

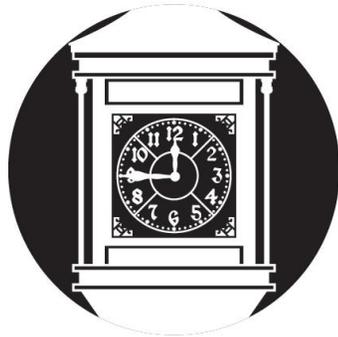


CHERRYVILLE
MAIN STREET
PROGRAM

Master Work Plan

(2nd Edition)

FY 2016 – FY 2020



Downtown
CHERRYVILLE

July 2015

Prepared by the Cherryville Main Street Program (CMSP) Committee



MAIN STREET



NATIONAL TRUST
for HISTORIC PRESERVATION

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Master Work Plan - Part I

*Vision, Mission, Program, Philosophy, SWOT,
Organization, Approach and Critical Success Factors*

A. Vision and Mission Statements

Cherryville Vision

A vibrant, historic downtown of unique, eclectic businesses thriving in a friendly, entrepreneurial environment and celebrating our rich heritage

Cherryville Main Street Program (CMSP) Mission

The CMSP Committee will continuously action its Master Work Plan for the near term development and long term revitalization of downtown Cherryville in order to restore and preserve the historic downtown area and attract visitors and businesses, while promoting Cherryville's new brand and celebrating the heritage of our authentic southern city.

B. The Main Street 4 Point Program to Downtown Revitalization

The Main Street Program's success is based on a comprehensive strategy, tailored to local needs and opportunities, in four broad areas:

- **Organization:** Building consensus and cooperation among the many groups and individuals who have a role in the revitalization process.
- **Design:** Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems, and long-term planning.
- **Promotion:** Marketing the traditional commercial district's assets to customers, potential investors, new businesses, local citizens and visitors.
- **Economic Restructuring:** Strengthening the district's existing economic base while finding ways to expand it to meet new opportunities and challenges from outlying development.



C. The Main Street Philosophy

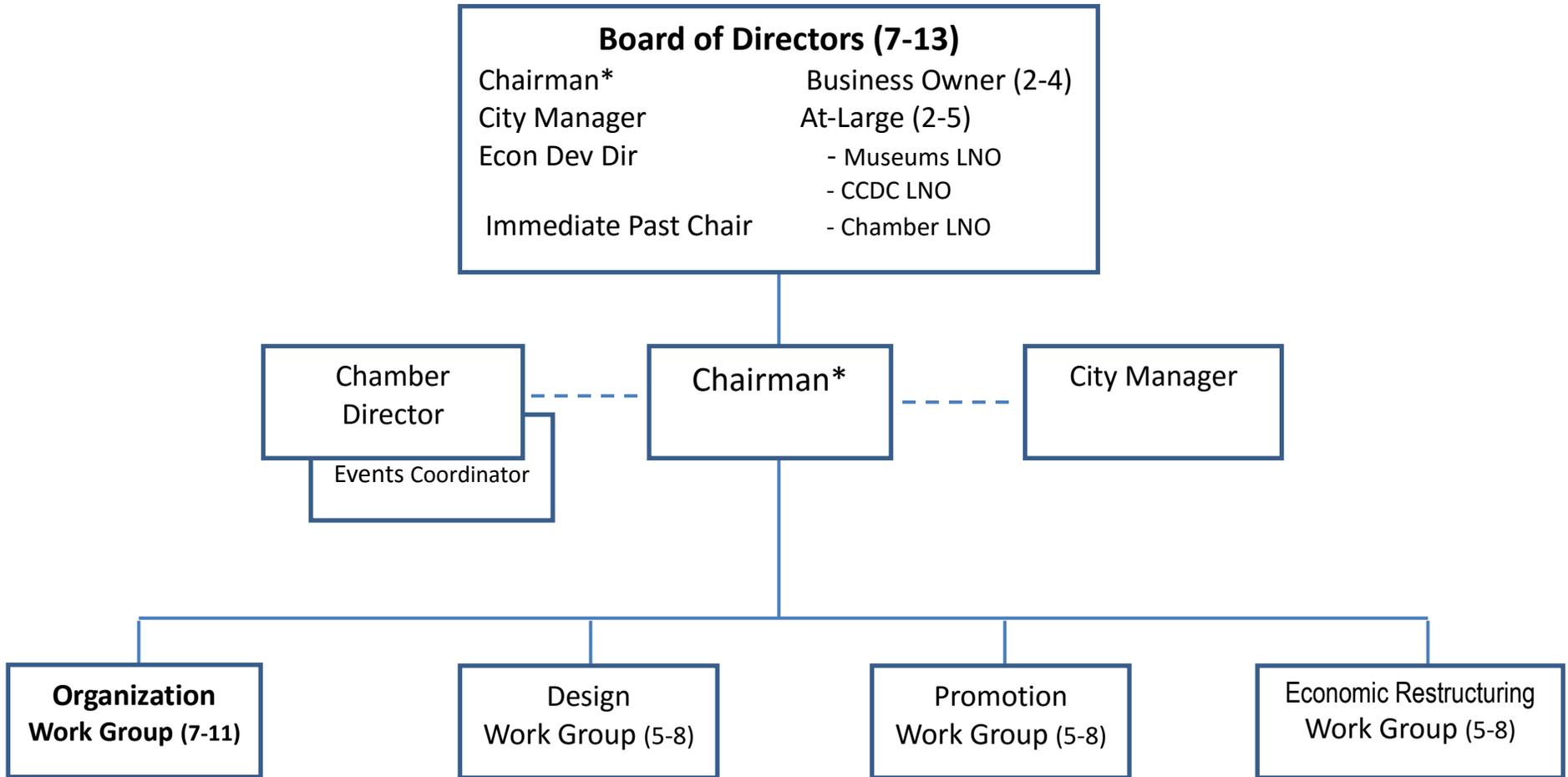
Revitalizing and transforming a downtown requires both a strategic view and an operating philosophy. We will employ the following eight principles:

- **Comprehensive:** A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives is vital to build community support and create lasting, sustainable progress.
- **Incremental:** Small projects make a big difference. They demonstrate that "things are happening" on Main Street. Moreover, incremental progress helps to hone the skills and confidence of Task Force members eventually leading to actioning more complex problems.
- **Self-Help:** Although the National and North Carolina Main Street Centers can provide valuable direction and hands-on technical assistance, only local leadership can initiate long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- **Public/private partnership:** Every local Main Street program needs the support and expertise of both the public and private sectors. For an effective partnership, each must recognize the strengths and limitations of the other.
- **Identifying and leveraging existing assets:** One of the program's key goals is to help communities recognize and make the best use of their unique offerings. Local assets provide the solid foundation for a successful Main Street initiative.
- **Quality over quantity:** From storefront design to promotional campaigns to special events, quality must be the main goal rather than quantity. Better to do a few things well than many things poorly.
- **Change management:** Changing community attitudes and habits is essential to bring about a downtown renaissance. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process. People need to understand the benefits of change - - what is in it for them.
- **Action-oriented:** Frequent, visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic improvements early in the process will remind the community that the revitalization effort is under way.

D. Cherryville SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. City services (fire, police, water, refuse, free parking) 2. 3 Museums and multiple parks 3. Old buildings with interesting architectural features 4. Chain stores (Walmart, Ace, McDs) away from downtown 5. Friendly people; responsible citizens 6. Safe environment and low crime rates 7. 2 wineries within 5 miles; 5 within 10 miles 8. Sports facilities—football, baseball, basketball, softball, golf 9. Farmers market 10. Famous Cheeseburgers, Lotta-burgers & Poorboys 11. German heritage; tradition of New Year’s shooters 12. Winning baseball tradition 13. Tradition of musicians and music groups 14. Crowder’s State Park & Kings Mountain National Park 	<ol style="list-style-type: none"> 1. Out of the way; no direct 4 lane access 2. Deteriorating store fronts 3. Empty store fronts and buildings used for storage only 4. Inadequate codes for downtown 5. No hook to attract out-of-town shoppers 6. Weak mix of businesses 7. Uninviting entry into Cherryville 8. Poor condition of many properties around town 9. Lower than average per capita income 10. Few direction signs for downtown attractions
Opportunities	Threats
<ol style="list-style-type: none"> 1. High retail leakage 2. Inexpensive retail space 3. Cherryville Eagle to promote CMSP initiatives 4. Cherryville Community Development Corporation 5. Gaston Community Foundation grants 6. Public/private partnerships 7. Gold Leaf Foundation grants 8. NC Main Street Solutions grants 9. Old BB&T Bank building 10. Anchor business; restaurants; entrepreneurs 11. Merchants/owners association 12. Concurrent infrastructure & streetscape project 	<ol style="list-style-type: none"> 1. Untrusting public 2. Periodic change in city leadership 3. Resistance to change 4. Competition from neighboring cities 5. Citizen support for higher quality businesses 6. Disinterested building owners 7. Reputation for expensive electricity 8. Aging City infrastructure

E. Cherryville Main Street Committee Organization (as of July 2015)



Coordination - - - - -
 Control/Reporting _ _ _ _ _
 Executive Committee
 *Appointed by City Council

F. Dual Track Approach

We will use a *dual track approach* to action the Master Work Plan. The approach will focus primarily on accomplishing Near Term tasks that are to be completed during 2016. Additionally, as time and opportunity allow, the Committee will also work incrementally on actioning pieces of the Long Term tasks due completion beyond 2016. By making real progress with completing Near Term tasks and incremental progress with finishing off pieces or steps to Long Term tasks, the Committee will make steady progress for both the near and long terms. The diagram below lists select, key Near Term tasks and key Long Term tasks.



NC Main Street districts have prospered over the last three decades because of positive, incremental change block by block, business by business, year by year.

2014 Study: "The Economic Impact of Main Street in North Carolina"

G. Critical Success Factors

1. Adhering to the eight principles of the NC Main Street program
2. Maintaining and following a solid, defensible Master Work Plan with measured accountability
3. Effective communications with Cherryville citizens and external stakeholders
4. Retaining the full support of the Mayor and City Council
5. Effective communications and coordination among CMSP Committee members, City Management, Chamber of Commerce, Cherryville Community Development Corporation, and Property/Business Owners
6. Gaining the support of downtown merchants and building owners
7. Retaining sufficient leadership, experience and expertise for the CMSP Committee & Work Groups
8. Hiring professionals to create the branding and streetscape designs and assist with the Historic District application.
9. Implementing sufficient, effective city codes and incentives to enable the quality development of our Main Street businesses
10. Tangible, visible, significant progress in the first two years (FY2015 and 2016)



Master Work Plan - Part II

Goals, Objectives, Strategies, Tasks and Timelines

- ❖ Organization Work Group
- ❖ Design Work Group
- ❖ Promotion Work Group
- ❖ Economic Restructuring Work Group

H. Goals and Objectives

Master Work Plan Goals

1. To guide and manage the Cherryville Main Street Program in successfully revitalizing our downtown district
2. To improve the aesthetics and physical environment of the downtown district
3. To promote the Cherryville Main Street Program in order to attract more businesses and people to downtown Cherryville
4. To identify new market opportunities that will retain, expand, and revitalize downtown Cherryville

Master Work Plan Objectives

1. To implement an optimal organizational structure for effectively managing the Cherryville Main Street Program
2. To manage and train the volunteer workforce
3. To engage professional consulting services as required
4. To locate funding sources for the Program while applying strong fiscal controls in managing funds
5. To sustain the support of the Main Street stakeholders – the businessmen, merchants, property owners, the City's leadership team and Cherryville citizens.
6. To enhance the unique characteristics of the downtown district
7. To build visual unity and connectivity to the downtown district
8. To increase the safety and security of the downtown environment
9. To develop projects that enhance the quality of life for Cherryville residents

10. To promote the value, the successes, and the future plans of Cherryville's Main Street Program
11. To promote the new image and brand for Cherryville
12. To create new 'retail-marketing' events for downtown retailers
13. To promote significant historical and cultural events of the area
14. To retain and expand downtown businesses
15. To develop alternative sources of funding for investment in Cherryville
16. To develop innovative uses for re-purposing selected Cherryville downtown buildings and areas.
17. To attract new restaurants, retail, and professional services businesses to downtown Cherryville
18. To increase residential properties in the downtown



I. Organization Work Group Duties, Goal, Objectives, Strategies, and Tasks

Also known as the CMSP “Steering Committee”

The Organization Work Group establishes consensus and cooperation by building partnerships among the groups that have a stake in Cherryville’s downtown commercial district. It will (1) lead and promote Cherryville’s Main Street Program, regularly engaging and interacting with our stakeholders to ensure transparency, alignment of vision and objectives and ultimate success of the Program. (2) Create, with counsel and recommendations from the stakeholders, a “Master Work Plan” which supports our mission and reflects achievable short *and* long-term strategies and objectives. (3) Be accountable for the Main Street Program financial position by establishing sustainable funding sources (public and private) and employing accounting procedures and internal controls and financial reports to the public (4) Orchestrate the overall efforts of Work Groups that implement the Master Work Plan, and (5) Recruit new volunteers for CMSP and reward individual and group efforts.

Organization Work Group Duties

1. Conduct monthly Organization/Steering meetings to review the status of tasks and other activities
2. Conduct semi-annual meetings with merchants, property owners and citizens to update them on CMSP progress and plans
3. Approve action items and provide direction to Work Groups
4. Develop and maintain performance metrics and report to the City Council using quarterly and annual reports
5. Monitor budget execution and reconcile CMSP financial data each quarter
6. Pursue opportunities to raise funds for the CMSP program
7. Send representatives to the periodic NCMS Regional meetings and the annual Main Street Conference

Goal: To guide and manage the Cherryville Main Street Program in successfully revitalizing our downtown business district

Objective #1: To implement an optimal organizational structure for effectively managing the Cherryville Main Street Program

Objective #2: To manage and train the volunteer workforce

Objective #3: To locate funding sources for the Program while applying strong fiscal controls in managing funds

Objective #4: To engage professional consulting services as required

Objective #5: To sustain the support of the Main Street stakeholders – the businessmen, merchants, property owners, the City’s leadership team and Cherryville citizens.

Strategy #1: Develop the CMSP Committee members into effective work groups

Near/ Long	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
1	1,2,5	Create volunteer application form that will enable CMSP to select volunteers who bring skills and experience to the Committee	A West	IN	4 HRS	EXCOM	1-31 Jul 2016
2	2	Provide periodic training as part of Work Group and Committee meetings.	A West	IN	8 HRS	EXCOM	1 Jul 2015 – 31 Mar 2016
3	1	Conduct mid-year survey of all committee members to seek constructive feedback	A West	IN	4 HRS	EXCOM	1-31 Jan 2016
4	1,2,5	Strategize and develop the FY2017 Master Work Plan.	A West	IN	40 HRS	EXCOM Chairs	1 Feb – 1 Jun 2016
5	1,2	Recruit replacements for Chairman, Board of Directors, and Work Group Chairs for FY2017	R Randall	IN	12 HRS	EXCOM BOD	1 Feb – 1 Jun 2016
6	2	Review the participation, qualifications and contributions of all Committee members to determine best candidates to continue service on the Committee; fill vacancies.	A West	IN	8 HRS	EXCOM Chairs	1 Apr – 15 Jun 2016

Strategy #2: Raise sufficient funding to support program activities and initiatives

Near/ Long	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
7	3,5	Find a donor organization(s) to support the Streetscape Design.	R Randall	IN	10 HRS	EXCOM	1-31 Jul 2015

8	3,5	Apply for Community Foundation of Gaston County grant	R Randall	IN	10 HRS	EXCOM	1 Jul – 15 Aug 2015
9	3,5	Conduct fund raising campaign for 2 nd increment of outdoor furniture (mini-park)	J Skibo	IN	80 hrs	BOD Org Work Gp	1 Aug – 31 Oct 2015
10	3,5	Develop with the City, a preliminary financing strategy for the streetscape plan; explore a bond referendum for the Phase I City Commons Park	B Blackburn	IN	40 HRS	EXCOM BOD	1 Jul – 30 Sep 2016
11	3,5	Formally approach 3-5 potential donor businesses. Secure private sector funding for select FY2016 initiatives.	R Randall	IN	40 HRS	R Randall	1 Jul 2015 – 30 Apr 2016
12	3,5	Strategize and develop the FY2017 CMSP Budget; align with Master Work Plan	A West	IN	40 HRS	EXCOM Chairs	1 Feb – 1 Jun 2016
13	3	Apply for Main Street Solutions Fund Grant for Phase I of the Master Streetscape Plan	R Randall	IN	20 HRS	EXCOM	1 May – 30 Jun 2016

Strategy #3: Engage professional firms to perform specialized work

	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
14	4,5	Develop and issue a Request for Proposal (RFP) & Statement of Work (SOW) for an engineering and architecture firm/agency to devise a streetscape <u>master plan</u> for the downtown; select and engage a firm	A West	OUT	\$20K/3 Mos 40 HRS	EXCOM Chairs	1 Oct – 31 Dec 2015
15	4,5	Develop and issue a Request for Proposal (RFP) & Statement of Work (SOW) for an engineering and architecture firm/agency to implement Phase I, City Commons, for the downtown; select and engage a firm.	TBD	OUT	\$750K/6 Mos. 40 HRS	BOD EXCOM Chairs	1 Oct – 31 Dec 2016

16	4,5	Develop a Statement of Work (SOW) for a limited wayfinding plan for the city of Cherryville; engage ElectriCities consulting services ICW NC DOT to develop the plan.	TBD	OUT	\$15K/2 Mos 40 HRS	EXCOM Chairs	1 Jul – 30 Sep 2017

Strategy #4: Leverage the NC State Main Street Program resources

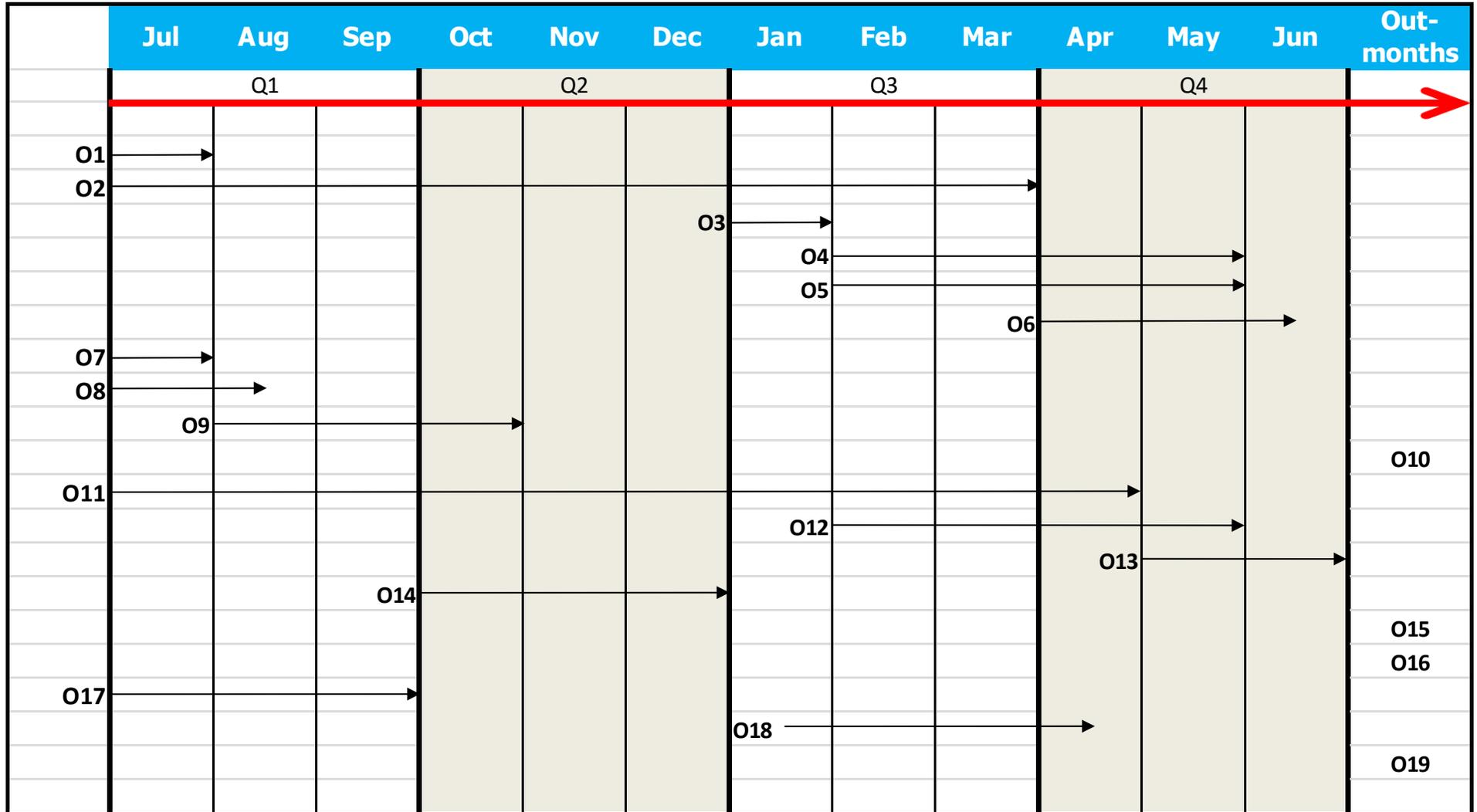
	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
17	2	Visit two Main Street Communities in NC and meet with Main Street officials.	R. Randall	IN	60 HRS	EXCOM Chairs	1 Jul 2015 – 30 Sep 2015
18	2	Attend the 2016 NC Main Street Conference in Goldsboro, NC (four persons attending); back brief full CMSP Committee.	A West	IN	\$2700 135 HRS	EXCOM Chairs	15 Jan – 15 Apr 2016
19	1	Apply for 501 c. (3) non-profit organizational status; modify By Laws	R Randall	IN	\$500 20 HRS	EXCOM	1 Jul – 31 Aug 2016



Long term tasks beyond FY 2016

J. FY2016 Organization Work Group Project Timeline

Tasks that begin or end in FY 2016 and beyond



K. Design Work Group Tasks

Design: Enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction, developing sensitive design management systems, and long-term planning.

Design Work Group Duties

1. Meet monthly to determine progress on assigned tasks
2. Attend quarterly Full Main Street Committee Program meetings
3. Continuously update Master Work Plan with new tasks and status of on-going tasks
4. Track volunteer hours and report monthly to Organization Work Group
5. Coordinate regularly with Public Works to improve the appearance and appeal of the downtown district
6. Review all public projects in the downtown district ensuring each project complements and enhances the historic character of the downtown
7. Support the Façade Grant Program by working with multiple building owners to apply for Design Services (e.g. renderings of their facades) offered through the NC Main Street Center.
8. Coordinate with Public Works on displaying large icons/logos on the wall of the Mini Park and banners in the Mini Park and downtown district throughout the year.

Goal: To improve the aesthetics and physical environment of the downtown district

Objective #1: To enhance the unique characteristics of the downtown district

Objective #2: To build visual unity and connectivity to the downtown district

Objective #3: To improve the safety and security of the downtown environment

Objective #4: To develop projects that enhance the quality of life for Cherryville residents

Strategy #1: Develop a comprehensive downtown design plan incorporating elements of the new branding system

#	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
1	1,2	Create innovative ideas for empty space and buildings that will improve the downtown appearance and help attract businesses and investment (e.g. staging windows in empty buildings and developing for sale or lease posters.)	Jeanne Beam Wanda Many	In	TBD/40 HRS	DWG	1 Jul 2015 – 1 Jun 2016
2	2.4	Develop a comprehensive, integrated art plan on Main Street including an alley-way conversion, murals, sculpture and other art forms. Secure building owners consent when necessary.	Sherry Bingham	In	80 HRS	DT	1 Jul 2015 – 31 May 2016
3	1,2	Implement Phase 1 of the Banner Program by procuring banner hardware and 1 set of boulevard banners	Jean Skibo	In	Out/\$4,000 20 HRS	Wanda	1 Jul – 30 Nov 2015

Strategy #2: Promote outdoor seating and increased pedestrian traffic.

#	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
4	1,2,3,4	Develop options for adding outside furniture to the downtown area; procure 2nd increment of furniture targeted for the mini-park.	Jean Skibo	Out	20 HRS \$10,000	DT/ vendor	1 Jan – 31 Mar 2016
5	1,2	Develop a historical marker plan for select locations in Cherryville; apply/coordinate for signage.	Doug Blackburn Jeanne B.	In	100 HRS	Bobbie Rudisill	1 Jul 2015 – 31 May 2016

6	1,2	Create a historical building plaque plan for all downtown buildings	Doug B. Jeanne B.	In	100 HRS	Bobbie Rudisill	1 Jul 2015 – 31 May 2016
Strategy #3: Beautify the downtown and eliminate unsightly detractors							
#	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
7	1,2,4	Secure a sponsor (Pepsi or Royal Crown) and install a new mural in the downtown district.	Jean Skibo	In	20 HRS; \$6,000	Sherry	1 Jan – 31 May 2016
8	1,2,4	Select a design and location for a heritage symbol as supported by the branding design and the streetscape design; develop cost estimates	TBD	TBD	40 HRS	ICW Streetscape Design	1 Jul – 31 Dec 2017
9	1	Develop a phased plan with cost estimates for increasing the number of cherry trees for Cherryville; implement the first phase.	Jean Skibo Jeanne B.	In	24 HRS	Ben Blackburn Brandon A.	1 Aug – 30 Nov 2015
10	3,4	Find and implement a solution to the pigeon problem in the downtown business district.	Jean Skibo	Out	\$500; 40 HRS	Roger Hollifield Jason Wofford	1 Jul – 30 Sep 2015
11	1,2,3,4	Oversee the Master Streetscape Plan implementation	TBD	In/Out	TBD	TBD	FY2017-2020

 **Long term tasks beyond FY 2016**

L. FY2016 Design Work Group Project Timeline

Tasks that begin or end during FY 2016

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Out-months
	Q1			Q2			Q3			Q4			
D1													
D2													
D3													
D4													
D5													
D6													
D7													
D8													
D9													
D10													
D11													

M. Promotion Work Group Tasks

Promotion: Marketing the traditional commercial district's assets to customers, potential investors, new businesses, citizens and visitors.

Promotion Work Group Duties

1. Meet monthly to determine progress on assigned tasks
2. Track volunteer hours and report monthly to Organization Work Group
3. Participate quarterly in the full Main Street Program Committee meetings
4. Update Master Work Plan with new tasks and status of on-going tasks
5. Seek opportunities to promote downtown businesses and the Main Street Program
6. Maintain the Main Street Committee Room and update bulletin boards and promotional literature
7. Maintain CMSP web page with current documentation, policy and procedures, work plans, and briefings
8. Maintain CMSP FB page with at least two monthly postings of current photos, articles, and commentary
9. Maintain the Information Kiosk with monthly updates of current CMSP activities, maps and brochures
10. Monitor and execute Change Management and Communications plan implementation
11. Monitor and control the Branding System implementation.
12. Produce quarterly newsletters and distribute them via city mailings;
13. Write and place newspaper articles and/or quarterly column, ghost written for the chairman, featuring CMSP activities.
14. Partner with the Cherryville Chamber of Commerce (CoC) and Downtown merchants to enhance existing special downtown events (e.g. Cherry Blossom Festival, Farmer's Market, Christmas and other seasonal events)
15. Help chairman develop, schedule, and present cyclical update briefings to key stakeholders.
16. Garner ongoing coverage in the local media.

Goal: To promote the Main Street Program in order to attract more businesses and people to downtown Cherryville							
Objective #1: To promote the value, the successes, and the future plans of Cherryville's Main Street Program							
Objective #2: To promote the new image and brand for Cherryville							
Objective #3: To create new 'retail-marketing' events for downtown retailers							
Objective #4: To promote significant historical and cultural events of the area							
Objective #5: To promote downtown Cherryville as a premium place to live and desirable location for new businesses.							
Strategy #1: Communicate and publicize the Cherryville Main Street Program							
#	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
1	1,2	Sponsor a CMSP float or auto for the 2015 Christmas Parade	MB Tackett	In	\$75/24 HRS	Mary Beth Tackett	1 Oct -15 Dec 2015
2	1,2	Sponsor an CMSP booth & tent at the 2016 Cherry Blossom	S. Panton	In	\$800/40 HRS	Libby Maffett	1 Mar – 30 Apr 2016
3	2	Rent a billboard in a strategic location and advertise Cherryville's revitalization.	S. Panton	Out	8 HRS \$1,000	K West	1 Jan – 31 Mar 2016
4	1,2	Develop a video presentation about CMSP, using pro bono PR, featuring the chairman and the mayor.	S. Panton	In	20 HRS \$1,000	TBD	1 Aug-30 Sep 2015
Strategy #2: Become an integral, valued partner with the Chamber of Commerce and Downtown merchants in strengthening events							
5	3,4,5	Plan a two day community Oktober Fest 2016 with music, vendors, and outdoor activities to celebrate our German Heritage.	K. West	IN/OUT	120 HRS	Chamber	15 Oct 2015 – 15 Oct 2016

6	1,2	Develop merchandising options to promote the brand and the program.	L. Maffett	OUT	40 HRS	Chamber	1 Sep – 30 Nov 2015

Strategy #3: Promote the new branding system and image for Cherryville

#	Objective(s) Supported	Task	Responsibility	In-House-Outsource	Cost / Time	Partners / Assistance	Start / End Dates
7	1,2	Update existing promotional materials and include the icon activities and new branding system.	K. West	IN	\$750/ 40 HRS	MB Tackett	1 Jul - 15 Aug 2015
8	2	Integrate the new branding system into City/Chamber sponsored events. (Cherry Blossom, 4 of July, & Christmas and other events.)	MB Tackett	IN	\$500/40 HRS	K West DWG	1 Jul 2015 – 30 Apr 2016

Strategy #4: Promote the opportunities available in Cherryville to residents and visitors.

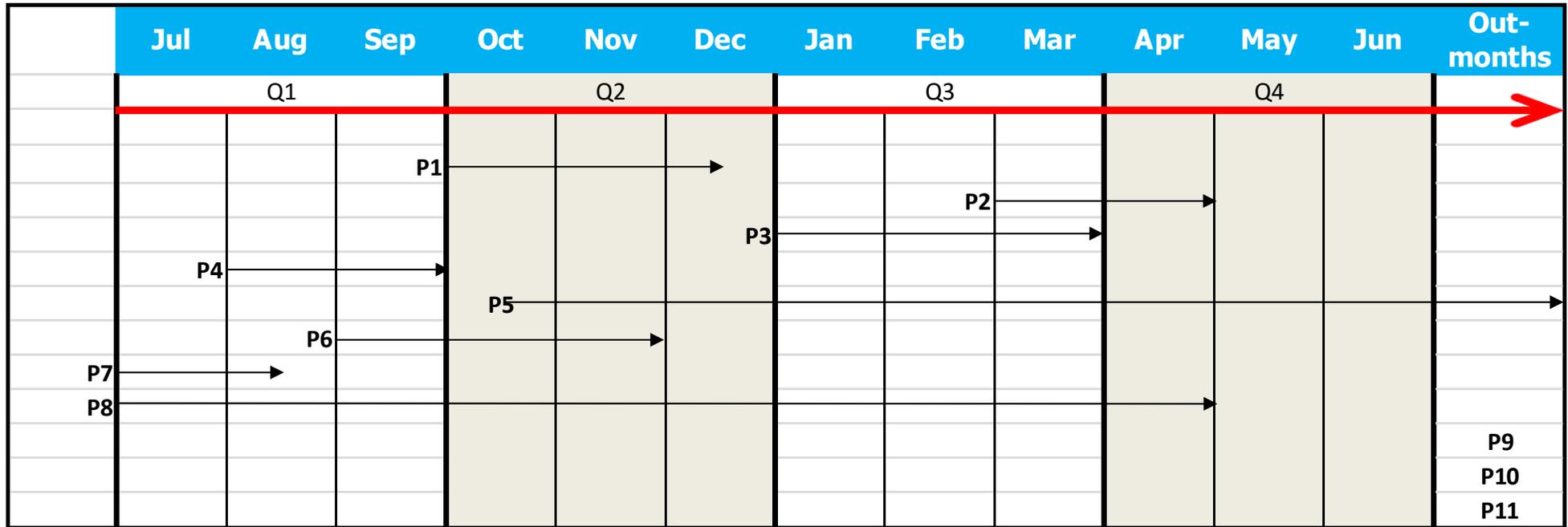
9	2,3,5	Create a marketing plan to attract potential businesses and promote opportunities available for Cherryville residents and visitors.	TBD	In	24 HRS	TBD	FY2017
10	2,4,5	Design supporting marketing collateral to promote: quality of life; historical and cultural events; and other events of interest	TBD	In	\$500/40 HRS	TBD	FY2017
11	2,5	Develop a plan for walking and biking trails in and around downtown Cherryville; include resource requirements; options; potential vendors; issues (e.g. liability; right of way, etc.)	TBD	In	80 HRS.	TBD	FY2017



Long term tasks beyond FY 2016

N. FY2016 Promotion Team Project Timeline

Tasks that begin or end during FY 2016



O. Economic Restructuring Team Tasks

Economic Restructuring: (1.) Identifying new market opportunities for the traditional commercial district, (2) finding new uses for historic commercial buildings, and (3) stimulating investment in property.

Economic Restructuring Work Group Duties

1. Meet monthly to determine progress on assigned tasks
2. Continuously update Master Work Plan with new tasks and status of on-going tasks
3. Track volunteer hours and report monthly to Organization Team
4. Meet semi-annually with business and property owners to provide updates on Economic Restructuring activities

Goal: To identify new market opportunities that will retain, expand, and revitalize downtown Cherryville

Objective #1: To retain and expand downtown's businesses.

Objective #2: To develop alternative sources of funding for investment in Cherryville.

Objective #3: To develop innovative uses for re-purposing selected Cherryville downtown buildings and areas.

Objective #4: To attract new restaurants, retail, and professional services businesses to downtown Cherryville

Objective #5: To increase residential properties in the downtown

Strategy #1: Maintain the trust and support of merchants and property owners through actions and initiatives that benefit downtown businesses.

#	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
1	1,2,4	Submit an application for the Downtown Business District to be approved as a National Historic District thereby qualifying for Fed and State tax credits when available.	S Hollifield	Out	\$12,000/ 120 hrs.	R. Randall C. Carpenter	1 Jul – 31 Aug 2015

2	1,4	Promote the Façade Grant program so that all earmarked appropriated funds for the program are expended during the fiscal year.	R Hollifield	In	\$15,000/40 hrs.	Org Work Group Econ Res Work Group	1 Jul 2015 – 1 Jun 2016
3	1	Coordinate education opportunities for merchants on relevant topics based on survey of merchants' needs (marketing, finance, etc.)	S Hollifield	OUT	40 hrs.	Gaston College Small Business Center	1 Aug – 15 Sep 2015 1 Mar – 15 Apr 2016
4	2,4	Develop a set of incentives to support small business recruiting (tax breaks, matching grants, utilities discounts, etc.)	A Thomas	IN	40 hrs.	Other main street communities	1 Oct 2015 – 31 Jan 2016

Strategy #2: Develop investment options and opportunities for public and private partnerships

#	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
5	2	Research loan, grant and investment programs: Eden Group, Electra-Cities, NC Solutions Fund, Fed grants, SBC loans etc.	K. Bowen	IN	\$0 / 40 hrs.	R. Randall	1 Oct– 30 Nov 2015
6	2	Work with the city to develop a plan to re-purpose the old Cherryville Bank Building; pursuing grants and investors; and building a business case for City Council decision	K. Bowen	IN	80 hrs.	R. Randall B Blackburn	1 Oct 2015– 31 Mar 2016
7	2,3,4	Research options for using solar energy in the downtown business district.	A Thomas		40 hrs.	8 July Observer article	1 Feb– 31 May 2016

Strategy #3: Develop business cases to target and attract an optimal mix of businesses

#	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
8	1,4	Using market study information, determine a more optimal mix of businesses the downtown can support;	S. Dohmlo	IN	20 hrs.	K. Bowen	1 Jul – 31 Aug 2015

		compile a target list of potential businesses to support the mix					
9	1,4	Contact building owners to determine which buildings/spaces are available (sale & lease) and associated costs to support recruiting new businesses	R. Hollifield	IN	40 hrs.	R. Randall	1 Aug – 31 Oct 2015
10	1,4	Develop the business case (business leakage, community demographics, growth projections, sales potential, 3 county area, incentives etc.) and then conduct a letter campaign and recruitment visit to attract new restaurants.	S Dohmlo	IN	80 hrs	R Randall	1 Oct 2015 – 31 Mar 2016
11	1,4	Develop the business case, coordinate with the NC Brewers Guild and then conduct a letter campaign and recruitment visit to attract a brew pub.	R. Hollifield	IN	80 hrs	R Randall	1 Jan – 31 May 2016
12	1,4	Develop a business case and a special incentive package to recruit an anchor business for downtown; arrange visit with anchor leadership team.	Ken Bowen	IN	120 hrs	Mayor Beam A. West B. Blackburn R. Randall	1 Jan – 30 Jun 2016
13	1-5	Engage Electra-Cities Management Consulting Services to review downtown business mix and CMSP business cases.	R. Hollifield	OUT	24 hrs.	R Randall	1 Mar – 30 Apr 2016

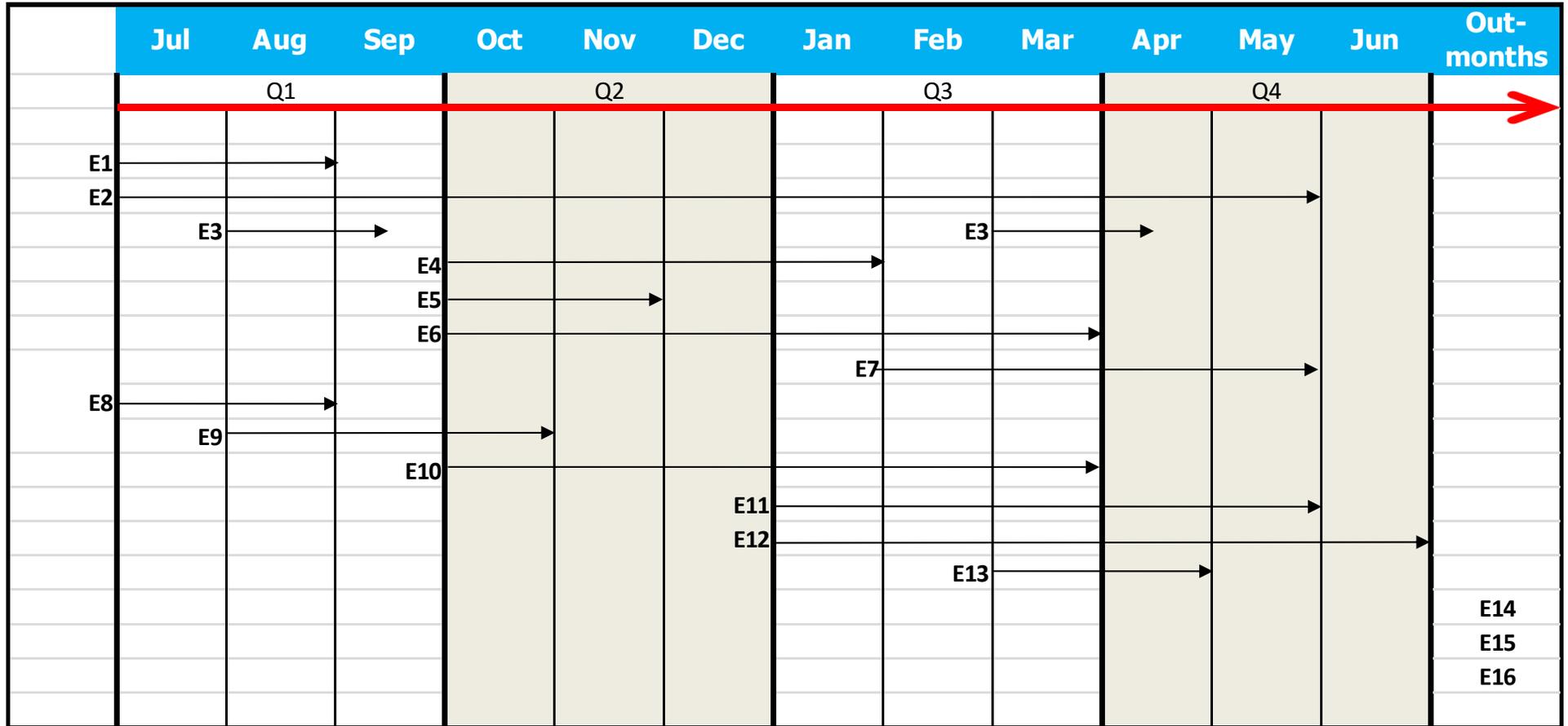
Strategy #4: Promote upper-story residential development

#	Objective(s) Supported	Task	Responsibility	In-House- Outsource	Cost / Time	Partners / Assistance	Start / End Dates
14	1.3.5	Work with property owners to determine which buildings would be suitable for upper story residential projects.	TBD	IN	60 hrs	TBD	FY 2017
15	2,3,4,5	Develop the business case (opportunity costs; cost benefit; ROI etc.) for upper story residential development addressing property owners and potential investors	TBD	IN	120 hrs.	TBD	FY 2018
16	2,3,4,5	Conduct a campaign to recruit investors to fund an upper-story residential demonstration project	TBD	IN	120 hrs.		FY 2019

 Long term tasks beyond FY 2016

P. FY2016 Economic Restructuring Team Project Timeline

Tasks that begin or end during FY 2016



Q. Team Tasks Completed for FY2015

#	Task #	Task	Responsibility	Cost / Time	Month Completed	Remarks
	Preliminary	Selection of Chairman	R. Randall		May	Council approved A West as Chairman
1	O-1	Create an effective organizational structure and billets and fill the positions	A West		July	See org chart; 31 volunteers eff. 1 July 2014
2	O-2	Determine the official business model for Cherryville's Program: (c) (3), (c) (4), or Quasi-Public Explore using CCDC non-profit as conduit for contributions	A West		July	Volunteer org under city government; city is the non-profit entity
3	O-6	Work with the City management to appropriate FY2015 funding for selected initiatives.	A West		July	\$30K Public funding; \$58K private funding
4	O-22	Apply for annual "National Main Street Center" membership; obtain City Council commitment proclamation	R. Randall	\$250	July	Renewed on 30 Jun 2015 as Main Street community; \$350
5	P-1	Build out a centralized "Committee Room" at City Hall as the hub of STMS activity and promotion of the Program files, materials, banners, photos, etc.) Keep officials and other stakeholders informed by promoting STMS activities and objectives with current displays of progress and plans.	S. Hollifield	\$275	July	Posters (\$275) donated by Modern Printing.
6	P-15	Write and submit to City Manager a comprehensive "Request for Proposal (RFP)" for consultants who specialize in marketing retail/downtown redevelopment initiatives. Include specific deliverables such as: <ul style="list-style-type: none"> • Overall marketing strategies for Cherryville's downtown • Development of a new logo, seal and/or coat of arms for the "City of Cherryville" • Develop a new slogan for Cherryville • Options for Wayfinding designs 	A West	\$15K est.	July	RFP sent to 7 firms; 5 elected to bid. Proposal due 29 Aug 2014; Arnett Muldrow selected FFP \$15K

#	Task #	Task	Responsibility	Cost / Time	Month Completed	Remarks
7	E-1	Develop an inventory of contact information for building owners and merchants.	R. Randall	8 hrs.	July	Chamber maintains list
8	E-8	Explore partnership with Gaston Community College	D. Kiser		July	Free classes and one on one consulting; will present to business and property owners on 16 Sep
9	E-9	Explore partnership with Cleveland Community College	D. Kiser		July	No support; must use Gaston Community SBC
10	E-14	Ensure the proper business codes and exclusion are in place to assure quality businesses populate the downtown area while less desired types of businesses are zoned to the outer areas of the city	R. Hollifield		June	R. Elam modified code to exclude tattoo shops, laundry mats, and unsightly antennas in the downtown district
11	O-3	Conduct monthly Organization/Steering Team meetings. Review status of all Near-Term tasks among the 4 standing Committees.	A West		August	Set up regular schedule of Org Team/Steering Cmte monthly meetings. Routine duty
12	O-4	Determine a set of operating metrics to measure our progress; establish a baseline; report on a regular basis (e.g. quarterly).	A West		August	Process in place for monthly reporting. Key metrics used in Annual Report Routine duty
13	O-5	Create a tool/process to easily accumulate and report and reconcile our financial data at least quarterly.	S Stroupe		August	Process in place for quarterly reporting via City Fin Director. Routine duty
14	O-14	Create " <i>Hours Worked Log</i> " to record and formally report volunteer time and expense in support of the Cherryville Program. Assists with metrics and 'leveling the work effort' among volunteers.	S Stroupe		August	Process in place for monthly reporting. Routine duty
15	P-3	Create Facebook page, create "buzz" about STMS via various social media outlets. Inform and solicit 'real time' citizen feedback.	S. Stroupe C. Clemmer MB Tackett		August	FB Cherryville NC: Small Town Main Street; only FB for now.
16	D-5	Research city code and determine changes or additions needed, submit to City Manager for Council action.	R. Elam		August	ICW ER14 above. Code changes adopted by City Council
17	O-17	Hold semi-annual meetings with Downtown Merchants and property owners to provide	A West		September	Meeting held 16 Sep 2014; ~35 attended. 2 nd meeting held 25 Mar

#	Task #	Task	Responsibility	Cost / Time	Month Completed	Remarks
		updates, "brainstorm" ideas, solicit feedback and recruit more volunteers.				2015. Routine duty every 6 months.
18	O-23	Apply for NC Main Street 2015 Recognition Award	A West R. Randall		September	Submitted 24 Sep 2014. Cherryville won award of merit for Organization
19	P-8	Meet with Downtown Merchants and property owners. [See Business Development Team's Strategy #1] Present businesses with Promotional material on STMS Program, our progress-to-date and future direction.	S. Hollifield		September	Piggy backed off of #17 above
20	E-2	Construct and execute a survey instrument - questions, data points, interest, ideas, +/-s in order to pulse Main Street stakeholders	R. Randall		September	94 surveys sent and ~40 surveys returned
21	E-3	Conduct Cherryville Revitalization Information Session with building and business owners	A West R. Randall		September	Session held 16 Sep; task is now a routine duty.
22	E-10	Research the NC small business counseling program Business Link North Carolina (BLNC)	D. Kiser		September	Help line and free counseling; brief at Mar 2015 session with merchants. info@blnc.gov 800-228-8443
23	E-21	Determine needed ordinances/codes and associated process to establish ARB and preclude detractors in the downtown.	R. Hollifield		September	Code to establish ARB adopted by Steering Cmte and sent to Econ Dev Dir to present to City Council.
24	O-20	Provide periodic formal on-site updates to the City Council (quarterly).	A West		Quarterly starting Oct 2014 Jan, Apr, Jul	Session held Nov; now part of routine duties
25	D-2	Coordinate with city maintenance to develop an optimal sidewalk repair, replacement, and pressure washing schedule.	B. Blackburn		1 Jul -31 Aug 2014	B. Abernathy Public Works
26	P-2	Create Website or Webpage, specific to Cherryville's STMS and unique history. May include combining C of C and City websites into a consolidated "Target" for web traffic.	J. Rudasell	0-\$500/ 120 hrs	1 Jul – 31 Dec 2014	C of C M Tackett C Clemmer

#	Task #	Task	Responsibility	Cost / Time	Month Completed	Remarks
27	P-5	Procure a kiosk/bulletin board for the downtown area to showcase STMS activities. (To be updated continuously as events occur)	S. Hollifield	\$3700/80 hrs.	Ordered in Jan; installed in May	All STMS teams, C of C, City Public Works
28	P-6	Use our town's weekly newspaper to advertise and promote the STMS Program by writing a regular quarterly column in the Eagle (photos are high priority). Report on planned activities and successes and future strategies and events.	K. West S. Hollifield	\$0/40 hrs.	4 quarterly articles	All Teams; Cherryville Eagle Editor
29	P-7	Promote STMS activities and objectives. Keep officials and other stakeholders informed with current displays of progress in the STMS committee room	M. Tackett P. McGinnis	0/24 hrs.	Recurring duty	All STMS teams
30	P-8	Create a distribution / email / mailing list of merchants and Cherryville citizen groups/organizations (churches, clubs, etc.). Create a list of all local government and civic organizations at which the STMS might present an information session about the "new" Cherryville. [Speakers Bureau concept]. Examples: Gaston Economic Development, Gaston County government, local Rotary, Music Club, Garden Club, CHS Ed Foundation, Parent/Teacher Associations, etc. Set up a schedule for STMS reps to speak to 1-3 organizations per quarter	M Tackett M Tackett	0/20 hrs 8 hrs	1Jul – 31 May 2015 Routine duty	C of C, K West Org Team
31	P-12	Create a STMS quarterly Newsletter – for distribution to Downtown merchants, both electronic and paper.	K West S Hollifield	0/ 32 hrs.	Recurring duty	All Teams; expanded to all Cherryville households receiving utilities support.
32	E-5	Develop criteria for City of Cherryville matching grant program for building rehabilitation, façade and capital equipment investment.	R. Hollifield	\$0 / 8 hrs.	November	Richard Randall

#	Task #	Task	Responsibility	Cost / Time	Month Completed	Remarks
33	E-25	Educate property owners on code requirements and compliance	R. Hollifield	\$0 / 80 hrs.	30 Sep 2014 – 31 Mar 2015	Richard Elam assisted
34	E-22	Work with City Government to institute effective policies and codes for maintaining downtown facilities and space.	R. Hollifield	\$0 / 20 hrs	December	Richard Elam assisted
35	O-25	Arrange and conduct branding interviews, focus groups and city council sessions	R. Randall		November	Over 200 citizens involved
36	P-17	Develop a New Branding System launch plan	K. West		January	One year implementation plan for most actions
37	E-27	Determine requirements, cost and benefits of NHR accreditation; determine pros and cons of building vs. district accreditation	C. Carpenter	40 hrs	January	NC Historical Society
38	O-26	Present Branding System brief to City Council for approval and adoption	A West		March	Council approved
39	E-30.5	Apply with NC DOC to be added to the NHR study list	R. Randall	20 hrs	January	Cherryville added to study list; must submit application by Aug 2015
40	O-10	Attend the 2015 NC Main Street Conference in Morganton, NC	A West	8 hrs	March	Sent 10 representatives + Mayor
41	P-4	Set up and staff a booth for the 2015 Cherry Blossom festival	S. Hollifield	100 hrs	April	All Teams participated
42	O-27	Create an STMS Committee charter/bylaws covering roles, responsibilities, composition, size and operating procedures for the committee	A West	8 hrs.	May	Sent to City Council for review and approval
43	O-9	Submit budget to City Council for FY 2016	A West	4 hrs	May	Sent to City Council for review and approval
44	P-17	Develop a 'Communications and Change Management Plan' To assist in publicizing, informing & institutionalizing the STMS Program for the City of Cherryville.	S. Panton	0/40 hrs.	June	M Tackett

#	Task #	Task	Responsibility	Cost / Time	Month Completed	Remarks
45	D-11	Conduct donor campaign for outdoor furniture and murals	Jean Skibo			Over \$8,000 donated in money or in-kind services
46	D-12	Engage an artist to install mural on wall of former Roy & Troy's Grocery store	Jean Skibo	\$6,000 value	June	Donated by Coca Cola Co.
47	D-3	Procure initial increment of outdoor furniture for Main Street	Jean Skibo	\$11,586	June	16 items procured (7 benches, 8 trash receptacles, 1 planter)
48	D-4	Design an effective banner program to promote downtown Cherryville using activity icons.	Wanda Many	~\$6,000/60 hrs.	June	Phase I initiated in FY2015
49	O-28	Draft and publish the 2 nd edition of the CMSP Master Work Plan for FY2016-FY2020	Andy West	80 hrs.	June	Reviewed and approved by Steering Committee 30 Jun 2015



Tasks that required City Council approval

R. Cherryville Main Street Program (CMSP) FY 2016 Public/Private Investment Budget Estimates

Item Description	Use/Justification	Public Funding	Private Funding	Total Funding
1. Downtown small business façade grants program*	Up to \$3,000 matching grants for downtown small businesses to support façade improvements including signage and lighting. City will match 1:1 investments from small business up to \$3,000 in the downtown business district of Cherryville. Grants will be awarded quarterly. Uncommitted funds will be returned to the city at year end.	\$15,000	\$15,000	\$30,000
2. Downtown Streetscape Master Plan*	The CMSP Committee will engage a professional architectural and engineering firm to create a master plan for the redevelopment of the downtown business district. This will include a multi-year, multi-phased plan for revitalizing the streetscape of downtown Cherryville. The master plan will include detailed design plans, specifications and rough order of magnitude costs for each phase of development.	\$10,000	\$10,000	\$20,000
3. Main street outdoor furniture – 2 nd increment*	The CMSP Committee will procure the second increment of outdoor furniture for downtown. Furniture may include tables and chairs, benches, trash and recycle receptacles, and bicycle racks. CMSP will identify sponsors/donors for the furniture. Sponsors will cover 50% of cost; city will cover the other 50%. Furniture will include a donor plaque.	\$5,000	\$5,000	\$10,000
4. NC Main Street conference and dues	This annual conference is an excellent opportunity to network with other cities and towns throughout the state. We will gather lessons learned and innovative ideas from other cities/towns and adapt the smart ideas to Cherryville's program. Funds will send 4 CMSP representatives to the annual NC Main Street conference and cover registration fees (\$600), travel (\$300), hotel (\$1,000) and per diem (\$800). Additionally, dues for continued CMSP support (newsletters, best practices, etc.) are \$350/year.	\$3,050	-	\$3,050

Item Description	Use/Justification	Public Funding	Private Funding	Total Funding
5. Banners	Funding to support banner program for Downtown Business District. CMSP Committee will procure 4 sets of banners displaying the new brand and activity icons. Additionally, a few larger banners to hang in the Mini Park will be procured to promote the new brand.	\$4,000	-	\$4,000
6. Area Beautification	Funding for downtown beautification to purchase cherry trees for planting in select areas. Additionally, funds will be used to purchase flowers and mulch along main street and at the mini-park.	\$2,500	-	\$2,500
7. Building Murals*	Funding to cover expense for 1-2 building murals: likely one on wall of former Carolina Salvage building and one on wall of former Sanitary Barber Shop. Alternatively, we may procure an art piece to replace the former mural in the city mini-park. CMSP will identify sponsors for the potential mural spots. Sponsors will cover 50% of cost; city will cover the other 50%. Murals will help beautify the downtown area while adding to the nostalgia of a simpler time when Cherryville was a thriving community. The Murals will set a positive tone for the downtown area and reflect the renewal theme.	\$ 5,000	\$5,000	\$10,000
8. Promotions	Funding to cover cost of printing quarterly newsletter (\$200 x 4 quarters = \$800); marketing materials, i.e. brochures and activity flyers (\$500); funding to support CMSP participation in Chamber events (\$1,100). Signage and display costs (\$600). Billboard rental and other ad media to promote Cherryville as a destination (\$1,000)	\$4,000	-	\$4,000
9. Administration	Funds for training support from NCMS (\$150 x 4 events = \$600); Other printing and admin expenses (\$1,250).	\$1,850	-	\$1,850
Total Estimate for FY2015 Public/Private Investments		\$50,400	\$35,000	\$85,400

