



City of King City Council Regular Meeting

6:00 PM Monday, April 06, 2026

City of King City Hall Council Chambers
229 S. Main St., King, NC 27021

AGENDA

MEETING CALLED TO ORDER

PLEDGE

Notes on Pledge: Remain Standing for the invocation

INVOCATION – Chaplain Rick Hughes

ANNOUNCEMENTS

Notes on Announcements:

- **White Goods Pick-Up:** April 6-10, 2026. Please place items to be collected at the curb without blocking driveways.
- **Senior Services Board, Regular Meeting:** Tuesday, April 7, 2026, 3:00 pm, King Senior Center, 107 White Road, Lower Parking Lot
- **Parks/Recreation Advisory Board, Regular Meeting:** Thursday, April 9, 2026, 6 pm, Parks/Rec Community Building Parlor Room, 107 White Road
- **Community Appearance Commission:** Thursday, April 16, 2026, 2 pm, City Hall Council Chambers, 229 S. Main Street
- **Meet Me on Main & 5k/Fun Run:** Saturday, April 25, 2026, 4:00 p.m. – 8:00 p.m. (Rain date Saturday, May 2, 2026, 4:00 p.m. – 8:00 p.m.) Downtown King.
- **King Planning Board, Regular Meeting:** Monday, April 27, 2026, 6 p.m. at City Hall Council Chambers, 229 S. Main Street
- **The Moving Wall:** April 30th - May 4th, 2026, American Legion Auxiliary, Unit 290, 436 S. Main St., King. The Vietnam War Memorial. www.thewallkingnc.com
- **King City Council, Regular Meeting:** Monday, May 4, 2026, 6 p.m., City Hall Council Chambers, 229 S. Main Street

PUBLIC COMMENT

Notes on Public Comment: This agenda item is included to allow input to the City Council from any citizen who wishes to address the Council without requesting to be on the agenda. Those who wish to address City Council are required to provide their name, address, including city/county of residence and topic. Speakers shall be courteous in their language and presentation. Any disruption of the meeting, insults, personal attacks, accusations, profanity, vulgar language, inappropriate gestures, or other inappropriate behavior will not be tolerated. If this occurs, the person will be identified and asked to stop or leave. If the behavior continues and they refuse to leave, they will be removed from the Council meeting. A speaker will be allowed 3 minutes to speak. The number of speakers on a topic relating to future advertised public hearing matters may be limited at the Council's discretion. The Council reserves the right to request a designated spokesperson for a large group; the spokesperson will be allotted 6 minutes. The public session will be limited to 30 minutes. The Council will only listen and not respond but may decide to place a topic on a future agenda.

1. **ADJUSTMENTS TO AGENDA**
2. **CONSENT AGENDA**

Notes on Consent Agenda: The Consent Agenda is the first order of business. The items listed are believed to be non-controversial and are administrative in nature. There will be no

separate discussion of the items unless a Councilman request or a citizen request and is granted permission to speak. The item(s) will then be removed from the Consent Agenda and considered individually. Otherwise, all items will be enacted by one motion.

A. Approval of Minutes

a. February 6, 2026, Called Meeting

B. Approval From Council to Move Forward with Amending the Enforcement Section in Chapter 4 And Chapter 32-129 Special Use Permit Update

C. Consideration of Renewing Agreement with Stokes County Senior Services for Senior Meal Site

D. Resolution Amending Resolution 2026-05 to Reschedule a Public Hearing on a Voluntary Annexation Request for The Retreat at King's Crossing – Phase 2

3. ITEMS FOR PRESENTATION

A. Presentation of Proclamation

4. PUBLIC HEARING

A. Public Hearing: Consideration of the closure of portions of Rupert Hall and Slate Alley

5. INFORMATION ITEMS

A. Informational Item presented by Mr. Darrell Calloway, President of Foothills Vocational Charter High School

6. DISCUSSION ITEMS

A. Choose A Date for a meeting with Kimley-Horn and Choose Members of a Comprehensive Plan Committee.

7. ACTION ITEMS

A. Consideration of Approval of Audit Contract

B. Consideration of Budget Amendment 2025-06.06

C. Consent and Agreement for RJR 4.348-Acre tract land donation

D. Agreement for Purchase of Land from 2A Real Estate, LLC

E. Resolution 2026-07 Awarding Service Badge and Declaring Service Weapon -Officer Aulbrey Chase Sawyers (Retirement)

F. 5-Year Strategic and Economic Development Plan for Downtown King

8. DEPARTMENTAL REPORTS

A. Departmental Reports

B. Collections Report

C. Finance & Budget

D. Fire department activity report

E. Planning & Inspection Department

F. Police Department Report

G. Tap Fee Report

[H.](#) Stokes County Tax Report

[L.](#) Forsyth County Tax Report

[J.](#) Utility Billing Report

ITEMS OF GENERAL CONCERN

Closed Session

To consult with an attorney to protect the attorney-client privilege (G.S. 143-318.11(a)(3))

ADJOURNMENT



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject:	Approval of Minutes
Action Requested:	Unless there are any corrections to be made, I recommend adopting the attached minutes as presented.
Attachments:	A draft copy of the minutes from the a. February 6, 2026, Regular Meeting b. March 2, 2026, Regular Meeting

<i>Nicole Branshaw</i> <hr/> Nicole Branshaw, City Clerk	This abstract requires review by:	
	City Manager	City Attorney

PART B

Introduction and Background:
Discussion and Analysis:
Budgetary Impact:
Recommendation:
Adoption of February 2, 2026, and March 2, 2026 minutes as presented.



MINUTES

The King City Council convened for a called meeting in the Council Chambers at King City Hall, 229 S. Main St, King, on Friday, February 6, 2026, at 12:00 pm. The purpose of the meeting was to discuss budget amendment considerations. Present at the meeting were Councilman Tyler Bowles, Mayor Rick McCraw, Councilwoman Terri Fowler, Councilman Michael Lane, City Manager Scott Barrow, City Clerk Nicole Branshaw, and Police Chief Jordan Boyette.

MEETING CALLED TO ORDER

The meeting was called to order at 12:05 PM on Friday, February 6, 2026. The Pledge of Allegiance was recited with all remaining standing for the invocation given by Mayor Rick McCraw.

1. ACTION ITEMS

A. Budget Amendment Consideration:

City Manager Scott Barrow and Director of Finance & Personnel Susan O'Brien presented two options for Budget Amendment 2025-06.04 regarding the replacement of Police Department vehicles that were totaled in a recent incident.

Susan O'Brien explained that she had prepared a spreadsheet to accompany the presentation, noting that this was similar to what she had presented the previous Monday night. She outlined Option 1, which involved buying two replacement vehicles outright using various funding sources including insurance money, ABC Police Department general revenue, surplus property sales, some ABC general fund revenue, and future police department ABC revenue.

O'Brien stated, "This will buy the cars outright," but acknowledged, "I still don't have an answer from the insurance, so that's it."

Scott Barrow clarified the ABC funding structure for the council, explaining that each time they receive an ABC allocation, there are three separate portions: a certain amount that goes directly to the Police Department, an amount for education programs and alcohol-related initiatives, and the general fund portion.

O'Brien detailed that the anticipated amount of \$7,255 represented the expected police department general share for the next quarter or two, explaining, "It may take both of the next 2 quarters." When Councilman Tyler Bowles asked if the estimate was based on current performance, O'Brien confirmed it was, stating they had received \$8,200 for the first two quarters in that particular funding bucket, leading them to project approximately \$7,200 for the third and fourth quarters.

Barrow noted that this approach would cover everything except for unknown equipment costs, with O'Brien adding, "We hope, think, that insurance will cover all of that, but we don't know that yet. So, if it doesn't, we may have to come back and ask for more money at a later time."

O'Brien confirmed that the equipment quotes included removing usable equipment from the damaged vehicles and installing it in the new vehicles, as previously requested by Councilman Bowles.

The discussion then turned to the available ABC general fund money, with O'Brien explaining they had \$23,566 remaining from the first two quarters of general fund allocations, noting that \$20,000 of that had already been allocated to the Police Department basement project on Monday night. She detailed the specific amounts received: \$18,799 for the first quarter and \$24,700 for the second quarter, with Barrow noting the second quarter included December's higher revenues from Christmas-related activities.

O'Brien then presented Option 2, which involved taking a loan for the vehicles. She explained that one of the totaled vehicles and another vehicle were still on an existing loan, with a remaining payoff amount of \$17,895. The new loan would be for \$97,120 for the two replacement vehicles, with estimated payments of approximately \$21,663 annually for five years at 3.75% interest.

"The insurance money itself would cover that and leave us about \$3,000, which will cover the DMV fees on the two new vehicles," O'Brien explained. "So that kind of makes a wash there."

She outlined the advantages of Option 2, stating it would allow them to use the \$23,566 of unallocated ABC funds toward the \$20,000 worth of road salt they had to purchase and motor grader expenses from recent inclement weather. It would also free up the Police Department's general fund allocation for the next couple of quarters, and they expected to receive enough over the next four quarters to make the vehicle payments.

Barrow noted that Option 2 would also eliminate one existing loan.

Councilman Michael Lane observed, "So if we were to go with option 1, we're still going to have to deal with the salt and those things... So going to option 2 kind of takes care of several items once you're done." He noted that Option 2 would result in three or four more years of payments of around \$21,000-\$22,000 annually.

Councilman Bowles expressed concern about taking a loan, asking about gap coverage and stating, "I'm concerned about doing a loan if we were to do that. We have an accident, total one or both of these, or something happens, and then we have a huge gap in what has been paid versus what is owed... We're going to be really upside down."

The discussion turned to the inclement weather expenses, with Barrow confirming they had purchased 51 tons of salt for approximately \$20,000. O'Brien detailed that the motor grader costs were about \$7,800, with additional expenses for replacement plow blades and other incidentals. She provided a comprehensive total of \$31,280 for all weather-related expenses, including salt, brine solution, motor grader work, and supplies for brine tanks, not including overtime costs for staff.

Bowles asked about the city's history with vehicle loans, with O'Brien confirming, "Taking loans for them? Yes. That's normal practice for us. If we did it forever."

Barrow explained that they had been trying to move away from borrowing, stating, "The whole goal over in this year's budget was to not borrow money for anything."

O'Brien acknowledged the reasoning behind presenting Option 2, saying, "But then this time, knowing that we're going to need \$30,000 plus for weather and there could be more coming, that's why I threw that out there because it would free up some of that ABC and other revenue to put towards inclement weather."

Lane asked if Option 2 would help with repair costs on the other five police vehicles, and O'Brien confirmed it would, explaining, "The surplus property sales and the ABC general revenue are things that

would be freed up under Option 2 that we could throw at their vehicle repairs, which are already over budget. There are 2, 3 more in the shop, and we still have till June thirtieth to go."

Bowles sought clarification about funding sources for both options, with O'Brien explaining that Option 1 would require more creative approaches to pay for weather expenses, potentially borrowing against future ABC revenue or using fund balance. She emphasized, "We don't have \$30,000 to pay for salt and all those things."

Barrow noted that Option 1 would "probably exhaust" the available ABC funding and might still require additional funding sources.

The conversation included discussion of ABC revenue projections, with estimates of around \$11,000 for the next quarter based on December's typically strong performance. Lane observed the busy activity at ABC stores during preparations for the recent snowstorm.

O'Brien addressed the loan interest concern, explaining that while the total interest would be around \$11,000, it would be spread over five years and would help avoid immediate fund balance use.

Bowles asked about the nature of the vehicle repairs needed, confirming they were mechanical rather than cosmetic. He noted that since the five remaining vehicles had likely been thoroughly inspected after the incident, the likelihood of multiple simultaneous failures should be reduced, which led him to lean slightly toward Option 1.

Lane countered by noting their historical experience with vehicle reliability issues, suggesting that major repairs often lead to additional problems.

O'Brien acknowledged that, while this was the first time she had seen the detailed analysis, after reviewing the information, she felt Option 2 might provide more flexibility.

Bowles noted that under Option 2, if they received substantial ABC revenue in the future, they could pay off the loan early. O'Brien confirmed this, stating that they always ensure there are no prepayment penalties in their loan agreements.

The discussion included a review of the city's current debt obligations. O'Brien detailed that they currently have nine loans, with two ending this year, reducing the total to seven. Adding this loan would bring the total to eight. The existing loans include two for fire department equipment, the police department building, several vehicle loans, and radio equipment financing.

Mayor Pro Tem Cole expressed concern about making the decision, stating, "I was disappointed that all this happened while I was coming out from under anesthesia... I don't know any details except what I've learned today. So, I don't know if I'm qualified to make a decision on this for the citizens of the city."

The meeting included a detailed explanation of the incident that led to vehicle losses, which involved a pursuit that began in King and continued into Forsyth County, ultimately causing damage to three police vehicles. The incident occurred around 2:00 AM and involved a brake failure during the pursuit response, resulting in the total loss of two vehicles and significant damage to a third.

Mayor Pro Tem Cole moved to close debate and called for the question.

Motion: Councilman Boles moved to approve the budget amendment 2025-06.04 Option 2, financing the vehicles through a loan with payments of approximately \$21,663 annually for five years at 3.75% interest. Councilman Lane seconded. Motion carried 3-1. (Role-call vote: Bowles—Aye; Lane—Aye; Fowler—Aye; Cole—Nay) ****See Document 1****

ADJOURNMENT

MOTION: Councilwoman Fowler made a motion to adjourn at 8:16 PM. Councilman Lane seconded the motion. The motion carried unanimously, 3-0.

*** **Clerk's Note: See Document 1 for supporting document.** ***

Attest:

Approved by:

Nicole Branshaw, City Clerk

Richard E. McCraw, Mayor

CITY OF KING
BUDGET AMENDMENT 2025-06.04

Be it hereby ordained by the City Council of the City of King that the following amendment be made to the Budget Ordinance adopted on the 4th day of June 2025, as follows:

Section 1. To amend the General Fund, the expenditures are to be changed as follows:

<u>General Fund Expenditures</u>	<u>Decrease</u>	<u>Increase</u>	<u>New Approp.</u>
Police		100,187	4,079,828
Streets		23,566	490,317
Debt Service		39,558	465,072
Total	0	163,311	

This will result in an increase in the expenditures of the General Fund. The above changes in expenditures will require no adjustment to revenues.

<u>General Fund Revenues</u>	<u>Decrease</u>	<u>Increase</u>	<u>New Approp.</u>
GF Revenues		163,311	12,145,835
GF Fund Balance Appropriated			50,371
Total	0	163,311	

Section 2. Copies of the budget amendment shall be furnished by the City Clerk to the City Council to the Mayor, Budget Officer and Finance Director for their directions.

Adopted this the 6th day of February, 2026.

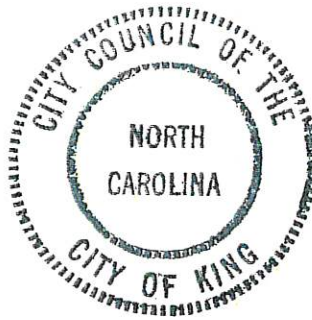


Richard E. McCraw, Mayor

Attest:



Nicole Branshaw, City Clerk



OPTION 2

The below loan payment is an ESTIMATE.

Loan payoff	17,895
First pmt	21,663
	<hr/>
	39,558
Insurance	42,625
Difference	3,067
	<i>for DMV fees</i>
New vehicle cost to loan	97,120

Gives money to pay off loan and make first pmt on a new loan with funds remaining to pay DMV fees

Put ABC and surplus property towards vehicle repairs (from Feb 2 budget amendment)

Use 23,566 of ABC General Fund revenue towards road salt etc (not in Feb 2 budget amendment)
(on current amendment)

Can use 3rd qtr ABC General Fund revenue towards road salt, etc.

Can use 3rd and 4th qtr PD ABC general for vehicle repairs

This does not directly obligate funds we haven't received for ABC revenue.



MINUTES

The King City Council convened for its regular meeting at King City Hall, Council Chambers, 229 S. Main St, King, on Monday, March 2, 2026, at 6:00 pm. The purpose of the meeting was to discuss and make decisions on various city matters. Present at the meeting were Councilman Tyler Bowles, Mayor Pro Tem Jane Cole, Mayor Rick McCraw, Councilwoman Terri Fowler, Councilman Michael Lane, City Engineer Ben Marion, City Attorney Brad Friesen, City Manager Scott Barrow, City Clerk Nicole Branshaw, Director of Finance & Personnel Susan O'Brien, Intern City Planner Emerson Wright, Fire Chief Steven Roberson, Police Chief Jordan Boyette, Police Lt. M. Perdue, Senior Center Director Paula Hall, Collections Clerk Tiffany George, Superintendent of Public Utilities Chuck Moser, Fire Engineer Preston George, Building Inspector Rick Gordon, Collections Clerk Bailee Barker, Meter Reader Riley Holt, and Chaplain Rick Hughes.

MEETING CALLED TO ORDER

The meeting was called to order at 6:00 PM on Monday, February 2, 2026. The Pledge of Allegiance was led by Boy Scout Troop 409 in King, NC, based out of American Legion Post #290, with all remaining standing for the invocation given by Chaplain Rick Hughes.

ANNOUNCEMENTS

The Mayor presented the announcements listed in the agenda. Two additions were noted: the Easter Eggstravaganza on March 28, and that March 28th would also serve as the kickoff morning for King Little League. The Mayor also indicated that a potential Fourth of July parade to celebrate the nation's 250th anniversary would be discussed later in the meeting. The Mayor also reminded attendees to set their clocks forward on Saturday night for Daylight Saving Time.

PUBLIC COMMENT

Mayor McCraw opened the public comment period at 6:03 PM, reading the guidelines for public participation, including the 3-minute time limit for individual speakers and rules for courteous behavior.

There being no one to give written or verbal requests, wishing to speak. Mayor McCraw closed the public comment portion of the meeting at 6:03 pm. ****SEE DOCUMENT 1****

1. ADJUSTMENTS TO AGENDA

No adjustments to the agenda were requested by Council. The Mayor entertained a motion to approve the agenda.

Motion: Councilman Lane moved to approve the agenda as presented. Councilwoman Fowler seconded. Motion carried unanimously 4-0.

2. CONSENT AGENDA

Mayor McCraw explained that the consent agenda items were considered noncontroversial and administrative in nature. The Mayor noted that the minutes from the February 6, 2026, meeting were not

included in the council packet. Those would be included in the next meeting's packet. No items were pulled from the consent agenda for separate discussions.

The following consent items were approved:

- A. Approval of Minutes
 - a. February 2, 2026
- B. Consideration of Closure of Portions of Rupert Hall and Slate Alley
- C. Set A Public Hearing Date for A Voluntary Annexation Request by Sam Hooker for King's Crossing Phase 2.

Motion: Councilwoman Fowler moved to approve the consent agenda as amended. Councilman Lane seconded. Motion carried 4-0. ****SEE DOCUMENT 2****

3. NEW EMPLOYEE

A. Introduction to New Employee:

- a. Bailee Barker – Collections Clerk
- b. Riley Holt – Public Utilities Meter Reader

Director of Finance and Personnel Susan O'Brien introduced the two new employees. Bailee Barker, the new Collections Clerk, was welcomed by Council. Ms. O'Brien noted that Ms. Barker had already received a compliment from a citizen for calmly and professionally handling a difficult situation at the drive-through. The Mayor noted that the occasion also coincided with Ms. Barker's birthday. Riley Holt, the new Public Utilities Meter Reader, was also introduced. The Mayor remarked with good humor that Mr. Holt's first day coincided with six inches of ice and a six-inch water main blowout, and that Mr. Holt returned the following day — a testament to his character. Council welcomed both new employees and expressed gratitude for their choice to join the City of King.

4. Employee of the Quarter

A. Employee of the Quarter Presentation – Tiffany George, Community Relations Coordinator

The Mayor presented the Employee of the Quarter award for Q1 2026 to Tiffany George, Community Relations Coordinator. The Mayor read the nomination aloud, detailing Ms. George's extensive contributions since being promoted to the newly created role following the passing of her predecessor, Gina Callaway. While simultaneously maintaining her duties as a Collections Clerk in the Water and Sewer Billing Department, Ms. George took ownership of a broad range of responsibilities including scheduling and overseeing trash services, managing facility rentals for both city parks, coordinating leagues and special event permits, and serving as the city's public communications lead — most notably during the inclement weather events of January 2026. Her work on the City's Christmas Tree Lighting was specifically praised, with the Mayor noting that his wife, who chairs the Community Appearance Commission, had spoken highly of Ms. George's initiative and follow-through.

Council members individually offered their commendations. Mayor Pro Tem Cole specifically thanked Ms. George for keeping citizens informed about garbage service during the snow events, noting it was the subject of many constituent calls. Councilwoman Fowler and Councilman Lane echoed the sentiment, acknowledging the volume and variety of responsibilities Ms. George had absorbed in a short time and the excellence with which she had handled them. Ms. George was presented with a certificate of appreciation and a city jacket.

5. PUBLIC HEARING

A. Public Hearing - Conditional Rezoning Request by Gary Bowman – CZ-R-MF-A-049

The public hearing was opened at 6:12 PM. No citizens had signed up to speak.

City Planner Intern Emerson Wright presented the request from Gary Bowman to construct a seven-unit apartment building on the corner of Spainhour Road and Pineview Drive. Mr. Bowman already owns the adjacent apartment complex on Pineview Drive and intends to develop a currently vacant, approximately half-acre parcel at the entrance of that complex. The corner tract is currently zoned Office Institutional and would require rezoning to Residential Multifamily. The Planning Board had recommended approval by a unanimous vote of 5-0, and staff likewise recommended approval. Mr. Wright also advised, as directed by the City Attorney, that a fourteenth condition be added to the approval, reading: "The project will be developed in accordance with the site plan submitted and similar to the elevations and floor plans submitted."

Council discussion was supportive. Councilman Lane, who lives nearby and drives past the site daily, expressed enthusiasm for the project and noted the elevations looked promising. Condition No. 14 was confirmed to be acceptable to Mr. Bowman. Councilwoman Fowler confirmed directly with Mr. Bowman that he was aware of and agreeable to the new condition. Mayor Pro Tem Cole raised a question about parking concerns brought forward by citizens at a prior meeting. Mr. Wright confirmed that the project would meet required parking standards, though on-street parking enforcement was outside the scope of the zoning approval. The Mayor said that additional rental housing is a recognized need in King and commended Mr. Bowman for the project.

Motion: Councilwoman Fowler motioned to approve the Conditional Rezoning Request by Gary Bowman, CZ-R-MF-A-049, and to approve Ordinance Number 2026-03, with the addition of Condition No. 14. Councilman Lane seconded. Motion carried unanimously 4-0. ****SEE DOCUMENT 3****

6. ACTION ITEMS

A. Consideration of Budget Amendment 2025-06.05

Director of Finance and Personnel O'Brien presented Budget Amendment 2025-06.05, which addressed three distinct items:

- Library Storm Damage: \$3,421 added to the Public Buildings budget to cover storm damage at the library, fully offset by insurance proceeds.
- Fire Department Thermal Camera: \$930 added to the Fire Department budget for damage to a thermal camera, also fully offset by insurance.
- Police Department Generator Work: \$23,153 added to the Police Department budget, comprising a \$7,873 Motorola radio refund and \$15,280 in prior-year unspent funds from fund balance that had been originally allocated for generator work. The amendment also proposed offsetting \$12,970 from anticipated fuel savings within the Police Department's current-year budget.

Regarding the police generator, Police Chief Jordan Boyette explained that the funds had originally been budgeted in a prior year but were returned to fund balance when the project could not be completed in time. The generator being relocated was a 150-kW unit, and Council noted that the cost of purchasing a new 200 kW generator had recently been quoted at approximately \$350,000 — making the reallocation of existing equipment fiscally prudent. The Mayor noted that the generator would provide the police department with an independent backup power source, a capability that had been lacking during the recent severe weather events.

Mayor Pro Tem Cole asked for clarification on the process for drawing unspent funds back out of the fund balance, which Ms. O'Brien confirmed requires Council approval and is standard procedure when funds have been committed but not spent prior to the fiscal year-end. Mayor Pro Tem Cole also inquired about the city's current fund balance percentage; Ms. O'Brien noted that an accurate calculation is not possible mid-year due to lagging sales tax receipts and remaining expenditure uncertainty, but referenced an unassigned fund balance figure of approximately \$3,000,000 that had been shared that afternoon.

Motion: Councilwoman Fowler moved to approve Budget Amendment 2025-06.05. Councilman Lane seconded. Motion carried unanimously 4-0. ****SEE DOCUMENT 4****

B. Consideration of Resolution No. 2026-06 Approving Financing Terms for Two Police Vehicles

Director of Finance and Personnel O'Brien reported that at the February 6, 2026, meeting, Council had approved a budget amendment for the purchase of two police vehicles. Staff subsequently issued RFPs to five banks; one declined, and three did not respond, leaving First Horizon as the sole bidder. First Horizon's payment terms came in within the amount budgeted in the prior amendment, and staff recommended approval of the resolution to finance the vehicles through First Horizon.

Councilman Lane asked why so few banks participated. Ms. O'Brien explained that some banks, including Truist, currently require an existing depository relationship with the city before they will bid on loans — a policy that tends to shift over time. She noted that competitive bidding may improve in future cycles.

Mayor Pro Tem Cole expressed concern about the city's overall debt obligations, noting that she had requested a summary of upcoming interest payments and found that approximately \$1,000,000 in interest costs were projected through 2035 across various obligations, with the bulk — approximately \$911,000 — attributable to the enterprise fund. She also noted that while this particular loan carried approximately \$9,300 in interest (slightly less than originally estimated), the city could theoretically have used fund balance to pay cash for the vehicles.

Motion: Councilwoman Fowler made a motion to approve Resolution No. 2026-06 approving financing terms for two police vehicles through First Horizon. Councilman Lane seconded. Motion carried 3-1. (Role-call vote: Bowles—Aye; Lane—Aye; Fowler—Aye; Cole—Nay) ****SEE DOCUMENT 5****

7. DEPARTMENTAL REPORTS

Mayor McCraw asked if the council had any questions about the departmental reports. Hearing none, he thanked all departments for their reports. The Council acknowledged receipt of all departmental reports.

Motion: Councilwoman Fowler moved to accept the departmental reports. Mayor Pro Tem Cole seconded. Motion carried unanimously 4-0.

ITEMS OF GENERAL CONCERN

Councilman Lane had no specific items but extended thanks to all city staff for their work during the winter storm events, expressing hope that severe weather was behind the city for the season.

Mayor Pro Tem Cole thanked staff for their responsiveness to her questions, noting that she tends to ask many questions and appreciates their patience in addressing them.

Councilman Lane also thanked the Boy Scouts in attendance, expressing appreciation for their presence and for witnessing local government firsthand. He offered brief remarks affirming that, while Council members do not always share the same opinion, each serves with a sincere desire to act in the best interests of the citizens.

Councilwoman Fowler echoed appreciation for staff and specifically welcomed Mark Saunders, a member of the ABC Board, and Mandy, a member of the Planning Board, who were present in the audience.

The Mayor reported on an event planning meeting held on February 24, 2026, at the King Chamber of Commerce to discuss organizing a Fourth of July Parade in celebration of the nation's 250th anniversary. The Mayor noted that the Masonic Lodge, which organizes the city's Christmas parade, had agreed to take on the organizational lead for the event at no charge and without collecting donations — a departure from their typical fundraising approach. The proposed parade would begin at King Elementary School, proceed down Dalton Road, turn on White Road, and conclude at Rec Acres, where the city's fireworks display is already planned for that evening.

Attendees at the planning meeting included representatives from the Fire Department, King Police Department, the Masonic Lodge, City staff, the Chamber of Commerce, and the Community Appearance Commission. Highlights discussed at the planning meeting included: staging veterans at the front of the parade

followed by elected officials and scouts; investigating parade insurance (estimated at approximately \$200–\$250); outreach to the West Stokes Band regarding participation; and potential food and concession activities by the Little League and soccer leagues at Rec Acres. The Chamber was also exploring ice cream and snow cone vendors, as well as children's activities such as crafts and bubble machines. The Mayor envisions a formal Council vote on the item at the April meeting, with potential budget implications for insurance costs to be addressed then. A related initiative — a 25th-anniversary celebration of King Central Park to be incorporated into King Fest — was also mentioned as a complementary event.

The Mayor expressed personal enthusiasm for the milestone, noting that he had witnessed the nation's bicentennial in 1976 and found significance in being present for the 250th anniversary celebration as well.

ADJOURNMENT

MOTION: Councilwoman Fowler made a motion to adjourn at 6:40 PM. Councilman Lane seconded the motion. The motion carried unanimously, 4-0.

***** Clerk's Note: See Document 1-5 for supporting documents. *****

Attest:

Approved by:

Nicole Branshaw, City Clerk

Richard E. McCraw, Mayor



Date: March 2, 2026

PUBLIC COMMENT SIGN-UP SHEET

All persons who wish to speak MUST sign up for the Public Comment period unless you wish to speak during a public hearing, in which case you must sign up for the Public Hearing. ALL SPEAKERS ARE LIMITED TO 3 MINUTES.

PLEASE PRINT ALL INFORMATION

<u>NAME</u>	<u>ORGANIZATION (If Any)</u>	<u>ADDRESS</u>	<u>PHONE</u>	<u>SUBJECT</u>	<u>City Resident?</u>
1.					<input type="checkbox"/> yes <input type="checkbox"/> no
2.					<input type="checkbox"/> yes <input type="checkbox"/> no
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Section 2, Item # A.

BOARD: City Council
DATE: 3-2-2026
DOCUMENT #: 1 PAGES: 1

In many cases, the City Council will receive your comments but take no action at the meeting.
A staff member will contact you to follow up on your concerns.



City of King

Resolution 2026-03

Resolution fixing date of a public hearing on the question of permanent closure of a portion of Rupert Hall Alley pursuant to N.C.G.S. 160A-299

Whereas, there exists an alleyway known as “Rupert Hall” (the “Alley”), a portion of which bisects the following described real property (the “Property”):

Tracts A, B & E of the Survey for C.T. (Inez B.) McGee, Plat Book 5, Page 183, Stokes County Registry, as conveyed to 2A Real Estate, LLC in the North Carolina General Warranty Deed recorded at Book 797, Page 1115, Stokes County Registry, having the following PINs:

5992934522.000

5992935620.000

The Property is commonly known as 120 E. Dalton Road.

The Alley is generally located between the two above-stated tax parcels, traveling in a generally East-West direction from Main Street to the North-South alleyway known as “Slate Alley” adjacent to 132 E. Dalton Road.

Whereas, the owner of the Property has asked the City to permanently close a portion of the Alley, described as follows and referred to hereinbelow as the “Alley Portion”:

Being a portion of the alleys as shown in PB 5, PG 183 and PB 15, PG 123 and more particularly described as follows:

Area 1:

Beginning at an pk nail found having NC Grid coordinate of N: 923,600.19' E: 1,599,582.53', said nail being N 23°00'39" E 52.71' from an pk nail found in the West line of TS Funeral Properties, LLC (DB 694, PG 1483) and the East line of 2A Real Estate, LLC (DB 797, PG 1115) and in the West line of a 20' alley known as “Slate Alley”, being the SE corner of tract “B” of PB 5, PG 183, thence with the West line of said alley and East line of 2A Real Estate, LLC, N 11°27'16" E 22.00' to a point at the terminus of the West line of said alley and the NE corner of 2A Real Estate, LLC in the South line of E. Dalton Road, thence with the South line of E. Dalton Road S

72°15'54" E 4.43' to point, a new corner in "Slate Alley", thence on a new line S 23°00'39" W 21.96' to the point of beginning, containing 0.001 Acres (48 sq ft±).

Area 2:

Beginning at a pk nail found, said nail being S 23°00'39" W 52.71' from a pk nail found, said pk nail being the beginning point of the above described Tract 1 and having NC Grid coordinate of N: 923,600.19' E: 1,599,582.53' and in the West line of TS Funeral Properties, LLC (DB 694, PG 1483) and the East line of 2A Real Estate, LLC (DB 797, PG 1115) and in the West line of a 20' alley known as "Slate Alley", being the SE corner of tract "B" of PB 5, PG 183, thence with the West line of TS Funeral Properties, LLC (DB 694, PG 1483) S 23°00'39" W 10.05' to a pk nail found the NE corner of Tract "A" of PB 5, PG 183, thence along the South line of a 10' alley known as "Rupert Hall Alley" and the North line of Tract "A" N 71°24'19" W 146.69' to a 5/8" rebar set, thence on a new line N 17°55'29" E 10.02' to a point in the North line of said 10' alley at the SE corner of Gary Tilton (DB 373, PG 2218) in the West line of 2A Real Estate, LLC (DB 797, PG 1115) said point being at the base of a fence post in line of chain link fence, thence S 71°24'19" E 147.66' along the North line of said 10' alley and the South line of tract "B" of PB 5, PG 183 to the point of beginning, containing 0.023 Acres (988 sq ft±).

Whereas, the City has investigated the impact of closing the Alley Portion and believes that such closure is not contrary to the public interest and that no individual owning property in the vicinity of said portion of the Alley would be deprived of reasonable means of ingress and egress to his property by its closure;

and

Whereas, the City reserves all right, title, and interest in any improvements or easements within the Alley pursuant to G.S. 160A-299(f), including utility, drainage, pedestrian, landscaping, conservation, or other easements currently existing, if any.

Now, therefore, be it resolved, by the King City Council of the City of King, North Carolina that:

- Section 1. The City of King declares its intent to permanently close the Alley Portion while reserving all right, title, and interest in any improvements or easements within the Alley pursuant to G.S. 160A-299(f), including utility, drainage, pedestrian, landscaping, conservation, or other easements currently existing, if any.

Section 2. A public hearing on the question of the permanent closure of a portion of Rupert Hall Alley shall be held at City Hall at 6 pm on April 6, 2026, at which any person may be heard on the question of whether the closing would be detrimental to the public interest or the property rights of any individual.

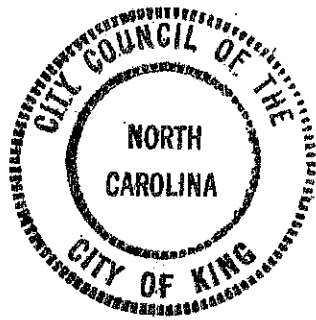
Section 3. Notice of the public hearing shall be published once a week for four successive weeks prior to the public hearing in the Stokes News, a newspaper having general circulation in the City of King, NC.

Adopted the 2nd day of March 2026


Richard E. McCraw – Mayor

Attest:


Nicole Branshaw, City Clerk





EAST DALTON ROAD

26.0'
②
Wm A. Pulliam
DB. 767, Pg. 1484
Parcel # 23501
Building

③
Cassidy 27021, LLC
DB. 785, Pg. 1803
Parcel # 23550

④
Gary C. Tilton
DB. 373, Pg. 2218
Parcel # 23491

1/2" rebar (bent)
3" bg

S 72°38'35" E 150.68'

Lot 1

ROBERT HALL

N 17°13'12" E 71.05'

3/4" pipe or fence cor.
3" bg

N 71°21'33" W 147.78'
ALLEY

S 71°22'11" E 194.34'
building

10' alley
see PB. 1, Pg. 45

STATE ALLEY

10.33'
3/4" pipe flush

chain link fence (typ)

mpster ad

Lot 2

metal carport

S 71°40'43" E 4.31' (tie)

old tract line
N 19°12'40" E 51.34' (tie)

1" pipe flush

old tract line
S 17°41'54" W 100.10'

building

N 71°16'36" W 142.64'

NEW ST.

TS Fur
DB. 69
PB. 15
Parcel # 3

Section 2, Item # A.



City of King

Resolution No. 2026-04

Certificate of Sufficiency

Resolution directing the city clerk to investigate a petition received under NC G.S. 160A-31(c)

Whereas, a petition requesting voluntary annexation of a contiguous area described in said petition has been received on February 23, 2026 by the City of King; and

Whereas, NC G.S. 160A-31 provides that the sufficiency of the petition shall be investigated by the City Clerk before further annexation proceedings may take place; and

Whereas, the City Council of the City of King deems it advisable to proceed in response to the request for voluntary annexation;

Now, Therefore, Be It Resolved, by the City Council of the City of King:

That the City Clerk has performed this investigation and found the voluntary petition to be accurate per the requirements of 160A-31(c).

Adopted this the 2nd day of March 2026.



Richard E. McCraw – Mayor

ATTEST:

Nicole Branshaw, City Clerk



City of King

Resolution 2026-05

Resolution fixing date of a public hearing on question of annexation pursuant to NC G.S. 160A.31(c)

Whereas, a petition requesting annexation of the contiguous area described herein has been received; and

Whereas, the City Council has by resolution directed the City Clerk to investigate the sufficiency of the petition: and

Whereas, certification by the City Clerk as to the sufficiency of the petition has been made;

Now, therefore, be it resolved, by the King City Council of the City of King, North Carolina that:

Section 1. A public hearing on the question of annexation of the contiguous area described herein will be held at City Hall at 6 p.m. on April 6, 2026.

Section 2. The area proposed to be annexed is described as follows:

(See metes & bounds description attached along with plat map that will be recorded at the appropriate register of deeds office)

Section 3. Notice of the public hearing shall be published once in the Stokes News, a newspaper having general circulation in the City of King, NC, at least ten (10) days prior to the date of the public hearing.



Richard E. McCraw – Mayor

ATTEST:

Nicole Branshaw, City Clerk

SLATE SURVEYING COMPANY P.A

1944 Mountain View Road

King, NC 27021

(336) 983-9743

slatesc@aol.com

Feb. 25, 2026

PROPERTY DESCRIPTION

Lying and being in the Yadkin Township of Stokes County and in the City of King, North Carolina. Bounded on the north by Shugart Development, LLC, Cheston Pulliam, Zachary Pulliam, Matthew C. Smith, on the east by King's Cross Properties, LLC., on the south by Dunwoody, Section 2, and on the west by Lewis N. Carroll, Berati Investment, LLC, Aldridge Veterinary and Benjamin K. Gatewood and being more particularly described as follows:

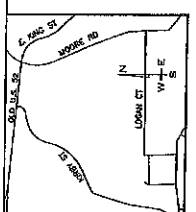
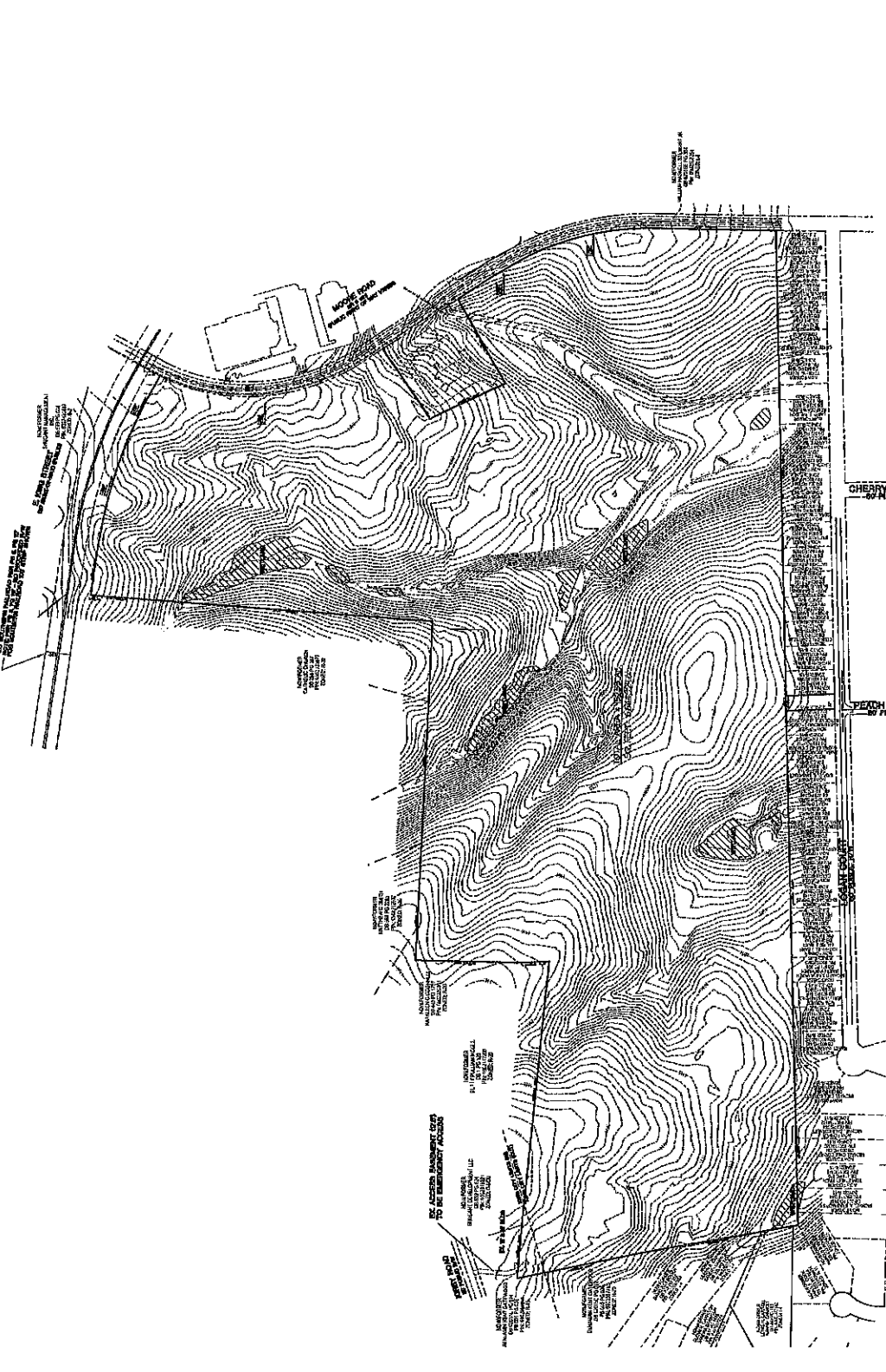
Beginning on a 1" pipe 3" above ground, the northwest corner of the within described tract, a bend point for Gatewood, PB. 5, Pg. 36, said iron having NC grid coordinates of N =919,262.34 E = 1.160,103.13, said iron also being S 09 53' 30" W 177.69' from a 3/4" pipe flush, the northwest corner of Shugart Development, LLC DB. 659, Pg. 624 Within the southern R/W of Kirby Road, S.R. 1115, of the Stokes County Registry. Thence, from said POINT OF BEGINNING, with the southern line of Cheston Pulliam DB. 763, Pg. 532, PB. 20, Pg. 94, S 84 47' 05" E 1283.16' to a nail in a 3/4" pipe flush, thence, with the eastern line of Zachary Pulliam N 00 25' 49" W 155.42' to a 3/4" pipe flush Pulliams northeast corner, Smiths southeast corner, thence with Smith DB. 766, Pg. 1203, PB. 20, Pg. 118 N 00 32' 00" E 93.10' to a 5/8" rebar, flush, the southwest corner of Lot 8 of King's Crossing Phase 1, PB. 24, Pg. 27 and the existing King City Limit line, S 52 05' 14" E 220.41' to a 5/8" rebar flush in the northwestern R/W of Kingscote Way (55' Public R/W), thence crossing said Kingscote Way and continuing with the existing city limit line and the southern lines of King's Crossing Phase the following seven (7) courses and distances: S 12 36' 52" W 192.10' to a 5/8" rebar in the southeastern R/W of Kingscote Way, the northwest corner of Lot 16, thence S 69 45' 12" E 170.84' to a 5/8" rebar, thence N 25 21' 42" E 72.13' to a 5/8" rebar, thence N 19 00' 04" E 85.01' to a 5/8" rebar, thence N 64 34' 22" E 83.84' to a 5/8" rebar, thence N 83 00' 50" E 138.95' to a 5/8" rebar, Thence N 70 35' 26" E 225.00' to a 5/8" rebar, the southeast corner of Lot 9, thence with the eastern line of Lot 9 N 19 30' 51" W 220.00' to a 5/8" rebar in the southern R/W of Kingscote

Way, thence along the southern R/W of Kingscote Way and the existing city limit line N 70 33'52" E 189.95' to a point ,thence continuing with said R/W along the arc of a curve to the right N 83 18'09" W 83.83', said curve having a radius of 269.67' and a length of 84.17' to a point, thence continuing S 87 29'05" E 557.47' to a 5/8" rebar, the northwest corner of King's Crossing Properties, LLC PB. 23, Pg. 98 thence continuing with Kings Cross Properties and the existing City Limit line, S 15 41'20" E 157.61 to a 5/8" rebar, thence S 38 47'20" E 43.41' to a 5/8" rebar, thence S 05 25'05" E 330.88' to a 5/8" rebar in a 3/4" pipe in the creek, thence S 37 27'50" E 544.70' to a 5/8" rebar, thence S 30 13'27" E 421.52' to a 3/4" pipe 2" above ground in the creek in the northern line of Lot 9 of Dunwoody, Section 2, PB. 3, Pg. 148 , thence along the northern line of said Dunwoody S 88 09'03" W 3214.07' to a 3/4" pipe 2" below ground , the northwest corner of lot 10, and Lewis Carrolls southeast corner, thence with the eastern line of Carroll DB. 376, Pg. 457, PB. 9, Pg. 113 Berati Investment DB. 756, Pg. 1464, Aldridge Veterinary Real Estate, LLC DB. 777, Pg. 218 and Benjamin Gatewood Estate File 2018E/74, PB. 5, Pg. 36 N 10 41'56" W 1157.59' to the point of beginning containing 77.839 Ac. As per survey by Slate Surveying Co. P.A. dated Feb. 11, 2026, oriented to NC Grid north.

A portion of the above property being described in DB. 691, Pg. 126 of the Stokes County Registry and designated as parcel 34699 on the Stokes County Tax Maps.

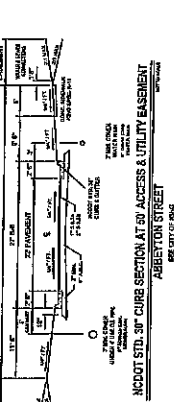
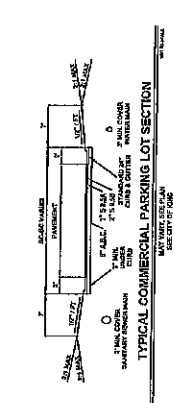
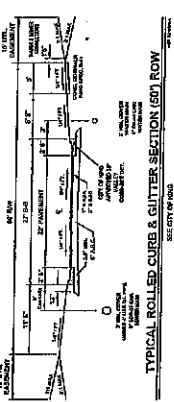
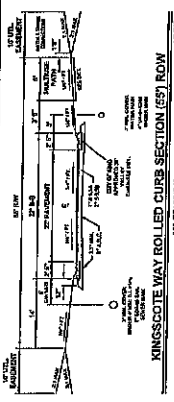
J. Dean Slate PLS L-2818

CITY OF KING PLANNING BOARD
SITE PLAN LEGEND
 CITY OF KING PLANNING BOARD
 10000 WOODBURN ROAD
 SUITE 100
 WOODBURN, NC 27159
 (704) 841-1111
 WWW.CITYOFKING.COM



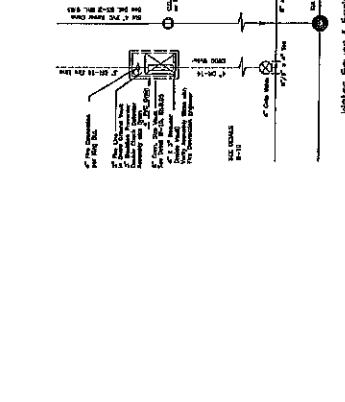
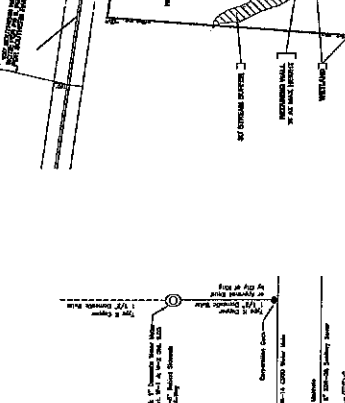
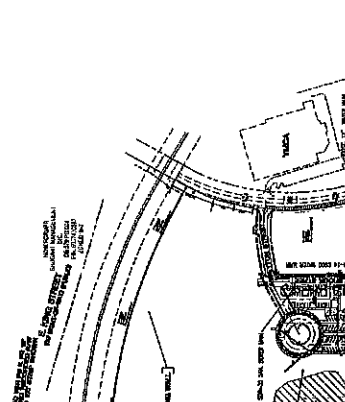
Section 2, Item # A.





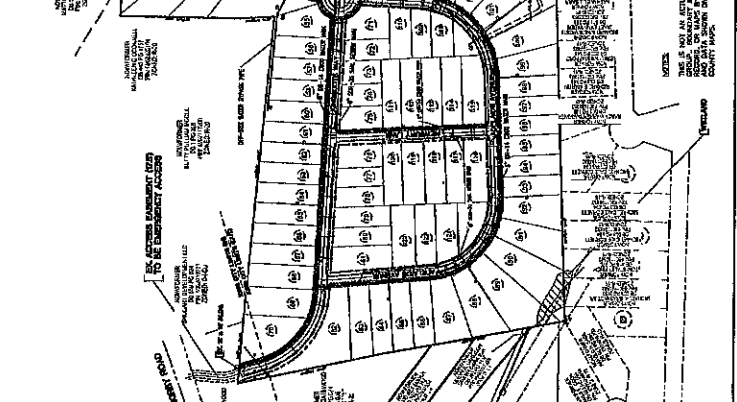
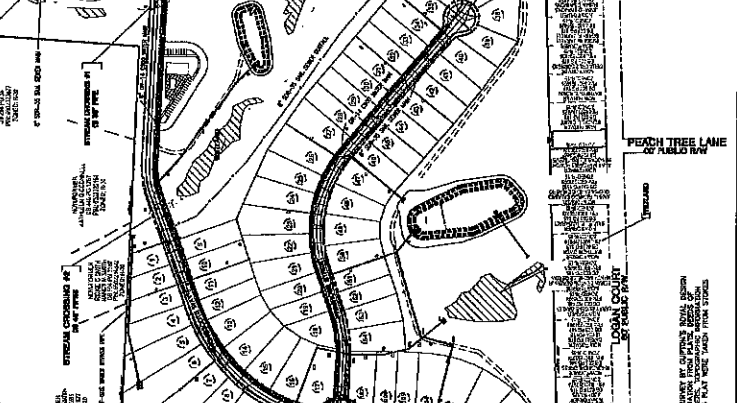
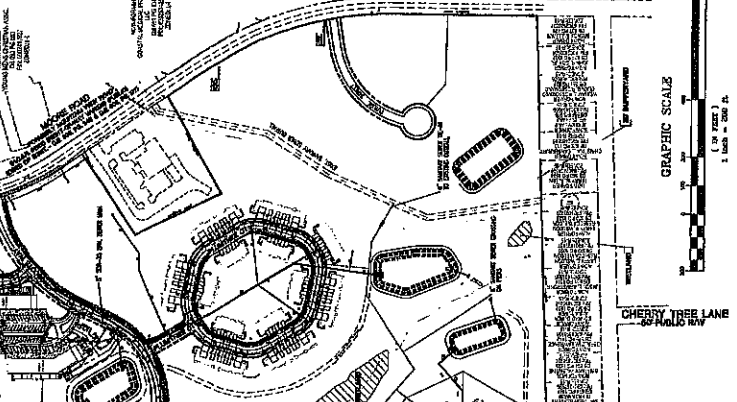
GUPTON RDG NOTES

1. MATERIALS, WORK METHODS, AND SPECIAL CONDITIONS SHALL BE IN ACCORDANCE WITH THE CITY OF WMO SPECIFICATIONS AND STANDARD SPECIFICATIONS FOR HIGHWAYS, BRIDGES, AND STRUCTURES, LATEST EDITIONS, UNLESS OTHERWISE SPECIFIED.
2. BEFORE COMMENCING WORK, THE CONTRACTOR SHALL OBTAIN ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF WMO AND ANY OTHER AFFECTED AGENCIES.
3. ALL UTILITIES, UNDERGROUND AND SURFACE, SHALL BE LOCATED AND DEPTH MARKED PRIOR TO THE START OF CONSTRUCTION. THE CONTRACTOR SHALL BE RESPONSIBLE FOR VERIFYING THE LOCATION AND DEPTH OF ALL UTILITIES AND SHALL BE RESPONSIBLE FOR ANY DAMAGE TO UTILITIES DURING CONSTRUCTION.
4. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF WMO AND ANY OTHER AFFECTED AGENCIES.
5. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF WMO AND ANY OTHER AFFECTED AGENCIES.
6. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF WMO AND ANY OTHER AFFECTED AGENCIES.
7. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF WMO AND ANY OTHER AFFECTED AGENCIES.
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9. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF WMO AND ANY OTHER AFFECTED AGENCIES.
10. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF WMO AND ANY OTHER AFFECTED AGENCIES.



GENERAL NOTES

1. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF WMO AND ANY OTHER AFFECTED AGENCIES.
2. THE CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE CITY OF WMO AND ANY OTHER AFFECTED AGENCIES.
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#5



Date: March 2, 2026

PUBLIC HEARING SIGN-UP SHEET

PUBLIC HEARING

CONDITIONAL REZONING REQUEST BY GARY BOWMAN – CZ-R-MF-A-049.

All persons who wish to speak MUST sign up for the Public Hearing. ALL SPEAKERS ARE LIMITED TO 3 MINUTES.

PLEASE PRINT ALL INFORMATION

<u>NAME</u>	<u>ORGANIZATION (if Any)</u>	<u>ADDRESS</u>	<u>PHONE</u>	<u>PRO/CON</u>	<u>City Resident?</u>
					<input type="checkbox"/> yes <input type="checkbox"/> no
					<input type="checkbox"/> yes <input type="checkbox"/> no
					<input type="checkbox"/> yes <input type="checkbox"/> no
					<input type="checkbox"/> yes <input type="checkbox"/> no
					<input type="checkbox"/> yes <input type="checkbox"/> no
					<input type="checkbox"/> yes <input type="checkbox"/> no
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					<input type="checkbox"/> yes <input type="checkbox"/> no

Section 2, Item # A.

BOARD: City Council
 DATE: 3-2-2026
 DOCUMENT #: 3 PAGES: 1

CITY OF KING
BUDGET AMENDMENT 2025-06.05

BOARD: City Council
DATE: 3-2-2026
DOCUMENT #: 4 **PAGES:** 2

Be it hereby ordained by the City Council of the City of King that the following amendment be made to the Budget Ordinance adopted on the 4th day of June 2025, as follows:

Section 1. To amend the General Fund, the expenditures are to be changed as follows:

<u>General Fund Expenditures</u>	<u>Decrease</u>	<u>Increase</u>	<u>New Approp.</u>
Public Buildings		3,421	151,230
Police		23,153	4,203,168
Fire		930	3,375,301
Total	0	27,504	

This will result in an increase in the expenditures of the General Fund. The above changes in expenditures will require no adjustment to revenues.

<u>General Fund Revenues</u>	<u>Decrease</u>	<u>Increase</u>	<u>New Approp.</u>
GF Revenues		12,224	12,158,059
GF Fund Balance Appropriated		15,280	228,962
Total	0	27,504	

Section 2. Copies of the budget amendment shall be furnished by the City Clerk to the City Council to the Mayor, Budget Officer and Finance Director for their directions.

Adopted this the 2nd day of March, 2026.

Richard E. McCraw

 Richard E. McCraw, Mayor

Attest:
Nicole Branshaw

 Nicole Branshaw, City Clerk



Public Buildings	<u>Expenditure</u>	<u>Revenue</u>
Building Maintenance	3,421	
Insurance Proceeds		3,421

The Library has some damage from the ice storm.
Insurance has been received.

Fire Department	<u>Expenditure</u>	<u>Revenue</u>
Equipment Repairs	930	
Insurance Proceeds		930

The Fire Department sustained damage to a thermal camera.
Insurance has been received.

Police Department	<u>Expenditure</u>	<u>Revenue</u>
Capital-Equipment	36,123	
Motorola Refund		7,873
Prior year unspent - from Fund Balance		15,280
Move from Fuel to Capital		12,970

The PD has completed a wiring project and needs additional generator preparation work.
This will be paid for by using a Motorola refund from the purchase of new radios earlier this year.
Additional funding will be from unspent generator funds in the prior budget year and moving funds, anticipated to be unspent, from the Vehicle Fuel line to Capital-Equipment.

**CITY OF KING
RESOLUTION 2026-06**

A Resolution Approving Financing Terms for Two Police Vehicles

WHEREAS, the City of King "City" has previously determined to undertake a project for Two Police Vehicles and, "the Project" and the Finance Officer has now presented a proposal for the financing of such Project.

BE IT THEREFORE RESOLVED AS FOLLOWS:

1. The City hereby determines to finance the Project through First Horizon Bank ("Lender"), in accordance with the proposal dated February 23, 2026. The amount financed shall not exceed \$97,120, the annual interest rate (in the absence of default or change in tax status) shall not exceed 4.82%, and the financing term shall not exceed five years (5) years from closing.
2. All financing contracts and all related documents for the closing of the financing "the Financing Documents" shall be consistent with the foregoing terms. All officers and employees of the City ("Borrower") are hereby authorized and directed to execute and deliver any Financing Documents, and to take all such further action as they may consider necessary or desirable, to carry out the financing of the Project as contemplated by the proposal and this resolution.
3. The Finance Officer is hereby authorized and directed to hold executed copies of the Financing Documents until the conditions for the delivery of the Financing Documents have been completed to such officer's satisfaction. The Finance Officer is authorized to approve changes to any Financing Documents previously signed by Borrower officers or employees, provided that such changes shall not substantially alter the intent of such documents or certificates from the intent expressed in the forms executed by such officers. The Financing Documents shall be in such final forms as the Finance Officer shall approve, with the Finance Officer's release of any Financing Document for delivery constituting conclusive evidence of such officer's final approval of the Document's final form.
4. The Borrower shall not take or omit to take any action the taking or omission of which shall cause its interest payments on this financing to be includable in the gross income for federal income tax purposes of the registered owners of the interest payment obligations. The Borrower hereby designates its obligations to make principal and interest payments under the Financing Documents as "qualified tax-exempt obligations" for the purpose of Internal Revenue Code Section 265(b)(3).
5. The Borrower intends that the adoption of this resolution will be a declaration of the Borrower's official intent to reimburse expenditures for the project that is to be financed from the proceeds of the Lender financing described above. The Borrower intends that funds that have been advanced, or that may be advanced, from the Borrower's general fund, or any other Borrower fund related to the project, for project costs may be reimbursed from the financing proceeds.
6. All prior actions of Borrower officers in furtherance of the purposes of this resolution are hereby ratified, approved and confirmed. All other resolutions (or parts thereof) in conflict with this resolution are hereby repealed, to the extent of the conflict. This resolution shall take effect immediately.

IN WITNESS WHEREOF, this resolution was adopted this the 2nd day March, 2026.

(SEAL)

ATTEST:



Nicole Branshaw, City Clerk



CITY OF KING



Richard E. McCraw, Mayor



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

APRIL 6, 2026

PART A

Subject:	APPROVAL FROM COUNCIL TO MOVE FORWARD WITH AMENDING THE ENFORCEMENT SECTION IN CHAPTER 4 AND CHAPTER 32-129 SPECIAL USE PERMIT UPDATE
Action Requested:	Allow staff to work with our attorney to amend these chapters and correct them to meet current NC General Statutes.
Attachments:	N/A

	This abstract requires review by:	
	City Manager	City Attorney
Todd Cox, Int. Planning & Zoning Official Emerson Wright, Planning & Zoning intern	X	

PART B

Introduction and Background:
We would like to update chapter 4 – Animals and address the enforcement section of this chapter. Right now, the enforcement of most of this chapter would be handled by the police department in the form of an arrest and being charged with a misdemeanor or the city suing the violator. We would like to add a civil citation enforcement tool that would allow the zoning officer to issue a warning citation and then a civil citation, if needed. In chapter 32 – Zoning, we would like to amend Sec. 32-129. Special Use Permit to the current NC General Statute language.
Discussion and Analysis:
Once we get this in a final draft, we will bring it back to council to set the public hearing dates for review and approval of the amendments.
Budgetary Impact:
Cost of advertising and adding to Municode.
Recommendation:
Staff recommends that council give us permission to proceed with the amendments.



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject:	Consideration of Renewing Agreement with Stokes County Senior Services for Senior Meal Site
Action Requested:	Authorize the City Manager to enter into a rental agreement with Stokes County Senior Services for the use of the King Recreation Acres Community Building as a Senior Meal Site for July 1, 2026 – June 30, 2027
Attachments:	Rental Agreement

<p><i>Susan O'Brien</i></p> <hr/> <p>Susan O'Brien, Director of Finance and Personnel</p>	This abstract requires review by:	
	City Manager	City Attorney

PART B

Introduction and Background:
Discussion and Analysis:
This is the annual agreement between the City of King and Stokes County Senior Services.
Budgetary Impact:
\$200 per month rental income
Recommendation:
Authorize the City Manager to enter into a rental agreement with Stokes County Senior Services for the use of the King Recreation Acres Community Building as a Senior Meal Site for July 1, 2026 – June 30, 2027

**STATE OF NORTH CAROLINA
COUNTY OF STOKES**

AGREEMENT

THIS AGREEMENT (“Agreement”) is entered into this 1st day of July 2026 by and between City of King, located at King Recreation Acres (“Meal Site”), and Stokes County Senior Services (“Senior Services”).

WITNESSETH:

WHEREAS, Senior Services wishes to operate its meals program at the above-mentioned Meal Site; and
WHEREAS, the Meal Site has agreed to provide use of their building, and its kitchen and dining area as set forth herein.

NOW, THEREFORE, based upon the foregoing agreements and acknowledgements, and in consideration of the mutual promises, covenants and agreements hereinafter recited and the undertakings of the parties, each to the other, the parties hereto agree, and covenant as follows:

1. Meal Site agrees to have its building available from 9:00 a.m. to 1:00 p.m., Monday through Friday, specifically its kitchen and dining areas, with the following exceptions: (a) in case of emergency or (b) exceptional need by the City of King.
2. Senior Services agrees to pay the Meal Site the sum of \$200.00 per month, payable by the first day of each month.
3. This Agreement shall begin on July 1, 2026, and terminate on June 30, 2027, unless renewed on a yearly basis by the mutual consent of the parties.
4. Either party may terminate this Agreement by giving the other party thirty (30) days' written notice of said intent to terminate the Agreement.
5. The Meal Site agrees to provide the following equipment for Senior Services use during the required hours stated in the Agreement: (a) a stove and (b) a refrigerator.
6. To meet the requirements set forth in the N.C. Division of Aging Service Standards, the Meal Site agrees to heat the facility to at least 72 degrees during colder months and cool to 70 degrees during warmer months.
7. The contact person for Senior Services is Vicky East, (336) 593-8156. The contact person for the Meal Site is Site Manager, Sarah McHugh, at 983-9298. The Contact for the City of King is Scott Barrow, City Manager.

IN WITNESS WHEREOF, the parties have executed this Agreement on the day and year first above written.

Stokes County Senior Services

By: _____

Meal Site (City of King)

By: _____



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject:	Resolution Amending Resolution 2026-05 to Reschedule a Public Hearing on a Voluntary Annexation Request for The Retreat at King's Crossing – Phase 2
Action Requested:	Approve the Resolution Amending Resolution 2026-05 with 2026-08 and Rescheduling a Public Hearing regarding this request for 04.16.2026.
Attachments:	<ul style="list-style-type: none"> Resolution 2026-08 setting the public hearing date.

Todd Cox, Int. Planning & Zoning Official Emerson Wright, Planning & Zoning intern	This abstract requires review by:	
	City Manager	City Attorney
	✘	

PART B

Introduction and Background:
 We have a request from Sam Hooker to voluntarily annex the remainder of King's Crossing – The Retreat at King's Crossing phase 2 – into the city limits per our utilities extension policy. The remaining tract contains approximately 79-acres and would finish out this entire tract.

Discussion and Analysis:
Sec. 29-232. General policies regarding extensions.
 (b) It shall be the general policy of the city to permit extensions of water and sewer service to areas outside the city's corporate limits, but within the city's adopted area of consideration for annexation, only when such areas or developments simultaneously with the request for water and/or sewer service agree to petition the city for annexation, where practical, prior to the extension of such service. The board shall have the authority to waive this requirement when annexation would be impractical, legally impossible, or would not be in the best interest of the city.

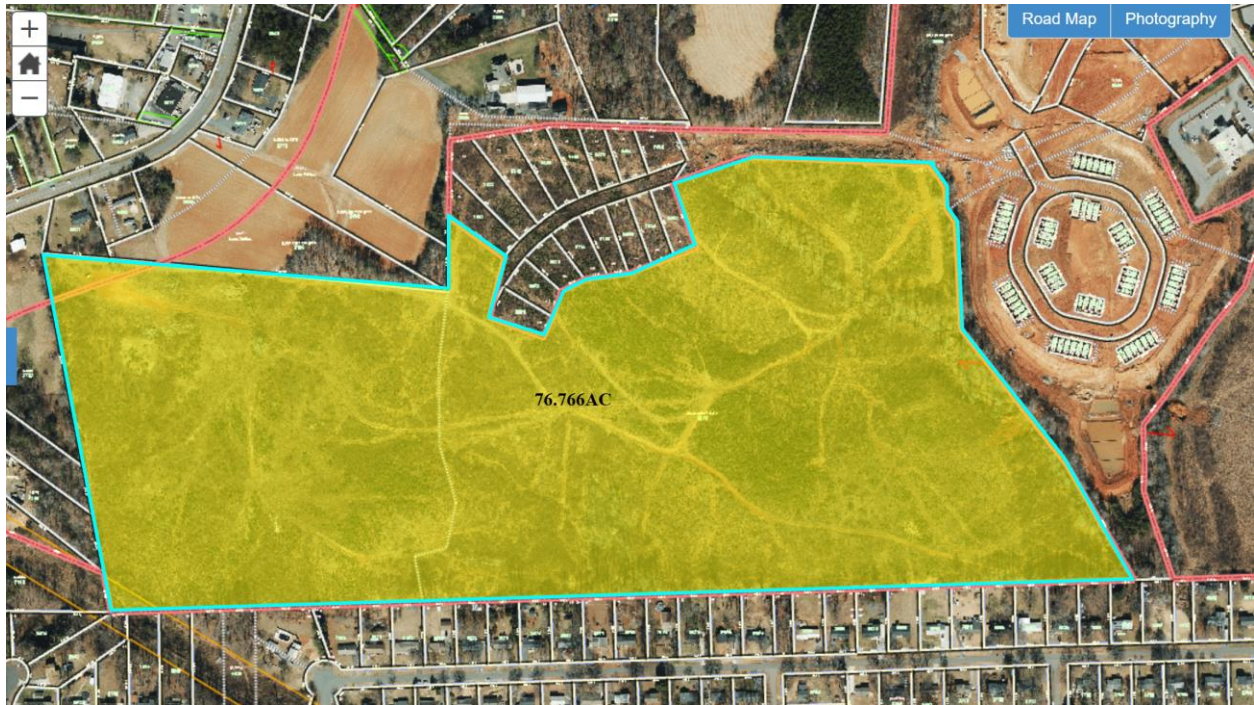
Budgetary Impact:

Recommendation:

Staff recommends –

1. Approve Resolution 2026-08, rescheduling the public hearing date for April 16, 2026, at 9 am at City Hall.

Location Map





City of King
Resolution 2026-08

**A Resolution Amending Resolution 2026-05 and Rescheduling a Public Hearing
on the Question of Annexation Pursuant to N.C. General Statute § 160A-31(c)**

Whereas, a petition requesting the annexation of a contiguous area, as more particularly described herein, has been duly received by the City of King; and

Whereas, the King City Council has, by prior resolution, directed the City Clerk to investigate the sufficiency of said petition in accordance with applicable law; and

Whereas, the City Clerk has certified that the petition for annexation meets the statutory requirements of N.C. General Statute § 160A-31; and

Whereas, the City Council desires to amend Resolution 2026-05 to reschedule the previously established date for the required public hearing;

Now, therefore, be it resolved, by the City Council of the City of King, North Carolina, as follows:

Section 1. Rescheduling of Public Hearing

The public hearing on the question of annexation of the contiguous area described herein is hereby rescheduled from **April 6, 2026**, to **April 16, 2026**, to be held at **9:00 a.m.** at **King City Hall**, or as soon thereafter as the matter may be heard.

Section 2. Description of Area Proposed for Annexation

The area proposed to be annexed consists of contiguous territory and is more particularly described in the metes and bounds description and plat map attached hereto and incorporated herein by reference, which documents shall be recorded with the appropriate Register of Deeds.

Section 3. Notice of Public Hearing

Notice of the public hearing shall be published **once** in the *Winston-Salem Journal*, a newspaper having general circulation in the City of King, North Carolina, not less than **ten (10) days** prior to the date of the public hearing, as required by law.

Section 4. Effective Date

This resolution shall become effective upon its adoption.

Adopted this 6th day of April 2026.

{Seal}

Richard E. McCraw – Mayor

ATTEST:

Nicole Branshaw, City Clerk



**CITY OF KING
CITY COUNCIL**

**MEETING DATE:
APRIL 6, 2026**

PART A

Subject:	Presentation of Proclamation
Action Requested:	Presentation of Proclamation
Attachments:	1) National Library Day

Nicole Branshaw <hr/> Nicole Branshaw, City Clerk	This abstract requires review by:	
	City Manager	City Attorney

PART B

Introduction and Background:
A Mayor's Proclamation will recognize National Library Day
Discussion and Analysis:
Budgetary Impact:
Recommendation:



Proclamation
Office of the Mayor
National

April 2026

Librarian Day, Library Workers Day & Library Week

WHEREAS, Libraries spark creativity, fuel imagination, and inspire lifelong learning, offering a space where individuals of all ages can explore new ideas and be drawn to new possibilities; and

WHEREAS, Libraries serve as vibrant community hubs, connecting people with knowledge, technology, and resources while fostering civic engagement, critical thinking, and lifelong learning; and

WHEREAS, Libraries provide free and equitable access to books, digital tools, and innovative programming, ensuring that all individuals—regardless of background—have the support they need to learn, connect, and thrive; and

WHEREAS, Libraries partner with schools, businesses, and organizations, connecting the dots to maximize resources, increasing efficiency, and expanding access to essential services, strengthening the entire community; and

WHEREAS, Libraries empower job seekers, entrepreneurs, and lifelong learners by providing access to resources, training, and opportunities that support career growth and economic success; and

WHEREAS, Libraries nurture young minds through storytimes, STEAM programs, and literacy initiatives, fostering curiosity and a love of learning that lasts a lifetime; and

WHEREAS, Libraries protect the right to read, think, and explore without censorship, standing as champions of intellectual freedom and free expression; and

WHEREAS, Dedicated librarians and library workers provide welcoming spaces that inspire discovery, collaboration, and creativity for all; and

WHEREAS, Libraries, librarians, and library workers across the country are joining together to celebrate National Library Week under the theme “Find Your Joy”; and

WHEREAS, Libraries, librarians, and library workers are joining library supporters and advocates across the nation to celebrate National Librarian Day, National Library Workers Day, and National Library Week

NOW, THEREFORE, BE IT RESOLVED, that I, Richard E. McCraw, Mayor of the City of King, along with the King City Council, hereby proclaim National Librarian Day on April 16, 2026, National Library Workers Day on April 21, 2026, and National Library Week from April 19-25, 2026. During these dates, all residents are encouraged to visit their library to explore the wealth of resources available.

Adopted this on the 6th day of April 2026.

Richard E. McCraw, Mayor



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject:	Public Hearing - Consideration of the closure of portions of Rupert Hall and Slate Alley	
Action Requested:	Conduct Public Hearing & Consider Request	
Attachments:	Ordinance 2026-05 Map of Rupert Hall and Slate Alley Resolution 2026-03	
		This abstract requires review by:
		City Manager
		City Attorney
<hr/> Benjamin Marion, City Engineer Todd Cox, City Planner		T. Scott Barrow x
PART B		
Introduction and Background:		
We have a request from 2A Real Estate, LLC, to close a portion of Rupert Hall and Slate allies.		
Discussion and Analysis:		
See the attached map showing the areas in green proposed for closure.		
Budgetary Impact:		
Recommendation:		
Staff recommends approval of Ordinance 2025-05 as presented for closure of portions of Rupert Hall and Slate Alley		



CITY OF KING

ORDINANCE NO. 2026-05

ORDER TO PERMANENTLY CLOSE PORTIONS OF RUPERT HALL ALLEY & SLATE ALLEY

WHEREAS, section 160A-299 of the North Carolina General Statutes prescribes the procedure to be followed by a city to permanently close a street or alley; and

WHEREAS, the City Council of the City of King has determined that it is not detrimental to the interest of the public to permanently close portions of Rupert Hall Alley and Slate Alley; and

WHEREAS, in order for a municipality to properly and lawfully permanently close a street, Section 160A-299 of the North Carolina General Statutes requires that a city council first adopt a resolution declaring its intent to permanently close the street or portion thereof in question and then call a public hearing on the question; and

WHEREAS, the City of King planner and city clerk gathered the appropriate documentation and caused the proper public notice to be given (by publication, posting of property, and abutting owner notices) of a public hearing on April 6, 2026 with the City of King City Council.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of King, this 6th day of April 2026, as follows:

Section 1. It is the intent of the City Council of the City of King to permanently close the portion of Rupert Hall Alley that bisects the property now owned by 2A Real Estate, LLC (PIN 59929354522 & 5992935620) and a small triangular portion of Slate Alley east of said 2A Real Estate, on the south side of East Dalton Road. Said alleys are located within the corporate limits of the City of King and are shown on a map prepared by Eric Craver (Job/dwg No.: 2453-2A-3).

Section 2. A public hearing on the matter of the above-described proposed permanent closure of the described portions of Rupert Hall Alley and Slate Alley was called and held at the regular meeting of the City Council of the City of King in the Council Chambers of the City of King at City Hall, 229 S Main Street, King, NC. At said public hearing, any person could be heard on the question of whether or not the intended closing of said portions of alleys would be detrimental to the public interest or the property rights of any individual. (Reference Resolution 2026-03)

Adopted this 6th day of April 2026.

Richard E. McCraw, Mayor

ATTEST:

Nicole Branshaw, City Clerk



EAST DALTON ROAD



②
Wye A. Pulliam
DB. 767, Pg. 1484
Parcel # 23501
Building

③
Cassidy 27021, LLC
DB. 785, Pg. 1803
Parcel # 23500

④
Gary C. Tilton
DB. 373, Pg. 2218
Parcel # 23491

ROBERT HALL

Lot 1

ALLEY

STATE ALLEY

Lot 2

TS Fur
DB. 69
PB. 15
Parcel # 3

NEW ST.

Section 4, Item # A.

43



City of King

Resolution 2026-03

Resolution fixing date of a public hearing on the question of permanent closure of a portion of Rupert Hall Alley pursuant to N.C.G.S. 160A-299

Whereas, there exists an alleyway known as “Rupert Hall” (the “Alley”), a portion of which bisects the following described real property (the “Property”):

Tracts A, B & E of the Survey for C.T. (Inez B.) McGee, Plat Book 5, Page 183, Stokes County Registry, as conveyed to 2A Real Estate, LLC in the North Carolina General Warranty Deed recorded at Book 797, Page 1115, Stokes County Registry, having the following PINs:

5992934522.000

5992935620.000

The Property is commonly known as 120 E. Dalton Road.

The Alley is generally located between the two above-stated tax parcels, traveling in a generally East-West direction from Main Street to the North-South alleyway known as “Slate Alley” adjacent to 132 E. Dalton Road.

Whereas, the owner of the Property has asked the City to permanently close a portion of the Alley, described as follows and referred to hereinbelow as the “Alley Portion”:

Being a portion of the alleys as shown in PB 5, PG 183 and PB 15, PG 123 and more particularly described as follows:

Area 1:

Beginning at an pk nail found having NC Grid coordinate of N: 923,600.19' E: 1,599,582.53', said nail being N 23°00'39" E 52.71' from an pk nail found in the West line of TS Funeral Properties, LLC (DB 694, PG 1483) and the East line of 2A Real Estate, LLC (DB 797, PG 1115) and in the West line of a 20' alley known as “Slate Alley”, being the SE corner of tract “B” of PB 5, PG 183, thence with the West line of said alley and East line of 2A Real Estate, LLC, N 11°27'16" E 22.00' to a point at the terminus of the West line of said alley and the NE corner of 2A Real Estate, LLC in the South line of E. Dalton Road, thence with the South line of E. Dalton Road S

72°15'54" E 4.43' to point, a new corner in "Slate Alley", thence on a new line S 23°00'39" W 21.96' to the point of beginning, containing 0.001 Acres (48 sq ft±).

Area 2:

Beginning at a pk nail found, said nail being S 23°00'39" W 52.71' from a pk nail found, said pk nail being the beginning point of the above described Tract 1 and having NC Grid coordinate of N: 923,600.19' E: 1,599,582.53' and in the West line of TS Funeral Properties, LLC (DB 694, PG 1483) and the East line of 2A Real Estate, LLC (DB 797, PG 1115) and in the West line of a 20' alley known as "Slate Alley", being the SE corner of tract "B" of PB 5, PG 183, thence with the West line of TS Funeral Properties, LLC (DB 694, PG 1483) S 23°00'39" W 10.05' to a pk nail found the NE corner of Tract "A" of PB 5, PG 183, thence along the South line of a 10' alley known as "Rupert Hall Alley" and the North line of Tract "A" N 71°24'19" W 146.69' to a 5/8" rebar set, thence on a new line N 17°55'29" E 10.02' to a point in the North line of said 10' alley at the SE corner of Gary Tilton (DB 373, PG 2218) in the West line of 2A Real Estate, LLC (DB 797, PG 1115) said point being at the base of a fence post in line of chain link fence, thence S 71°24'19" E 147.66' along the North line of said 10' alley and the South line of tract "B" of PB 5, PG 183 to the point of beginning, containing 0.023 Acres (988 sq ft±).

Whereas, the City has investigated the impact of closing the Alley Portion and believes that such closure is not contrary to the public interest and that no individual owning property in the vicinity of said portion of the Alley would be deprived of reasonable means of ingress and egress to his property by its closure;

and

Whereas, the City reserves all right, title, and interest in any improvements or easements within the Alley pursuant to G.S. 160A-299(f), including utility, drainage, pedestrian, landscaping, conservation, or other easements currently existing, if any.

Now, therefore, be it resolved, by the King City Council of the City of King, North Carolina that:

- Section 1. The City of King declares its intent to permanently close the Alley Portion while reserving all right, title, and interest in any improvements or easements within the Alley pursuant to G.S. 160A-299(f), including utility, drainage, pedestrian, landscaping, conservation, or other easements currently existing, if any.

Section 2. A public hearing on the question of the permanent closure of a portion of Rupert Hall Alley shall be held at City Hall at 6 pm on April 6, 2026, at which any person may be heard on the question of whether the closing would be detrimental to the public interest or the property rights of any individual.

Section 3. Notice of the public hearing shall be published once a week for four successive weeks prior to the public hearing in the Stokes News, a newspaper having general circulation in the City of King, NC.

Adopted the 2nd day of March 2026


Richard E. McCraw – Mayor



Attest:


Nicole Branshaw, City Clerk



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject:	Informational Item presented by Mr. Darrell Calloway, President of Foothills Vocational Charter High School
Action Requested:	Time to speak before the Mayor/Council concerning 0Trade Charter School
Attachments:	none

<i>Nicole Branshaw</i> <hr/> Nicole Branshaw, City Clerk	This abstract requires review by:	
	City Manager	City Attorney

PART B

Introduction and Background:
The mayor has asked that this topic be placed on the April 6th agenda as an informational item. Mr. Calloway will be presenting this item.
Discussion and Analysis:
Budgetary Impact:
Recommendation:



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject: **CHOOSE A DATE FOR MEETING WITH KIMLEY-HORN AND CHOOSE MEMBERS OF A COMPREHENSIVE PLAN COMMITTEE.**

Action Requested: Staff request that council review the dates below and choose one for the kick-off meeting with Kimley-Horn to start our update on the city’s comprehensive plan. Then choose a comprehensive plan committee.

- Attachments:**
- Proposed chapters for the comprehensive plan.
 - Comprehensive committee

This abstract requires review by:

City Manager

City Attorney

Todd Cox, Int. Planning & Zoning Official
Emerson Wright, Planning & Zoning intern

X

PART B

Introduction and Background:

Staff has had several meetings with Kimley-Horn to start up our update to our comp plan and we’ve come to the first item to start the process. We would like to “kick-off” our project with the city council meeting with Kimley-Horn. They have provided several meeting dates to choose from below and hopefully council can agree to one that they can all be at. We are hoping to have the meeting in the afternoon, say 3 – 5 p.m. (this time frame could shift), and Kimley-Horn would come in that morning and get a tour around the city and have some time with staff prior to their meeting with council. Here are the dates they gave us that they are open to travel to King –

- Tuesday April 14
- Thursday April 16
- Monday April 20
- Tuesday April 21
- Wednesday April 22

Discussion and Analysis:

We will discuss what council feels are the most pressing item to be studied and what item they would like to see or envision the plan containing (see attachment A).

Also, staff would like for council to agree to a comp plan committee that would help in overseeing the progression of work on the plan, attend bi-monthly meetings (virtual), attend board/committee type meetings, and any public charrettes. (see attachment B)

Budgetary Impact:

In budget

Recommendation:

Set date for meeting with Kimley-Horn and agree to committee and possible members.

Attachment A



City of King Comprehensive Plan Proposed Chapters/Table of Contents

Acknowledgements

Table of contents

Chapter 1 – Introduction (phase 1 – 4)

- What is the King 2037 Plan? (could use 2038 and that would be the city's 55th anniversary)
- Guide to Using this Plan (quick guide to using and understanding the plan)
- Plan Development Process
 - Research and Demographics
 - Key Findings and Vision Statement
 - Advisory Committees and Governing Boards Findings
 - Public Engagement Process and Findings

Chapter 2 – History of King (phase 1)

- Before Incorporation (see website and books about King's history)
- After Incorporation (1983 – develop from what's happen since then)

Chapter 3 – Plan Components (phase 1 – 4)

- Advisory and Governing Boards Involvement (what each board/committee's overall goals are)
- Citizens Values and Visions (the 3 charettes and their findings)
- Plan Connectivity (how the plan connects to other studies, local, and state plans)

Chapter 4 – Land Use and Future Development (phase 1 – 4)

- History of Past Zoning and Development (zoning started in 1985 and bring forward)
- Advisory and Governing Boards Goals (with regards to future land use and development)
- Citizens Visions and Input (info plugged in after the findings of the charettes)
- Future Land Use Plan and Vision Statements (draft during phase 3 and finalized in phase 4)
- Support Maps and Land Use Goals (draft during phase 3 and finalized in phase 4)
- Land Use Plan Map(s) – **Appendix A**

Chapter 5 – Economic Development (phase 1 – 4)

- Economic Trends Now and Possible Future Trends (what's in the cards realistically, for King)
- Employment Trends and Analysis (what type of jobs are we creating – what do we want)
- Strategies for Strengthening Our Business Districts and Providing more Jobs and Good Growth Opportunities (business incentives, yes or no – are we protecting our assets)
- Support Statements/Maps and Staffing (where do we go now – do we need an econ dev dir)

Chapter 6 – Downtown Heritage (phase 1 – 4)

- History and Architecture (read/review architectural review from 2001 – do we need more)
- Downtown Analysis and Vision (info from downtown steering committee – what's next)
- Short Term Goals and Long-Term Goals (what does the facts say – now what should we do)
- Supporting Maps, Statements, and Committees – **Appendix B** (might have additional studies done – might need a downtown historical committee and ordinance)

Chapter 7 – Recreation and Parks (phase 1 – 4)

- History, Current, and Future Resources (summary/inventory of what the city has and needs)
 - Recreation Acres (current problems and future needs)
 - Central Park (current problems and future needs)
 - Sidewalks (current inventory and future plans)
 - Multipurpose Trails/Bikeways (current inventory and future plans)
 - New Parks and/or Open Spaces (possible locations for more parks/open space)
- Advisory and Governing Boards Goals (what do they observe and say the city needs)
- Citizens Values and Visions (what the citizens want or foresee as stated during the charrettes)
- Staffing, Programming, and Equipment (possible ways to accomplish goals/visions)
- Support Maps and Statements – **Appendix C** (parks, sidewalks, and multi-purpose trails masterplan)

Chapter 8 – Transportation (phase 1 – 4)

- Existing Conditions, Land Uses, and MPO Plans (review and compare to land use projections)
- Projected Population, Housing, and General Growth
- Advisory and Governing Boards Goals (prioritize what the boards/advisory groups want vs what the studies/projections show)
- Citizens Visions and Input (show a draft plan of future efforts to deal with transportation needs)
- Analysis, Goals, Staffing, and Equipment (determine what needs to be done to ensure things keep moving)

- Support Maps and Statements – **Appendix D** (basic traffic plan(s) and statements with possible future studies and recommendations)

Chapter 9 – Public Infrastructure (phase 1 – 4)

- History and Current Plans and Conditions (review past/current plans and add future goals)
- Advisory and Governing Boards Goals (gather info from committees and layout their visions)
- Citizens Visions and Input (show draft visions to public at charrettes for input)
- Analysis, Goals, Staffing, and Equipment (formulate a plan with short- and long-range goals)
- Support Maps and Statements – **Appendix E** (generate map/plan of infrastructure improvements in phases and with statements/visions)

Chapter 10 – Natural Resources (phase 1 – 4)

- Existing Conditions (inventory possible trouble spots, if any)
 - Creeks and Streams
 - Flood Zones
 - Mitigation Areas
- Stormwater Management and Phase 2 (we are on the verge of being a phase II SW town, what's next)
- Analysis, Goals, Staffing, and Equipment (draft a chassis for a stormwater program)
- Advisory and Governing Boards Goals (show draft visions to council and advisory board(s) for input)
- Citizens Visions and Input (show draft visions to public at charrettes for input)
- Support Maps and Statements – **Appendix F** (general map on flood areas, streams, and possible problem areas and goals)

Chapter 11 – Community Services (phase 1 – 4)

- Existing Services (review all that the city provides to its citizens through its services and staffing and provide a review and suggestions to better serve them – talk to department heads)
 - Governing and Advisory Boards (do we need any future advisory committees)
 - Administration
 - Finance
 - Planning, Zoning, and Inspections
 - Fire Department
 - Police Department
 - Public Works (streets, sidewalks, waste collection, building maintenance)
 - Stormwater Management (possible new department)
 - Public Utilities (water & sewer lines)
 - Water Plant

- Parks and Recreation (how do we maximize our parks, who oversees this)
- Senior Center
- Library
- Public Facilities – Existing and Future (review existing facilities – are any new facilities needed)
- Advisory and Governing Boards Goals (what do they envision for maintaining existing and new services to the citizens)
- Citizens Visions and Input (show draft visions to public at charrettes for input)
- Analysis of Data on Existing and New Facilities or Services (take what we've learned and make suggestions)
 - Recycling
 - Brush/Limb/Grass Collection
 - White Goods Collection
 - EMS Services with Fire Department
 - Historical Downtown District/Committee
 - Entertainment and Cultural Center
 - Park Lands and Open Spaces
 - Rain Tax for Stormwater Maintenance
- Supporting Maps and Statements (finalize any map(s)/plan(s) for final draft)

Chapter 12 – Implementation (phase 4)

- Action Plan
- Evaluation and Updates
- Futures plan Modifications

Area Maps

- **Appendix A** – Land Use Plan
- **Appendix B** – Downtown Plan
- **Appendix C** – Parks, Sidewalks, and Multipurpose Trails Plan
- **Appendix D** – Transportation Plan
- **Appendix E** – Utilities Extension Plan
- **Appendix F** – Natural Resources Plan

Attachment B

Comprehensive Plan Steering Committee

Purpose –

A Comprehensive Plan Committee (or Steering Committee) is a designated group of stakeholders, residents, and officials tasked with overseeing the creation or update of a local land-use plan. Their primary duties include providing strategic guidance, fostering public engagement, reviewing draft materials, and making recommendations to the Planning Board and City Council.

Members –

- One councilman - _____
- One planning board member - _____
- Planning staff (2) – Todd Cox and Emerson Wright
- City engineer – Ben Marion
- (Developer, Realtor, Contractor, or stakeholder, etc.) - _____
- One citizen at large/resident - _____

Duties and Responsibilities

The committee generally operates throughout the project timeline, requiring regular virtual meetings bi-weekly and independent review work.

- **Guidance and Oversight:** The committee serves as a steward of the process, ensuring the plan reflects council’s visions, community needs, and remains on schedule.
- **Visioning and Goal Setting:** Developing a shared, long-term vision for the community, including defining specific goals, policies, and strategies.
- **Public Engagement:** Designing and implementing a community outreach program to gather public input, ensuring all stakeholders are heard.
- **Data Review and Analysis:** Reviewing current data on land use, transportation, demographics, transportation, utilities, and capital improvements to help consultants and staff make informed recommendations to council.
- **Reviewing Draft Documents:** Providing constructive feedback on draft chapters of the plan before they go to the planning board and city council.
- **Building Consensus:** Ensuring the final plan balances diverse community interests.



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject:	Consideration of Approval of Audit Contract	
Action Requested:	Approval of Audit Contract	
Attachments:	Audit contract	
<i>Susan O'Brien</i> <hr/> Susan O'Brien, Director of Finance and Personnel	This abstract requires review by:	
	City Manager	City Attorney

PART B

Introduction and Background:
Per the LGC, Council approval is needed for the audit contract.
Discussion and Analysis:
This will be the second year for AAPG, LLP (Aline Accounting). Staff was very pleased with the process and timeliness for the 24-25 audit.
Budgetary Impact:
Audit fees will be \$32,500 with a not-to-exceed total of \$43,000 which includes potential single audit work for two grant programs. These fees will be paid in Fiscal Year 2025-2026 and will be included in the proposed budget.
Recommendation:
Approval of Audit Contract

The	Governing Board City Council
of	Primary Government Unit City of King, North Carolina
and	Discretely Presented Component Unit (DPCU) (if applicable) n/a

Primary Government Unit, together with DPCU (if applicable), hereinafter referred to as Governmental Unit(s)

and	Auditor Name AAPG, LLP
	Auditor Address 3800 Acro Corporate Drive, Suite 500 Charlotte, NC 28273

Hereinafter referred to as Auditor

for	Fiscal Year Ending 6/30/26	Date Audit Will Be Submitted to LGC 12/31/26
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Must be within six months of FYE

hereby agree as follows:

1. The Auditor shall audit all statements and disclosures required by “U.S. Auditing Standards – AICPA (Clarified),” referred to as generally accepted auditing standards (GAAS) and additional required legal statements and disclosures of all funds and/or divisions of the Governmental Unit(s). The non-major combining, and individual fund statements and schedules shall be subjected to the auditing procedures applied in the audit of the basic financial statements and an opinion shall be rendered in relation to (as applicable) the governmental activities, the business-type activities, the aggregate DPCUs, each major governmental and enterprise fund, and the aggregate remaining fund information (non-major government and enterprise funds, the internal service fund type, and the fiduciary fund types). Budgetary comparison information shall be prepared in accordance with applicable GASB standards. Budget-to-actual comparisons at the level of the legally adopted budget ordinance shall be presented as required supplementary information and shall not be included in the basic financial statements. Any other budgetary comparison information shall be presented only as supplementary information for funds required to be budgeted under NCGS Chapter 159, Article 3.

2. At a minimum, the Auditor shall conduct the audit and render the report in accordance with GAAS. If the Governmental Unit expended \$100,000 or more in combined Federal and State financial assistance during the reporting period, the Auditor shall perform the audit in accordance with *Generally Accepted Government Auditing Standards* (GAGAS). The Governmental Unit is subject to federal single audit requirements in accordance with Title 2 US Code of Federal Regulations Part 200 *Uniform Administration Requirements, Cost Principles, and Audit Requirements for Federal Awards*, Subpart F (*Uniform Guidance*) and the State Single Audit Implementation Act. Currently the threshold is \$1,000,000 for federal and state single audits, or such other threshold as applicable for the fiscal year under audit. This audit and all associated audit documentation may be subject to review by federal and State agencies in accordance with federal and State laws, including the staff of the Office of State Auditor (OSA) and the Local Government Commission (LGC). If the audit requires a federal single audit in accordance with the Uniform Guidance (§200.501) the Auditor and Governmental Unit(s) should discuss, in advance of the execution of this contract, the responsibility for submission of the audit and the accompanying data collection form (form SF-FAC) to the Federal Audit Clearinghouse as required under the Uniform Guidance (§200.512) to ensure proper submission.

If the audit and Auditor communication are found in this review to be substandard, the results of the review may be forwarded to the North Carolina State Board of CPA Examiners (NC State Board).

3. If an entity is determined to be a component of another government as defined by the group audit standards, the entity's auditor shall make a good faith effort to comply in a timely manner with the requests of the group auditor in accordance with AU-6 §600.41 - §600.42.
4. This contract contemplates an unmodified opinion being rendered. If during the process of conducting the audit, the Auditor determines that it will not be possible to render an unmodified opinion on the financial statements of the unit, the Auditor shall contact the LGC Staff to discuss the circumstances leading to that conclusion as soon as is practical and before the final report is issued. The audit shall include such tests of the accounting records and such other auditing procedures as are considered by the Auditor to be necessary in the circumstances. Any limitations or restrictions in scope which would lead to a qualification should be fully explained in an attachment to this contract.
5. If this audit engagement is subject to the standards for audit as defined in *Government Auditing Standards* (2018 revision or subsequent revisions, as applicable) issued by the Comptroller General of the United States, then by accepting this engagement, the Auditor warrants that he or she has met the requirements for a peer review and continuing education as specified in *Government Auditing Standards*. The Auditor agrees to provide a copy of the most recent peer review report to the Governmental Unit(s) and to the Secretary of the LGC prior to the execution of an audit contract. Subsequent submissions of the report are required only upon report expiration or upon the Auditor's receipt of an updated peer review report. If the audit firm receives a peer review rating other than pass, the Auditor shall not contract with the Governmental Unit(s) without first contacting the Secretary of the LGC for a peer review analysis that may result in additional contractual requirements.

If the audit engagement is not subject to *Government Auditing Standards* or if financial statements are not prepared in accordance with U.S. generally accepted accounting principles (GAAP) and fail to include all disclosures required by GAAP, the Auditor shall provide an explanation as to why in an attachment to this contract or in an amendment.

6. It is agreed that time is of the essence in this contract. All audits are to be performed, and the report of audit submitted to LGC Staff, within six months of fiscal year end. At the time of the execution of this contract, if the parties know that the anticipated submission date of the audit exceeds six months after fiscal year end, a written explanation shall be provided to the Secretary of the LGC on this contract form (see the space provided on Page 7). If it becomes necessary to amend the audit fee or the date that the audit report will be submitted to the LGC, an amended contract along with a written explanation of the change shall be submitted to the Secretary of the LGC for approval.
7. It is agreed that GAAS include a review of the Governmental Unit's (Units') systems of internal control and accounting as they relate to accountability of funds and adherence to budget and law requirements applicable thereto; that the Auditor shall make a written report, which may or may not be a part of the written report of audit, to the Governing Board setting forth the Auditor's findings, together with his or her recommendations for improvement. That written report shall include all matters determined to be "significant deficiencies and material weaknesses" in accordance with AU-C §265 "Communicating Internal Control Related Matters Identified in an Audit" of GAAS. The Auditor shall file a copy of that report with the Secretary of the LGC.

For GAAS or *Government Auditing Standards* audits, if an Auditor issues an AU-C §260 report, "Auditor's Communication With Those Charged With Governance," commonly referred to as a "Governance Letter," LGC staff does not require the report to be submitted unless the Auditor cites significant findings or issues from the audit, as defined in AU-C §260 paragraphs 12 - 14. This would include issues such as difficulties encountered during the audit, significant or unusual transactions, uncorrected misstatements, matters that are difficult or contentious for which the Auditor consulted outside the engagement team and, in the Auditor's judgment, are significant and relevant to those charged with governance, and other findings or issues that the Auditor believes are significant and relevant. If matters identified during the audit were required to be reported as described in AU-C §260 paragraphs 12 - 14 and were communicated in a method other than an AU-C §260 letter, the written documentation must be submitted.

8. All local government and public authority contracts for audit or audit-related work require the approval of the Secretary of the LGC. This includes annual or special audits, agreed upon procedures related to internal controls, bookkeeping or other assistance necessary to prepare the Governmental Unit's records for audit, financial statement preparation, any finance-related investigations, or any other audit-related work in the State of North Carolina. Approval is also required for the Alternative Compliance Examination Engagement for auditing the Coronavirus State and Local Fiscal Recovery Funds expenditures as allowed by US Treasury. Approval is not required on audit contracts and invoices for system improvements and similar services of a non-auditing nature.
9. Invoices for services rendered under these contracts shall not be paid by the Governmental Unit(s) until the invoice has been approved by the Secretary of the LGC. This also includes any progress billings [G.S. 159-34 and 115C-447]. All invoices for audit work shall be submitted in PDF format to the Secretary of the LGC for approval. The invoice marked 'approved' with approval date shall be returned to the Auditor to present to the Governmental Unit(s) for payment. This paragraph is not applicable to contracts for audits of hospitals.
10. In consideration of the satisfactory performance of the provisions of this contract, the Governmental Unit(s) shall pay to the Auditor, upon approval by the Secretary of the LGC if required, the fee, which includes any costs the Auditor may incur from work paper or peer reviews or any other quality assurance program required by third parties (federal and state grantor and oversight agencies or other organizations) as required under the Federal Single Audit Act and the State Single Audit Act. This does not include fees for any pre-issuance reviews that may be required by the North Carolina Association of Certified Public Accountants (NCACPA) Peer Review Committee or North Carolina State Board of CPA Examiners (see Paragraph 13).
11. If the Governmental Unit(s) has/have outstanding revenue bonds, the Auditor shall submit to LGC Staff, either in the notes to the audited financial statements or as a separate report, a calculation demonstrating compliance with the revenue bond rate covenant. Additionally, the Auditor shall submit to LGC Staff simultaneously with the Governmental Unit's (Units') audited financial statements any other bond compliance statements or additional reports required by the authorizing bond documents, unless otherwise specified in the bond documents.
12. After completing the audit, the Auditor shall submit to the Governing Board a written report of audit. This report shall include, but not be limited to, the following information: (a) Management's Discussion and Analysis, (b) the financial statements and notes of the Governmental Unit(s) and all of its component units prepared in accordance with GAAP, (c) supplementary information requested by the Governmental Unit(s) or required for full disclosure under the law, and (d) the Auditor's opinion on the material presented. The Auditor shall furnish the required number of copies of the report of audit to the Governing Board upon completion.
13. If the audit firm is required by the Secretary of the Local Government Commission to obtain a pre-issuance review or take corrective action as a result of peer review findings or quality control deficiencies, such corrective action shall be consistent with the authority and requirements of the North Carolina State Board of Certified Public Accountant Examiners, the AICPA Peer Review Program, and established Local Government Commission practice, including the use of report addenda or other remedial measures, as appropriate.

14. In accordance with G.S. 159-34, the Finance Officer of the Unit is responsible for filing the audited financial statements with the Secretary of the Local Government Commission.

The Auditor may upload the audit report and related documents through the LGC's electronic submission system; however, submission shall not be deemed complete until the Finance Officer has reviewed and certified the submission.

The Auditor, Finance Officer, other Unit staff member designated by the Finance Officer, or a third party approved by the Unit may enter all Data Input Report information except the information on the "transmittal doc info" tab. The "transmittal doc info" tab must be completed by the Auditor.

The Finance Officer shall review, approve, and certify the accuracy and completeness of the Data Input Report (DIR) in the LGC's LOGOS system prior to LGC review, regardless of whether the DIR is prepared by the Auditor or the Unit.

Finance Officer certification is required for any corrected or revised submissions.

Finance Officer certification of the DIR shall be completed in a timely manner following notification that the DIR is ready for review and within time frames prescribed by the LGC. Failure to complete certification in a timely manner may result in the audit being considered late due to unit action rather than auditor performance.

The Auditor shall conduct the audit in accordance with generally accepted auditing standards and shall ensure that the financial statements are prepared in accordance with generally accepted accounting principles as of the fiscal year end. Budget-to-actual comparisons at the level of the legally adopted budget ordinance shall be presented in required supplementary information, separate from the basic financial statements, and shall not be included in the audit opinion. The Auditor shall confirm that such information reconciles to the financial statements and is consistent with applicable accounting guidance and any LGC reporting requirements.

The Finance Officer shall certify in a timely manner that all data inputted in LOGOS used for preparation of the financial statements and required supplementary information is complete and accurate.

For audits of units other than hospitals, the audit report should be submitted when (or prior to) submitting the final invoice for services rendered. The report of audit, as filed with the Secretary of the LGC, becomes a matter of public record for inspection, review and copy in the offices of the LGC by any interested parties. Any subsequent revisions to these reports shall be sent to the Secretary of the LGC. These audited financial statements, excluding the Auditors' opinion, may be used in the preparation of official statements for debt offerings by municipal bond rating services to fulfill secondary market disclosure requirements of the Securities and Exchange Commission and for other lawful purposes of the Governmental Unit(s) without requiring consent of the Auditor. If the LGC Staff determines that corrections need to be made to the Governmental Unit's (Units') financial statements and/or the compliance section, those corrections shall be provided within three business days of notification unless another deadline is agreed to by LGC Staff.

15. Should circumstances disclosed by the audit call for a more detailed investigation by the Auditor than necessary under ordinary circumstances, the Auditor shall inform the Governing Board in writing of the need for such additional investigation and the additional compensation required therefore. Upon approval by the Secretary of the LGC, this contract may be modified or amended to include the increased time, compensation, or both as may be agreed upon by the Governing Board and the Auditor.
16. If an approved contract needs to be modified or amended for any reason, the change shall be made in writing and preaudited if the change includes a change in audit fee (preaudit requirement does not apply to hospitals). This amended contract shall be completed in full, including a written explanation of the change, signed and dated by all original parties to the contract. It shall then be submitted to the Secretary of the LGC for approval. No change to the audit contract shall be effective unless approved by the Secretary of the LGC.
17. A copy of the engagement letter, issued by the Auditor and signed by both the Auditor and the Governmental Unit(s), shall be attached to this contract, and except for fees, work, and terms not related to audit services, shall be incorporated by reference as if fully set forth herein as part of this contract. In case of conflict between the terms of the engagement letter and the terms of this contract, the terms of this contract shall take precedence. Engagement letter terms that conflict with the contract are deemed to be void unless the conflicting terms of this contract are specifically deleted in Paragraph 30 of this contract. Engagement letters containing indemnification clauses shall not be accepted by LGC Staff.
18. Special provisions should be limited. Please list any special provisions in an attachment.
19. A separate contract should not be made for each division to be audited or report to be submitted. If a DPCU is subject to the audit requirements detailed in The Local Government Budget and Fiscal Control Act and a separate audit report is issued, a separate audit contract is required. If a separate report is not to be issued and the DPCU is included in the primary government audit, the DPCU shall be named along with the primary government on this audit contract. DPCU Board approval date, signatures from the DPCU Board chairman and Finance Officer also shall be included on this contract.
20. The contract shall be executed, preaudited (preaudit requirement does not apply to hospitals) and physically signed by all parties including Governmental Unit(s) and the Auditor, then submitted in PDF format to the Secretary of the LGC.
21. The contract is not valid until it is approved by the Secretary of the LGC. The staff of the LGC shall notify the Governmental Unit and Auditor of contract approval by email. The audit should not be started before the contract is approved.
22. Retention of Client Records: Auditors are subject to the NC State Board of CPA Examiners' Retention of Client Records Rule 21 NCAC 08N .0305 as it relates to the provision of audit and other attest services, as well as non-attest services. Clients and former clients should be familiar with the requirements of this rule prior to requesting the return of records.

23. This contract may be terminated at any time by mutual consent and agreement of the Governmental Unit(s) and the Auditor, provided that (a) the consent to terminate is in writing and signed by both parties, (b) the parties have agreed on the fee amount which shall be paid to the Auditor (if applicable), and (c) no termination shall be effective until approved in writing by the Secretary of the LGC.

24. The Governmental Unit's (Units') failure or forbearance to enforce, or waiver of, any right or an event of breach or default on one occasion or instance shall not constitute the waiver of such right, breach or default on any subsequent occasion or instance.

25. There are no other agreements between the parties hereto and no other agreements relative hereto that shall be enforceable unless entered into in accordance with the procedure set out herein and approved by the Secretary of the LGC.

26. E-Verify. The Auditor shall comply with the requirements of NCGS Chapter 64 Article 2. Further, if the Auditor utilizes any subcontractor(s), Auditor shall require such subcontractor(s) to comply with the requirements of NCGS Chapter 64, Article 2.

27. For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct and *Government Auditing Standards, 2018 or 2024 Revision* (as applicable). Preparing financial statements in their entirety shall be deemed a "significant threat" requiring the Auditor to apply safeguards sufficient to reduce the threat to an acceptable level. If the Auditor cannot reduce the threats to an acceptable level, the Auditor cannot complete the audit. If the Auditor is able to reduce the threats to an acceptable level, the documentation of this determination, including the safeguards applied, must be included in the audit workpapers.

All non-attest service(s) being performed by the Auditor that are necessary to perform the audit must be identified and included in this contract. The Governmental Unit shall designate an individual with the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the services and accept responsibility for the results of the services performed. If the Auditor is able to identify an individual with the appropriate SKE, the Auditor must document and include in the audit workpapers how the Auditor reached that conclusion. If the Auditor determines that an individual with the appropriate SKE cannot be identified, the Auditor cannot perform both the non-attest service(s) and the audit. See "Fees for Audit Services" page of this contract to disclose the person identified as having the appropriate SKE for the Governmental Unit.

28. **Applicable to audits with fiscal year ends of June 30, 2021 and later.** The Auditor shall present the audited financial statements including any compliance reports to the Government Unit's Governing Board or audit committee in an official meeting in open session as soon as the audited financial statements are available but not later than 45 days after the submission of the audit report to the Secretary of the LGC. The Auditor's presentation to the Governing Board or audit committee shall include:

- a) the description of each finding, including all material weaknesses and significant deficiencies, as found by the Auditor, and any other issues related to the internal controls or fiscal health of the Government Unit as disclosed in the management letter, the Single Audit or Yellow Book reports, or any other communications from the Auditor regarding internal controls as required by current auditing standards;
- b) the status of the prior year audit findings;
- c) the values of Financial Performance Indicators based on information presented in the audited financial statements; and
- d) notification to the Governing Board that the Governing Board shall develop a "Response to the Auditor's Findings, Recommendations, and Fiscal Matters," if required under Rule 20 NCAC 03 .0508.

29. Information based on the audited financial statements shall be submitted to the Secretary of the LGC through the LGC's LOGOS system, including completion of the Data Input Report (DIR). Submission is not complete and shall not be accepted by the LGC until the Finance Officer has reviewed and certified the DIR in accordance with Paragraph 14 of this contract.

30. All of the above paragraphs are understood and shall apply to this contract, except the following numbered paragraphs shall be deleted (See Paragraph 17 for clarification).

31. The process for submitting contracts, audit reports and invoices is subject to change. Auditors and Units should use the submission process and instructions in effect at the time of submission. Refer to the N.C. Department of State Treasurer website at <https://www.nctreasurer.com/state-and-local-government-finance-division/local-government-commission/submitting-your-audit>.

32. All communications regarding audit contract requests for modification or official approvals will be sent to the email addresses provided on the signature pages that follow.

33. **Applicable to audits with fiscal year ends of June 30, 2025, and later.** The Unit authorizes the LGC to grant access to the LGC's LOGOS system, including the Data Input Report (DIR), to employees of the contracted audit firm who are associated with and acting on behalf of the firm for purposes of performing audit and reporting services under this contract. Such access shall be limited to the scope necessary to perform contracted services and shall not relieve the Auditor or the Unit of their respective responsibilities under this contract.

34. Changes or edits to the text of this contract form are not permitted, except for the Secretary's authority to revise or update this contract form pursuant to LGC Rule 20 NCAC 03. 0502.

For contracts with an anticipated audit submission date exceeding six months after fiscal year end, please use this space to explain the reason for the late submission, as required by Paragraph 6 of this contract form:

n/a

FEEES FOR AUDIT SERVICES

1. For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct (as applicable) and *Government Auditing Standards, 2018 Revision*. Refer to Paragraph 27 of this contract for specific requirements. The following information must be provided by the Auditor; contracts presented to the LGC without this information will be not be approved.

Financial statements were prepared by: Auditor Governmental Unit Third Party

If applicable: The individual at the Governmental Unit designated to have the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the non-attest services and accept responsibility for the results of these services:

Name:	Title and Unit / Company:	Email Address:
Susan O'Brien	Director of Finance	sobrien@ci.king.nc.us

OR Not Applicable (Identification of SKE Individual on the LGC-205 Contract is not applicable for GAAS-only audits or audits with FYEs prior to June 30, 2020.)

2. Fees may not be included in this contract for work performed on Annual Financial Information Reports (AFIRs), Form 990s, or other services not associated with audit fees and costs. Such fees may be included in the engagement letter but may not be included in this contract or in any invoices requiring approval of the LGC. See Paragraphs 8 and 13 for details on other allowable and excluded fees.

3. The audit fee information included in the table below for both the Primary Government Fees and the DPCU Fees (if applicable) should be reported as a specific dollar amount of audit fees for the year under this contract. If any language other than an amount is included here, the contract will be returned to the audit firm for correction.

4. Prior to the submission of the completed audited financial report and applicable compliance reports subject to this contract, or to an amendment to this contract (if required) the Auditor may submit interim invoices for approval for services rendered under this contract to the Secretary of the LGC, not to exceed 75% of the billings for the Unit's last annual audit that was submitted to the Secretary of the LGC. All invoices for services rendered in an audit engagement as defined in Rule 20 NCAC .0503 shall be submitted to the Secretary of the LGC for approval before any payment is made. Payment before approval is a violation of law. (This paragraph not applicable to contracts and invoices associated with audits of hospitals).

Primary Government Unit	City of King, North Carolina	
Audit Fee (financial and compliance if applicable)	\$ 32,500	
Fee per Major Program (if not included above)	\$ 5250	
Additional Fees Not Included Above (if applicable):		
Financial Statement Preparation (incl. notes and RSI)	\$	
All Other Non-Attest Services	\$	
TOTAL AMOUNT NOT TO EXCEED	\$ 43000	

Discretely Presented Component Unit	n/a	
Audit Fee (financial and compliance if applicable)	\$	
Fee per Major Program (if not included above)	\$	
Additional Fees Not Included Above (if applicable):		
Financial Statement Preparation (incl. notes and RSI)	\$	
All Other Non-Attest Services	\$	
TOTAL AMOUNT NOT TO EXCEED	\$	

SIGNATURE PAGE

AUDIT FIRM

Audit Firm* AAPG, LLP	
Authorized Firm Representative (typed or printed)* April Adams	Signature* <i>April Adams</i>
Date* 2/27/26	Email Address* april.adams@aapgllp.com

GOVERNMENTAL UNIT

Governmental Unit* City of King, North Carolina	
Date Governing Board Approved Audit Contract* (Enter date in box to right)	4/6/26
Mayor/Chairperson (typed or printed)* Richard E. McCraw	Signature*
Date 4/6/26	Email Address* rmccraw@ci.king.nc.us

Chair of Audit Committee (typed or printed, or "NA") n/a	Signature
Date	Email Address

GOVERNMENTAL UNIT – PREAUDIT CERTIFICATE

Required by G.S. 159-28(a1) or G.S. 115C-441(a1). Not applicable to hospital contracts.

This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act or by The School Budget and Fiscal Control Act.

Sum Obligated by This Transaction:	\$ 43000
Primary Governmental Unit Finance Officer* (typed or printed) Susan O'Brien	Signature*
Date of Preaudit Certificate* 4/6/26	Email Address* sobrien@ci.king.nc.us.

**SIGNATURE PAGE – DPCU
(complete only if applicable)**

DISCRETELY PRESENTED COMPONENT UNIT

DPCU*	
n/a	
Date DPCU Governing Board Approved Audit Contract* (Enter date in box to right)	
DPCU Chairperson (typed or printed)*	Signature*
Date*	Email Address*

Chair of Audit Committee (typed or printed, or "NA")	Signature
Date	Email Address

DPCU – PREAUDIT CERTIFICATE

Required by G.S. 159-28(a1) or G.S. 115C-441(a1). Not applicable to hospital contracts.

This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act or by The School Budget and Fiscal Control Act.

Sum Obligated by this Transaction:	\$
DPCU Finance Officer (typed or printed)*	Signature*
Date of Preaudit Certificate*	Email Address*

Remember to print this form, and obtain all required signatures prior to submission.

PRINT



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject: Consideration of Budget Amendment 2025-06.06

Action Requested: Approval of Budget Amendment 2025-06.06

Attachments: Budget Amendment 2025-06.06

<p><i>Susan O'Brien</i></p> <hr/> <p>Susan O'Brien, Director of Finance and Personnel</p>	This abstract requires review by:	
	City Manager	City Attorney

PART B

Introduction and Background:

Discussion and Analysis:

The amendment adds \$2,711 to Public Works for truck damage during the winter storm, \$2,366 and \$2,160 to the Fire Department for a truck accident and hustles, respectively, and \$11,154 to the Police Department for upfit of a replacement vehicle; all of these are offset by revenues received.

The budget amendment also moves \$25,000 from Public Works Bulk Fuel to Public Buildings for replacement of two HVAC units at the library. The PD is requesting to move \$2,500 from Equipment Repairs, \$10,000 from Supplies and Materials, and \$5,000 from K9-Expenses into Vehicle Repairs.

Finally, the PD had two unexpected HVAC repairs and officer payouts so the amendment adds \$10,000 to the PD to be offset by an increase to Interest Income and \$50,000 to salaries to be offset by fund balance.

Please see the attached detail sheet for further explanations.

Budgetary Impact:

See amendment.

Recommendation:

Approval of Budget Amendment 2025-06.06

CITY OF KING
BUDGET AMENDMENT 2025-06.06

Be it hereby ordained by the City Council of the City of King that the following amendment be made to the Budget Ordinance adopted on the 4th day of June 2025, as follows:

Section 1. To amend the General Fund, the expenditures are to be changed as follows:

<u>General Fund Expenditures</u>	<u>Decrease</u>	<u>Increase</u>	<u>New Approp.</u>
Public Buildings		25,000	176,230
Police		71,154	4,274,322
Fire		4,526	3,379,827
Public Works	25,000	2,711	633,178
Total	25,000	103,391	

This will result in an increase in the expenditures of the General Fund. The above changes in expenditures will require no adjustment to revenues.

<u>General Fund Revenues</u>	<u>Decrease</u>	<u>Increase</u>	<u>New Approp.</u>
GF Revenues		28,391	12,349,761
GF Fund Balance Appropriated		50,000	115,651
Total	0	78,391	

Section 2. Copies of the budget amendment shall be furnished by the City Clerk to the City Council to the Mayor, Budget Officer and Finance Director for their directions.

Adopted this the _____ day of _____, 2026.

Attest:

Richard E. McCraw, Mayor

Nicole Branshaw, City Clerk

<u>Public Works</u>	<u>Expenditure</u>	<u>Revenue</u>
Vehicle Repairs	2,711	
Insurance Proceeds		2,711

Truck damage during the winter storm
 Payment has been received.

<u>Fire Department</u>	<u>Expenditure</u>	<u>Revenue</u>
Insurance Repairs	2,366	
Insurance Proceeds		2,366
Standby salaries	2,160	
Standby revenue		2,160

Truck accident June 2025, settled in 25-26, and hustles for movie filming standby and Prowlers football.
 All revenues have been received.

<u>Public Buildings</u>	<u>Expenditure</u>	<u>Revenue</u>
Capital-Buildings	25,000	
Public Works-Bulk Fuel		25,000

Two HVAC units at the Library need replacing.
 Transfer funds from Public Works to Public Buildings.

<u>Police Department</u>	<u>Expenditure</u>	<u>Revenue</u>
Vehicle Repairs - Insurance	11,154	
Insurance Proceeds		11,154

Equipment, painting, graphics for 2022 Ford total loss replacement vehicle
 Payment has been received.

<u>Police Department</u>	<u>Expenditure</u>	<u>Expenditure</u>
Vehicle Repairs	17,500	
Equipment Repairs		2,500
Supplies and Materials		10,000
K-9 Expenses		5,000

Request to re-allocate some funds to cover Vehicle Repairs.
 PD has suggested this and will limit further spending from the lines being used.

<u>Police Department</u>	<u>Expenditure</u>	<u>Revenue</u>
Building Repairs	10,000	
GF Interest Income		10,000
Salaries	50,000	
Fund Balance		50,000

Unanticipated HVAC repairs for 2 units \$10,000 with remainder to be absorbed
 Payouts for 4 officers. The PD has absorbed some of the cost by delaying hires.

This is the anticipated budget shortage for salaries by June 30.



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject: Consent and Agreement for RJR 4.348-Acre tract land donation

Action Requested: Approve Consent and Agreement

Attachments: Consent and Agreement
Survey Map by Dean Slate

This abstract requires review by:

City Manager

City Attorney

T. Scott Barrow, City Manager

PART B

Introduction and Background:

As you know, we have been in discussions with RJR regarding a donated piece of their land on S. Main St / Doral Dr. The land has been surveyed and determined to be a 4.348-acre tract. Please see the attached survey map.

Discussion and Analysis:

Attached is also the Consent and Agreement from RJR's attorney that our attorney has reviewed and deemed acceptable. Note that the voluntary annexation will occur first, followed by the donation. The Agreement addresses the 1991 Tri-Party annexation agreement and provides that the donated property would be used for the development and operation of King Fire Station. RJR is seeking written consent from both King and Tobaccoville prior to moving forward.

Budgetary Impact:

none

Recommendation:

Approve the Consent and Agreement for RJR 4.348-Acre tract land donation

CONSENT AND AGREEMENT

R. J. Reynolds Tobacco Company, a North Carolina corporation (“**RJRT**”), the VILLAGE OF TOBACCOVILLE, a [] of [] North Carolina (“**Tobaccoville**”), and the CITY OF KING, a municipal corporation of Stokes and Forsyth County, North Carolina (“**King**”), entered into that certain Agreement last dated September 10, 1991, a copy of which is attached hereto and incorporated herein by reference as **Schedule 1** (the “**Tri-Party Agreement**”).

RJRT desires to make a charitable donation to King of a portion of the property that is defined in the Tri-Party Agreement as the Industrial Opportunity Area containing no more than five (5) acres, which property is shown on **Schedule 2** attached hereto and incorporated herein by reference (the “**Donation Parcel**”). If RJRT proceeds with the donation of the Donation Parcel to King, the Donation Parcel would be used for the development and operation of a second fire station for King’s Fire Department. King believes that it would be in the best interest of King, the residents and businesses doing business in King, Tobaccoville, southwest Stokes County and northwest Forsyth County for the King Fire Department to have a second fire station located on the Donation Parcel. This second fire station to be located on the Donation Parcel would enable the King Fire Department to better serve such residents and businesses by having shorter drive distances and response times for providing emergency services.

Before RJRT may proceed with the donation, transfer and conveyance of the Donation Parcel to King, the Donation Parcel will have to be voluntarily annexed into King by RJRT.

Section 7 of the Tri-Party Agreement prohibits the voluntary annexation by RJRT of any portion of the property constituting the Industrial Opportunity Area. Notwithstanding the terms of the Tri-Party Agreement, RJRT desires for King and Tobaccoville to consent to the voluntary annexation of the Donation Parcel into King.

Pursuant to this Consent and Agreement, King and Tobaccoville hereby consent to the voluntary annexation by RJRT of the Donation Parcel into King, and RJRT hereby covenants and agrees that such annexation of the Donation Parcel shall not reduce and shall have no impact on the amount of the tax equivalent payments made pursuant to Sections 8 and 9 of the Tri-Party Agreement.

RJRT, King and Tobaccoville, respectively, represents that this Consent and Agreement has been duly authorized, properly executed and is binding and enforceable according to its terms.

RJRT, King and Tobaccoville hereby agree that (1) the Tri-Party Agreement remains in full force and effect, (2) RJRT, King and Tobaccoville may rely upon this Consent and Agreement, and (3) this Consent and Agreement may be executed in counterparts, electronically, with each counterpart and each electronic signature constituting an original.

[signature pages to follow]

RJRT, King and Tobacoville have executed and delivered this Consent and Agreement on the date set forth below.

	<p>R. J. REYNOLDS TOBACCO COMPANY:</p> <p>By: _____ Name: _____ Title: _____ Date: _____, 2026</p>
--	---

	<p>THE CITY OF KING, a municipal corporation of Stokes County and Forsyth County, North Carolina</p> <p>By: _____ Name: _____ Title: _____ Date: _____, 2026</p>
--	---

	<p>THE VILLAGE OF TOBACCOVILLE, a [_____] , North Carolina</p> <p>By: _____ Name: _____ Title: _____ Date: _____, 2026</p>
--	---

Schedule 1

Tri-Party Agreement

[see attached]

Schedule 2

Donation Parcel

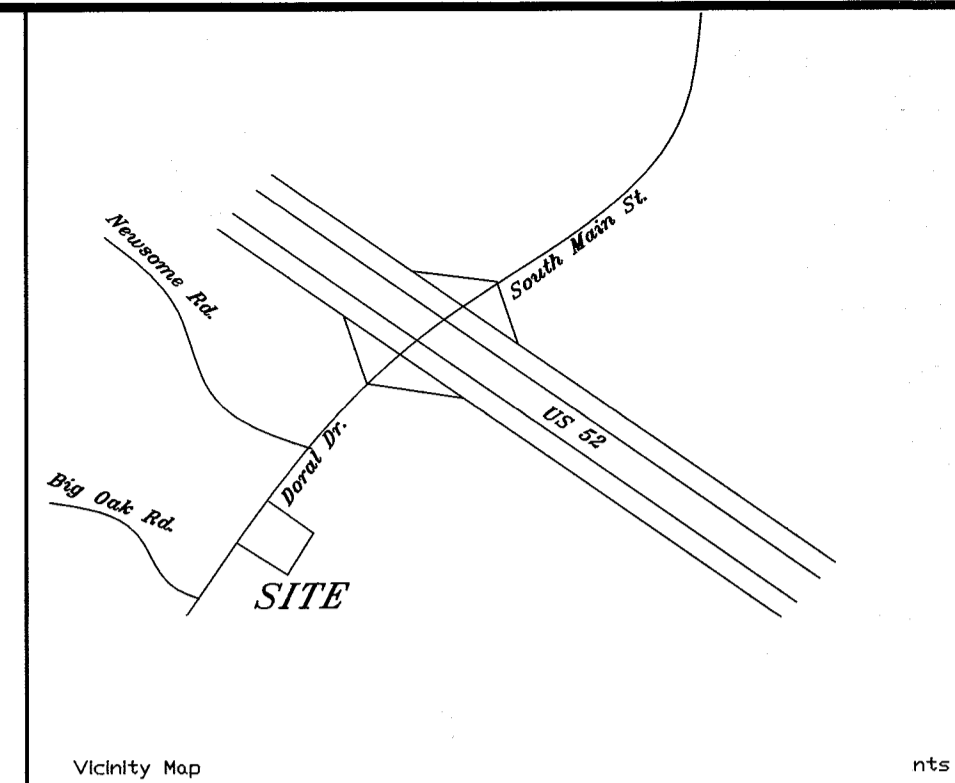
[see attached survey]

I, J. Dean Slate, certify that this plat was drawn under my supervision from an actual survey made under my supervision (deed description recorded in Book 1323, Page 1701, Book 3165, Page 2363); that the boundaries not surveyed are clearly indicated as drawn from information found in Book 1323, page 1701 that the ratio of precision as calculated is 1: 10,000, that this plat is of a survey that creates a subdivision of land within the area of a county or municipality that has an ordinance that regulates parcels of land (GS 47-30 (FX11) a) that this plat was prepared in accordance with G.S. 47-30 as amended. Witness my original signature, registration number and seal this 9 day of December, 2025
Signed J. Dean Slate PLS No. L-2818



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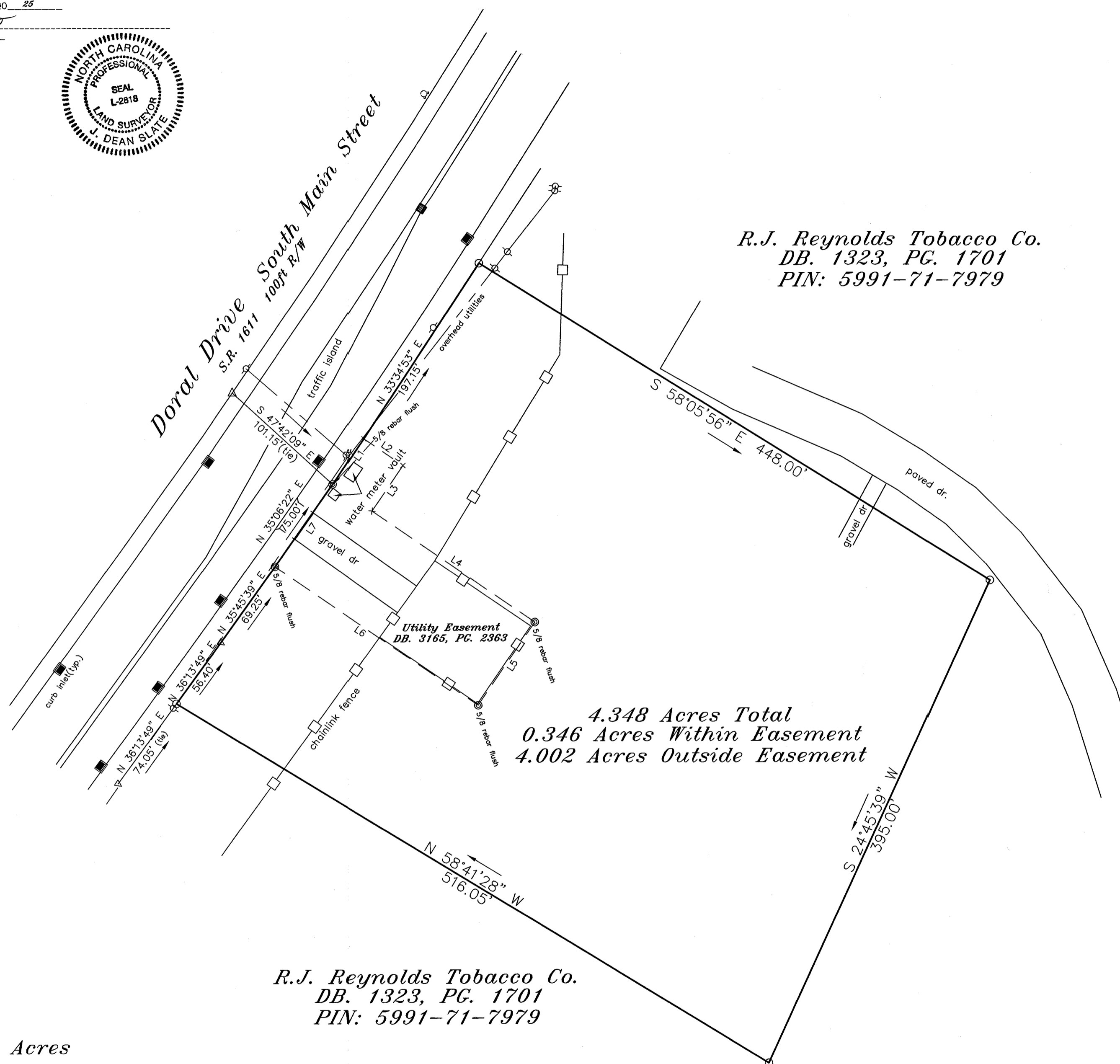
Only copies from the original of this document, with an original seal and signature of the surveyor, shall be considered to be valid, true copies.



R.J. Reynolds Tobacco Co.
DB. 1323, PG. 1701
PIN: 5991-71-7979

I, J. Dean Slate further certify that the control for this survey is from an actual GPS (or GNSS) survey made under my supervision and the following information was used to perform the survey.

Class of Survey: Class A
Positional Accuracy: 0.10'
Type of GPS (or GNSS) field procedure: RTK
Date(s) of Survey: Nov. 24, 2025, Dec. 2, 2025
Datum/Epoch: NAD 83/NSRS 2011
Geoid Model: NCWest
Combined Grid Factor: 0.99997999
Units: U.S. Survey foot
Horizontal positions are referenced to NAD 83\NSRS (2011)



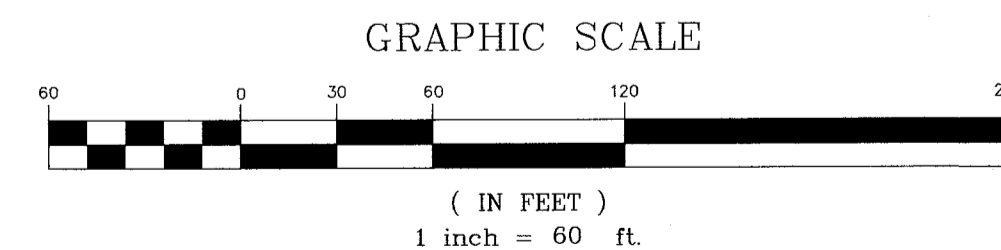
4.348 Acres Total
0.346 Acres Within Easement
4.002 Acres Outside Easement

R.J. Reynolds Tobacco Co.
DB. 1323, PG. 1701
PIN: 5991-71-7979

Total Area: 4.348 Acres
Date(s) of Survey: Nov. 24, 2025,
Dec. 2, 2025

Calls Around Utility Easement

LINE	BEARING	DISTANCE
L1	N 34°18'47" E	40.99'
L2	S 55°32'14" E	35.21'
L3	S 34°23'05" W	41.00'
L4	S 55°36'55" E	146.82'
L5	S 34°26'07" W	74.95'
L6	N 55°36'51" W	182.86'
L7	N 35°06'22" E	75.01'



LEGEND

- ▬ Property Line
 - ▬ R/W Right of Way
 - ▬ CL Centerline
 - ▬ EP Edge of Pavement
 - Point
 - ⊙ Existing Iron
 - Iron placed (set 5/8 rebar flush)
 - ⊗ R/R spike
 - △ R/W Monument
 - Planted stone
 - Nail
- NOTE: This plat is subject to any Easements, Agreements, or Rights of Way of record prior to date of this plat, which were not visible at the time of inspection.

NOTES:

- This map is invalid unless it bears the original seal and signature of the registrant who prepared or supervised the preparation of this map.
- Survey precision 1:10,000
- Total Area 4.348 Acres (coord.)
- Date(s) of Survey Nov. 24, Dec 2, 2025

REVISIONS	PLAT FOR			
	City of King			
	RECORD REFERENCES: DB. 1323, PG. 1701 DB. 3165, PG. 2363 PIN: 5991-71-7979			
	Owner <u>R.J. Reynolds Tobacco Co.</u>			
Scale	Date	Township	County	State
1"=60'	Dec. 9, 2025	Old Richmond	Forsyth	NC
Job No.	SLATE SURVEYING CO. P.A.			Drawn by
169-25-3	1944 Mountain View Rd. C-1219			JBS
	King, N.C. 27021 336/983-9743			Checked by
				JDS

Section 7, Item # C.

NC GRID NAD 83 (2011)



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject: Agreement for Purchase of Land from 2A Real Estate, LLC

Action Requested: Approve

Attachments: Agreement
Survey Map
Addendum

This abstract requires review by:

City Manager

City Attorney

T. Scott Barrow, PE, PLS, City Manager

PART B

Introduction and Background:

We have been discussing purchasing the 0.452 Acre tract from 2A Real Estate, LLC, as shown on the attached map, once the portions of the alleys are closed.

Discussion and Analysis:

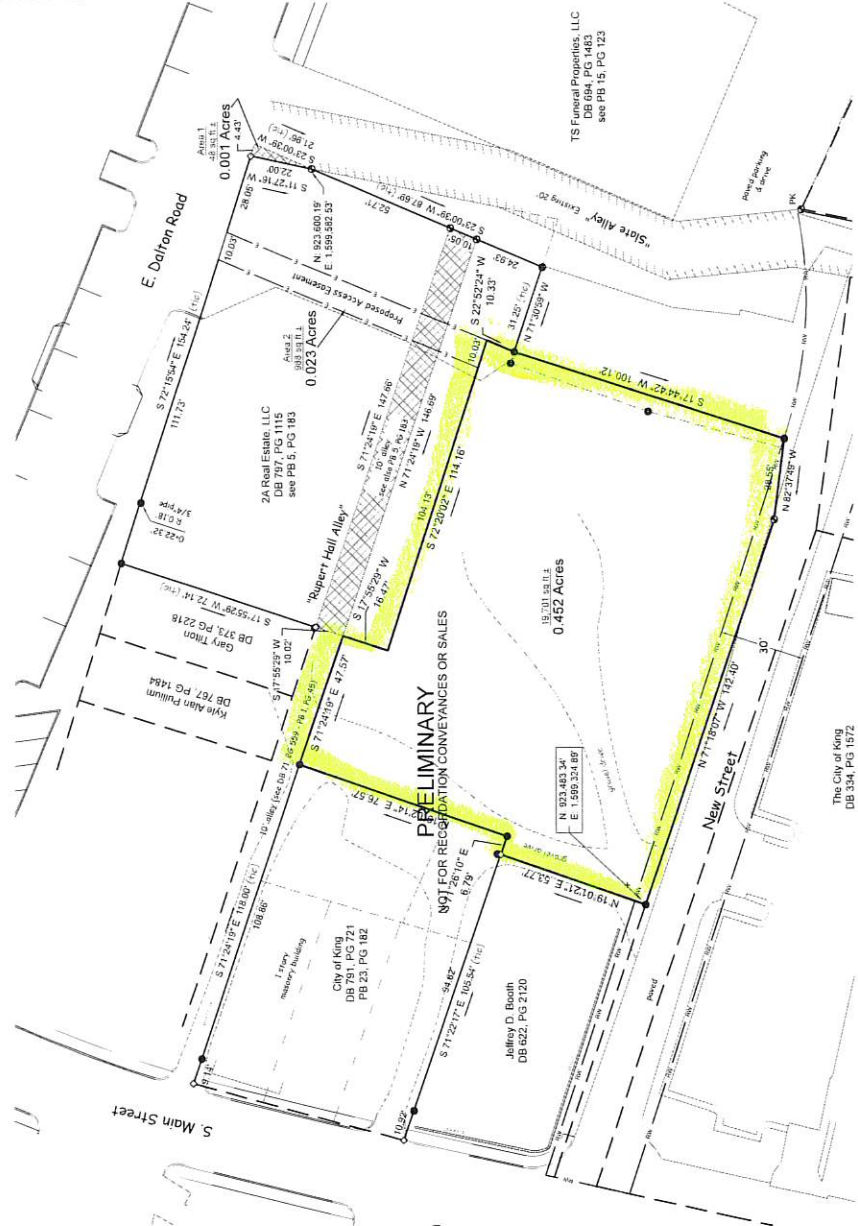
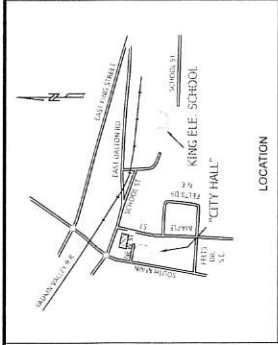
Attached is the agreement to purchase.

Budgetary Impact:

Using the OSBM-directed grant for this purchase.

Recommendation:

Approve Agreement for Purchase of Land from 2A Real Estate, LLC



SURVEY FOR:
City of King
including closure of a portion of
"State Alley" and "Rupert Hall Alley"
-Property of-
2A Real Estate, LLC

TITLE SOURCE:-
DB 197, PG 1115
DB 684, PG 1483
see PB 5, PG 183 (Tracts A, B, & E)
pnt 5992-16-93-4522

TOWNSHIP Yorkhill
DATE 02/24/2026
STATE NC
COUNTY Stokes
GRAVEN BY ELC
FIELD PARTY ELC/ANC
JOB/DWG NO 2453-2A-3
ELC/ANC ERIC L CRAVER, LAND SURVEYING
PO Box 1075
KING, NC 27021
bsurvey1@gmail.com

SURVEYOR CERTIFICATION
I, Eric L Craver certify that this plat was drawn under my supervision from an actual survey performed under my personal supervision and that the ratio of precision as calculated is 1:1,000 that the Global Positioning System (GPS) survey and the following information was used to perform the GPS survey

Class of survey: A
Positional accuracy: 0.10'
Type of GPS field procedure: RTK
Type of GPS processing: Real Time
Datum (Epoch): NAD83(2011)
Published/Free-control use: VRS
Good model: pnt 5992-16-93-4522
Units: US survey foot

This plat was prepared in accordance with G.S. 42-29. It is intended to be used as a legal record of the survey and does not constitute a warranty of any kind. The City of King is not responsible for the accuracy of the information provided herein. This plat meets the requirements of G.S. 42-29 section 4-11-14. Where my original **PRELIMINARY** of January 2026. **NOT FOR RECORDATION CONVEYANCES OR SALES**

PRELIMINARY
NOT FOR RECORDATION CONVEYANCES OR SALES

Stokes County, North Carolina
Register of Deeds - Plat Registration
Filed for registration at _____ o'clock _____ m
This file _____ Day of _____ 20____
and recorded in Plat Book _____ Page _____
Plat No. 2453-2A-3

Blair **PRELIMINARY**
Assistant/Deputy

Owners Acknowledgment and Acceptance
The undersigned hereby acknowledge that we are the owner(s) of the property shown and described hereon and that we hereby accept this plan and allow the City of King to close the portion of "State Alley" and "Rupert Hall Alley" shown on this plat. We authorize the City of King and authorize that this plat be recorded in the office of the Register of Deeds of Stokes County.

Owner(s) Signature: _____ Date: _____
Owner: _____ Date: _____
Owner: _____ Date: _____

LEGEND

- Iron found
- pit or flag nail
- point
- alley to be closed
- 30' R/W New St
- Proposed easement

NOTES
Total Area = 0.452 Acres
All distances horizontal ground distances
This map is subject to any assessments, adjustments or rights of way prior to date of this
by Coord. Method

Section 7, Item # D.



CITY OF KING CITY COUNCIL

MEETING DATE:

April 6, 2026

PART A

Subject:

Resolution 2026-07 Awarding Service Badge and Declaring Service Weapon -Officer Aubrey Chase Sawyers (Retirement)

Action Requested:

Adoption of the following motions:

1. **Pursuant to G.S. 17F-20**, to award the City of King Police service badge to Officer **Aubrey Chase Sawyers** upon his retirement.
2. **Pursuant to G.S. 160A-265**, to declare the firearm issued to Officer Sawyers as surplus personal property.
3. **Pursuant to G.S. 17F-20**, to authorize the sale of the firearm to Officer Sawyers for the sum of \$1.00, upon confirmation that he is not prohibited under State or federal law from possessing a firearm.
4. Approve **Resolution 2026-07**.

Attachments:

Resolution 2026-07

Jordan Boyette

Jordan Boyette, Police Chief

This abstract requires review by:

City Manager

City Attorney

PART B

Introduction and Background:

Chief Boyette is requesting that the handgun issued to Officer Aubrey Chase Sawyers be declared surplus and sold. The firearm is a Smith & Wesson 9mm semiautomatic with serial # NMV5486. Chief Boyette's suggestion, as customary, a surplus price of \$1.

Discussion and Analysis:

none

Budgetary Impact:

Price of a replacement weapon.

Recommendation:

Staff recommends the adoption of the following four motions:

1. **Pursuant to G.S. 17F-20**, to award the City of King Police service badge to Officer **Aubrey Chase Sawyers** upon his retirement.
2. **Pursuant to G.S. 160A-265**, to declare the firearm issued to Officer Sawyers as surplus personal property.
3. **Pursuant to G.S. 17F-20**, to authorize the sale of the firearm to Officer Sawyers for the sum of **\$1.00**, upon confirmation that he is not prohibited under State or federal law from possessing a firearm.
4. Approve **Resolution 2026-07**.



CITY OF KING
RESOLUTION 2026-07

A RESOLUTION AWARDING THE SERVICE BADGE AND DECLARING THE SERVICE WEAPON CARRIED BY OFFICER AUBREY CHASE SAWYERS SURPLUS AND SOLD TO HIM UPON HIS RETIREMENT

WHEREAS, North Carolina General Statute § 17F-20 provides that retiring members of municipal law enforcement agencies shall receive, at the time of their retirement, the badge worn or carried by them during their service with the municipality; and

WHEREAS, North Carolina General Statute § 17F-20 further provides that the governing body of a municipal law enforcement agency may, in its discretion, award to a retiring member the service sidearm carried by such member; and

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of King that the City Manager, or his designee, is hereby authorized, in accordance with the provisions of North Carolina General Statute § 17F-20, to:

- 1. Transfer to Officer Aubrey Chase Sawyers the service badge worn by him during his service with the City of King Police Department, and*
- 2. Declare the service weapon carried by Officer Aubrey Chase Sawyers surplus and sold to him for the sum of one dollar (\$1.00) upon the occasion of his retirement.*

BE IT FURTHER RESOLVED, that the City Council of the City of King hereby expresses its appreciation to Officer Aubrey Chase Sawyers for his dedicated and faithful service rendered during his employment with the City of King.

IN WITNESS WHEREOF, this resolution was adopted on the 6th day of April 2026.

CITY OF KING:

Richard E. McCraw
Mayor

ATTEST:

Nicole Branshaw
City Clerk



**CITY OF KING
CITY COUNCIL**

MEETING DATE:

April 6, 2026

PART A

Subject: 5 Year Strategic and Economic Development Plan for Downtown King

Action Requested: Consider and adopt

Attachments: 5-Year Strategic Plan

This abstract requires review by:

City Manager

City Attorney

Downtown Partnership

PART B

Introduction and Background:

The downtown partnership, along with Lizzie Morrison will be present to present this item

Discussion and Analysis:

Attached you will find the 5 Year Strategic and Economic Development Plan for Downtown King. This plan is the direct result of the approval for City of King, Downtown King Partnership, and the elected local work group to work with NC Main Street and Rural Planning Center and Lizzie Morrison over the course of the last year.

Through several meetings and multiple opportunities for public input, the downtown partnership feels that this plan is a great starting point and tool for directing the dynamics of the changing downtown area. Lizzie, Dane and Ashley intend to attend the council meeting on Monday evening. Lizzie plans to discuss the high notes of the plan and be available for any questions. Dane plans to give a very brief update regarding Downtown King Partnership and how the organization may work to support the plan moving forward.

Budgetary Impact:

n/a

Recommendation:

Adopt 5-year Plan

City of King Downtown Economic Development Strategic Plan



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Photo taken by staff from the community site tour in Downtown King on March 3, 2025

Acknowledgements



Local Work Group

- | | |
|-----------------|-------------|
| Michael Lane | Chad Tucker |
| Dane Heath | Tory Mabe |
| Ashley Mitchell | |
| Cynthia Morgan | |
| Benny Lisk | |
| Carl Mitchell | |
| Kristi Mitchell | |
| Don McEwan | |
| Josh Francis | |
| Jonathan Carone | |
| Katie Hartgrove | |
| Sonya Cox | |
| Eddy McGee | |
| Katie Tedder | |

City of King Board of Commissioners

- Mayor Rick McCraw
- Mayor Pro Tempore Jane Cole
- Council Member Terri Fowler
- Council Member Michael Lane
- Council Member Tyler Bowles

The North Carolina Main Street & Rural Planning Center (MS&RP)

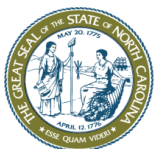
NC Main Street & Rural Planning Center’s Rural Planning Program, which is responsible for facilitating strategic economic development planning and implementation services, worked with the City of King staff to facilitate the strategic planning process for the City of King Downtown Economic Development Strategic Plan (2025—2030).

Main Street & Rural Planning (MS&RP) staff would like to thank and recognize all who contributed their time and efforts to the development of the City of King Downtown Economic Development Strategic Plan. The plan centers around economic development strategies that adopt a place-based approach to economic development. This refers to strategies that build upon existing assets, take incremental actions to strengthen the community, and build long-term value to attract a range of investments.

The plan identifies strategies, goals, objectives, priority project development and implementation actions.

City of King Downtown Economic Development Strategic Plan was prepared by:

Lizzie Morrison
Community Economic Development Planner, Piedmont Triad Region
North Carolina Department of Commerce
Email: lizzie.morrison@commerce.nc.gov



NC DEPARTMENT
of COMMERCE
RURAL ECONOMIC
DEVELOPMENT



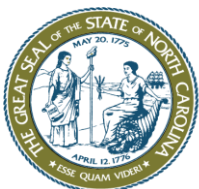


Photo taken by staff from the community site tour in Downtown King on March 3, 2025

Plan Review & Adoption

A draft of the City of King Economic Development Strategic Plan (2026—2031) was produced in January 2026 and shared with the City of King’s Local Work Group for review.

Following review, the City Council adopted the plan on **Insert Date**.



NC DEPARTMENT
of COMMERCE
RURAL ECONOMIC
DEVELOPMENT



Section 7, Item # F.

MAIN STREET & RURAL PLANNING CENTER

Economic Positioning/Visioning Statement:

Historic Downtown King is nestled in the rolling foothills of the Sauratown Mountains, where Southern hospitality meets leisurely exploration. Featuring thoughtfully crafted culinary experiences, curated specialty shops, and convenient access to outdoor adventure, King is the ideal place to reconnect with community.

Executive Summary

The City of King, with an approximate population of 7,764, is located in Stokes County in North Carolina's Piedmont Triad region. Serving as a gateway to outdoor recreation assets such as Hanging Rock State Park and Pilot Mountain, King also maintains a strong small-town identity rooted in community pride, local businesses, and hometown character. Downtown King plays a central role in the city's economy, functioning as a hub for dining, destination retail, community events, and local services that support both residents and visitors.

Through collaboration with local stakeholders, The Downtown King Partnership, and the North Carolina Department of Commerce, the City of King initiated a strategic planning process to identify opportunities for targeted economic development and downtown revitalization. The plan emphasizes strengthening Downtown King as a walkable, vibrant district that supports small business growth, encourages reinvestment in historic and underutilized buildings, and enhances the overall quality of life.

The strategic planning process reflects input from King's leadership, business owners, residents, and community partners. It identifies three core economic development strategies to guide the city's future growth: fostering thoughtfully crafted culinary experiences, cultivating artfully curated specialty shops, and providing convenient access to outdoor adventure. Together, these strategies focus on reinforcing Downtown King as a dynamic destination and ensuring long-term economic vitality, community connection, and a strong sense of place for residents and visitors alike.

This plan is organized around three priority strategies and six SMART (Specific, Measurable, Achievable, Realistic, & Time-Bound) goals that define Downtown King’s direction for the next five years. These strategies and goals guide the overall framework for economic development and are supported by a phased implementation timeline that outlines short-term, mid-term, and long-term actions.

➤ **Strategy 1: Historic Downtown King offers thoughtfully crafted culinary experiences.**

SMART Goal 1: Establish Downtown King as a recognized culinary destination by increasing dining-related downtown visitation by 25% and launching at least one recurring, signature food-focused event by 2030.

SMART Goal 2: Strengthen Downtown King’s culinary offerings by supporting existing food and beverage businesses and delivering a minimum of three food-focused programs or events annually by 2030.

➤ **Strategy 2: Historic Downtown King enjoys artfully curated specialty shops.**

SMART Goal 3: Reduce long-term vacant downtown storefronts by 20% and recruit 3–5 anchor or destination specialty retail businesses by 2030.

SMART Goal 4: Complete at least one streetscape and/or three public space improvements and increase downtown pedestrian activity by 15% by 2030.

➤ **Strategy 3: Historic Downtown King provides convenient access to outdoor adventure.**

SMART Goal 5: Increase downtown lodging options by supporting 1–2 new or expanded lodging facilities that connect outdoor recreation visitors to Historic Downtown King by 2030.

SMART Goal 6: Improve connections between Historic Downtown King and the regional outdoor recreation economy by completing at least 3 downtown-to-outdoor connectivity projects (such as trail links, wayfinding, or streetscape improvements) by 2030.



Photo taken by staff from the community site tour in Downtown King, 2025

Section 7, Item # F.

This plan outlines three strategies with six goals to be carried out over a five-year period.

Current Conditions

Setting

The City of King is located in northern Stokes County within North Carolina’s Piedmont Triad region, offering a strategic balance of regional access and small-town character. With an estimated population of approximately 7,700 residents according to recent U.S. Census data, King has experienced steady, incremental growth driven by its affordability, quality of life, and proximity to larger employment centers such as Winston-Salem and Mount Airy. The community is primarily residential with a population that is largely family oriented.



Photo courtesy of the Downtown King Partnership

King was established in the early 20th century as a railroad and agricultural community, with its development closely tied to tobacco, textiles, and regional trade. The arrival of the railroad helped shape the city’s original downtown street grid and commercial district, many elements of which continue to define Downtown King’s character today.

The community benefits from direct access to U.S. Highway 52 (future Interstate 74), providing efficient north–south connectivity throughout the region. Its location near outdoor destinations such as Hanging Rock State Park and Pilot Mountain positions the city as a gateway between recreation assets and urban markets. These geographic advantages contribute to King’s appeal for residents seeking small-town living with access to employment, recreation, and tourism opportunities.

Downtown King serves as the historic and economic core of the city. The downtown district supports a mix of locally owned restaurants, specialty shops, professional and civic services that provide everyday amenities and foster community connection. Its walkable scale, traditional

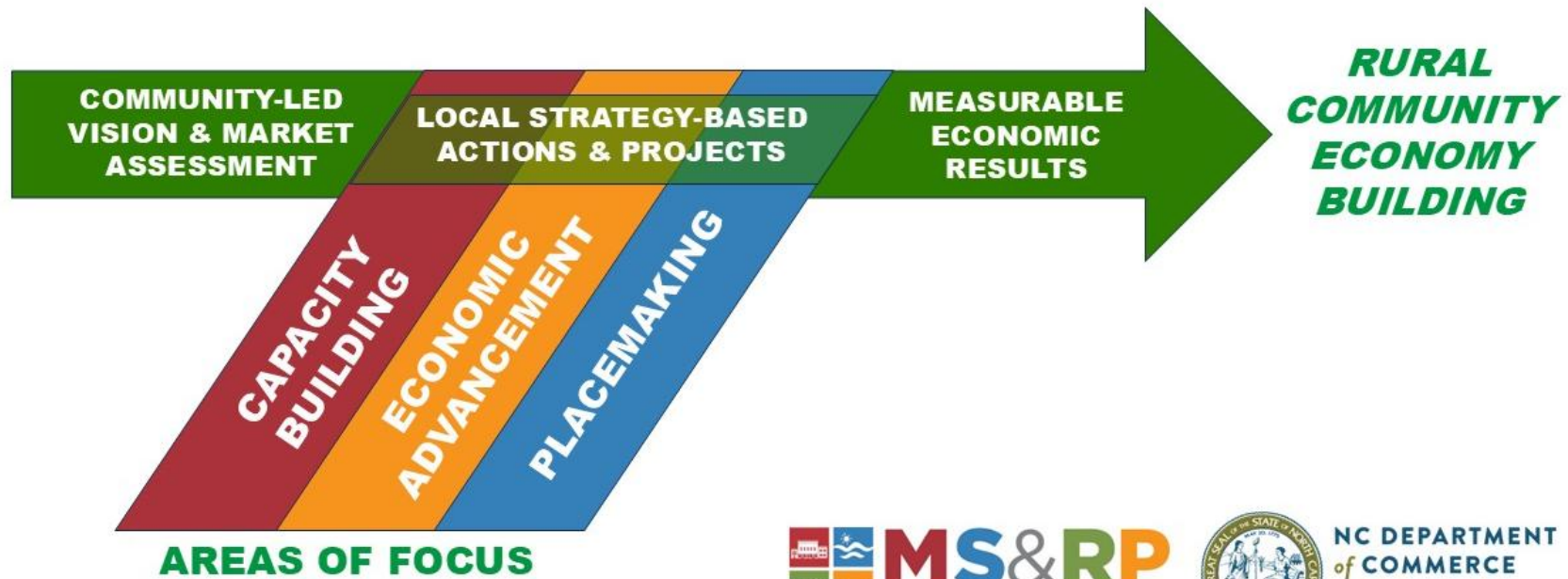
building fabric, and visibility along regional travel routes create opportunities for reinvestment, adaptive reuse, and small business growth.

Economically, King functions as a local service and small business center while leveraging tourism and outdoor recreation to diversify its economy. Downtown King plays a central role in advancing the city’s economic development strategies by supporting thoughtfully crafted culinary experiences, artfully curated specialty shops, and convenient access to outdoor adventure. Together, these assets position Downtown King as a place of opportunity, identity, and long-term economic resilience within the Piedmont Triad.

Map of Downtown King Focus Area for Strategic Planning



NC Commerce Rural Planning Program Approach to Community Economy Building

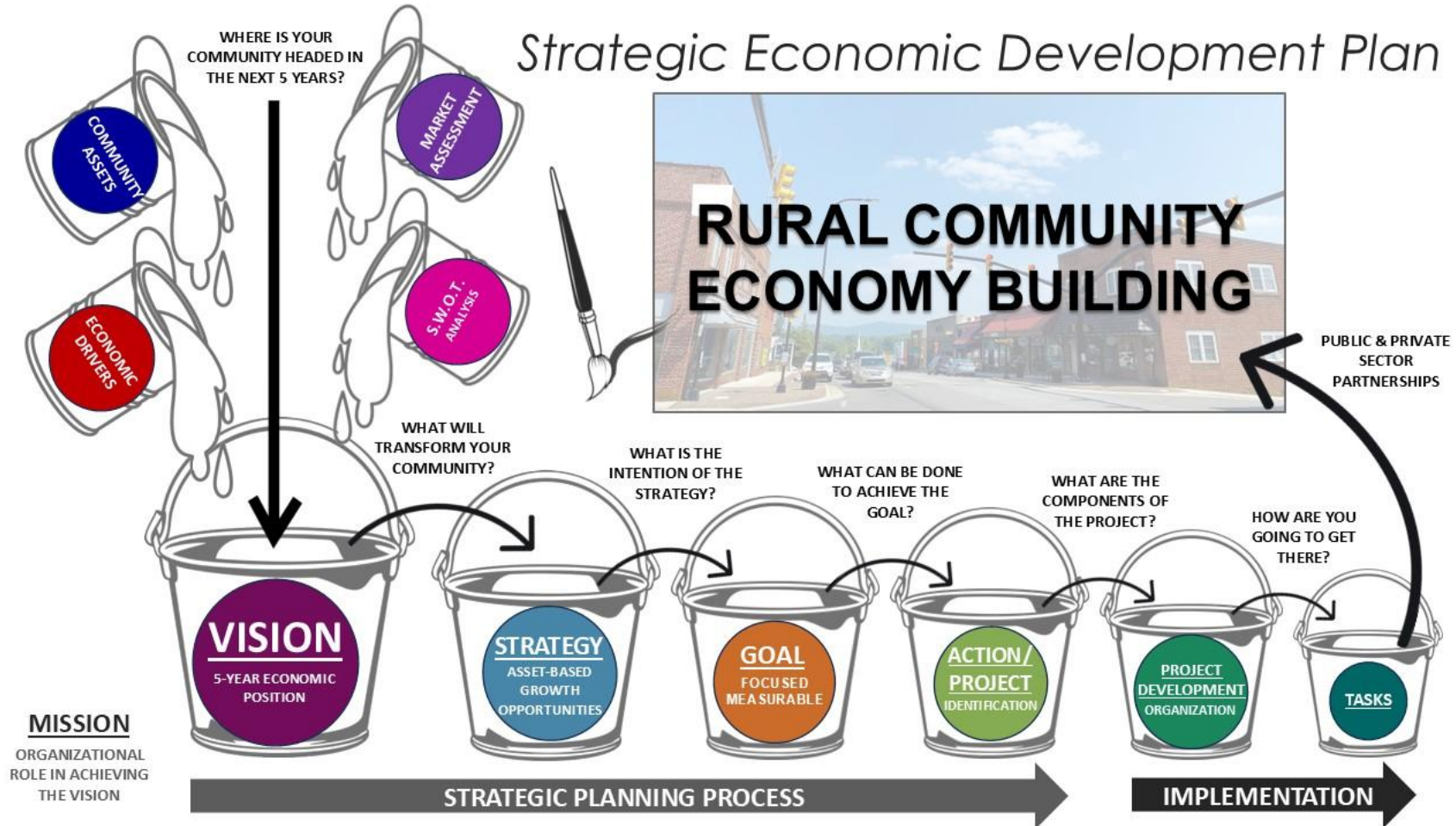


Updated 2/9/2026

NC Commerce Rural Planning Program Approach

The Rural Planning Program’s Approach to Community Economy Building is an economic development framework focused on three key areas: Capacity Building, Economic Advancement, and Placemaking. When this approach is applied through locally coordinated actions with public and private sector stakeholders, rural communities can improve their quality of life, strengthen strategic partnerships, cultivate civic pride, and drive investment. This approach is designed to be community-led and partnership-driven, not a service provided by a single organization. Rural Community Economy Building serves as a holistic foundation for a consensus-driven plan guided by a shared community vision and asset-based strategies.

Planning Process



NC Main Street & Rural Planning Center Strategic Plan Development Process

Under the REDD (Rural Economic Development Division), MSRP Center staff facilitated the strategic planning process with participation from the local government and an established local work group. This work group was comprised of individuals with a vested interest in leveraging King’s assets to enhance economic development. The planning process employed established planning methods including economic and associated data, asset mapping, economic driver identification, SWOT (Strengths, Opportunities, Weaknesses, & Threats) analysis, a community survey stakeholder interviews, local work group discussions, and more. The planning process was tailored to meet the specific needs, goals, and opportunities that local stakeholders identified.

Strategic Planning Definitions

This page outlines the key terms used throughout the strategic planning and implementation process. By clearly defining each element—from the community’s economic positioning statement to strategies, goals, projects, actions, and tasks—we create a shared understanding of how the plan is organized and how its pieces fit together. Having consistent definitions ensures that everyone involved is working from the same foundation, improving communication, guiding decision making, and supporting effective, coordinated implementation.

Economic Positioning Statement (Vision)

An economic positioning/vision statement is the vision for the economic role that the community will play in the greater economy (local, county, regional) over the next five years. It demonstrates what the community can achieve and how it will distinguish itself from other areas in the county or region. It is grounded in realistic growth opportunities and built through community consensus. All economic development strategies should connect directly to this vision.

Economic Development Strategy

A strategy is a broad, asset-based approach or method the community will use to achieve its vision. Strategies define *how* the community intends to leverage opportunities, address challenges, and move toward the desired future. They provide direction but are not specific enough to be measured on their own.

Strategies answer the question: *What is the broad approach we will take?*

Example: Position the community as a premier outdoor recreation destination.

Goal

A goal defines a clear, measurable, and time-bound outcome the community aims to achieve in support of a specific strategy. This combines the traditional goal (broad desired outcome) and objective (specific measurable target) into one SMART (Specific, Measurable, Achievable, Realistic, & Time-Bound), action-oriented statement.

Goals answer the questions: *What outcome do we want, and why does that outcome matter?*

Example: Increase trail connectivity by completing 8 additional miles of multi-use trails within three years.

Project

A project is a focused initiative made up of multiple coordinated actions that collectively achieve a goal. Projects are larger efforts that require planning, resources, and sequencing. They typically span months or years and involve multiple partners or stakeholders.

Projects answer the question: *What initiative will we carry out to accomplish the goal?*

Example: Implement the Southeast Greenway Expansion Project.

Or

Action

An action is a concrete step that moves a project forward. Actions are smaller than projects, more specific and usually can be completed by a single team or department.

Actions answer the question: *What concrete steps will we take?*

Example: Install uniform trail signage and wayfinding at all major access points.

The defined terms referenced under implementation are not identified within the strategic plan’s implementation chart on page 38 but instead relate to work that occurs after the plan is formally adopted. While the chart outlines priority strategies, goals, actions and projects, the detailed work of project development (project scopes, timelines, and responsibilities) is developed during the post-adoption implementation phase. This approach allows the plan to remain flexible and responsive, enabling the community and its partners to refine implementation details as conditions, funding opportunities, and local priorities evolve.

Implementation

Project Development

Project development is the phase in which a planned initiative or action is designed, organized, and prepared for implementation. It involves defining the scope, objectives, resources, timeline, and steps necessary to successfully carry out the project. During project development, tasks are identified, assigned, and scheduled to ensure the action progresses efficiently toward achieving the broader goal.

Project Development answers the question: *How will we organize and prepare a specific project or action so it can be successfully implemented?*

Task

A task is a specific, actionable step taken during the implementation phase of a project. It breaks an action into smaller, detailed activities that can be assigned, tracked, and completed. Tasks outline the exact work needed to move actions/projects forward and contribute to the overall progress of the project. Tasks answer the question: *What are the specific tasks required to complete the project?*

Example: “Order materials from supplier,” or “Paint the new signage.”



Photo taken by staff from the community site tour in Downtown King on March 3, 2025

Existing Plans Review

To compliment and build upon subsequent community planning efforts, staff assembled and reviewed other relevant plans and documents. This review provides valuable insight and helps avoid duplication or contradictions of past planning proposals. The following documents were reviewed and considered during the planning process:

Stokes County 2035 Vision Plan

The Stokes County 2035 Vision Plan positions Downtown King as one of the county's primary urban centers and a critical focus area for reinvestment, infill development, and economic vitality. The plan's Land Use Framework designates Downtown King within the G-4 Downtown Transect, identifying it as an efficient, infrastructure-served area appropriate for mixed-use redevelopment, higher-density infill, and pedestrian-oriented design. Emphasis is placed on reinforcing traditional downtown form, buildings oriented to sidewalks, active street edges, and a walkable public realm, while discouraging sprawl by directing growth toward existing municipal cores. From an economic development perspective, the plan highlights Downtown King's small-town Main Street character, proximity to Highway 52, and role in supporting small business, entrepreneurship, and local services. Recommended strategies include façade improvement programs, streetscape enhancements, downtown park improvements, and the development of a new King Town Hall and civic block to strengthen downtown as a civic and activity hub. Transportation and infrastructure policies further support downtown revitalization by encouraging traffic calming, wayfinding, sidewalk connectivity, and targeted corridor planning at key gateways leading into downtown. Recreation initiatives, particularly greenway and trail planning, are framed as opportunities to better connect Downtown King to surrounding neighborhoods and regional outdoor assets, reinforcing downtown's role as a gateway to recreation and tourism. Overall, the plan provides a strong county-level policy foundation for Downtown King, aligning land use, infrastructure investment, and economic development tools to support a more vibrant, walkable, and on as economic drivers while economically resilient downtown core.

Stokes County Economic Development Action Plan (2021)

The Stokes County Economic Development Action Plan, prepared by Creative Economic Development Consulting in 2021, provides a strategic framework to broaden and strengthen the county's economy while improving quality of life and community vitality. The plan prioritizes business retention and expansion, small business and entrepreneur development, recreation development, marketing, opportunity sites and infrastructure, and organizational capacity. It recognizes Stokes County's strong small-town character, natural assets, and outdoor recreation opportunities as key competitive advantages for attracting residents, visitors, and workforce. The plan calls for targeted investment in infrastructure such as broadband and site readiness, along with coordinated marketing to better tell the county's story. It supports implementation of the Stokes County 2035 Plan, including downtown and streetscape improvements that would apply to Downtown King to enhance walkability, commercial activity, and overall attractiveness. Quality of life is further addressed through recommendations for expanded recreational programming, park and trail improvements, wayfinding, and partnerships that leverage tourism and recreation as economic drivers while reinforcing Stokes County's livability and sense of place.

Community Tour



Photos taken by staff from the community site tour in Downtown King on March 3, 2025

On March 3, 2025, staff from the NC Commerce Rural Planning Program participated in a site visit to downtown King to better understand local assets, opportunities, and challenges. Prior to the tour, staff attended a City of King Economic Development Committee meeting to provide an overview of the strategic economic development planning process and to meet directly with committee members and key stakeholders. That meeting was followed by a guided tour of downtown, led by leadership from the Downtown King Partnership, which included visits to several businesses, walking the downtown area, and on-site discussions about early priorities and problems to be solved.

The site visit was an essential component of the research process, helping establish a clear baseline understanding of current conditions, gain context that does not appear in reports and to hear directly from stakeholders, ensuring the planning process is grounded in local reality from the very beginning.

Data: Retail Market and Visitor Analysis

As part of the strategic economic development planning process, a retail market assessment was completed for downtown King to better understand existing conditions, market demand, and opportunities for growth. The assessment analyzed local demographics, consumer spending patterns, retail leakage and surplus, and the current mix of downtown businesses to identify retail and service gaps that could be realistically supported by the local and visitor market. In addition, visitor behavior and foot traffic trends were evaluated using Placer.ai analysis, providing insight into visitation patterns, dwell times, and downtown activity. Together, the retail market assessment and Placer.ai data provide a data-driven foundation to guide downtown business recruitment, retention, expansion, and small business support strategies. Both analyses are included in the appendices beginning on page 51 of this plan.

Placer.ai Visitation Data Summary

Downtown King's visitation analysis is based on anonymized mobile device mobility data from Placer.ai, which uses opt-in smartphone location information combined with statistical modeling and census calibration to estimate visitation patterns, visitor origins, dwell time, and demographic characteristics while protecting individual privacy; full reports are available upon request from the City of King. The data shows strong growth in downtown activity between 2024 and 2025, with total visits increasing from approximately 336,000 to 422,100 (+25%), unique visitors rising from 64,700 to about 83,000 (+28%), and average dwell time increasing from 53 to 60 minutes, indicating that more people are visiting and staying longer. Visitation peaks on Fridays and Saturdays between noon and early evening, reflecting dining, retail, and social activity rather than commuter-driven traffic, while Sundays remain the slowest day. About 36 percent of visits originate within King itself, with additional visitors coming from nearby communities, confirming downtown's role as a locally driven commercial hub with gradually expanding regional reach. Cross-shopping patterns show strong connections between downtown visits and nearby anchors such as Walmart, Food Lion, and Sheetz, suggesting many trips occur alongside routine errands but increasingly result in longer stays and greater economic engagement. Visitors are primarily middle-income households with a median age around 43, largely composed of Gen X and Baby Boomers with growing Millennial participation, and most arrive by car, reinforcing downtown King's function as a community-centered, automobile-oriented downtown where convenient access, dining, and experiential businesses are key drivers of continued growth.

Market Retail Report Summary

The demographic data highlights downtown King as a primary economic engine for Stokes County, with implications for both current strength and future growth. King's population has grown by 7.7 percent since 2020, outpacing county growth, and residents have higher educational attainment and lower poverty rates than the county overall. Most notably, King generates nearly 58 percent of all retail sales in Stokes County while representing less than 17 percent of the population, with retail sales per capita far exceeding county, state, and national averages. This confirms downtown King's role as the county's dominant retail and service center, drawing spending from a broad regional trade area. For the current downtown economy, this indicates a strong and resilient customer base that supports existing businesses. Looking ahead, continued population growth, relatively strong incomes, and high retail productivity point to opportunities to expand downtown offerings, attract new businesses, and capture even more discretionary spending through additional dining, specialty retail, and experience-based uses that build on King's role as the county's commercial and community hub.

Local Work Group Establishment and Involvement

A discussion on the composition of the Local Work Group was held with City of King leadership, including staff, elected officials, and members of the Downtown King Partnership. The Local Work Group was set up by the City of King and intentionally structured to reflect a broad cross-section of the community, including representatives from the Stokes County Economic Development office, Chamber of Commerce, the Downtown King Partnership, the Stokes County Arts Council, Habitat for Humanity, other civic and faith-based organizations, small business owners, property owners, residents, as well as individuals bringing a wide range of lived experiences and perspectives. The group actively participated in strategic planning meetings held from April 2025 through December 2025. Activities from each meeting are summarized on the table below.

Meeting Date	Topics
12-20-2024	Met with the City of King and Downtown King Partnership to discuss MS&RP services and re-engaging in the strategic planning discussion for Downtown King.
2-3-2025	City of King and NC Main Street & Rural Planning Center execute a MOU for strategic planning services.
2-6-2025	Met with Downtown King Partnership to discuss downtown development opportunities.
3-4-2025	Attended a City of King Economic Development Committee Meeting and Opportunities/Assets Site Tour of Downtown King.
4-4-2025	Local Work Group Meeting 1: <ul style="list-style-type: none"> • Listening Session • Data Review • Overview of Strategic Planning Process • Asset and Economic Drivers Decision
6-17-2025	Community Economic Positioning/Visioning Workshop at The Dalton (Meeting 2): <ul style="list-style-type: none"> • Brainstorming Assets • Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis • Strategy Development • Vision Development
6-19-2025	Met with DKP and the City of King to Debrief Community Visioning Workshop.
7-23-2025	Local Work Group Meeting 3: <ul style="list-style-type: none"> • Review Draft Vision • Review Draft Strategies • Draft Goals • Project Development Discussion
9-3-2025	Local Work Group Meeting 4: <ul style="list-style-type: none"> • Review Planning Process to Date • Project Development: Preliminary Actions/Projects
12-16-2025	Local Work Group Meeting 5: <ul style="list-style-type: none"> • Review and Revise Draft Strategic Plan/Framework

Asset Mapping: Types, Definitions, and Examples

Asset-based economic development is critical to rural community economy building because it leverages existing local strengths, resources, and identity to create sustainable growth that is grounded in place and community capacity. The chart below defines key types of assets and provides examples of assets that may fall within those categories. This chart is meant as a baseline summary of asset types not specific to King. The following chart on pages 19 – 20 lists King’s specific assets.

Asset Type	Definition	Examples
Economic Assets	Goods, services, information, etc., produced, exchanged & consumed in/by a community.	Businesses/Industries, Services, Business Clusters, Buildings/Structures/Districts, Downtowns, Commercial Activity Nodes, Industrial Parks/ Warehouse Districts, Infrastructure, Workforce.
Cultural Assets	Tangible, such as: buildings, sites or places. Intangible, such as the stories and traditions that define a community’s identity	Museums, Mills (Former), Buildings/Architecture, National Register Districts/ Properties, Music/Art/Dance, Writers, Festivals and Events, Language, Occupations, Traditions/Values, History/Heritage.
Natural Assets	Relating to/of the natural environment. Recreational — relating to/denoting activity done for enjoyment.	Scenic Beauty, Water Bodies, Blueways, Wetlands, Fish/ Wildlife (Types), Forest (Types), Geology/Minerals, Soils/Prime Farmland, Greenways/Trails, Recreational Activities (Types), Sports (Types).
Institutional Assets	Public or private entities and places devoted to a particular cause, program, or social purpose.	Universities/Colleges, Community College, Pre-K—12 Schools (Public & Private), Technical Schools, Vocational Schools, Hospitals.
Community/Human Resource Assets	Accumulated knowledge and skills that make a community productive. Individuals and organizations.	Community/Human Service Agencies and Nonprofits, Civic Groups, Community Clubs, Youth, Seniors, People with Special Skills/Expert Knowledge, Faith-Based Organizations, Social Fabric.
Governmental Assets	Any governmental unit, department, agency, special purpose district, or other public entity.	City/Town, County, State, Federal, Tribal, Water/Sewer District, Airport, Municipal Service District, Central Business District, Business Improvement District, Redevelopment District.

City of King’s Assets

During the strategic planning process, both in the community visioning workshop, and refined later with the Local Work Group, staff facilitated asset mapping exercises to identify key assets in the community. Asset mapping is a process that identifies the strengths of a community, highlights areas for growth opportunities, and brings together key stakeholders. While it does not necessarily include every asset, it provides a good starting point for the process. Identifying King’s unique assets helped to establish clear economic development strategies to achieve measurable growth.

Asset Type	
Economic Assets	<ul style="list-style-type: none"> • Entrepreneurial culture with locally owned, independent businesses • Affordable commercial lease rates relative to nearby metros • Opportunity for niche retail and experiential businesses not saturated in nearby markets • Emerging food, beverage, and hospitality scene with growth potential • Supportive environment for start-ups, pop-ups, and small-format retail • Proximity to regional workforce and employment centers
Cultural Assets	<ul style="list-style-type: none"> • King Historic District • Public Murals & Street Art, Art Galleries and Arts Activities • Festivals and Events • Recognizable downtown landmarks and gathering places beyond King Drug • Strong local stories tied to outdoor recreation, heritage, and hometown pride • Community-scale authenticity that differentiates King from larger cities
Natural Assets	<ul style="list-style-type: none"> • Hanging Rock State Park • Sauratown Mountains & Sauratown Trail (connecting Hanging Rock and Pilot Mountain State Parks) • Pilot Mountain State Park • Recreation Acres • King Central Park • Proximity to Belews Lake • Positioned as a “gateway community” to regional outdoor destinations
Institutional Assets	<ul style="list-style-type: none"> • King Public Library • King Elementary School, Chestnut Grove Middle School, West Stokes High School, Calvary Christian School, Forsyth Technical Community College (Stokes County Program)

	<ul style="list-style-type: none"> • City of King Municipal Government Offices • Growing regional collaboration within Piedmont Triad
<p>Community/Human Resource Assets</p>	<ul style="list-style-type: none"> • County Fairgrounds & American Legion Post • LifeBrite Medical Center of King, Village Care of King, Daymark Recover Services – Stokes Center • King Chamber of Commerce, Downtown King Partnership, Habitat for Humanity, Stokes County United Way, Stokes County TDA
<p>Governmental Assets</p>	<ul style="list-style-type: none"> • Engaged municipal staff and elected officials supportive of downtown investment • City Council, City Staff • Public Safety: King Police Department & King Fire Department • Public Services: Public Works/Utilities/Water, Parks & Rec, Planning & Zoning, Finance/Administrative



Photo taken by staff from the *Community Assets* report on downtown King on March 3, 2025

Section 7, Item # F.

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

During the Community Visioning Workshop, staff facilitated a SWOT analysis exercise that identified the strengths, weaknesses, opportunities, and threats in the community. This analysis is an essential tool in strategic economic development planning because it provides a clear, organized way to understand a community's current conditions and future opportunities. By identifying strengths and weaknesses as internal factors, such as local assets, infrastructure, workforce, leadership capacity, and existing businesses, communities can realistically assess what they do well and where gaps exist. Opportunities and threats are external factors shaped by market trends, regional competition, state and federal policies, demographic shifts, and broader economic forces. Evaluating both internal and external conditions together helps communities make informed, place-based decisions, prioritize strategies that build existing strengths, and proactively respond to challenges that may impact the local economy.

SWOT Analysis Summary

Downtown King has a strong foundation rooted in historic character, a growing economy, successful events, and a convenient regional location. Key challenges include pedestrian safety, limited parking, inadequate lighting, and infrastructure constraints at major intersections. Vacant buildings, alleyways, retail recruitment, lodging, and arts and entertainment present clear opportunities for growth, while DOT-controlled roads, regional competition, and safety perceptions highlight the need for coordinated, pedestrian-focused investment and community buy-in.

Strengths (Internal)

- New Growth
- Location/Transportation Convenience
- Landmarks (King Drug)
- Historic Assets and Character
- Successful Downtown Events
- Economic Strength/Growing Economy
- Family Values & Numerous Churches
- Good People
- Healthy and Planned Growth, Community Buy-In
- Strong Public Sector Leadership and Investment
- Compact, Walkable Downtown Footprint
- Locally Owned Businesses and Historic Properties
- Active Downtown King Partnership
- Strong Community Pride and Civic Participation

Weaknesses (Internal)

- Intersection (Dalton/Main), Unsafe Crosswalks
- Low Power Lines
- Limited Parking
- Aging Infrastructure
- Vehicular-Oriented Development Patterns Not Prioritizing Pedestrians
- Limited Wayfinding, Branding, and Gateway Signage
- Lack of Community Involvement/Resistance to Change/Perception Challenges/Limited Awareness of Consumer Offerings and Investment Opportunities
- Limited Activities for Young Adults/Lack of Weekend Activities
- Lack of Public Restrooms
- Lack of Previous Development Downtown, Under Utilized Vacant Buildings, Limited Investment Capacity
- Limited Downtown Business Mix, Specifically Gaps in Retail, and Leakage in Consumer Spending to Nearby Communities
- Poor Lighting at Night

Opportunities (External)

- Vacant Buildings & Undeveloped Land
- Alleyways to Develop Public Spaces and Connections
- Adaptive Reuse of Underutilized and Vacant Buildings
- Expansion of Destination Dining, Brewery, and Specialty Retail
- Development of Downtown as a Gateway Hub for Outdoor Recreation
- Better Parking
- Improved/Targeted Façade and Small-Scale Redevelopment Incentives
- More Public Art and Arts Programming
- Entertainment, Expanded Programming and Signature Events
- Improved Wayfinding and Branding
- Hotel or Bed & Breakfast (Need Downtown Lodging)
- Strengthening Downtown Housing Options (Growing Population and Residential Development)
- Entrepreneurship and Small Business Support Programs
- Social District Formation and Programming

Threats (External)

- Growing Unhoused Population/Perception of Safety Issue
- Dangerous Intersection (Dalton/Main) for Pedestrians and Vehicular Traffic
- DOT Owned Roads (Lack of Local Control)
- Poor Sidewalk Conditions/Not ADA Compliant
- Lots of Vehicular Traffic, Pedestrians Not Prioritized, Transportation Patterns Prioritize Pass-Through Traffic
- Other Growing Communities/Economic Competition from Larger Retail Centers
- Rising Construction, Renovation, and Operating Costs
- Economic Uncertainty and Inflation
- Changing Retail and Consumer Behavior
- Downtown is Landlocked and Limits Expansion Opportunities



Photo taken by staff from the community site tour in Downtown King on March 3, 2025

Downtown King's SWOT analysis shows a district with strong local identity, historic assets, and promising opportunities for revitalization.

Community Engagement

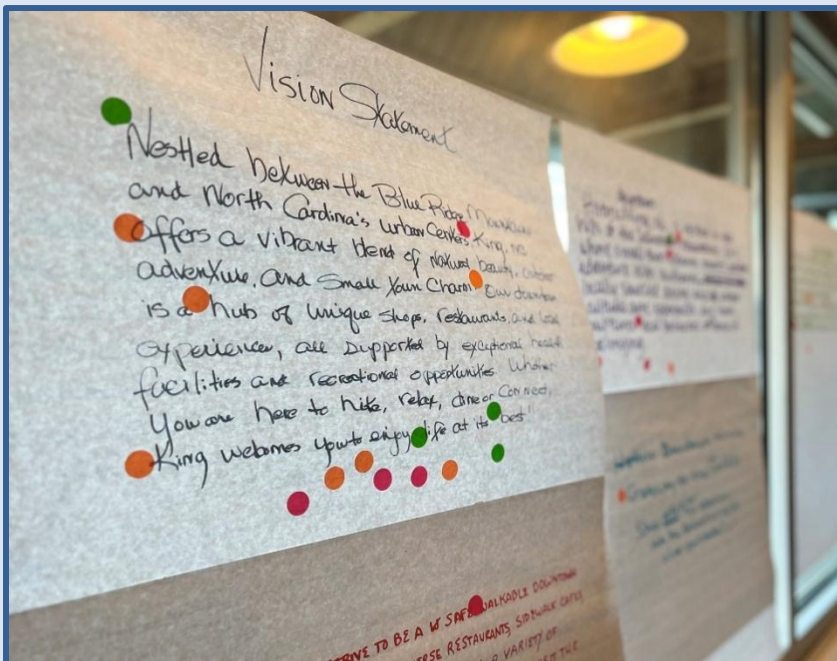
Community Visioning Workshop

Community visioning workshops are a critical part of the strategic planning process because they give residents and stakeholders a shared space to imagine what the community can become in the next five years. These workshops also generate excitement by making the future feel tangible and achievable, turning abstract ideas into clear asset-based strategies. Just as importantly, visioning workshops build coalitions by bringing together people who do not always sit at the same table, helping them find common ground, identify shared assets, and hopefully, commit to working together to see the vision through.

A Community Visioning Workshop was held on June 17, 2025, at The Dalton (102 E Dalton Road, King, NC 27021). The workshop was advertised on the City of King Website, City of King communications, and Downtown King Partnership social media platforms. Approximately 40 people were in attendance and participated in a series of economic development exercises and discussions:

- Asset Mapping
- Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis
- Economic Development Strategy Development
- Vision Development

Strategy and vision development exercises were facilitated to encourage collaboration and creative thinking, with participants working in small groups to develop shared visions grounded in asset-based strategies. Each group presented its consensus-built vision to the full group and displayed them on the wall, after which participants were given three sticker votes to select the vision or phrase that best presented the future of Downtown King's economy. The highest-supported ideas informed the vision statement included in this plan.



Photos from the Community Visioning Workshop on June 17, 2025

Community Survey

A total of 510 people completed the Downtown King survey, representing a significant level of community participation. Based on a City of King population of 7,764 residents, approximately 6.6 percent of the city's population responded to the survey, indicating strong public engagement in the future of downtown.

The results show that downtown primarily serves residents, with 69 percent of respondents living in King and an additional 24 percent visiting regularly. Downtown is used frequently, as 68 percent of respondents visit daily or several times per week. Dining is the primary reason for visiting downtown at 40 percent, followed by pass-through traffic at 28 percent, highlighting both economic activity and ongoing traffic pressure. Overall perception of Downtown King is moderately positive, with 51 percent of respondents rating it positive or very positive and 30 percent rating it neutral. Safety is a clear strength, as nearly 89 percent of respondents report feeling very safe or somewhat safe downtown, reinforcing its role as a viable community gathering place.

Across nearly all survey questions, parking, traffic flow, and pedestrian safety emerged as the most pressing challenges. These issues were consistently cited as barriers for businesses, top priorities for physical improvements, and major concerns about downtown's future. Looking ahead, respondents expressed a desire for a downtown area that is walkable, family friendly, vibrant, and active, with more retail, activities for children and teens, arts, and community events, while preserving King's small-town character. Overall, the survey data reflects broad support for continued revitalization, paired with a clear expectation that growth be managed intentionally and supported by appropriate infrastructure improvements.

The survey results can be found on pages 59 - 84 in the appendices of this document.



NC DEPARTMENT
of COMMERCE
RURAL ECONOMIC
DEVELOPMENT

Downtown King 5-Year Strategic Economic Development Plan SURVEY

Complete by
February 2, 2026

Prepared by NC Commerce Rural Planning
Program. Scan the QR Code to take the survey or
visit:

<https://www.surveymonkey.com/r/MPJWRBQ>



Across nearly all survey questions, parking, traffic flow, and pedestrian safety emerged as the most pressing challenges. These issues were consistently cited as barriers for business, top priorities for physical improvements, and major concerns about downtown's future.

Plan Implementation

The City of King will work collaboratively with partners during implementation to track progress, evaluate outcomes, and share accomplishments related to this plan with the NC Main Street and Rural Planning Center, helping ensure priority projects continue to move forward. Implementation of this plan is designed to be community-led and partnership-driven, not reliant on a single organization. The NC Commerce Rural Planning Program's approach to Rural Community Economy Building serves as a holistic foundation for a consensus-driven plan guided by a shared community vision and asset-based strategies.

Plan Implementation

Maintaining a dedicated group to follow through on implementation after the planning process to begin addressing goals and objectives outlined in this plan is critical to attaining the potential economic impact of these strategies. These efforts could be led by the same local work group that helped develop this plan, or another similar group, such as the Downtown King Partnership, that is representative of the city and its downtown district and can advance the goals of this plan. The sustained presence of such a group builds social capital within the group that improves their ability to work together and effectively address common goals. Furthermore, a dedicated group ensures continuity from planning stage through implementation, provides accountability to ensure that objectives are being met, and allows the community to react and respond quickly when an opportunity is presented. To clarify, this group should not be the sole entity responsible for implementing all the goals of the plan. Instead, the group should function as a convener and point of contact to connect to other stakeholders, organizations, and resources to help the broader community achieve these goals. Maintaining a regular meeting schedule will also help increase the effectiveness of the group, and the plan.

The implementation of the plan is designed as a collaborative and community wide effort. While the plan was developed with the City of King's downtown district as the primary geographic and administrative focus, the strategies and projects identified within it are intentionally designed to be undertaken by a varied set of partners. This approach reflects the deeply interconnected nature of economic development and community vitality across the city. Rather than placing the sole responsibility for implementation on the city government, this plan recognizes and embraces the strength of shared ownership. During the planning process, a variety of local, regional, and state stakeholders were engaged—including government leadership, non-profits, business leaders, tourism and recreation organizations, educational institutions, and civic groups. As a result, each project identified in the plan should include partners whose expertise, capacity, and community ties make them well-positioned to lead or support implementation efforts.

This distributed responsibility model ensures that implementation builds stronger, more sustainable partnerships while increasing local capacity. By aligning the work of various entities under a shared vision and strategy, the plan supports the creation of a more cohesive and resilient outdoor recreation economy. Each project has an identified lead or key collaborator, and in many cases, cross-sector coordination will be critical to success. The City of King government plays a vital facilitative role but is not the sole entity responsible for plan implementation. Ultimately, the success of this strategic plan depends on the collective engagement of all partners involved.

Resources and Support

The City of King Downtown Economic Development Strategic Plan is intended to be a living, working document that guides action, supports decision-making, and helps prioritize community needs over time. Regular reflection on the plan's goals, objectives, and actions through periodic review sessions with the Local Work Group and community leadership is encouraged to ensure the plan remains relevant, achievable, and responsive to changing conditions.

Rather than serving as a rigid checklist, the value of this plan lies in its ability to help the City of King and its partners set realistic priorities, measure progress, and adapt strategies as opportunities or challenges emerge. Pivoting, refining, or re-sequencing actions over time is not only expected, but essential to successful implementation.

Local Work Group and/or Dedicated Community Development Organization Expectations

To support accountability and momentum, it is recommended that the Local Work Group meet at least quarterly or be otherwise formalized as a standing implementation body. These meetings provide an opportunity for:

- Track progress on priority projects and actions
- Identify capacity or resource gaps
- Coordinate roles among partners
- Share updates internally and with the broader community

The City of King plays a supportive coordination role by helping monitor progress related to project management, timelines, communication, and use of available resources, while implementation itself remains a shared, collaborative effort among public, private, and nonprofit partners.

A Network-Based Approach to Implementation

Successful implementation is most effective when approached through a network-based model, rather than a traditional top-down structure. In this approach, leadership, responsibility, and expertise are distributed across a broad group of partners, allowing the City to respond more nimbly to opportunities and challenges as they arise. By intentionally leveraging relationships with regional, state, and local partners, City of King can expand its implementation capacity beyond staff and budget limitations, tap into specialized knowledge, and better align local projects with broader economic development, workforce, tourism, and placemaking initiatives already underway across the region.

Key partners may include organizations such as the North Carolina Department of Commerce, regional economic development organizations, nonprofit and philanthropic partners, educational institutions, small business support providers, and public and private funding agencies. Each partner brings unique assets to the table, whether technical expertise, data and market insight, funding opportunities, programmatic support, or convening power. When these partners are engaged early and consistently, projects are more likely to be feasible, well-coordinated, and competitive for external resources.

Continued collaboration through this networked model allows the community to build momentum around shared goals while remaining flexible and opportunity driven. Rather than relying on a fixed sequence of actions, King can advance multiple efforts simultaneously, adapt to changing market conditions, and pursue catalytic opportunities as they emerge. This collaborative structure also strengthens relationships, increases transparency, and fosters shared ownership of outcomes—ensuring that implementation is not only effective, but resilient, inclusive, and aligned with the long-term vision for downtown and the broader community.

Two Buckets of Implementation

Implementation actions generally fall into two complementary buckets:

1. Near-Term and Ongoing Actions

These include projects, programs, and organizational efforts that can be initiated or advanced using existing capacity, partnerships, or resources. Examples may include coordination activities, small-scale downtown improvements, marketing efforts, or organizational development.

2. Longer-Term or Opportunity-Based Actions

These actions may require additional funding, staffing, technical assistance, or external partnerships. Progress on these initiatives may depend on grant cycles, private investment timing, or future conditions, and should be revisited regularly as opportunities arise.

Both buckets are equally important, and movement between them over time is expected as projects mature or conditions change. A suggested implementation timeline is listed on page 46 of this document. This timeline is meant to be a flexible framework to prioritize actions and projects on an annual basis.

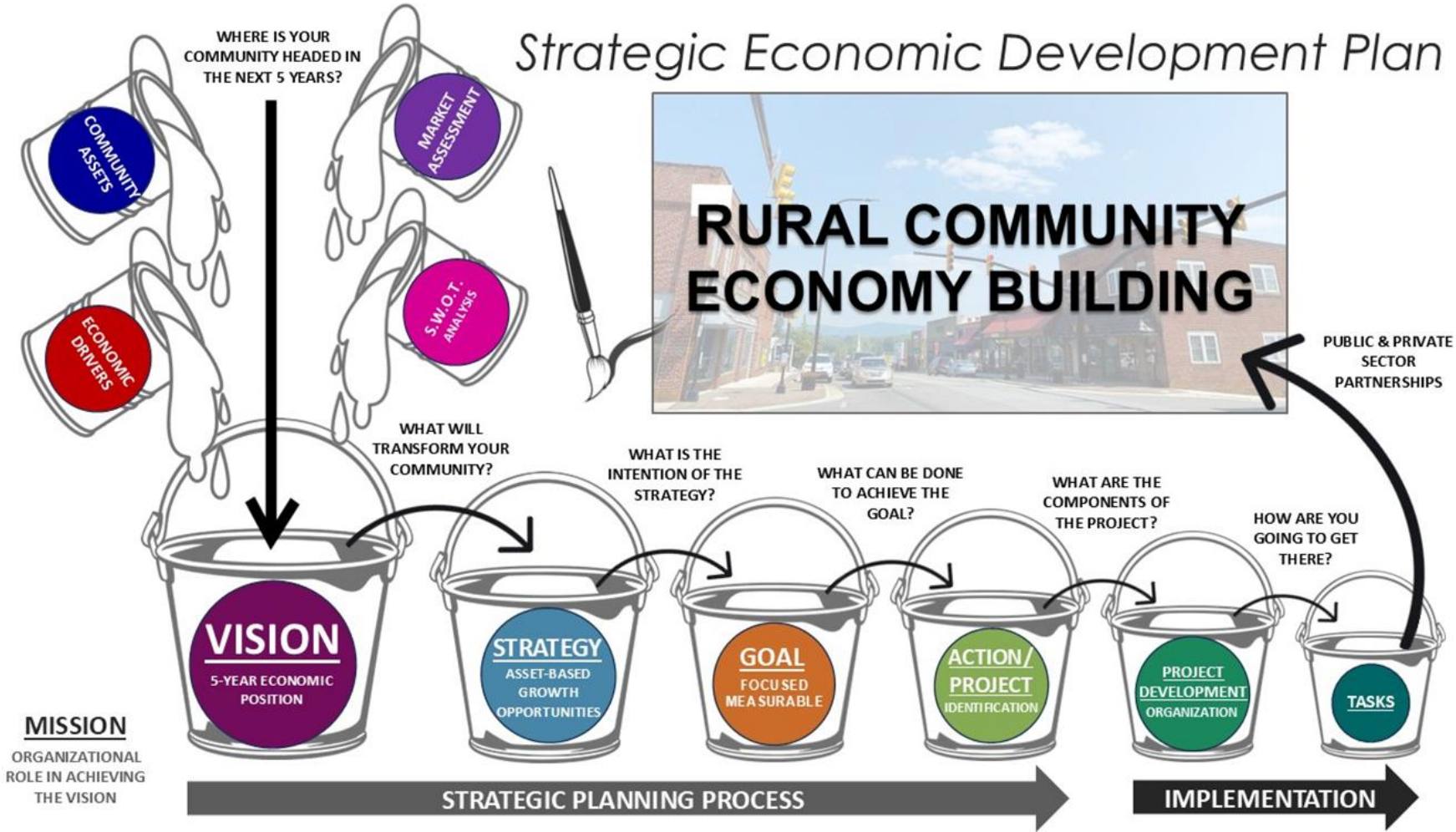
Ongoing Support and Technical Assistance

The NC Main Street & Rural Planning Center offers comprehensive services that can directly support plan implementation over time. These services include hands-on strategic planning assistance, one-on-one technical support for specific projects or challenges, professional development and training opportunities for staff, board members, and volunteers, and guidance related to funding strategies, grant readiness, and alignment with state and federal programs. In addition, the Center provides annual implementation plan templates and tools designed to help communities clearly track progress, document wins, identify obstacles, and recalibrate priorities as conditions, capacity, or funding opportunities change.

To reinforce accountability and long-term success, it is recommended that the Local Work Group or designated implementation committee maintain an ongoing relationship with the Piedmont Triad Community Economic Development Planner with North Carolina Department of Commerce, with at least one formal check-in each year. These annual touchpoints create space to review progress on priority actions, troubleshoot challenges, assess organizational capacity, and explore additional technical assistance, partnerships, or funding resources that may support next steps.

Through consistent collaboration, regular reflection, and a shared commitment to adaptability, the City of King can ensure this plan remains a living, community-driven tool rather than a static document. This approach supports sustained downtown vitality, strengthens partnerships among public, private, and nonprofit stakeholders, and helps translate long-term vision into tangible improvements that enhance quality of life for residents while creating a welcoming, engaging experience for visitors.

Strategic Economic Development Plan



NC Main Street & Rural Planning Center Strategic Plan Development Process

The implementation of the plan is made up of the project development and tasks phases. Project development is the phase in which a planned initiative or action is designed, organized, and prepared for implementation. It involves defining the scope, objectives, resources, timeline, and steps necessary to successfully carry out the project. During project development, tasks are identified, assigned, and scheduled to ensure the action progresses efficiently toward achieving the broader goal. A task is a specific, actionable step. It breaks an action into smaller, detailed activities that can be assigned, tracked, and completed. Tasks outline the exact work needed to move action forward and contribute to the overall progress of the project. This phase is done through, strengthens, and creates public and private partnerships within the community.

Economic Positioning/Vision Statement:

Historic Downtown King is nestled in the rolling foothills of the Sauratown Mountains, where Southern hospitality meets leisurely exploration. Featuring thoughtfully crafted culinary experiences, curated specialty shops, and convenient access to outdoor adventure, King is the ideal place to reconnect with community.

A Community Visioning Workshop was held on June 17, 2025, at The Dalton (102 E Dalton Road, King, NC 27021). The workshop was advertised on the City of King Website, Downtown King Partnership social media platforms, and posters for the event were printed and distributed to downtown King businesses. Approximately 40 people were in attendance and participated in a series of economic development exercises and discussions:

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- Economic Development Strategy Development
- Vision Development

Strategy and vision development exercises were facilitated to encourage collaboration and creative thinking, with participants working in small groups to develop shared visions grounded in asset-based strategies. Each group presented its consensus-built vision to the full group and displayed them on the wall, after which participants were given three sticker votes to select the vision or phrase that best presented the future of Downtown King's economy. The highest-supported ideas informed the vision, strategies, goals, projects and actions.

Strategy 1: Historic Downtown King offers thoughtfully crafted culinary experiences.

Strategy 1: *Historic Downtown King offers thoughtfully crafted culinary experiences.*

This strategy positions food and dining as a central driver of downtown vitality, visitation, and identity. Culinary experiences are often one of the strongest and most immediate ways people connect to place, linger longer, and return more often. By intentionally supporting restaurants, food entrepreneurs, and food-focused experiences, Downtown King can build a reputation that complements its walkable historic core and proximity to outdoor recreation assets while strengthening small businesses and evening activity.

Goal 1: *Establish Downtown King as a recognized culinary destination by increasing dining-related visitation by 25% and launching at least one recurring signature food-focused event by 2031.*

This goal focuses on shifting downtown from a place people pass through to a place they intentionally visit to eat, gather, and celebrate. Measurable increases in visitation and the creation of a signature event provide both accountability and momentum, helping local businesses justify expanded hours, new menus, and reinvestment while signaling to residents and visitors that downtown dining is a defining part of King's identity.

Goal 1 Actions/Projects:

Actions under this strategy emphasize coordination, visibility, and experience. A Promotions Committee will align restaurant owners and food entrepreneurs around shared marketing, events, and advocacy. Exploring a social district and piloting temporary outdoor dining will increase foot traffic, enhance street-level vibrancy, and encourage people to linger. Wayfinding and streetscape improvements will highlight dining clusters and walkability, while small grants will support façade, equipment, or kitchen upgrades that enable growth and quality improvements. Additional initiatives such as a downtown dining trail or passport, exploration of a neighborhood bodega or boutique grocery, and featuring restaurants in regional tourism and outdoor recreation marketing will encourage multi-stop visits, strengthen local sourcing, and elevate downtown King's culinary identity through human-centered storytelling.

- 1.1** Create a Promotions Committee and include restaurant owners, breweries, and food entrepreneurs to coordinate events, shared marketing, and advocacy.
- 1.2** Assess the feasibility of establishing and programming a social district. Draft a social district management plan.
- 1.3** Implement temporary outdoor dining pilots (parklets, street closures, shared patios) during peak weekends and events.
- 1.4** Install cohesive wayfinding and streetscape elements highlighting dining clusters and walkability.
- 1.5** Provide small façade, equipment, or kitchen upgrade grants to support downtown restaurants, menu expansion, and extended hours.
- 1.6** Explore market opportunities for a neighborhood bodega or boutique grocery option to support locally sourced ingredients. This potential business could be an expansion of an existing business.
- 1.7** Create a Downtown King Dining Trail or Passport program to incentivize multi-stop visits.
- 1.8** Feature downtown restaurants in regional tourism, outdoor recreation, and social media campaigns. Highlight locally sourced resources through branding campaigns to generate community buy-in. Focus on human-centered storytelling.

Goal 2: *Strengthen Downtown King’s culinary offerings by supporting existing food and beverage businesses and delivering a minimum of three food-focused programs or events annually by 2031.*

This goal focuses on strengthening Downtown King’s culinary ecosystem by prioritizing the success and sustainability of existing food and beverage businesses while creating consistent, food-focused programming that keeps the district active and relevant year-round. Supporting current businesses is often the most effective and efficient way to grow a local economy, as it builds on established relationships, customer bases, and local knowledge. Delivering a minimum of three food-focused programs or events annually by 2030 helps create predictable reasons for residents and visitors to return downtown, smooth seasonal fluctuations, and foster collaboration among businesses. Together, these efforts reinforce downtown as a lively gathering place, support business resilience, and lay the groundwork for long-term growth without overextending local capacity.

Goal 2 Actions/Projects:

The actions under Goal 2 focus on strengthening Downtown King’s culinary ecosystem by building business capacity, reducing risk for operators, and improving the conditions that support food-related activity. Mentorship, business training, and support for farmers markets, food trucks, and pop-ups help existing and emerging businesses grow sustainably while creating a pipeline for future brick-and-mortar dining.

Targeted physical improvements, outdoor dining opportunities, and flexible event infrastructure make downtown more comfortable and active, especially in the evenings. Consistent food-focused programming and strategic connections to reputable culinary voices create repeat visitation, build community buy-in, and reinforce food as a defining part of downtown King’s identity.

- 2.1** Establish a food and beverage mentorship program pairing new operators with experienced restaurateurs. Facilitate relationship building.
- 2.2** Explore feasibility of a weekly/monthly farmers market in Downtown King. Consider moving farmers market to a more central location.
- 2.3** Enhance lighting, seating, and pedestrian comfort near dining establishments to support evening activity.
- 2.4** Evaluate downtown for potential outdoor dining spaces. Create visuals to generate community buy-in for outdoor dining and consider a sidewalk dining ordinance.
- 2.5** Add flexible event infrastructure (power access, portable stages, vendor hookups) for food programming.
- 2.6** Offer business training workshops on profitability, menu engineering, and seasonal tourism capture. Consider partnership with local educational institutions.
- 2.7** Support food trucks and pop-ups as incubators (recruitment opportunities) for future brick-and-mortar dining.
- 2.8** Deliver at least three annual food-focused programs (chef pop-ups, themed dining nights, restaurant weeks, Chicken Stew Festival, etc.)
- 2.9** Consider reputable culinary experts and how to connect them to downtown King’s reputation and branding through events and promotions.
- 2.10** Assess improvements needed to the Dalton Street & Main Street intersection including the corner gas station. The project should coordinate with NC DOT to add a left-turn lane and safer crosswalks to improve safety. The City of King should explore reuse of the corner gas station as a downtown welcome center with public restrooms, a possible, and flexible event space.

Strategy 2: Historic Downtown King enjoys artfully curated specialty shops.

Strategy 2: *Historic Downtown King enjoys artfully curated specialty shops.*

This strategy focuses on strengthening Historic Downtown King as a destination for artfully curated specialty shops that offer unique, locally rooted retail experiences. Destination retail plays a critical role in differentiating downtowns from highway and online alternatives, giving people a reason to explore, browse, and shop. By intentionally supporting a diverse mix of distinctive shops, this strategy helps reinforce downtown's character, encourages longer visits, and increases cross-shopping between retail, dining, and events. A strong specialty retail environment also supports local entrepreneurship, keeps dollars circulating within the community, and enhances downtown's overall sense of place, making King more resilient, memorable, and competitive as a small-town destination.

Goal 3: *Reduce vacant storefronts by 20% and recruit 3-5 anchors or destination specialty retail businesses by 2031.*

This goal focuses on reducing vacant storefronts and recruiting a small number of anchor or destination specialty retail businesses that can help stabilize and energize Historic Downtown King. Vacancies weaken downtown perception and disrupt momentum, while strong anchor businesses drive foot traffic, attract complementary shops, and encourage longer visits. Reducing vacancies by 20 percent and recruiting three to five destination retailers by 2031 builds a critical mass of activity, increases confidence among property owners and entrepreneurs, and signals that downtown King is a viable place to invest, with an emphasis on quality businesses that fit the district's character.

Goal 3 Actions/Projects:

The actions and projects under Goal 3 focus on creating a coordinated, proactive approach to reducing vacancies and strengthening specialty retail in Historic Downtown King. An Economic Advancement Committee, detailed property inventory, and clear recruitment materials help match the right businesses to the right spaces and respond quickly to opportunities. Targeted incentives, façade grants, and vacant storefront activations improve building quality and perception, while coordinated promotions and branding position downtown as a curated shopping district and signal that King is a strong, investable place to do business.

- 3.1** Form an Economic Advancement Committee including property owners, brokers, and business leaders to focus on business retention, recruitment, and priority economic advancement projects.
- 3.2** In addition to a property inventory, create a short business recruitment document outlining benefits of locating in Downtown King with resources available to new businesses.
- 3.3** Promote new businesses through coordinated grand openings and seasonal shop-local campaigns.
- 3.4** Brand downtown as a distinct shopping district with curated retail shopping.
- 3.5** Create promotions plans and social media calendar to prioritize promotions of economic opportunities and the downtown vision to encourage investments. Include a business of the month feature to support existing businesses.

- 3.6 Review, update, and promote façade grant program to improve building design and activation. Prioritize historic integrity of the buildings.
- 3.7 Offer targeted incentives for priority retail categories (outdoor gear, artisan goods, lifestyle retail).
- 3.8 Create and maintain an internal inventory of downtown properties noting property type, original building date, parcel number, property address, business name and current use, property owner name and contact, square footage, total assessed value, value per SF, value per acre, # of floors, occupancy, # of SF occupied, and property condition. The NC Main Street & Rural Planning Center can provide a template.
- 3.9 Launch a vacant storefront activation program with window displays, art installations, or temporary uses.

Goal 4: *Complete at least one streetscape and/or three public space improvements and increase downtown pedestrian activity by 15% by 2031.*

This goal supports strategy 2 by recognizing that successful specialty retail depends on a downtown environment that is comfortable, attractive, and easy to explore on foot. Streetscape and public space improvements enhance the everyday experience of being downtown by improving safety, accessibility, and visual appeal, which directly influences how long people stay and how many shops they visit. Increasing pedestrian activity by 15 percent reflects the understanding that foot traffic is a key driver of retail success. Investing in streets and public spaces helps turn downtown King into a place where people enjoy walking, browsing, and gathering, reinforcing retail visibility, supporting small businesses, and strengthening downtown’s overall sense of place.

Actions/Projects:

The actions/projects under Goal 4 use streets and public spaces as active tools to support retail success and increase pedestrian activity in Historic Downtown King. Encouraging outdoor displays, seating, and small events help create a lively, welcoming downtown while supporting longer stays and increased spending. Tracking pedestrian counts demonstrates momentum and builds confidence for continued investment, while a Placemaking Committee helps prioritize projects and coordinate partnerships. Targeted investments in public art, lighting, seating, and planters, including in alleyways and side streets, encourage movement throughout the district and reinforce a people-first downtown that builds civic pride and supports specialty retail.

- 4.1 Encourage downtown businesses to extend storefront activity outdoors (displays, seating, events).
- 4.2 Leverage public space improvements to support longer stays and increased spending.
- 4.3 Program upgraded public spaces with art markets, performances, and seasonal events. These events do not necessarily need to be large events, just small, programmed spaces for everyday activation.
- 4.4 Track and share pedestrian counts to demonstrate downtown momentum and impact.
- 4.5 Establish a Placemaking Committee to prioritize projects and partnerships. Coordinate volunteer and civic groups for placemaking and maintenance initiatives.
- 4.6 Install asset-based public art, seating, planters, and pedestrian-scale lighting in key corridors. Consider alleyways and side streets to encourage movement throughout the district.
- 4.7 Assess the feasibility of a streetscape improvement plan to prioritize the pedestrian experience and to improve public spaces with areas that provide reprieve and cultivate civic pride through storytelling-centered design. Evaluate the existing Stokes County 2035 Vision Plan and confirm feasibility and community buy-in.

Strategy 3: Historic Downtown King provides convenient access to outdoor adventure.

Strategy 3: *Historic Downtown King provides convenient access to outdoor adventure.*

This strategy focuses on positioning Historic Downtown King as a natural gateway to outdoor adventure, recognizing the strong connection between recreation, tourism, and downtown economic vitality. Easy and visible access to outdoor assets encourages visitors to start and end their trips downtown, increasing foot traffic for local businesses while reinforcing King’s identity as an active, lifestyle-oriented community. By intentionally linking trails, parks, and recreation amenities to the downtown core, this strategy helps capture visitor spending, supports outdoor-oriented retail and dining, and enhances quality of life for residents. Convenient access to outdoor adventure also differentiates King within the region, leveraging its natural assets to create a more competitive, memorable, and experience-driven downtown.

Goal 5: *Increase downtown lodging options by supporting 1-2 new or expanded lodging facilities that connect outdoor recreation visitors to Downtown King by 2031.*

This goal recognizes that lodging is critical to capturing the full economic benefit of outdoor recreation and tourism. By increasing downtown lodging options, King can convert day visitors into overnight guests who spend more time and money in local restaurants, shops, and experiences. Supporting one to two new or expanded lodging facilities by 2031 helps strengthen downtown as a basecamp for outdoor recreation while reinforcing walkability and convenience. Lodging located within or near downtown also extends activity into evenings and mornings, supports year-round visitation, and enhances downtown’s role as a hub for both visitors and residents.

Actions/Projects:

The actions under Goal 5 focus on aligning lodging development with outdoor recreation, tourism partners, and downtown investment to capture overnight visitation. Convening property owners, developers, and partners helps build coordination and trust, while identifying viable sites, updating zoning guidance, and recruiting boutique or adaptive reuse lodging makes development more feasible and appropriate for downtown.

Coordinating with regional recreation partners and the Stokes County TDA to market downtown as a gateway, create stay-and-play packages, and link lodging with dining and outdoor experiences helps convert day visitors into overnight guests. Together, these actions reduce development risk, strengthen walkability and connections, and support the addition of one to two downtown lodging options by 2031.

- 5.1** Convene property owners, developers, and tourism partners to align lodging opportunities. Work with Stokes County TDA. Prioritize cooperation with park rangers, wildlife commission, NC Outdoor Commission for Youth, etc. – building strategic partnerships with outdoor recreation leaders to help

connect visitors to King.

- 5.2 Identify potential lodging opportunities (vacant buildings, upper floors, vacant lots for infill) and compile a list of local and regional developers as potential investment leads. Engage property owners to build trust and facilitate local investment.
- 5.3 Coordinate with regional outdoor recreation partners to package King lodging with recreation experiences.
- 5.4 Consider updating zoning or design guidance to support small-scale downtown appropriate lodging.
- 5.5 Enhance streetscape connections/walkability between lodging sites and dining/shopping areas.
- 5.6 Recruit boutique lodging, inns, or adaptive reuse hotel concept to vacant or underused property.
- 5.7 Support public-private partnerships for feasibility studies that support priority projects within this plan and redevelopment planning.
- 5.8 Assess potential greenway or connections from the downtown district to King's outdoor recreational/natural assets and nearby lodging sites (Airbnb's near downtown).
- 5.9 Market downtown lodging as the gateway to Hanging Rock, Pilot Mountain, and regional trails.
- 5.10 Create stay and play packages linking lodging, dining, and outdoor recreation. Consider partnerships with Stokes County TDA for this effort.
- 5.11 Create outdoor recreation-based itineraries that link outdoor activities to downtown King's food and beverage establishments while supporting retail and services.

Goal 6: *Improve connections between Historic Downtown King and the regional outdoor recreation economy by completing at least three downtown-to-outdoor connectivity projects by 2031.*

This goal focuses on strengthening the physical and experiential connection between Historic Downtown King and the region's outdoor recreation assets. Improving downtown-to-outdoor connectivity helps ensure that hikers, cyclists, paddlers, and other recreation users naturally move through downtown before and after their activities, increasing foot traffic and local spending. Completing at least three connectivity projects by 2031 reinforces downtown as the primary gateway to nearby trails, parks, and natural areas, improves wayfinding and safety, and enhances quality of life for residents. These connections help integrate outdoor recreation into everyday downtown life, making King more competitive as an outdoor destination while supporting long-term economic vitality.

Actions/Projects:

The actions under Goal 6 focus on intentionally linking Historic Downtown King to the region's outdoor recreation economy through coordination, infrastructure, design, and programming. Establishing a local Outdoor Alliance Committee and coordinating funding across local, state, and federal sources helps align partners and move projects forward efficiently. Physical improvements such as trail connections, bike routes, sidewalks, and gateway enhancements make it easier and safer for outdoor users to move between downtown and nearby recreation assets.

Design elements and amenities reinforce this connection by visually and functionally integrating outdoor culture into downtown through art, furnishings, bike parking, water stations, and other outdoor-friendly

features. Supporting outfitter and guide services, improving parking awareness, and promoting downtown as the region's basecamp through maps, marketing materials, and digital tools help capture visitor spending. Outdoor-themed events that start or end downtown further activate the district, drawing recreation users into the heart of King and strengthening downtown's role as the gateway to outdoor adventure.

- 6.1** Create a local Outdoor Alliance Committee including parks, tourism, transportation, outfitters, and outdoor adjacent partners.
- 6.2** Coordinate funding strategies across local, state, and federal sources.
- 6.3** Implement trail connections, bike routes, sidewalks, and gateway enhancements linking downtown to outdoor assets.
- 6.4** Identify an outdoor-inspired motif to incorporate into downtown design improvements (murals, sculptures, functional art like benches, electric box covers, etc.) helping to visually connect the district to the region's outdoor adventure assets. Examples might include the Sauratown Mountains, a native animal species, biking elements, etc.
- 6.5** Support downtown businesses in outfitter, guide, and recreation-support services.
- 6.6** Encourage outdoor-friendly amenities (bike parking, gear storage, water stations, dog friendly).
- 6.7** Evaluate available parking and increase awareness of current available parking through signage and promotions. Consider parking study and/or areas for public parking.
- 6.8** Promote Downtown King as the basecamp for outdoor adventure through maps and digital tools. Create brochure and marketing materials for Downtown King and share them at regional visitor centers, businesses, and parks.
- 6.9** Host outdoor-themed events (trail races, ride-ins, adventure festivals) starting or ending downtown. This may look like a race/fun run, a festival, music event, or athletic competition with some event component held in the downtown district.

Implementation Chart

The strategic economic development plan’s implementation chart translates the City of King’s vision into action by identifying three core economic development strategies, each supported by clear SMART goals, actions, and projects. Every action and project is labeled by the focus area it most directly supports Capacity Building, Placemaking, or Economic Advancement providing clarity on how individual efforts contribute to broader objectives. This visual framework is designed to guide decision making, track progress, and ensure a balanced, coordinated approach to implementation across all focus areas.

Economic Positioning/Vision Statement: Historic Downtown King is nestled in the rolling foothills of the Sauratown Mountains, where Southern hospitality meets leisurely exploration. Featuring thoughtfully crafted culinary experiences, curated specialty shops, and convenient access to outdoor adventure, King is the ideal place to reconnect with community.

STRATEGY 1 <i>Historic Downtown King offers thoughtfully crafted culinary experiences</i>	STRATEGY 2 <i>Historic Downtown King enjoys artfully curated specialty shops</i>	STRATEGY 3 <i>Historic Downtown King provides convenient access to outdoor adventure</i>
<p>Goal 1: Establish Downtown King as a recognized culinary destination by increasing dining-related visitation by 25% and launching at least one recurring signature food-focused event by 2031.</p> <p>Actions/Projects:</p> <p>1.1 Create a Promotions Committee and CB include restaurant owners, breweries, and food entrepreneurs to coordinate events, shared marketing, and advocacy.</p> <p>1.2 Assess the feasibility of establishing and EA programming a social district. Draft a social district management plan.</p> <p>1.3 Implement temporary outdoor dining P pilots (parklets, street closures, shared patios) during peak weekends and events.</p> <p>1.4 Install cohesive wayfinding and P streetscape elements highlighting dining clusters and walkability.</p>	<p>Goal 3: Reduce vacant storefronts by 20% and recruit 3-5 anchors or destination specialty retail businesses by 2031.</p> <p>Actions/Projects:</p> <p>3.1 Form an Economic Advancement CB Committee including property owners, brokers, and business leaders to focus on business retention, recruitment, and priority economic advancement projects.</p> <p>3.2 In addition to a property inventory, EA create a short business recruitment document outlining benefits of locating in Downtown King with resources available to new businesses.</p> <p>3.3 Promote new businesses through P coordinated grand openings and seasonal shop local campaigns.</p>	<p>Goal 5: Increase downtown lodging options by supporting 1-2 new or expanded lodging facilities that connect outdoor recreation visitors to Downtown King by 2031.</p> <p>Actions/Projects:</p> <p>5.1 Convene property owners, developers, CB and tourism partners to align lodging opportunities. Work with Stokes County TDA. Prioritize cooperation with park rangers, wildlife commission, NC Outdoor Commission for Youth, etc. – building strategic partnerships with outdoor recreation leaders to help connect visitors to King.</p> <p>5.2 Identify potential lodging opportunities EA (vacant buildings, upper floors, vacant lots for infill) and compile a list of local and regional developers as potential investment leads. Engage property owners to build trust and facilitate local</p>

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STRATEGY 1 CONTINUED...

- 1.5** Provide small façade, equipment, or **CB** kitchen upgrade grants to support downtown restaurants, menu expansion, and extended hours.
- 1.6** Explore market opportunities for a **EA** neighborhood bodega or boutique grocery option to support locally sourced ingredients. This potential business could be an expansion of an existing business.
- 1.7** Create a Downtown King Dining Trail or **P** Passport program to incentivize multi-stop visits.
- 1.8** Feature downtown restaurants in regional **P** tourism, outdoor recreation, and social media campaigns. Highlight locally sourced resources through branding campaigns to generate community buy-in. Focus on human-centered storytelling.

Goal 2: Strengthen Downtown King’s culinary offerings by supporting existing food and beverage businesses and delivering a minimum of three food-focused programs or events annually by 2031.

Actions/Projects:

- 2.1** Establish a food and beverage mentorship **CB** program pairing new operators with experienced restaurateurs. Facilitate relationship building.
- 2.2** Explore feasibility of a weekly/monthly **EA** farmers market in Downtown King. Consider moving farmers market to a more central location.

STRATEGY 2 CONTINUED...

- 3.4** Brand downtown as a distinct shopping **P** district with curated retail shopping.
- 3.5** Create promotions plans and social **CB** media calendar to prioritize promotions of economic opportunities and the downtown vision to encourage investments. Include a business of the month feature to support existing businesses.
- 3.6** Review, update, and promote façade **CB** grant program to improve building design and activation. Prioritize historic integrity of the buildings.
- 3.7** Offer targeted incentives for priority **CB** retail categories (outdoor gear, artisan goods, lifestyle retail).
- 3.8** Create and maintain an internal **EA** inventory of downtown properties noting property type, original building date, parcel number, property address, business name and current use, property owner name and contact, square footage, total assessed value, value per SF, value per acre, # of floors, occupancy, # of SF occupied, and property condition. The MS&RP can provide a template.
- 3.9** Launch a vacant storefront activation **P** program with window displays, art installations, or temporary uses.

Goal 4: Complete at least one streetscape and/or three public space improvements and increase downtown pedestrian activity by 15% by 20

STRATEGY 3 CONTINUED...

- investment.
- 5.3** Coordinate with regional outdoor **CB** recreation partners to package King lodging with recreation experiences.
- 5.4** Consider updating zoning or design **CB** guidance to support small-scale downtown appropriate lodging.
- 5.5** Enhance streetscape **P** connections/walkability between lodging sites and dining/shopping areas.
- 5.6** Recruit boutique lodging, inns, or adaptive **EA** reuse hotel concept to vacant or underused property.
- 5.7** Support public-private partnerships for **EA** feasibility studies that support priority projects within this plan and redevelopment planning.
- 5.8** Assess potential greenway or connections **EA** from the downtown district to King’s outdoor recreational/natural assets and nearby lodging sites (Airbnb’s near downtown).
- 5.9** Market downtown lodging as the gateway **P** to Hanging Rock, Pilot Mountain, and regional trails.
- 5.10** Create stay and play packages linking **P** lodging, dining, and outdoor recreation. Consider partnerships with Stokes County TDA for this effort.
- 5.11** Create outdoor recreation-based **P** itineraries that link outdoor activities to downtown King’s food and beverage establishments while supporting retail and services.

STRATEGY 1 CONTINUED...

- 2.3** Enhance lighting, seating, and pedestrian comfort near dining establishments to support evening activity. **P**
- 2.4** Evaluate downtown for potential outdoor dining spaces. Create visuals to generate community buy-in for outdoor dining and consider a sidewalk dining ordinance. **EA**
- 2.5** Add flexible event infrastructure (power access, portable stages, vendor hookups) for food programming. **P**
- 2.6** Offer business training workshops on profitability, menu engineering, and seasonal tourism capture. Consider partnership with local educational institutions. **CB**
- 2.7** Support food trucks and pop-ups as incubators (recruitment opportunities) for future brick-and-mortar dining. **EA**
- 2.8** Deliver at least three annual food-focused programs (chef pop-ups, themed dining nights, restaurant weeks, Chicken Stew Festival, etc.) **P**
- 2.9** Consider reputable culinary experts and how to connect them to downtown King’s reputation and branding through events and promotions. **CB**
- 2.10** Assess improvements needed to the Dalton Street & Main Street intersection including the corner gas station. The project should coordinate with NC DOT to add a left-turn lane and safer crosswalks to improve safety. The City of King should explore reuse of the corner gas station as a downtown welcome center with public restrooms, a possible farmers market, and flexible event space. **EA**

STRATEGY 2 CONTINUED...

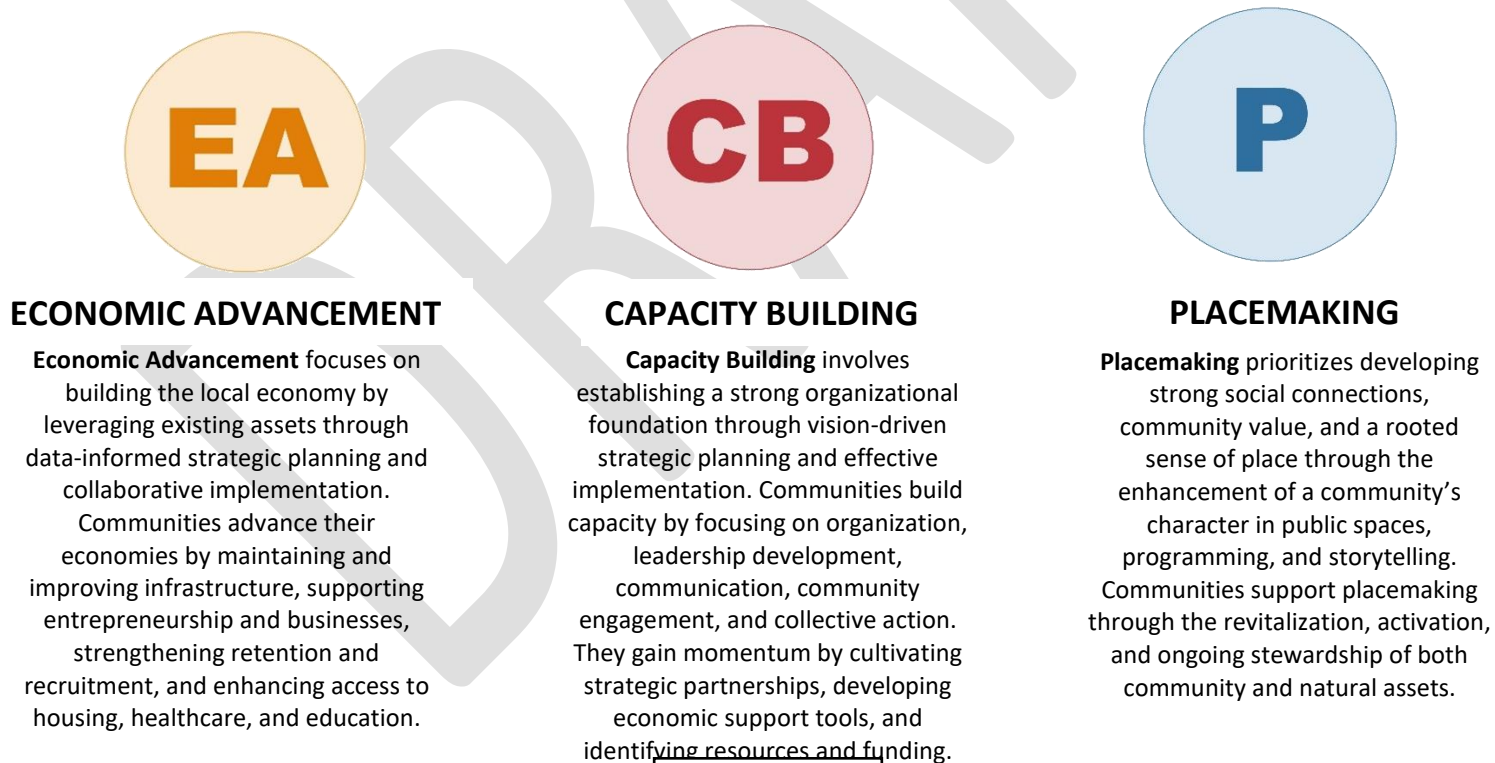
- Actions/Projects:**
- 4.1** Encourage downtown businesses to extend storefront activity outdoors (displays, seating, events). **P**
 - 4.2** Leverage public space improvements to support longer stays and increased spending. **EA**
 - 4.3** Program upgraded public spaces with art markets, performances, and seasonal events. These events do not necessarily need to be large events, just small, programmed spaces for everyday activation. **P**
 - 4.4** Track and share pedestrian counts to demonstrate downtown momentum and impact. **EA**
 - 4.5** Establish a Placemaking Committee to prioritize projects and partnerships. Coordinate volunteer and civic groups for placemaking and maintenance initiatives. **CB**
 - 4.6** Install asset-based public art, seating, planters, and pedestrian-scale lighting in key corridors. Consider alleyways and side streets to encourage movement throughout the district. **P**
 - 4.7** Assess the feasibility of a streetscape improvement plan to prioritize the pedestrian experience and to improve public spaces with areas that provide reprieve and cultivate civic pride through storytelling-centered design. Evaluate the existing Stokes County 2035 Vision Plan and confirm feasibility and community buy-in. **EA**

STRATEGY 3 CONTINUED...

- Goal 6:** Improve connections between Historic Downtown King and the regional outdoor recreation economy by completing at least three downtown-to-outdoor connectivity projects by 2031.
- Actions/Projects:**
- 6.1** Create a local Outdoor Alliance Committee including parks, tourism, transportation, outfitters, and outdoor adjacent partners. **CB**
 - 6.2** Coordinate funding strategies across local, state, and federal sources. **CB**
 - 6.3** Implement trail connections, bike routes, sidewalks, and gateway enhancements linking downtown to outdoor assets. **P**
 - 6.4** Identify an outdoor-inspired motif to incorporate into downtown design improvements (murals, sculptures, functional art like benches, electric box covers, etc.) helping to visually connect the district to the region’s outdoor adventure assets. Examples might include the Sauratown Mountains, a native animal species, biking elements, etc. **P**
 - 6.5** Support downtown businesses in outfitter, guide, and recreation-support services. **CB**
 - 6.6** Encourage outdoor-friendly amenities (bike parking, gear storage, water stations, dog friendly). **P**
 - 6.7** Evaluate available parking and increase awareness of current available parking through signage and promotions. Consider parking study and/or areas for public parking. **CB**

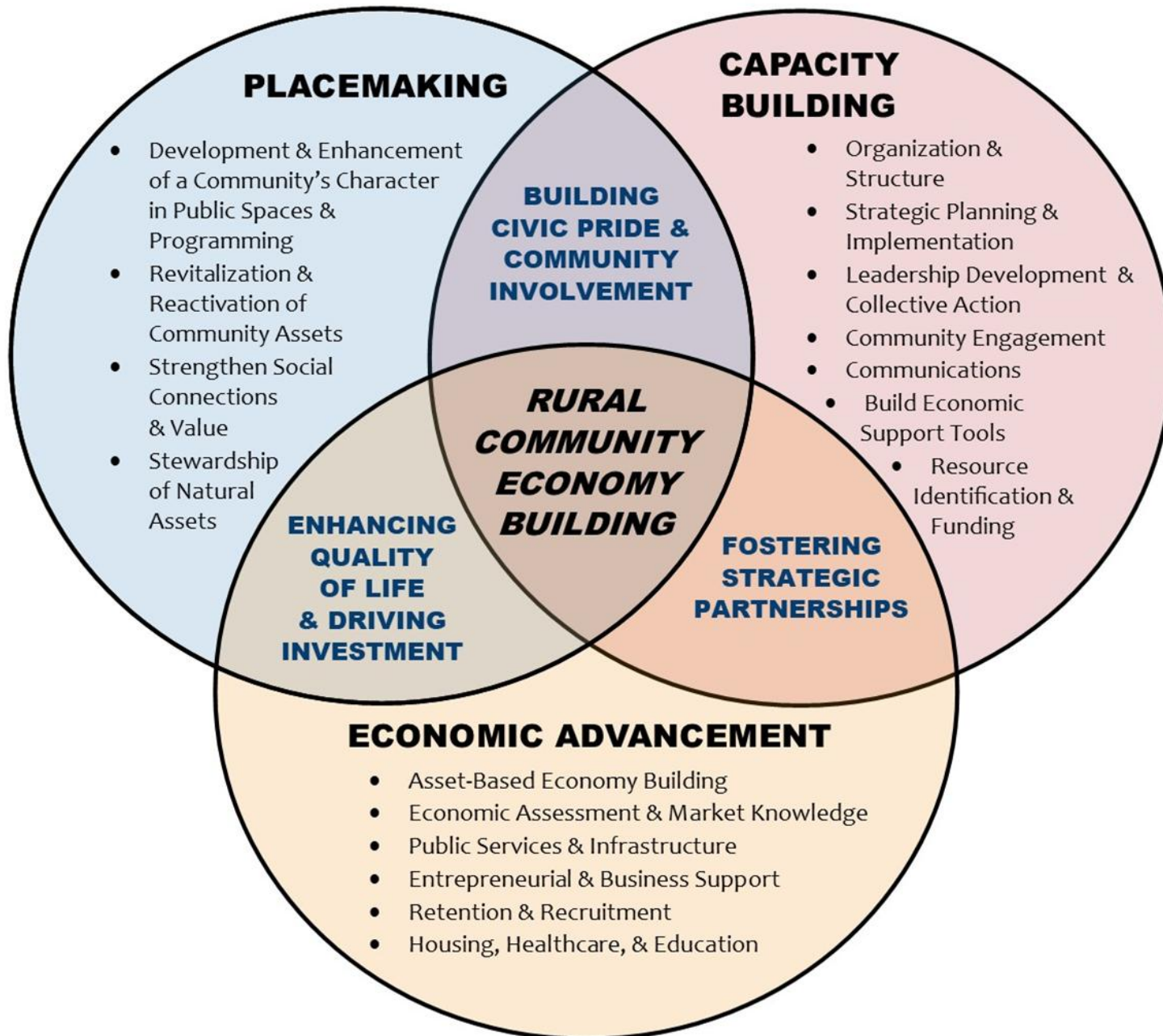
		<p>6.8 Promote Downtown King as the basecamp P for outdoor adventure through maps and digital tools. Create brochure and marketing materials for Downtown King and share them at regional visitor centers, businesses, and parks.</p> <p>6.9 Host outdoor-themed events (trail races, P ride-ins, adventure festivals) starting or ending downtown. This may look like a race/fun run, a festival, music event, or athletic competition with some event component held in the downtown district.</p>
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Rural Planning Program Approach to Rural Community Economy Building: Implementation Key



Section 7, Item # F.

Rural Planning Program Approach to Rural Community Economy Building:



Priority Projects

Strategy 1: Thoughtfully Crafted Culinary Experiences

Goal 2: Strengthen Downtown King’s culinary offerings by supporting existing food and beverage businesses and delivering a minimum of three food-focused programs or events annually by 2031.

Priority Action/Project 2.8: Deliver at least three annual food-focused programs (chef pop-ups, themed dining nights, restaurant weeks, Chicken Stew Festival, etc.)

Priority Action 2.8 advances Strategy 1: Thoughtfully Crafted Culinary Experiences by supporting Goal 2 to strengthen Downtown King’s culinary offerings through consistent programming and support for existing food and beverage businesses. By delivering at least three annual food-focused programs such as chef pop-ups, themed dining nights, restaurant weeks, and signature events like the Chicken Stew Festival, the City of King will create opportunities for local restaurants and entrepreneurs to showcase their offerings, attract new customers, and build sustained community engagement. These programs are designed to increase collaboration among businesses, encourage repeat visitation, and provide regular activation that supports downtown establishments throughout the year. Through intentional, recurring events that highlight local talent and culinary traditions, this action reinforces downtown as an active, welcoming gathering place while strengthening the long-term viability of King’s food and beverage sector.

- **Chicken Stew Festival:** The proposed Chicken Stew Festival could serve as an annual signature event centered in Downtown King, building on the long-standing tradition of chicken stew gatherings that are deeply rooted in Stokes County’s community culture. This theme and project idea consistently emerged during the strategic planning process as residents and stakeholders identified food-centered traditions as an authentic way to bring people together and celebrate local identity. Structured as a walkable downtown experience, the festival could feature stew tastings hosted by local restaurants, civic groups, and community organizations, complemented by live music, artisan vendors, and family-friendly activities. In connection with strategies 2 and 3, the event could encourage visitors to explore artfully curated specialty shops through retail promotions and extended shopping hours while also connecting to nearby outdoor recreation through guided hikes, cycling meetups, or trail-to-table programming. By blending food, shopping, arts, and outdoor adventure, the Chicken Stew Festival would create a uniquely local signature event that advances multiple strategies within the plan while reinforcing Downtown King as a vibrant community gathering place.
- **Restaurant Week:** Downtown King Restaurant Week could be structured as a coordinated, multi-day promotion highlighting local restaurants, cafés, and food businesses through prix fixe menus, specialty dishes, or limited time offers designed to attract both residents and visitors. Participating businesses could offer tiered price points to encourage accessibility while showcasing the diversity and quality of King’s culinary scene. The event could be supported by a shared marketing campaign, dining passports, and cross-promotions with downtown retailers to encourage guests to shop and explore between meals. Scheduled during a traditionally slower season, Restaurant Week would help increase dining-related visitation, introduce new customers to local establishments, and reinforce downtown’s growing identity as a welcoming and emerging culinary destination.

Strategy 1: Thoughtfully Crafted Culinary Experiences

Goal 1: Establish Downtown King as a recognized culinary destination by increasing dining-related visitation by 25% and launching at least one recurring signature food-focused event by 2031.

Priority Action/Project 1.2: Assess the feasibility of establishing and programming a social district. Draft a social district management plan.

From the very beginning of the strategic planning process, the City of King and the Downtown King Partnership consistently identified the creation of a downtown Social District as a priority action because it represents a practical, near-term tool to increase foot traffic, support local restaurants and beverage businesses, and create a more vibrant and connected downtown experience. In North Carolina, a Social District is a locally designated, contiguous area established by ordinance where individuals may carry and consume alcoholic beverages only if they are purchased from a participating ABC permitted business and served in a compliant Social District cup. Districts must have clearly defined boundaries, set days and hours of operation, and be registered with the NC ABC Commission, along with required signage and management expectations. Rather than requiring a permanent commitment at the outset, the City could consider implementing the Social District through a defined trial period or pilot program, allowing leaders to evaluate impacts, gather community feedback, and adjust before long term adoption. Several North Carolina communities, including Mount Airy, Hickory, Monroe, and Kannapolis, have successfully introduced Social Districts using phased or pilot approaches to test operations and community response. When implemented thoughtfully, Social Districts provide a clear framework that encourages responsible use while extending visits, increasing cross shopping between businesses, supporting downtown events, and strengthening overall downtown vitality. There are currently more than 70 Social Districts operating across North Carolina, and several participating communities have shared best practices and key takeaways with the North Carolina Main Street and Rural Planning Center, summarized below.

- Start small and be incremental: Launch with a pilot or limited footprint to build confidence, test operations, and refine policies based on real-time feedback.
- Prioritize communication and partnerships: Early and ongoing coordination with public safety, local businesses, Main Street organizations, and community leaders is critical.
- Be intentional about branding and culture: Successful districts are family-friendly, welcoming to non-drinkers, and centered on arts, events, and community gathering rather than alcohol alone.
- Use placemaking to define the district: Public art, music, outdoor seating, lighting, and flexible gathering spaces help visually and functionally anchor the district.
- Measure and share impact: Track baseline data such as foot traffic, incident calls, business sales, and investment to demonstrate outcomes and build long-term support.
- Require reusable or branded cups: This reduces litter, encourages responsible behavior, and reinforces district identity.
- Stay flexible and adaptive: Policies, boundaries, hours, and programming should evolve based on community response and changing needs.
- Leverage social districts as catalysts: When done well, districts support business recruitment and expansion, private and public investment, workforce attraction, and inclusive social and cultural programming.

Strategy 2: Artfully Curated Specialty Shops

Goal 3: Reduce vacant storefronts by 20% and recruit 3-5 anchors or destination specialty retail businesses by 2031.

Priority Action/Project 3.2: In addition to a property inventory, create a short business recruitment document outlining benefits of locating in Downtown King with resources available to new businesses.

Priority Action/Project 3.6: Review, update, and promote façade grant program to improve building design and activation. Prioritize historic integrity of the buildings.

Priority Action/Project 3.8: Create and maintain an internal inventory of downtown properties noting property type, original building date, parcel number, property address, business name and current use, property owner name and contact, square footage, total assessed value, value per SF, value per acre, # of floors, occupancy, # of SF occupied, and property condition. The MS&RP can provide a template.

To achieve Goal 3 of reducing vacant storefronts by 20% and recruiting three to five anchor or specialty retail businesses by 2031, the City of King and Downtown King Partnership will implement coordinated tools that support strategic recruitment and building reinvestment. Priority Action 3.2 establishes the creation of a concise business recruitment document highlighting the benefits, incentives, and resources available to prospective businesses, while Priority Action 3.6 calls for reviewing, updating, and promoting the façade grant program to encourage high-quality building improvements that preserve historic character and enhance storefront activation. Supporting these efforts, Priority Action 3.8 includes developing and maintaining a comprehensive internal inventory of downtown properties to guide recruitment efforts, track vacancies, and inform targeted outreach. Together, these actions provide a proactive framework for attracting complementary businesses, activating underutilized spaces, and strengthening Downtown King's retail ecosystem.

- **Priority Action 3.2** focuses on creating a concise, visually engaging business recruitment document that highlights the benefits, incentives, and resources available to businesses considering Downtown King. Designed as a practical outreach tool, it will help City staff and partners proactively recruit businesses that align with the vision for artfully curated specialty shops while reducing barriers to entry and supporting strategic retail growth.
- **Priority Action 3.6** emphasizes reviewing, updating, and promoting the façade grant program to enhance Downtown King's appearance and economic vitality. By supporting storefront improvements such as restoration, signage, lighting, and accessibility upgrades while preserving historic character, the program will strengthen storefront activation, improve the pedestrian experience, and encourage continued reinvestment downtown.
- **Priority Action 3.8** establishes the creation and ongoing maintenance of a detailed internal downtown property inventory to guide recruitment, track conditions, and inform strategic investment decisions. Together, these actions position Downtown King to attract complementary specialty businesses, improve the built environment, and create a more walkable and engaging destination.

Strategy 3: Convenient Access to Outdoor Adventure

Goal 6: Improve connections between Historic Downtown King and the regional outdoor recreation economy by completing at least three downtown-to-outdoor connectivity projects by 2031.

Priority Action/Project 6.4: Identify an outdoor-inspired motif to incorporate into downtown design improvements (murals, sculptures, functional art like benches, electric box covers, etc.) helping to visually connect the district to the region's outdoor adventure assets. Examples might include the Sauratown Mountains, a native animal species, biking elements, etc.

This action supports the development of a cohesive outdoor inspired design motif that visually links Downtown King to the region's natural and recreational assets while strengthening the district's identity and economic vitality. A recommended motif is the Sauratown Mountains and native wildlife corridor, incorporating stylized mountain silhouettes, trail and biking elements, and native species found in the surrounding landscape. Implemented through a phased placemaking approach, this motif could begin with a unifying color palette and graphic language applied to murals, sculptures, electric box wraps, wayfinding elements, and functional art such as benches, bike racks, and seating areas. Engaging local artists, schools, and community volunteers in the design and installation process would build local ownership, while partnerships with outdoor recreation groups and tourism stakeholders would help ensure authenticity and alignment with regional branding.

Public art, both functional and non-functional, has a significant impact on downtown districts by creating a strong sense of place and making downtowns feel memorable, welcoming, and distinct. Visually compelling art communicates local stories, values, and identity, fostering community pride and deepening emotional connections between residents, businesses, and visitors. Functional public art improves comfort and walkability, encouraging people to linger, explore, and return, which can lead to increased foot traffic, longer visits, and greater support for local businesses. Thoughtfully designed and intentionally maintained public art also contributes to positive perceptions of safety and care, reinforcing downtown as an active and vibrant place. Over time, a coordinated public art strategy can link blocks, gateways, and public spaces, guide movement through the district, and position downtown as the cultural and social heart of the community while supporting tourism, private investment, and long-term revitalization.

North Carolina Examples of Painted Sculpture or Motif-Based Public Art:

- Hendersonville – Painted Bear Statues (“Bears in the City”)
- Lexington – Painted Pig Statues (“Pigs in the City”)
- New Bern – Painted Bear Statues (“Swiss Bear namesake”)
- Asheboro – Zoo Animal Sculptures
- Lenoir – Furniture-Themed Sculptures (“Furniture Capital of the South”)
- Mount Airy – Old-Time Music Cultural Motifs (Fiddle Crawl, Banjo Crawl, Guitar Crawl, Whittling Wall)

Strategy 3: Convenient Access to Outdoor Adventure

Goal 5: Increase downtown lodging options by supporting 1-2 new or expanded lodging facilities that connect outdoor recreation visitors to Downtown King by 2031.

Priority Action/Project 5.5: Assess the feasibility of a streetscape improvement plan to prioritize the pedestrian experience and to improve public spaces with areas that provide reprieve and cultivate civic pride through storytelling-centered design. Evaluate the existing Stokes County 2035 Vision Plan and confirm feasibility and community buy-in.

Priority Action/Project 5.8: Assess potential greenway or connections from the downtown district to King's outdoor recreational/natural assets and nearby lodging sites (Airbnb's near downtown).

Downtowns serve as the heartbeat of a community. They are the places where people gather and what residents think of when they tell others where they are from. These shared spaces shape individual and collective identity, generating either civic pride or civic apathy depending on how they are experienced. When communities invest in their downtown areas and strengthen the health of this shared heart, the result is not only measurable economic impact but also a tangible shift in community energy and connection. The more a community works collectively to preserve, reactivate, and revitalize its downtown district, the more residents take pride in where they live and visitors choose to return.

Priority Actions 5.5 and 5.8 support this vision by improving the everyday downtown experience while strengthening connections to King's outdoor recreation economy. Assessing the feasibility of a streetscape improvement plan represents a high-impact opportunity because it directly influences whether people choose to move through downtown quickly or linger and engage with the district. By prioritizing the pedestrian environment first including safe crossings, continuous and ADA-accessible sidewalks, appropriate traffic calming, shade and seating, lighting, wayfinding, and attractive street edges King can convert pass-through traffic into stay activity while improving comfort and accessibility for residents and visitors of all ages and abilities. A storytelling-centered design approach can further elevate these improvements by incorporating public art, murals, gateway features, and interpretive elements that reflect local history, businesses, and community values, transforming ordinary public spaces into meaningful places that cultivate civic pride and repeat visitation.

Complementing these efforts, Priority Action 5.8 calls for assessing potential greenway and trail connections linking downtown to nearby outdoor recreation assets and lodging options, including short-term rentals located near the district. Strengthening these connections helps position Downtown King as a natural basecamp for outdoor visitors, allowing recreation users to easily access dining, shopping, and community experiences before and after outdoor activities. Together, these actions reinforce downtown as both a destination and a connector between recreation, lodging, and local businesses.

Feasibility is strong because improvements can be phased and designed around existing right-of-way constraints, combining quick wins with long-term capital investments. Near-term actions such as planters, branded banners, temporary curb extensions, pop-up seating, and story panels can build momentum and test concepts, while longer-term investments including curb and drainage upgrades, permanent street trees, plaza nodes, activated alleyways, public parking enhancements, and upgraded materials can be coordinated with resurfacing schedules, utility work, and grant cycles. This approach aligns closely with the Stokes County

2035 Vision Plan by advancing shared goals related to livable communities, economic vitality, tourism-ready amenities, quality of life, and sense of place.

A Downtown King streetscape plan is therefore not simply a beautification effort, but a practical implementation tool that translates broader community aspirations into a focused and measurable downtown strategy. Community buy-in is achievable through inclusive engagement such as stakeholder interviews, business and property owner work sessions, walk audits, and targeted surveys that help validate priorities and address considerations related to parking, deliveries, and maintenance. With a phased concept plan, realistic cost ranges, identified funding pathways, and a clear stewardship approach, Downtown King can move forward confidently with improvements that are implementable, community-supported, and essential to long-term downtown vitality.

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Suggested Timeline of Actions/Projects

The projects outlined below are organized within a suggested 2026–2031 timeline to help guide implementation and sequencing, with the understanding that many initiatives will span multiple years and require consistent, intentional effort from early project development through full implementation. This plan is intended to remain flexible and responsive to changing conditions, capacity, and opportunities. Regular evaluation and check-ins are encouraged so priorities can be adjusted over time, allowing the community to respond to new partnerships, funding sources, and evolving needs while staying aligned with the overall vision for Downtown King.

The sequencing of actions from 2026 through 2030 is intentionally structured to build a strong foundation first, then layer in physical improvements, programming, and market-facing investments as capacity, partnerships, and momentum grow. Early actions focus on organization, data, branding, and policy groundwork by forming committees, creating inventories, refining grant programs, assessing zoning and social district feasibility, and establishing clear narratives around dining, retail, and outdoor identity. This groundwork ensures that later investments are strategic, coordinated, and aligned with community values.

As the timeline progresses, efforts shift toward activating businesses and public spaces through pilots, incentives, mentorship, and coordinated promotions, allowing ideas to be tested and refined before scaling. Mid-phase actions emphasize feasibility studies, partnership building, and early recruitment for lodging and outdoor-oriented businesses, reducing risk and preparing sites for investment. Later years prioritize visible, high-impact projects such as streetscape improvements, wayfinding, outdoor connections, event infrastructure, and signature programming that reinforce downtown as a dining destination, curated shopping district, and outdoor basecamp. Overall, the timeline reflects a deliberate progression from planning to activation to transformation, ensuring each phase builds logically on the last and supports long-term, sustainable implementation.

2026 - 2027

- **1.1:** Create a Promotions Committee and include restaurant owners, breweries, and food entrepreneurs to coordinate events, shared marketing, and advocacy.
- **1.2:** Assess the feasibility of establishing and programming a social district. Draft a social district management plan.
- **1.8:** Feature downtown restaurants in regional tourism, outdoor recreation, and social media campaigns. Highlight locally sourced resources through branding campaigns to generate community buy-in. Focus on human-centered storytelling.
- **2.8:** Deliver at least three annual food-focused programs (chef pop-ups, themed dining nights, restaurant weeks, Chicken Stew Festival, etc.)
- **2.9:** Consider reputable culinary experts and how to connect them to downtown King’s reputation and branding through events and promotions.
- **3.6:** Review, update, and promote façade grant program to improve building design and activation. Prioritize historic integrity of the buildings.
- **3.8:** Create and maintain an internal inventory of downtown properties noting property type, original building date, parcel number, property address, business name and current use, property owner name and contact, square footage, total assessed value, value per SF, value per acre, # of floors, occupancy, # of SF occupied, and property condition. The NC Main Street & Rural Planning Center can provide a template.
- **5.4:** Consider updating zoning or design guidance to support small-scale downtown appropriate

lodging.

- **6.4:** Identify an outdoor-inspired motif to incorporate into downtown design improvements (murals, sculptures, functional art like benches, electric box covers, etc.) helping to visually connect the district to the region's outdoor adventure assets. Examples might include the Sauratown Mountains, a native animal species, biking elements, etc.

2027 - 2028

- **1.5:** Provide small façade, equipment, or kitchen upgrade grants to support downtown restaurants, menu expansion, and extended hours.
- **1.7:** Create a Downtown King Dining Trail or Passport program to incentivize multi-stop visits.
- **2.4:** Evaluate downtown for potential outdoor dining spaces. Create visuals to generate community buy-in for outdoor dining and consider a sidewalk dining ordinance.
- **3.1:** Form an Economic Advancement Committee including property owners, brokers, and business leaders to focus on business retention, recruitment, and priority economic advancement projects.
- **3.2:** In addition to a property inventory, create a short business recruitment document outlining benefits of locating in Downtown King with resources available to new businesses.
- **3.5:** Create promotional plan and social media calendar to prioritize promotions of economic opportunities and the downtown vision to encourage investments. Include a business of the month feature to support existing businesses.
- **4.5:** Establish a Placemaking Committee to prioritize projects and partnerships. Coordinate volunteer and civic groups for placemaking and maintenance initiatives.
- **4.7:** Assess the feasibility of a streetscape improvement plan to prioritize the pedestrian experience and to improve public spaces with areas that provide reprieve and cultivate civic pride through storytelling-centered design. Evaluate the existing Stokes County 2035 Vision Plan and confirm feasibility and community buy-in.
- **5.5:** Enhance streetscape connections/walkability between lodging sites and dining/shopping areas.
- **6.1:** Create a local Outdoor Alliance Committee including parks, tourism, transportation, outfitters, and outdoor adjacent partners.
- **6.2:** Coordinate funding strategies across local, state, and federal sources.
- **6.7:** Evaluate available parking and increase awareness of current available parking through signage and promotions. Consider parking study and/or areas for public parking.

2028 - 2029

- **1.3:** Implement temporary outdoor dining pilots (parklets, street closures, shared patios) during peak weekends and events.
- **1.6:** Explore market opportunities for a neighborhood bodega or boutique grocery option to support locally sourced ingredients. This potential business could be an expansion of an existing business.
- **2.1:** Establish a food and beverage mentorship program pairing new operators with experienced restaurateurs. Facilitate relationship building.
- **2.7:** Support food trucks and pop-ups as incubators (recruitment opportunities) for future brick-and-mortar dining.
- **3.3:** Promote new businesses through coordinated grand openings and seasonal shop local campaigns.
- **5.1:** Convene property owners, developers, and tourism partners to align lodging opportunities. Work with Stokes County TDA. Prioritize cooperation with park rangers, wildlife commission, NC Outdoor Commission for Youth, etc. – building strategic partnerships with outdoor recreation leaders to help connect visitors to King.
- **5.2:** Identify potential lodging opportunities (e.g., upper floors, vacant lots for infill) and

compile a list of local and regional developers as potential investment leads. Engage property owners to build trust and facilitate local investment.

- **5.7:** Support public-private partnerships for feasibility studies that support priority projects within this plan and redevelopment planning.
- **6.8:** Promote Downtown King as the basecamp for outdoor adventure through maps and digital tools. Create brochure and marketing materials for Downtown King and share them at regional visitor centers, businesses, and parks.

2029 - 2030

- **1.4:** Install cohesive wayfinding and streetscape elements highlighting dining clusters and walkability.
- **2.3:** Enhance lighting, seating, and pedestrian comfort near dining establishments to support evening activity.
- **2.6:** Offer business training workshops on profitability, menu engineering, and seasonal tourism capture. Consider partnership with local educational institutions.
- **3.9:** Launch a vacant storefront activation program with window displays, art installations, or temporary uses.
- **4.3:** Program upgraded public spaces with art markets, performances, and seasonal events. These events do not necessarily need to be large events, just small, programmed spaces for everyday activation.
- **5.6:** Recruit boutique lodging, inns, or adaptive reuse hotel concept to vacant or underused property.
- **5.8:** Assess potential greenway or connections from the downtown district to King's outdoor recreational/natural assets and nearby lodging sites (Airbnb's near downtown).
- **5.10:** Create stay and play packages linking lodging, dining, and outdoor recreation. Consider partnerships with Stokes County TDA for this effort.
- **5.11:** Create outdoor recreation-based itineraries that link outdoor activities to downtown King's food and beverage establishments while supporting retail and services.
- **6.5:** Support downtown businesses in outfitter, guide, and recreation-support services.

2030 - 2031

- **2.2:** Explore feasibility of a weekly/monthly farmers market in Downtown King. Consider moving farmers market to a more central location.
- **2.5:** Add flexible event infrastructure (power access, portable stages, vendor hookups) for food programming.
- **3.4:** Brand downtown as a distinct shopping district with curated retail shopping.
- **3.7:** Offer targeted incentives for priority retail categories (outdoor gear, artisan goods, lifestyle retail).
- **4.1:** Encourage downtown businesses to extend storefront activity outdoors (displays, seating, events).
- **4.2:** Leverage public space improvements to support longer stays and increased spending.
- **4.4:** Track and share pedestrian counts to demonstrate downtown momentum and impact.
- **5.3:** Coordinate with regional outdoor recreation partners to package King lodging with recreation experiences.
- **5.9:** Market downtown lodging as the gateway to Hanging Rock, Pilot Mountain, and regional trails.
- **6.3:** Implement trail connections, bike routes, sidewalks, and gateway enhancements linking downtown to outdoor assets.
- **6.6:** Encourage outdoor-friendly amenities (bike parking, gear storage, water stations, dog friendly).
- **6.9:** Host outdoor-themed events (trail races, ride-ins, adventure festivals) starting or ending downtown. This may look like a race/fun run, a festival, music event, or athletic competition with some event component held in the downtown

Appendices

1. NC Main Street & Rural Planning Center's Resource and Funding Guide
2. Downtown King Market Data Report
3. Downtown King Placer AI Report
4. Community Survey Results
5. Project Development Vision Boards
6. Project Development Worksheet
7. RC2 Worksheet about Funding Assistance
8. Downtown King Asset Map

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Appendix 1: Resource and Funding Guide

This resource and funding guide was developed by the NC Main Street and Rural Planning Center to help communities, local governments, nonprofits, and partners quickly identify relevant grant programs, technical assistance offerings, and funding opportunities that can support downtown revitalization, economic development, planning, and placemaking efforts. The guide is designed to be practical and easy to use, organizing opportunities by focus area and eligibility so communities can more efficiently match projects with potential resources. It is a living document and is regularly updated by the Center as new funding opportunities become available, program guidelines change, or deadlines shift, ensuring users have access to the most current information possible when planning projects or pursuing implementation funding.

If you are seeking resources for a local project, we encourage you to explore the [MS&RP Comprehensive Grant Funding & Resource Guide](#), (linked and available under the Organization & Resources section of our website).

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Appendix 2: Market Data Report



City of King, NC Demographics

Source: U.S. Census

	<u>City of King</u>	<u>Stokes County</u>
Population:	7,764 (2024) 7,207 (2020) +7.7%	45,857 (2024) 44,568 (2020) +3.0%
Race and Ethnicity:	White: 81.9% Black: 6.0% Two or more: 9.6% Hispanic: 6.3%	92.8% 4.5% 1.6% 4.3%
Median Household Income: (2020-2024)	\$57,817	\$62,969
% with bachelor's degree:	22.8%	18.2%
% living in poverty:	7.0%	11.8%
Annual Retail Sales: (\$1,000) 2022	\$223,877	\$388,293
Retail sales per capita: \$19,567(NC) and \$20,928(U.S.)	\$30,168	\$8,603
% in Labor Force:	54.8%	53.5%

King functions as the county's economic engine

King captures 57.6% of all retail sales in Stokes County while housing only 16.9% of the population. This confirms King's role as the county's primary commercial and service hub. Downtown investments therefore have countywide economic implications, not just local ones, and should be framed as regional infrastructure that supports residents, visitors, and businesses from across Stokes County.

Strategic implication: Downtown King should be positioned as the place for higher-impact retail, dining, services, and experiences that serve a broad trade area. This supports stronger recruitment targets, higher design expectations, and justification for public investment.

Exceptional retail sales per capita signal leakage capture and growth potential

King's retail sales per capita (\$30,168) are:

- 3.5× higher than Stokes County
- 54% higher than North Carolina
- 44% higher than the U.S.

This indicates strong pull from outside the city limits, likely tied to King's central location, accessibility, and retail mix.

Strategic implications:

- Downtown has an opportunity to capture even more spending by expanding food, beverage, specialty retail, and experience-based uses that extend dwell time.
 - Recruitment should prioritize complementary businesses rather than duplicative low-impact services.
-

Population growth supports near-term demand

King's population has grown 7.7% since 2020, outpacing Stokes County's 3.0% growth. This suggests King is absorbing new households faster than surrounding areas.

Strategic implications:

- Downtown planning should anticipate continued local demand, not just visitor demand
 - Mixed-use, housing-adjacent retail, and everyday services downtown become increasingly viable
 - Growth strengthens the case for phased infrastructure, streetscape, and placemaking investments
-

Income and education levels support downtown-oriented businesses

King's median household income (\$57,817) is slightly lower than the county, but:

- Bachelor's degree attainment (22.8%) exceeds the county (18.2%)
- Poverty rate (7.0%) is significantly lower than the county (11.8%)

This points to a more economically stable and educated population base within King.

Strategic implications:

Downtown can support:

- Entrepreneurial and locally owned concepts
- Professional services and creative businesses
- Higher-quality dining, retail, and cultural offerings

This also supports messaging around quality over quantity in tenant recruitment

Workforce participation is stable but signals daytime activation opportunity

Labor force participation in King (54.8%) is slightly higher than in the county, suggesting a stable working population but also potential for daytime activation gaps.

Strategic implications:

Downtown strategies that encourage:

- Remote work hubs
- Coffee shops, lunch spots, and third-space environments
- Events and programming during weekdays
can help maximize spending throughout the day, not just evenings and weekends

Community Representation and Market Responsiveness

King's population includes a wider range of backgrounds and experiences than the county overall, reflecting ongoing demographic change within the community.

Strategic implications:

Downtown branding, programming, and business recruitment should:

- Align with the full range of residents and visitors who use downtown
- Encourage locally owned and small business growth from a variety of operators
- Design public spaces and events that appeal to and are comfortable for a broad audience

Bottom line for Downtown King's Strategic Economic Development Plan

The data strongly supports a downtown strategy that:

- Treats Downtown King as a regional economic driver
- Prioritizes high-impact, experience-based, and destination businesses
- Invests confidently in placemaking and infrastructure
- Focuses on intentional tenant mix, not just occupancy
- Aligns downtown growth with population trends and spending power

Appendix 3: Placer.Ai Report Summary

Downtown King’s visitation analysis is based on mobility data provided by Placer.ai, a location analytics platform that aggregates anonymized mobile device location data to measure visitation patterns, consumer behavior, and trade area characteristics. The platform gathers information through opt-in smartphone applications whose users consent to location sharing and applies statistical modeling, machine learning, and census calibration to estimate visits, visitor origins, dwell time, and demographic trends. Individual users are never identified; instead, the data reflects aggregated movement patterns that help communities understand how people access and use downtown areas over time, making it a widely used tool for economic development and downtown planning. The full Placer.Ai reports are available upon request at the City of King.

Downtown King, North Carolina experienced strong and measurable growth in visitation between 2024 and 2025, demonstrating increasing economic activity and strengthening consumer engagement within the downtown district. Total visits increased from approximately 336,000 in 2024 to 422,100 in 2025, representing a 25 percent year-over-year increase in foot traffic. Unique visitors grew from 64,700 individuals to roughly 83,000, an increase of nearly 28 percent, indicating that downtown is attracting new users while maintaining its existing customer base. Average dwell time also rose from 53 minutes to 60 minutes, suggesting visitors are spending more time downtown and engaging in multiple activities per trip. Visit frequency remained steady at just over five visits per person annually, reinforcing a strong pattern of repeat visitation alongside overall growth.

Daily and hourly visitation patterns clarify how downtown functions economically. The strongest visitation occurs on Fridays and Saturdays, with peak activity concentrated between 12:00 PM and 7:00 PM, aligning with dining, retail, and after-work social activity rather than commuter traffic. Sundays remain the lowest visitation day, indicating downtown’s role as a weekend gathering and service destination rather than a traditional employment center. Increased afternoon and evening activity corresponds with longer dwell times, suggesting visitors are lingering for meals, shopping, and social experiences rather than completing quick errands. Trade area analysis shows that downtown King remains primarily locally driven while gradually expanding its regional reach. Approximately 36 percent of all visits originate within the King ZIP code (27021), with additional visitation coming from nearby communities such as Pinnacle, Rural Hall, Tobaccoville, Pilot Mountain, and parts of Winston-Salem. Most visitors travel short distances, confirming downtown’s role as a community-serving commercial hub rather than a tourism destination, though modest increases in outside visitation suggest growing regional awareness.

Visitor behavior data indicates strong connections between downtown activity and everyday consumer trips. Cross-shopping patterns show frequent overlap between downtown visits and nearby anchors such as Walmart, Food Lion, Sheetz, and national quick-service restaurants, meaning many visits occur as part of larger errand chains. This reflects a typical and healthy small-town pattern in which convenience trips support downtown spending, and the rise in visitation alongside stable repeat visits suggests downtown is increasingly converting routine trips into longer stays and expanded economic activity.

Demographically, downtown visitors represent a stable middle-income regional consumer base with a median age of approximately 43 years. The largest segments include Gen X and Baby Boomers, with a growing Millennial presence. Household incomes generally range from \$65,000 to \$86,000, supporting family-oriented dining, services, and experiential retail. Households are primarily married, employed, and homeowner-based, averaging two to three people. Transportation data shows roughly 85–87 percent of visitors arrive by driving alone, reinforcing downtown King’s automobile-oriented access patterns and emphasizing the importance of convenient parking and short-distance walkability improvements.



The map above shows the focus area of the plan and the area used to geofence for data from Placer.ai. Placer.ai uses location intelligence and data science to generate accurate foot traffic analytics (96%) that allow provide actionable insights to retailers, real estate professionals, civic sector stakeholders, advertisers, CPG strategists, and more to closely analyze visitation patterns and better understand visitors' behavior and preferences.



2025 Downtown King Visitation

Jan 1 - Dec 31, 2025

Metrics

City of King, NC Downtow...

S Main Street, King, NC

Visits	422.1K	Avg. Dwell Time	60 Min
Visits / sq ft	0.38	Panel Visits	52.8K
Size - sq ft	1.1M	Visits YoY	+25.6%
Visitors	83K	Visits Yo2Y	+32.4%
Visit Frequency	5.09	Visits Yo3Y	+48.2%

Jan 1st, 2025 - Dec 31st, 2025

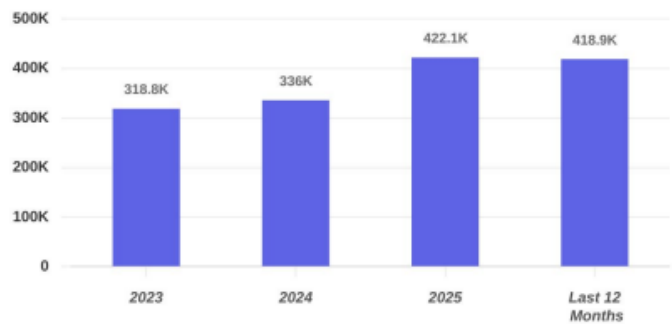
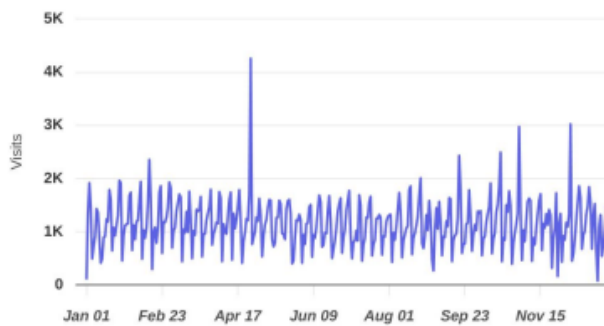
Data provided by Placer Labs Inc. (www.placer.ai)



Visits Trend

City of King, NC Downtown Focu...

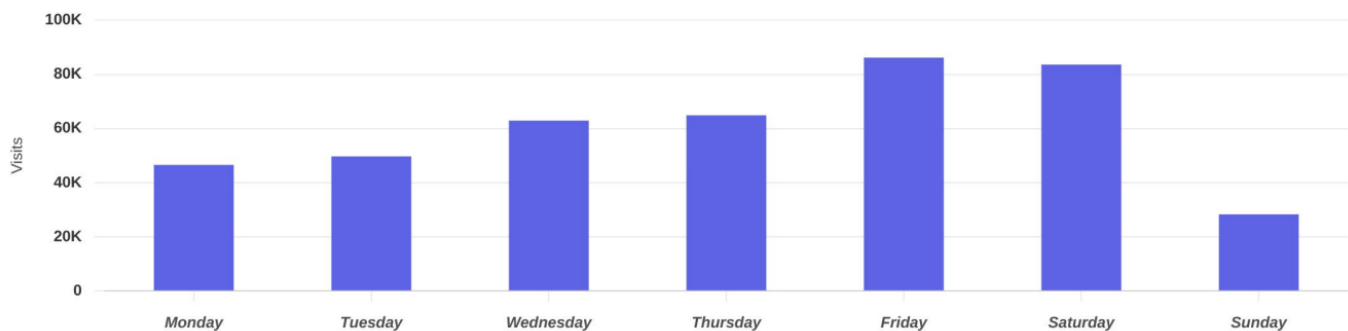
S Main Street, King, NC



Daily Visits

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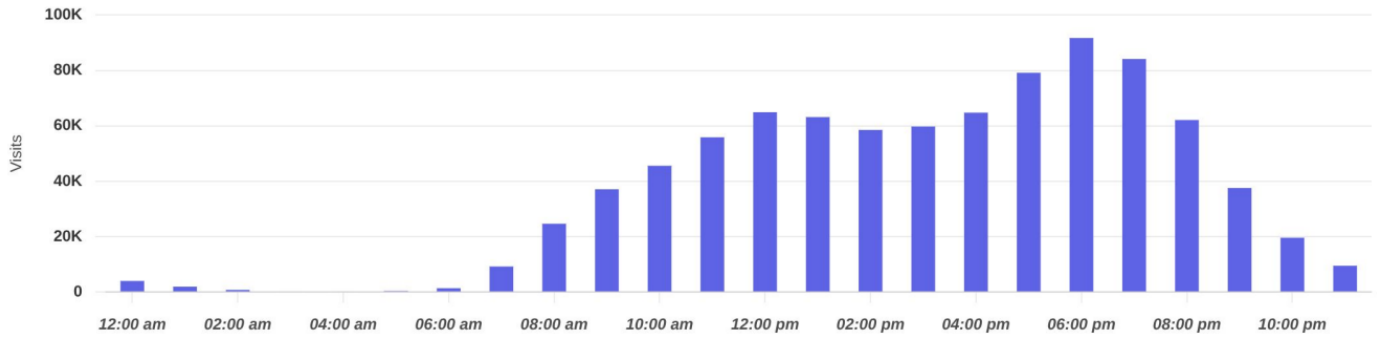
S Main Street, King, NC



Hourly Visits

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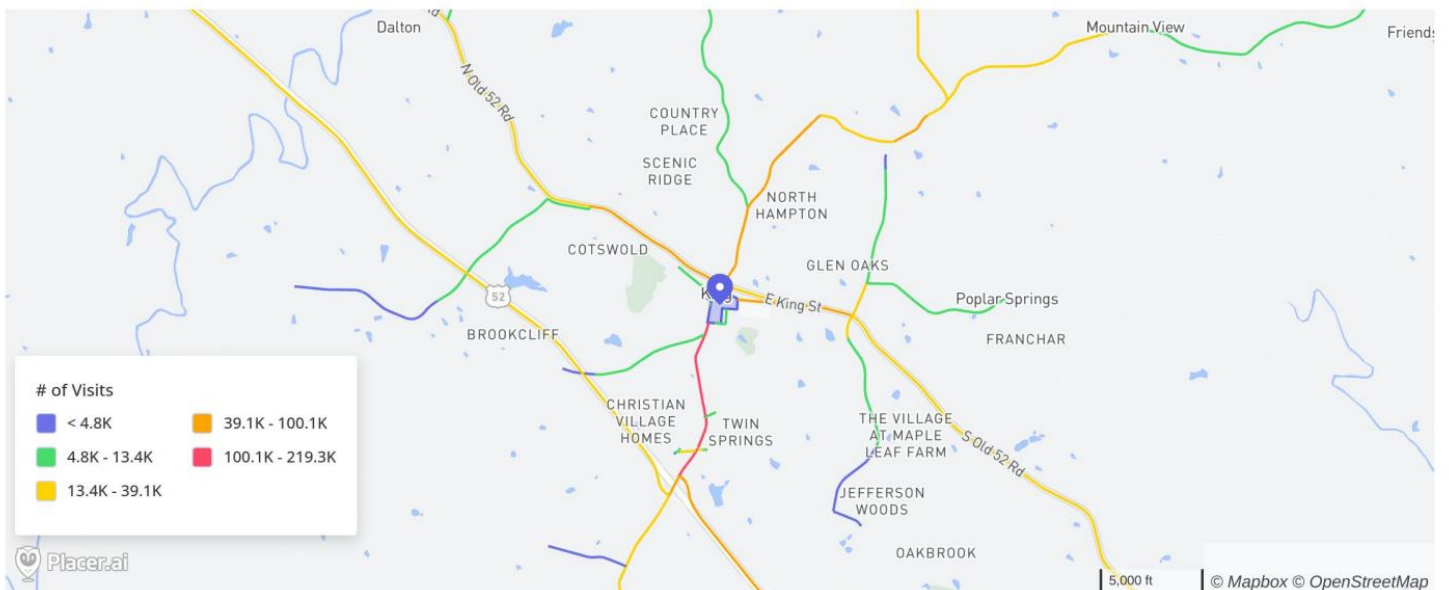
S Main Street, King, NC



Visitor Journey - Routes

City of King, NC Downtow...

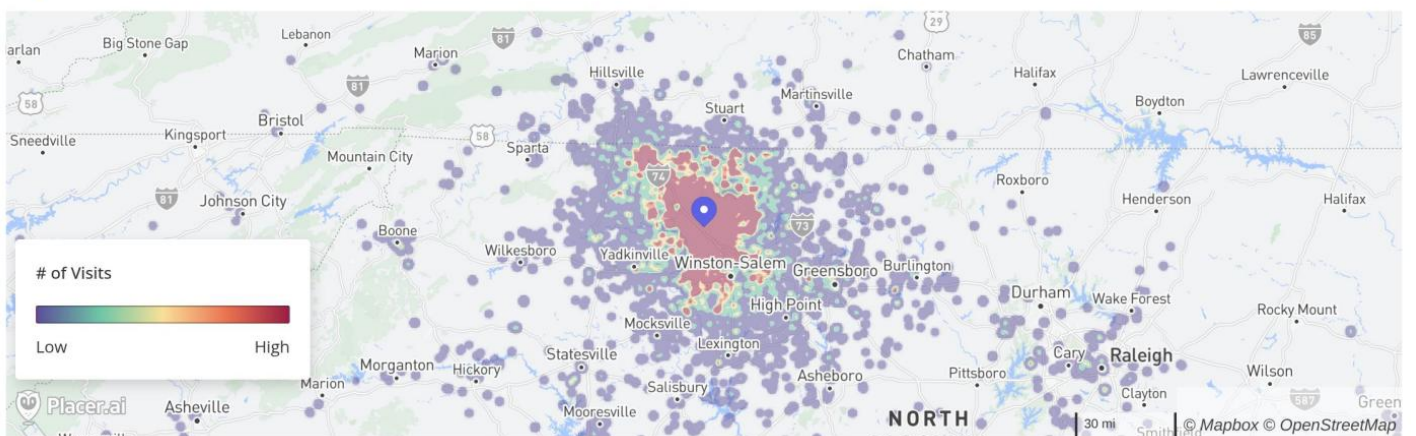
S Main Street, King, NC



Trade Area

City of King, NC Downtow...

S Main Street, King, NC



Vehicle Traffic Volume

City of King, NC Downtown...
S Main Street, King, NC



Jan 1st, 2026 - Dec 31st, 2026
Data provided by Placer Labs Inc. (www.placer.ai)

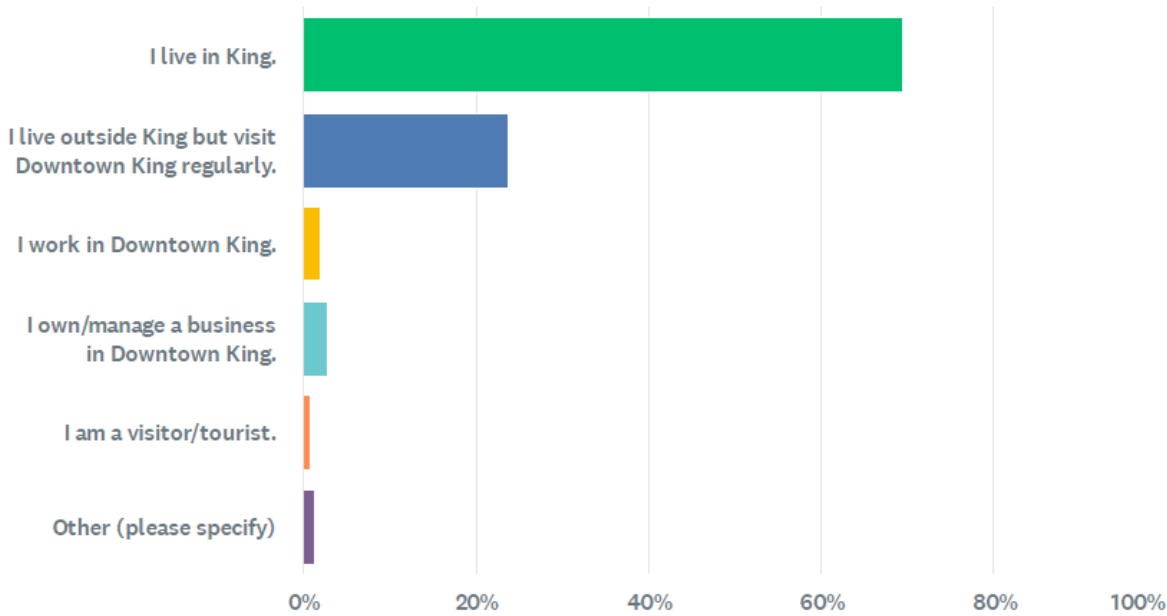
Placer.ai

Appendix 4: Community Survey Results

A total of 510 people completed the Downtown King survey, representing a significant level of community participation. Based on a City of King population of 7,764 residents, approximately 6.6 percent of the city’s population responded to the survey, indicating strong public engagement in the future of downtown. Below are the results:

Q1 What is your relationship to Downtown King?

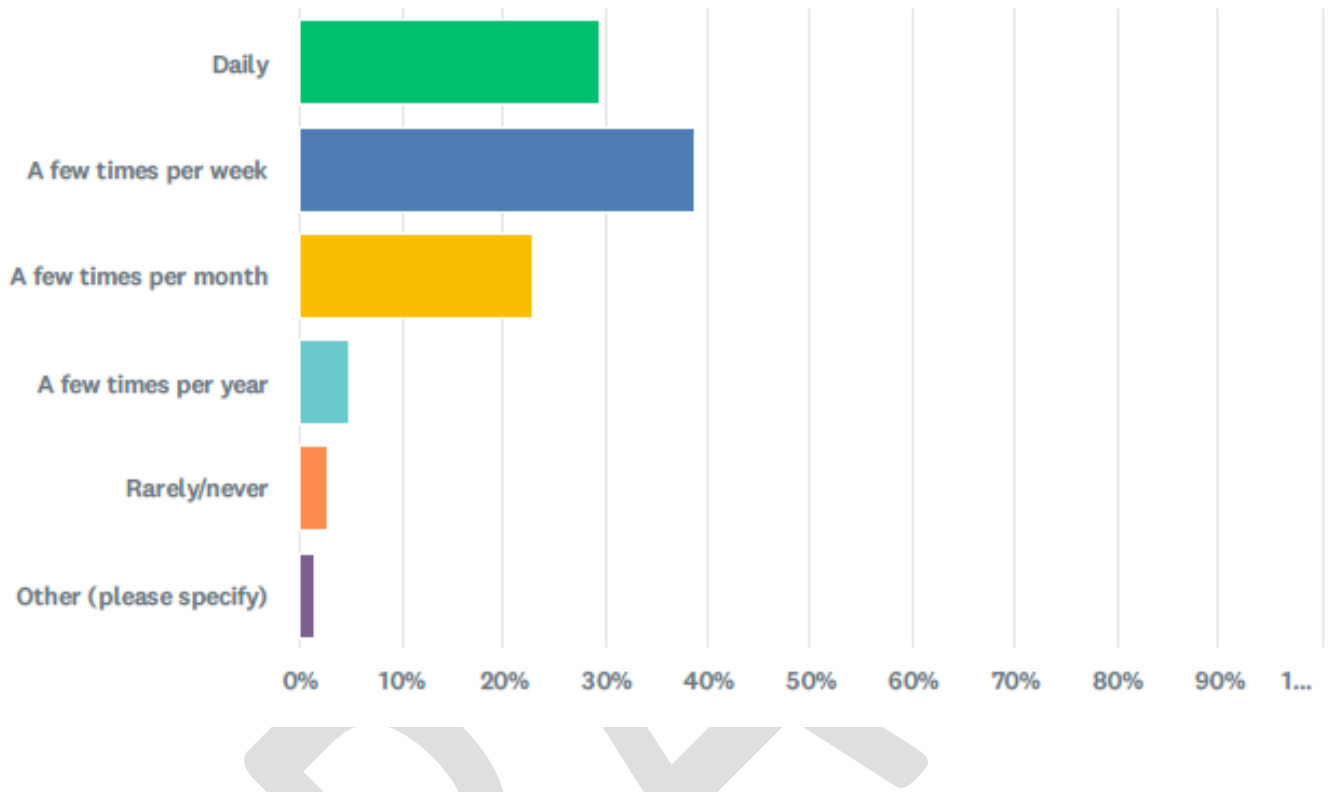
Answered: 510 Skipped: 0



Answer Choices	Percentage	Responses
● I live in King.	69.41%	354
● I live outside King but visit Downtown King regularly.	23.73%	121
● I work in Downtown King.	1.96%	10
● I own/manage a business in Downtown King.	2.75%	14
● I am a visitor/tourist.	0.78%	4
● Other (please specify) Show responses	1.37%	7
Total		510

Q2 How often do you visit Downtown King?

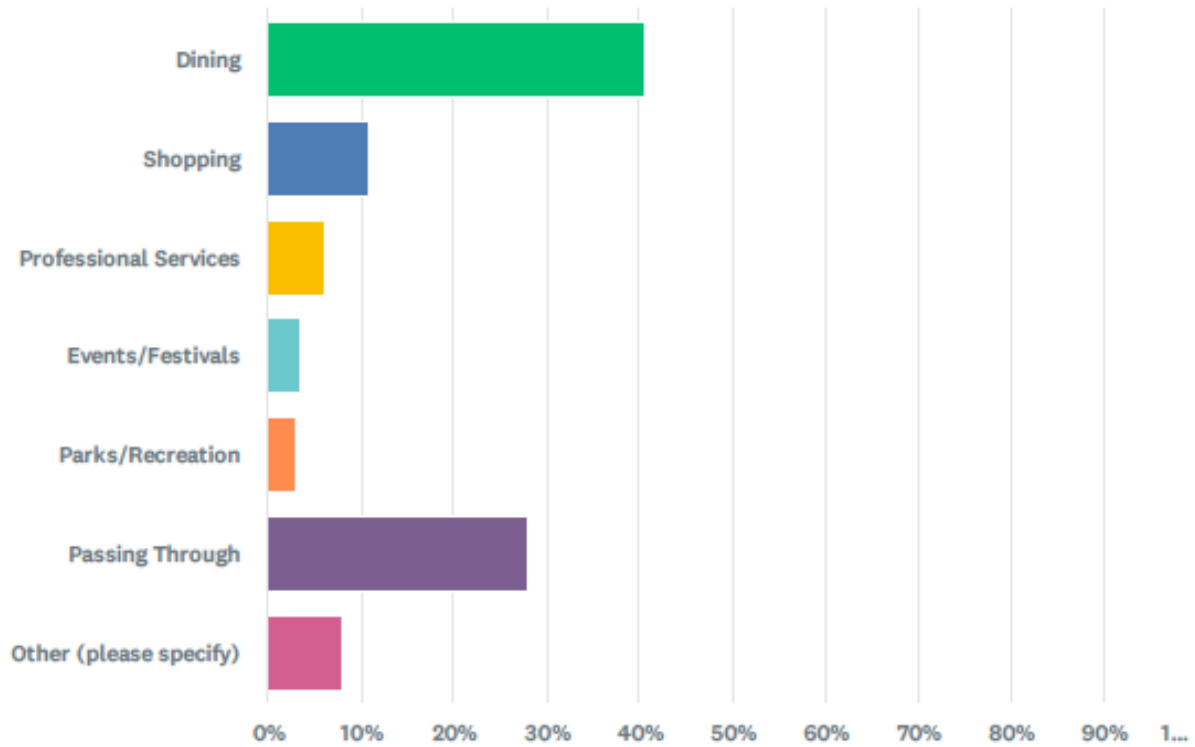
Answered: 510 Skipped: 0



Answer Choices	Percentage	Responses
● Daily	29.41%	150
● A few times per week	38.63%	197
● A few times per month	22.94%	117
● A few times per year	4.90%	25
● Rarely/never	2.75%	14
● Other (please specify) Show responses	1.37%	7
Total		510

Q3 When you visit Downtown King, what brings you downtown most often?

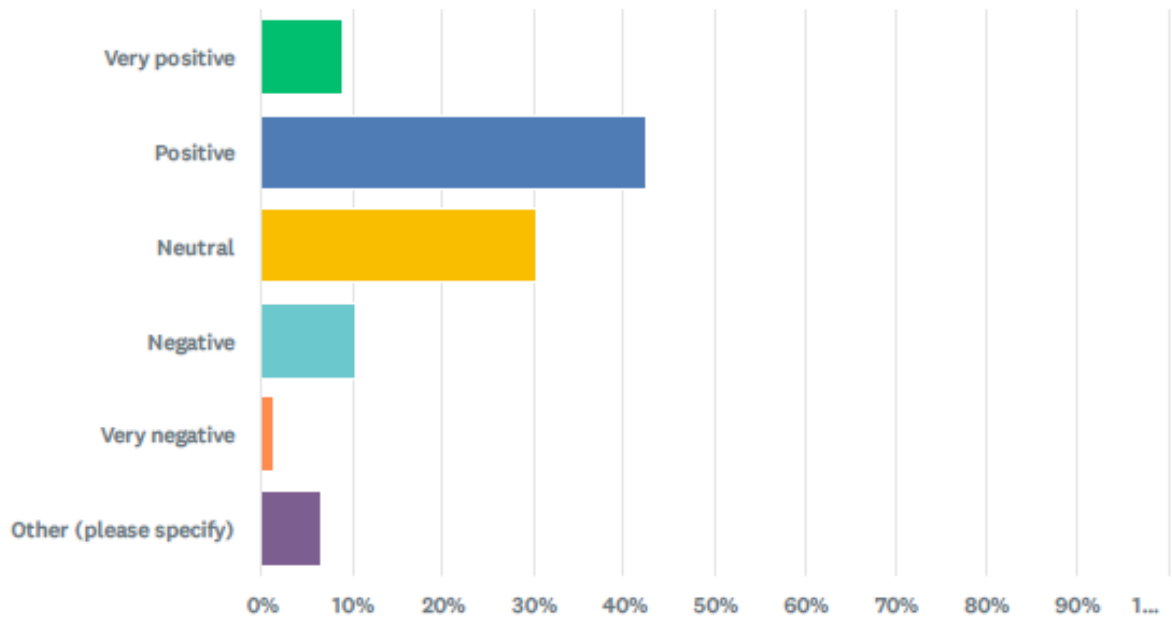
Answered: 509 Skipped: 1



Answer Choices	Percentage	Responses
● Dining	40.47%	206
● Shopping	10.81%	55
● Professional Services	6.09%	31
● Events/Festivals	3.54%	18
● Parks/Recreation	3.14%	16
● Passing Through	27.90%	142
● Other (please specify) Show responses	8.06%	41
Total		509

Q4 How would you describe your overall impression of Downtown King?

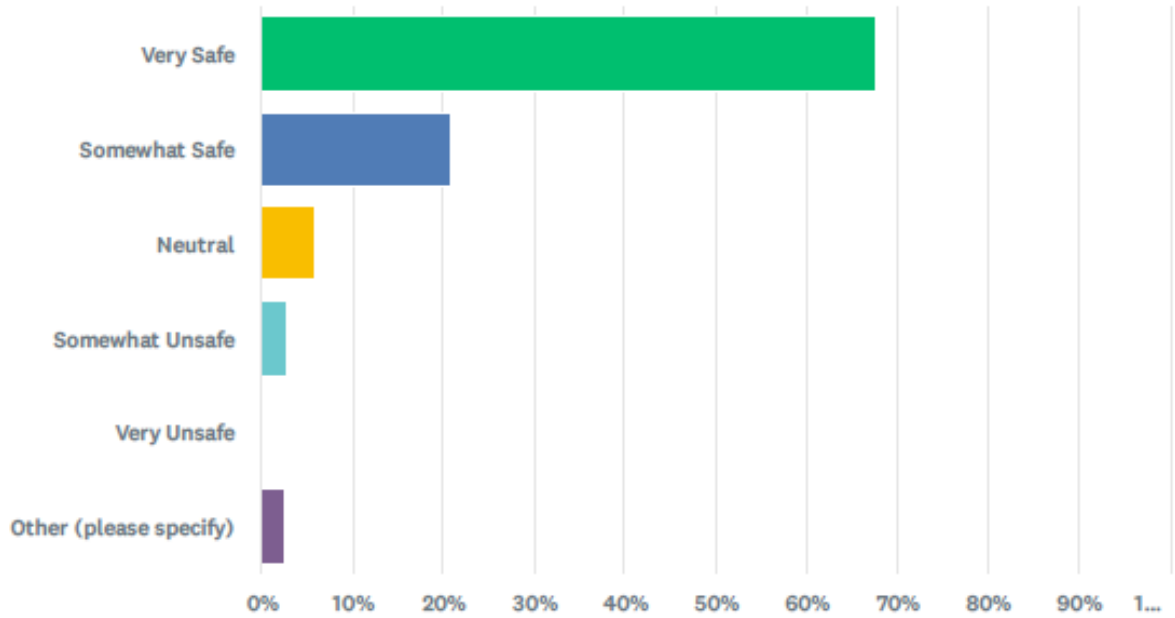
Answered: 507 Skipped: 3



Answer Choices	Percentage	Responses
● Very positive	9.07%	46
● Positive	42.41%	215
● Neutral	30.37%	154
● Negative	10.26%	52
● Very negative	1.38%	7
● Other (please specify) Show responses	6.51%	33
Total		507

Q5 How safe do you feel in Downtown King?

Answered: 510 Skipped: 0



Answer Choices	Percentage	Responses
● Very Safe	67.65%	345
● Somewhat Safe	20.78%	106
● Neutral	5.88%	30
● Somewhat Unsafe	2.94%	15
● Very Unsafe	0.20%	1
● Other (please specify) Show responses	2.55%	13
Total		510

Q6 How would you rate Downtown King on the following?

Answered: 510 Skipped: 0

	VERY POOR	POOR	NEUTRAL	GOOD	VERY GOOD	TOTAL	WEIGHTED AVERAGE
Cleanliness	0.39% 2	2.95% 15	19.65% 100	53.05% 270	23.97% 122	509	3.97
Walkability	3.35% 17	16.93% 86	24.41% 124	40.16% 204	15.16% 77	508	3.47
Parking Availability	26.77% 136	40.16% 204	16.34% 83	13.78% 70	2.95% 15	508	2.26
Lighting	4.54% 23	21.70% 110	36.69% 186	31.95% 162	5.13% 26	507	3.11
Beautification (Landscaping, Planters, Murals, Public Art)	4.72% 24	20.24% 103	33.40% 170	34.38% 175	7.27% 37	509	3.19
Public Amenities (Restrooms, Wayfinding (Signage), Benches, Trashcans/Recycling Cans, Public Spaces)	12.97% 66	41.26% 210	32.61% 166	12.18% 62	0.98% 5	509	2.47
Variety of Businesses	8.04% 41	27.25% 139	33.53% 171	26.86% 137	4.31% 22	510	2.92
Quality of Businesses	1.38% 7	3.93% 20	28.49% 145	51.08% 260	15.13% 77	509	3.75
Historic Character and Charm	3.33% 17	15.10% 77	26.27% 134	41.76% 213	13.53% 69	510	3.47
Available Opportunities for New or Expanding Businesses	8.09% 41	22.49% 114	39.05% 198	24.65% 125	5.72% 29	507	2.97

Q7 What three words describe how Downtown King feels today?

Answered: 397 Skipped: 113

The following summary synthesizes the 397 open-ended responses to Survey Question 7, which asked participants to describe how Downtown King feels today using three words. Rather than listing individual responses, this narrative distills recurring themes, shared perceptions, and common points of agreement expressed across the dataset to provide a clear, high-level understanding of community sentiment reflected in the survey results.

Overall Themes

Responses reveal a downtown that is widely perceived as active and evolving but also strained by growth-related challenges. The most frequently repeated descriptors fall into four broad categories: growth and

momentum, congestion and access challenges, character and sense of place, and gaps in diversity of uses and experiences.

Growth and Momentum

Many respondents describe Downtown King as growing, improving, revitalizing, up-and-coming, or changing for the better. These responses suggest broad recognition that recent investments, new businesses, and increased activity have positively shifted downtown's trajectory. Several respondents explicitly note that downtown feels "better than before" or is "headed in the right direction," indicating community awareness of progress and momentum.

Congestion, Traffic, and Parking

At the same time, traffic congestion, limited parking, and constrained street space emerged as the most dominant negative themes across responses. Words such as crowded, congested, cramped, hectic, traffic-choked, and hard to navigate appear repeatedly throughout the data. Many respondents express frustration with peak-time conditions, pedestrian safety, and the difficulty of moving through downtown comfortably by car or on foot. These concerns point to infrastructure and circulation challenges that may increasingly affect visitor experience, business access, and resident support as downtown activity continues to grow.

Character, Charm, and Identity

A strong sense of small-town character and emotional attachment is also evident in the data. Respondents frequently use words such as quaint, historic, cozy, charming, hometown, and feels like home. These comments highlight downtown's role as a place of identity, nostalgia, and community connection. However, some responses reflect tension between growth and preservation, with concerns that rapid change may erode the small-town feel that many residents value.

Gaps in Use Mix and Experience

Another recurring theme relates to limited variety in downtown offerings, particularly outside of dining and alcohol-focused uses. Several respondents describe downtown as food-centric, bar-heavy, or lacking in retail, shopping, family-oriented, or daytime activities. This suggests opportunities to broaden the business mix, support additional destination retail and services, and better balance uses to appeal to a wider range of ages, lifestyles, and visitation patterns.

Strategic Implications

Taken together, these responses portray Downtown King as a place with strong momentum, community pride, and emerging vibrancy, but also clear pressure points related to capacity, accessibility, and balance. The feedback reinforces the importance of pairing continued investment and activation with thoughtful planning for traffic, parking, pedestrian safety, public space design, and business mix to ensure downtown remains functional, welcoming, and reflective of community values as it continues to evolve.

Q8 What three words describe your vision for Downtown King in the next five years?

Answered: 377 Skipped: 133

The following summary synthesizes the 377 open-ended responses to Survey Question 8, which asked participants to describe their vision for Downtown King over the next five years. Rather than presenting individual comments, this narrative distills the most common themes, priorities, and aspirations expressed across the responses to capture a shared, high-level community vision for downtown's future direction.

Core Vision Themes

Across the responses, a clear vision emerges of a downtown area that is vibrant, walkable, welcoming, and economically active, while still maintaining its small-town charm and historic character. Many respondents express optimism and hope for continued improvement, using words such as thriving, lively, inviting, charming, fun, and destination. These responses reflect a desire for Downtown King to function as a true community hub that supports daily life, social activity, and local pride.

Walkability, Accessibility, and Infrastructure

One of the strongest and most consistent themes centers on walkability and accessibility. Respondents frequently reference improved sidewalks, safer pedestrian crossings, better traffic flow, and easier navigation through downtown. Parking availability and management also remain a top priority in future vision statements, with many respondents explicitly naming parking, traffic, access, and circulation as essential elements that must be addressed to support continued growth and downtown usability.

Business Mix and Activity

Many respondents envision a downtown with greater variety in businesses and experiences, particularly expanded retail, shopping, arts, entertainment, and family-oriented activities. While dining remains important, respondents repeatedly note a desire for more non-food destinations, including boutiques, cultural spaces, events, and places to gather throughout the day. Words such as variety, shopping, experiences, arts, music, and events appear frequently, signaling interest in a more balanced and diversified downtown economy.

Family-Friendly and Community-Oriented Focus

A strong emphasis on family-friendly, inclusive, and community-centered spaces runs throughout the responses. Many respondents express a desire for Downtown King to be safe, welcoming, and appealing to all ages, with activities and amenities that support families, children, and intergenerational use. Terms such as family-friendly, safe, inclusive, welcoming, and community underscore the importance of downtown as a shared civic space rather than solely a nightlife or tourism destination.

Managing Growth While Preserving Character

While growth is widely supported, many respondents stress the importance of intentional, well-managed growth that does not overwhelm infrastructure or erode the town’s identity. Several responses express concern about overdevelopment, congestion, and loss of small-town character, emphasizing the need to balance expansion with preservation. Words such as controlled growth, preserved, historic, quaint, and right-sized reflect a desire for thoughtful planning that enhances downtown without fundamentally changing its scale or feel.

Strategic Implications

Overall, the responses to Question 8 outline a shared vision for Downtown King as a walkable, vibrant, and well-balanced downtown that supports local businesses, fosters community life, and accommodates growth through intentional infrastructure and design improvements. This vision highlights the importance of aligning future investments with accessibility, business diversity, family-friendly programming, and preservation of downtown’s character to ensure long-term success and community support.

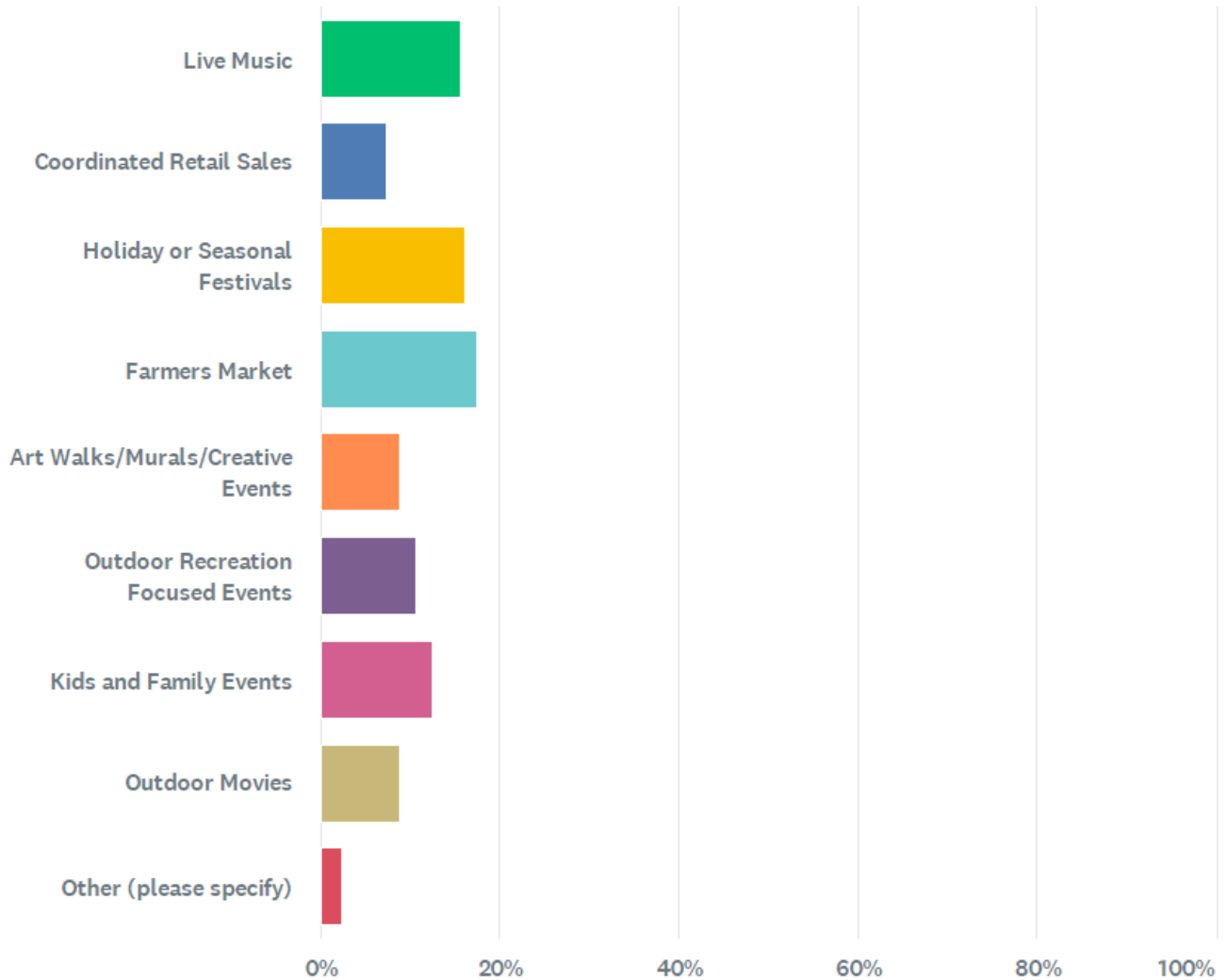
Q9 What types of businesses would you most like to see in Downtown King?

Answered: 506 Skipped: 4

	DON'T NEED MORE	NEUTRAL	NEED MORE	TOTAL RESPONDENTS
Restaurants	32.18% 158	27.09% 133	41.34% 203	491
Coffee Shops/Cafes	52.65% 258	25.51% 125	21.84% 107	490
Retail Boutiques	18.26% 90	31.03% 153	51.12% 252	493
Outdoor Recreation Oriented Shops	14.40% 71	38.34% 189	47.67% 235	493
Family Friendly Entertainment	6.97% 35	20.32% 102	72.71% 365	502
Arts/Creative Studios or Galleries	24.10% 120	39.76% 198	36.55% 182	498
Professional Services	33.67% 167	48.39% 240	18.15% 90	496
Grocery/Specialty Foods	31.26% 156	28.66% 143	40.48% 202	499
Wellness/Fitness Businesses	41.01% 203	37.58% 186	21.82% 108	495
Lodging (Boutique Hotel or Short-Term Rentals)	29.14% 146	27.94% 140	43.31% 217	501

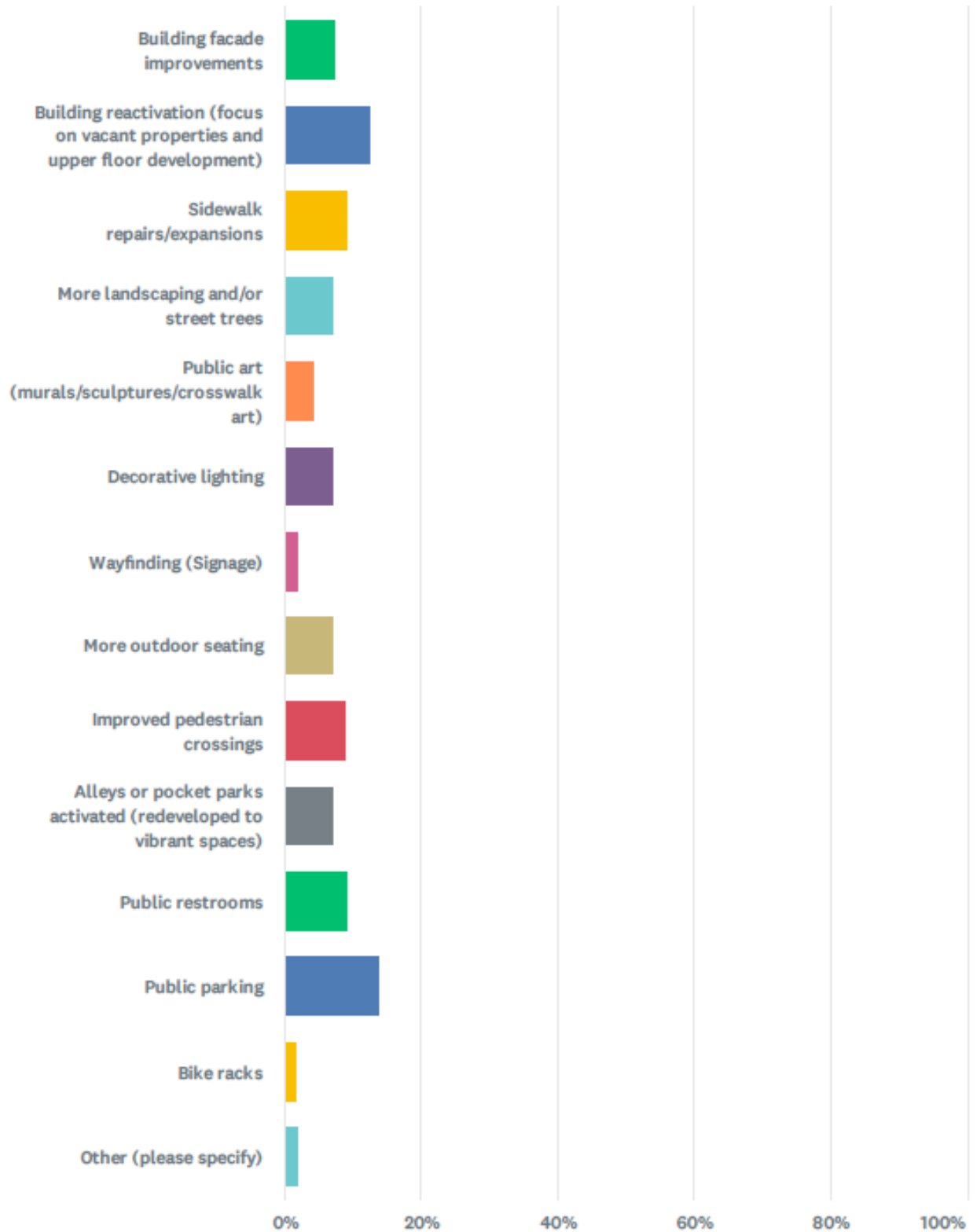
Q10 What types of events or activities would draw you to Downtown King more often? (select all that apply)

Answered: 495 Skipped: 15



Q11 Which improvements would make Downtown King more inviting? (Select up to 5 most important improvements)

Answered: 499 Skipped: 11



Q12 What physical improvements to the Downtown King area should be prioritized first?

Answered: 366 Skipped: 144

The following summary synthesizes the 366 open-ended responses to Survey Question 12, which asked participants to identify the physical improvements that should be prioritized first in the Downtown King area. Rather than listing individual comments, this narrative distills the most frequently cited needs and shared priorities expressed across the responses to provide a clear, high-level understanding of community-identified physical improvement priorities.

Parking as the Dominant Priority

Across nearly every page of responses, parking emerges as the most consistently cited and urgent need. Respondents repeatedly reference the lack of convenient, clearly marked, and sufficient public parking as a major barrier to downtown access and usability. Many comments emphasize the need for additional off-street parking, better signage directing visitors to existing parking areas, and clearer rules around shared or time-limited parking to reduce confusion and frustration.

Traffic Flow and Congestion Management

Closely tied to parking concerns are persistent issues related to traffic congestion and circulation, particularly at key intersections such as Main Street and Dalton Road. Respondents frequently reference unsafe or inefficient traffic patterns, excessive delays at stoplights, left-turn conflicts, and narrow roadways that struggle to accommodate current traffic volumes. Many responses suggest operational solutions such as turn restrictions, signal timing adjustments, dedicated turn lanes, or rerouting through-traffic to improve flow and safety.

Pedestrian Safety and Walkability

Another dominant theme is the need to improve pedestrian safety and walkability. Respondents commonly cite insufficient or unsafe crosswalks, lack of pedestrian signals, narrow or uneven sidewalks, and challenges for people with disabilities. Requests for ADA-compliant crossings, better lighting, safer nighttime conditions, and improved sidewalk continuity indicate strong community support for prioritizing pedestrians alongside vehicular traffic.

Building Conditions, Facades, and Vacant Properties

Many respondents emphasize the importance of building reactivation and façade improvements as a visible and immediate way to improve downtown's appearance and economic potential. Comments frequently reference vacant or underutilized buildings, deteriorating facades, and inconsistent aesthetics as detracting from downtown's appeal. Respondents express interest in restoring historic character, improving storefronts, and ensuring buildings are maintained in a way that supports business recruitment and community pride.

Lighting, Streetscape, and Beautification

In addition to functional infrastructure, respondents identify lighting, landscaping, streetscape elements, and general beautification as important complementary investments. Improved lighting is frequently linked to safety and nighttime comfort, while landscaping, street trees, planters, benches, trash receptacles, and outdoor seating are viewed as ways to make downtown more welcoming and usable for longer stays.

Strategic Implications

Responses to Question 12 point to a clear need for sequenced, infrastructure-first investments that address parking, traffic flow, and pedestrian safety before or alongside higher-level placemaking efforts. The data reinforces that successful downtown revitalization in King will require balancing growth with functional improvements that make downtown easier to navigate, safer to use, and more attractive for residents, businesses, and visitors alike.

Q13 What is the most important outcome you want to see in Downtown King over the next five years?

Answered: 348 Skipped: 162

The following summary synthesizes the 348 open-ended responses to Survey Question 13, which asked participants to identify the single most important outcome they want to see in Downtown King over the next five years. Rather than listing individual responses, this narrative distills the most frequently cited outcomes and shared priorities expressed across the dataset to capture a clear, high-level picture of what residents and stakeholders most want downtown's future success to look like

A Thriving, Active, and Sustainable Downtown

The most common desired outcome is a downtown that is thriving, active, and economically sustainable. Respondents repeatedly reference successful local businesses, consistent foot traffic, and a downtown that feels lively throughout the day and week. Many express a desire for Downtown King to be a place where businesses can remain open long-term, attract customers, and contribute to a stable local economy rather than short-lived or underutilized spaces.

Parking, Traffic, and Functional Access as Preconditions for Success

Across the responses, parking availability and traffic flow are framed not just as improvements, but as prerequisites for nearly every other desired outcome. Parking is by far the most frequently cited single issue, often mentioned on its own. Respondents consistently note that without adequate parking, safer intersections, and smoother traffic flow, other goals such as increased visitation, shopping, events, or walkability will be difficult to achieve. This reinforces the community's view that infrastructure challenges are currently limiting downtown's potential.

A Family-Friendly and Community-Centered Destination

Another major outcome theme is the desire for Downtown King to function as a family-friendly, community-oriented destination. Respondents frequently reference places and activities that appeal to families, children, teenagers, and older adults alike. Many express a desire for more reasons to spend extended time downtown beyond dining, including shopping, entertainment, events, gathering spaces, and casual activities that support everyday use by residents.

Balanced Growth That Preserves Small-Town Character

While many respondents support continued growth and revitalization, there is strong and consistent emphasis on controlled, thoughtful growth that preserves King's small-town identity. Numerous responses stress the importance of maintaining historic buildings, avoiding overdevelopment, and preventing downtown from becoming overcrowded or overly urbanized. The desired outcome is not growth for growth's sake, but growth that enhances quality of life, protects local character, and feels appropriate to King's scale and context.

Expanded Retail, Experiences, and Daytime Activity

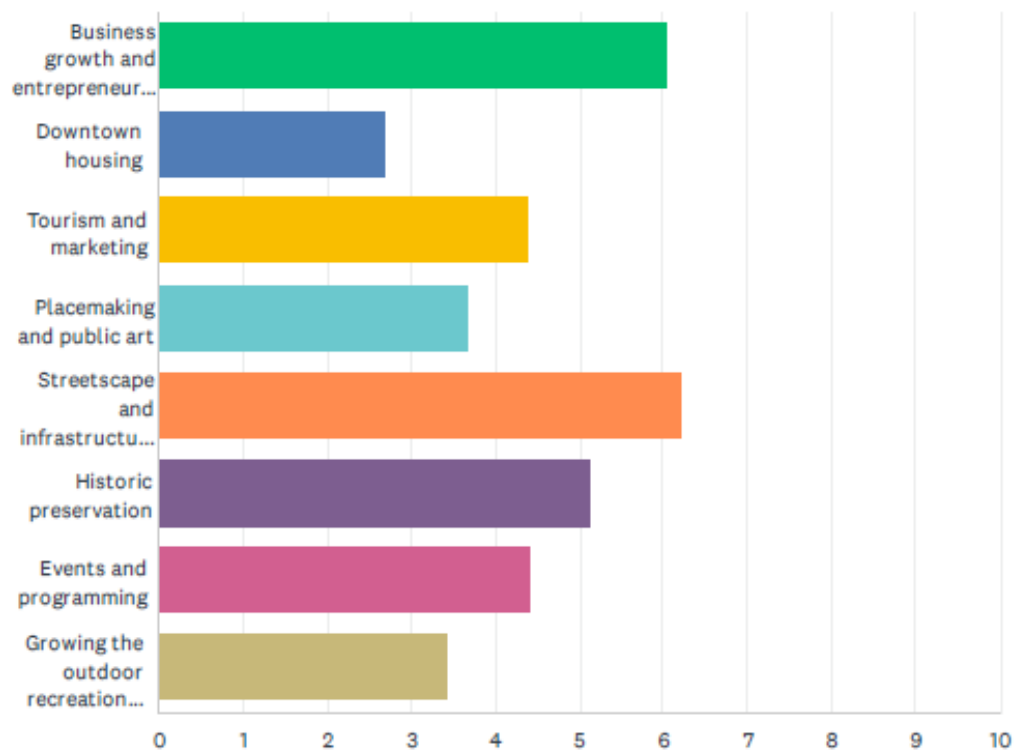
Respondents repeatedly identify the need for greater variety in retail, services, and experiences, particularly daytime and non-alcohol-focused uses. Many express a desire for shopping, arts, entertainment, and family activities that encourage people to linger, browse, and return frequently. Several comments frame success as being able to meet everyday needs locally, reducing the need to travel to Winston-Salem or Mount Airy for shopping and entertainment.

Strategic Implications

Collectively, responses to Question 13 define success for Downtown King as a well-functioning, welcoming, and economically healthy downtown that balances growth with livability. The data underscores that the most important outcomes business success, community use, and destination appeal are tightly linked to resolving infrastructure constraints, broadening the mix of uses, supporting families and residents, and preserving the town's character. These priorities provide clear guidance for aligning strategies, investments, and sequencing decisions throughout the implementation of the Downtown King 5-Year Economic Development Strategic Plan.

Q14 Rank these potential strategic priorities in order of importance.

Answered: 498 Skipped: 12



	1	2	3	4	5	6	7	8	TOTAL	SCORE
Business growth and entrepreneurship	28.71% 143	22.89% 114	17.47% 87	10.44% 52	5.82% 29	6.83% 34	5.22% 26	2.61% 13	498	6.04
Downtown housing	4.02% 20	7.83% 39	4.22% 21	4.82% 24	9.24% 46	6.02% 30	12.85% 64	51.00% 254	498	2.68
Tourism and marketing	4.22% 21	12.85% 64	16.06% 80	16.27% 81	12.85% 64	18.27% 91	12.65% 63	6.83% 34	498	4.40
Placemaking and public art	1.20% 6	2.81% 14	11.65% 58	17.07% 85	19.68% 98	20.28% 101	17.47% 87	9.84% 49	498	3.69
Streetscape and infrastructure improvements	32.33% 161	21.89% 109	14.46% 72	12.25% 61	10.04% 50	4.22% 21	4.02% 20	0.80% 4	498	6.21
Historic preservation	21.08% 105	15.46% 77	12.25% 61	8.63% 43	11.24% 56	16.47% 82	11.04% 55	3.82% 19	498	5.14
Events and programming	5.82% 29	8.84% 44	16.27% 81	19.08% 95	16.06% 80	12.65% 63	16.27% 81	5.02% 25	498	4.41
Growing the outdoor recreation economy	2.61% 13	7.43% 37	7.63% 38	11.45% 57	15.06% 75	15.26% 76	20.48% 102	20.08% 100	498	3.43

Q15 What concerns do you have about the future of Downtown King?

Answered: 355 Skipped: 155

The following summary synthesizes the 355 open-ended responses to Survey Question 15, which asked participants to identify their concerns about the future of Downtown King. Rather than listing individual comments, this narrative distills the most frequently expressed worries and shared points of concern across the dataset to provide a clear, high-level understanding of community apprehensions related to growth, infrastructure, character, and long-term sustainability

Growth Outpacing Infrastructure

The most pervasive concern is that Downtown King is growing too quickly without the infrastructure needed to support that growth. Respondents consistently cite traffic congestion, limited roadway capacity, inadequate parking, and constrained intersections, particularly at Main Street and Dalton Road, as major threats to downtown's functionality. Many express fear that continued development without corresponding infrastructure improvements will make downtown difficult to access, unsafe for pedestrians, and frustrating for both residents and visitors.

Traffic, Parking, and Accessibility

Traffic and parking are overwhelmingly the most frequently mentioned concerns, often cited together and sometimes as the sole response. Respondents describe congestion, lack of turning lanes, unsafe crossings, blocked travel lanes during deliveries, and insufficient parking during peak hours and events. Many note that these issues already deter them from visiting downtown and worry that unresolved access challenges will lead to declining foot traffic and struggling businesses over time.

Loss of Small-Town Character and Historic Identity

A strong emotional theme throughout the responses is a concern over losing King's small-town charm and historic character. Many respondents fear that unchecked growth, inappropriate building design, or demolition of historic structures will make Downtown King feel generic or overly urbanized. Preserving historic buildings, maintaining a modest scale, and protecting the town's unique identity are repeatedly emphasized as essential to downtown's appeal and community pride.

Business Mix and Overconcentration of Certain Uses

Respondents frequently express concern about an overconcentration of bars, alcohol-focused businesses, and low-impact or appointment-based uses, often at the expense of retail, family-oriented destinations, and everyday shopping options. Many worry that an imbalanced business mix could limit downtown's appeal to families and daytime visitors, reduce dwell time, and weaken long-term economic resilience.

Safety, Affordability, and Quality of Life

Additional concerns include pedestrian safety, potential increases in crime, affordability pressures related to housing and taxes, and the fear that rising costs could displace long-time residents and small businesses. Some respondents also note concerns about aging or deteriorating buildings, lack of maintenance, and insufficient investment in utilities such as water and sewer systems.

Fear of Stagnation or Poorly Managed Change

While many respondents fear rapid growth, others express concern that Downtown King could lose momentum or fail to evolve in meaningful ways. These respondents worry that without clear leadership, strategic planning, and follow-through, downtown could either stagnate or experience poorly coordinated change that benefits only a narrow set of interests.

Strategic Implications

Collectively, responses to Question 15 highlight a strong desire for intentional, infrastructure-led growth that protects Downtown King's character while addressing real and perceived constraints. The data underscores that community support for revitalization is closely tied to managing traffic and parking, preserving historic identity, ensuring a balanced business mix, and maintaining quality of life for residents. Addressing these concerns proactively will be critical to sustaining trust, momentum, and long-term success as Downtown King continues to grow and evolve.

Q16 If you own or operate a business or property in Downtown King, what barriers are faced by your business and what support or resources would help you succeed?

Answered: 136 Skipped: 374

The following summary synthesizes the 136 responses to Survey Question 16, which asked downtown business and property owners to identify the barriers they face and the types of support or resources that would help them succeed. Rather than listing individual comments, this narrative distills the most common challenges and requested supports expressed by respondents to provide a clear, high-level understanding of conditions affecting downtown business viability.

Parking and Access as the Primary Barrier

Parking emerges overwhelmingly as the most frequently cited barrier to business success. Respondents repeatedly reference insufficient public parking, lack of convenient or accessible spaces, and customer frustration related to parking availability. Many note that parking constraints directly limit foot traffic, reduce customer dwell time, and discourage repeat visits, particularly for retail and service-oriented businesses.

Traffic, Walkability, and Pedestrian Safety

Closely connected to parking concerns are issues related to traffic volume, sidewalk safety, crosswalks, and overall walkability. Respondents describe a perception that downtown is difficult to navigate on foot and unsafe at certain times of day. Improved pedestrian infrastructure, safer crossings, and better traffic management are viewed as necessary to support business visibility and customer comfort.

High Rents and Affordability Challenges

Another recurring theme is concern over rising rents and operating costs, particularly in older or under-improved buildings. Several respondents express frustration that lease rates are comparable to larger markets without offering the same foot traffic or infrastructure support. This creates barriers for small businesses, local entrepreneurs, and potential investors who might otherwise consider downtown locations.

Infrastructure, Streetscape, and Building Conditions

Respondents frequently cite unfinished or outdated infrastructure as a barrier to success, including lighting, streetscape conditions, utilities, and building maintenance. Many express support for continued city investment in streetscape improvements, façade enhancements, lighting, and completion of surrounding infrastructure as essential tools for improving downtown's appearance and functionality.

Support for Existing Businesses and Local Ownership

Some respondents emphasize the importance of supporting long-standing local businesses and ensuring that revitalization efforts do not disproportionately benefit new development at the expense of existing operators. Requests include tax relief or incentives for historic property owners, flexibility in allowable building uses, and programs that recognize and sustain locally owned businesses.

Marketing, Events, and Visibility

Several respondents identify a need for stronger marketing, coordinated events, and promotional activities that drive foot traffic and increase awareness of downtown businesses. Suggestions include regular events, better signage, storefront promotions, and collaborative marketing efforts that highlight the downtown district rather than individual businesses in isolation.

Strategic Implications

Responses to Question 16 underscore that downtown business success in King is closely tied to resolving practical, day-to-day barriers. The data points to the importance of pairing physical infrastructure investments with business support tools such as parking solutions, affordability strategies, marketing coordination, and policies that support local ownership. Addressing these needs will be critical to sustain existing businesses, attract new investment, and ensure long-term economic vitality in Downtown King.

Q17 What's one big idea you'd love to see happen in Downtown King?

Answered: 275 Skipped: 235

The following summary synthesizes the 275 open-ended responses to Survey Question 17, which asked participants to identify one big idea they would love to see happen in Downtown King. Rather than listing individual suggestions, this narrative distills recurring concepts, shared aspirations, and frequently mentioned ideas to provide a clear, high-level understanding of the community's most desired catalytic projects and experiences for downtown's future.

A Walkable, People-Focused Downtown Core

One of the most consistent big ideas is the transformation of downtown into a more walkable, pedestrian-prioritized environment. Many respondents envision temporary or permanent street closures, particularly along Dalton Road, to allow for outdoor dining, strolling, events, and social activity. Ideas frequently include rerouting traffic, limiting turning movements, and creating pedestrian-only or pedestrian-first zones that encourage people to park once and spend extended time downtown.

Events, Festivals, and Regular Programming

Respondents strongly emphasize the desire for recurring events that bring people downtown on a regular basis. Common ideas include weekly summer concerts, outdoor movies, seasonal festivals, farmers markets, holiday events, block parties, and themed street fairs. These responses reflect a belief that consistent programming, rather than one-off events, is key to building momentum, supporting local businesses, and creating a vibrant downtown atmosphere.

Family-Friendly and Youth-Oriented Attractions

A major theme across responses is the need for more activities for families, children, and teenagers. Suggested ideas include splash pads, playgrounds, arcades, bowling alleys, mini golf, indoor play spaces, teen hangout spaces, and family entertainment facilities. Many respondents note that providing things for younger residents to do downtown would increase visitation, lengthen stays, and strengthen downtown's role as a community gathering place.

Arts, Music, and Cultural Spaces

Many respondents envision Downtown King as a center for arts and culture. Frequently mentioned ideas include public art, murals, galleries, performance venues, music halls, amphitheaters, community theaters, and live music spaces that are not centered on alcohol service. These ideas highlight strong community interest in creative placemaking and cultural programming as drivers of identity and economic activity.

Expanded Retail and Everyday Destinations

Another dominant theme is the desire for more retail businesses. Respondents commonly mention boutiques, bookstores, hardware stores, specialty shops, and locally owned retail that meet daily needs. Several

responses emphasize keeping spending local and reducing the need to travel to nearby cities for shopping and entertainment.

Public Spaces, Parks, and Outdoor Amenities

Respondents frequently suggest the creation or enhancement of public gathering spaces, including downtown parks, green spaces, outdoor seating areas, water features, splash pads, and connections to existing parks and recreation assets. These ideas reflect a desire for downtown to function as a place to linger, relax, and socialize beyond transactional activities.

Preserving Small-Town Character While Creating a Destination

While many ideas are ambitious, there is a strong and recurring emphasis on preserving King's small-town charm and historic identity. Respondents frequently note that big ideas should be scaled appropriately, protect historic buildings, and reinforce the town's unique character rather than replicate nearby downtowns. Several responses explicitly stress the importance of nostalgia, authenticity, and a hometown feel as defining elements of any future transformation.

Infrastructure as the Foundation for Big Ideas

Across many responses, infrastructure improvements are framed as necessary enablers of larger ideas. Parking solutions, traffic signal improvements, pedestrian safety enhancements, buried power lines, improved lighting, and upgraded streetscapes are repeatedly cited as prerequisites for successful events, walkability, and business growth.

Strategic Implications

Responses to Question 17 demonstrate a strong appetite for bold but community-centered ideas that activate public space, support families, strengthen local identity, and create reasons to visit downtown regularly. The data suggests that the most supported big ideas combine pedestrian-friendly design, consistent programming, cultural and family-oriented attractions, and infrastructure improvements. These themes provide clear direction for identifying catalytic projects that can anchor implementation efforts while remaining aligned with community values and downtown's small-town character.

Q18 Please share your additional thoughts here.

Answered: 112 Skipped: 398

The following summary synthesizes the 112 open-ended responses to Survey Question 18, which invited participants to share any additional thoughts related to Downtown King and its future. Rather than presenting individual comments, this narrative distills recurring sentiments, overarching concerns, and reinforcing themes that emerged across the responses to provide broader context for community perspectives not captured in earlier survey questions.

Strong Desire to Preserve Small-Town Character

A dominant theme across responses is concern about Downtown King losing its small-town identity. Many respondents express apprehension about becoming overly urbanized or resembling larger nearby cities. There is strong emphasis on maintaining a community-oriented, historic, and family-friendly downtown that feels authentic and rooted in local identity rather than driven by trends or external comparisons.

Concerns About Overconcentration of Alcohol-Oriented Uses

Numerous respondents reiterate concern about what they perceive as an overabundance of bars or alcohol-focused businesses. These comments frequently emphasize the desire for a broader mix of family-friendly, daytime, and non-alcohol-centered destinations. Respondents often connect this issue to perceptions of safety, inclusivity, and downtown's appeal to residents of all ages.

Infrastructure and Growth Management

Many responses highlight frustration with growth occurring faster than infrastructure improvements. Traffic congestion, parking shortages, roadway capacity, water and sewer systems, and utility infrastructure are repeatedly cited as needing attention before additional development occurs. Several respondents stress that infrastructure should be addressed as a prerequisite to continued residential or commercial growth.

Traffic, Parking, and Pedestrian Safety

Consistent with other survey questions, traffic flow, intersection safety, and parking remain top concerns. Respondents frequently reference left-turn movements at Main Street and Dalton Road, red light running, pedestrian safety, and overall walkability. Sidewalk connectivity, safer crossings, and improved circulation are viewed as essential to both quality of life and downtown success.

Support for Beautification, Arts, and Visual Appeal

Many respondents express support for continued beautification and placemaking efforts, including murals, decorative lighting, façade improvements, streetscape elements, and landscaping. Positive feedback is often given for recent improvements, with encouragement to expand these efforts in ways that respect downtown's historic character.

Mixed Views on Events and Street Closures

While some respondents strongly support more events, live music, and festivals, others express concern about frequent street closures and disruptions to daily travel. These responses highlight the importance of balancing activation and programming with accessibility and the needs of residents who rely on downtown streets for regular travel.

Desire for Broader Business Variety and Local Ownership

Several respondents emphasize the importance of attracting businesses that meet everyday needs, support local ownership, and encourage residents to spend money locally rather than traveling to nearby cities.

Suggestions include retail, services, markets, and spaces that allow local makers and entrepreneurs to participate in downtown activity.

Strategic Implications

Responses to Question 18 reinforce that community support for downtown revitalization is closely tied to trust, transparency, and balance. The data underscores the need for intentional growth that prioritizes infrastructure, preserves character, diversifies uses, and maintains affordability and accessibility. These additional perspectives provide important context for interpreting earlier survey results and highlight areas where careful communication, sequencing, and community engagement will be critical as Downtown King continues to evolve.

Q19 If you have any Downtown King memories or historic stories you'd like to share, please use this space to share with us. We may want to share your stories in a storytelling campaign via social media or in print materials. Please only share information in this section that you don't mind being shared publicly.

Answered: 49 Skipped: 461

The following summary synthesizes the 49 open-ended responses to Survey Question 19, which invited participants to share personal memories, historic stories, or reflections related to Downtown King that they would be comfortable having shared publicly. Rather than presenting individual stories verbatim, this narrative distills recurring memories, shared emotional themes, and commonly referenced places and experiences to highlight how residents remember and emotionally connect to downtown. Question 19 provides a deeply personal lens into how Downtown King has functioned historically as a place of memory, connection, and identity. While responses vary in tone from nostalgic to concerned, several consistent themes emerge that reinforce the cultural and emotional significance of downtown.

Strong Nostalgia for a Small-Town Downtown Experience

Many respondents reflect fondly on a time when Downtown King felt quieter, simpler, and more personal. Memories often reference a walkable, close-knit environment where people recognized one another and downtown served as a natural gathering place. These reflections frequently emphasize friendliness, familiarity, and a slower pace of life as defining characteristics of the downtown experience.

Iconic Businesses and Places as Memory Anchors

A large share of memories center on long-standing businesses and institutions that shaped everyday life in King. King Drug, Gentry's Store, Grogan's Hardware, Gordon's Hardware, Pickett's Dime Store, Miss Joyce's Dance Studio, the old bank building, and the original Dari-O are repeatedly referenced. These places are remembered not only for the goods or services they provided, but for the rituals and relationships they

supported, such as sitting at the soda fountain, walking downtown with family members, or spending time after school.

Intergenerational Experiences and Family Connections

Many responses highlight intergenerational memories involving parents, grandparents, and children. Walking downtown with grandparents, visiting the pharmacy or library, attending dance lessons, and participating in parades and festivals are common recollections. These stories underscore downtown's historical role as a shared space across generations rather than a destination limited to a specific age group.

Emotional Attachment to Historic Continuity

Several respondents express strong feelings about the importance of preserving historic buildings, businesses, and the overall character of downtown. There is concern that continued change or redevelopment could erase meaningful connections to the past. These comments often emphasize that historic continuity is not only about architecture, but about maintaining the emotional and cultural fabric that makes downtown recognizable and meaningful to long-time residents.

Mixed Reflections on Change and Revitalization

While some respondents express frustration or sadness about changes over time, others note optimism and appreciation for recent revitalization efforts. Several responses acknowledge that downtown feels more active today than in past decades and express hope that future changes can create a family-friendly destination while honoring historic roots. This balance reflects a community that values progress but remains deeply protective of its identity.

Strategic Implications

Responses to Question 19 highlight that Downtown King's identity is rooted as much in memory and emotion as it is in physical space. The data reinforces the importance of incorporating storytelling, historic preservation, and community memory into revitalization efforts. These narratives suggest strong potential for heritage-based placemaking, interpretive signage, oral history projects, public art, and marketing efforts that celebrate local stories while reinforcing continuity between past, present, and future downtown experiences.

Appendix 5: Project Development Vision Boards

The vision for Downtown King serves as the foundation for the project development vision boards included in the appendices, grounding them in the community's shared vision. These vision boards are not intended as literal recommendations or prescriptive designs, but as inspirational tools that help King's leaders, partners, and stakeholders visualize what transformative, well-aligned investment could look like over time. By translating the vision into visual examples of placemaking, business development, streetscape enhancements, and gathering spaces, the boards encourage big-picture thinking and pursuit of catalytic actions and projects that can meaningfully strengthen Downtown King's economy and sense of place.

➤ Improving Facades and Public Spaces to Prioritize the Pedestrian Experience & Curb Appeal for Businesses.



➤ **2025 Photo**



➤ **Rendering**

➤ **Considering Improvements to Rear Facades, Parking Areas, Lighting, and Public Art.**



➤ **2025 Photo**



➤ **Rendering**

➤ **Prioritizing the Pedestrian Experience with Improved Sidewalks, Facades, Lighting, and Attractive Decorative Elements.**



➤ **2025 Photo**



➤ **Rendering**

➤ **Activating Upper Floors with Housing or Lodging Opportunities. Improved Facades.**



➤ **2025 Photo**



➤ **Rendering**

Appendix 6: Project Development Worksheet

[The Project Development Worksheet can be downloaded on the NC MS&RP website here.](#)

DRAFT

Appendix 7: Downtown King Asset Map

Insert Asset Map Here

DRAFT



**CITY OF KING
KING CITY COUNCIL
DEPARTMENTAL REPORTS**

**MEETING DATE:
APRIL 6, 2026**

**Collections Report
Finance & Budget
Fire Department
Planning Department
Police Department
Senior Center
Tap Fee Report
Taxes
Water**

Debt Set Off Report - Funds Collected												
	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26
AMOUNT COLLECTED BY US	\$622.50	\$0.00	\$98.25	\$187.46	\$241.06	\$0.00	\$2,982.74	\$296.22				
AMOUNTED COLLECTED BY DEBT SETOFF	\$64.47	\$44.85	\$132.34	\$232.89	\$0.00	\$0.00	\$75.48	\$0.00				
TOTALS	\$686.97	\$44.85	\$230.59	\$420.35	\$241.06	\$0.00	\$3,058.22	\$296.22				
TOTAL YEAR TO DATE JULY 2024- JUNE 2025	\$4,978.26											

Budget vs Actual (Summary)

City of King
3/9/2026 11:19:15 AM

Page 1 Of 2

Period Ending 2/28/2026

11 GENERAL FUND								
Description	Budget	Encumbrance	MTD	QTD	YTD	Variance	Percent	
Revenues								
	12,359,517	0.00	1,544,707.03	2,553,909.52	9,423,582.57	(2,935,934.43)	76%	
Revenues Totals:	12,359,517	0.00	1,544,707.03	2,553,909.52	9,423,582.57	(2,935,934.43)	76%	
Expenses								
Governing Body	108,510	0.00	6,468.28	16,171.10	101,636.11	6,873.89	94%	
Administration	202,653	0.00	13,396.40	35,433.06	135,026.43	67,626.57	67%	
Finance	228,941	0.00	16,621.26	42,457.50	180,799.01	48,141.99	79%	
Public Buildings	147,809	44,168.09	5,156.37	8,677.74	89,019.02	14,621.89	90%	
Planning	534,324	512.00	32,331.22	73,496.68	328,311.83	205,500.17	62%	
Police	4,180,015	117,505.46	393,668.13	759,381.85	3,096,925.27	965,584.27	77%	
Fire	3,374,371	99,575.82	231,400.67	563,325.53	2,396,576.45	878,218.73	74%	
Community Development	20,425	0.00	3,751.04	4,700.96	9,957.44	10,467.56	49%	
Streets	490,317	60,723.66	22,443.67	41,447.04	137,276.92	292,316.42	40%	
Public Works	679,033	2,756.04	37,798.09	86,248.94	424,592.23	251,684.73	63%	
Solid Waste	799,175	3,297.05	102,040.72	106,363.67	641,789.04	154,088.91	81%	
Recreation Acres	421,157	13,778.35	19,420.78	57,103.84	255,069.49	152,309.16	64%	
Central Park	95,305	18,978.42	3,262.33	23,751.85	55,363.83	20,962.75	78%	
Senior Center	167,192	0.00	11,907.25	28,880.47	108,727.13	58,464.87	65%	
Debt Service	588,790	0.00	21,357.94	21,357.94	458,695.08	130,094.92	78%	
Non-Departmental	321,500	0.00	4,568.85	8,935.85	230,854.74	90,645.26	72%	
Expenses Totals:	12,359,517	361,294.89	925,593.00	1,877,734.02	8,650,620.02	3,347,602.09	73%	
11 GENERAL FUND	Revenues Over/(Under) Expenses:		619,114.03	676,175.50	772,962.55			

Budget vs Actual (Summary)

City of King
3/9/2026 11:19:15 AM

Period Ending 2/28/2026

61 ENTERPRISE FUND								
Description	Budget	Encumbrance	MTD	QTD	YTD	Variance	Percent	
Revenues								
	8,160,163	0.00	480,015.47	1,334,353.08	4,230,396.16	(3,929,766.84)	52%	
Revenues Totals:	8,160,163	0.00	480,015.47	1,334,353.08	4,230,396.16	(3,929,766.84)	52%	
Expenses								
Governing Body	91,867	0.00	2,572.96	8,719.80	61,173.87	30,693.13	67%	
Administration	299,901	0.00	18,413.13	52,531.50	169,911.73	129,989.27	57%	
Finance	496,721	0.00	31,549.83	74,841.70	324,152.90	172,568.10	65%	
Engineering	157,987	0.00	12,053.06	29,143.60	110,668.64	47,318.36	70%	
Water Plant	1,661,356	267,925.60	142,101.82	301,310.30	1,008,111.50	385,318.90	77%	
Water Distribution	1,651,956	245,921.59	81,276.34	174,729.12	965,743.58	440,290.83	73%	
Wastewater Collections	1,403,513	0.00	217,955.67	325,417.96	865,946.14	537,566.86	62%	
Wastewater Maintenance	815,882	92,706.34	70,274.78	139,110.41	465,142.70	258,032.96	68%	
Debt Service	1,215,458	0.00	789.37	789.37	436,793.81	778,664.19	36%	
Non-Departmental	365,522	0.00	1,907.32	109,025.34	242,600.80	122,921.20	66%	
Expenses Totals:	8,160,163	606,553.53	578,894.28	1,215,619.10	4,650,245.67	2,903,363.80	64%	
61 ENTERPRISE FUND	Revenues Over/(Under) Expenses:		(98,878.81)	118,733.98	(419,849.51)			

City of King Fire Department

Month in Review

February 2026

Administration:

- Chief Roberson attended February City Council meeting.
- Monthly administrative staff meeting facilitated by Chief Roberson on February 3rd.
- Chief Roberson met Kathy Loveday with the King Chamber of Commerce regarding upcoming events.
- Administrative staff held a budget meeting on February 13th.
- Staff conducted employee interviews on February 16th.
- Staff conducted new employees on boarding on February 23 and 24th.
- Annual medical fit for duty physicals were performed on February 20th.
- A/C Lane held an apparatus committee meeting on February 26th.
- Met with Atrium Wake Forest Baptist regarding new medical director contract.
- Staff attended Stokes County Fire and Rescue Association meeting on February 24th.

Fire Marshal Office Activities:

- **Fire Inspections:**
 - On Pointe Dance Apparel
 - Goodwill
 - Silver Wings Wellness and Tanning
 - Amazing Thailand
 - Little Caesar's Pizza
 - Village Care
 - Burger King
 - Circle K
 - Centerwell Home Health
 - Klix
 - Barn Star Amish Warehouse
 - Love Ink Tattoos
 - Dollar Tree
 - Town N Country Restaurant
 - Trim USA
 - Days Inn
 - Bay Area Bears
 - Kent Hunter Realty
 - State Farm Insurance
 - Verizon Century 21 Echelon
 - Muddy Creek Motorsports
 - Vacant 534 E. King St.
 - Brookcliff Mobile Home Park office
 - Stoked Fitness
 - Kratom Tobacco and Vape
 - King Antique Mall

- Vacant 607-D S. Main St
- Vacant 416-G W. King St.
- Jacobs Contracting
- The Apostolic Church of King
- McDonald's
- Wendy's
- Skate Factory
- Vacant 416-H W. King St
- Bennett and West Law Offices
- Backward K
- The Rock Church
- King Mart and More
- Pizza Hut
- Harris Body Shop
- Gullion's
- Natural Nails Spa
- Shannock's Pawn Shop
- Ma'Luz
- Food Lion
- Beltone
- Kings Crossing Building B
- O3 Athletics
- Vacant 416-E W. King St
- Sparks Gym
- SM South King LLC
- **Site Inspection**
 - Remedy Healthcare
 - Soul to Bowl
 - Pilot View II
 - Five Forks
 - The Black Rabbitt
 - Planet Fitness
 - Reaper Accessory Building
 - Hill and Dale Apartments
- **Certificate of Occupancy**
 - King Steel Studs
- **Consultation**
 - Willing Vessel Church
 - Village Care
 - Soul to Bowl
 - Reaper Custom Fabrication, LLC
- **Re-Inspection**
 - Amigos Mexican Grill
 - Sheetz
 -

Public Education:

- 2/5/2026 - Foster home inspection
- 2/9/2026 – 4th grade fire and life safety, Living Word Christian Academy
- 2/10/2026 – Child passenger car seat inspection
- 2/10/2026 – Smoke alarm installation

- 2/12/2026 – Child passenger car seat inspection
- 2/13/2026 – Smoke alarm evaluation
- 2/17/2026 – 4th grade fire and life safety, Mt. Olive Elementary
- 2/18/2026 – 4th grade fire and life safety, King Elementary School
- 2/18/2026 – 4th grade fire and life safety, Calvary Christian School
- 2/23/2026 – 4th grade fire and life safety inspection, Poplar Springs Elementary
- 2/27/2026 – Smoke alarm installation
- 2/28/2026 – Child Passenger car seat inspection

Training:

- Captain Fariss finished Fire Instructor 2 certification
- 2/2/2026 – Medical continuing education
- 2/6-7/2026 – Eng. Newsome and Firefighters Burrow and Johnson attended Law and Administrative training for the fire inspector test qualification
- 2/10-12/2026 – Chief Roberson attend fire investigation recertification training.
- 2/11/2026 – A/C Francis attend fire inspection training
- 2/16-19/2026 – Staff attend Drone licensing class at FTCC
- 2/23 – 25/2026 – Coordinated fire attack drills held at FTCC ESTC for each shift
- 2/23/2026 – monthly multi-company training held at FTCC ESTC with neighboring fire departments.

Incident Summary:

Fire	11
Rescue	6
EMS	90
Hazardous Condition	4
Service Call	52
Good Intent Call	3
False Alarms	12
Special Incident	7
Total Alarms	185

Location of Incidents:

Fire & Squad Totals:

City of King	100
City of King/Forsyth Co.	9
Stokes County	46
Forsyth County	14
Stokes Co. Auto/Mutual Aid	6
Forsyth Co. Auto/Mutual Aid	10
Responding in Place of	0
Out of County	0
Total Alarms	185

II. Building Permits Issued						
A. COMMERCIAL						
ASSEMBLY		BUSINESS		EDUCATIONAL		
FACTORY/INDUSTRIAL		HAZARDOUS		INSTITUTIONAL		
MERCANTILE		RESIDENTIAL		STORAGE/UTILITIES		
UPFIT/ADDITION	4	SIGN		DEMOLITION	1	
B. RESIDENTIAL						
HOUSES	8	MOBILE HOMES		GARAGES/CARPORTS		
UTILITY BUILDINGS		DECKS	1	ADDITIONS		
UPFIT	3	DEMOLITION		STORAGE/UTILITIES		
C. PERMIT LOCATIONS 3						
PERMITS ISSUED FOR		MOBILE HOMES		NEW HOUSES		COMMERCIAL
CITY LIMITS		0		8		0
ETJ		0		0		0
D. PERMIT TOTALS						
BUILDING	17	MECHANICAL	22	PLUMBING	13	
ELECTRICAL	33	SIGN/POOL/DEM	4	TOTAL PERMITS ISSUED		89
E. MONTHLY FISCAL YEAR TOTALS						
MONTH/YEAR	PERMITS	New Homes	RECEIPTS	CONSTRUCTION VAL		
Jul-25	105	6	\$15,578.04	\$1,490,396.00		
Aug-25	73	2	\$23,554.13	\$3,112,226.00		
Sep-25	122	18	\$31,860.84	\$3,342,382.00		
Oct-25	61	3	\$10,296.83	\$1,122,290.00		
Nov-25	93	15	\$22,178.86	\$3,013,481.00		
Dec-25	104	10	\$23,382.80	\$2,027,233.00		
Jan-26	105	10	\$23,382.80	\$2,027,233.00		
Feb-26	89	8	\$31,677.73	\$341,301.00		
Mar-26						
Apr-26						
May-26						
Jun-26						
YEARLY TOTALS	752	72	\$181,912.03	\$16,476,542.00		
III. INSPECTIONS						
F. INSPECTIONS - COMMERCIAL						
BUILDING	9	MECHANICAL	59	PLUMBING	87	
ELECTRICAL	208	SIGN	0	OTHER	0	363
F. INSPECTIONS - RESIDENTIAL						
BUILDING	49	MECHANICAL	38	PLUMBING	51	TOTAL
ELECTRICAL	66	SIGN/POOL	0	OTHER	0	204
FISCAL YEAR TOTALS	4784			MONTHLY TOTAL		567

INFORMATION PROVIDED BY PLANNING & INSPECTIONS DEPARTMENT

I have calculated the month of **February 2026**, Zoning Actions, Building Permits and Inspection totals. Also included are the previous month and year-to-date figures. They are as follows:

I. Zoning			Zoning Fees Collected	
ZONING ACTION/PERMIT TOTALS			FY 2025/26	
	GENERAL USE REZONINGS		July	\$6,605.00
	CONDITIONAL ZONING REZONINGS		Aug	\$567.20
	TEMPORARY PERMITS		Sept	\$210.00
	WATERSHED REVIEWS		Oct	\$235.00
	VARIANCES/ANNEXATION FEES		Nov	\$160.00
	SPECIAL USE PERMITS		Dec	\$430.00
1	MINOR SUBDIVISION PLAT REVIEWS	\$175.00	Jan	\$1,545.00
	MAJOR SUBDIVISION PLAT REVIEWS		Feb	\$1,075.00
	RESIDENTIAL SITE PLAN REVIEWS		March	
3	COMMERCIAL SITE PLAN REVIEWS	\$700.00	April	
1	PLANNING BOARD REVIEW/VOL ANNEX	\$200.00	May	
	PROPOSED TEXT AMENDMENTS		June	
	ABC LICENSES APPLICATION			
	ZONING LETTERS/CITATION/COPIES		Totals	\$10,827.20
	TOTAL PERMITS	RECEIPT TOTALS		
		\$1,075.00		
VIOLATIONS ISSUED				
	February	A few ilegal signs were collected around town.		
WC-01-26	J. Reiter	Timmy's Lane - trash		
PENDING VIOLATIONS AND/OR CORRECTED VIOLATIONS				
WC-01-26	J. Reiter	Corrected		
ZONING INSPECTIONS MADE	13			

Manpower Shortage Alerts – (02/01/2026 – 02/28/2026)

Only 2 Officers Available – 64 Alerts

Only 1 Officer Available – 30 Alerts

No Officers Available – 33 Alerts

Activity Log Event Summary (Cumulative Totals)

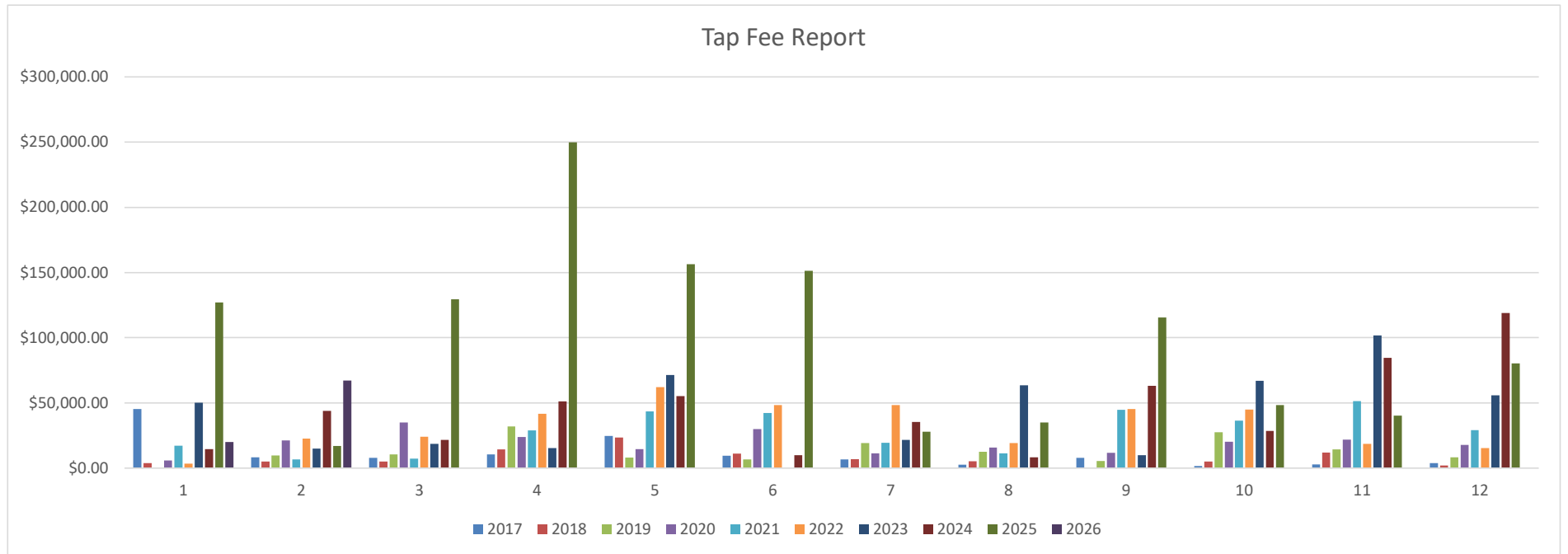
**King Police Department
(02/01/2026 - 02/28/2026)**

<No Event Type Specified>	1	911 Hang Up	12
Agency Assist	23	Alarm	28
Animal Problem	2	Assault	6
Breaking and Entering	1	Court	2
Death Investigation	1	Direct Traffic	1
Disabled Motorist	9	Disturbance	25
Domestic	5	Escort	3
Follow Up	15	Foot Patrol (Business)	187
Fraud	1	Injury to Property	1
Juvenile Complaint	2	K-01 CENTRAL PARK -INCLUDES CABIN,	65
K-02 REC ACRES - INCLUDES	105	K-03 SENIOR CENTER	33
K-04 CITY HALL	4	K-05 KING LIBRARY	42
K-08 PUBLIC WORKS	10	K-10 KING ELEMENTARY SCHOOL	52
K-12 CALVARY CHRISTIAN SCHOOL - MAIN	36	K-15 FIRST BAPTIST CHILD DEVELOPMENT	11
K-20 FIVE FORKS SHOPPING CENTER	73	K-21 KING SHOPPING CENTER	54
K-22 COLONY SHOPPING CENTER	69	K-23 RETAIL CIRCLE	68
K-24 DOWNTOWN SHOPS	11	K-30 402 WEST KING STREET	9
K-31 PIONEER/STOKES MEDICAL OFFICES	3	K-32 NOVANT MEDICAL ON MOORE ROAD	10
K-40 STOKES YMCA	28	K-50 ROSA TARA OFF PLANTATION DRIVE	1
K-52 PRIDY MANOR	9	K-53 UNIVERSAL NURSING FACILITY -	2
K-55 WALMART	88	K-8 PUBLIC WORKS	1
KING CARE CALL - SHELBY	14	KING CARE CALL-SC-BETTY JO	14
Larceny	18	MANPOWER	129
Mental Subject	4	Missing Person	1
Officer Assist (KPD only)	95	Open Door	9
Other	20	Police Service	39
Process Service	3	Public Service	30
Security Check (Business)	336	Security Check (Residence)	1,078
Special Event	2	Stalking	1
Suspicious Activity	21	Suspicious Person	10
Suspicious Vehicle	18	Traffic Crash (Non-reportable)	5
Traffic Crash (Reportable) - OCA required	12	Traffic Stop (eCitation)	65
Traffic Stop (Warning)	54	Training	10
Welfare Check	19		

Total Number of Events: 3,123

TAP FEE REPORT

YEAR	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
2017	\$45,205.00	\$8,317.50	\$7,847.50	\$10,522.50	\$24,687.50	\$9,540.00	\$6,592.50	\$2,757.50	\$7,970.00	\$1,600.00	\$2,965.00	\$3,980.00
2018	\$3,965.00	\$5,050.00	\$5,050.00	\$14,475.00	\$23,575.00	\$11,040.00	\$6,737.50	\$5,315.00	\$0.00	\$5,055.00	\$12,032.50	\$1,990.00
2019	\$0.00	\$9,595.00	\$10,580.00	\$31,865.00	\$8,117.50	\$6,662.50	\$19,292.50	\$12,451.00	\$5,567.50	\$27,710.00	\$14,397.50	\$8,445.00
2020	\$5,995.00	\$21,217.50	\$34,980.00	\$23,820.00	\$14,710.00	\$29,965.00	\$11,385.00	\$15,655.04	\$11,857.50	\$20,140.00	\$21,907.50	\$17,793.00
2021	\$17,322.50	\$6,705.00	\$7,300.00	\$28,862.50	\$43,480.00	\$42,297.50	\$19,400.00	\$11,280.00	\$44,702.50	\$36,573.50	\$51,309.50	\$29,292.50
2022	\$3,375.00	\$22,605.00	\$24,105.00	\$41,790.00	\$62,095.00	\$48,230.00	\$48,230.00	\$19,250.00	\$45,270.00	\$44,927.50	\$18,650.00	\$15,365.00
2023	\$50,177.50	\$14,925.00	\$18,475.00	\$15,357.50	\$71,500.00	\$0.00	\$21,550.00	\$63,620.00	\$10,065.00	\$66,900.00	\$101,880.00	\$55,775.00
2024	\$14,575.00	\$44,027.50	\$21,665.00	\$51,067.50	\$55,255.00	\$9,950.00	\$35,470.00	\$8,470.00	\$63,200.00	\$28,617.50	\$84,626.00	\$118,980.00
2025	\$126,897.50	\$17,029.50	\$129,407.50	\$249,703.50	\$156,292.00	\$151,320.00	\$27,990.00	\$35,086.00	\$115,636.00	\$48,350.00	\$40,232.00	\$80,250.00
2026	\$19,950.00	\$67,220.00										
TOTALS	\$287,462.50	\$88,415.00	\$259,410.00	\$467,463.50	\$459,712.00	\$309,005.00	\$196,647.50	\$173,884.54	\$304,268.50	\$279,873.50	\$348,000.00	\$331,870.50



COUNTY OF STOKES

Richard Brim
TAX ADMINISTRATOR



Joanne M. Fallon
DEPUTY TAX COLLECTOR

Phone (336) 593-2811

Fax (336) 593-4019

TAX COLLECTIONS OFFICE
Post Office Box 57 • 1014 Main Street • Danbury, NC 27016

Memorandum

To: Susan O'Brien, City of King Finance Director

From: Joanne Fallon, Deputy Tax Collector

RE: FEBRUARY 2026 Collections

Date: March 3, 2026

Below is a breakdown of collections for the month of FEBRUARY 2026

	LEVY	INTEREST	TOTAL
CURRENT	\$ 23,045.19	\$ 638.73	\$ 23,683.92
DELINQUENT	\$ 1,350.16	\$ 359.24	\$ 1,709.40
VEHICLE FEE			
SUBTOTAL			\$ 25,393.32
LESS 1.75 % RETAINER			\$ (444.38)
TOTAL PROPERTY TAX			\$ 24,948.94

If you have questions concerning the amount of the check you received,

Please contact our Finance Department at 336-593-2450.

Data as of: 3/16/2026 11:02:34 PM

Report Parameters:

Date Sent to Finance Start: **Min - February 1, 2026**

Date Sent to Finance End: **Max - February 28, 2026**

Abstract Type: **BUS,IND,PUB,REI**

Tax District: **KING CITY**

Levy Type: **Interest, LATE LIST PENALTY, TAX, VEHICLE FEE**

Tax Year: **2026, 2025, 2024, 2023, 2022, 2021, 2020, 2019, 2018, 2017, 2016**

Year For: **2025, 2024, 2023, 2022, 2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2008, 2007, 2006, 2005, 2004, 2003, 2002, 2001, 1999**

Collapse Districts: **N**

Default Sort-By: **Tax Year**

Grouping: **Tax District, Levy Type**

Fiscal Year Activity from July 1, 20XX to February 28, 2026								Activity from February 1, 2026 to February 28, 2026			
Tax Year	Orig. Billed Amt (\$)	Abs. Adj (\$)	Bill Releases (\$)	Disc. Levy (\$)	Net Levy (\$)	Amt Collect. (\$)	Unpaid Balance (\$)	Amt Collect. (\$)	Abs. Adj (\$)	Bill Releases (\$)	Disc. Levy (\$)
		Assessor Refunds (\$)	Net Collections (\$)	Additional Levy (\$)	Collection Fee Amt (\$)	% Coll.	% Uncoll.			Assessor Refunds (\$)	Additional Levy (\$)
TAX DISTRICT: KING CITY LEVY TYPE: Interest											
2025	0.00	0.00	0.00	0.00	0.00	194.30	0.00	98.63	0.00	0.00	0.00
		0.00	194.30	0.00	0.00	NA	NA			0.00	0.00
2024	0.00	0.00	0.00	0.00	0.00	452.12	0.00	0.57	0.00	0.00	0.00
		0.00	452.12	0.00	0.00	NA	NA			0.00	0.00
2023	0.00	0.00	0.00	0.00	0.00	482.16	0.00	0.00	0.00	0.00	0.00
		0.00	482.16	0.00	0.00	NA	NA			0.00	0.00
2022	0.00	0.00	0.00	0.00	0.00	417.70	0.00	0.00	0.00	0.00	0.00
		0.00	417.70	0.00	0.00	NA	NA			0.00	0.00
2021	0.00	0.00	0.00	0.00	0.00	485.81	0.00	0.00	0.00	0.00	0.00
		0.00	485.81	0.00	0.00	NA	NA			0.00	0.00
2020	0.00	0.00	0.00	0.00	0.00	477.25	0.00	0.00	0.00	0.00	0.00
		0.00	477.25	0.00	0.00	NA	NA			0.00	0.00
2019	0.00	0.00	0.00	0.00	0.00	242.30	0.00	0.00	0.00	0.00	0.00
		0.00	242.30	0.00	0.00	NA	NA			0.00	0.00
2018	0.00	0.00	0.00	0.00	0.00	320.12	0.00	0.00	0.00	0.00	0.00
		0.00	320.12	0.00	0.00	NA	NA			0.00	0.00

2017	0.00	0.00	0.00	0.00	0.00	0.00	398.68	0.00	0.00	0.00	0.00	0.00
		0.00	398.68	0.00	0.00	0.00	NA	NA			0.00	0.00
2016	0.00	0.00	0.00	0.00	0.00	0.00	517.97	0.00	0.00	0.00	0.00	0.00
		0.00	517.97	0.00	0.00	0.00	NA	NA			0.00	0.00
Sub.	0.00	0.00	0.00	0.00	0.00	0.00	3,988.41	0.00	99.20	0.00	0.00	0.00
		0.00	3,988.41	0.00	0.00	0.00	NA	NA			0.00	0.00

TAX DISTRICT: KING CITY LEVY TYPE: LATE LIST PENALTY

2025	22.60	0.00	0.14	40.28	62.74	28.72	34.02	1.41	0.00	0.00	0.00	0.00
		0.00	28.72	0.00	0.00	45.78 %	54.22 %				0.00	0.00
2024	18.91	3.55	0.14	16.71	31.93	29.72	2.21	0.00	0.00	0.00	0.00	0.00
		0.00	29.72	0.00	0.00	93.08 %	6.92 %				0.00	0.00
2023	141.61	5.99	0.21	6.51	141.92	140.80	1.12	0.00	0.00	0.00	0.00	0.00
		0.00	140.80	0.00	0.00	99.21 %	0.79 %				0.00	0.00
2022	90.23	4.72	0.20	0.00	85.31	82.54	2.77	0.00	0.00	0.00	0.00	0.00
		0.00	82.54	0.00	0.00	96.75 %	3.25 %				0.00	0.00
2021	40.34	10.53	1.83	85.41	113.39	111.33	2.06	0.00	0.00	0.00	0.00	0.00
		4.72	116.05	0.00	0.00	98.18 %	1.82 %				0.00	0.00
2020	83.55	4.42	0.15	0.00	78.98	77.72	1.26	0.00	0.00	0.00	0.00	0.00
		4.42	82.14	0.00	0.00	98.40 %	1.60 %				0.00	0.00
2019	31.81	4.51	2.16	1.10	28.21	26.88	1.33	0.00	0.00	0.00	0.00	0.00
		1.13	28.01	1.97	0.00	95.29 %	4.71 %				0.00	0.00
2018	26.15	8.14	0.09	5.48	23.40	22.00	1.40	0.00	0.00	0.00	0.00	0.00
		4.60	26.60	0.00	0.00	94.02 %	5.98 %				0.00	0.00
2017	115.26	54.63	0.00	63.14	123.77	122.22	1.55	0.00	0.00	0.00	0.00	0.00
		0.00	122.22	0.00	0.00	98.75 %	1.25 %				0.00	0.00
2016	55.82	1.89	0.00	0.00	53.93	52.21	1.72	0.00	0.00	0.00	0.00	0.00
		0.00	52.21	0.00	0.00	96.81 %	3.19 %				0.00	0.00
Sub.	626.28	98.38	4.92	218.63	743.58	694.14	49.44	1.41	0.00	0.00	0.00	0.00
		14.87	709.01	1.97	0.00	93.35 %	6.65 %				0.00	0.00

TAX DISTRICT: KING CITY LEVY TYPE: TAX

2025	499,833.10	617.58	4,092.22	142.34	495,265.64	483,554.16	11,711.48	3,546.04	38.07	0.20	0.00	0.00
		605.99	484,160.15	0.00	0.00	97.64 %	2.36 %			38.07	0.00	0.00
2024	335,003.80	35.54	2,777.88	62.39	332,252.77	330,688.66	1,564.11	4.84	0.00	0.00	0.00	0.00
		0.00	330,688.66	0.00	0.00	99.53 %	0.47 %				0.00	0.00
2023	319,779.56	472.54	1,636.60	228.11	324,416.99	323,982.18	434.81	0.00	0.00	0.00	0.00	0.00
		0.00	323,982.18	6,518.46	0.00	99.87 %	0.13 %				0.00	0.00
2022	320,506.25	11,590.67	993.62	334.21	314,039.92	313,739.57	300.35	0.00	0.00	0.00	0.00	0.00
		0.00	313,739.57	5,783.75	0.00	99.90 %	0.10 %				0.00	0.00

2021	312,284.52	333.42	984.60	854.13	312,004.64	311,833.66	170.98	0.00	0.00	0.00	0.00
		47.25	311,880.91	184.01	0.00	99.95 %	0.05 %			0.00	0.00
2020	256,855.12	17,642.30	1,332.40	19.11	257,282.44	257,224.64	57.80	0.00	0.00	0.00	0.00
		43.29	257,267.93	19,382.91	0.00	99.98 %	0.02 %			0.00	0.00
2019	263,632.05	946.23	1,365.80	5.49	261,407.12	261,385.13	21.99	0.00	0.00	0.00	0.00
		11.23	261,396.36	81.61	0.00	99.99 %	0.01 %			0.00	0.00
2018	250,754.74	1,248.02	752.64	27.43	249,428.22	249,338.86	89.36	0.00	0.00	0.00	0.00
		45.07	249,383.93	646.71	0.00	99.96 %	0.04 %			0.00	0.00
2017	253,404.26	640.49	801.23	158.67	252,240.64	252,225.14	15.50	0.00	0.00	0.00	0.00
		46.93	252,272.07	119.43	0.00	99.99 %	0.01 %			0.00	0.00
2016	246,094.87	155.23	909.38	0.00	245,030.26	245,013.03	17.23	0.00	0.00	0.00	0.00
		0.00	245,013.03	0.00	0.00	99.99 %	0.01 %			0.00	0.00
Sub.	3,058,148.27	33,682.02	15,646.37	1,831.88	3,043,368.64	3,028,985.03	14,383.61	3,550.88	38.07	0.20	0.00
		799.76	3,029,784.79	32,716.88	0.00	99.53 %	0.47 %			38.07	0.00

TAX DISTRICT: KING CITY LEVY TYPE: VEHICLE FEE

2025	465.00	0.00	0.00	0.00	465.00	105.00	360.00	30.00	0.00	0.00	0.00
		0.00	105.00	0.00	0.00	22.58 %	77.42 %			0.00	0.00
2024	285.00	0.00	0.00	0.00	285.00	135.00	150.00	0.00	0.00	0.00	0.00
		0.00	135.00	0.00	0.00	47.37 %	52.63 %			0.00	0.00
2023	300.00	0.00	225.00	0.00	300.00	165.00	135.00	0.00	0.00	0.00	0.00
		0.00	165.00	225.00	0.00	55.00 %	45.00 %			0.00	0.00
2022	240.00	0.00	0.00	0.00	240.00	165.00	75.00	0.00	0.00	0.00	0.00
		0.00	165.00	0.00	0.00	68.75 %	31.25 %			0.00	0.00
2021	135.00	0.00	0.00	0.00	135.00	120.00	15.00	0.00	0.00	0.00	0.00
		0.00	120.00	0.00	0.00	88.89 %	11.11 %			0.00	0.00
2020	95.00	0.00	25.00	0.00	120.00	90.00	30.00	0.00	0.00	0.00	0.00
		0.00	90.00	50.00	0.00	75.00 %	25.00 %			0.00	0.00
2019	50.00	0.00	30.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00
		0.00	50.00	30.00	0.00	100 %	0 %			0.00	0.00
2018	50.00	0.00	0.00	0.00	50.00	40.00	10.00	0.00	0.00	0.00	0.00
		0.00	40.00	0.00	0.00	80.0 %	20.0 %			0.00	0.00
2017	50.00	0.00	0.00	25.00	75.00	75.00	0.00	0.00	0.00	0.00	0.00
		0.00	75.00	0.00	0.00	100 %	0 %			0.00	0.00
2016	50.00	0.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00
		0.00	50.00	0.00	0.00	100 %	0 %			0.00	0.00
Sub.	1,720.00	0.00	280.00	25.00	1,770.00	995.00	775.00	30.00	0.00	0.00	0.00
		0.00	995.00	305.00	0.00	56.21 %	43.79 %			0.00	0.00
Total	3,060,494.55	33,780.40	15,931.29	2,075.51	3,045,882.22	3,034,662.58	15,208.05	3,681.49	38.07	0.20	0.00

		814.63	3,035,477.21	33,023.85	0.00	99.50 %	0.50 %		38.07	0.00
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Signature (Tax Collector) _____

30-60-90 Service Report

Service Name	2/6/2026	1/6/2026	12/7/2025	11/7/2025	Total
	0-30 Days	31-60 Days	61-90 Days	90+ Days	
WATER C IN	\$21,579.14	\$94.48	\$0.00	\$8,930.95	\$30,604.57
WATER IRR IN	\$480.53	\$0.00	\$0.00	\$15.74	\$496.27
WATER C OUT	\$15,748.28	\$3,460.84	\$1,778.69	\$30,309.31	\$51,297.12
SEWER OUT	\$28,560.78	\$830.79	\$165.20	\$25,854.91	\$55,411.68
SEWER IN	\$57,287.12	\$425.96	\$0.00	\$28,252.61	\$85,965.69
SEN SEWER IN	\$268.02	\$0.00	\$0.00	\$2,031.16	\$2,299.18
SEN SEWER OUT	\$502.11	\$0.00	\$0.00	\$990.62	\$1,492.73
SEWER IN NOHK	\$2,339.87	\$36.00	\$0.00	\$1,733.36	\$4,109.23
LANDFILL TIPFEE	\$3,822.61	\$46.95	\$0.00	\$2,781.23	\$6,650.79
BOD/TSS RES	\$3,792.98	\$31.62	\$7.25	\$3,536.76	\$7,368.61
BOD/TSS COM	\$145.09	\$29.00	\$0.00	\$21.17	\$195.26
BOD/TSS RESCOM	\$608.49	\$9.79	\$0.00	\$101.58	\$719.86
WATER SPRINKLR	\$126.60	\$0.00	\$0.00	\$0.00	\$126.60
RETURN PMT FEE	\$50.00	\$25.00	\$25.00	\$475.00	\$575.00
NONPAYMENT FEE	\$240.00	\$1,194.27	\$200.00	\$20,104.08	\$21,738.35
OTHER UNK	\$0.00	\$0.00	\$0.00	\$1,376.48	\$1,376.48
YARD CART PCKUP	\$41.65	\$5.41	\$0.00	\$75.22	\$122.28
WA - PENALTY	\$0.00	\$0.00	\$0.00	\$1,466.11	\$1,466.11
PENALTY	\$6,774.94	\$578.19	\$20.00	\$6,653.35	\$14,026.48
SEWER IN PULL	\$109.25	\$0.00	\$0.00	\$0.00	\$109.25
SW19	\$109.25	\$0.00	\$0.00	\$0.00	\$109.25
Totals:	\$142,586.71	\$6,768.30	\$2,196.14	\$134,709.64	\$286,260.79