerships with other city and county entities located in downtown, including the Dowd Center Theatre, Science Center, and public library.

II. District and Community Outreach

Indicator I

LP

Monroe's Main Street program needs to seek out broad and diverse input in 2026. It's downtown master plan is underway and will include several opportunities for public input. The input is being specifically designed to meet the community where they are and be inclusive of all residents and those who visit downtown.

III. Communication and Public Relations

Indicator I

LP

Monroe Main Street promotes itself on a page located on the city's website. It includes the vision and mission of the program. The city's Communications Department also shares the success of downtown on the city's social media. In 2025, downtown staff often presented at city council meetings. Additional work is needed in speaking engagements and outreach.

Indicator II

LP

Monroe Main Street uses the City of Monroe brand with "Downtown" on it. Downtown Monroe could use a more distinctive and playful brand that reflects downtown. Additionally, social media platforms could be more utilized and an annual report could be produced sharing successes.

Overall Standard Notes

LP: Monroe Main Street has built a good foundation of partnerships, including the city and local civic groups. We are excited to continue furthering that engagement and collaboration, so that downtown feels like it is for all and created by all. Additional work in outreach and communications should significantly improve public engagement over the next year.

Standard II: Inclusive Leadership and Organizational Capacity

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

I. Inclusive Organizational Culture and Diverse Volunteer Engagement

Indicator I

LP

Monroe's Main Street Program follows Monroe's Equity and Inclusion policies. Work is needed to be sure the board reflects the community in demographics.

Indicator II

LP

Monroe does not have a volunteer program, other than those that sit on the Downtown Advisory Board. Work is needed to start volunteer committees, tie those committees to workplan projects, and building strong ownership and community in downtown.

Indicator III

LP

The Downtown Advisory includes district property owners, business owners, and local residents.

II. Active Board Leadership and Supporting Volunteer Base

Indicator I

LP

Board members met board attendance standards. One board member attended the NC Main Street Conference in 2025. In 2026, the board will receive a board training from NC Main Street.

Indicator II

LP

Monroe is a city funded main street program. The DAB has not been involved in ensuring funding goals are met or worked with budgeting.

Indicator III

LP

Work is needed to complete a workplan and establish volunteer committees. The DAB will be involved in this process, setting goals for these groups.

III. Professional Staff Management

Indicator I

LP

Monroe has a full-time main street manager and is in the process of hiring support staff.

Indicator II

LP

As a city program, the board serves an advisory role. They have not been involved in reviewing staff. However, staff does work closely with the advisory board and receives guidance on projects.

IV. Effective Operational Structure

Indicator I

LP

Monroe Main Street operates as a city program. We have a defined vision and mission, and follow city policies and procedures.

Overall Standard Notes

LP: Monroe Main Street has a great start at engaging volunteers with its Downtown Advisory Board. This board of seven is engaged and has energy to continue to rebuild the program. Developing a strong volunteer recruitment strategy that focuses on diversity will help with the rebuilding of the program.

Standard III: Diversified Funding and Sustainable Program Operations

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

I. Balanced Funding Structure

Indicator I

LP

Funding for the Main Street Program comes from the City of Monroe, in addition to the Municipal Service District. Additionally, some grants have been secured for renovations to the downtown office.

II. Strategic Revenue Development and Fundraising

Indicator I

LP

Monroe's Downtown Advisory Board does not review the city's budget for the program. Additional work is needed to gather their input and diversify funding sources.

III. Budget and Work Plan Alignment

Indicator I

LP

The annual budget comes from the City of Monroe and the Municipal Service District. It completely covers all operational expenses. Additional work is needed to align funding with work plans, transformation strategies, and goals.

IV. Financial Management and Best Practices

Indicator I

LP

As a city program, Monroe's Main Street Program falls under the city's financial compliance standards. An area of improvement includes collaborating with the Downtown Advisory Board in requesting and overseeing the budget.

Indicator II

LP

As a city program, the Monroe Main Street budget falls under the city's financial governance. The city's finance team provides oversight of expenses. Additional work could include regular reports to the DAB on financials for the program.

Overall Standard Notes

LP: Monroe Main Street is completely funded by the city's budget, including around \$90,000 from the Municipal Service District. The organization has opportunity to diversify funding sources and include the advisory board on financial reporting. Aligning a detailed workplan with budget requests will also help align the vision of the program with the actual work to accomplish the vision.

Standard IV: Strategy-Driven Programming

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

I. Planning Guided by Inclusive Community and Market-Informed Inputs

Indicator I

LP

Monroe has just started a downtown master plan in Fall 2025. Just a few months in, over 100 people have been involved in initial input and interviews. A market analysis has also been completed as a part of the master plan. Additional work is needed to gather input from the public, businesses, and other stakeholders. The building and business inventory is in progress.

II. Defining Direction Through Transformation Strategy Identification and Development

Indicator I

LP

Monroe Main Street has a vision and mission, but is not widely known or adopted by partner organizations. There is not a clear transformation strategy that all partners are working towards. Through the downtown master plan process, we'll gather input on assets, market, and needs and form a community-wide vision and economic development strategy for downtown.

III. Strategy-Aligned Comprehensive Work Planning and Implementation Across All Four Points

Indicator I

LP

The City of Monroe currently directs the budget and workplan of the main street program. The Downtown Advisory Board does set some direction and advises on some projects. More work is needed to create a common vision and transformation strategy, then a work plan that aligns with our goals including budget, timeline, and responsible parties.

Overall Standard Notes

LP: Significant work is needed to align the work with a vision and strategy. Monroe Main Street is undergoing a Downtown Master Plan, which is a huge step in getting inclusive and market-driven input and developing a community vision for downtown. We are excited to take this input and direction and feed it into an actionable and detailed workplan to guide the work of the main street program over the next 5-10 years!

Standard V: Preservation-Based Economic Development

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets. Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establishes a competitive market advantage.

I. Preservation Ethics and Education on History and Cultural Assets

Indicator I

LP

Monroe is a Certified Local Government and has a very active Historic Preservation Commission. The Downtown Advisory Board oversees a Building Redevelopment Incentive Grant available to those who follow the Secretary of Interior Standards of Rehabilitation when redeveloping their buildings. This program was improved over the last year to make the process easier and improve accountability for those applying.

Indicator II

LP

Monroe is a Certified Local Government and has an active Historic Preservation Commission. There is a National Register Historic District and the map is available on the city's website. Additional work is needed to educate the public and downtown stakeholders of available resources.

II. Standards and Best Practices for Place-Based, People-Focused Design

Indicator I

LP

Monroe's Downtown Advisory Board Oversees an incentive program that provides funds to rehab historic buildings according to the Secretary of Interior's Standards. This program was redeveloped over the last year to be more clear, supportive, and accountable when property owners are investing in their buildings and attracting new business.

III. Promotion of Historic, Heritage, and Cultural Assets

Indicator I

LP

Downtown Monroe's historic charm provided by the buildings and architecture is what makes downtown unique. All marketing and communications about the district highlights that charm.

Overall Standard Notes

LP: The City of Monroe has a strong preservation ethic that continues to improve as the years go on. The community values the historic charm of downtown and understands that the buildings, architecture, and design is what contributes to that. Over the last year, Monroe Main Street consolidated their grant programs to improve accountability and record-keeping. This also holds new businesses and property owners accountable for maintaining the historic character of their properties. Improving the partnership between the main street program and Historic District Commission will continue to improve the preservation ethic in the downtown residential and business districts.

Standard VI: Demonstrated Impact and Results

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

I. Demonstrating The Value of Main Street

Indicator I

LP

The Downtown Department and Monroe Main Street Program has become a strong advocate for downtown over the last year. The department provides strong support for the district and downtown businesses seek out staff and volunteers for support. The department is included in projects with Planning, Engineering, and Parks & Rec.

II. Measuring and Packaging Quantitative and Qualitative Outcomes

Indicator I

LP

Monroe Main Street tracks and reports statistics yearly, including businesses operating, jobs, employees, investment, yearly visitors, housing, etc.

Indicator II

LP

Monroe Main Street tracks statistics on a yearly basis and reviews it with the DAB. Additional work is needed to complete a detailed workplan, track accomplishments, and long-term improvements.

III. Promoting Progress and Demonstrating Impact and Results

Indicator I

LP

Monroe Main Street can improve by completing an annual report that shares statistics and improvements. This report could be shared publicly online, on social media, and in presentations to elected officials and community groups.

Overall Standard Notes

LP: Monroe Main Street tracks its progress, and can improve through packaging this progress into annual report. This should improve engagement among the public and partners as well.

[Baseline Requirements](#)
[Cumulative Average Scores](#)
[Additional Information](#)
[Explanation](#)

Baseline Requirements

	LP
1. A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program. Please upload your Board of Directors document.	Yes
2. Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.	No
3. Identified Transformation Strategy to direct the work of the program, based on community input and market understanding. What is your Transformation Strategy? Economy Other Date Adopted by Board of Directors 01/15/25	Yes
4. Detailed work plans aligned with the selected Transformation Strategy that outlines programming across the Main Street Four Points. Work plans include the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets. Please upload your Transformation Strategy Work Plan document.	Yes
5. A dedicated budget for the district's revitalization programming and the Main Street program's operations. Please upload your Program Budget document.	Yes
6. Demonstrated support from the municipality for the Main Street program. This can include leadership participation, funding, in-kind donations and philosophical support.	Yes
7. Reinvestment statistics are reported as required by the Coordinating Program (monthly, quarterly, or annually).	Yes
8. Be a member in good standing with Main Street America, and appropriately use the Main Street America and Coordinating Program logos on the program's website and/or social media.	Yes
9. An Annual Report, Info-graphic, press release or other documentation to explain the progress of your program last year.	Yes

Cumulative Average Scores

Please refer to the [Explanation](#) section for more details about each standard.

	LP	CP	MSA
Standard I: Broad-Based Community Commitment to Revitalization	2.17	2.17	
I. Partnerships and Collaborations	2	2	
Indicator I	2	2	
Indicator II	2	2	
II. District and Community Outreach	2	2	
Indicator I	2	2	
III. Communication and Public Relations	2.33	2.33	
Indicator I	3	3	
Indicator II	2	2	
Indicator III	2	2	
	LP	CP	MSA
Standard II: Inclusive Leadership and Organizational Capacity	1.9	1.8	
I. Inclusive Organizational Culture and Diverse Volunteer Engagement	2.25	2	
Indicator I	2	2	
Indicator II	1	1	
Indicator III	4	3	
Indicator IV	2	2	
II. Active Board Leadership and Supporting Volunteer Base	1	1	
Indicator I	1	1	
Indicator II	1	1	
Indicator III	1	1	
III. Professional Staff Management	2	2	
Indicator I	3	3	
Indicator II	1	1	
IV. Effective Operational Structure	3	3	
Indicator I	3	3	
	LP	CP	MSA
Standard III: Diversified Funding and Sustainable Program Operations	2.75	2.63	
I. Balanced Funding Structure	2.33	2.33	
Indicator I	3	3	
Indicator II	2	2	
Indicator III	2	2	
II. Strategic Revenue Development and Fundraising	2	2	
Indicator I	2	2	
III. Budget and Work Plan Alignment	3.5	3	
Indicator I	3	2	
Indicator II	4	4	
IV. Financial Management and Best Practices	3	3	
Indicator I	2	2	
Indicator II	4	4	

	LP	CP	MSA
Standard IV: Strategy-Driven Programming	2	1.33	
I. Planning Guided by Inclusive Community and Market-Informed Inputs	2	2	
Indicator I	2	2	
II. Defining Direction Through Transformation Strategy Identification and Development	2	1	
Indicator I	2	1	
III. Strategy-Aligned Comprehensive Work Planning and Implementation Across All Four Points	2	1	
Indicator I	2	1	
	LP	CP	MSA
Standard V: Preservation-Based Economic Development	2.75	3	
I. Preservation Ethics and Education on History and Cultural Assets	3	3	
Indicator I	4	4	
Indicator II	2	2	
II. Standards and Best Practices for Place-Based, People-Focused Design	2	3	
Indicator I	2	3	
III. Promotion of Historic, Heritage, and Cultural Assets	3	3	
Indicator I	3	3	
	LP	CP	MSA
Standard VI: Demonstrated Impact and Results	2	2.25	
I. Demonstrating The Value of Main Street	2	2	
Indicator I	2	2	
II. Measuring and Packaging Quantitative and Qualitative Outcomes	2	2.5	
Indicator I	2	3	
Indicator II	2	2	
III. Promoting Progress and Demonstrating Impact and Results	2	2	
Indicator I	2	2	

Additional Information

Date of last on-site visit
06/01/24

What year was your program started?
1998

Have you completed the supplemental information required found at North Carolina Main Street Submission Manager - 2024 Accreditation Assessment Supplemental Information ([submittable.com](#)) (THIS IS A LIVE LINK TO THE FORM)
No

Standard I: Broad-Based Community Commitment to Revitalization

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization, but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

I. Partnerships and Collaborations

Indicator I

LP	CP	MSA
The city is funding the program. In 2025 we plan to focus on rebuilding the program, board, and engagement of Elected Officials.	We agree with this self-assessment of this indicator.	N/A

Indicator II

LP	CP	MSA
We have a long-standing relationship with the Union County Chamber, Union County Arts Council and the Heritage Room.	We agree with this score. We encourage the program to continue the relationship that has been established with these organizations and strive to build additional relationships with other non-profits that can further each other's mission and vision.	N/A

II. District and Community Outreach

Indicator I

LP	CP	MSA
We have a long-standing partnership with the Union County Chamber, Arts Council, and Heritage Room.	We highly recommend that in 2025, Downtown Monroe, with assistance from NCMS staff, work toward having a well-planned and facilitated vision planning forum. We also may want to discuss having a "mini resource" team come into downtown to help give the program a "refresh or reboot". Monroe is an older, established designated NC Main Street city, and we have found through the years that with a change in leadership, having a mini-resource team can be extremely beneficial to the program as well as motivational for the citizens of the city.	N/A

III. Communication and Public Relations

Indicator I

LP	CP	MSA
Monroe is currently promoting downtown through a page within the cities new web site. This page highlights the NCMS Program, Monroes vision, mission, and other historical information. We plan to put out an RFQ with the goal of growing downtown's social media presence in 2025.	We noted this as we tend to review the website before we review the assessment. We appreciate the director, Donna O'Keefe, implementing this, and throughout 2025-2026, NCMS will continue to work with Donna to assist her and her board with strengthening the program and offering guidance to help strengthen the program.	N/A

Indicator II

LP	CP	MSA
Staff keeps city council informed through regular staff reports. In 2025, we will ask council to support the NCMS program and downtown with a permanent council representative that would be present at all Downtown Advisory Meetings and Events.	We agree with this evaluation and having a permanent council representative on the board. With an advisory board, this should be implemented as it is a city-appointed board.	N/A

Indicator III

LP

CP

MSA

Monroe has established a downtown social district. This district has a unique branding image. Downtown also has a unique branding logo that is part of the larger Monroe branding effort.

We agree this indicator needs work. Acknowledging this is a step forward.

N/A

Standard II: Inclusive Leadership and Organizational Capacity

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

I. Inclusive Organizational Culture and Diverse Volunteer Engagement

Indicator I

LP	CP	MSA
We follow all Monroe Equity and Inclusion Policies.	We agree with this. NCMS is going to require that in the 2026 reporting that NCMS programs submit with their assessment the board matrix that MSA includes in the portal. Without communities completing that matrix we cannot adequately review the makeup of the board.	N/A

Indicator II

LP	CP	MSA
Monroe is currently not engaging volunteers in our annual workplan or downtown initiatives. We do utilize volunteers through our partnership with the UC Arts Council.	We appreciate your self-awareness of this indicator. Volunteers are the way to grow community engagement. Community engagement is a requirement for the Main Street program. The national standard is to have a highly successful public/private partnership. This isn't easy to build, and this is why we are encouraging Downtown Monroe to consider having a very public process in the next year to drill down to a community-wide vision with public input based on the assets of your community. In doing so, Downtown Monroe should gain volunteers, and NCMS will work alongside to help you identify strategies that will engage and retain volunteers. Goldsboro, Belmont, Lenoir, and Elkin with their Explore Elkin committee, are excellent examples.	N/A

Indicator III

LP	CP	MSA
The 2025 Board membership is full as of January 2025 and includes all 5 categories recommended by the Main Street Program.	Since the make-up of the board was not included with the assessment, we score this a 3.	N/A

Indicator IV

LP	CP	MSA
The Downtown Advisory board includes age, income, gender, and educational diversity. Our board also has a veteran member.	We agree with the self-assessment of this indicator.	N/A

II. Active Board Leadership and Supporting Volunteer Base

Indicator I

LP	CP	MSA
Our Board chair attended the MS Conference in 2024. We will invite MS to facilitate board training in early 2025.	We agree.	N/A

Indicator II

LP	CP	MSA
This item does not apply as we are municipally funded.	This still applies even to a city program. NCMS can inform you on how a city program can have fundraising activities for a particular program or project. We will note though, this is easier when there is a 501(c)(3) associated with the program as an economic development arm for the city.	N/A

Indicator III

LP	CP	MSA
We will launch our first Promotions sub-committee in 2025 to focus on retail and business foot traffic.	We agree and good!	N/A

III. Professional Staff Management

Indicator I

LP	CP	MSA
We have one full time Downtown Manager.	We agree! And we are glad!	N/A

Indicator II

LP	CP	MSA
Our board functions as an advisory board to Monroe City Council.	An advisory board can be influential. The NCMS staff has worked with programs that were strictly under the city's guidance, but the advisory board still very much participated in the annual budget planning with the Main Street director, while the city had oversight of the budget and financials, the board was aware of the budget. The formal review of the budget is a part of the city's function. With these minor adjustments in Monroe this score could easily be a 3 in 2026.	N/A

IV. Effective Operational Structure

Indicator I

LP	CP	MSA
We are meeting these requirements.	We agree.	N/A

Standard III: Diversified Funding and Sustainable Program Operations

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

I. Balanced Funding Structure

Indicator I

LP	CP	MSA
Our funding is through the City of Monroe and MSD.	We agree. We did note the submitted budget that Downtown Monroe submitted through Submittable, and the budget sheet submitted through the MSA portal do not align at all. We need to review this more closely during the site visit.	N/A

Indicator II

LP	CP	MSA
We do not have any private investors. We do hold 1 event sponsorship each year with the UC Arts Council.	This needs work.	N/A

Indicator III

LP	CP	MSA
The City of Monroe is our only funding source.	This needs to change and NCMS can offer ways in which to gain the private support for specific programs and projects.	N/A

II. Strategic Revenue Development and Fundraising

Indicator I

LP	CP	MSA
We are a municipal program.	The same protocols apply to a municipal program. The budget that is created for the Main Street program should have input from the advisory board, and the budget would be tied to the strategic plan. The role of the advisory board is to "advise," and this includes the strategic revenue process.	N/A

III. Budget and Work Plan Alignment

Indicator I

LP	CP	MSA
Our 2025 plan of work is aligned with our mission and funded solely by the City of Monroe.	We agree with the exception of the diversity of income sources.	N/A

Indicator II

LP	CP	MSA
All expenses are paid for by the City of Monroe.	We agree.	N/A

IV. Financial Management and Best Practices

Indicator I

LP	CP	MSA
In 2025 I will inform the DTAB of our final budget approvals and engage them in the selection of service providers and project details.	The management is in place, but we agree that where the program falls short is in keeping the DTAB informed.	N/A

Indicator II

LP	CP	MSA
Our program and Downtown Office are funded by the City of Monroe. The Cities Budget, Procurement, and Finance departments provide oversight.	We agree. We encourage adding at least a quarterly financial report to the DTAB agenda to keep them informed.	N/A

Standard IV: Strategy-Driven Programming

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

I. Planning Guided by Inclusive Community and Market-Informed Inputs

Indicator I

LP	CP	MSA
Our plan of work includes updating our business and building inventories. Our maps were updated in 2023. Our directory was updated in 2024 and is organized by category so we can cluster like businesses. We will launch a Downtown Master Plan in 2025 that will look at districts, property condition, uses and status.	We agree. While a downtown master plan is being launched this is a perfect opportunity for community engagement and creating a vision based on community input. NCMS often uses a master plan to drill down to a workable plan for the Main Street board. While Master Plans are excellent tools for a broader approach, they do not often break a plan into smaller, implementable steps for a downtown organization to follow. It would be helpful to include an NCMS staff member if there are community-wide meetings that are being held with the team that is selected to do the downtown master plan.	N/A

II. Defining Direction Through Transformation Strategy Identification and Development

Indicator I

LP	CP	MSA
The City of Monroe's Senior Leadership provides direction to the Downtown Manager.	Transformation strategies for the Main Street plan come directly from the vision. The city and the Main Street organization, in this case, the DTAB, when creating a plan, need to have a true symbiotic relationship. The town should rely on the DTAB to create a downtown vision with input based on assets, SWOT analysis, Economic Drivers, market data, and trust the Advisory Board to create a working plan that the town council agrees upon. Why have an Advisory Board if not to listen to their advice and to empower them to do the work that they have outlined in a work plan? Main Street America established these guidelines when the National Main Street program was established in the early 1980's.	N/A

III. Strategy-Aligned Comprehensive Work Planning and Implementation Across All Four Points

Indicator I

LP	CP	MSA
Work and action plans are currently directed and budgeted by the City of Monroe and its senior leaders. The city selects and funds all citywide projects with input from staff and advisory boards.	See previous notes.	N/A

Standard V: Preservation-Based Economic Development

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets. Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establishes a competitive market advantage.

I. Preservation Ethics and Education on History and Cultural Assets

Indicator I

LP	CP	MSA
Monroe has an active Historical Preservation Society chapter that is active in all historically significant projects. The Downtown Advisory Board and Manager administer 8 grant programs of which many encourage and incent preservation projects. Our National Register of Historic Places listings are available on the cities website along with list of current contributing buildings. The cities planning web page gives users access to historic resources and FAQ's.	We agree.	N/A

Indicator II

LP	CP	MSA
The Downtown office will host an informational event in 2025. The cities Historical Preservation Committee also hosts events each year.	We agree.	N/A

II. Standards and Best Practices for Place-Based, People-Focused Design

Indicator I

LP	CP	MSA
The Downtown Office has recommended to city leadership a second floor development strategy to be launched in 2025. City planning provides guidance and oversight to historic building improvements in Monroe and in the downtown district.	The reviewer changed this to a 3 as the Downtown Director may not be aware of this yet and the Downtown Monroe AB should be aware of this connection: Monroe is a Certified Local Government https://www.monroenc.org/273/Historic-District and have been since 1986. This is an excellent tool that the downtown board should understand and utilize to their advantage. We would encourage the Downtown Director to be a part of the HPC and learn more about how this tool can be used to downtown's advantage.	N/A

III. Promotion of Historic, Heritage, and Cultural Assets

Indicator I

LP	CP	MSA
Downtown is the host location for the MLK event activities and the Latin Day Event.- The Downtown office provides promotion and resources for promotion. City staff support these events.	We agree with this score, but we also encourage downtown Monroe to lean into their own history and their own cultural heritage. This reviewer, out of curiosity, googled Cultural history of Monroe, finding this information: https://www.hollymelody.com/blog/usa/north-carolina/monroe-nc-interesting-facts-famous-things-history-information-what-is-monroe . The point is, there is more to Monroe than serving as the location for an MLK event and Latin Day Event. Find your authenticity and celebrate it.	N/A

Standard VI: Demonstrated Impact and Results

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

I. Demonstrating The Value of Main Street

Indicator I

LP	CP	MSA
Main Street and its programs will play an active role in providing resources and direction in 2025 through training, mentorship, and support as we rebuild our NCMS program.	We agree with this score.	N/A

II. Measuring and Packaging Quantitative and Qualitative Outcomes

Indicator I

LP	CP	MSA
The downtown office is currently updating downtown informational data in partnership with the Union County GIS Manager. We will build on this base data to provide more robust information on businesses, capital investments, and property improvements in 2025.	We are giving Monroe a 3 in this, as Monroe Downtown did report their statistic on time in 2024. We have all the cumulative data as well as the annual reporting.	N/A

Indicator II

LP	CP	MSA
The DTAB will be presented with the NCMS 2025 Plan of work on January 15, 2025. The DTAB also makes all grant recommendations to Monroe City Council. The board will recommend and review the production of 1 downtown promotional video. Our Main Street program and all of our downtown initiatives are planned and funded through our city council.	We agree this needs work.	N/A

III. Promoting Progress and Demonstrating Impact and Results

Indicator I

LP	CP	MSA
The city of Monroe publishes and promotes its annual report each year. It is available on the cities web page.	The downtown district needs to do its own downtown report that they can distribute. NCMS has a template that can be used as an Impact Report. It is an effective and impactful way to share information. We will send the template in July when we ask for statistics.	N/A



Community Evaluation Framework Guide

NOVEMBER 2025



For over 40 years, Main Street programs across the country have used the Main Street Approach™ to support revitalization and catalyze positive transformation of their downtowns and neighborhood commercial corridors. Through grassroots leadership, partnership building, community engagement, and a commitment to holistic preservation-based economic development, thousands of Affiliate and Accredited Main Street programs have created lasting impact for their local economies and communities as a whole.

The new Main Street America Community Evaluation Framework, developed by Main Street America (MSA) in close partnership with Main Street Coordinating Programs, outlines what it means to be a highly successful Main Street program and sets a path for growth and development. Depending on achievement, score, and maturity, programs will either be designated as Affiliate or Accredited.

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SIX STANDARDS

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COMMUNITY ASSESSMENT WORKSHEET



Annual program assessments are an important opportunity for local Main Street leaders, volunteers, partners, and Coordinating Programs to come together to reflect on the progress of a program's efforts and identify opportunities to build and grow.

The following guide has been developed as a tool to help Main Street leaders recognize how their program's efforts already align with the six Standards and identify areas for deeper focus and prioritization. The guide will also serve as a basis for local leaders to work with their Coordinating Program on identifying areas for capacity building, program development, and training needs. This process will also inform Main Street America on our network's strengths, greatest needs, and opportunities.

We encourage you to look at this guide as a working model — one that will adapt and grow as we monitor its use and receive feedback from communities following full implementation that began in December 2023. We invite you to be in close communication with Main Street America staff and your Coordinating Program to explore how these Standards and measures are working for your organization, what might be missing or unclear, and how Main Street America can support your efforts.



When to Use This Guide

- Review this guide early and regularly to familiarize yourself with the Baseline Requirements and six Standards.
- Dedicate time at each of your Board, committee, and/or team meetings to become familiar with the Community Evaluation Framework.
- Consider using the Community Assessment Worksheet in your Main Street program's internal performance tracking efforts or in preparation for completing your annual self-assessment in the Community Evaluation Platform.

Who Should Use This Guide

- Currently and previously Accredited programs.
- Affiliate-level programs wanting to become Accredited in the future.
- New communities seeking guidance in establishing a strong foundation for their revitalization programs with the vision of being designated as Affiliate or Accredited in the future.

Designation Tiers

Main Street America offers two tiers of national designation: Accredited and Affiliate.

ACCREDITED STATUS

Accredited status is our top tier of recognition. Main Street America Accredited™ programs have a proven track record of planning, implementing, and measuring results that align with the Main Street Approach. Accredited programs must meet the set of baseline requirements and demonstrate success in each of the six Standards.

HOW TO BECOME ACCREDITED

In states or regions that have existing Coordinating Programs, communities work with their Coordinating Program to meet the performance standards above including an annual Community Self-Assessment, an onsite Community Progress visit, and required reporting. Coordinating Programs evaluate, select, and recommend Accredited programs to Main Street America annually. In areas where there is no Coordinating Program, MSA may accredit communities that have retained the necessary training and evaluation services needed to meet Accreditation Standards.

Learn more

Visit mainstreet.org/designation

Email info@mainstreet.org

AFFILIATE STATUS

Main Street America Affiliates™ are programs or organizations that have demonstrated a commitment to the Main Street model and are on the pathway to achieving meaningful economic, social, physical and organizational improvements in their downtown or commercial districts. Main Street America Affiliates do not have to meet the six Standards or baseline requirements, but they should commit to:

1. Broadly engaging community stakeholders in the revitalization process;
2. Working with stakeholders to identify a unified vision for success for community or district and appropriate success indicators;
3. Developing diversified and sustainable funding sources to support your efforts;
4. Participating in available training, professional development, and networking opportunities to strengthen leadership capacity and deepen knowledge of the Main Street Approach and community revitalization field; and
5. Maintaining membership with Main Street America.

These programs are eligible to become Accredited when they meet the necessary performance standards. They may also remain Affiliates if they do not have the capacity or are otherwise ineligible for Accredited status.

HOW TO BECOME AN AFFILIATE

In states or regions that have existing Coordinating Programs, communities work with their Coordinating Program to learn and implement the Main Street Approach, build capacity, and meet requirements for Affiliate status which includes an annual Community Self-Assessment. Coordinating Programs select and recommend Affiliates to Main Street America annually. MSA may also independently designate Affiliates in areas where there is no Coordinating Program.

How Grading Works

Within each Standard score yourself on the Indicators listed based on a scale of 1-5. Each number represents the following:

1 Not being addressed.

2 Minimal work but needs more effort.

3 Evidence of satisfactory progress.

4 Has achieved success within this indicator.

**5 Outstanding achievement.
One that other programs could replicate.**

For each Indicator, we encourage communities to explore areas of strength and opportunities for growth by discussing:

- What actions and next steps can you take to strengthen your efforts?
- How can you build upon your work or take it to the next level?

This guide provides examples of how Main Street programs can meet each Standard. These example activities are not an exhaustive or prescriptive list, rather they are included to provide guidance and inspiration. Programs are invited to count these and other related activities towards each Indicator.

For City-hosted programs, equivalent or comparable activities as allowed by the local government's charter and policies may also be counted.

After you complete your self-assessment, your coordinator will review and provide their own score and feedback. Communities will need to average at least three (3) points per Standard to achieve the Accredited designation.

Please use this [Community Assessment Worksheet](#) to evaluate your program's progress and prepare for completing your self-assessment in the Community Evaluation Platform.



Nevada, IA. Photo by KandE Productions

Baseline Requirements

As detailed within the guide, some indicators are required as important foundational starting points for a program to qualify for the Accredited designation.

The current Baseline Requirements are:

- A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.
- Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.
- Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.
- Detailed work plans aligned with the selected Transformation Strategy that outline programming across the Main Street Four Points. Work plans must include: the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.
- A dedicated budget for the district's revitalization programming and the Main Street program's operations.
- Demonstrated support from municipality for the Main Street program. This can include leadership participation, funding, in-kind donations, and philosophical support.
- Reinvestment statistics reported as required by Coordinating Program (monthly, quarterly, or annually).
- Be a member in good standing with Main Street America, and appropriately use the MSA logo and Coordinating Program logo on its website and/or social media.
- An annual report, infographic, press release, or other documentation to explain the progress of your program last year.

Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level.

The Six Standards form the foundation of the designation process.

1

BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

Successful and sustainable revitalization efforts should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district.

2

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work.

3

DIVERSE FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations.

4

STRATEGY-DRIVEN PROGRAMMING

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street.

5

PRESERVATION-BASED ECONOMIC DEVELOPMENT

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets.

6

DEMONSTRATED IMPACT AND RESULTS

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace.

BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization, but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

FOCUS AREAS

1. Partnerships and Collaborations
2. District and Community Outreach
3. Communications and Public Relations

FOCUS AREA 1:

Partnerships and Collaborations

INDICATOR 1:

Main Street has developed partnerships and collaborations with local governments, nonprofit organizations, and private sector entities that demonstrate shared responsibilities for the district's revitalization and its program.

Examples:

- Participation in strategy development and planning.
- Collaborations in the implementation of programming or work plans.
- Monetary and non-monetary resources for the Main Street program.
- Engagement of elected officials and/or staff in the Main Street program Board and committees.
- Promoting the district revitalization and their partnership with Main Street.

FOCUS AREA 2:

District and Community Outreach

INDICATOR 1:

Main Street actively and intentionally engages a broad cross-section of the community — including businesses, property owners, workforce, residents, and partner organizations — to ensure inclusive participation in shaping and supporting the district.

Examples:

- A variety of communication tools (online and printed materials) are used to reach a broad group of district stakeholders.
- Work plans outline how planned activities intend to reach all members of the community.
- The program brings together district and community stakeholders for input gathering, information sharing, etc., at least once a year.

1

BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization, but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

FOCUS AREAS

1. Partnerships and Collaborations
2. District and Community Outreach
3. Communications and Public Relations

FOCUS AREA 3:

Communications and Public Relations

INDICATOR 1:

Main Street maintains a clear, consistent, and proactive public presence that informs, educates, and builds awareness of both the district and the Main Street program's role, value, and impact — across the general public, stakeholders, and local government.

Examples:

- The program's external communications (e.g., website, social media, newsletters, printed materials) consistently promote the purpose, accomplishments, and contributions of the Main Street program.
- Main Street leadership and staff are regularly engaged in public relations efforts — such as media outreach, public speaking, and storytelling — to build program visibility and community pride.
- Main Street highlights positive stories about the district and the program through various communication platforms.
- d. Main Street shares updates with local government officials at least quarterly through council meeting attendance, formal reports, or one-on-one briefings.
- e. Local government staff and elected officials are actively invited to Main Street meetings, programs, and district events as a way to foster understanding, support, and partnership.

INDICATOR 2:

Main Street has promoted the district's positive image, brand identity, and assets.

Examples:

- A distinctive brand has been created and implemented for the district and the organization.
- Social media platforms and local news outlets are used to promote the value of the district and the Main Street program.
- An annual report is produced noting successes across the Four Points.

2

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

FOCUS AREAS

1. Inclusive Organizational Culture and Diverse Volunteer Engagement
2. Active Board Leadership and Supporting Volunteer Base
3. Professional Staff Management
4. Effective Operational Structure

FOCUS AREA 1:

Inclusive Organizational Culture and Diverse Volunteer Engagement

INDICATOR 1:

The Main Street organization embeds diversity, equity, inclusion, and accessibility into its internal operations, leadership structures, and/or decision-making processes — not just as outward-facing values, but as core organizational practices.

Examples:

- The organization's mission, values, and guiding documents explicitly reflect a commitment to equity and inclusion within both the district and the organization itself.
- Policies and procedures support equitable access to leadership and decision-making roles (e.g., Board recruitment, committee participation, volunteer opportunities).
- Programming and work plans include considerations for accessibility, cultural responsiveness, and removing barriers to participation.
- Organizational culture, trainings, and onboarding practices prioritize these principles, including language access, ADA compliance, and inclusive representation in storytelling and branding.

INDICATOR 2:

The Main Street organization has implemented an inclusive, data-informed, and well-coordinated volunteer program that supports execution of annual work plans and builds meaningful pathways for community leadership and engagement.

Examples:

- Volunteer roles are clearly defined, tied to annual work plans or programming goals, and broadly promoted to attract a wide range of community participants.
- The organization proactively identifies gaps in representation and recruits volunteers who reflect the diversity of the community, to ensure inclusive outreach and avoid tokenism.
- Volunteers are thoughtfully placed, supported, and rotated throughout the year, with attention to fostering belonging and shared ownership — particularly for individuals from historically underrepresented groups.
- Main Street tracks volunteer engagement and retention patterns over time to identify strengths and areas for improvement, and uses this data to adapt recruitment, onboarding, and recognition strategies.
- All volunteers have access to appropriate orientation, role-specific training, and leadership development opportunities, ensuring everyone has a path to meaningful contribution and influence within the organization.
- Volunteer contributions are celebrated throughout the year in ways that reinforce their impact, build community pride, and support long-term involvement.

2

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

FOCUS AREAS

1. Inclusive Organizational Culture and Diverse Volunteer Engagement
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4. Effective Operational Structure

FOCUS AREA 1:

Inclusive Organizational Culture and Diverse Volunteer Engagement

INDICATOR 3:

The Main Street Board of Directors includes a balanced mix of stakeholder roles that represent the economic, geographic, and institutional fabric of the district and surrounding community.

The following participation is recommended:

- District business owners.
- District property owners.
- District and community residents.
- Community businesses/corporations.
- Institutions (schools, universities, foundations, nonprofits, government, medical/ healthcare facilities, transit/transportation agencies, etc.).

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

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FOCUS AREAS

1. Inclusive Organizational Culture and Diverse Volunteer Engagement
2. Active Board Leadership and Supporting Volunteer Base
3. Professional Staff Management
4. Effective Operational Structure

FOCUS AREA 2:

Active Board Leadership and Supporting Volunteer Base

INDICATOR 1:

Board members have demonstrated active engagement in the Main Street program throughout the year.

Meeting this Indicator is a requirement and must be met to achieve Accreditation.

Ideally, 100% but no less than 75% of Board members have:

- Attended Board meetings 75% of the time throughout the year.
- New Board members participated in Board orientation and existing Board members participated in at least one training offered by the Coordinating Program.
- Played an active role on the Board by leading a committee, a task force, or key initiative.
- Advocated for the program and the district within the community, in coordination with Main Street staff and the rest of the Board.

INDICATOR 2:

Individual Board members have demonstrated active leadership and support to ensuring the program is appropriately funded to meet its operational responsibilities and programming goals.

Ideally, 100% but no less than 75% of Board members have:

- Made a personal financial investment in the program.
- Participated in the development of fundraising goals.
- Led or participated in a key fundraising activity of the organization.
- Made direct solicitations.
- Supported donor relationship, retention, and/or recruitment.

INDICATOR 3:

The Main Street Board of Directors functions as a working board, actively supporting the implementation of the approved work plan through structured volunteer leadership and engagement.

Examples:

- Board members participate in and/or lead active committees or teams aligned with the program's Transformation Strategy(s), Four Points, or other strategic priorities.
- Each committee or team has designated leadership (e.g., chair or co-chairs) who help guide implementation and report progress to the board.
- Committees are appropriately staffed with board members and other volunteers to ensure projects and initiatives can be successfully executed, with clearly defined roles and responsibilities.
- Committee members receive training or capacity-building support at least annually to ensure they are prepared to lead and deliver on the work plan.

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

FOCUS AREAS

1. Inclusive Organizational Culture and Diverse Volunteer Engagement
2. Active Board Leadership and Supporting Volunteer Base
3. Professional Staff Management
4. Effective Operational Structure

FOCUS AREA 3:

Professional Staff Management

INDICATOR 1:

The Main Street organization has maintained the level of professional staff necessary to achieve its mission, goals, and annual work.

Meeting this Indicator is a requirement and must be met to achieve Accreditation.

These efforts are demonstrated by fulfillment of all the following:

- The Main Street Program meets the minimum staffing requirements established by the Coordinating Program. At a minimum, Main Street America requires part-time staffing for cities under 5,000 population and 1 FTE for cities over 5,000 population.
- Main Street staff have job descriptions and defined performance expectations.
- Main Street staff participates in trainings required by the Coordinating Program.
- Main Street staff participates in professional development offerings provided by Main Street America, Coordinating Program, etc.
- Main Street staff communicates regularly with the Board and specifically with the Board Chair and offers regular monthly reports to the Board.

INDICATOR 2:

The Main Street Board of Directors has managed and provided guidance to its Main Street Director throughout the year.

Examples:

- The Board, through its Board Chair or President, provides regular guidance and feedback to the program's director.
- A formal performance review process is conducted at least once annually. The Board Executive Committee, with participation of Board members, leads the director's performance review.
- The Board ensures that the annual budget provides a competitive compensation package (pay and benefits) and opportunity for appropriate merit increases.
- The Board ensures that the annual budget allocates funds for staff to participate in professional development and trainings, with eligible expenses covering the cost of registration, travel, and accommodations, etc.
- Staff management policies and procedures are in place and reviewed annually. Appropriate procedures ensure clearly established communication lines and roles and responsibilities between the Board and staff.
- The Board has developed a plan to manage succession or the director's transition and recruitment.

2

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

FOCUS AREAS

1. Inclusive Organizational Culture and Diverse Volunteer Engagement
2. Active Board Leadership and Supporting Volunteer Base
3. Professional Staff Management
4. Effective Operational Structure

FOCUS AREA 4:

Effective Operational Structure

INDICATOR I:

The Main Street organization has developed appropriate operational and organizational practices to manage effectively.

Meeting this Indicator is a requirement and must be met to achieve Accreditation.

These efforts are demonstrated by fulfillment of all the following:

- A clearly defined mission statement that confirms the purpose of the organization.
- Established by-laws, which are reviewed annually and revised approx to carry out the program's mission for the district.
- Operating policies and procedures that outline internal and external communication practices, conflicts of interest, personnel management, leadership selections, elections, and terms, Board roles and responsibilities, etc.
- Appropriate insurance for the organization, Board/staff, and its programming.
- Legal and fiscal requirements are met and maintained as required with its tax status or operation structure.

REQUIREMENT

DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

FOCUS AREA 1:

Balanced Funding Structure

INDICATOR 1:

The Main Street organization maintains a sustainable funding structure by securing a balanced mix of revenue sources from both the public and private sectors. The private and public sectors are investing in the district's revitalization efforts and the Main Street program.

Examples:

- Contributions from private sector: e.g., businesses, community members and/or partner organizations with investments, membership drives, or "friends of" campaigns
- Special taxing/assessment district (such as BIDs, CIDs, DDAs, etc.).
- Sponsorships and/or in-kind donations.
- Earned revenues.
- Special events or fundraising events that are income-producing.
- Local Government contributions or employing the Main Street executive director salary.
- Grants.
- In-kind services from the private and/or public sector.

FOCUS AREAS

1. Balanced Funding Structure
2. Strategic Revenue Development and Fundraising
3. Budget and Work Plan Alignment
4. Financial Management and Best Practices

DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

FOCUS AREAS

1. Balanced Funding Structure
2. Strategic Revenue Development and Fundraising
3. Budget and Work Plan Alignment
4. Financial Management and Best Practices

FOCUS AREA 2:

Strategic Revenue Development and Fundraising

INDICATOR 1:

The Main Street program has established a strategic revenue development structure and systems that includes clear oversight, planning, and coordination of fundraising efforts across the organization.

Examples:

- The Board reviews fund-development plans, goals, and progress at least quarterly.
- A designated Board member provides active financial oversight for the program and is engaged in revenue development planning and reporting.
- A fund-development committee, organization committee, or team is in place to lead fund-development planning and implementation.
- Committees are engaged in seeking funding to support projects.
- A rainy-day fund or endowment is in place to ensure sustainability.

FOCUS AREA 3:

Budget and Work Plan Alignment

INDICATOR 1:

The Main Street program has an annual budget that is aligned to the organization's strategies, goals, and capacity, as well as operations and programming goals.

Examples:

- Alignment with the mission.
- Alignment with a selected Transformation Strategy(s) and/or approved work plan.
- Covering operational expenses, including program personnel, office administration, financial management activities, and travel expenses for professional development.
- Covering programming related to each point of the Main Street Approach: Organization, Economic Vitality, Design, Promotion.

DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

FOCUS AREAS

1. Balanced Funding Structure
2. Strategic Revenue Development and Fundraising
3. Budget and Work Plan Alignment
4. Financial Management and Best Practices

FOCUS AREA 4:

Financial Management and Best Practices

INDICATOR 1:

The Main Street organization demonstrates sound financial management through established internal processes, oversight, and accountability practices that ensure responsible stewardship of resources. This Indicator outlines *how* the organization manages finances and fund development planning.

Examples:

- The organization follows a clear annual budgeting process approved by the Board of Directors.
- Accurate and up-to-date financial reports are reviewed regularly by the Board (e.g., monthly or quarterly), with the ability to monitor both income and expenses.
- Internal financial controls and procedures are in place, including policies for expense approval, cash handling, and separation of duties.
- Financial records are maintained in accordance with nonprofit accounting standards, using appropriate software or bookkeeping systems.
- The organization undergoes regular financial review or audit processes appropriate to its budget size and funding sources.

INDICATOR 2:

The Main Street organization has clearly defined financial leadership roles and governance oversight to ensure accountability, transparency, and alignment with organizational goals. This Indicator focuses on *who* is responsible for financial oversight and how leadership fulfills those responsibilities — distinct from the technical management of finances or the planning of revenue development.

Examples:

- Clear role descriptions for board members, officers (e.g., Treasurer), and relevant committees define responsibilities for budgeting, financial reporting, and fund development oversight.
- The Board of Directors reviews financial reports on a regular cadence (e.g., monthly), actively monitors budget-to-actuals, and uses financial data to inform organizational and programming decisions.
- There is evidence of shared financial accountability across leadership — not limited to one individual — and regular communication between staff and board regarding financial health.
- Financial leadership roles are aligned with the organization's bylaws, policies, and best practices in nonprofit governance.

STRATEGY-DRIVEN PROGRAMMING

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

FOCUS AREAS

1. Planning Guided by Inclusive Community and Market-informed Inputs
2. Defining Direction through Transformation Strategy Identification and Development
3. Strategy-aligned Comprehensive Work Planning and Implementation Across all Four Points

FOCUS AREA 1:

Planning Guided by Inclusive Community and Market-informed Inputs

INDICATOR 1:

The organization's annual planning process as informed by a comprehensive set of inputs that guide Transformation Strategy identification and work plan alignment and implementation.

Examples:

- Inclusive district and community input is gathered at a minimum of every three to five years to keep the pulse on the district's needs through focus group events, online surveys, and/or other strategies.
- Market research and analysis has been conducted for the district's trade area within an appropriate time interval, depending on the local economy. This is recommended at least every three to five years.
- Business inventory is up to date and reflective of the district's business mix, uses, and existing clusters.
- Building inventory is up to date and reflective of the district's property ownership, condition, uses, and status (e.g., for sale, for lease, occupied).
- The organization maintains an asset map that recognizes distinctive place-based assets within the district that highlight unique and competitive advantages and market opportunities.
- Strategy reflects opportunities driven by local and national trends.

STRATEGY-DRIVEN PROGRAMMING

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

FOCUS AREAS

1. Planning Guided by Inclusive Community and Market-informed Inputs
2. Defining Direction through Transformation Strategy Identification and Development
3. Strategy-aligned Comprehensive Work Planning and Implementation Across all Four Points

FOCUS AREA 2:

Defining Direction through Transformation Strategy Identification and Development

INDICATOR 1:

Main Street has defined and aligned as an organization around a Transformation Strategy that is guiding the revitalization work.

Examples:

- Using a comprehensive set of inputs, the Board has identified a consumer-based or industry-, product-, or service-based strategy(s) that can best respond to the district and community vision, needs, and market opportunities.
- The Board formally adopts a Transformation Strategy(s).
- Partner organizations or other stakeholders have adopted or endorsed selected Transformation Strategy(s).
- The Transformation Strategy(s) have measurable benchmarks.

FOCUS AREA 3:

Strategy-aligned Comprehensive Work Planning and Implementation Across all Four Points

INDICATOR 1:

The Main Street Board conducts an annual strategy-driven work planning process with volunteer committees to guide the organization's programming.

Examples:

- The Board outlines priorities or goals that guide volunteer committees in identifying the initiatives, projects, and activities to be approved in the annual work plan.
- Projects, events, or initiatives are aligned with selected Transformation Strategy(s).
- The Transformation Strategy(s) are reflected comprehensively across all Four Points.
- Work plans include written action plans for critical projects that outline specific tasks, timeline, budget, volunteer hours, who's responsible, etc.
- Annual fund-development goals and allocations are guided by the Transformation Strategy(s).

PRESERVATION-BASED ECONOMIC DEVELOPMENT

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets. Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establishes a competitive market advantage.

FOCUS AREAS

1. Preservation Ethics and Education on Historic and Cultural Assets
2. Standards and Best Practices for Place-based, People-focused Design
3. Promotion of Historic, Heritage, and Cultural Assets

FOCUS AREA 1:

Preservation Ethics and Education on Historic and Cultural Assets

INDICATOR 1:

The broader community demonstrates its long-term commitment to historic and cultural preservation through policies, designations, and incentives that support sustainable revitalization.

Examples:

- The district has historic buildings listed as local landmarks, a national landmark district, or listed in the National Register of Historic Places.
- The community is a Certified Local Government (CLG). A CLG is a municipality that has partnered with the state and federal governments to protect its historic resources by meeting specific standards for local preservation programs.
- The district has received cultural, arts, or other special designations or recognitions.
- Main Street advocates for a local preservation ordinance or the community has one.
- Main Street has developed or supported the development, and periodic review/update, of design standards, guidelines, and tools property owners can use to preserve, improve, and maintain historic buildings.
- Incentives or in-kind services are in place to assist with improvements to historic and cultural resources (e.g., façade grant, sign grant, low interest loan, design assistance).
- Local, county, and/or regional strategies acknowledge and incorporate the preservation of heritage and cultural assets, both physical and intangible, as economic development priorities.

PRESERVATION-BASED ECONOMIC DEVELOPMENT

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FOCUS AREA 1:

Preservation Ethics and Education on Historic and Cultural Assets

INDICATOR 2:

Main Street builds public understanding and support for preservation through education, storytelling, and collaboration with stakeholders, partners, and the broader community.

Examples:

- Holding education, advocacy, and awareness activities that promote the value of the district's historic fabric and cultural assets throughout the year or at least annually during Preservation Month.
- Providing programming and resources for district property and business owners that results in the preservation and rehabilitation of local historic assets.
- Attending staff and volunteer trainings provided by the Coordinating Program, Main Street America, or other organizations.
- Building strong collaborations (e.g., Historic Preservation Commission, Certified Local Government, Historical and Arts entities, etc.) to support tools, ordinances, zoning policies that preserve the district's built and cultural assets.

FOCUS AREAS

1. Preservation Ethics and Education on Historic and Cultural Assets
2. Standards and Best Practices for Place-based, People-focused Design
3. Promotion of Historic, Heritage, and Cultural Assets

5

PRESERVATION-BASED ECONOMIC DEVELOPMENT

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FOCUS AREAS

1. Preservation Ethics and Education on Historic and Cultural Assets
2. Standards and Best Practices for Place-based, People-focused Design
3. Promotion of Historic, Heritage, and Cultural Assets

FOCUS AREA 2:

Standards and Best Practices for Place-based, People-focused Design

INDICATOR 1:

Main Street leads and supports preservation efforts by providing direct assistance, technical guidance, and advocacy for the revitalization of historic and cultural assets.

Examples:

- Partners with local government, commissions, and community groups to assess and incorporate heritage and cultural assets into economic development and marketing priorities and initiatives.
- Provides or connects district property owners with assistance in redevelopment that is aligned with the district's Transformation Strategy(s).
- Provided guidance that educates property and business owners and developers on state and local ordinances, incentives, and other redevelopment tools.
- Provides guidance to projects that leverage preservation and/or economic development funding tools to support building improvements (TIF, Historic Tax Credits, CLG, USDA grants, etc.).
- Advocates for threatened historic properties, and works to acquire, attract new ownerships and/or works with city leaders to enforce requirement maintenance standards.

FOCUS AREA 3:

Promotion of Historic, Heritage, and Cultural Assets

INDICATOR 1:

The Main Street program actively promotes the district's historic and cultural assets.

Examples:

- Activities/programming that interpret, celebrate, and recognize local heritage and cultural resources.
- Working with media to promote stories that highlight the district's historic and cultural assets and messages their importance to the community and economic growth.
- Conducts activities that educate property owners on the benefits of rehabbing historic properties to increase the economic value of the property.

DEMONSTRATED IMPACT AND RESULTS

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

FOCUS AREAS

1. Demonstrating the Value of Main Street
2. Measuring and Packaging Quantitative and Qualitative Outcomes
3. Promoting Progress and Demonstrating Impact and Results

FOCUS AREA 1:

Demonstrating the Value of Main Street

INDICATOR 1:

Main Street is positioned as an advocate for the district, promoting revitalization as an economic development priority among the public and private sector and community at large.

Examples:

- District revitalization and physical and economic improvements are included in recent regional or citywide master plans, economic development plans, comprehensive plans, etc.
- Main Street participates in ongoing local planning efforts that involve the district.
- Main Street participates in guest presentations to local community organizations and institutions.
- Small business owners in and around the district regularly seek and receive assistance or support from the Main Street program (e.g., letters of support for grants or loans, marketing support on the Main Street program's website and social media, etc.)
- District stakeholders advocate for the program when requested.
- The district is highlighted in local partners' communication and marketing efforts (e.g., city, tourism, economic development, etc.) with blog posts, multi-line descriptions of the district, and/or photos featuring the district, etc.
- Main Street program's logo, webpage, and/or social media links are included on local government and other partner organizations' websites.
- Entrepreneurs and local business owners regularly approach the Main Street program about commercial spaces in the district that could potentially serve as a base-of-operations for a new business or new location for an existing business.

DEMONSTRATED IMPACT AND RESULTS

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FOCUS AREAS

1. Demonstrating the Value of Main Street
2. Measuring and Packaging Quantitative and Qualitative Outcomes
3. Promoting Progress and Demonstrating Impact and Results

FOCUS AREA 2:

Measuring and Packaging Quantitative and Qualitative Outcomes

INDICATOR 1:

Main Street tracks and analyzes economic, physical, and demographic changes in the district over time to evaluate the impact of revitalization efforts.

Examples:

- Total number of businesses operating in the district.
- Number of employees/jobs based in the district.
- Number of businesses launched and closed, and number of employees/jobs added or lost in the district over a given period (monthly, quarterly, or annually).
- Total number of businesses operating in the district that are owned by women, minorities, veterans, LGBTQ+ and other groups defined as historically marginalized.
- Number of local businesses participating as vendors in district events, festivals, etc.
- Number of housing units added or lost in the district over a given period (monthly, quarterly, or annually), broken out by housing type (loft, apartment, duplex, single family detached home, etc.), tenure type (for lease or for sale), and sale/rent amount relative to area median income (i.e., affordability).
- Number of properties in the district renovated, including details about the capital invested in the renovations and any financial incentives programs leveraged in the renovation (e.g., historic tax credits, low-income housing tax credits, etc.).
- Number of public improvement projects in the district that were launched/completed, including overall price tag, public dollars invested, and any secondary sources of capital invested.

DEMONSTRATED IMPACT AND RESULTS

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FOCUS AREAS

1. Demonstrating the Value of Main Street
2. Measuring and Packaging Quantitative and Qualitative Outcomes
3. Promoting Progress and Demonstrating Impact and Results

FOCUS AREA 2:

Measuring and Packaging Quantitative and Qualitative Outcomes

INDICATOR 2:

Main Street tracks and evaluates the organization's performance, public value, and community engagement to understand and improve its effectiveness over time.

Examples:

- The Board and staff annually reviews metrics established to analyze the progress of selected Transformation Strategy(s).
- The Board and staff annually reviews metrics established to analyze the progress of selected Transformation Strategy(s).
- Number of volunteers participating and hours contributed.
- Conversion of volunteer hours to in-kind dollars contributed annually (using the formula on independentsector.org, for example).
- Testimonial reports from small business owners, property owners, and government officials about the value of the Main Street program.
- Financial (\$) contributions made to Main Street by the public and private sector.
- Impact surveys of promotional events.
- Impact surveys of education programming attendees.
- Number of media impressions.

DEMONSTRATED IMPACT AND RESULTS

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

FOCUS AREAS

1. Demonstrating the Value of Main Street
2. Measuring and Packaging Quantitative and Qualitative Outcomes
3. Promoting Progress and Demonstrating Impact and Results

FOCUS AREA 3:

Promoting Progress and Demonstrating Impact and Results

INDICATOR 1:

The district's revitalization programming, achievements, stories, and reinvestment statistics are promoted.

Examples:

- Sharing through the Coordinating Program reporting system according to the timeline outlined in annual agreements.
- Sharing with district stakeholders, local units of government, anchor organizations, funders, and the community at large.
- Highlighting and publishing success stories of impactful projects on digital platforms (website, social media channels, etc.) and local media outlets.
- Publishing and distributing an annual report and summary of revitalization statistics.
- Highlighting key statistics and testimonials on website and other marketing materials.

Community Assessment Worksheet

The Main Street America Community Evaluation Framework outlines what it means to be a highly successful Main Street program and sets a path for growth and development for newer programs. Depending on achievement, score, and maturity, programs will either be designated as Affiliate or Accredited.

How to Use this Worksheet

Use this worksheet to evaluate your Main Street program's efforts as part of internal performance tracking or in preparation for completing your annual self-assessment in the Community Evaluation Platform.

- Local Programs (LP): After reviewing the Community Evaluation Framework Guide, use this worksheet to score your community's progress.
- Coordinating Program (CP): Use the space provided to indicate your organization's evaluation of the local program's efforts.
- Main Street America (MSA): If needed, Main Street America staff will provide a score.

All scores will be averaged and populated to provide a final score and designation qualification.



Community Assessment Worksheet

BASELINE REQUIREMENTS

First, indicate whether your Main Street program meets the baseline requirements by selecting **Yes** or **No**.

As detailed in the guide, some indicators are required as important baseline or starting point for a program to qualify for Accreditation.

Note: Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level.

TIP

Find downloadable program budget, Board composition, and work plan templates at mainstreet.org/evaluation-platform.

		LP		CP		MSA	
1.	A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
2.	Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
3.	Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
4.	Detailed work plans aligned with the selected Transformation Strategy that outlines programming across the Main Street Four Points. Work plans include the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
5.	A dedicated budget for the district's revitalization programming and the Main Street program's operations.	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
6.	Demonstrated support from the municipality for the Main Street program. This can include leadership participation, funding, in-kind and philosophical support.	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
7.	Reinvestment statistics are reported as required by the Coordinating program (monthly, quarterly, or annually).	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
8.	Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the coordinating program logo.	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐
9.	An annual report, infographic, press release, or other documentation to explain the progress of your program last year.	Yes ☐	No ☐	Yes ☐	No ☐	Yes ☐	No ☐

Community Assessment Worksheet

THE STANDARDS

Next, to determine where your community is on the path to designation, use the following tables to score how your Main Street program's work ranks on the Indicators listed for each of the six Standards based on a scale of 1-5.

1 Not being addressed.

2 Minimal work but needs more effort.

3 Evidence of satisfactory progress.

4 Has achieved success within this indicator.

**5 Outstanding achievement.
One that other programs could replicate.**

Communities must meet the Baseline Requirements and average at least three (3) points per Standard to achieve Accreditation.

Note: Some Indicators will require documentation. At a minimum, this will include providing your program's annual budget and work plan when completing your self-assessment in the Community Evaluation Platform.

TIP

Find a quick link to the Community Evaluation Platform and additional resources about the Standards at mainstreet.org/evaluation-platform.

1 BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

	LP	CP	MSA	Notes
Partnerships and Collaboration				
Indicator I	—	—	—	
District and Community Outreach				
Indicator I	—	—	—	
Communications and Public Relations				
Indicator I	—	—	—	
Indicator II	—	—	—	
Standard I Average	0.0	0.0	0.0	

Community Assessment Worksheet

2 INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

	LP	CP	MSA	Notes
Inclusive Organizational Culture and Diverse Volunteer Engagement				
Indicator I	—	—	—	
Indicator II	—	—	—	
Indicator III	—	—	—	
Active Board Leadership and Supporting Volunteer Base				
Indicator I <i>Required</i>	—	—	—	
Indicator II	—	—	—	
Indicator III	—	—	—	
Professional Staff Management				
Indicator I <i>Required</i>	—	—	—	
Indicator II	—	—	—	
Effective Operational Structure				
Indicator I <i>Required</i>	—	—	—	
Standard II Average	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	

3 DIVERSE FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

	LP	CP	MSA	Notes
Balanced Funding Structure				
Indicator I	—	—	—	
Strategic Revenue Development and Fundraising				
Indicator I	—	—	—	
Budget and Work Plan Alignment				
Indicator I	—	—	—	
Financial Management and Best Practices				
Indicator I	—	—	—	
Indicator II	—	—	—	
Standard III Average	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	

Community Assessment Worksheet

4 STRATEGY-DRIVEN PROGRAMMING

	LP	CP	MSA	Notes
Planning Guided by Inclusive Community and Market-Informed Inputs				
Indicator I	___	___	___	
Defining Direction through Transformation Strategy Identification and Development				
Indicator I	___	___	___	
Strategy-Aligned Comprehensive Work Planning and Implementation Across all Four Points				
Indicator I	___	___	___	
Standard IV Average	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	

5 PRESERVATION-BASED ECONOMIC DEVELOPMENT

	LP	CP	MSA	Notes
Preservation Ethics and Education on Historic and Cultural Assets				
Indicator I	___	___	___	
Indicator II	___	___	___	
Standards and Best Practices for Place-based, People-focused Design				
Indicator I	___	___	___	
Promotion of Historic, Heritage, and Cultural Assets				
Indicator I	___	___	___	
Standard V Average	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	

Community Assessment Worksheet

Evaluation Acknowledgment

6 DEMONSTRATED IMPACT AND RESULTS

	LP	CP	MSA	Notes
Demonstrating the Value of Main Street				
Indicator I	—	—	—	
Measuring and Packaging Quantitative and Qualitative Outcomes				
Indicator I	—	—	—	
Indicator II	—	—	—	
Promoting Progress and Demonstrating Impact and Results				
Indicator I	—	—	—	
Standard VI Average	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	

CUMULATIVE AVERAGE SCORES

	LP	CP	MSA
1 BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION	0.0	0.0	0.0
2 INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY	0.0	0.0	0.0
3 DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS	0.0	0.0	0.0
4 STRATEGY-DRIVEN PROGRAMMING	0.0	0.0	0.0
5 PERSERVATION-BASED ECONOMIC DEVELOPMENT	0.0	0.0	0.0
6 DEMONSTRATED IMPACT AND RESULTS	0.0	0.0	0.0

LOCAL PROGRAM

PROGRAM NAME

REVIEWER

TITLE

DATE

COORDINATING PROGRAM

PROGRAM NAME

REVIEWER

TITLE

DATE

MAIN STREET AMERICA

REVIEWER

TITLE

DATE

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STAFF REPORT

TO: Downtown Advisory Board

DATE: February 18, 2026

FROM: Jeff Wells, Assistant City Manager

PREPARED BY: Ashley Nowell, Downtown Director

SUBJECT: Downtown Committee & Volunteer Discussion

SUMMARY STATEMENT

At our last meeting, the Downtown Advisory Board had a discussion with Naomi Riley from NC Main Street regarding the board's rules and procedures and board terms. Staff and board will discuss rules, procedures, terms, and any changes that may need to be made.

REVIEW

At the January Downtown Advisory Board meeting, the board discussed rules and procedures with NC Main Street staff, Naomi Riley. Staff has found the rules and procedures and terms for the current board. The Downtown Advisory Board will review and discuss any changes that may need to be made.

RECOMMENDATION

This item is for discussion.

Attachments:
DAB Rules & Procedures
DAB Member List

DOWNTOWN ADVISORY BOARD

1. Created.
 - (a) The Monroe Downtown Advisory Board having been created by the City of Monroe City Council shall be hereafter referred to as the Downtown Advisory Board.
 - (b) The Downtown Advisory Board shall be considered a public body and is subject to all rules and regulations for public bodies contained in the North Carolina's Open Meetings regulation, G.S. §§143-318.10 et seq.
2. General Duties and Powers. The general purpose of the Downtown Advisory Board is to serve as an advisory board to make recommendations to City Council subject to such limitations as may be imposed by state law or by ordinances of the City, the board shall be embodied for the following purposes:
 - (a) Advise, deliberate and make recommendations to the City Council to help facilitate the implementation of the Downtown Master Plan.
 - (b) Serve to support economic development efforts and the marketing and promotion of downtown.
 - (c) Identify appropriate uses for downtown and identify developers/investors for downtown development.
 - (d) Recommend to City Council an overall policy for the continued development and sustainability of downtown.
 - (e) Develop financial tools for downtown development.
 - (f) Promote and facilitate the improvement of downtown infrastructure, including water, public safety, parks, parking, transportation, utilities sidewalks, sewer, and streetscape.
 - (g) Promote and facilitate a program to assist in business retention in the downtown.
 - (h) Promote and facilitate a marketing program to increase sales, visitors, and awareness of downtown.
 - (i) Provide City Council with representative community participation in preparing and implementing plans and reports concerning development of downtown.
 - (j) Promote, facilitate, and act as liaison to catalytic developments significantly affecting the downtown area.
3. Meetings, Attendance, and Compensation.
 - (a) Meetings. The board shall establish its meeting schedule. Special meetings may be called by the Chair, Vice Chair, or City Manager.
 - (b) Attendance. Any member of the Downtown Advisory Board who misses more than three (3) consecutive regular meetings or more than half the regular meetings in a calendar year shall be subject to removal and replacement by the City Council. Absences due to sickness, death or other emergencies of like nature shall be recognized as approved absences and shall not affect the member's status on the Commission; except that in the event of a long illness or other cause for prolonged absence, the member shall be replaced.

- (c) Compensation. Members of the Downtown Advisory Board shall receive compensation in the amount of seventy-five dollars (\$75) per meeting for the Chairman and fifty dollars (\$50) per member, per meeting attended.
- 4. Membership, Terms of Office, and Officers.
 - (a) Membership. The Downtown Advisory Board shall be appointed by City Council and consist of seven (7) citizen members. Members shall be required to be any of the following: residents of the City of Monroe; the full owner of a business located in the City's Downtown Central Business District; have no less than a ten percent (10%) ownership stake in a business located in the City's Downtown Central Business District; be a partner in a business located in the City's Downtown Central Business District (by way of illustration an individual who is a partner in a firm that provides legal services or accounting service would meet this requirement); or an employee of a business located in the City's Downtown Central Business District. The City Manager, or designee, shall serve as an ex officio non-voting member.
 - (b) Terms of Office. Members of this board shall serve staggered four (4) year terms.
 - (c) Officers. Chair and Vice Chair will be appointed by the City Council.
- 5. Quorum and Voting. A quorum shall be constituted by a simple majority of board members, excluding vacancies. The Chair or the presiding member of the board shall vote on all matters of business considered by the board. A quorum shall be required before any vote is taken.

DOWNTOWN ADVISORY BOARD MEMBERS

NAME/ADDRESS	DATE/ACTION/TERM/REPLACED	TERM EFFECTIVE	TERM EXPIRATION	OATH ON FILE	CODE OF ETHICS
Lisa Boix 4714 Gum Lane Monroe, NC 28112 Lboix.msb@gmail.com (704) 609-3152	01-14-2025 Appointed to Full Term to replace Kay Klaren	01-01-2025	12-31-2028	Yes	Yes
Sheila Crunkleton 107 Buck Hill Road Monroe, NC 28112 Sheila.crunkleton@redcross.org (704) 619-4770	01-18-2024 Appointed to Full Term to replace Caroline Brown	01-01-2024	12-31-2026	Yes	Yes
Bill Heisner 408 W. Windsor Street Monroe, NC 28112 carawillrealty@gmail.com (704) 254-1850	01-14-2025 Appointed to a Full Term to replace Marie Starnes	01-01-2025	12-31-2028	Yes	Yes
Clint Lawrence 115 N. Church Street Monroe, NC 28112 clint@lawrencesurbeying.com (704) 219-9832	01-14-2025 Appointed to Full Term to replace Jason Walle	01-01-2025	12-31-2028	Yes	Yes

NAME/ADDRESS	DATE/ACTION/TERM/REPLACED	TERM EFFECTIVE	TERM EXPIRATION	OATH ON FILE	CODE OF ETHICS
Greg Moore 101 N. Crawford Street Monroe, NC 28112 gregmoorenync@gmail.com (980) 215-3564	01-14-2025 Appointed to Full Term	01-01-2025	12-31-2028	Yes	Yes
Joyce Rentschler Chair 313 North Main Street Monroe, NC 28112 jrentschler@juno.com (704) 207-3102	01-18-2024 Reappointed to Full Term 12-13-2021 Appointed to Chair by City Council 07-13-2021 Appointed to a three-year term to replace Roopal Das	01-01-2024 01-01-2022 01-01-2021	12-31-2026 12-31-2023 12-31-2023	Yes	Yes
Courtney Stevens-Garrison 2505 Goldmine Road Monroe, NC 28110 courtney@superiorhomemedical.com (704) 607-2587	01-14-2025 Appointed to Full Term	01-01-2025	12-31-2028	Yes	Yes
City Manager Mark Watson PO Box 69 Monroe, NC 28111-0069 mwatson@monroenc.org (704) 282-4501 Ex-Officio (Non-Voting Member)					

ORDINANCE TO AMEND CITY OF MONROE CODE OF ORDINANCES
TITLE III: ADMINISTRATION
CHAPTER 32: BOARDS, COMMISSIONS AND DEPARTMENTS
O-2025-22

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF MONROE THAT TITLE III, CHAPTER 32 OF THE MONROE ORDINANCES IS HEREBY AMENDED AS FOLLOWS:

Section 1. Delete Chapter 32 in its entirety and replace with the following:

CHAPTER 32: BOARDS, COMMISSIONS, AND COMMITTEES

Section 2. Add the following new sections to read as follows:

32.01. The following boards, commissions, and committees are hereby established as provided herein and organized into the following types of committees:

CITY COUNCIL COMMITTEES

32.10. The purpose of a Council Committee is to review all items coming to City Council from a Citizen Advisory Committee or Statutory Committee, refer matters for consideration to a Citizen Advisory Committee within the subject matter of the committee, and make appropriate recommendations before an item is placed on a City Council agenda. City Council Committees shall be composed of up to three City Council members without citizen appointees. The Public Enterprise Committee, General Services Committee, Citizens Appointment Committee, and Public Safety Committee comprise the Council Committees.

32.11. Public Enterprise Committee. The Public Enterprise Committee reviews, evaluates, and makes recommendations regarding matters involving City public enterprises operations including water, wastewater, electric utilities, natural gas utilities, stormwater utilities, the Charlotte-Monroe Executive Airport, solid waste, and any other enterprise established within the City. In addition, the Committee shall review and make recommendations to City Council on environmental matters or other matters as directed by City Council.

32.12. General Services Committee. The General Services Committee reviews, evaluates and makes recommendations regarding policies and practices involving general administrative functions such as finance, customer service, human resources, employee benefits, facilities, technology services and other administrative matters. In addition, General Services will review and make recommendations regarding Downtown Monroe, Economic Development, and Community Development matters.

32.13. Citizens Appointment Committee. The Citizens Appointment Committee reviews applications and makes recommendations to City Council on appointment of members to the various City boards, committees, and commissions. In addition, the Citizens Appointment Committee shall review and make recommendations to City Council regarding the appointment procedure and process. The Mayor Pro Tem shall serve as Chair of the Citizens Appointment Committee.

32.14. Public Safety Committee. The Public Safety Committee shall review, evaluate, and make recommendations on matters related to public safety including policies, procedures, and services provided by the Monroe Police Department and Monroe Fire Department. In addition, Public Safety reviews and makes recommendations on matters involving streets, engineering, building code, building code/minimum housing enforcement, and civil ordinance enforcement in general.

CITIZEN ADVISORY COMMITTEES

32.20. The purpose of a Citizens Advisory Committee is to consider matters within its program or subject matter area and make recommendations to City Council regarding policies, procedures, ordinances, and funding priorities. A Citizen Advisory Committee shall be composed of only citizens with a minimum of one City staff member to serve ex officio as a non-voting member based on their expertise in the subject matter of the committee. All Citizen Advisory Committee matters must be reviewed and considered by a Council Committee prior to being placed on a City Council agenda. The Parks and Recreation Advisory Commission, Airport Advisory Commission, Economic Development Advisory Board, Downtown Advisory Board, Planning Board, Community Development Advisory Committee comprise the Citizens Advisory Committees.

32.21. Parks and Recreation Advisory Commission.

1. Purpose. The City hereby establishes an advisory Parks and Recreation Commission to investigate the recreational needs of the City and make recommendations to the City Council and City Manager relative to all phases of recreation.
2. Membership; Compensation.
 - (a) Composition and Term. The Commission shall consist of seven (7) members, all appointed by the City Council, for four-year staggered terms. City Council appoints the Chair and Vice Chair.
 - (b) Requirements. All members must be residents of the City.
 - (c) Compensation. Commission members serve without compensation.
3. Meetings. The Commission shall establish a regular meeting schedule, which meetings are open to the public, to review and recommend policies and plans and programs for the City Parks and Recreation Department.

32.22. Airport Advisory Commission.

1. Created. The Airport Commission is created under authority of G.S. 63-53.
2. Membership. The Airport Commission shall consist of seven (7) members, three (3) of which are not required to be residents of the City of Monroe. The City Manager, or designee, shall serve as an ex officio member without a vote.
3. Designation of Chairperson; Term of Office for Members. The City Council designates the Chairperson and Vice Chairperson of the Airport Commission. All members shall serve for a period of four (4) years.
4. Attendance. Any member of the Airport Commission who misses more than three (3) consecutive regular meetings or more than half the regular meetings in a calendar year shall lose his or her status as a member of the Commission and shall be replaced or reappointed by the City Council. Absences due to sickness, death or other emergencies of like nature shall be recognized as approved absences and shall not affect the member's status on the Commission; except that in the event of a long illness or other cause for prolonged absence, the member shall be replaced.
5. Compensation. The citizen members of the Airport Commission are paid seventy-five dollars (\$75) per meeting for the Chairperson and fifty dollars (\$50) per member, per meeting attended, and are reimbursed for all expenses incurred by them in the course of their duties.
6. Meetings. The Airport Commission shall set a regular meeting schedule to include one (1) regular meeting each month, which is open to the public. The Chair, Vice Chair, or City Manager may cancel a regular meeting, or call a special meeting consistent with the procedures set out in § 32.50K.
7. Adoption of Rules; Records. The Airport Commission may adopt rules consistent with this ordinance for the orderly conduct of its business and keep records of its proceedings which are public record.
8. Duties. The Airport Commission is charged with the duty of investigating, studying and making recommendations to the City Council pertaining to the construction, enlargement, improvement, maintenance, equipment, operation and regulation of the Charlotte-Monroe Executive Airport.
9. Commission as Advisory Body. The Airport Commission shall not have legislative powers of its own, but shall act as an advisory body to the City Council concerning the matters in which it has charge. The City receives

recommendations on construction, enlargement, operation and regulations of the Charlotte-Monroe Executive Airport.

32.23. Economic Development Advisory Board.

1. Purpose. The purpose of the Monroe Economic Development Advisory Board is to advise and make recommendations to City Council regarding economic development activities within the City of Monroe, serve as a liaison between the City of Monroe and businesses and industries in the City, and promote economic development in the greater City of Monroe.
2. Composition. The Monroe Economic Development Advisory Board shall consist of seven (7) members appointed by the City Council. The City Manager, or his designee, shall serve as ex officio member without a vote.
3. Designation of Chairperson; Term of Office for Members. The City Council designates the Chairperson and Vice Chairperson of the Economic Development Advisory Board. All members shall serve for a period of four (4) years.
4. Attendance. Any member of the Economic Development Advisory Board who misses more than three (3) consecutive regular meetings or more than half the regular meetings in a calendar year shall lose his or her status as a member of the Board and shall be replaced or reappointed by the City Council. Absences due to sickness, death or other emergencies of like nature shall be recognized as approved absences and shall not affect the member's status on the Board; except that in the event of a long illness or other cause for prolonged absence, the member shall be replaced.
5. Compensation. The members of the Board serve without compensation.
6. Meetings. The Economic Development Advisory Board shall set a regular meeting schedule and all meetings are open to the public. The Chair, Vice Chair, or City Manager may cancel a regular meeting, or call a special meeting consistent with the procedures set out in § 32.50K.
7. Adoption of Rules; Records. The Board adopts rules for transactions and keeps a record of its resolutions, transactions, findings and determinations, all of which are public record.
8. Board as Advisory Body. The Economic Development Advisory Board shall not have legislative powers of its own, but shall act as an advisory body to the City Council concerning the matters in which it has charge.

32.24. Downtown Advisory Board.

1. Created.
 - (a) The Monroe Downtown Advisory Board having been created by the City of Monroe City Council shall be hereafter referred to as the Downtown Advisory Board.
 - (b) The Downtown Advisory Board shall be considered a public body and is subject to all rules and regulations for public bodies contained in the North Carolina's Open Meetings regulation, G.S. §§143-318.10 et seq.
2. Membership, Terms of Office, and Officers.
 - (a) Membership. The Downtown Advisory Board shall be appointed by City Council and consist of seven (7) citizen members. Members shall be required to be any of the following: residents of the City of Monroe; the full owner of a business located in the City's Downtown Central Business District; have no less than a ten percent (10%) ownership stake in a business located in the City's Downtown Central Business District; be a partner in a business located in the City's Downtown Central Business District (by way of illustration an individual who is a partner in a firm that provides legal services or accounting service would meet this requirement); or an employee of a business located in the City's Downtown Central Business District. The City Manager, or designee, shall serve as an ex officio non-voting member.
 - (b) Terms of Office. Members of this board shall serve staggered four (4) year terms.
 - (c) Officers. Chair and Vice Chair will be appointed by the City Council.
3. Meetings, Attendance, and Compensation.
 - (a) Meetings. The board shall establish its meeting schedule. Special meetings may be called by the Chair, Vice Chair, or City Manager.
 - (b) Attendance. Any member of the Downtown Advisory Board who misses more than three (3) consecutive regular meetings or more than half the regular meetings in a calendar year shall be subject to removal and replacement by the City Council. Absences due to sickness, death or other emergencies of like nature shall be recognized as approved absences and shall not affect the member's status on the Commission; except that in the event of a long illness or other cause for prolonged absence, the member shall be replaced.
 - (c) Compensation. Members of the Downtown Advisory Board shall receive compensation in the amount of seventy-five dollars (\$75) per meeting for the Chairman and fifty dollars (\$50) per member, per meeting attended.

4. Quorum and Voting. A quorum shall be constituted by a simple majority of board members, excluding vacancies. The Chair or the presiding member of the board shall vote on all matters of business considered by the board. A quorum shall be required before any vote is taken.
5. General Duties and Powers. The general purpose of the Downtown Advisory Board is to serve as an advisory board to make recommendations to City Council subject to such limitations as may be imposed by state law or by ordinances of the City, the board shall be embodied for the following purposes:
 - (a) Advise, deliberate and make recommendations to the City Council to help facilitate the implementation of the Downtown Master Plan.
 - (b) Serve to support economic development efforts and the marketing and promotion of downtown.
 - (c) Identify appropriate uses for downtown and identify developers/investors for downtown development.
 - (d) Recommend to City Council an overall policy for the continued development and sustainability of downtown.
 - (e) Develop financial tools for downtown development.
 - (f) Promote and facilitate the improvement of downtown infrastructure, including water, public safety, parks, parking, transportation, utilities sidewalks, sewer, and streetscape.
 - (g) Promote and facilitate a program to assist in business retention in the downtown.
 - (h) Promote and facilitate a marketing program to increase sales, visitors, and awareness of downtown.
 - (i) Provide City Council with representative community participation in preparing and implementing plans and reports concerning development of downtown.
 - (j) Promote, facilitate, and act as liaison to catalytic developments significantly affecting the downtown area.

32.25. Planning Board. Although the Planning Board is created by North Carolina General Statute, its purpose is to make land use and development recommendations to City Council. As such, the Planning Board serves an advisory role. However, all recommendations from the Planning Board must go directly to City Council as provided by state law without review by a Council Committee.

1. Created. There shall be a Planning Board of the City of Monroe in accordance with the following provisions:
2. Appointments; Terms. The Planning Board (PB) shall consist of seven (7) Regular members plus two (2) additional members which are designated Alternate Members to attend all meetings and serve if one (1) of the Regular Members is absent or unable to participate.

- (a) Members shall be residents of the City of Monroe and shall be appointed by City Council; one (1) Regular Member may reside outside of the City but within the extraterritorial jurisdiction (ETJ).
 - (b) City Council shall appoint the Chair and Vice Chair of the Planning Board who shall serve at the pleasure of the Council. The Chair or Vice Chair shall be subject to the term limit restrictions in § 32.50F of the City Code during the time they serve as Chair or Vice Chair.
 - (c) In addition to the foregoing Regular and Alternate Members, one (1) member of the Monroe Youth Council may serve as an ex officio, non-voting, uncompensated member. The Monroe Youth Council shall select the Youth Council ex officio member at the time it elects officers annually.
 - (d) The Chairperson shall receive seventy-five dollars (\$75) per meeting attended. All other members, including Alternate Members, shall receive fifty dollars (\$50) per meeting attended.
 - (e) Member Terms. Planning Board members shall be appointed for four (4) year staggered terms expiring on December 31st.
 - (i) Members may serve two (2) consecutive terms.
 - (ii) Any vacancy in the membership shall be filled for the unexpired term.
 - (iii) Members may continue to serve until their successors have been appointed.
 - (iv) An Alternate Member may be appointed a Regular Member at which time City Council shall appoint a replacement Alternate Member.
3. Organization, Rules, Meetings, and Records. Consistent with Article 3 of Chapter 160D of the North Carolina General Statutes, the Planning Board shall adopt rules for transaction of its business and shall keep a record of its members' attendance and of its resolutions, discussions, findings, and recommendations, which shall be a public record.
4. Meetings. The Planning Board shall adopt a regular meeting schedule.
- (a) The Planning Board may hold such special meetings as conduct of its business may require.
 - (b) All meetings shall be open to the public.
 - (c) The Planning Board shall keep minutes of its proceedings, showing the vote of each member upon every action or, if absent or failing to vote, indicate such fact.
 - (d) Unless otherwise provided by law, all records and minutes shall be public record.
5. Quorum. No official business of the Planning Board may be conducted without a quorum present.

6. Participating and Voting. The concurring vote of a majority of the then-sitting Members of the Board, whether Regular or Alternates, shall be required on all matters. A majority of the then-sitting Regular Members shall be required to decide any other matter or to determine an appeal made in the nature of certiorari.
- (a) For the purposes of this division, an Alternate Member shall fill in for vacant positions on the Board and members who are not disqualified from voting on a matter which shall constitute the then-sitting Regular Members for each matter in consideration. Vacant or disqualified members shall not be considered members of the Board for calculation of the requisite majority if there are no qualified alternates available to take the place of such members. Once a member is physically present at a Planning Board meeting, any subsequent failure to vote will be recorded as an affirmative vote unless the member has recused himself or herself, or been excused in accordance with the division below.
 - (b) Members shall not vote on any advisory or legislative decision regarding a development regulation where the outcome of the matter being considered is reasonably likely to have a direct, substantial, and readily identifiable financial impact on the member. An appointed board member shall not vote on any zoning amendment if the landowner of the property subject to the zoning petition or the applicant for a text amendment is a person with whom the member has a close familial, business, or other associational relationship. For purposes of this section, a “close familial relationship” means a spouse, parent, child, brother, sister, grandparent, or grandchild. The term includes the step, half, and in-law relationships. In addition, a member who was not present at the hearing at which evidence relevant to the matter at issue was taken shall not vote on the matter.
 - (c) Attendance. Any member of the Planning Board who misses more than three (3) consecutive regular meetings or more than half the regular meetings in a calendar year shall be subject to removal and replacement by the City Council. Absences due to sickness, death or other emergencies of like nature shall be recognized as approved absences and shall not affect the member’s status on the Commission; except that in the event of a long illness or other cause for prolonged absence, the member shall be replaced.
7. General Powers and Duties. The following shall be the responsibility of the Planning Board:
- (a) Generally. The Planning Board shall provide an advisory function, except where otherwise noted, to assist in making decisions pertaining to amendments to the comprehensive plan and the City of Monroe UDO, and applications for development approval.
 - (b) Prepare plans. The Planning Board shall prepare and recommend to the City Council, and from time to time amend and revise a

recommended comprehensive and coordinated plan for the physical, social, and economic development of the area. It shall prepare and recommend to the City Council policies, ordinances, administrative procedures and other means for promotion of the orderly development along lines indicated in the comprehensive plan and advise it concerning proposed amendments of such ordinances.

- (c) Zoning map amendment. The Planning Board shall review and recommend to City Council general and conditional district rezoning requests.
- (d) UDO text amendment. The Planning Board shall review and recommend to City Council proposed UDO text amendments.
- (e) Land use plans. The Planning Board shall review and recommend to City Council proposed land use plans and amendments.
- (f) Planned development. The Planning Board shall review and recommend to City Council proposed planned developments.
- (g) Other duties. The Planning Board may perform any other duties that may lawfully be assigned to it.

32.26. Community Development Advisory Committee.

1. Purpose. The Community Development Advisory Committee shall review and advise City staff and City Council regarding matters involving community development, citizen quality of life, area revitalization, housing, animal welfare, homeless individuals and policies on the provision of City services to special needs citizens.
2. Membership; Compensation.
 - (a) Composition and Term. The Committee shall consist of seven (7) members, all appointed by the City Council, for four-year staggered terms. City Council appoints the Chair and Vice Chair.
 - (b) Requirements. All members must be residents of the City.
 - (c) Compensation. Committee members serve without compensation.
3. Meetings. The Committee shall establish a regular meeting schedule, which meetings are open to the public.

STATUTORY COMMITTEES

32.30. Statutory Committees are created by state statute for the specific purpose set out in the statute and composed exclusively of citizens. Quasi-judicial matters heard by a statutory committee is the final administrative action by the City with no right of appeal to City Council. Except for the Planning Board, other matters and recommendations from statutory committees shall be reviewed by a Council Committee within the committee's subject matter before being placed on a City Council agenda. The Monroe Tourism Development Authority, Board of Adjustment, Historic District Commission, Historic Preservation Commission,

Alcoholic Beverage Control Board, Firefighter Relief Fund, and Monroe Housing Authority comprise the Statutory Committees.

32.31. Monroe Tourism Development Authority.

1. Purpose and Duties. The Monroe Tourism Development Authority is established to carry out the purpose and duties pursuant to and in conformity with North Carolina Session Law 2001-439 section 4.1 et seq.
2. Members; Terms. The Monroe Tourism Development Authority shall consist of ten (10) members composed of the Chair, or designee, of Monroe Downtown Advisory Board, Executive Director, or designee, of the Union County Community Arts Council, President, or designee, of the Union County Chamber of Commerce, three (3) members affiliated with the hotel/motel industry, one (1) member affiliated with the restaurant industry, and three (3) members shall be at-large. At least one-third (1/3) of the members of the Monroe Tourism Development Authority shall consist of members affiliated with businesses that collect the room occupancy tax in the City, and at least three-fourths (3/4) of the members must be individuals who are currently active in the promotion of travel and tourism in the City. The City Manager, or his or her designee, shall serve ex-officio as a non-voting member. All members shall be appointed by City Council for three (3) year, staggered terms with the initial appointments designated by City Council to consist of one-third (1/3) for one (1) year terms, one-third (1/3) for two (2) year terms, and one-third (1/3) for three (3) year terms. All members shall be residents of Union County or be employed by businesses located in Union County. City Council shall designate one (1) member of the Authority to serve as Chair and one (1) as Vice Chair and shall designate one (1) City Council member to serve as an ex-officio, non-voting member. Unless otherwise provided herein, appointments and terms shall be governed by this ordinance or Monroe Policy GA-05, Rules Boards and Commissions.
3. Finance. The Monroe Tourism Development Authority shall be a public authority under the Local Government Budget and Fiscal Control Act. The City of Monroe Finance Officer shall serve as the ex officio finance officer of the Authority. The Authority shall report quarterly and at the close of the fiscal year to the City Council on its receipts and expenditures for the preceding quarter and for the year in such detail as required by City Council.
4. Meetings. The initial meeting of the Monroe Tourism Development Authority shall be at a date, time and place to be designated by the City Manager for such meeting. Thereafter, regular meetings of the Authority shall be at the date, time and place determined by the members. At the initial meeting, the membership shall adopt reasonable bylaws to govern itself and additional officers pursuant to the duly adopted bylaws of the Authority. All

meetings of the Authority shall be open to the public and the subject to the North Carolina Open Meetings Law, G.S. § 143.318.9 et seq.

5. Compensation. Members of the Monroe Tourism Development Authority shall serve without compensation.

32.32. Board of Adjustment.

1. Created. There shall be a Board of Adjustment of the City of Monroe in accordance with the following provisions:
2. Appointments and Terms.
 - (a) The Board of Adjustment (BOA) shall consist of a minimum of five (5) and a maximum of seven (7) Regular Members plus two (2) Alternate Members to attend all meetings which shall replace and substitute for an absent or disqualified regular member not available to hear a matter on a case-by-case basis. All members including Alternate Members shall be appointed by City Council, and the Chair and Vice Chair shall be appointed by City Council.
 - (b) Members of the Board of Adjustment shall be residents of the City and shall be appointed by City Council; one (1) member may reside outside of the City but within the extraterritorial jurisdiction (ETJ).
 - (c) The Chairperson shall receive seventy-five dollars (\$75) per meeting attended. All other members shall receive fifty dollars (\$50) per meeting attended.
 - (d) Member Term. Board of Adjustment members shall be appointed for four (4) year staggered terms expiring on December 31st.
 - i. Members may serve two (2) consecutive terms.
 - ii. Any vacancy in the membership shall be filled for the unexpired term.
 - iii. Members may continue to serve until their successors have been appointed.
 - iv. An Alternate Member may be appointed a Regular Member at which time City Council shall appoint a replacement Alternate Member.
3. Rules of Procedure.
 - (a) Generally. Consistent with Article 4 of Chapter 160D and §160D-302 of the North Carolina General Statutes, the Board of Adjustment shall adopt rules for the transaction of its business and shall keep a record of its members' attendance and its resolutions, discussions, findings and recommendations, which record shall be public record.
 - (b) Meetings. The Board of Adjustment shall adopt a regular meeting schedule. In addition, the Board of Adjustment may hold such special meetings as the conduct of its business may require. All meetings and hearings shall be open to the public.

- (c) Quorum. No official business of the Board of Adjustment may be conducted without a quorum present.
 - (d) Participating and Voting. The concurring vote of four-fifths (4/5) of the then-sitting Members of the Board, whether Regular or Alternate, shall be necessary to grant a variance or take any other required action. A majority of the then-sitting Regular Members shall be required to decide any other quasi-judicial matter or to determine an appeal made in the nature of certiorari.
 - i. For the purposes of this division, vacant positions on the Board and members who are disqualified from voting on a quasi-judicial matter shall not be considered members of the Board for calculation of the requisite majority if there are no qualified alternates available to take the place of such members. Alternate Members shall replace and sit in the place of absent or disqualified Regular Members and be considered a then-sitting Regular Member for purposes of hearing a particular matter before the Board.
 - ii. Once a member is physically present at a Board of Adjustment meeting, any subsequent failure to vote will be recorded as an affirmative vote unless the member has recused himself or herself, or been excused in accordance with the division below.
 - iii. A member shall not participate in or vote on any quasi-judicial matter in a manner that would violate an affected person's constitutional rights to an impartial decision maker. Impermissible violations of due process include, but are not limited to, a member having a fixed opinion prior to hearing the matter that is not susceptible to change, undisclosed ex parte communications, a close familial, business, or other associational relationship with an affected person, or a financial interest in the outcome of the matter. For purposes of this section, a "close familial relationship" means a spouse, parent, child, brother, sister, grandparent, or grandchild. The term includes the step, half, and in-law relationships. In addition, a member who was not present at the hearing at which evidence relevant to the matter at issue was taken shall not vote on the matter.
 - (e) Board Member Attendance. Any member of the Board of Adjustment who misses more than three (3) consecutive regular meetings, or more than half of the regular meetings in a calendar year shall be subject to removal and replacement by City Council.
- (4) General Powers and Duties. The Board of Adjustment shall have all the powers and duties as authorized by state law, and in the manner provided for in City of Monroe UDO. Generally, such powers and duties shall include, but not be restricted to, the following:

- (a) Special use permits.
 - (b) Variances.
 - (c) Temporary use permit (60-day or more).
 - (d) Appeals.
- (5) Reconsideration of Board of Adjustment Action.
 - (a) Whenever the Board of Adjustment disapproves an application on any basis other than the failure of the applicant to submit a complete application, such action may not be reconsidered by the respective board for a period of one (1) year unless the applicant clearly demonstrates that:
 - i. Circumstances affecting the property that are the subject of the application have substantially changed; and/or
 - ii. New information is available that could not with reasonable diligence have been presented at a previous hearing. A request to be heard on this basis must be filed with the administrator within the time period for an appeal to superior court. However, such a request does not extend the period within which an appeal must be taken.
 - (b) Notwithstanding division (a) above, the Board of Adjustment may at any time consider a new application affecting the same property that an application has been previously denied for. A new application is one that differs in some substantial way from the one previously considered.

32.33. Historic District Commission.

- 1. Created. There shall be a Historic District Commission of the City of Monroe in accordance with the provisions set out herein.
- 2. Purpose. The purpose of the Historic District Commission (HDC) is to identify, protect, and preserve Monroe's historic architectural resources and to educate the public on those resources and historic preservation. The Historic District Commission serves as an advisory board to the City Council and as a quasi-judicial body, which determines Certificates of Appropriateness and makes decisions on proposals for exterior changes to or demolition of any properties as well as new construction within Historic Districts.
- 3. Appointments and Terms.
 - (a) Members. The Historic District Commission shall consist of seven (7) regular citizen members appointed by the City Council. City Council shall appoint the Chair and Vice Chair.
 - (b) The Chairperson shall receive seventy-five dollars (\$75) per meeting attended. All other members shall receive fifty dollars (\$50) per meeting attended.

- (c) Member Terms. Members of the Historic District Commission shall serve terms of four (4) years. A member may be reappointed for a second consecutive term, but after two (2) consecutive terms a member shall be ineligible for reappointment until one (1) calendar year has elapsed from the date of the termination of their second term.
 - (d) Qualifications. All members of the Historic District Commission shall be residents of the territorial zoning jurisdiction of the City, and a majority of the members shall have demonstrated special interest, experience, or education in history or architecture.
- 4. Rules of Procedure.
 - (a) Generally. Consistent with Part 4, Article 9 of Chapter 160D of the North Carolina General Statutes, the Historic District Commission shall adopt rules for the transaction of its business and shall keep a record of its members' attendance and its resolutions, discussions, findings and recommendations, which record shall be public record.
 - (b) Meetings. The Historic District Commission shall adopt a regular meeting schedule. In addition, the Historic District Commission may hold such special meetings as the conduct of its business may require. All meetings and hearings shall be open to the public.
 - (c) Quorum. No official business of the Historic District Commission may be conducted without a quorum present.
 - (d) Participating and Voting. The majority of the Historic District Commission board shall be necessary on all decisions.
 - i. For the purposes of this division, vacant positions on the Board and members who are disqualified from voting on a quasi-judicial matter shall not be considered members of the Board for calculation of the requisite majority if there are no qualified alternates available to take the place of such members. Once a member is physically present at a Historic District Commission meeting, any subsequent failure to vote will be recorded as an affirmative vote unless the member has recused himself or herself, or been excused in accordance with the division below.
 - ii. A member shall not participate in or vote on any quasi-judicial matter in a manner that would violate an affected person's constitutional rights to an impartial decision maker. Impermissible violations of due process include, but are not limited to, a member having a fixed opinion prior to hearing the matter that is not susceptible to change, undisclosed ex parte communications, a close familial, business, or other associational relationship with an affected person, or a financial interest in the outcome of the matter. For purposes of this section, a "close familial relationship" means a spouse, parent, child, brother, sister, grandparent, or

grandchild. The term includes the step, half, and in-law relationships. In addition, a member who was not present at the hearing at which evidence relevant to the matter at issue was taken shall not vote on the matter.

- (e) Attendance. Any member of the Historic District Commission who misses more than three (3) consecutive meetings, or more than half the regular meetings in a calendar year shall be subject to removal and replacement by the City Council. Absences due to sickness, death or other emergencies of like nature shall be recognized as approved absences and shall not affect the member's status on the Commission; except that in the event of a long illness or other cause for prolonged absence, the member shall be replaced.
- (f) Annual Report. An annual report shall be prepared and submitted by June 30 of each year to the City Council. The annual report shall include a comprehensive and detailed review of the activities, problems and actions of the Historic District Commission, as well as any budget requests and/or recommendations.
- (g) Minutes. The Historic District Commission shall keep permanent minutes of all its meetings. The minutes shall record attendance of its members and its resolutions, findings, recommendations, and actions. The minutes of the commission shall be a public record.

5. General Powers and Duties. The Historic District Commission is authorized and empowered to undertake such actions reasonably necessary to the discharge and conduct of its duties and responsibilities:

- (a) To recommend to the Planning Board districts or areas to be designated by ordinance as "historic districts."
- (b) To recommend to the Planning Board that designation of any district or area as a historic district be revoked or removed.
- (c) To consider and approve or deny applications for Certificates of Appropriateness (COA) for major work.
- (d) To give advice to property owners concerning the treatment of the historical and visual characteristics of their properties located within a district, such as color schemes, gardens and landscape features, and minor decorative elements.
- (e) To propose to the City Council changes to this subchapter or any related ordinance and to propose new ordinances or laws relating to a historic district or relating to the total program for the development of the historical resources of the City and its environs.
- (f) To cooperate with other City boards or commissions or other governmental units; to offer or request assistance, aid, guidance or advice concerning matters under its purview of mutual interest.
- (g) To publish information about, or otherwise inform the owners of properties within a district of any matters pertinent to its duties, organization, procedures, responsibilities, functions or requirements.

- (h) To undertake programs of information, research or analysis relating to any matters under its purview.
- (i) To report violations of this subchapter or related ordinances to the local official responsible for enforcement.
- (j) To assist City staff in obtaining the services of private consultants to aid in carrying out programs of research or analysis.
- (k) To recommend to the City Council and the state districts worthy of national, state or local recognition.
- (l) To initiate and participate in negotiations with owners and other parties in an effort to find means of preserving buildings scheduled for demolition.
- (m) To establish guidelines under which the Director of Planning and Development may approve certificates of appropriateness for minor work. No application shall be denied without first being considered by the commission.
- (n) To conduct hearings on applications for certificates of appropriateness.
- (o) To organize itself and conduct its business by whatever legal means it deems proper.
- (p) To exercise such other powers and perform such other duties as are required elsewhere by this subchapter, the General Statutes of North Carolina or the City Council.

32.34. Historic Preservation Commission. Adopted by Reference. The ordinance establishing a joint Union County Historic Preservation Commission is hereby adopted by reference and incorporated as if set out at length in Title XV: Land Usage - Chapter 152: Historic Properties. Copies of the Ordinance are on file in the office of the City Clerk.

32.35. Alcoholic Beverage Control Board.

1. Established. The City Council hereby establishes the Board of Alcoholic Beverage Control through an Enabling Act in the General Assembly.
2. Members; Terms. The Board is composed of a Chairperson and two (2) other members appointed by City Council. All terms are for a three (3) year period.
3. Duties. The ABC Board has all the powers and duties prescribed for Boards of Alcoholic Beverage Control by G.S. 18B-701 and is subject to the powers and authority of the State Board of Alcoholic Beverage Control.
4. Subject to State Law. The Monroe ABC Board and the operation of the stores are subject to the provisions of the state General Assembly.

5. Meetings; Compensation. The ABC Board shall meet monthly and shall be compensated at the rate of one hundred fifty dollars (\$150) per meeting.

32.36. Firefighter Relief Fund.

1. Members. The Firefighters Relief Fund Trustees shall be composed of five (5) members. Members shall serve no more than two (2) four (4) year terms. Two (2) members shall be elected by the members of the local fire department who are qualified as beneficiaries of such fund. Two (2) members shall be appointed by the City Council, and one (1) shall be named by the State Fire Marshall. Their selection and term of office shall be as follows:
 - a) The members of the fire department shall hold an election to elect two (2) representatives to the board to serve at the pleasure of the members of the department. The elected representatives may serve until their resignation or until the department holds an election to replace them. Board members elected pursuant to this subdivision shall be either active or retired members of the fire department.
 - b) The City Council shall appoint two (2) representatives to the board to serve at the pleasure of the governing body. Board members appointed pursuant to this subdivision shall be residents of the City of Monroe.
 - c) The State Fire Marshall shall appoint one (1) representative to serve as Trustee who shall serve at the pleasure of the Fire Marshall. The member appointed pursuant to this subdivision shall be either (i) a resident of the fire district or (ii) an active or retired member of the fire department.
 - d) All Trustees shall serve without pay for their services. The Trustees shall meet in the month of January to organize by electing from their members a Chairman and a Secretary and Treasurer, which the last two (2) positions may be held by the same person. The Board of Trustees shall maintain a good and sufficient surety bond as required by Chapter 58 Articles 84 and 85 of the North Carolina General Statute. If the Monroe Fire Chief is not named on the Board of Trustees as above provided, then they shall serve as ex officio members without privilege of voting on matters before the board.
2. Meetings; Compensation. The Trustees meet, as needed, on call of the Chief or Chairperson of the Board, and serve without compensation.
3. Duties.
 - (a) The Trustees meet, as needed, to review claims resulting from injuries or sickness related to financial loss of fire personnel and manage and disburse funds consistent with Chapter 58 Articles 84 and 85 of the North Carolina General Statutes.

- (b) Retirement benefits for retired fire personnel are reviewed by the Board.

32.37. Monroe Housing Authority.

1. Established. The City Council hereby establishes the Monroe Housing Authority pursuant to the N.C. Housing Authorities Law.
2. Members; Terms. Pursuant to Chapter 157 of the North Carolina General Statutes, the Monroe Housing Authority is composed of five (5) citizen Commissioners appointed by the Mayor who also designates the first Chairperson. The Commissioners shall elect from its membership a Chair and Vice Chair thereafter. Commissioners serve an overlapping term of five (5) years. At least one (1) Commissioner shall be a person directly assisted by the Housing Authority but shall not vote on matters directly involving that Commissioner's conduct or individual tenancy.
3. Duties. The Monroe Housing Authority shall have all the powers and duties prescribed for housing authorities as provided in Chapter 157 of the North Carolina General Statutes.
4. Meetings; Compensation. The Monroe Housing Authority shall meet monthly, and Commissioners shall serve without compensation.

AD HOC COMMITTEES

32.40. Ad Hoc Committees

1. Formerly known as Mayoral Committees, Ad Hoc Committees are short-term committees created for a specific purpose with a limited time duration. An Ad Hoc Committee may be created by the Mayor or by City Council. Such Committees shall be composed of Council members and citizens as determined at the time the committee is formed. In addition, City staff or other individuals with special expertise in a subject matter may be appointed to an Ad Hoc Committee as a non-voting ex officio member. Appointment of members shall follow the Citizen Appointment process required for appoints to any board, committee, or commission. All recommendations from an Ad Hoc Committee must be reviewed by a Council Committee before being placed on a City Council agenda.
2. The Mayor by proclamation, or City Council by resolution, shall set out the purpose and scope of the subject of the Committee as well as its duration.
3. Due to the short-term nature and specific purpose of Ad Hoc Committees, the Ad Hoc Committees the number of types of committees change periodically.

32.50. General Provisions. The following shall apply to all boards, committees, and commissions unless otherwise provided by law or ordinance:

1. **Appointment.** All appointments to a Citizen Advisory Committee, Statutory Committee, Ad Hoc Committee shall be made pursuant to an application consideration process established by City Council. Appointments to a Council Committee shall be made with approval of City Council without application, review, and recommendation of the Citizens Appointment Committee.
2. **Chair and Vice Chair.** Unless otherwise provided by law, City Council shall appoint the Chair and Vice Chair of all boards and commissions who shall serve as such at the pleasure of the Council. Any Chair or Vice Chair appointed by City Council shall be subject to the term limit restrictions in § 32.50F below during the time they serve as Chair or Vice Chair.
3. **Qualifications.** Unless otherwise provided by law or ordinance, boards and commission appointees shall be residents of the City of Monroe and meet all of the requirements established by this ordinance or City policy. Appointees shall have no record of conviction of a felony or any conviction of a crime of moral turpitude.
4. **Term Effective/Expiration Date.** The terms of all board and commission members shall begin January 1 and expire on December 31 of the last year of their term.
5. **Terms.** A term of service on all boards and commissions shall be four (4) years unless otherwise provided by law or ordinance. Reappointment to a second term is not automatic and will be based on circumstances at the discretion of the City Council in each individual case. In addition, all members serve at the pleasure of City Council and may be removed at any time with or without cause at the discretion of City Council.
6. **Term Limits.** A length of service on all boards and commissions shall be limited to two (2) full successive terms excluding appointments to fill previously unexpired terms. The term limit provided herein does not toll or cease to run while a member serves as chair or vice chair.
7. **Reappointment.** A member of any City board or commission shall be eligible for reappointment at the discretion of City Council one (1) year after non-reappointment due to expiration of a term limit.

8. Time of Appointment. The appointment of City Council Members to a board or committee shall be made annually by City Council prior to January 1 for terms expiring January 1.
9. Attendance. Any member of a board or commission who misses more than three (3) consecutive regular meetings or more than half the regular meetings in a calendar year shall be subject to replacement or not being reappointed by City Council. Absences due to sickness, death or other emergencies of like nature shall be recognized as approved absences and shall not affect the member's status on the board; except that in the event of a long illness or other such cause for prolonged absence, the member may be replaced.
10. Meetings. All Boards, Commissions, and Committees shall establish a regular meeting schedule and provide the City Clerk with notice of its regular meeting date, time, and location or any changes.
11. Cancellation and Call of Special Meetings. Regular meetings of a Board, Commission, or Committee may be canceled for lack of business to conduct by the Chair, Vice Chair, or City Manager upon notice to the City Clerk and public notice as required. In addition, special meetings may be called by the Chair, Vice Chair, or City Manager upon notice to the City Clerk and public notice as required by the North Carolina Public Meetings Law. When feasible, the Chair, Vice Chair, and City Manager should communicate regarding the reason prior to canceling a meeting or scheduling a special meeting.
12. Ex Officio Members. Unless otherwise provided by law or ordinance, all ex officio appointments shall be non-voting members.
13. Conflict of Interest. A member of a board or commission shall not participate in the discussion or vote on any item involving their own financial interest or official conduct. It is the responsibility of the individual board member to bring to the attention of the entire board any item for which there may be a conflict of interest.
14. Voting. Members attending a meeting are required to vote on all matters coming before the committee. Once a member is physically present at a meeting, any subsequent failure to vote will be recorded as an affirmative vote unless the committee takes action to recuse the member from voting on the matter.
15. Public Bodies. All boards and commissions shall be considered a public body and are subject to all rules and regulations for public bodies contained in the North Carolina's Open Meetings regulation, G.S. §§143-318.10 et seq.

16. Code of Ethics. All members of boards and commissions shall be required to abide by the City of Monroe Code of Ethics and Attendance Policy and execute an Acknowledgement of Receipt of the Code of Ethics and Attendance Policy.
17. Compensation. City Council may make a determination on a case-by-case basis whether members of a particular Board, Commission, or Committee shall be paid and the amount shall be solely at the discretion of City Council unless otherwise provided by law. City Council members shall not receive payment for serving on a Board or Commission.
18. Expenses. Members may be reimbursed for expenses incurred when required as a member of a board or commission in keeping with the City of Monroe's travel and reimbursement policy. An expense reimbursement request shall be made on City Reimbursement Forms and submitted to the committee staff liaison for review and approval by the City Manager or designee.

Section 3. This Ordinance shall be effective upon adoption.

Adopted this 10th day of June, 2025.

Attest:

Robert A. Burns, Mayor

Bridgette H. Robinson, City Clerk



STAFF REPORT

TO: Downtown Advisory Board

DATE: February 18, 2026

FROM: Jeff Wells, Assistant City Manager

PREPARED BY: Ashley Nowell, Downtown Director

SUBJECT: Downtown Committee & Volunteer Discussion

SUMMARY STATEMENT

Staff has put together some ideas for launching main street committees to help lead and direct project in downtown, engage volunteers, and foster stronger community connections. Staff and the Downtown Advisory Board will discuss these committees, along with tasks and a timeline for launching and recruiting volunteers.

REVIEW

GOAL: Launch Main Street Committees to lead and direct projects in Downtown Monroe, to engage volunteers, and to foster stronger community connections.

Promotions Committee: develops customers

Supports business-friendly events, promotions, and campaigns. Projects could include:

- Assisting with Annual Event Sponsorships
- Shop Local Events like Small Business Saturday, Wine Walks, Open Houses, etc
- Connecting downtown businesses to city-planned downtown events and activities like Music on Main, Fourth of July, America250
- Developing marketing efforts

Economic Vitality Committee: develops businesses

Helps to recruit, retain, and support downtown businesses with small business resources and market data. Projects could include:

- Reviewing market analysis
- Developing recruitment materials for target businesses
- Developing commercial and residential incentive programs
- Managing downtown social district

Design Committee: develops places

Enhances the look and feel of downtown through beautification and preservation efforts.

Projects could include:

- Researching Morgan Alley enhancements
- Reimagining wayfinding signage/downtown directory enhancements
- Recommending trash can improvements
- Adding public art to downtown

How do we get there?

1. **Recruit Volunteers.** Who do we know that would be interested in joining?
Could host several info sessions at bars, restaurants, coffee shops, or office.
2. **Develop workplans.** What projects would these groups be working on over the next year?
These should include projects we want the groups to focus on and any budget they have to work with.
3. **Establish meeting schedule.** When do the committees meet?
This could be during the day, in the evenings, etc. Locations could be at downtown office or at local businesses.
4. **Create marketing materials.** How do we share this information?
These should include a general overview on the committee and meeting times.

RECOMMENDATION

This item is for discussion.