

## MINUTES

Regular Meeting: Workshop Session  
Cleveland County Arts Center

January 8, 2007  
Monday, 6:00 p.m.

**Present:** Mayor W. Ted Alexander, presiding; Council Members Christopher H. (Chris) Mabry, Robert H. (Bob) Still, Jeanette D. Patterson, Michael R. (Mike) Royster, Joel R. Shores, Jr., Dicky Amaya; City Manager J. Richard (Rick) Howell, Jr., City Clerk Bernadette A. Parduski, City Attorney Sam B. Craig, Director of Finance Theodore B. (Ted) Phillips, CPA, Director of Human Resources Charles L. Webber, Interim Director of Utilities Julie R. McMurry, Assistant Director of Utilities Brad R. Cornwell, PLS, Police Chief Tandy P. Carter, Interim Fire Chief Jacob E. (Jake) Whisnant, Director of Public Works Daniel C. (Danny) Darst, Director of Parks and Recreation Charlie Holtzclaw, Director of Housing Bryan T. Howell, Director of Development Services Brian L. Pruett, Director of Planning Services Walter (Walt) Scharer; and Media Representatives

Mayor Alexander called the meeting to order at 6:00 p.m. and welcomed all those in attendance. Mr. Shores gave the invocation and Mr. Still led the *Pledge of Allegiance*.

**A. Approval of Agenda:**

**ACTION TAKEN:** Upon a motion by Mr. Still, second by Mr. Amaya, City Council voted unanimously to approve the agenda as presented.

**B. Public Hearings: None**

**C. Public Comment: None**

**D. Consent Agenda:** All items listed below are considered to be routine and will be enacted by one introduction, motion, second, and vote. There will be no separate discussion of these items unless a Council Member so requests, in which event the item will be removed from the consent agenda and considered separately.

**ACTION TAKEN:** Mayor Alexander presented the consent agenda and asked if any item should be removed before calling for action. There being no requests for removal, Mr. Royster made a motion to approve the consent agenda and each item as presented. After a second from Mrs. Patterson, the consent agenda and following items were unanimously approved:

- 1) Consideration of approval of the Minutes of the Regular Meeting of December 4, 2006
- 2) Consideration of a resolution honoring the service of Michael S. Kennedy as City Attorney for the City of Shelby, North Carolina: Resolution No. 1-2007
- 3) Special Event Permit Application:
  - a. Annual events sponsored by Uptown Shelby Association, Inc. for the 2007 calendar year

### END CONSENT AGENDA

#### E. Special Presentation:

- 1) Public presentation of the Center City Master Plan for Shelby, North Carolina – Arnett Muldrow and Associates, LTD.

Mayor Alexander introduced Tripp Muldrow of Arnett Muldrow and Associates, LTD. who prepared the Strategy Presentation for the Center City Master Plan after months of research and conceptual design work in Shelby and Cleveland County. The Mayor envisions Shelby's Center City Master Plan as a valuable economic development tool for the region. He announced that Mr. Muldrow would conduct a question and answer session after his presentation.

Mr. Muldrow reviewed the content materials of the two public meetings held to date and stated that this presentation and final public meeting will tie together all the strategies for Shelby's master plan.

Mr. Muldrow gave an overview of the entire presentation which will include the issues surrounding each strategy, the goal or the vision statement, and a series of short, medium, and long term recommendations.

Mr. Muldrow presented the Four Strategies for City Center Shelby:

- (1) Connecting Uptown to the Market: Branding
- (2) Catalyst Projects: A Regional Destination
- (3) A Spectacular Setting: Physical Strategy
- (4) United for Success: Organizational Strategy

Mr. Muldrow set forth the issues surrounding Strategy 1 as follows:

- Shelby's Uptown is a highly localized market
- Uptown is not reaching the greater Cleveland County market
- The market demographics for Uptown customers have strengths but the Uptown is not marketed to "match" the demographic
- Uptown should expand its regional positioning to capture an expanded market
- The Uptown area lacks a cohesive positive image

**Mr. Muldrow stated the goal of Strategy 1:**

**Uptown Shelby will brand itself as a regional destination sharing its success story with local residents, countywide customers, and residents of the large metropolitan areas in order to enhance the consumer base for the City Center.**

**Mr. Muldrow recommended the initial projects for 2007:**

- Launch a popular Uptown Shelby image package
- Redesign all print material incorporating the "brand" i.e. newsletter, shopping guide, etc.
- Redesign website with Uptown brand, provide clearer links between the various organizations
- Launch brand extension for other organizations, activities, and venues
- Develop demonstration project for cooperative advertising using the brand
- Launch the "open for business" campaign
- Initiate first phase of way finding signs

**Mr. Muldrow recommended the following projects for 2008-2009:**

- Continue cooperative advertising campaign for Uptown Shelby targeted to the greater Charlotte, North Carolina and Greenville-Spartanburg, South Carolina regions
- Host a "downtown event summit" to evaluate all events to determine their purpose and success at achieving goals for the Uptown area and solicit new volunteers

**Mr. Muldrow recommended the following long-term steps for 2010-2015:**

- Complete way finding plan
- Continue to expand cooperative advertising effort as successes continue

**Mr. Muldrow elaborated on the issues surrounding Strategy 2 as follows:**

- Uptown Shelby has perhaps the premier Courthouse Square in the region
- Destination Cleveland County has launched an aggressive initiative to stimulate investment in Uptown through catalyst projects
- Shelby has a singular opportunity to capitalize on musical heritage and its regional position
- Several key properties throughout Uptown need investment or they will have a blighting influence on the rest of the effort
- The retail opportunities for Uptown are significant in several major categories

**Mr. Muldrow stated the goal of Strategy 2:**

Shelby's Uptown will become the Carolinas' regional music showplace with a variety of dining and shopping options that will set the stage for a resurgence of residential investment in adjacent neighborhoods.

**Mr. Muldrow recommended the initial projects for 2007:**

- Develop a savvy Uptown marketing piece to recruit investors, shopkeepers, and residents to the core of the community
- Aggressively pursue a variety of partnerships to implement a multi-use catalyst project for the old County Courthouse while continuing other Destination Cleveland County initiatives
- Host a familiarization tour to South Boston, Virginia and Newberry, South Carolina
- Issue requests for proposals to pursue private development for City-owned properties

**Mr. Muldrow recommended the following projects for 2008-2009:**

- Open the North Carolina Music Heritage Center in the Courthouse
- Assemble property for Equestrian/Multi-Use Center
- Pursue discussions with railroad about future use of railroad right-of-way
- Renovate the Rogers Theatre as performing arts hall
- Complete mixed use infill development on Courthouse Square
- Consider incentive package for Uptown housing/neighborhood investment i.e. non-profit community land trust, marketing to greater region, site assembly

**Mr. Muldrow recommended the following long-term steps for 2010-2015:**

- Complete renovation for Equestrian/Multi-Use Center
- Complete renovation of historic mill as residential project
- Develop plans for Court Square Northeast District

**Mr. Muldrow detailed the issues surrounding Strategy 3 as follows:**

- The Courthouse Square is an excellent physical environment
- Uptown Shelby has a 30 year legacy of enhancements beginning with the trees
- Uptown Shelby does not effectively link with the rest of Shelby particularly to the 74 Bypass
- The neighborhoods surrounding Uptown Shelby need stable and continuous investment
- Uptown Shelby needs an improve pedestrian environment

**Mr. Muldrow stated the goal of Strategy 3:**

**Shelby's Uptown will capitalize on its spectacular setting and continue the legacy of investment in the physical environment that makes it one of the most beautiful downtowns in North Carolina.**

**Mr. Muldrow recommended the initial projects for 2007:**

- Develop a design development/construction document plan for Lafayette Street streetscape improvements
- Develop a design development/construction document plan for 74/Lafayette intersection
- Consult with a professional urban tree expert to craft a policy for tree maintenance in Uptown Shelby

**Mr. Muldrow recommended the following projects for 2008-2009:**

- Complete the first phases of the Pedestrian Master Plan using the Courthouse Square as the "hub"
- Complete improvements to Lafayette and 74 interchange
- Examine gateway signs for all entryways into uptown considering appearance and neighborhood needs
- Complete pedestrian enhancements at the four corners of Courthouse Square
- Complete physical improvements to the Earl Road connection

**Mr. Muldrow recommended the following long-term steps for 2010-2015:**

- Complete the Pedestrian Master Plan
- Complete streetscape improvements along Dekalb Street
- Implement streetscape improvements in the Railroad District
- Implement improvements to Palmer Park

Mr. Muldrow expanded on the issues surrounding Strategy 4 as follows:

- Uptown Shelby benefits from a variety of stakeholders in its success: The City of Shelby, Uptown Shelby Association, Destination Cleveland County, Cleveland County Chamber of Commerce, businesses, property owners, and residents
- Shelby suffers from a “naysayer” attitude among some stakeholders
- Those with a vision of the future must unite to capitalize on the significant opportunities that lie ahead

Mr. Muldrow stated the goal of Strategy 4:

Shelby’s Uptown will continue to flourish in the coming years under the leadership of a variety of partners and emerge as a Great American Main Street for its revitalization efforts.

Mr. Muldrow recommended the initial projects for 2007:

- Continue to fund downtown revitalization efforts through a variety of sources: Municipal Service District (MSD), grant funds, and City support
- Host familiarization tours with regional developers to acquaint them with Shelby
- Create a Shelby Ambassador Program to recruit regional retailers for expansion to Uptown Shelby
- Explore capital campaign to fund initial efforts of Destination Cleveland County

Mr. Muldrow recommended the following project for 2008-2009:

- Host annual Uptown Summit to discuss progress on this plan

Mr. Muldrow recommended the following long-term step for 2010-2015:

- Consider formalizing an alliance between various stakeholder organizations

Mr. Muldrow concluded his presentation and announced that the next step in the master plan process is to conduct a Leadership Summit which he will schedule after the Council's annual retreat.

Mayor Alexander invited and encouraged Council members and the audience to pose questions and make comments with decorum.

The question and answer portion of the meeting included remarks concerning:

- Proposed Earl Street realignment
- Area bounded by Lafayette Street, Gidney Street, Dekalb Street, and Highway 74
- Way Finding Plan
- Primary entranceway into Shelby? Lafayette Street? From Highway 74 eastbound?
- Communication issues i.e. bringing concepts to reality
- Appreciation for City Council and Tripp Muldrow

Mayor Alexander recognized the members of the Center City Steering Committee in attendance and thanked the Arts Council's staff for the use of their facility.

Mayor Alexander summarized the major points of the presentation and discussion which included the strategies to recapture the leakage of retail sales and the opportunities to impact future economic growth as well as the history of Shelby and Cleveland County. The Mayor mentioned the forthcoming Pedestrian Plan and Airport Layout Plan, as well as the Strategic Growth Plan, working in sync with the Center City Master Plan and allowing Shelby, as a whole, to work toward the goal of attaining the Great American Main Street award. He expressed appreciation and gratitude to Mr. Muldrow and his team. The Mayor acknowledged the large turnout at the final public meeting on this plan.

Mayor Alexander bid farewell to former City Attorney, Mike Kennedy, who was honored at a reception prior to this meeting and welcomed new City Attorney, Sam Craig, in attendance at his first Council meeting. The Mayor announced that former City Attorney, Joe Mauney, who served in that capacity during the 1970s, passed away on January 5, 2007.

- F. Unfinished Business: None
- G. New Business: None
- H. City Manager's Report: None

**J. Adjournment: There being no further business for Council's consideration, Mayor Alexander adjourned the meeting at 7:25 p.m.**

**Respectfully submitted,**

**Bernadette A. Parduski  
City Clerk**

**W. Ted Alexander  
Mayor**

**Minutes of January 8, A. D. 2007**