



**Franklinton, North Carolina
Downtown Assessment
March 2019**



**For the Town of Franklinton
by the
North Carolina Department of Commerce
Rural Economic Division
NC Main Street & Rural Planning Center**

Downtown Franklinton Assessment

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Introduction

The Town of Franklinton invited the NC Main Street & Rural Planning Center to conduct a short-term Downtown Assessment. The Prosperity Zone Planner from Main Street & Rural Planning visited Franklinton on September 20, 2018. During the visit, the community planner toured the Town and downtown Franklinton with the local team, met with select business and property owners, and discussed local, downtown and regional issues with the local team.

Rural Planning Team

Bruce Naegelen, (Project Planner)
Community Economic Development Planner
North Central Prosperity Zone
NC Main Street & Rural Planning Center
North Carolina Department of Commerce

Local Team

Greg Bethea, Interim Town Manager
Town of Franklinton

Arthur Wright, Mayor
Town of Franklinton

Mark Lemmon, Resident/Volunteer

Downtown Assessment Franklinton, NC

Overview

Downtown revitalization **IS** economic development. Downtown reflects the community's economic health. Downtown displays local pride and the values of the community. The purpose of this *Downtown Assessment* is to provide the Town of Franklinton with some initial goals to revitalization downtown Franklinton. It is not a comprehensive, long-term plan, but rather a starting point to establish a foundational basis for on-going revitalization.

Although Franklinton is not a Main Street® community, this assessment will view downtown through the lens of the Main Street Four-Point Approach® to downtown revitalization¹. The principles have been tested for nearly 40 years and have proven to be successful. The philosophy of Main Street® is *economic development through historic preservation*. Even in the absence of a Historic District listed on the National Register of Historic Places, care should be taken to maintain, repair and rehabilitate historic / older buildings under the guidance of the *Secretary of the Interior's Standards for Historic Rehabilitation*. The recommended actions in this assessment are categorized by the following "Four Points":

Organization

Organization means getting everyone working toward the same goal. This involves creating a solid foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

Design

Design supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart. Capitalizing on the best assets like historic buildings and walkable streets are just part of the story. An inviting atmosphere created through window displays, parking, good lighting, signs, sidewalks, and landscaping convey a quality visual message reflecting what the downtown district has to offer to residents and visitors.

Economic Vitality

Economic Vitality focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

Promotion

Promotion positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

¹ Information about the NC Main Street Program is available online at nccommerce.com

Observations and Recommendations

On September 20, 2018 an initial walk-about was conducted by Mayor Art Wright, new interim Town Manager Greg Bethea, resident/volunteer Mark Lemmon and Bruce Naegelen, Community Economic Development Planner (*Main Street & Rural Planning Center*). We learned histories of some of the buildings, land uses, and saw some of the strengths and challenges in downtown.

The following is based on those observations and conversations as well as from the Economic Positioning / Vision Forum held on November 1, 2018.

ORGANIZATION

Organization means getting everyone working toward the same goal. This involves creating a solid foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

1. **Organizational Structure** – Currently, there is no entity that manages or advocates for downtown. Ideally, a non-profit, tax-exempt organization with a working board of directors would lead that effort. An executive director would manage the board and organization, working in partnership with the Town. There are several organizational structures that work successfully. The two most common are a stand-alone non-profit with a director paid by the non-profit; and, the other is a Town staff position (Downtown Development Coordinator) who is paid by the Town and manages the stand-alone non-profit.

In the short term, we recommend the following:

- A. The Town Commissioners should appoint a Downtown Franklinton committee, based on the Main Street® principles to ultimately establish the organizational entity to lead revitalization efforts for the Town.
 - a. Mission statement, bylaws, officers and terms should ultimately be established.
- B. At the same time, the committee should be charged with assisting the Town with implementing recommendations from the Franklinton Downtown Assessment.
- C. The Committee should report to the Town Commissioners at least quarterly, if not monthly, to inform the elected officials of their progress.

Assistance with organizational implementation may be received from the North Central Prosperity Zone Planner with the Main Street and Rural Planning Center in NC Department of Commerce.

2. **Plan of Work/Action Plan** – Developing a Work Plan is the best way for an organization to focus on implementing specific goals, actions and tasks during a specific time frame. As part of this Assessment, the recommended actions will utilize a Plan of Work format that may have to be prioritized by the new downtown committee.
3. **Funding Sources** – Funding a downtown program is usually from a combination of public and private sources. Towns can budget a certain amount for public improvements, promotion, and even operation of the downtown organization. An additional source is designating a Municipal Service District in which the property owners within pay an additional tax that goes exclusively to improvements within that district – typically the downtown commercial district. In addition, fundraising by the downtown organization can assist with programs, projects and other needs determined by the Annual Work Plan.

We recommend that once the Town’s downtown priorities are established that a budget be prepared identifying potential sources for funding.

DESIGN

Design supports a community’s transformation by enhancing the physical and visual assets that set the commercial district apart. Capitalizing on the best assets like historic buildings and walkable streets are just part of the story. An inviting atmosphere created through window displays, parking, good lighting, signs, sidewalks, and landscaping convey a quality visual message reflecting what the downtown district has to offer to residents and visitors.

1. **Streetscape** – Downtown Franklinton’s streetscape has good structure, but it needs some TLC. We recommend the following:
 - A. Sidewalks
 - a. Inventory and replace broken sidewalks*
 - b. Power-clean sidewalks as appropriate*
 - c. Continue to grind uneven sidewalk expansion joints as needed
 - d. Inventory and repair broken/uneven curbing
 - B. Hardscape
 - a. Inventory and clean trash receptacles*
 - b. Inventory and refresh, repair, replace public signs*
 - c. Consider ordinance regarding vending machines, newspaper boxes, etc.*

2. **Buildings** – There are some great downtown buildings, but many are under-utilized and a number in disrepair. Additionally, there are several buildings that appear to have safety issues as well as leaking and malfunctioning roofs. Getting those buildings stabilized is a priority. The following recommendations will require developing relationships with the property owners and working with them to resolve the issues. Successful resolution will lead to more fully-utilized buildings, attract investors and new businesses. We suggest utilizing the *Secretary of Interior’s Standards for the Treatment of Historic Properties*
- A. Safety
 - a. Remove broken glass and other debris from dilapidated buildings (Corner of Mason St and Main St)*
 - b. Remove glass shards from broken windows and replace windows*
 - B. Roof stabilization
 - a. Identify commercial roofing companies with experience in stabilizing commercial buildings.
 - b. Work with property owners to seek solutions to stabilize malfunctioning roofs.
 - 1. Provide list of qualified roofing contractors
 - 2. Consider developing a Roof Stabilization Assistance Program
 - C. Remove boarded windows and replace with proper glass*
 - D. Clean, scrape and paint buildings in need*
 - E. Remove “slipcovers” to expose original facades*
 - F. Remove inappropriate materials (vinyl siding, residential doors, vinyl replacement windows, etc.) with materials that are appropriate to the age and style of the buildings*
 - G. Discourage painting of unpainted brick facades*
 - H. Consider establishing a façade grant to assist in fixing up the exteriors of buildings
3. **Signage** – A business sign reveals a lot about a business, and ultimately the success of that business. Business signs should be legible, high quality, creatively designed, visible from multiple approaches and integrate with the architecture of the storefront. Downtown design guidelines can incorporate specific standards for business and other signs.
- A. Encourage business/property owners to clean, repair, or replace business signs as appropriate

- B. Encourage business/property owners to replace hand-painted signs with professionally-made signs
 - C. Consider establishing a grant to assist existing business owners with upgrading their signage
- 4. **Clear Windows** – A transparent storefront welcomes customers inside with products and services on display, discourages crime with more “eyes on the street,” reduces energy consumption by letting in natural light, and enhances the curb appeal and value of the store and the entire neighborhood.
 - A. Discourage use of drapes, curtains, shades, blinds and tints in storefront windows. *
 - B. Consider adopting ordinance to prohibit non-transparent windows in downtown commercial district
- 5. **Awnings** – Awnings define storefronts and embellish the commercial street. They are attached to and are supported solely by the building. Awnings were originally invented as a shade and sheltering device – to protect merchandise in the window from the sun and to cover the pedestrian from the elements. In the best cases, they still serve these functional purposes.² They not only provide shade and cover from the weather, but they can also add character and color to an urban area. While acknowledging that awnings and canopies can be an important part of a building, it is also worth considering that it should not be assumed they are essential.³
 - A. Encourage business/property owners to repair and/or clean existing awnings*
 - B. Replace awnings with appropriate style
 - C. Consider ways for Town to assist with cleaning/replacing awnings
- 6. **Accessibility** - Most historic buildings were not originally designed to accommodate people with disabilities and special needs. However, persons with disabilities should experience sites, landscapes, buildings, and spaces in the same manner as other users whenever possible. Providing access (exterior and interior) for persons with disabilities in ways that preserve the character of the historic property is a challenge that requires creativity and collaboration.⁴ In addition to buildings, sidewalks and other accesses must be considered.
 - A. Determine ways to make buildings accessible without sacrificing appearance
 - B. Continue adding sidewalk curb ramps throughout downtown.

² *Façade Guide to Storefront Design, NYC Small Business Services*

³ *Sign, Awning & Canopy Guidelines, Downtown Goldsboro, City of Goldsboro, NC*

⁴ *National Institute of Building Sciences, Whole Building Design Code, “Provide Accessibility for Historic Buildings,” September 28, 2017*

ECONOMIC VITALITY

Economic Vitality focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

1. **Designate Franklinton Downtown District Boundaries** – Designating boundaries for a downtown commercial district formalizes the traditional central business district of town for planning, zoning and development purposes. Additionally, it strengthens economic development potential, positive marketing and identity creation and a greater feeling of downtown ownership by the community. It also provides a qualifying area for grants and other assistance.
 - A. Proposed boundaries – North boundary: Vine Street to Front Street, including just north of Vine between Hillsborough Street and N Main Street; West boundary: S Cheatham Street from W Green Street to Vine Street including parcels just south of W Green Street, on east and west sides of S Main Street; East Boundary: Elm Street from W Green Street to E Mason Street *or the block beyond connecting to an “invisible Vine Street.”* Excluding parcels bounded by S Cheatham Street, W Green Street and Hillsborough Street. *(see Proposed Downtown Franklinton Map for reference)*
2. **Building Inventory** – A downtown building inventory provides information about address, ownership, value, condition, size, type, amenities and whether it is active, vacant, available for sale, lease or rent.
 - A. Establish and maintain a downtown building inventory using base information from the Code Enforcement\2018 Downtown Building Listing
3. **Ordinance Review**
 - A. Parking, Signage, Upper Floor Residential, Building Design Guidelines
4. **Historic Preservation** – Franklinton and downtown has several historic buildings individually listed on the *National Register of Historic Places*. In 2005, a large district in Franklinton was “Study Listed” which indicates a possible historic district might exist in Franklinton’s commercial downtown district. If so, that would provide property owners, with eligible properties, the opportunity to take advantage of federal and state Historic Rehabilitation Tax Credits to renovate their buildings. We recommend the following:
 - A. Initiate a visit by the Architectural Survey Coordinator from the State Historic Preservation Office (SHPO) in Raleigh to reevaluate whether the Study List area retains the qualities for which it was recognized in 2005.
 - B. If appropriate, follow-through on next steps toward developing a historic district that may be suggested by SHPO.

- C. Incorporate an annual or semi-annual workshop/seminar on the topic of Historic Preservation

5. **Grant/Loan/ Programs** – The revitalization of a neglected commercial district or residential neighborhood often begins with improvements to a single building or storefront. Even simple changes such as the removal of non-historic materials, repairs, or a new paint job that calls attention to the building’s original architectural details signal positive change and often stimulate similar improvements in neighboring buildings.⁵

One of the most popular and effective grant programs is a *Façade Improvement Program* to help encourage exterior improvements to buildings in the downtown district. Other program types include Roof Stabilization, Downtown Building Assistance for interior improvements and grants to target specific business types, amongst others. Town-initiated Revolving Loan programs can be useful to assist property owners with myriad building issues. With payback and low-interest the loan program can be sustained for many years. Another strategy is for the Town to strategically purchase one or more buildings the Town would bring up to code and sell to an interested party for commercial use. The goal with all these programs is to increase the commercial use of the downtown building inventory and ultimately increasing the Town’s tax base.

When developing or adopting a grant or revolving loan program, some key elements to consider are:

- A formal purpose statement explaining why the program was established
- A well-defined target area shown on a map or spelled out in plain language
- Eligibility criteria and terms for participation which indicate who may participate in the program
- A list or description of eligible (and ineligible) activities
- An emphasis on good design
- An application and selection process

If financially possible, we recommend establishing the following grant/assistance programs:

- A. Facade Improvement Grant
- B. Roof Stabilization Assistance Program
- C. Revolving Loan Program
- D. Town-initiated purchase/repair/sell initiative

⁵ *Planners Web.com, “How Façade Improvement Programs Can Benefit Your Community” by Amy Facca, 10/28/13*

North Carolina Department of Commerce

www.nccommerce.com

The North Carolina Department of Commerce is the state's lead agency for economic, community and workforce development. The Department works with local, regional, national and international organizations to fulfill its mission to improve the economic well-being and quality of life for all North Carolinians.

Taking a comprehensive approach to economic development, the Department's work reaches many areas. The Department helps people find jobs and employers find and retain a qualified workforce. The Department administers the state's employment security system, supporting workers during career transitions. The Department provides local communities with grants and planning services to spur infrastructure development and economic growth and administers the state's economic incentive programs.

The Department is also responsible for recruiting companies to the state, helping existing North Carolina companies expand, encouraging business start-ups, enabling companies to export, and marketing North Carolina as a business and visitor destination. In October 2014, the Department entered a contract with a new public-private organization, the [Economic Development Partnership of North Carolina](#) (EDPNC) to take the lead in these recruiting and marketing functions.

The Department also publishes data, statistics, information and reports for citizens and policymakers interested in the state's economy.

The Department of Commerce, an executive branch agency of the State of North Carolina, is headquartered in Raleigh.

The NC Main Street & Rural Planning Center

The NC Main Street and Rural Planning Center (MS&RP Center) is part of the NC Department of Commerce, the state's lead agency for workforce, community, and economic development. In this capacity, the Center provides downtown revitalization and planning assistance to communities across the state, primarily in economic development planning.

The Center has offices throughout the state, in the West (Asheville and Sylva), Northwest (N. Wilkesboro), the Piedmont (Winston-Salem), Southwest (Albemarle), North Central (Clayton and Wilson), South Central (Fayetteville) and the East (Washington, Jacksonville, and Wilmington).

Recognizing that economic prosperity is the number one priority in most communities, our experienced staff partners with community leaders to add value to their economic development efforts through a variety of services and assistance.

Whether rural communities are planning future economic expansion, injecting life into existing structures, or developing in an economically challenged area, the MS&RP Center staff can help attain those goals through targeted assistance with these services:

- 1) Strategic Economic Development Planning*
- 2) Implementation Services*
- 3) Local & Regional Market Analysis*
- 4) Small Area Planning for High Impact Areas*
- 5) GIS & Custom Mapping*
- 6) Administer the Main Street America™ Program in NC
- 7) Main Street Solutions Fund Grant Program
- 8) Downtown Design Services
- 9) Economic Development in the context of Historic Preservation

*Services available to the Town of Franklinton

For more information please contact:

Bruce Naegelen

Community Economic Development Planner
North Central Prosperity Zone
NC Main Street & Rural Planning Center
North Carolina Department of Commerce

(984) 365-0279 mobile

bruce.naegelen@nccommerce.com

NCWorks Career Center Building
8890 US 70 Hwy Business West, Suite 100
Clayton, NC 27520

DESIGN

1. Streetscape: A. Sidewalks

Inventory & replace broken
sidewalks



DESIGN

1. Streetscape: A. Sidewalks

Power-Clean sidewalks as appropriate



DESIGN

1. Streetscape: B. Hardscape

Inventory and clean trash
receptacles



DESIGN

1. Streetscape: B. Hardscape

Inventory and clean trash
receptacles



DESIGN

1. Streetscape: B. Hardscape

Consider ordinance regarding
Vending machines, newspaper
boxes, etc.



DESIGN

2. Buildings: A. Safety

Remove broken glass and other debris from dilapidated buildings.



DESIGN

2. Buildings: A. Safety

Remove glass shards from broken windows and replace glass.



DESIGN

2. Buildings: C. Windows

Remove boarded windows
and replace with glass



DESIGN

2. Buildings: D. Paint

Clean, scrape & paint
buildings in need



DESIGN

2. Buildings: E. Slipcovers

Remove slipcovers to
expose original facades



DESIGN

2. Buildings: F. Materials

Remove inappropriate
materials



DESIGN

2. Buildings: G. Brick

Discourage painting of
unpainted brick



DESIGN

4. Clear Windows: A. Coverings

Discourage use of drapes, curtains, shades, tints and other coverings in storefront windows



DESIGN

5. Awnings: A. Repair/Clean

Encourage repair and cleaning/replacement of existing awnings



DESIGN

6. Accessibility: A. Repair/Clean

Determine ways to make buildings accessible without sacrificing appearance



Franklinton Downtown Assessment Implementation Plan FY2019

1. ORGANIZATION

Organization means getting everyone working toward the same goal. This involves creating a solid foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
1	Establish a sustainable, non-profit, tax-exempt downtown development organization	Determine best organizational structure for Franklinton (<i>i.e. all-volunteer non-profit or paid/staff position to manage</i>)	Work with Main Street & Rural Planning Center (MS&RPC) staff to research and consider options	Town Manager/Town Council	FY19	MS&RPC staff and materials
		Appoint organizational Downtown Franklinton Advisory board/committee	Utilize current town committee selection process	Town Council	Immediate	
		Develop downtown work plan for remainder of FY19	Prioritize and implement Franklinton Downtown Assessment recommendations	Committee, Town Manager/Town Council	Immediate	

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
		Develop organizational structure	Develop mission statement, bylaws, officers, etc. based on Main Street® model	Committee	Immediate	MS&RPC staff, other downtown development or Main Street organizations
		Board/Committee training	Schedule downtown development training for committee	Town Manager	Immediate	MS&RPC staff
			Attend NC Main Street Conference in Salisbury NC	Elected officials/Committee members	March 12-14, 2019	https://www.ncmainstreetconference.com/
		Reporting	Committee should report to Town Council on a regular schedule (monthly or quarterly)	Committee leadership	On-going	

2. DESIGN

Design supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart. Capitalizing on the best assets like historic buildings and walkable streets are just part of the story. An inviting atmosphere created through window displays, parking, good lighting, signs, sidewalks, and landscaping convey a quality visual message reflecting what the downtown district has to offer to residents and visitors.

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
1	Streetscape	Sidewalks	A. Inventory & replace broken sidewalks*	Committee/Public Works	FY19-FY20	
			B. Power-clean sidewalks as appropriate*	Public Works or Contractor	FY19-FY20	
			C. Continue to grind uneven sidewalk expansion joints as needed	Contractor	As needed	
			D. Inventory and repair broken/uneven curbing	Committee/Public Works	FY19-FY20	
		Hardscape	A. Inventory and clean trash receptacles	Committee/Public Works	FY19	
			B. Inventory and refresh, repair, replace public signs*	Committee/Public Works	FY19-FY20	
			C. Consider ordinance regarding vending machines, newspaper boxes, etc.	Town Manager/Committee/Town Council	FY19-FY20	Combine with review of other downtown-related ordinances

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
2	Buildings	A. Safety	a. Remove broken glass and other debris from dilapidated buildings (Corner of Mason St and Main St)*	Property Owner	Immediate	
			b. Remove glass shards from broken windows and replace windows*	Property Owner	Immediate	Committee should inventory
3		B. Roof Stabilization	a. Identify commercial roofing companies with experience in stabilizing commercial buildings	Town Manager	Immediate	
			b. Work with property owners to seek solutions to stabilize malfunctioning roof	Town Manager/Mayor/Committee	Immediate	<ul style="list-style-type: none"> - Provide list of qualified roofing contractors - Consider developing a Roof Stabilization Assistance Program
			C. Remove boarded windows and replace with proper glass*	Property Owner	FY19-FY20	Committee should inventory
			D. Clean, scrape and paint buildings in need*	Property Owner	FY19-FY20	Committee should inventory
			E. Remove "slipcovers" to expose original facades*	Property Owner		Committee should inventory

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
			F. Remove inappropriate materials (vinyl siding, residential doors, vinyl replacement windows, etc.) with materials that are appropriate to the age and style of the buildings*	Property owner	FY19-FY20	Secretary of the Interior's Guidelines for Rehabilitation https://www.nps.gov/tps/how-to-preserve/briefs.htm
			G. Discourage painting of unpainted brick facades*	Committee / Town Council	On-going	https://www.nps.gov/tps/how-to-preserve/briefs.htm
			H. Consider establishing a Façade Grant program to assist in fixing up the exteriors of buildings	Town Manager/Town Council	FY20	Research existing programs
3	Signage		A. Encourage business and property owners to clean, repair, or replace business signs as appropriate	Committee/Town Council	FY19-FY20	Could be included in Façade Grant for assistance
			B. Encourage business and property owners to replace hand-painted signs with professional signs	Committee/Town Council	FY19-F20	Could be included in Façade Grant for assistance

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
			C. Consider establishing a grant to assist existing business owners with upgrading their signage	Committee/Town Council	FY19	Façade grant program
4	Clear Windows		A. Discourage use of drapes, curtains, shades, blinds and tints in storefront windows. *	Committee/Town Council	FY20	Safety ordinances / Downtown Design Guidelines
			B. Consider adopting ordinance to prohibit non-transparent windows in downtown commercial district	Town Council	FY20	Safety ordinances / Downtown Design Guidelines
5	Awnings		A. Encourage business/property owners to repair and/or clean existing awnings*	Committee / Town Council	FY19-FY20	Committee should inventory
			B. Replace awnings with appropriate style	Committee	FY19-FY20	Committee should learn appropriate styles of awnings
			C. Consider ways for Town to assist with cleaning/replacing awnings	Committee / Town Council	FY19-FY20	Awning maintenance programs

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
6	Accessibility		A. Determine ways to make buildings accessible without sacrificing appearance	Committee / Town Manager / Architect	FY20	Consult architects with historic preservation and ADA experience
			B. Begin or continue adding sidewalk curb ramps throughout downtown	Committee / Public Works/contractor	FY20-21	Committee should inventory

3. ECONOMIC VITALITY

Economic Vitality focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
1	Designate Franklinton Downtown District Boundaries		A. Adopt proposed or modified boundaries: North boundary: Vine Street to Front Street; West boundary: S Cheatham Street from W Green Street to Vine Street; East Boundary: Elm Street from W Green Street to E Mason Street <i>or the block beyond connecting to an "invisible Vine Street."</i>	Town Council	Immediate	MS&RPC map
2	Building Inventory		A. Establish and maintain a downtown building inventory using base information from the code enforcement\2018 Downtown Building Listing	Committee	Immediate	Excel spreadsheet or Main Street Building Inventory Template
3	Ordinance Review		A. Parking, Signage, 2 nd Floor Residential, Permitted Downtown Uses, Downtown Design Guidelines	Town Manager/Committee/Town Council	FY19-FY20	Kerr-Tar Council of Governments; Consult with MS&RPC

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
4	Historic Preservation	Establish Historic District	A. Initiate a visit by the Architectural Survey Coordinator from the State Historic Preservation Office (SHPO) in Raleigh to reevaluate whether the Study List area retains the qualities for which it was recognized in 2005.	Town Manager	FY19	Beth King, Architectural Survey Coordinator, State Historic Preservation Office, Raleigh
			B. If appropriate, follow-through on next steps toward developing a historic district that may be suggested by SHPO.	Town manager/Town Council	FY20	National Register Consultants
	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
			C. Incorporate an annual or semi-annual workshop/seminar on the topic of Historic Preservation	Committee/Town Council	FY19	Jeff Adolphsen, SHPO, Raleigh

	GOAL	OBJECTIVE	ACTIONS	RESPONSIBLE PARTIES	TIME FRAME	RESOURCES
5	Grant/Loan Programs		Consider the following and other assistance programs:			
			A. Façade Improvement Grant	Committee/Town Manager	FY20	
			B. Roof Stabilization Assistance Program	Committee/Town Manager	FY19	
			C. Revolving Loan Program	Committee/Town Manager	FY20	
			D. Town-initiated purchase/repair/sell initiative	Committee/Town Manager/Town Council	FY20-21	

**Refer to photograph pages*