

2020 North Carolina Main Street Conference

# Economic Development Strategies Planning for Success



# Main Street Success Stories



**Elkin**  
**The Reeves Theater**



# Main Street Success Stories



**Mount Airy**  
**The Whittling Wall**



# Main Street Success Stories



**Garner**  
**Full Bloom Coffee Shop and Roasters**

# Main Street Success Stories



**Wilson**  
**The Whirligig Park**

# Main Street Success Stories



**Shelby  
Historic Campbell Building**

# Main Street Success Stories



## Goldsboro Streetscape Project



**Bruce Naegelen**

Community Economic Development Planner  
North Central Prosperity Zone  
Morehead City Main Street Director  
Clayton Main Street Director

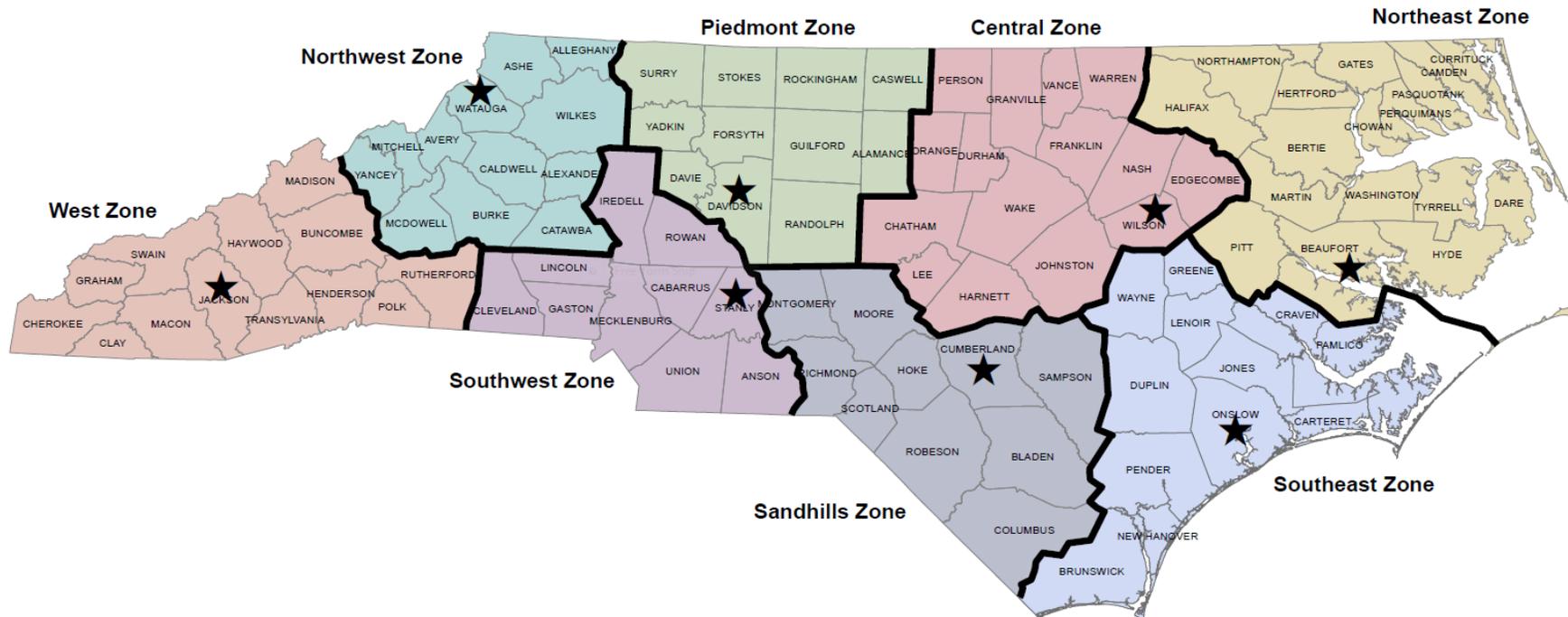


**Amy Suggs**

Community Economic Development Planner  
Southeast Prosperity Zone  
Morehead City Main Street Assistant Director

The Rural Planning Center works with municipalities, county governments & other organizations in rural areas.

We help communities prepare for and respond to economic growth opportunities in ways that improve quality of life & prosperity, build community capacity & maintain rural character.





# Economic Development Strategic Planning

Why?

What?

How?

Implementation

Outcome

Q&A





# Why Develop an Economic Development Strategic Plan?

- To provide the foundation for a community's economic development efforts and reinforce its commitment to achieving and maintaining those efforts
- To provide a sense of direction and outline measurable goals
- A tool that is useful for guiding day-to-day decisions. It is used to evaluate progress and changing future approaches when moving forward

***ADD NICK HOLCOMB VIDEO***

# What Type of Plan Do I Need?

## What is the size of the community?

- Small towns – Economic Development Assessment
- Medium-sized towns – 5-Year Economic Development Strategic Plan
- County-wide – Organizational Strategic Plan

## What is the capacity of the community?

- Small town, less capacity – 2 or 3 goals to work on
- Medium town, more capacity – 5+ goals to work on
- County (capacity will vary) – 5+ goals to work on

# Economic Development Assessment

The assessment helps communities become aware of:

- Economic assets
- Strengths, Weaknesses, Opportunities & Threats (SWOT) through a series of exercises during the assessment.
- These exercises assist with critical thinking about the economic development they would like to strive towards.
- The economic assessment provides achievable recommendations to help the community implement tangible outputs (results)
- Within a 1-2 year timeframe and establish a footprint for future economic development planning



Coats, North Carolina

Report of  
Economic Development Assessment  
January 22, 2019



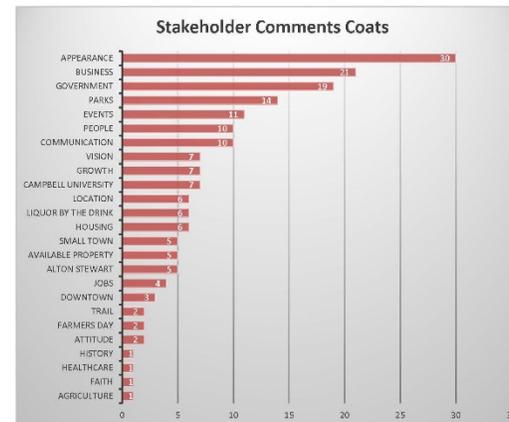
Adopted April 11, 2019

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#### Section 4a. Stakeholder Comments

##### Stakeholder Interview Comments

This chart shows the topics stakeholders discussed in order of the number of times the topics were mentioned regardless of whether the topic was a strength, weakness or opportunity. There were 18 stakeholder interviews conducted that contained 190 comments.



Coats Economic Development assessment 2019

| Coats Economic Development Assessment Implementation Plan 2019-2020  |   |  |
|--|---|--|
| <b>Vision:</b> A peaceful place...a friendly face. Home of NC's first licensed aviator.  |   |  |
| Strategy 1:<br>APPEARANCE/DESIGN   | Strategy 2:<br>DOWNTOWN REVITALIZATION /<br>BUSINESS DEVELOPMENT  | Strategy 3:<br>PROMOTION/COMMUNITY EVENTS  |
| <p>The initial impression of the community is formed by the quality appearance of its physical development. The experience of the community contributes to quality of life and livability for those who reside in Coats, as well as those who may be making an investment or relocation decision. The largest number of stakeholder comments had to do with improving the Town's appearance.</p>                 | <p>Downtown is the heart of a community. Not only can it generate sales and create jobs, but the downtown district also contributes to the quality of life as a gathering space and social center for residents, workers, and visitors. Although relatively small, downtown Coats is where most of the town's events occur. Town business is transacted, and it's home to several local businesses. With some building rehabilitation and upgrading, additional businesses could be added providing a destination and gathering place for residents and visitors.</p> | <p>Establishing a strong town identity is important, particularly for smaller towns like Coats. Small town communities can use community events to connect their residents and keep old traditions alive, while making new ones as well. It can also help attract new visitors, by showing off what makes the town so unique, which can simultaneously help build a strong sense of pride for the community. A sense of pride amongst the community may also encourage members to take better care of their neighborhoods.</p> |
| <p><b>GOAL 1:</b> Create a positive visual image of Coats throughout town.</p>   | <p><b>GOAL 2:</b> Make Downtown Coats the commercial and social center of the community.</p> <p><b>GOAL 3:</b> Grow the local economy in Coats</p>  | <p><b>GOAL 4:</b> Enhance and strengthen Coats' identity and visibility.</p>   |
| <p><b>Objective 1.1:</b> Improve landscaping/streetscapes at gateway/entrances to Town.</p> <p><b>Action:</b> Identify entrances to landscaping/improved and discuss with appropriate stakeholders, i.e. property owners, NCDOT, etc.</p> <p><b>Action:</b> Engage students from NC State School of Design (landscape architecture) to help with design for Campbell University if they have similar program</p> | <p><b>Objective 2.1:</b> Increase the number of small businesses and restaurants downtown.</p> <p><b>Action:</b> Assess downtown properties and list those that are available and ready for move-in</p> <p><b>Action:</b> Research average rental cost per square foot</p> <p><b>Action:</b> Identify types of small businesses that are needed downtown/downtown.</p> <p><b>Action:</b> Create "before and after" streetscape drawings showing potential improvements.</p>   | <p><b>Objective 3.1:</b> Increase visitors and foot traffic in the downtown area.</p> <p><b>Action:</b> Host several downtown-centered events/activities throughout the year that can bring people to the businesses.</p> <p><b>Objective 4.2:</b> Create an annual "signature" aviation event to strengthen Coats' identity and Alton Stewart legacy.</p> <p><b>Action:</b> Establish a committee of local and regional aviators and others to brainstorm and outline a weekend event that would attract people with an</p>   |

Coats Economic Development assessment 2019

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# 5-Year Economic Development Strategic Plan

- The final product is a 5 Year Economic Strategy, a community vision (economic positioning statement), strategies, goals, objectives, and actions/tasks.
- A 1-Year Implementation Plan is crucial, as it will serve as what the community needs to accomplish over a 12-month period to ensure the goals and objectives are reached.

Louisburg Strategic Economic Development Plan  
Prepared by the NC Main Street and Rural Planning Center

| Louisburg Economic Development Implementation Plan  |   |
|---|---|
| Economic Positioning/Vision: Louisburg is the gateway to peaceful, historic southern living; a small town by the big city, with a proud past and a positive future fostered by community, faith and family. |   |
| DOWNTOWN REVITALIZATION   |   |
| GOAL 1: Create a successful, vibrant downtown center  |   |
| Objectives  | Actions/Tasks   |
| Objective #1.1:<br>Increase visitors and foot traffic to the downtown area.   | Action: Host several downtown centered community festivals throughout the year<br>Task: Identify holidays, occasions and seasons that would be feasible for community-wide events. Identify at least one event per month.   |
| Objective #1.2:<br>Increase the number of small businesses downtown.  | Action: Assess available downtown properties<br>Task: Speak with property owners<br>Task: Research rental cost per square foot.<br>Task: Continue to address parking needs<br>Task: Consider upper level residential units<br>Action: Identify types of small businesses that are needed downtown<br>Task: Survey existing businesses in downtown to help determine what is needed<br>Task: Recruit businesses to fill the need |
| Objective 1.3:  | Action: Using public investment to leverage private investment in the downtown  |

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| ECONOMIC GROWTH   |   |
| GOAL 2: Grow the local economy in Louisburg   |   |
| Objectives  | Actions/Tasks   |
| Objective #2.1:<br>Increase the annual sales revenue of locally owned businesses.   | Action: Work with and promote locally owned small businesses and tourist attractions<br>Task: In partnership with the College, develop a marketing directory that allows for the listing and promotion of local businesses, local attractions and local entertainment options   |
| Objective #2.2:<br>Partner with Louisburg College to develop a unique branding and marketing campaign to give Louisburg a recognizable identity.  | Action: Hire a branding and marketing professional to facilitate the process and develop the plan<br>Task: Develop a scope and projected cost for the project<br>Task: Develop and publish IFQ<br>Task: Set aside Town money to pay for the project   |
| Objective #2.3:<br>Increase the number of large-scale employment centers.   | Action: Recruit large-scale employment opportunities<br>Task: Partner with the County EDC and TDA<br>Task: Recruit hotel opportunities<br>Task: Recruit medical and healthcare opportunities<br>Action: Improve industrial park properties to allow them to be marketable to potential suitors<br>Task: Catalog available industrial sites and other potential development sites online<br>Task: Hire a part time business ambassador to serve as liaison between business owners, potential business owners, the Town and the College<br>Action: Improve broadband internet and cellular access throughout Town. |

Louisburg Strategic Economic Development Plan  
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|---|--|
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| COMMUNITY   |  |
| GOAL 3: Encourage growth through residential development  |  |
| Objectives  | Actions/Tasks  |
| Objective #3.1:<br>Increase tax base from approximately \$249 million to \$262 million by 2025.   | Action: Focus residential development on moderate income, detached single family homes<br>Task: Identify areas for targeted residential development or redevelopment<br>Task: Market area to developers and potential buyers   |
| GOAL 4: Improve the appearance and aesthetics of Louisburg town-wide  |  |
| Objective: #4.1:  | Actions:   |
| Invest public funding into beautification efforts garnering community pride.  | Action: Maintain public rights-of-way keeping them free of trash, debris and overgrowth.<br>Action: Increase floral plantings in public spaces.<br>Action: Review code to ensure Town has the authority to abate public nuisances on private property.<br>Action: Proactively fund inspection, condemnation and demolition of dilapidated structures throughout Town.<br>Action: Host a spring clean-up event originating in the downtown area allowing citizen participation in town-wide clean-up efforts. |

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# How Do I Develop an Economic Development Strategic Plan?

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## Data Collection:

- Building, Land, Business Inventory

## Identify:

- Stakeholders / Partners
- Community Assets
- SWOT
- Economic Drivers

## Evaluate:

- Market Analysis

## Develop:

- Economic Position Statement
- Mission
- Plan of Work
- Budget

**Unless you know where you are headed, how will you know when you arrive?**



# Data Collection

- Define the Boundaries
- Review
  - Existing Documents
  - Land Use Plans
  - Zoning Ordinances
  - Development Codes
  - Former Development Plans
- Building Inventory and Commercial Nodes; Site and Land Inventory; Business Inventory and Commercial Nodes; Available Property & Sites

# Establish Local Work Group or Strategic Planning Committee



# Community Asset Mapping



| Economic Assets                   | Cultural Assets                     | Natural/Recreational    |
|-----------------------------------|-------------------------------------|-------------------------|
| Convention Center                 | Artists                             | Disc golf               |
| Tryon Palace                      | History                             | Croatan National Forest |
| Waterfront tourism                | Historic theater                    | Mountain to Sea Trail   |
| Hotels in downtown                | Diversity of homes                  | Riverwalk               |
| City Hall                         | Historic buildings                  | Pokemon Go              |
| Government center                 | National Register Historic District | Farmers Market          |
| Income of the people              | Nicholas Sparks                     | Recreational fishing    |
| Individually owned small business | Performing arts                     | Boating                 |
| Union Point Park                  |                                     | Paddleboarding          |
| Riverwalk                         |                                     | Kayaking                |
| Airport                           |                                     | Cycling                 |
|                                   |                                     | Creekside Park          |

| Institutional                 | Community/Human                | Governmental Assets |
|-------------------------------|--------------------------------|---------------------|
| Community College             | Religious Community Services   | CAMA/DEQ            |
| Hospital                      | United Way                     | City Hall           |
| Cherry Point                  | Greater Duffy Field            | Federal courthouse  |
| Epiphany School               | Swiss Bear                     |                     |
| Saint Paul's Catholic Church  | Mercy Clinic                   |                     |
| Calvary Church                | Bank of the Arts               |                     |
| Nonprofits                    | Certified Retirement Community |                     |
| Tourism Development Authority | Community 100 Alliance         |                     |

# Economic Drivers

The purpose of the exercise is to identify what is driving the economy in a project area.

*A project area is defined as a region, county, city, town or it could be defined as a downtown district or a neighborhood, but economic drivers are broader than a downtown district or a neighborhood.*

Why is the community growing?

*Economic Drivers are identified as the reasons that people come to a location to live, work or play.*

| Economic Drivers   |
|--|
| Historic Tourism and Development ( Revolutionary, Colonial, Civil War, African-American, Rivers) - I |
| Niche in the Arts (cultural center) - I  |
| Water, Boating - I   |
| County Economic Development – I & O  |
| Airport / Transportation Accessibility - O   |
| Military - O   |
| Convention Center - I  |
| Health Services / Hospital - O   |
| Community College / Schools - O  |
| Downtown Courthouses (local and federal) - I   |
| Public / Private Education - O   |
| Local Investment in Downtown Properties - I  |
| Lifestyle / Quality of Life – I & O  |
| Walkable, Vibrant Downtown - I   |
| Preservation of Green Spaces - I   |
| Culinary - I   |
| Retirees – I & O   |
| Multi-generational – I & O   |
| Strong Public Safety Force (affects insurance rates) – I & O   |
| Inclusive Leadership – I & O   |
| Outdoor Sports and Activities – I & O  |
| Visitor Facilities / Accommodations – I & O  |
| Tryon Palace, Museums, Civil War Battlefield – I & O   |
| Growing Manufacturing Sector - O   |
| Infrastructure / Sidewalks - I   |
| Summer Camps - O   |
| Timeshares - O   |
| Strong Chamber of Commerce – I & O   |
| Festivals / Tours / Events - I   |
| Nonprofits – I & O   |
| City Branding – I & O  |
| Updated City Website / GIS – N/A   |
| Table Takeout / Urban Contemporary Conveniences – I & O  |
| I – Inside New Bern’s MS Footprint   |
| O – Outside New Bern’s MS Footprint  |

# SWOT Analysis

## SWOT ANALYSIS



| Strengths                          | Weaknesses                                 |
|------------------------------------|--|
| Intellectual capital               | Public perception (lack of recent success) |
| historical success 10              | lack of funding                            |
| volunteers                         | lack of city support                       |
| energy4                            | focus2                                     |
| leadership 2                       | Government financial support 3             |
| education                          | Finances 3                                 |
| representation                     | limited political cohesion                 |
| engaged volunteers/participants3   | lack of vision2                            |
| experienced members                | disconnected vision for future3            |
| strong Board of Directors 4        | Not all leaders committed                  |
| good leadership9                   | Relationship with city2                    |
| fundraising capabilities2          | # of people on board2                      |
| historic city                      | Small paid staff                           |
| strong staff                       | Lack of focus on smaller projects          |
| central office location            | Past behavior                              |
| diversity of board3                | Communication with other organizations3    |
| # of people on board               | lack of planning2                          |
| public respect                     | Relationship with NB                       |
| partners                           | Website                                    |
| longevity                          | Staff                                      |
| Organization                       | Age of Board members                       |
| analyst for DT Development         | Exclusivity                                |
| community participation            | Political support                          |
| shared commitment to community     | Economic resources                         |
| diverse board                      | Passive board                              |
| takeholders as board members       | Understaffed                               |
| ride                               | financial resources                        |
| strong new leadership Partnerships | Recent loss of focus                       |
| collective intelligence            | lack of vision                             |
|                                    | Inactive board members                     |

| Opportunities                                      | Threats                               |
|--|---------------------------------------|
| Improved economy                                   | Political leadership                  |
| renewed community interest in economic development | outside entities attracting resources |
| investment/development sources                     | Competing organizations               |
| social media                                       | lack of financial support             |
| inclusion of new people                            | Lack of support of Board of Alderman  |
| Planning with city                                 | Politics                              |
| Relationship with New Bern2                        | Funding2                              |
| Funding, Leadership                                | Perception among elected officials    |
| Relationships w/ gov't and organizations           | Misunderstanding of purpose           |
| Expand Mumfest/high end events                     | Lack of municipal/county support      |
| influx of new players/ideas                        | Gov't restrictions                    |
|  | NB not working with SB                |

# Identify Stakeholders

**The purpose of the exercise is to identify stakeholders in the project area or economic development initiative.**

*A stakeholder is identified as an entity or a person that has a stake in the success of the economic development initiative or the project area.*

- City/Town Government Staff & Elected Officials
- County Government
- Property Owners
- Business Owners
- Local Industries/Corporations
- Utility Companies
- Technology Companies
- Financial Institutions
- Realtors
- Civic Groups
- Chamber of Commerce
- Merchants Association
- Community Based Nonprofit organizations
- Economic Development Corporations
- Citizens
- Religious Organizations
- Historic Preservation Organizations/Historical Society
- Public or Private K-12 Schools
- Public or Private Universities/Colleges
- Residents

# Retail Market Snapshot

The retail leakage and surplus analysis examines the community's opportunities:

- Understand how well the retail needs of local residents are being met;
- Uncover unmet demand and possible opportunities;
- Understand the strengths and weaknesses of the local retail sector; and
- Measure the difference between actual and potential retail sales

Retail Leakage indicates an unmet demand in the trade area

Retail Surplus means the community's trade area is capturing the local market+

**NEW BERN RETAIL MARKET SNAPSHOT**   
Main Street & Rural Planning Center  
Research

Prepared by the NC Main Street & Rural Planning Center Staff — June 2016

The purpose of the snapshot is to give New Bern baseline information for a better understanding of their current market. To do this we studied the retail marketplace within the 5, 15 and 25 minute drive time to downtown New Bern as well as demographics and tapestry segmentations.

The retail leakage and surplus analysis (or Gap Analysis) examines the quantitative aspects of the community's retail opportunities and a guide to understanding retail opportunities. This is only the first step in understanding market potential. By looking at the supply (retail sales) and the demand (retail potential) we can gain understanding in the following:

- How well the retail needs of local residents are being met
- Uncovering unmet demand and possible opportunities
- Understanding the strengths and weaknesses of the local retail sector
- Measuring the difference between actual and potential retail sales

For New Bern we focused on the area within specific drive times where there is the most opportunity for capturing additional sales. At the five and 15 minute drive times New Bern is capturing more than the demand. This is true also of the 25 minute drive time, but data indicates that in specific retail categories there is opportunity to capture over \$53 million in potential sales (demand/leakage) that are going elsewhere within this 25 minute drive time of downtown New Bern.

**Retail Leakage** indicates an unmet demand in the trade area and the possibility the community can support additional store space for that business type. Residents within specific rings, drive times or zip codes (primary trade areas) are purchasing products outside of these trade areas. Therefore there is opportunity to capture these dollars within the downtown district from the identified trade areas. Leakage is shown in a positive value.

**Retail Surplus** means the community's trade area is capturing the local market plus attracting non-local shoppers. Surplus doesn't mean that the community can't support additional businesses, but that the community has possibly developed strong clusters of retail including eating and drinking establishments that have broad geographical appeal. Surplus is shown in a negative value.

Before drawing conclusions about potential business expansion or recruitment opportunities, qualitative considerations should be more closely studied. Again, this is only a snapshot of retail opportunity.



\*\*Photos from www.visitnewbern.com site

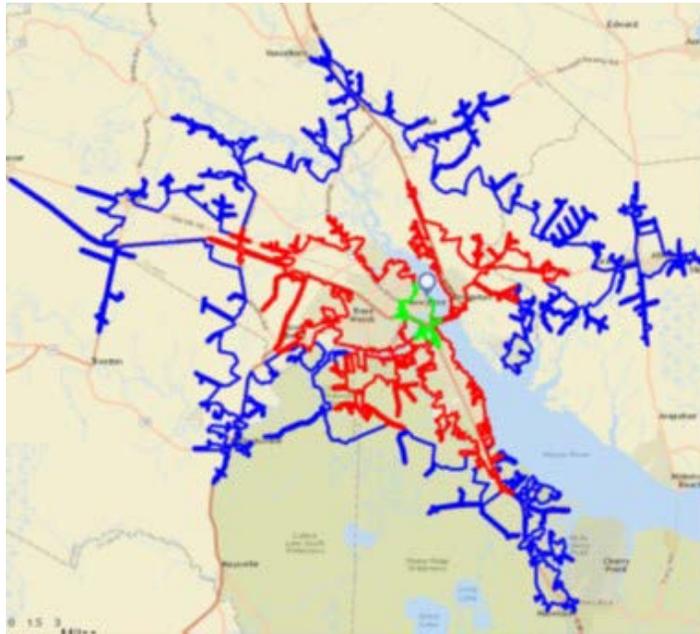
**Target Area Profile for this Snapshot:**  
Five minute, 15 minute and 25 minute drive times to downtown New Bern with focus on the 25 minute drive time.

Sources for information:

- ESRI On-Line Reports for Business, Demographics, Tapestries: <http://www.esri.com/>
- Census Data from: Quick Facts, NC: <http://www.census.gov/quickfacts/table/PST045215/07>
- Access NC: [access.nccommerce.state.nc.us](http://access.nccommerce.state.nc.us)

New Bern Retail Market Snapshot, prepared by NC Main Street and Rural Planning Staff June 2016

# Retail Market Snapshot



5 minute drive

15 minute drive

25 minute drive

**Table 1. Summary Demographics and Retail Leakage for 25 Minute Drive Time to Downtown New Bern**

| 2015 Population                       | 72,295               |                     |          |              |
|---------------------------------------|----------------------|---------------------|----------|--------------|
| 2015 Households                       | 30,153               |                     |          |              |
| 2015 Median Household Income          | \$49,185             |                     |          |              |
| 2015 Average Household Income         | \$62,072             |                     |          |              |
| 2015 Per Capita Income                | \$28,865             |                     |          |              |
| 2015 Median Disposable income         | \$37,657             |                     |          |              |
| Industry                              | Leakage in \$        | *Capture rate 20%   | Sales/SF | **S/F Needed |
| Grocery Stores                        | \$ 10,901,825        | \$ 2,180,365        | \$ 250   | 8721         |
| Specialty Food Stores                 | \$ 16,472,854        | \$ 3,294,571        | \$ 250   | 13178        |
| Jewelry                               | \$ 1,494,752         | \$ 298,950          | \$ 250   | 1196         |
| Clothing Stores                       | \$ 13,080,497        | \$ 2,616,099        | \$ 250   | 10464        |
| Book, Periodical & Music Stores       | \$ 1,441,122         | \$ 288,224          | \$ 250   | 1153         |
| Other General Merchandise Stores      | \$ 3,603,713         | \$ 720,743          | \$ 250   | 2883         |
| Drinking Places & Alcoholic Beverages | \$ 2,293,823         | \$ 458,765          | \$ 250   | 1835         |
| <b>TOTAL</b>                          | <b>\$ 49,288,586</b> | <b>\$ 9,857,717</b> |          | <b>2,686</b> |

# Vision for Downtown

What is the **economic role** that downtown plays in the greater city, county or regional economy?



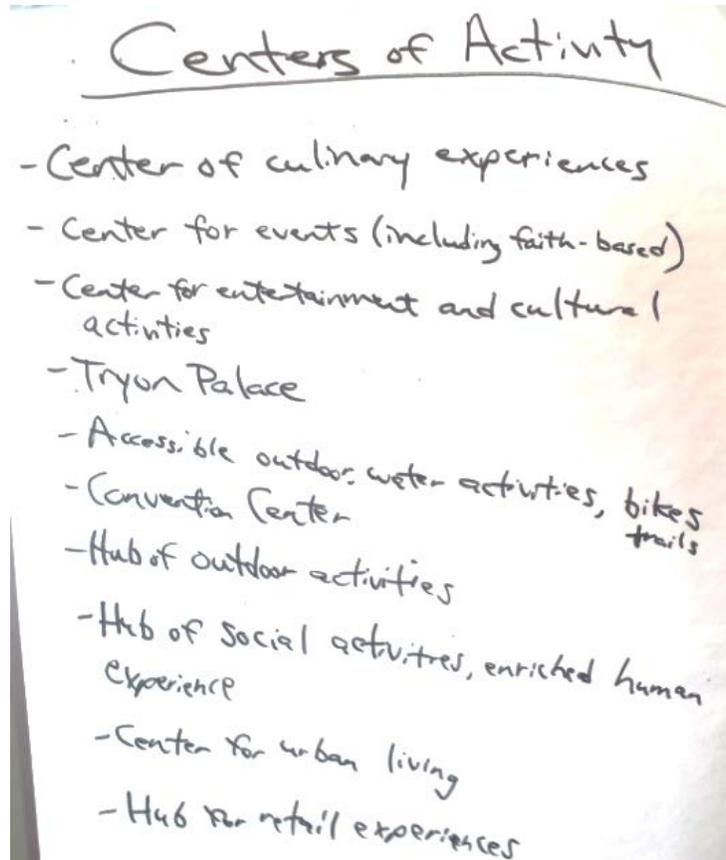
“Supporting your life well crafted, Downtown Hickory serves as the gathering center for varied recreation and entertainment. Downtown is the hub of owner-operated local businesses, corporate headquarters, and urban living..”

# Develop / Define Mission Statement

“ To physically and culturally improve downtown Hickory as a place of commerce, recreation, and culture for the people of Hickory and the greater metro area.”

# Economic Positioning

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



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 are the growth opportunities? Is it a community vision built on consensus? Is it memorable?

**Greater downtown New Bern is THE environment in eastern North Carolina where residents and visitors of all generations thrive by enjoying a vibrant and balanced lifestyle experience.**

# Develop Goals, Objectives, Actions, and Tasks

Goals...

...are general guidelines that explain what you want to achieve – they are usually long-term and represent global visions, such as “grow the local economy”

Objectives...

...define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable, and may have a defined completion date

Actions...

...often, each objective is associated with a series of actions. Therefore, implementing a strategic goal typically involves implementing a series of actions along the way

Tasks...

...a step by step list that will help you accomplish each action, usually achievable in 1 year

# Strategies and Goals

Greater downtown New Bern is THE environment in eastern North Carolina where **residents** and **visitors** of **all generations thrive** by enjoying a vibrant and balanced lifestyle experience.

## Economic Development Strategy:

**THE environment where residents of all generations thrive.**

### **Goal:**

Make Swiss Bear the lead private organization for development in the greater downtown.

## Economic Development Strategy:

**THE environment where visitors of all generations thrive.**

### **Goal:**

Make Swiss Bear the lead private organization for development in the greater downtown.

# Objectives and Actions

| DOWNTOWN ECONOMIC DEVELOPMENT STRATEGIES   | ORGANIZATION   | PROMOTION   | DESIGN  | ECONOMIC VITALITY  |
|--|--|---|---|--|
| <p><u>Economic Development Strategy:</u><br/> <b>THE environment where residents of all generations thrive.</b></p> <p>Goal:<br/>           Make Swiss Bear the lead private organization for development in the greater downtown.</p> <p>Objectives:<br/>           To identify, plan and propose one new mixed-use development project by December 2017.</p> | <p>Action:</p> <ol style="list-style-type: none"> <li>1. Rebuild and reorganize Swiss Bear, Inc. structure by April 1, 2017.</li> <li>2. Gather data on downtown, i.e. business/property inventory, etc. by June 30, 2017.</li> <li>3. Develop and implement a communications plan that will redefine and re-energize the relationships with the greater Downtown New Bern constituent base by April 30, 2017.</li> <li>4. Build collaboration with downtown businesses through networking and communication as on ongoing action item.</li> </ol> | <p>Action:</p> <ol style="list-style-type: none"> <li>1. Develop a new DowntownNewBern.com website by June 30, 2017.</li> <li>2. Continue to grow social media presence by 200 followers by May 31, 2017.</li> <li>3. Continue collaboration and implementation on the greater 5 Points “Revive 5” reimagining project with the City, Choice Neighborhood, other grassroots organizations, and nonprofits.</li> </ol> | <p>Action:</p> <ol style="list-style-type: none"> <li>1. Develop a “building wrap” for the Elks building by June 30, 2017.</li> </ol> | <p>Action:</p> <ol style="list-style-type: none"> <li>1. Create a plan for the redevelopment of the Elks Building by March 31, 2017.</li> <li>2. Facilitate the renovation of 509 Broad Street for “The Cube” by September 30, 2017.</li> <li>3. Develop the guidelines, application &amp; materials for a façade improvement grant program by December 31, 2017.</li> </ol> |

# Tasks

## Resource & Partnership Identification

### Economic Vitality

**Economic Vitality Activities/Projects:** Create a plan for the redevelopment of the Elks Building by March 31, 2017.

| <u>Completed</u><br>✓ | Task   | Name of Person Responsible                     | In-House-<br>Outsource | Cost / Time    | Tools | Partners / Assistance                       | Date <del>To</del> Be completed |
|-----------------------|--|--|------------------------|----------------|-------|---|---------------------------------|
|                       | Organize Elks Building Committee.  | Sabrina Bengal                                 | In house               | 2 hours        |       |   | 1/13/17                         |
|                       | Bring all information on the building together.  | Sabrina Bengal                                 | In house               | 4 hours        |       |   | 1/20/17                         |
|                       | Meet with Committee without developer.   | Lynne Harakal                                  | In house               | 1.5 hours      |       |   | 1/20/17                         |
|                       | Meet with Committee and the developer.   | Sabrina Bengal                                 | In house               | 2 hours        |       |   | 1/31/17                         |
|                       | Research financing options.  | Timothy  | In house               | 6 hours        |       | National Development Council, CDFA          | 2/15/17                         |
|                       | Identify potential investors.  | Sabrina Bengal and the Elks Building Committee | In house               | 4 hours        |       | CommunitySmith                              | 2/21/17                         |
|                       | Create an incentives package and toolbox to leverage the investment of the Elks building | Lynne Harakal and the Elks Building Committee  | In house               | 6 hours        |       |   | 2/28/17                         |
|                       | Develop sales pitch  | Elks Committee Member TBA                      | In house               | 6 hours, \$200 |       | Sarah                                       | 3/15/17                         |
|                       | Meet with City and present plan  | John Bircher                                   | In house               | 2 hours        |       | City of New Bern, CommunitySmith, developer | 3/31/17                         |

# Budget

To create a budget to identify funds used to implement the plan

The working group or the executive committee of the board will put the budget together based on the plan.

Budget must balance



# Outcome



## Measurable

- Identifiable Projects
- Actions/Tasks
- Businesses Expanded
- Business Opened
- Volunteers Recruited

# Deliverables

Community Asset Mapping

Economic Drivers

Stakeholders

SWOT

Vision

Mission

Economic Positioning Statement

Goals

Actions

Strategies

Tasks

## Downtown Morehead City Economic Development Implementation Plan - January 2019-June 2020

### Economic Positioning/Vision:

Downtown Morehead City is the premier year-round waterfront community in eastern North Carolina, known for its coastal lifestyle for residents and visitors.

Mission: Downtown Morehead City, Inc. fosters a healthy downtown by promoting assets and maximizing economic opportunities while preserving our coastal lifestyle.

- fosters a healthy downtown
- promoting assets and maximizing economic opportunities
- preserving our coastal lifestyle

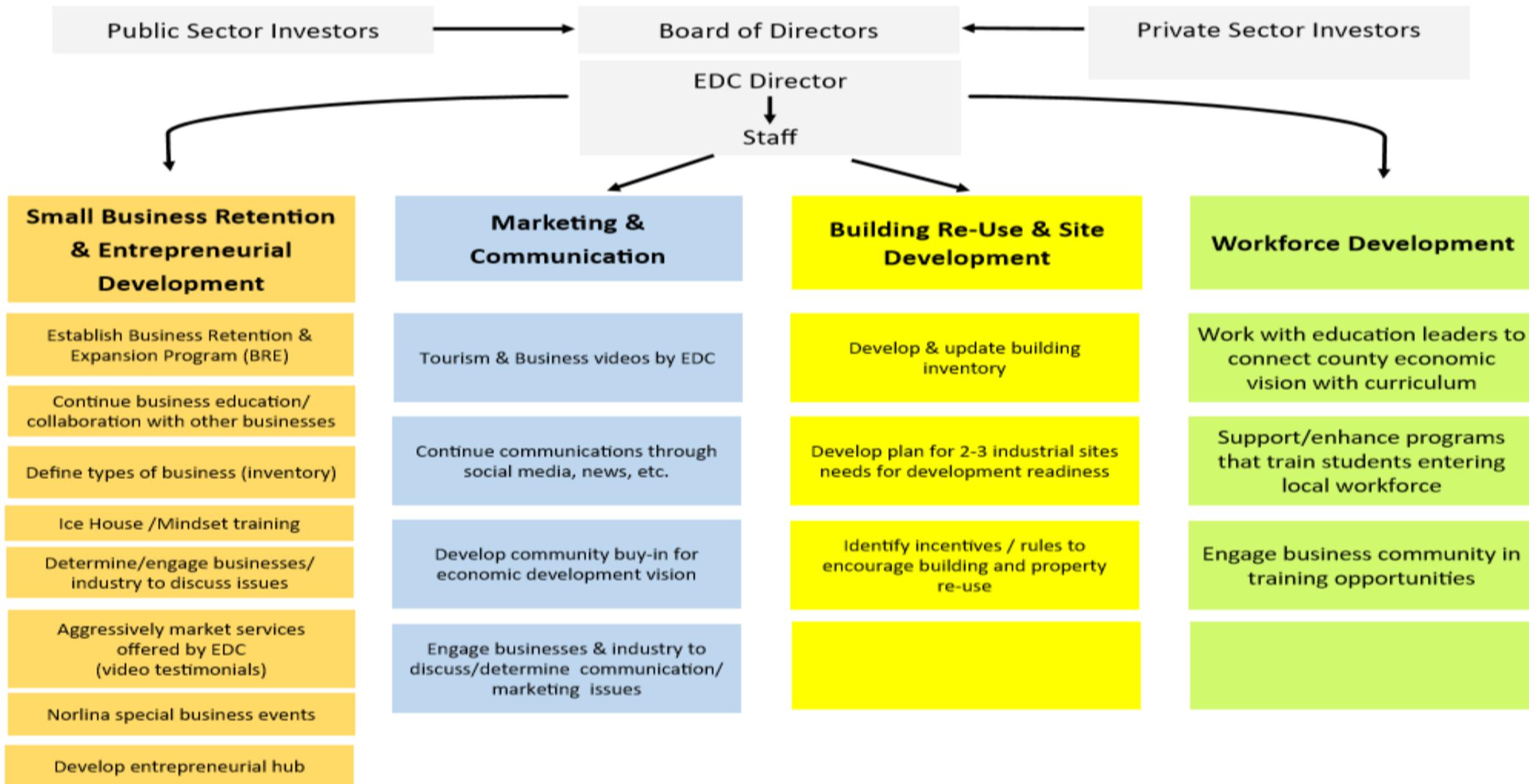
Implementation Strategy: Morehead City is a designated NC Main Street community. The City of Morehead City has charged Downtown Morehead City, Inc. with the administration of the Main Street program at the local level. The agency uses the Main Street America™ model of establishing economic development strategies and applying the Main Street Four-Point Approach® to downtown revitalization: Organization, Promotion, Design and Economic Vitality, to implement a plan that achieves measurable results.

| DOWNTOWN ECONOMIC DEVELOPMENT STRATEGIES   | ORGANIZATION  | PROMOTION  | DESIGN   | ECONOMIC VITALITY  |
|--|---|--|--|--|
| <p><b>Economic Development Strategy:</b> <u>Downtown Morehead City is the premier year-round waterfront community in eastern North Carolina</u>.</p> <p>Goal: Coordinate a VISION of a year-round sustainable downtown and transform downtown to mirror this vision.</p> | <p>Action:</p> <ol style="list-style-type: none"> <li>Build relationships with the Town of Morehead City Department heads through regular meetings and to develop a close relationship</li> </ol> | <p>Action:</p> <ol style="list-style-type: none"> <li>Promote downtown as an Economic Hub immediately and ongoing<br/><b>Point Team: Jenn, Lisa, Arrington – whole committee</b></li> <li>Promote successes of DMC, Inc upon completion, ongoing<br/><b>Point Team: Jenn, Lisa,</b></li> </ol> | <p>Action:</p> <ol style="list-style-type: none"> <li>Work with town, to enhance the walkability of downtown to include both landscape and maintenance of public areas by July 2019 and a plan for enhancement of</li> </ol> | <p>Action:</p> <ol style="list-style-type: none"> <li>Create a “visual” Downtown MHC Master Plan that identifies current assets &amp; future opportunities by December 2019<br/><b>Point Team: Committee</b></li> <li>Identify current town ordinances that may hinder growth and</li> </ol> |

**Downtown Morehead City, Inc.  
Resource & Partnership Identification**

| DOWNTOWN ECONOMIC DEVELOPMENT STRATEGIES  | ORGANIZATION  | PROMOTION  | DESIGN  | ECONOMIC VITALITY   |
|---|---|--|---|---|
| <p><b>Economic Development Strategy: Downtown Morehead City is known for its coastal lifestyle for residents.</b></p> <p><b>Goal: ENGAGE</b> local public and private stakeholders needed for Downtown transformation.</p> <p><b>Objective: Convert 15 Stakeholders to Partners</b></p> | <p>Action:</p> <ol style="list-style-type: none"> <li>Recruit new business and individual partners to provide continued financial support for DMC activities, ongoing<br/><b>Point Team: Board, Committee members and Ambassadors</b></li> <li>Organize joint meeting with local leaders of the community by December 2019<br/><b>Point Team: Dean, Lisa</b></li> </ol> | <p>Action:</p> <ol style="list-style-type: none"> <li>Attend a Main Street 2020 regional training and review related Main Street articles by February 2020<br/><b>Point Team: Whole committee</b></li> <li>Train promotion committee and board on the informational kit by December 2019.<br/><b>Point Team: Jenn W. and subcommittee</b></li> <li>Grow and strengthen committee with new members whose backgrounds have common marketing skills, ongoing<br/><b>Point Team: Whole Committee</b></li> <li>Explore sponsorships with current and new stakeholders with new informational kit by June 2020<br/><b>Point Team: Ambassadors</b></li> </ol> | <p>Action:</p> <ol style="list-style-type: none"> <li>Develop a Matching Façade Grant which compliments existing façade grant by July 2019<br/><b>Point Team: Lisa R., Arrington M.</b></li> <li>Research Hosting Historic Tax Credit Seminar by April 2019<br/><b>Point Team: Linda S., Lisa R.</b></li> </ol> | <p>Action:</p> <ol style="list-style-type: none"> <li>Grow DMC, Inc. ambassador program by engaging with downtown businesses by September 2019<br/><b>Point Team: Fran E.</b></li> <li>Identify Entrepreneurs &amp; Investor stakeholders by December 2019<br/><b>Point Team: Bill R., John S., Doug B.</b></li> <li>Create Residential Survey &amp; Focus Groups to obtain feedback &amp; opinions about Downtown growth &amp; housing opportunities by May 2020<br/><b>Point Team: Libby O., Arrington M., Tony H.</b></li> <li>Share Economic Vitality vision with city officials, Tourism Department, &amp; Carteret Economic Development by June 2019<br/><b>Point Team: Tony H., Lisa R.</b></li> </ol> |
| <p><b>Economic Development Strategy: Downtown Morehead City is known for its coastal lifestyle for</b></p>  | <p>Action:</p> <ol style="list-style-type: none"> <li>Provide oversight for</li> </ol>  | <p>Action:</p> <ol style="list-style-type: none"> <li>Create outline of new media kit by April 2020</li> </ol>   | <p>Action:</p> <ol style="list-style-type: none"> <li>Help facilitate two downtown public</li> </ol>  | <p>Action:</p> <ol style="list-style-type: none"> <li>Identify trends, successes in other</li> </ol>  |

# Warren County EDC 2019/2020 Action Plan



**Do these strategies support and promote development of jobs, investment and wealth in Warren County?**

# Communicate



The success of communication will potentially increase funding, volunteers, and the partnerships that are available for plan implementation

Successes along the way should also be communicated and reported





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