



REGULAR MEETING
Annual Planning Workshop
February 17, 2026
8:30 a.m. to 3:00 p.m.
Municipal Building Conference Room
16 S. Main Street
AGENDA

- 8:30 A.M. Call to order
- 1. Welcome and Introductions**
- 8:35 **2. 2025-26 Year in Review:** Highlights, Board Member feedback
- 9:00 **3. Review of DWC By-Laws:** Board Member recruitment & selection
- 9:30 **4. Review of Main Street Accrediting Standards and integration into Annual Plan of Work**
- A. Standard 1: Broad-Based Commitment to Revitalization
 - B. Standard 2: Inclusive Leadership and Organization Capacity
 - C. Standard 3: Diversified Funding & Sustainable Program Operations
 - D. Standard 4: Strategy-Driven Programming
 - E. Standard 5: Preservation-Based Economic Development
 - F. Standard 6: Demonstrated Impacts and Results
- 10:15 <BREAK>
- 10:30 **5. 2025-26 Annual Work Plan review**
- A. Organization projects
 - B. Promotions projects
 - C. Design projects
 - D. Econ. Vitality projects
- 11:00 **6. Update 2026-27 Annual Plan of Work**
- 12:30 < LUNCH >
- 1:00 **7. Develop FY 2026-27 budget to align with 2026-27 plan of work**
- 2:30 **8. Other Business**
- 3:00 P.M. **9. Adjourn**

TOWN OF WAYNESVILLE

DOWNTOWN ADVISORY COMMITTEE

Charter & Rules of Procedure

Article 1. Name

The name of this organization is the Town of Waynesville Downtown Advisory committee, hereinafter referred to as the “Committee.”

Article 2. Purpose and Powers

The general purpose of the Committee is to serve in an advisory role to the Town Board in matters pertaining to the Main Street Municipal Service District, subject to such limitations as may be imposed by state law or by ordinances of the Town. The Committee shall be embodied for the following purposes: Advise, deliberate and make recommendations to the Town Board to help facilitate the implementation of the Comprehensive Plan as it relates to downtown; Serve to support economic development efforts, and the marketing and promotion of downtown; Identify appropriate uses for downtown and identify developers/investors for downtown development; Recommend to Town Board an overall policy for the continued development and sustainability of downtown; Develop financial tools for downtown development; Promote and facilitate the improvement of downtown infrastructure, including water, public safety, parks, parking, transportation, utilities, sidewalks, sewer, and streetscape; Promote and facilitate a program to assist in business retention in the downtown; Promote and facilitate a marketing program to increase sales, visitors, and awareness of downtown; Provide Town Board with representative community participation in preparing and implementing plans and reports concerning the development of downtown; Promote, facilitate, and act as liaison to developments significantly affecting the downtown area. Promote and support downtown as a special event location.

Article 3. Jurisdiction

The Downtown Advisory Committee’s jurisdiction shall apply to the Waynesville Main Street Municipal Service District . The Main Street Municipal Service District is formed by the boundaries shown in Exhibit “A”. The Board may also discuss and be consulted on matters outside of the Main Street Municipal Services District, provided the subject is related to the core mission of supporting a healthy and vibrant downtown.

Article 4. Membership

Section 1. Membership and Appointment. All appointments shall be made by the Board of Aldermen . The Committee shall consist of thirteen (13) voting members. Membership shall be composed from the following membership categories:

- (4) Members representing merchants
- (4) Members representing owners/residents
- (3) At-Large members
- (1) Member of the Board of Aldermen

(1) Member of the County Board of Commissioners or staff

Merchant members are defined as persons operating businesses whether being the owner or tenant.

Property owners or residents are defined as persons who own property or live in the district.

At-large members are defined as persons owning property or residing within the Town of Waynesville or Haywood County, or business owners whose business is located within the Town of Waynesville or Haywood County.

Staff Support Town staff shall be assigned to the Downtown Advisory Committee, acting as the Secretary and liaison between the Committee, Town Departments, and the Town Board and shall have the charge of correspondence, minutes, notifying members of meetings, and other information.

Section 2. Member Terms and Term Limits.

The appointment to the initial Committee, Town Board may implement staggered terms for members, meaning that 4 members of the Committee membership shall be appointed for an initial term to run from November 2021 to June 30, 2022; 4 members of the Committee membership shall be appointed for an initial term to run from November 2021 to June 30, 2023, and 4 members of the Committee membership shall be appointed for an initial term to run from November 2021 to June 30, 2024. The initial staggered terms shall be chosen by “lot” from initial appointees. The Committee Chair will be chosen annually by the Board of Alderman. Thereafter Advisory Committee appointments shall be for 3-year terms unless filling an unexpired term. Members who initially served less than a 3-year term shall be eligible for two additional 3-year terms. No member may serve more than two terms without taking a hiatus of one year before being reappointed.

Section 3. Attendance at Meetings. Any member who misses more than three consecutive regular meetings or more than one-half the regular meetings actually held in a calendar year shall cease to be a Committee member.

Section 4. Vacancies and Reasons for Dismissal. All members serve at the pleasure of the Town Board. Members may be dismissed for any reason with or without cause. Including but not limited to failure to attend meetings. Vacancies shall be filled at the earliest convenience of the Town Board. Should the chair vacate the Board, the Vice Chair shall serve as Interim Chair. The Board of Aldermen shall appoint a replacement as soon as practicable.

Section 5. Conflicts of Interest. The Committee shall adhere to the NC Code of Ethics for Local Government. No member of the Committee or the business they own or are employed by shall contract with or provide any service for the Downtown Advisory Committee that involves compensation. Board members are free to donate time and material, however.

Article 5. Rules and Parliamentary Procedure

Section 1. Open-Meetings Law. All meetings of the Committee and its subcommittees shall be open to the public, and any person may attend their meetings. Except as permitted below, all meetings of the Committee shall be open to the public and any person may attend its meetings. For purposes of these rules, a meeting of the Committee occurs whenever a majority of the

Committee members gather, either in person or simultaneously by electronic means, to conduct hearings, deliberate, vote, or otherwise transact public business within the Committee's real or apparent jurisdiction. The term "majority" as used here and elsewhere in these rules means, unless otherwise specified, a simple majority, that is, more than half. No meeting shall occur except as part of a duly called and advertised meeting. For the avoidance of doubt, informal gatherings of a majority of the members where business of the Committee is discussed is strictly prohibited.

Section 2. Closed Session. The Committee may enter a closed session from which the public is excluded on any of the grounds listed in G.S. 143-318.11(a).

1. Motion to Enter Closed Session. The Committee may hold a closed session only upon a motion duly made and adopted in open session. The motion to enter closed session shall cite one or more of the permissible bases listed in G.S. 143-318.11(a) for closed sessions. For a closed session held under G.S. 143-318.11(a)(1) (prevent disclosure of privileged or confidential information or information not considered public record), the motion shall name or cite the law that renders the information confidential or privileged. For a closed session called pursuant to G.S. 143-318.11(a)(3) (attorney consultation and preservation of attorney-client privilege), the motion shall name the parties to any pending lawsuit that the Board's attorney plans to discuss in the closed session.

2. Closed-Session Participants. Aside from the Committee members themselves, only those individuals invited by the Committee may participate in a closed session. The Committee will invite only those individuals whose presence is reasonably necessary to aid the Committee in its closed-session deliberations.

3. Motion to Return to Open Session. Upon completing its closed-session business, the Committee shall return to open session.

4. As per State Statute minutes of the Closed Sessions shall be drafted in such detail that a reasonable person would understand the discussion.

Section 3. Regularly Scheduled Meetings. The Committee shall hold regular monthly meetings on the _____ The Committee shall annually adopt a regular meeting schedule showing the dates, times, and places of its regular meetings for the year.

1. Notice of Regular Meeting Schedule. The Board shall ensure that a copy of its current regular meeting schedule, complete with the date, time, and place of each regular meeting, is filed with the Town Clerk and posted on the Town's website.
2. Change to Regular Meeting Schedule. The Committee may revise its regular meeting schedule to change the date, time or place of a particular regular meeting or all regular meetings within a specified period. The Committee shall ensure that the revised regular meeting schedule is filed with the Town Clerk at least seven (7) consecutive calendar days before the first meeting held pursuant to the revised schedule. The Committee shall also have the revised schedule posted on the Town's website.

Section 4. Special Meetings. The chair or the majority of the members of the Committee may, at any time, call a special meeting of the Committee by signing a notice stating the date, time and place of the special meeting and the subjects to be considered. Alternatively, a special meeting may

be called by vote of the Committee in open session during a regular meeting or another duly called special meeting if on the special meeting agenda.

1. Notice to the public. At least 48 hours before a special meeting, the Committee shall post written notice stating the date, time, place, and purpose(s) of the meeting. Such notice shall be,
 - i Posted on the Town's website, emailed to members of the Downtown Service Districts and the Town's "Sunshine List".
 - ii Emailed or delivered to each newspaper, wire service, radio station and television station who have filed a written request for notice with the T o w n .
2. Notice to Committee Members. For all meetings called by the chair, or a majority of the members, notice of the meeting date, time, place, and purpose(s) shall be emailed, or delivered to all members of the Committee at least 48 hours before the meeting. If the special meeting was called at another duly held meeting of the Committee, and one or more members were absent, the chair shall ensure that notice of the meeting's date, time, place, and purpose(s) is emailed, or delivered to any absent member(s) a minimum of forty-eight (48) hours in advance of the special meeting.
3. Business Conducted at a Special Meeting. Only the business that is specified in the notice of the meeting may be transacted during a special meeting.

Section 5. Organizational Meeting. On the date and at the time of the regular meeting in July, the Town Board shall appoint a chair. The new Board shall choose a vice chair and adopt an annual schedule of regular meetings for the upcoming calendar year. Newly appointed and reappointed members must have taken their oath prior to the start of the organizational meeting.

Section 6. Electronic Committee Meetings and Member Participation. No member who is not physically present may participate in a meeting of the Committee by electronic means except in accordance with this rule.

1. Electronic Meetings Generally. Provided a quorum is present, in person, at a meeting, C o m m i t t e e members may participate in a meeting electronically. Any member wishing to participate electronically in a meeting shall be required to give the Chair and the Secretary at least Twenty -four (24) Hours before the start of the meeting. When one or more members are participating remotely, the following rules shall apply:

(a) *Member Identification.* Each member who attends by electronic means shall identify himself or herself in each of the following situations:

- i when roll is taken, or the meeting begins.
- ii before taking part in deliberations, including making any motions, proposing any amendments, or raising any points of order; and
- iii before voting.

(b) *Method of Electronic Participation.* Any member who attends electronically shall use a means of communication that enables the member

- i to hear what is said by other Committee members and any person who addresses the Committee and
- ii to be heard by other Committee members.

(c) *Voting.* The Committee shall conduct all votes by calling for ayes and noes. It may not vote by secret or written ballots. The votes of any member who attends by electronic means shall be counted as if the member were physically present, but only while the Committee maintains electronic communication with that member.

(d) *Minutes.* The minutes shall which members took part electronically, and when such members joined or left the electronic meeting.

2. Electronic Meetings During a State of Emergency Declared by the Governor or General Assembly. During any state of emergency declared by the Governor or General Assembly pursuant to G.S. 166A-19.20, a meeting of the Committee shall comply with the requirements of this paragraph if the Committee falls within the emergency area and at least one Committee member attends the meeting by conference call, conference video, or other electronic means.

(a) *Notice.* The public notice for any regular, special, emergency, or recessed meeting that is subject to this paragraph shall specify how the public can access the electronic meeting in real time.

(b) *Member Identification.* Each member who attends by electronic means shall identify himself or herself in each of the following situations:

- i when roll is taken, or the meeting begins.
- ii before taking part in deliberations, including making any motions, proposing any amendments, or raising any points of order; and
- iii before voting.

(c) *Meeting Materials.* All documents considered during the meeting shall be furnished to each Committee member.

(d) *Method of Electronic Participation.* Any member who attends electronically shall use a means of communication that enables the member

- iii to hear what is said by other Board members and any person who addresses the Committee and
- iv to be heard by other Committee members.

(e) *Quorum.* A member who attends by electronic means counts as present for quorum purposes, but only while the Committee maintains electronic communication with that

member.

(f) *Voting*. The Committee shall conduct all votes by roll call. It may not vote by secret or written ballots. The votes of any member who attends by electronic means shall be counted as if the member were physically present, but only while the Committee maintains electronic communication with that member.

(g) *Acting by Reference*. The Committee shall not deliberate, vote, or otherwise act on any matter by reference to the agenda or any other document unless copies of the agenda or document are available for public inspection at the meeting and so worded that persons in attendance can understand what is being deliberated or acted upon.

(h) *Minutes*. The minutes shall indicate that the meeting was conducted by electronic means, which members took part electronically, and when such members joined or left the electronic meeting.

(i) *Live Streaming*. The meeting may be streamed live online so that live audio (and video, if any) are available to the public. If the Committee meets by conference call, the public shall have an opportunity to dial in or stream the audio live and listen to the electronic meeting.

(j) *Public Hearings*. Although it may conduct any public hearing mandated or permitted by law, the Committee shall allow the public to submit written comments on the hearing's subject matter between the publication of any required notice and twenty-four hours after the hearing.

Section 7. Cancellation of Meetings. Whenever there is no business for the Committee, the chair may cancel a meeting by giving reasonable notice to all members before the time set for the meeting. However, in the case of a special meeting called by a majority of the Committee, the chair may cancel the meeting only upon the concurrence of a majority of the Committee. The majority concurring in the cancellation need not be the same majority that called the special meeting.

Section 8. Continued Meetings

1. Calling continued Meetings. When conducting a properly called regular, special, or emergency meeting, the Committee may continue the meeting to another date, time, or place by a procedural motion made and adopted in open session, as provided in Article 10, Section 5 (Motion 3). The motion shall state the time (including the date if the meeting will resume on a different day) and place at which the meeting will resume.

2. Notice of Continued Meetings. If the Committee's website is maintained by one or more appointed employees, notice of the recessed meeting's date, time, and place shall appear on the website prior to the meeting. No further notice of a properly called continued meeting is required.

Article 6. Agenda

Section 1. Proposed Agenda. The Secretary shall prepare a proposed agenda for each meeting. A request to have an item of business placed on the agenda must be received at least three (3) working days before the meeting. Any Committee member may, by a timely request, have an item placed on the proposed agenda. A copy of all proposed policies shall be attached to the proposed agenda. Each Committee member shall receive a copy of the proposed agenda and any

attachments and they shall be available for public inspection and/or distribution when they are distributed to the Committee members.

Section 2. Adoption of the Agenda. As its first order of business at each meeting, the Committee shall, as specified in Article 8, discuss, and revise the proposed agenda and adopt an agenda for the meeting. The Committee may by majority vote add items to or subtract items from the proposed agenda, except that the Committee may not add items to the agenda of a special meeting unless (a) all members are present and (b) the Committee determines in good faith at the meeting that it is essential to discuss or act on the item immediately. If items are proposed to be added to the agenda, the Committee may, by majority vote, require that written copies of particular documents connected with the items be made available at the meeting to all Committee members.

The Committee may designate certain agenda items "for discussion and possible action." Such designation means that the Committee intends to discuss the general subject area of that agenda item before making any motion concerning that item.

Section 3. Open Meetings Requirements. The Committee shall not deliberate, vote, or otherwise act on any matter by reference to a letter, number or other designation, or other secret device or method, with the intention of making it impossible for persons attending a meeting of the Committee to understand what is being deliberated, voted, or acted on. However, the Committee may deliberate, vote, or otherwise act by reference to an agenda, if copies of the agenda, sufficiently worded to enable the public to understand what is being deliberated, voted, or acted on, are available for public inspection at the meeting.

Article 7. Agenda Items from Members of the Public & Public Input

Section 1. Agenda Items from Members of the Public. If a member of the public wishes to request that the Committee include an item on its regular-meeting agenda, the individual shall submit the request in writing to the Committee's secretary at least five (5) working days before the meeting date. The Committee shall decide whether or not to add any agenda items submitted by the public at the adoption of the agenda. The Committee is not obligated to place an item on the agenda merely because such a request has been received.

Section 2. Public Input. Public input at all regular Committee meetings shall have a three-minute limit per speaker. The Chair reserves the right to alert time limits for public comment periods.

Section 3. Broadcasting and Recording Meetings. Any person may photograph, film, tape-record, or otherwise reproduce any part of a Committee meeting that must take place in open session. Except as provided in paragraph (c) of this rule, any radio or television station may broadcast any such part of a Committee meeting.

1. Advance Notice. Any radio or television station that plans to broadcast any portion of a Committee meeting shall so notify the secretary no later than three (3) hours before the meeting. The failure to provide notice is not, by itself, grounds for preventing the broadcast of a Committee meeting.

2. Equipment Placement. The Committee chair or an appropriate staff member may regulate the placement and use of camera or recording equipment in order to prevent undue

interference with a Committee meeting, so long as he or she allows the equipment to be placed where it can carry out its intended function. If the Committee chair or staff member determines in good faith that the equipment and personnel necessary to broadcast, photograph, or record the meeting cannot be accommodated without undue interference to the meeting, and an adequate alternative meeting room is not readily available, the chair or staff member may require the pooling of the equipment and the personnel operating it.

Article 8. Order of Business

Items shall be placed on the agenda according to the order of business. The order of business for each regular meeting shall be as follows:

Discussion and revision of the proposed agenda; adoption of an agenda

Approval of the minutes
Public comment

Public hearings

Administrative reports

Team reports

Unfinished business

New business
Informal discussion

By general consent of the Committee items may be considered out of order.

Article 9. Officers

Section 1 Presiding Officer. The presiding officer of each meeting of the Committee shall be the chair of the Committee. In situations where the chair is unavailable or unable to participate in the meeting or any particular matter before the Committee, the vice chair shall preside. In the event that neither the chair nor the vice chair is available, the members of the Committee, by affirmative vote of the majority, may appoint an acting chair who shall have all powers of the chair while acting as presiding officer.

Section 2. Selection of The Chair and Vice Chair. The chair shall be selected by majority vote of the Town Board unless the Town Board chooses to delegate that responsibility to the Advisory Committee.

Section 3. Powers and Duties of The Chair and Vice Chair. The chair shall preside at all meetings of the Committee but shall also have the right to engage in discussion and vote on any matter before the Committee unless otherwise excused. The chair shall have the power to call a special meeting, rule on procedural matters during a meeting, call a brief recess of a meeting at any time, and adjourn a meeting in an emergency. At any other time, adjournment shall be by motion, duly approved. The vice chair shall have all powers and perform all the duties of the chair in his or her absence.

Section 4. The Chair

1. Presiding Officer. The chair shall preside at meetings of the Committee.

2. Voting by the Chair. The chair has the same duty to vote as other members, though in no event may the chair break a tie on a motion on which he or she has already voted.

3. Recognition of Members. A member must be recognized by the chair (or other presiding officer) in order to address the Committee, but recognition is not necessary for an appeal pursuant to Article 10, Section 5 (Motion 1).

4. Powers as Presiding Officer. As presiding officer, the chair is to enforce these rules and maintain order and decorum during Committee meetings. To that end, the chair may

- (a) rule on points of parliamentary procedure, to include ruling out of order any motion clearly offered for obstructive or dilatory purposes.

- (b) determine whether a member or other speaker has gone beyond reasonable standards of courtesy in his or her remarks and entertain and rule on objections from other members on this ground.

- (c) entertain and answer questions of parliamentary procedure.

- (d) call a brief recess at any time; and

- (e) adjourn in an emergency.

- (f) Appeals of Procedural Rulings. A member may appeal a decision made or an answer given by the chair under subparagraph (d)(1), (2), or (3) of this rule in accordance with Article 10, Section 5 (Motion 1).

Section 5. Duties of The Secretary. The Town Manager shall assign a staff person to the Committee who shall serve as the secretary of the Committee and shall perform the following:

1. The secretary shall ensure that all meetings of the Committee are properly noticed.
2. The secretary shall maintain the sunshine list that is a list of those persons or entities that have filed a written request indicating a desire to receive notice of all special meetings of the Committee.
3. The secretary shall take and record the actions of the Committee and draft minutes of the meetings accordingly. Minutes shall be sent to Committee members prior to their next regularly scheduled meeting. The secretary shall also forward a copy of the minutes as they are approved to the Clerk to the Town Board and post on the Town's website
4. The secretary shall be responsible for maintaining an accurate list of members of the Committee, submitting to the Town Clerk a quarterly attendance report for its members and notifying the Town Clerk of any resignations of any of its members, or any other change in membership of the Committee.

Article 10. Action by the Committee

Section 1. Quorum. A majority of the members shall constitute a quorum for any meeting. No action of the Committee may be taken at any meeting where less than the required quorum is present, except to adjourn the meeting. Once a quorum has been established, it will not be defeated if members leave.

Section 2. Motions and Voting. Action of the Committee may be taken upon a motion made by any member, including the chair, without the need for a second. A motion shall be adopted if approved by the affirmative vote of a majority of the members present and not excused after full discussion of the motion by the members.

Section 3. Withdrawal of Motion. The member who introduces a motion may withdraw the motion unless the motion has been amended or put to a vote.

Section 4. Substantive (or Main) Motions. A substitute motion is not in order when any other motion is pending. Once the Committee disposes of a substitute motion, it may not take up a motion that presents essentially the same issue at the same meeting unless it first adopts a motion to reconsider pursuant to Article 10, Section 5 (Motion 13).

Section 5. Procedural Motions

(a) Certain Motions Allowed. The Committee may consider only those procedural motions listed in this rule. Unless otherwise noted, each procedural motion may be debated and amended and requires a majority of votes cast, a quorum being present, for adoption.

(b) Priority of Motions. The procedural motions set out in this paragraph are listed in order of priority. A procedural motion is not in order so long as another procedural motion of higher priority is pending, except that

- any procedural motion other than an appeal under Motion 1 is subject to amendment as provided in Motion 11 and
- a motion to call the question (end debate) may be made with regard to any procedural motion in accordance with Motion 8.

When several procedural motions are pending, voting shall begin with the procedural motion highest in priority, except that a motion to amend or end debate on the highest-priority motion shall be voted on first.

Motion 1. To Appeal a Ruling of the Presiding Officer. Any member may appeal the presiding officer's ruling on whether a motion is in order or on whether a speaker has violated reasonable standards of courtesy. The presiding officer's response to a question of parliamentary procedure may also be appealed by any member. An appeal is in order immediately after the disputed ruling or parliamentary response and at no other time. The member who moves to appeal need not be recognized by the presiding officer, and if timely made, the motion may not be ruled out of order.

Motion 2. To Adjourn. This motion may be used to close a meeting. It is not in order if the Committee is in closed session.

Motion 3. To Recess to a Time and Place Certain. This motion may be used to call a

continued meeting as permitted under Rule 12. The motion must state the time (including the date if the meeting will reconvene on a different day) and place at which the meeting will resume. The motion is not in order if the Committee is in closed session.

Motion 4. To Take a Brief Recess. Any member may move to take a brief recess. The motion would be adopted by a majority of the Committee.

Motion 5. To Follow the Agenda. This motion must be made at the time an item of business that deviates from the agenda is considered; otherwise, the motion is out of order as to that item.

Motion 6. To Suspend the Rules. To be adopted, a motion to suspend the rules must receive affirmative votes equal to two-thirds of the Committee's actual membership, excluding any vacant seats. The Committee may not suspend provisions in these rules that restate state law requirements.

Motion 7. To Defer Consideration. The Committee may defer its consideration of a substantive motion, and any proposed amendments thereto, to an unspecified time. A motion that has been deferred expires unless the Committee votes to revive it pursuant to Motion 12 within ninety (90) days of deferral. A new motion having the same effect as a deferred motion may not be introduced until the latter has expired.

Motion 8. To End Debate (Call the Previous Question). If adopted, this motion terminates debate on a pending motion, thereby bringing it to an immediate vote. This motion is not in order until every member has had an opportunity to speak once on the pending motion.

Motion 9. To Postpone to a Certain Time. This motion may be employed to delay the Committee's consideration of a substitute motion, and any proposed amendments thereto, until a designated day, meeting, or hour. During the period of postponement, the Committee may not take up a new motion raising essentially the same issue without first suspending its rules pursuant to Motion 6.

Motion 10. To Refer a Motion to a Board. The Committee may vote to refer a substitute motion to a Committee for study and recommendations. While the substitute motion is pending before the Committee, the Committee may not take up a new motion raising essentially the same issue without first suspending its rules pursuant to Motion 6. If the Committee fails to report on the motion within sixty (60) days of the referral date, the Committee shall take up the motion if asked to do so by the member who introduced it.

Motion 11. To Amend

(a) Germaneness. A motion to amend must concern the same subject matter as the motion it seeks to alter.

(b) Limit on Number of Motions to Amend. When a motion to amend is under consideration, a motion to amend the amendment may be made; however, no more than one motion to amend and one motion to amend the amendment may be pending at the same time.

Motion 12. To Revive Consideration. The Committee may vote to revive consideration of any substantive motion that has been deferred pursuant to Motion 7, provided it does so within ninety (90) days of its vote to defer consideration.

Motion 13. To Reconsider. The Board may vote to reconsider its action on a matter, provided the motion to reconsider is made (1) at the same meeting during which the action to be reconsidered took place and (2) by a member who voted with the prevailing side. For purposes of this motion, “the same meeting” includes any continuation of a meeting through a motion to recess to a certain time and place (Motion 3). The motion is not in order if it interrupts the Board’s deliberation on a pending matter.

Motion 14. To Rescind. The Committee may vote to rescind an action taken at a prior meeting, provided rescission is not forbidden by law.

Motion 15. To Prevent Reintroduction for Six (6) Months. This motion may be used to prevent the reintroduction of a failed substantive motion for a time, but it is in order only when made immediately following the substantive motion’s defeat. To be adopted, this motion must receive affirmative votes equal to at least two-thirds of the Committee’s total membership, excluding vacant seats. If this motion is adopted, the ban on reintroduction remains in effect for six (6) months or until the Committee’s next organizational meeting, whichever occurs first.

Rule 26. Debate

The presiding officer shall state the motion and then open the floor to debate, presiding over the debate according to the principles listed below.

- The maker of the motion is entitled to speak first.
- A member who has not spoken on the issue shall be recognized before a member who has already spoken.
- To the extent practicable, debate shall alternate between proponents and opponents of the measure.

Rule 27. Adoption by Majority Vote

A motion is adopted if supported by a simple majority of the votes cast, a quorum being present, except when a larger majority is required by these rules or state law.

Rule 28. Changing a Vote

A member may change the member’s vote on a motion at any time before the presiding officer announces whether the motion has passed or failed. Once the presiding officer announces the result, a member may not change a vote without the unanimous consent of the remaining members present. A member’s request for unanimous consent to change a vote is not in order unless made immediately following the presiding officer’s announcement of the result.

Article 11. Reports

Section 1. Annual Report. The Committee shall make a report to the Town Board at least annually. This report must be submitted no later than January 31th of each year.

Section 2. Public Records Law. The Committee shall abide by North Carolina Public Records Law

Chapter 132.

Article 12. Duty to Vote

Every member must vote unless excused by the remaining members of the Committee. A member who wishes to be excused from voting shall so inform the chair, who shall take a vote of the remaining members. No member shall be excused from voting except in cases involving conflicts of interest, as defined by the Committee, the Code of Ethics for Local Officials or by law. In all other cases, a failure to vote by a member who is physically present, or who has withdrawn without being excused by a majority vote of the remaining members present, shall be recorded as a vote with the prevailing side.

Article 13. Public Hearings

Section 1. Calling Public Hearings. The Committee may hold public hearings to solicit the public's input on specific issues. The Committee may schedule its public hearings or delegate that responsibility to staff members, as appropriate.

Section 2. Public Hearing Locations. The Committee may hold public hearings anywhere within the area served by the Committee.

Section 3. Notice of Public Hearings. Any public hearing attended by a majority of members shall be considered part of a regular or special meeting of the Committee. Consequently, the relevant notice and related requirements of the open meetings law apply to such hearings. If a hearing's subject matter triggers additional notice requirements under state law or local rules, the Committee shall see that they are also satisfied.

Section 4. Rules for Public Hearings. The Committee may adopt reasonable rules for public hearings that, among other things,

- fix the maximum time allotted to each speaker.
- provide for the designation of spokespersons for groups supporting or opposing the same positions.
- provide for the selection of delegates from groups supporting or opposing the same positions when the number of persons wishing to attend the hearing exceeds the capacity of the meeting room (so long as arrangements are made, in the case of a hearing subject to the open meetings law, for those excluded from the meeting room to listen to the hearing); and
- provide for the maintenance of order and decorum in the conduct of the hearing.

Section 5. Continuing Public Hearings. The Committee may continue any public hearing without further advertisement, provided the time (including the date, if the hearing will resume on a different day) and place of the continued hearing are announced in open session. Except for hearings conducted pursuant to Section 7 of this Article, if a quorum of the Committee is not present for a properly scheduled public hearing, the hearing shall be continued until the Committee's next regular meeting without further advertisement.

Section 6. Conduct of Public Hearings. At the time appointed for the hearing, the chair shall

call the hearing to order and proceed to allow public input in accordance with any rules adopted by the Committee for the hearing. Unless the Committee votes to extend the hearing, when the time allotted for the hearing expires, or when no one wishes to speak who has not already done so, the chair shall declare the hearing closed, and the Committee shall resume the regular order of business.

Section 7. Public Hearings by Less Than a Majority of Committee Members. Unless inconsistent with state law or local rules, the Committee may appoint a member or members to hold a public hearing on its behalf. The notice provisions in Section 3 of this Article apply when the Committee appoints more than one member to conduct such a hearing.

Section 8. Public Comment. The Committee may hold a public comment period at any regular meeting or special meeting called, at least in part, for that purpose. During the public comment period, members of the public may speak on any matters within the Committee's real or apparent jurisdiction. The provisions in Section 4 and 6 of this Article apply to the Committee's public comment periods.

Article 14. Meeting Minutes Required for All Meetings

Section 1. Meeting Minutes. Minutes Required for All Meetings. The Committee shall keep full and accurate minutes of its meetings, including any closed sessions. To be "full and accurate," the minutes must record all actions taken by the Committee, as well as the Committee's compliance with any applicable procedural requirements. The minutes should set out the precise wording of each motion and make it possible to determine the number of votes cast for and against each motion. The minutes need not record Committee member discussions, though the Committee in its discretion may decide to incorporate such details into the minutes.

1. Record of "Ayes" and "Noes." At the request of any member, the minutes shall indicate how each member voted by name on a particular matter.
2. General Accounts of Closed Sessions. In addition to minutes, the Committee shall keep a general account of each closed session. The general account shall be sufficiently detailed to provide a person not in attendance with a reasonable understanding of what transpired. The Committee may combine the minutes and general account of a closed session into one document, so long as the document contains both a complete record of actions taken, and the level of detail required for a general account.
3. Sealing Closed-Session Records. Minutes and general accounts of closed sessions shall be sealed until unsealed by order of the Committee or in accordance with instructions adopted by competent authority. The sealed minutes and general account of any closed session may be withheld from public inspection, so long as public inspection would frustrate the purpose(s) of the closed session.

Article 15. Appointments

The Committee may consider and make appointments to other bodies, including its own sub-Committees, if any, only in open session.

Article 16. Sub-Committees and Teams

Section 1. Establishment and Appointment. The Committee may establish and appoint members for such temporary and standing sub-committees and teams as are required by law or needed to help carry on the committee's work. Any specific provisions of law relating to particular sub-committees and teams shall be followed.

Section 2. Open Meetings Law. The requirements of the open meetings law shall apply to all elected or appointed authorities, boards, commissions, or other bodies of a local governmental unit that are composed of two or more members and that exercise or are authorized to exercise legislative, policymaking, administrative, or advisory functions. However, the law's requirements shall not apply to a meeting solely among a unit's professional staff. All meetings of subcommittees shall be considered special meetings and shall comply with special meeting requirements provided in Article 5.

Article 17. Reference to Robert's Rules of Order

All appointed Boards, Committees and Commissions shall refer to the current edition of *Robert's Rules of Order Newly Revised*, to answer procedural questions not resolved in these rules, so long as RONR does not conflict with North Carolina law or with the spirit of these rules.

Article 18. Amendments

The Town Board may amend these bylaws by motion.

Adopted by the Board of Aldermen of the Town of Waynesville, North Carolina on this __ day of _____, 20____.

Attest:

Gary Caldwell, Mayor, Town of Waynesville

Eddie Ward, Town Clerk

Approved as to form:

Martha Bradley, Town Attorney

Downtown Waynesville Commission (DWC) - January 1, 2026

Board of Directors Composition Matrix

Downtown Waynesville Commission Members	Leisa Denti (At Large)	Jon Feichter (Town of Waynesville)	Jessica Garrick (Business)	Jerry Jackson (Business Owner)	Sam Kearney (At Large)	Joyce Massie (Property Owner)	Kirk Noonan (Business Owner)	Jay Spiro (At Large)	Hannah White (Haywood County)	Bob Williams (Business Owner)	(Property Owner)	(Property Owner)	(Property Owner)
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Experienced In or Possesses the Talent or Skill In These Areas ✓

Economic Vitality Development (Check All that Apply)

Economic Asset Identification & Development								X	X	X			
Market Data Collection & Analysis									X				
Surveys									X	X			
Business Retention, Expansion, and Recruitment									X				
Economic Development Strategies		X						X	X				
Property Management, Development, and Investment		X				X	X	X		X			
Financial Incentives									X				
Tax Credits									X				
Entrepreneurship Development	X	X								X			
Workforce Development						X			X				
Analysis									X				

Design Development (Check All that Apply)

Historic Preservation	X	X		X				X	X				
Building Rehabilitation		X						X	X				

Streetscape & Public Space Improvements				X		X	X	X		X			
Master Gardener													
Facade Improvements						X		X					
Wayfinding & Signage	X			X	X		X			X			
Design Education							X						
Property Maintenance		X				X		X		X			
Placemaking Initiatives & Identity Building		X						X					
Merchandising/Window Displays				X		X			X	X			
Public Art	X			X				X					
Promotion Development (Check All that Apply)													
Development			X										
Marketing & Advertising	X	X	X		X				X				
Special Events & Festival Development/Logistics			X	X	X	X		X	X	X			
Retail Promotion & Business Support	X		X	X		X				X			
Storytelling & Community Engagement			X	X	X	X		X	X				
Cultural Development			X	X		X		X	X				
Tourism Development			X							X			
Media Relations		X	X										
Social Media/Influencers	X	X	X		X								
Promotion Evaluation/Metrics	X		X		X				X				
Organization Development (Check All that Apply)													
Strategic Planning		X	X	X	X			X	X	X			
Performance Measurement									X				
Board Development & Management		X		X		X		X	X				
Volunteer Development, Management, & Engagement			X	X		X			X				
Human Relations/Personnel Management			X	X		X				X			

Community Involvement & Stakeholder Engagement		X		X		X		X	X				
Financial Management & Budget Development			X	X		X			X				
Legal Affairs								X					
Public Relations/Communication		X	X		X	X		X					
Organizational Branding		X	X		X								
Partnership Development/Collaboration				X				X	X	X			
Nonprofit Management				X				X					
Local Government		X							X	X			
Representation and/or Influence With (Check All that Apply)													
Financial Institutions								X					
Ethnic/Minority Community													
Media		X	X										
Government/Political		X						X	X				
Schools/Education						X				X			
Civic Groups/Philanthropy								X		X			
Representation and/or Influence With Continued (Check All that Apply)													
Corporations													
Hospital/Health Care Organizations	X												
Professionals	X							X					
Retail Sector						X				X			
Service Sector					X			X		X			
Chamber of Commerce	X			X				X					
Arts Organizations				X	X	X							
Nonprofit Organizations	X			X		X							
Tourism										X			
Utilities													
Religious Organizations	X	X				X							

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.

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 1:

Partnerships and Collaborations

INDICATOR I:

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 I:

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

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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.).

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 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.

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 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.*

3

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

3

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.

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. 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 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.*

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

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. 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.

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. 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 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

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 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

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 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.

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. 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.



2025 Community Self-Assessment

Downtown Waynesville Commission
Waynesville, NC

[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? Tourists + Tourism Arts District Workers + Residents Date Adopted by Board of Directors 01/14/25	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? \$262,372.00 What percentage of your funding comes from government sources? This optional question helps inform MSA's research and advocacy efforts! N/A	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	3
I. Partnerships and Collaborations	3
Indicator I	3
II. District and Community Outreach	3
Indicator I	3
III. Communication and Public Relations	3
Indicator I	3
Indicator II	3
	LP
Standard II: Inclusive Leadership and Organizational Capacity	3.22
I. Inclusive Organizational Culture and Diverse Volunteer Engagement	3
Indicator I	3
Indicator II	3
Indicator III	3
II. Active Board Leadership and Supporting Volunteer Base	3
Indicator I	3
Indicator II	3
Indicator III	3
III. Professional Staff Management	3.5
Indicator I	4
Indicator II	3
IV. Effective Operational Structure	4
Indicator I	4
	LP
Standard III: Diversified Funding and Sustainable Program Operations	3.2
I. Balanced Funding Structure	3
Indicator I	3
II. Strategic Revenue Development and Fundraising	3
Indicator I	3
III. Budget and Work Plan Alignment	3
Indicator I	3
IV. Financial Management and Best Practices	3.5
Indicator I	4
Indicator II	3
	LP
Standard IV: Strategy-Driven Programming	3
I. Planning Guided by Inclusive Community and Market-Informed Inputs	3
Indicator I	3
II. Defining Direction Through Transformation Strategy Identification and Development	3
Indicator I	3
III. Strategy-Aligned Comprehensive Work Planning and Implementation Across All Four Points	3
Indicator I	3

	LP
Standard V: Preservation-Based Economic Development	3
I. Preservation Ethics and Education on History and Cultural Assets	3
Indicator I	3
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	3
I. Demonstrating The Value of Main Street	3
Indicator I	3
II. Measuring and Packaging Quantitative and Qualitative Outcomes	3
Indicator I	3
Indicator II	3
III. Promoting Progress and Demonstrating Impact and Results	3
Indicator I	3

Additional Information

Date of last on-site visit
01/08/25

What year was your program started?
1986

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

The Downtown Waynesville Commission (DWC) maintains strong partnerships with several entities that share our commitment to promoting the arts and preserving history, including the Haywood County Arts Council, Historic Preservation Commission, Public Art Commission, Town Planners & Administration, Haywood County Chamber of Commerce, and the Haywood County Tourism Development Authority to plan marketing strategies & events and develop programming that supports historic preservation, heritage tourism and a robust art culture. This partnership paved the way for the installation of a mural in November 2025 depicting Revolutionary War General, Wayne Anthony, for whom Waynesville is named.

II. District and Community Outreach

Indicator I

LP

Downtown Waynesville Commission board members attend monthly merchant gatherings with business owners from throughout the county. In addition, the DWC hosted an annual merchant social in September and launched a new digital newsletter to enhance communications. We have installed a password-protected portal to our website for district business owners to access information that's sensitive and specific to them. We hired a new marketing coordinator to assist in developing a more enhanced communication plan developed to gain more coverage and expand our reach. We are currently planning a 40th anniversary celebration for 2026 to mark 40-years as a Main Street community. This commemorative event will include a special presentation to highlight the impact of the program and it's success in Waynesville and share our unique story in a memorable way. We will also use the opportunity to educate stakeholders and recruit volunteers.

III. Communication and Public Relations

Indicator I

LP

We hired a new marketing coordinator, launched a new website & newsletter, developed a 12-month schedule for social media content and began designing a new printed brochure that will soon be ready for print. In August, I began writing monthly reports for Council members to stay informed with DWC news and happenings. Our current board chair also serves on Town Council, which allows for direct and ongoing communication between the DWC and town officials. Town Council members attend every special event planned by the DWC and participate in every community forum. I make at least two in-person presentations to Town Council each year. In November, we began developing a special collection of personal stories entitled "Appalachian True Life" that will be featured throughout the year on our website and social media channels. We are also planning a special publication for June, 2026, that will feature a printed collection of these stories as part of our 40-year anniversary celebration.

Indicator II

LP

We are continuing to develop the Downtown Waynesville - Appalachian True brand through a new website, launched in November, and ongoing social media content. In 2026, we will host the 3rd Annual "Appalachian True Heritage Festival" on April 18. I plan to have the DWC's 2025 Annual Report finalized before the annual planning retreat next month.

Overall Standard Notes

LP: The Downtown Waynesville Commission maintains partnerships with a number of nonprofits and municipal departments, boards and commissions who work together to foster a culture that supports the arts, showcases Appalachian heritage and preserves Waynesville's unique history. We host a number of special events and social gatherings aimed at drawing the community together on Main Street, and provide an opportunity for everyone to participate in a variety of roles. We made notable changes last year to enhance communication efforts and create new avenues for sharing our story- including a new website, newsletter, brochure and personal story series.

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

We are explicit in our mission statement that "we celebrate a culture of diversity and work together to build a thriving community, where everyone feels at home." Earlier this month, we finalized a promotional video for Downtown Waynesville that makes the claim that "Waynesville has something for everyone." We are deliberate in our messaging to ensure that everyone feels welcome. We encourage all people to pursue volunteer roles and board positions. We market to a variety of demographics and ethnicities. Our work plan includes events and programs that are accessible and made available to everyone. Our name brand heritage event planned for April will pay homage to all facets of Appalachian culture- including our African American, Hispanic and Cherokee heritage.

Indicator II

LP

We have incorporated volunteer opportunities into our new website with a list of clearly defined roles and a direct link to get involved. We include volunteer sign up opportunities in every merchant forum and social gathering throughout the year, and have a link to get involved embedded in every monthly newsletter. As part of the "Appalachian True Life" personal story collection we will launch in 2026, we will include spotlights on volunteers to highlight the work they do and the valuable role they play.

Indicator III

LP

The make-up of our board is comprised of 4 property owners, 4 business owners, 3 at large members, 1 county representative and 1 town representative. Among board members, we have a balanced blend of men and women, ranging in age. The majority of board members (7 of 10) work on Main Street and/or own a building, but represent a range of professional experience. While we lack ethnic diversity among board members, the make up of our board is an accurate representation of the surrounding community. We are working to identify what's lacking from our current make up and plan for ways to pursue volunteers with those skills.

II. Active Board Leadership and Supporting Volunteer Base

Indicator I

LP

DWC board members attend more than 75-percent of regular monthly meetings and play an active role in events and programming. Every active committee is chaired by a DWC board member and includes at least 1 or 2 additional board volunteers as committee members.

Indicator II

LP

The majority of DWC work is funded by a Municipal Service District (MSD) tax and general fund appropriations. Board members work to develop a reasonable budget that will support the organization's annual work plan and present budget requests to Town Council in February. In August, we established a 501(c)3 nonprofit arm of the organization that is pending final approval. We plan to begin fundraising efforts through the nonprofit in 2026.

Indicator III

LP

The DWC has four-point committees for organization, promotions, design and economic vitality; each chaired by a DWC board volunteer. Committee chairs are instrumental in the planning of committee projects and provide regular updates during each monthly board meeting. In November, the Waynesville board joined Sylva board members for a joint board training workshop facilitated by Main Street Education Coordinator, Naomi Riley.

III. Professional Staff Management

Indicator I

LP

The Town of Waynesville hires a full-time executive director for the Downtown Waynesville Commission and a part-time marketing & outreach coordinator. Both positions have clearly defined job descriptions and are subject to annual performance evaluations by town administrators and human resources. The Executive Director participates in all required training throughout the year. Last year, I also participated in multiple other workshops provided by Main Street America and the School of Government. We had strong board participation for the annual Main Street Conference in March. As Executive Director, I communicate regularly with the Board Chair by phone and email and in person at a minimum of once per month outside of board meetings for agenda planning.

Indicator II

LP

As Executive Director, I receive ongoing feedback from the current Board Chair and communicate regularly with board members who provide consistent feedback. The Town Administration and Human Resources Department conducts a regular performance review and monitors career track advancement. The DWC's travel & training budget is sufficient for the executive director to meet all career track objectives for advancement, and allows for all board members to participate in training opportunities and attend the annual Main Street Conference every year.

IV. Effective Operational Structure

Indicator I

LP

The Downtown Waynesville Commission has a clearly defined mission statement and clear bylaws that set forth rules & procedures and address conflicts of interest, leadership selection, board roles, responsibilities and terms. DWC Staff is subject to the Town's personnel policy, legal and fiscal requirements and covered by the Town's insurance.

Overall Standard Notes

LP: The Downtown Waynesville Commission is explicit in its messaging that "Downtown Waynesville is for everyone," as stated in the organization's mission statement and promotional materials. We solicit volunteer participation from all walks of the community and encourage diversity and inclusivity. Our board is reflective of the community we serve & represent, active in monthly meetings and directly involved in committee work. We maintain a strong operational structure that is reviewed and refined on an ongoing basis. We rely heavily on the Town's Administration and Human Resources for professional staff management.

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

The majority of funding for the Downtown Waynesville Commission comes from Municipal Service District taxes and local government contributions, including wages for the executive director and part-time staff. In addition, last year we received multiple grants from local and state entities including the Haywood County Tourism Development Authority, The Dogwood Charitable Foundation and the North Carolina Arts Council. We also generated a small amount of earned income through merchandise sales and special event vendor fees. As a government entity, we have had little success acquiring private sector contributions. In August, we established a 501(c)3 nonprofit extension of the organization to provide new fundraising opportunities and grant leverage.

II. Strategic Revenue Development and Fundraising

Indicator I

LP

As a city department, financial oversight is provided by the Town's Finance Director and Finance Department staff. The DWC Executive Director prepares a monthly financial report detailing expenditures and available funds that is presented to the board by the designated Treasurer during regular meetings. After the annual work plan is updated each year in January, committee members prepare project- and program-budgets according to what's in the plan. A formal budget request is presented to Town Council by the DWC Executive Director in February as the Town's budget is being developed for the upcoming fiscal year. We established an Organization Committee last year to address fund development needs and steer the formation of a 501(c)3 nonprofit as an extension of the DWC.

III. Budget and Work Plan Alignment

Indicator I

LP

After transitioning through the first few years as a city-run program (after 38 years as a 501(c)4 nonprofit), this past year we were able to achieve a budget that was adequate to fund our goals and conquer our annual work plan sufficiently. It took the organization a few years to readjust to a completely different financial structure, establish standard operating procedures and gain a better understanding of our funding needs. In 2025, we made significant strides in getting our budget to align with our annual work plan and fully support our mission. We made a formal request to Town Council members asking for additional funds to support our program and were granted an additional \$65,000 to cover objectives that were directly tied to our annual work plan. Additionally, the Town provides adequate funds or services for personnel, office administration, financial management and travel/training opportunities. The DWC Executive Director, as a Town Employee, is part of a designated "career track" that provides incentives for training and career development.

IV. Financial Management and Best Practices

Indicator I

LP

As a city department, financial oversight is provided by the Town's Finance Director and Finance Department staff. The DWC Executive Director follows Town Policy & Procedures regarding payment of invoices, check requests and contract agreements. I also prepare a monthly financial report detailing expenditures and available funds that is presented to the board by the designated Treasurer during regular meetings. After the annual work plan is updated each year in January, committee members prepare project- and program-budgets according to what's in the plan. A formal budget request is presented to Town Council by the DWC Executive Director in February as the Town's budget is being developed for the upcoming fiscal year. The Town's Finances are audited every year.

Indicator II

LP

There are clearly defined roles for board member officers and committee members that align with the bylaws and Town Rules & Procedures. Board members review financial reports detailing all financial transactions and available funds on a monthly basis. Board members communicate regularly with staff and share financial accountability by reviewing all contracts and expenditures, and voting on approval.

Overall Standard Notes

LP: The Downtown Waynesville Commission underwent a major organizational transformation in 2022 to the city-model, after operating as a 501(c)4 nonprofit for 36 years. It took the organization a few years to readjust to a new model and different financial structure, establish standard operating procedures and gain a better understanding of our funding needs. In 2025, we had better systems in place and a more clear understanding of our needs. As a result, we gained a more balanced funding structure and adequate support to satisfy our annual work plan. We remain committed to strategic revenue development and taking a more proactive approach to fundraising. In an effort to diversify funding sources and gain leverage for grants, we established a 501(c)3 nonprofit as an extension of the DWC and began transitioning to a quasi-model.

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

The DWC hosted a community forum in 2024, and plans to host another in 2026 to celebrate the organization's 40th anniversary as a Main Street community. Last year, we gathered input from merchants through a series of surveys throughout the year and a Fall gathering of stakeholders. We maintain up-to-date property inventory records and asset maps on an ongoing basis. In August, we acquired a subscription to Placer.ai which provided much needed access to market research, and we began tracking visitor traffic and trends.

II. Defining Direction Through Transformation Strategy Identification and Development

Indicator I

LP

The DWC reviews the organization's transformation strategy during a planning retreat every year with measurable benchmarks. Updated work plans are formally adopted by the board every year during a regular meeting following the planning retreat.

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

Indicator I

LP

Every year in January, DWC Board Members get together for a planning workshop to review the annual work plan and plan new project & programming objectives for the upcoming fiscal year. At that time, the board reviews transformation strategies, defines new priorities and funding goals, and makes adjustments to realign fund development goals. After the board approves an annual work plan, committees begin the process to break down projects into specific task lists, volunteer delegations, budgets and timelines.

Overall Standard Notes

LP: The Downtown Waynesville Commission hosts regular community forums to gather stakeholder input and feedback, and meets annually as a board for strategic planning, organization inventory and realignment with transformation strategies. Projects included in the annual work plan are broken down among the four-points to ensure that progress is made in each area.

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

The Municipal Service District that's managed by the DWC includes Waynesville's Historic Main Street District (a national landmark district) and numerous buildings that are listed in the National Register of Historic Places. Waynesville is a CLG. The Town maintains a board of commissioners- The Historic Preservation Commission- dedicated to the preservation of historic assets. The DWC works closely with the HPC and Town Planners to educate property owners, offer guidance and shape design standards. The HPC has for months been working to finalize a local preservation ordinance, with the DWC's full support.

Indicator II

LP

The DWC maintains a strong partnership with Waynesville's Historic Preservation Commission (HPC). In August, the Town Council appointed a member of the HPC to the DWC board of directors to help foster a stronger partnership. The DWC plans to host a gathering of stakeholders in 2026 to celebrate 40 years as a Main Street Community, which will include a presentation about the program and its benefits, and a showcase of personal stories about key stakeholders through the years.

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

Indicator I

LP

As part of the DWC's upcoming 40th anniversary in 2026, the Executive Director and staff are working with the promotions committee to develop a collection of personal stories entitled "Recollections" to commemorate Main Street history in a personal and memorable way, through the eyes and words of people who lived it. That celebratory gathering will include a presentation with information about local design standards, tools and resources for Historic Preservation.

This past year, I worked with the owners of one historic building to write a grant for restoration of the building but did not receive the grant. The conversation, however, is ongoing and we are pursuing other opportunities. I am continuing to pursue the owner of another historic building about applying for Architectural Design Services through UNCG as a benefit of the NC Main Street program.

III. Promotion of Historic, Heritage, and Cultural Assets

Indicator I

LP

We have begun work on a collection of personal stories highlighting the rich history of Waynesville's Historic Main Street district through the eyes and in the words of those who shaped it. We have identified a list of 10 individuals who have influenced Main Street's history in notable ways and begun producing personal on-camera interviews and written essays that we will package and present in June during a 40th anniversary celebration. In addition, we are working with a local news publication to produce a special insert commemorating the past 40-years for widespread distribution.

In May, 2025 we hosted the 2nd Annual Appalachian True Heritage Festival with a special focus on Main Street history, highlighted by a historic walking tour and photographic presentation of Main Street through the years.

Overall Standard Notes

LP: The DWC works closely with the Town's Historic Preservation Commission and Town Planners to identify and protect historic and cultural assets, update design standards, provide education and offer guidance. Town Council in August appointed a new DWC board member who also serves on the Town's Historic Preservation Commission. We take advantage of every opportunity to showcase Main Street's rich history during a new heritage-themed event with a historic walking tour and photographic presentation of Main Street's history. We developed plans to produce a special collection of personal stories titled "Recollections" to present next year as part of a 40th anniversary celebration commemorating Waynesville's historical assets and progress through the years. Also as part of the 40th anniversary celebration, the DWC Executive Director and Staff are working with a local news outlet to publish a commemorative insert detailing Main Street history.

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 DWC is one organization among a number of groups working together to maintain Waynesville's Historic Main Street district. We work closely with the Historic Preservation Commission and Public Art Commission, Town Planners, Chamber of Commerce staff and tourism leaders to support Main Street businesses, plan for streetscape enhancements and support tourism. The DWC Executive Director works closely with the Town's Public Information Officer to incorporate Main Street news and branding into the Town's messaging through the monthly municipal newsletter, social media channels and website. We also work closely with the Haywood County Arts Council to support projects and programming that support the arts and further our mission to celebrate Appalachian culture and hand-craftmanship. This past year, we wrote letters of support for multiple projects taking place on Main Street, and supported two business owners in an effort to obtain grants for historic preservation. The DWC Director is in an ongoing discussion with realtors and economic developers to identify potential investors for one of Main Street's oldest buildings that is currently for sale. We are making an intentional effort to let the community know about the benefits of being a Main Street community and the resources available through community forums, social media content and a monthly newsletter. We are also planning a special 40th anniversary celebration for 2026 to highlight the program's success by honoring the people and partnerships that have made it happen.

II. Measuring and Packaging Quantitative and Qualitative Outcomes

Indicator I

LP

We keep track of property and business information, enhancements and improvements, housing and jobs, and update the property inventory on an ongoing basis. We also track statistics in compliance with N.C. Main Street requirements.

Indicator II

LP

The DWC reviews the organization's transformation strategy, metrics and workplan progress on an annual basis. We track volunteer hours and convert to in-kind dollars for the annual statistics report submitted each July. We have begun developing a series of "Appalachian True Life" personal stories to present as a collection of testimonials that we will package as a promotional feature for our website and social media channels, and to use in printed materials.

III. Promoting Progress and Demonstrating Impact and Results

Indicator I

LP

The DWC complies with all reporting requirements according to the timeline outlined in annual agreements. We share about progress in monthly newsletters, press releases, social media posts, community forums, presentations to Town Council and will soon launch a collection of personal stories highlighting the program's success and value to the Downtown Waynesville community.

Overall Standard Notes

LP: The DWC recognizes its role in shaping the community's understanding of the Main Street program and the value of keeping stakeholders informed. This past year, the Town approved a subscription for the DWC with Placer.ai, making it possible to track progress and measure outcomes in a more in-depth way. We are now focusing more intently on demonstrating the value of Main Street and promoting progress more consistently and in new ways. We are putting to practice what we learned during Phil Eich's "Storyville" workshop by producing a collection of personal stories that we will release in an ongoing series throughout the year, highlighting Main Street through the eyes of those who live, work and play here. We have created a schedule of stories that will eventually include every business within the district and a number of others who share a distinct stake in the downtown community. We started developing story packages with recorded on-camera interviews, written personal stories and photos and plan to start launching the series next month. We also launched a digital version of the "Main Street Minute" newsletter with monthly updates and progress reports.

NC MAIN STREET PROGRAM OVERVIEW



North Carolina
MAIN STREET



NC DEPARTMENT
of COMMERCE
RURAL ECONOMIC
DEVELOPMENT

NC Main Street & Rural Planning Center
ncmainstreetandplanning.com



⇒ The Main Street Program

August 2025

“Main Street is economic development within the context of historic preservation.”

Main Street America, founded in 1980 as the National Main Street Center (NMSC), a program of the National Trust for Historic Preservation, developed the Main Street Approach™, which offers community-based revitalization initiatives with a practical, adaptable framework for downtown transformation that is easily tailored to local conditions. **Main Street is economic development within the context of historic preservation.** The NC Main Street & Rural Planning Center (MS&RP Center) is licensed by Main Street America and charged by the North Carolina Department of Commerce to administer the Main Street program throughout the state.

⇒ The Main Street Approach

The Main Street Approach is centered around **Economic Development Strategies** that are transformational for downtown. An economic development strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district’s economy. Each strategy is implemented through activities in the four broad areas of work represented by the **Main Street Four Points: Economic Vitality, Design, Promotion, and Organization.**



EV

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. Economic Vitality in the Main Street Approach™ is about building a strong economic foundation by nurturing local businesses, attracting new investment, and ensuring long-term sustainability and program participation. **There are six basic areas of focus for Economic Vitality:**

1. Economic Assets and Market Understanding

- Conduct market analysis.
- Identify existing assets, including natural and cultural assets, businesses, workforce, property, and institutions.
- Recognize and leverage the district's competitive advantages.

2. Business Retention, Expansion, and Recruitment

- Support and strengthen existing businesses.
- Encourage business expansion and attract new, complementary enterprises.
- Fill vacant or underused properties with economically productive uses.

3. Varied and Sustainable Economic Strategies

- Encourage a mix of retail, service, dining, professional, governmental, small-scale manufacturing, cultural, and residential uses.
- Promote economic accessibility to support all entrepreneurs.
- Foster innovation and flexible strategies that adapt to changing market conditions.

4. Property Development and Investment

- Support the redevelopment or adaptive reuse of historic and underutilized properties.
- Encourage investment in physical improvements that enhance commercial activity.
- Leverage public and private funding to support revitalization.
- Support small-scale developers and property owners through access to resources, training, and mentorship.
- Promote investment opportunities to advance vision-aligned economic growth in the district.

5. Entrepreneurship and Workforce Development

- Support local entrepreneurs and start-ups through access to resources, training, and mentorship.
- Partner with educational institutions and workforce programs to align job training with business needs.

6. Strategic Planning and Measurement

- Develop a consensus-based vision to serve as the foundation for the Main Street strategic plan.
- Identify and pursue economic development strategies grounded in data and community input that will transform downtown.
- Measure progress through statistical data and adjust approaches as needed.

D

DESIGN supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart. Design emphasizes historic preservation and people-centered design to create an inviting and functional downtown district. Design in the Main Street America Approach™ is about creating a beautiful, functional, and authentic environment that honors the district's heritage, enhances the user experience, and supports vibrant economic and social activity. **There are seven basic areas of focus for Design:**

1. *Historic Preservation and Rehabilitation*

- Preserve and rehabilitate historic buildings to maintain architectural integrity and community heritage.
- Encourage adaptive reuse of historic structures for mixed-use development.
- Provide guidance and incentives for property owners to undertake appropriate rehabilitation and maintenance of buildings in keeping with the [Secretary of the Interior's Standards for the Treatment of Historic Properties](#).

2. *Streetscape and Public Space Improvements*

- Improve sidewalks, lighting, signage, landscaping, crosswalks, urban trails, and street furniture to create a safe, attractive, and walkable environment.
- Activate public spaces through art, seating, shade, and programming to encourage pedestrian activity, social interaction, and enhanced civic pride.
- Promote environmentally sustainable design practices.

3. *Façade Improvements*

- Support property and business owners in enhancing storefronts, in keeping with the architecture of each building, to be more inviting and consistent with the historic character of the district.
- Implement design guidelines to ensure cohesive and historically appropriate aesthetics.
- Use tools like façade grant programs to encourage investment in visual improvements.

4. *Wayfinding and Signage*

- Develop a clear, consistent system of pedestrian and vehicular wayfinding signs to help visitors navigate the district.
- Encourage creative and appropriately scaled signage for businesses that contributes to the overall character of the streetscape.

5. *Design Education and Technical Assistance*

- Communicate the value of good design and historic preservation.
- Offer design assistance to business and property owners for renovations, signage, and building improvements.

6. *Downtown Maintenance*

- Ensure that the district is clean, well-lit, and regularly maintained.
- Address issues like graffiti, trash, or deferred building maintenance that detract from the district's appeal.

7. *Placemaking and Identity Building*

- Use design to reinforce a sense of place and highlight the unique identity of the district.
- Incorporate local art, culture, and storytelling into the built environment.

P

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, history, culture, and defining features. Promotion in the Main Street Approach™ is about creating a strong and positive image of the district that builds pride, drives economic activity, and keeps people coming back. It is storytelling with purpose - connecting people to place through branding, events, and strategic marketing. **There are seven basic areas of focus for Promotion:**

1. **Brand Development and Identity**

- Create and communicate a clear, consistent brand that reflects the district's unique history, culture, and character.
- Use branding to differentiate the district from others and to build a strong emotional connection with target audiences.
- Ensure visual consistency in all marketing materials, signage, and digital presence.

2. **Marketing and Advertising**

- Develop strategic, vision-focused marketing campaigns to promote the district, its events, and its assets.
- Use a variety of traditional and nontraditional media to reach local and regional audiences.
- Highlight unique offerings, such as independent retailers, culinary variety, events, and historic attractions.

3. **Special Events and Festivals**

- Plan and execute authentic, asset-based community heritage, special holiday, and social events that draw people into the district.
- Build and foster strategic partnerships to enhance events and festivals coordinated by the Main Street Organization and its community partners.

4. **Retail Promotions and Business Support**

- Coordinate cooperative, cross, and niche promotional events.
- Support business owners with marketing ideas and collaborative campaigns that benefit multiple merchants.

5. **Storytelling and Community Engagement**

- Tell the story of the district, its history, people, and progress, through traditional and nontraditional means of communication with a positive, professional, and unified brand voice.
- Engage residents and stakeholders as ambassadors for the district's image and identity.
- Celebrate community milestones and highlight local success stories.

6. **Partnership Building**

- Collaborate with local businesses, tourism agencies, arts organizations, and media outlets to expand promotional reach.
- Leverage partnerships to pool resources and amplify the district's message and vision.

7. **Evaluation and Strategy**

- Track promotions through metrics like event attendance, business sales, foot traffic, social media engagement, and increased interest in business opportunities within the district.
- Adjust strategies based on feedback and outcomes to continually improve promotional effectiveness.

O

ORGANIZATION involves creating a strong foundation for a revitalization effort, including cultivating partnerships, community involvement, and resources for the district. Organization in the Main Street Approach™ is about developing a well-managed, community-driven, and financially sustainable Main Street Program. **There are seven basic areas of focus for Organization:**

1. *Strategic Planning and Performance Measurement*

- Create and regularly update an asset-based strategic economic development plan aligned with community goals, a consensus-based vision, and the Main Street Approach™.
- Use data and performance metrics to track progress, evaluate impact, make informed decisions, and communicate results to stakeholders to build confidence and support.

2. *Leadership and Governance*

- Develop a strong organizational structure (quasi-public-private partnership, city department, or non-profit), with clearly defined roles.
- Recruit an engaged and committed board of directors or advisory committee that provides strategic direction, expertise, and oversight.
- Foster transparent leadership that reflects the downtown district and the broader community.

3. *Volunteer Development, Management, and Engagement*

- Recruit, train, and retain volunteers to support all aspects of the Main Street effort.
- Create meaningful, results-based roles and opportunities for community members to contribute time, skills, and passion for the work.
- Recognize and celebrate volunteer contributions to build commitment and ownership to the program.

4. *Community Involvement and Stakeholder Engagement*

- Build broad-based community support by engaging residents, business owners, property owners, civic groups, and institutions of varying backgrounds and skillsets.
- Facilitate communication and transparency, ensuring stakeholders feel informed and involved in revitalization efforts.
- Use community input to shape priorities and strategies, to foster a shared vision for downtown.

5. *Financial Management*

- Develop a varied funding base, including tax districts, public funding, grants, sponsorships, donations, membership programs, and earned income.
- Practice sound financial management, with clear budgeting, reporting, and accountability.
- Ensure financial sustainability for long-term programming and operations.

6. *Branding and Communication*

- Promote the Main Street organization as a trusted and professional leader in economic development and downtown revitalization.
- Use consistent and professional messaging to build credibility and awareness of the Main Street program's mission, goals, and achievements as an economic development organization.

7. *Partnership and Collaboration*

- Build strong partnerships with local, state, and federal government, chambers of commerce, schools, nonprofits, and regional planning entities.
- Leverage partnerships to align efforts, share resources, and amplify the impact of revitalization work.

⇒ Main Street’s Eight Guiding Principles

Eight guiding principles have emerged as equally critical as the Four Points to Main Street’s success. Main Street is:

<u>Comprehensive</u>	All four points of Main Street are implemented.
<u>Incremental</u>	Successful revitalization programs begin with basic, simple activities that demonstrate that “new things are happening” in the commercial district. This incremental change leads to much longer lasting and dramatic positive change in the Main Street area.
<u>Self-Help</u>	No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent.
<u>Partnerships</u>	Both the public and private sectors have a vital interest in the district and must work together to achieve the common goals of Main Street’s revitalization.
<u>Asset-Based</u>	Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and a human scale that give people a sense of belonging.
<u>Quality</u>	Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process—from storefront designs and promotional campaigns to educational programs.
<u>Change</u>	Skeptics turn into believers, and attitudes on Main Street will turn around. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
<u>Implementation</u>	To succeed, Main Street must show visible results that comes from completing projects. Frequent, visible changes are a reminder that the revitalization effort is underway and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures.

⇒ The NC Main Street & Rural Planning Center

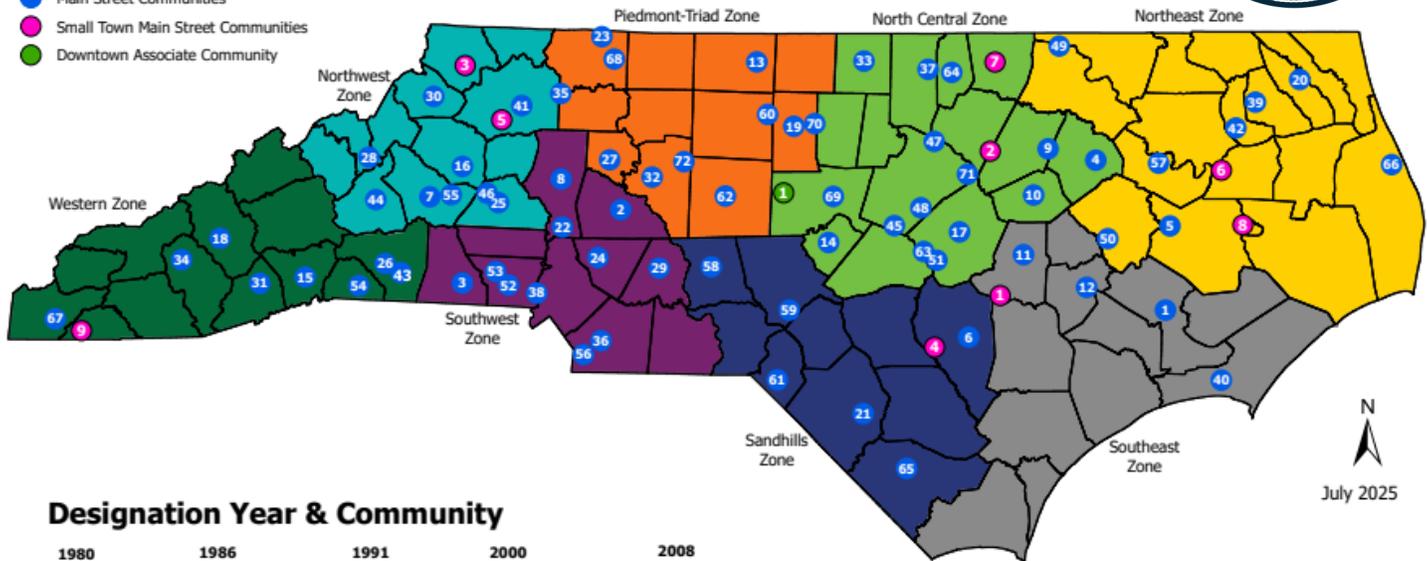
The NC Main Street & Rural Planning Center works in regions, counties, cities, towns, downtown districts, and in designated North Carolina Main Street communities to inspire placemaking through building asset-based economic development strategies that achieve measurable results, such as investment, business growth, and jobs.

Three downtown revitalization programs are offered through the MS&RP Center: the Main Street program, which began in 1980; the Small Town Main Street program, which began in 2003; and the Downtown Associate Community program, which began in 2015 and serves as a stepping-stone for Main Street designation. There are 82 communities in these three programs, all following the Main Street America program.

→ North Carolina Main Street & Small Town Main Street Communities



- Main Street Communities
- Small Town Main Street Communities
- Downtown Associate Community



N
July 2025

Designation Year & Community

1980	1986	1991	2000	2008	2015	2018	2023
1 New Bern	15 Hendersonville	27 Mocksville	38 Belmont	3 West Jefferson	50 Ayden (STMS 2006-2015)	60 Elon	70 Mebane
2 Salisbury	16 Lenoir	28 Spruce Pine	39 Hertford	4 Roseboro	51 Benson (STMS 2008-2015)	61 Laurinburg	71 Zebulon
3 Shelby	17 Smithfield	1993	40 Morehead City	2009	52 Bessemer City (STMS 2011-2015)	2020	2025
4 Tarboro	18 Waynesville	29 Albemarle	41 North Wilkesboro	48 Garner	53 Cherryville (STMS 2012-2015)	62 Asheboro	72 Thomasville
5 Washington	1988	30 Boone	42 Edenton	49 Roanoke Rapids	54 Tryon (STMS 2007-2015)	63 Dunn	1 Siler City
6 Clinton	19 Burlington	31 Brevard	2003	5 Wilkesboro	55 Valdese (STMS 2013-2015)	64 Henderson	
7 Morganton	20 Elizabeth City	32 Lexington	43 Forest City	2010	56 Waxhaw (STMS 2009-2015)	2021	
8 Statesville	21 Lumberton	33 Roxboro	44 Marion	6 Plymouth	57 Williamston (STMS 2003-2015)	65 Whiteville	
9 Rocky Mount	22 Mooresville	34 Sylva	45 Fuquay-Varina	2011	58 Troy (STMS 2010-2016)	2022	
10 Wilson	23 Mount Airy	1995	1 Mount Olive	2013	59 Aberdeen	66 Manteo	
11 Goldsboro	24 Concord	35 Elkin	2004	2017		67 Murphy	
12 Kinston	25 Newton	36 Monroe	2 Spring Hope	2018		68 Pilot Mountain	
13 Reidsville	26 Rutherfordton	37 Oxford	2006	9 Hayesville		69 Pittsboro (STMS 2011-2022)	
14 Sanford			46 Hickory				
			47 Wake Forest				

→ The Impact: NC Main Street Program Community Statistics (Fiscal Year 2024-25)

In FY 24-25, NC Main Street & Small Town Main Street communities collectively saw a large increase in full-time and part-time jobs from the previous year, and the largest number of volunteer hours in the program's history, representing a dedication from North Carolinians to invest in their communities.

\$499,463,628 PUBLIC/PRIVATE INVESTMENT	274 BUILDINGS REHABILITATED	342 FAÇADE IMPROVEMENTS
269 NET GAIN BUSINESSES	1,863 NET GAIN FTE & PTE JOBS	108,791 VOLUNTEER HOURS Valued at \$3,591,191

⇒ Services Offered by the NC Main Street & Rural Planning Center

The NC Main Street team provides services to designated Main Street communities in four broad areas:

-  **Strategic Economic Development Planning** for Downtown
 - ⇒ Asset Mapping
 - ⇒ Market Data, Demographic Profiles, and Business & User Surveys
 - ⇒ Visioning, Economic Development Strategies, Goals and Objectives
 - ⇒ Implementation Planning Including Actions, Tasks, Budgeting, and Partners

-  **Technical Assistance** for Program & Project Development
 - ⇒ Best Practices for Main Street Program Management
 - ⇒ Downtown Redevelopment Project Guidance
 - ⇒ Statewide Data & Surveys
 - ⇒ Marketing through the [Main to Main Trail](#)

-  **Training & Education** for Staff, Volunteers, Small Businesses, and Developers
 - ⇒ NC Main Street Conference
 - ⇒ Main Street Basic Best Practices and Advanced Level Training
 - ⇒ Small-Scale Development and Historic Tax Credits
 - ⇒ Destination Development and Storytelling
 - ⇒ Webinars and Publications
 - ⇒ Main Street Awards and Champions Recognition

-  **Grants** for Downtown Revitalization
 - ⇒ Rural Transformation Grant Fund
 - ⇒ Rural Downtown Economic Development Grant Program

⇒ More Information

[Main Street America](#)

[NC Main Street & Rural Planning Center | NC Commerce](#) – Official N.C. Commerce Website

[NC Main Street & Rural Planning](#) – Main Street & Rural Planning Training Website

[NC Main to Main Trail](#) – Main to Main Trail Marketing Website

[NC Main Street Program](#) – NC Main Street Facebook Page

[NC Main Street & Rural Planning 2024 Annual Report](#)

[40 Years of Main Street Impact Report – \(2020\)](#)

January 15, 2025

Downtown Waynesville Commission - Economic Development Implementation Plan - July 2022 - 2027

Economic Positioning/Vision: “Downtown Waynesville is the Gateway to the Smokies where outdoor enthusiasts gear up and wind down; where the talent and rich heritage of Appalachian culture are showcased through artisan craftsmanship, music and food; and where Main Street remains the center of commerce for Historic Downtown Waynesville.”

***Mission:** The Downtown Waynesville Commission promotes healthy economic growth while preserving the authentic fabric of downtown Waynesville. We encourage quality stewardship of our small Appalachian town. As a unique group of merchants, residents, artists, craftsmen and entrepreneurs, we celebrate a culture of diversity and work together to build a thriving community, where everyone feels at home.*

Implementation Strategy: Waynesville is a designated NC Main Street community. The City of Waynesville has charged the Downtown Waynesville Commission with the roles and responsibilities of managing the Main Street program in the capacity of an advisory board at the local level. The advisory board uses the Main Street America™ model of establishing economic development strategies and applying the Main Street Four-Point Approach® to downtown revitalization: Organization, Promotion, Design and Economic Vitality, to implement a plan that achieves measurable results.

DOWNTOWN ECONOMIC DEVELOPMENT STRATEGIES	ORGANIZATION	PROMOTION	DESIGN	ECONOMIC VITALITY
<p>#1 Econ. Development Strategy: Downtown Waynesville is a diverse community of business entrepreneurs and artists working together to showcase and preserve the rich heritage of Appalachian culture and handcraftsmanship.</p> <p>Goal: To enhance the display of Appalachian culture, artisan craftsmanship, musical talent and hospitality within the MSD.</p>	<p>Action:</p> <ol style="list-style-type: none"> 1. Conduct an assessment to determine what products are being manufactured within the district or by district businesses, and/or who is selling locally sourced goods or manufacturing on site. 2. Develop an “App True” mark-of-authenticity, to highlight locally made items sold in district stores (I.e. provide stickers to merchants to “mark” locally made items versus “marking” the store) 	<p>Action:</p> <ol style="list-style-type: none"> 1. Develop a comprehensive 12-month communications plan 2. Develop the Appalachian True brand with an emphasis on “handmade” and or “Made on Main” artisan products (include a social media campaign highlighting the “authenticity” program). 3. Develop a “Makers Series” spotlighting Waynesville’s diverse Main Street community of artists & artisans, 	<p>Action:</p> <ol style="list-style-type: none"> 1. Secure funding to have the Heritage Mural installed to showcase Appalachian culture and Main Street history. 2. Consider ways to enhance the public space at Main & Miller Street to allow shaded space for rest and/or live entertainment 	<p>Action:</p> <ol style="list-style-type: none"> 1. Nonprofit- Develop incentive program with matching grants for Main Street businesses for façade improvements, signage etc. 2. Pursue outside funding for live entertainment on Main Street

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

<p>Objectives: Expand the number of retailers offering locally sourced, handcrafted goods by 5 percent.</p>		<p>merchants & property owners, residents & guests (testimonials).</p> <p>4. Establish a name brand Appalachian heritage-themed event that celebrates Waynesville’s history and mountain culture (May 2-3, 2025)</p> <p>5. Create a promotional campaign featuring the arch. Develop the Appalachian True brand with an emphasis on downtown Waynesville as a “Gateway to the Smokies”</p>		
<p>#2 Econ. Development Strategy: The MSD is the historic center of commerce in Downtown Waynesville where residents’ shop for everyday needs.</p> <p>Goal: To draw attention to Waynesville’s unique collection of retail and restaurant offerings and the variety of goods available.</p> <p>Objectives: Spend 50-percent of advertising budget to reach locals.</p>	<p>Action:</p> <ol style="list-style-type: none"> 1. Expand DWC website to include DWC board, annual work plan and volunteer opportunities 2. Establish a volunteer database and create an easy path to get involved 3. Host an annual forum to advocate for the program, seek stakeholder input and solicit participation from community partners 4. Work with Town Staff and council to establish a nonprofit extension of the DWC, expand to 	<p>Action:</p> <ol style="list-style-type: none"> 1. Design, print, distribute district brochure with directory map. 2. Develop the Appalachian True brand promoting the MSD as a “one stop shop” (targeting residents looking to meet every day needs and highlighting Main Street service providers and restaurants). 3. Continue to support events aimed at the local community- Treats on the Street; Christmas tree lighting and parade; 	<p>Action:</p> <ol style="list-style-type: none"> 1. Explore district directory and signage options (I.e. Main Street kiosks). 2. Establish plans for a “Town Square” within the block between the Arch and the East/Church Street intersection. 3. Install string lights over Church Street 4. Review the Downtown Waynesville Streetscape plan for next steps and ideas for the public space at 	<p>Action:</p> <ol style="list-style-type: none"> 1. Review Placer.ai 2024 report and retail snapshot to determine which everyday items are missing from Main Street- identify opportunities to expand. 2. Expand website to include econ. development data and preservation resources.

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

	quasi-public program model 5. Develop a program for district outreach and program advocacy	and February Love the Locals. 4. Consider weekday or off-season promotions targeting local 5. Finalize promotional video by Creative Campfire	the corner of Depot and Main Streets	
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Economic Development Strategy #1: Downtown Waynesville is a diverse community of business entrepreneurs and artists working together to showcase and preserve the rich heritage of Appalachian culture and craftsmanship.

Goal: To enhance the display of Appalachian culture, artisan craftsmanship, musical talent and hospitality within the MSD

Objective: Expand the number of retailers offering locally sourced, handcrafted goods by 5 percent.

ORGANIZATION COMMITTEE WORK

Organization Project #1: Conduct an assessment to determine what products are being manufactured within the district or by district businesses, and/or who is selling locally sourced goods or manufacturing on site

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Conduct a merchant survey to identify manufacturers and locally sourced goods						
	Visit stores and galleries to assess locally sourced goods						

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

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Organization Action/Project #2: Develop an “App True” mark-of-authenticity, to highlight locally made items sold in district stores (I.e. provide stickers to merchants to “mark” locally made items versus “marking” the store)

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed

PROMOTIONS COMMITTEE WORK

Promotion Action/Project #1: Develop a comprehensive 12-month communications plan

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	1. Develop 12-month social media calendar	Grace	DWC Staff				Nov. 1, 2025
	2. Establish stakeholder newsletter	Grace, Beth	DWC Staff				Nov. 1, 2025
	3. Develop a press release schedule	Beth, Grace	DWC Staff				Nov. 1, 2025
	4. Plan website content	Grace, Beth					Nov. 14, 2025
		Grace, Beth, Sam					Dec. 1, 2025

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

	5. Develop print collateral- I.e. brochure						
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Promotion Action/Project #2: Develop the Appalachian True brand with an emphasis on “handmade” and or “Made on Main” artisan products (include a social media campaign highlighting the “authenticity” program).

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Plan content	Grace, Sam, Beth	In-House				
	Develop content	Grace, Sam, Beth	In-House				
	Include distribution of content in communications plan	Grace	In-House				

Promotion Action/Project #3: Develop a “Makers Series” spotlighting Waynesville’s diverse Main Street community of artists & artisans, merchants & property owners, residents & guests (testimonials).

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Identify who the Makers are in Downtown Waynesville		In-House				
	Include makers in the Appalachian True Life collection		In-House				
	Package Makers as a separate series		In-House				

Promotion Action/Project #4: Establish a name brand Appalachian heritage-themed event that celebrates Waynesville’s history and mountain culture (May 2-3, 2025)

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	This event was executed on May 2 and 3, 2025, and drew 3,000 to 5,000 visitors to Main Street for both Friday and Saturday night events	DWC staff and volunteers, Civilian Police, Town Staff					May 2-3, 2025

Promotion Action/Project #5: Create a promotional campaign featuring the arch. Develop the Appalachian True brand with an emphasis on downtown Waynesville as a “Gateway to the Smokies”

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Plan content	Grace, Sam, Beth					
	Develop content	Grace, Sam, Beth					
	Include distribution of content in communications plan	Grace					

Promotion Action/Project #6: Develop Appalachian True Life story collection and “Recollections” series for 40th Anniversary celebration

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Plan stories	Beth, Grace, Sam	In-House				
	Schedule interviews, shoot photo/videos	Beth, Grace, Sam	In-House Creatv. Campfire	Quote \$4,000.00			
	Edit story packages	Beth, Grace, Sam	In-House				

DESIGN COMMITTEE WORK

Design Action/Project #1: Secure funding to have the Heritage Mural installed to showcase Appalachian culture and Main Street history.

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	This project has been put on hold.						

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

Design Action/Project #2: Consider ways to enhance the public space at Main & Miller Street to allow shaded space for rest and/or live entertainment

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Secure funding for enhancements by submitting budget request	Beth					July 1, 2026
	Develop plans for shade structure	Design Committee					Plans by January 1, 2026
	Bid project & hire contractor, OR Purchase materials & supplies, and install.	TBD	TBD				Installed by April 1, 2026

ECONOMIC VITALITY COMMITTEE WORK

Economic Vitality Action/Project #1: (this project will be delegated to the nonprofit)

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

Economic Vitality Action/Project #2: Pursue outside funding for live entertainment on Main Street							
Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Prepare live entertainment schedule & budget	Joyce, Beth	In-House				July, 2025
	Secure DWC approval for funding live music	Joyce	In-House				Funds approved in August, 2025

Economic Development Strategy #2: The MSD is the historic center of commerce in Downtown Waynesville where residents' shop for everyday needs.

Goal: To draw attention to Waynesville's unique collection of retail and restaurant offerings and the variety of goods available.

Objective: Spend 50-percent of advertising budget to reach locals.

ORGANIZATION COMMITTEE WORK

Organization Action/Project #1: Expand DWC website to include DWC board, annual work plan and volunteer opportunities							
Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Prepare content to incorporate into site	Beth, Grace					
	Add pages and information to site	Kanipe or Grace	TBD				

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

Organization Action/Project #2: Establish a volunteer database and create an easy path to get involved

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Establish a system for tracking volunteer information and hours						
	Provide a link on DWC website to get involved	Kanipe, Grace	TBD				

Organization Action/Project # 3: Host an annual forum to advocate for the program, seek stakeholder input and solicit participation from community partners

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Combine 2026 community forum with 40th anniversary celebration	Planning committee					TBD, 2026

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

Organization Action/Project # 4: Work with Town Staff and council to establish a nonprofit extension of the DWC, expand to quasi-public program model

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Prepare articles of incorporation	TOW Attorney	In-House				Approved by DWC July, 2025
	Approval of AOI by TOW Council	Beth	In-House				Oct. 28, 2025
	File AOI with N.C. Sec. of State	TOW Attorney	In-House				

Organization Action/Project # 5: Develop a program for district outreach and program advocacy

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Plan Fall social for merchants & stakeholders	Kirk, Staff	In-House	\$2,000			Sept. 22, 2025
	Plan 40th anniversary celebration for Downtown Waynesville & N.C. Main Street	Beth, Jon, Joyce	In-House				TBD, 2026

PROMOTIONS COMMITTEE WORK

Promotion Action/Project #1: Design, print, distribute district brochure with directory map.

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Finalize brochure design edits	Beth	In-House			Kanipe Creative	
	Print brochure	Print Haus	Outsource			The Print Haus	
	Distribute brochure						

Promotion Action/Project #2: Develop the Appalachian True brand promoting the MSD as a “one stop shop” (targeting residents looking to meet every day needs and highlighting Main Street service providers and restaurants).

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Plan content	Grace, Sam, Beth					
	Develop content	Grace, Sam, Beth					
	Include distribution of content in communications plan	Grace					

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

Promotion Action/Project #3: Continue to support events aimed at the local community- Treats on the Street; Christmas tree lighting and parade; and February Love the Locals.

	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Plan, host Treats on the Street event	Sam, Beth	In-House				October 31, 2025
	Plan Christmas Tree Lighting	Joyce	In-House				October 31, 2025
	Finalize parade applications- post, process and plan	Beth	In-House				October 23, 2025
	Plan Love the locals promo materials. Communicate with merchants. Advertise.	Grace, Beth					January 1, 2026

Promotion Action/Project #4: Consider weekday or off-season promotions targeting local

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

Promotion Action/Project #5: Finalize promotional video by Creative Campfire

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Reach out to Creative Campfire to resume project	Beth	In-House				ASAP
	Establish plans to finalize project	Beth	In-House			Creative Campfire- Jacob Sutton	ASAP
	Edit. Finalize.	Jacob Sutton	Creative Campfire				

DESIGN COMMITTEE WORK

Design Action/Project #1: Explore district directory and signage options (I.e. Main Street kiosks).

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Develop concepts or plans and budget	Beth	In-House				June, 2025
	Prepare & submit TDA capital grant application	Beth	In-House				June, 2025
	This project was put on pause after the TDA informed us of plans they have to install new kiosks						

Design Action/Project #2: Establish plans for a “Town Square” within the block between the Arch and the East/Church Street intersection

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed

Design Action/Project #3: Install string lights over Church Street

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Develop plans	Dave Barone	In-House				
	Secure funding by submitting budget request	Beth	Staff	\$5,500.00			
	Order materials	Beth	Staff	\$7,200.00			
	Install lights	Elec. Dept.					

Design Action/Project #4: Review the Downtown Waynesville Streetscape plan for next steps and ideas for the public space at the corner of Depot and Main Streets

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed

**Downtown Waynesville Commission
Economic Development Work Plan 2025-26**

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ECONOMIC VITALITY COMMITTEE WORK

Economic Vitality Action/Project #1: Review Placer.ai 2024 report and retail snapshot to determine which everyday items are missing from Main Street- identify opportunities to expand.

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed

Economic Vitality Action/Project #2: Expand website to include econ. development data and preservation resources.

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed

MISSION

The Downtown Waynesville Commission promotes healthy economic growth while preserving the authentic fabric of downtown Waynesville. We encourage quality stewardship of our small Appalachian town. As a unique group of merchants, residents, artists, craftsmen and entrepreneurs, we celebrate a culture of diversity and work together to build a thriving community, where everyone feels at home.

VISION / ECONOMIC POSITIONING: (A 5-Year Goal for 2022-2027)

By 2027, we want Downtown Waynesville to be described as:

“Downtown Waynesville is the Gateway to the Smokies where the talent and rich heritage of Appalachian culture are showcased through artisan craftsmanship, music and food (1); and where Main Street remains the center of commerce for Historic Downtown Waynesville (2).”

STRATEGY ONE: Celebrate the rich heritage of **Appalachian people** with a focus on **Handcraftsmanship and Mountain Traditions** (art, music, food)

Goal: Enhance the display of Appalachian culture, artisan craftsmanship, musical talent and hospitality within the MSD

Objective: Expand the number of retailers offering locally sourced, handcrafted goods by 5 percent

ORGANIZATION

Project 1:

Project budget:

Project manager:

Completion deadline:

Steps:

1

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Project 2:

Project budget:

Project manager:

Completion deadline:

Steps:

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Project 3:

Project budget:

Project manager:

Completion deadline:

- Steps:**
- 1 _____
 - 2 _____
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STRATEGY TWO: Promote Main Street as the **historic center of commerce**, a place where locals shop for everyday items, where there's **a little bit of something for everyone**

Goal: Draw attention to Waynesville's unique collection of retail and restaurant offerings and the variety of goods available

Objective: Target 50 percent of advertising to reach locals

Project 4:

Project budget:

Project manager:

Completion deadline:

- Steps:**
- 1 _____
 - 2 _____
 - 3 _____
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Project 5:

Project budget:

Project manager:

Completion deadline:

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Project manager:

Completion deadline:

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Project manager:

Completion deadline:

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Project budget:

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