



MS&RP

NC MAIN STREET & RURAL PLANNING CENTER

DEPARTMENT OF COMMERCE

Definitions for Downtown Economic Development Implementation Plan Development

General Downtown Economic Development Implementation Plan Parameters: Your downtown economic development implementation should be SMART. You may hear a reference to SMART goals, but for the purpose of a downtown implementation plan, SMART refers to the vision, mission, downtown economic development strategies, goals, objectives, activities or projects and tasks. SMART stands for:

S Specific
M Measurable
A Attainable
R Relevant
T Time-bound

The following is an example:

Economic Drivers: *Economic drivers are broader than downtown. They may be city-wide, county-wide, or regional economic drivers. Why do people come to your town to live, work or play?*

Examples: University
Regional Hospital
Largest collection of writers in the Southeast
Gateway to the Great Smoky Mountains

Economic Positioning Statement/Vision: Where is your community headed over the next 5 years? What is the economic role that your downtown will play over the next five years in the greater local/county/regional economy? What can your community achieve and how will downtown be different from other areas in your city/county/region? Write the vision as a community economic positioning statement that is grounded in growth opportunities. Is it a community vision built on consensus? Is it memorable?

Example: Downtown (city) is the center of life-long learning and education for North Carolina and (city, county, and/or region); the hub of arts and cultural development for (region); and the center of urban living for (city and county).

Think about words such as Center of...; Hub of...; Pathway to...; Trailhead to....; Crossroads to....; Gateway to...; Fostered by....; Seedbed where....; Destination for....;

Mission: What is your organization's role in achieving the vision? What is the role of the City? The Chamber? Other organizations? Is it clearly defined?

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Example: (Organization) exists to manage and lead the redevelopment of (city, state's) historic downtown center as (city's) primary center of education, arts & cultural development and urban living.

Vs. the mission of the City. – The City of (name) exists to lead, regulate and maintain the health and safety of downtown (city) as the center of education, arts & cultural development and urban living.

Implementation Strategy: (Name of City/Town) is a designated NC Main Street/ small Town Main Street community that uses the National Main Street Center's Four-Point Approach® which includes: organization, promotion, design and economic development to implement a downtown revitalization initiative.

Transformative Downtown Economic Development Strategies: The transformative downtown economic development strategies are defined in your vision statement as “centers of activity”. These are your growth areas. What are the strategies that you defined in your vision statement that will transform your downtown into a more economically vibrant district? Use the Four-Points of Main Street® to partner, promote, improve, retain, expand and recruit, etc. in order to bring your vision to fruition.

*Examples: The Center of life-long learning and education
The Hub of art and cultural development
The Center of urban living*

Goal: **What** part of the transformative economic development strategy are you trying to achieve this year? **What step are you able to achieve this year that will take you one step further towards achieving that five year vision?** Write a goal for each of your economic development strategies. *Goals are broad; Goals are general intentions; Goals are intangible; Goals are abstract; Goals may be difficult to measure;*

*Example: Expand educational offerings into downtown retail establishments.
Offer life-long learning opportunities in downtown for retired adults.
Bring awareness to the economic impact of the arts in downtown.
Make downtown a cool place to live.*

Objective: **Why** are you trying to achieve your goal? The question that should follow the goal is “for what purpose? **Why is that goal important in achieving your five year vision?** *Objectives are narrow; Objectives are precise; Objectives are tangible; Objectives are concrete; Objectives are measurable.*

*Example: **Goal:** Expand educational offerings into downtown retail establishments.
Objective: To economically broaden and sustain ten retail establishments.*

***Goal:** Offer life-long learning opportunities in downtown for retired adults.
Objective: Increase the retiree consumer market by 150 weekly downtown visitors.*

***Goal:** Bring awareness to the economic impact of the arts in downtown.
Objective: Increase visitor traffic that is interested in the arts by 15% over the next two years.*

***Goal:** Make downtown a cool place to live.
Objective: Increase downtown residential consumer base by 50 residents over the next 18 months.*

Actions/Projects: **How** are you going to get there? **What are the specific projects that you need to accomplish in order to achieve your goals and objectives, transformative downtown economic development strategies, mission and vision.** Identify measurable “projects” under *Organization*,

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Promotion, Design and Economic Vitality that will directly accomplish your goal and objective for each transformative downtown economic development strategy. Measures may be a number, a timeframe or a percentage. They should help you determine if you were successful and how successful you were in your efforts.

Example: Goal: Offer life-long learning opportunities in downtown for retired adults.

Objective: Increase the retiree consumer market by 150 weekly downtown visitors.

- **Organization Actions:** Partner with 3 agencies by June 30 that work with retirees to survey interest in life-long learning and their needs in regards to downtown.
- **Promotion Actions:** Develop a niche market promotion for retirees with 30 downtown businesses to encourage “lunch, learn, and shop” promotion.
- **Design Actions:** Partner with the City to make improvements by June 20__ to the West Avenue public parking lot and promote the lot as free parking for retirees on the promotional materials.
- **Economic Vitality Actions:** Work with the Community College to expand the downtown learning center’s hours by 4 hours a day and increase the learning opportunities to 10 offerings a week.

Goal: Make downtown a cool place to live.

Objective: Increase downtown residential consumer base by 50 residents over the next 18 months.

- **Organization Actions:** Establish a residential development committee by December 20__ that will identify the resources needed to spur urban living.
- **Promotion Actions:** Create a downtown housing open house promotion in May 20__.
- **Design Actions:** Work with the city to design and implement streetscape improvements by June 20__ in the 200 block of Main Street.
- **Economic Restructuring Actions:** Award 5 upper story redevelopment grants for projects in the 200-400 blocks of Main Street by November 20__.
- **Economic Vitality Actions:** Recruit a co-operative grocery store to open in July 20__.

Tasks: What is the step by step list that will help you accomplish each activity?

Goal: Make downtown a cool place to live.

Objective: Increase downtown residential consumer base by 50 residents over the next 18 months.

- **Organization Actions:** Establish a residential development committee by December 20__ that will identify the resources needed to spur urban living.
 - **Tasks:**
 - Write a committee job description.
 - Elect a chair of the committee.
 - Work with the ABC College survey class to write and conduct a survey of current downtown residents to determine needs in January 20__.
 - Work with the ABC College survey class to write a conduct a survey of potentially future downtown residents to determine needs in February 20__ in the downtown restaurants and breweries.
 - Conduct a clean and safe audit of downtown in April 20__ to determine additional infrastructure needs for residential development.
- **Promotion Actions:** Create a downtown housing open house promotion in May 20__.

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- **Tasks:**
 - *Create a budget and project description for the housing open house.*
 - *Sell sponsorships for the event and raise \$5000.*
 - *Partner with realtors and property owners to open their homes and units.*
 - *Partner with a Home Staging Company to stage 3 vacant units.*
 - *Develop promotional materials to distribute to attract 250 open house attendees.*
 - *Host the downtown open house on Saturday, April 16, 20__ from 1-5 p.m.*
 - *Conduct an assessment of the promotion with the residential development committee.*
- **Design Actions:** *Work with the city to design and implement streetscape improvements by June 20__ in the 200 block of Main Street.*
 - **Tasks:**
 - *Hire a landscape architect by November 20__ to design a streetscape plan for the 200 block of Main Street.*
 - *Develop a funding plan for the improvements and fund the project at 100% by February 20__.*
 - *Manage and mitigate construction from March – May 20__ to insure less than 1 day of inconvenience for any downtown business.*
 - *Coordinate a ribbon cutting event following completion of the project in June 20__.*
- **Economic Vitality Actions:** *Award 5 upper story redevelopment grants for projects in the 200-400 blocks of Main Street by November 20__.*
 - **Tasks:**
 - *Conduct a downtown assessment of buildings to determine the 10 best properties for upper store residential development.*
 - *Collect upper story residential development data and testimonials to support residential development.*
 - *Identify 3 developers, preservation architects and contractors that are accomplished at upper store development work.*
 - *Award grants by November 20__ and assist with construction as needed.*
 - *Coordinate publicity following the project to communicate the impact of the work and to help lease properties with a quick turnaround in July 20__.*
- **Economic Vitality Actions:** *Recruit a co-operative grocery store to open in July 20__.*
 - **Tasks:**
 - *Visit all co-operative grocery stores in a four-county region by March 20__.*
 - *Work with the city to develop an incentive package for recruiting a grocery store in June 20__.*
 - *Package data, incentives and a building to “sell” the downtown story and establish need by July 20__.*
 - *Make a recruitment pitch in August 20__.*
 - *Coordinate the grand opening celebration in March 20__.*

Action Verbs for Writing Goals, Objectives, Actions and Tasks

Choose the most active verbs possible.

Accomplish	Choose	Debate	Diversify	Draft	Fill
Achieve	Circulate	Decide	Drive		Forecast
Acquire	Classify	Defend	Dump		Forge
Activate	Cleanup	Define	Duplicate		Form
Address	Climb	Delegate	Edit	Elaborate	Formulate
Adjust	Close	Deliberate	Elicit	Eliminate	Fortify
Administer	Collaborate	Deliver	Employ		Foster
Adopt	Collect	Demonstrate	Empower		Found
Advance	Combine	Describe	Encourage		Frame
Advocate	Compare	Design	Endorse		Garner
Allocate	Compile	Designate	Energize		Gather
Allot	Complete	Destroy	Engineer		Gauge
Analyze	Compose	Detect	Enlist		Generate
Answer	Compute	Determine	Enrich		Govern
Apply	Condense	Develop	Ensure		Grade
Appoint	Confer	Devise	Enter		Grasp
Appraise	Confirm	Diagnose	Entertain		Group
Approve	Connect	Diagram	Enumerate		Guard
Arrange	Consolidate	Differentiate	Erect		Guide
Assemble	Construct	Direct	Establish		Hire
Assess	Consult	Disassemble	Estimate		Hypothesize
Assign	Contribute	Disburse	Evaluate		Identify
Assist	Control	Discharge	Examine		Illustrate
Audit	Convert	Discipline	Exchange		Implement
Augment	Convey	Disconnect	Execute		Import
Authorize	Coordinate	Discover	Exhibit		Improve
Award	Copy	Discuss	Experiment		Inaugurate
Balance	Correct	Dismantle	Explain		Indicate
Become	Correlate	Dispatch	Extract		Influence
Build	Counsel	Display	Fabricate		Inform
Calculate	Count	Disseminate	Facilitate		Initiate
Calibrate	Create	Distinguish	Fashion		Innovate
Carryout	Critique	Distribute	Fasten	File	Inspect
Change	Load	Notify	Plan		Inspire
Charge	Locate	Observe	Post		Install
Check	Make	Obtain	Predict		Institute
Instruct	Manage	Open	Prepare		
Interpret	Manipulate	Operate	Prescribe		Purchase
Interview	Manufacture	Optimize	Present		Push
Invent	Map	Order	Preserve		Quantify
Inventory	Match	Organize	Prevent		Question
Investigate	Maximize	Originate	Produce		Raise
Invigorate	Measure	Outline	Program		Rank
Involve	Mediate	Overhaul	Promote		Rate
Issue	Mend	Oversee	Prove		Rebuild
Itemize	Mix	Package	Provide		Recall
Join	Modernize	Perform	Propose		Recite
Judge	Modify	Permit	Provoke		Recommend
Justify	Monitor	Persuade			Reconcile
Label	Motivate	Pick up			Record
Launch	Move				Reduce
Lead	Multiply				Refer
List	Name				Refine
Listen	Negotiate				

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<i>Reform</i>	<i>Survey</i>
<i>Refresh</i>	<i>Sustain</i>
<i>Register</i>	<i>Synthesize</i>
<i>Regulate</i>	<i>Systematize</i>
<i>Reinforce</i>	<i>Tabulate</i>
<i>Reiterate</i>	<i>Teach</i>
<i>Reject</i>	<i>Tell</i>
<i>Release</i>	<i>Tend</i>
<i>Repair</i>	<i>Test</i>
<i>Replace</i>	<i>Trace</i>
<i>Reply</i>	<i>Trade</i>
<i>Report</i>	<i>Train</i>
<i>Represent</i>	<i>Transfer</i>
<i>Reproduce</i>	<i>Transform</i>
<i>Rescue</i>	<i>Translate</i>
<i>Research</i>	<i>Transmit Treat</i>
<i>Resolve</i>	<i>Troubleshoot</i>
<i>Respond</i>	<i>Turn around</i>
<i>Restore</i>	<i>Tutor</i>
<i>Restructure</i>	<i>Update</i>
<i>Retrieve</i>	<i>Use</i>
<i>Revamp</i>	<i>Usher</i>
<i>Review</i>	<i>Validate Verify</i>
<i>Revise</i>	<i>Weigh</i>
<i>Revive</i>	<i>Write</i>
<i>Revolutionize</i>	
<i>Reward</i>	
<i>Salvage</i>	
<i>Scan</i>	
<i>Schedule</i>	
<i>Score</i>	
<i>Screen</i>	
<i>Search</i>	
<i>Select</i>	
<i>Sell</i>	
<i>Send</i>	
<i>Serve</i>	
<i>Service</i>	
<i>Shape</i>	
<i>Solicit</i>	
<i>Solve</i>	
<i>Sort</i>	
<i>Spearhead</i>	
<i>Specify</i>	
<i>Stack</i>	
<i>Start</i>	
<i>Stimulate</i>	
<i>Store</i>	
<i>Strengthen</i>	
<i>Structure</i>	
<i>Study</i>	
<i>Submit</i>	
<i>Succeed in</i>	
<i>Summarize</i>	
<i>Supply</i>	