

**CITY OF MONROE
DOWNTOWN ADVISORY BOARD MEETING
300 W. CROWELL STREET
MONROE, NORTH CAROLINA 28112
May 21, 2025 - 9:00 AM
AGENDA**

1. Call to Order
2. Roll Call
3. Approval/Acceptance of Minutes (Action Required)
4. Review the Monroe Main Street Report 2024
5. Review 2025 North Carolina Main Street
Implementation Plan
6. Monroe Downtown Advisory Board introduction to
the NC Main Street Program presented by Michael
Dougherty
7. Adjourn Meeting (Action Required)

CITY OF MONROE
DOWNTOWN MONROE ADVISORY BOARD MEETING
300 W CROWELL STREET, MONROE, NC 28112
April 16, 2025
MINUTES

DAB Members: Chair: Joyce Rentschler, William Heisner, Clint Lawrence, Lisa Boix, Sheila Crunkleton, and Greg Moore were all present.

Staff Present: Jeff Wells

Visitors Present: No visitors were present

Member(s) Absent: Courtney Garrison

The Downtown Monroe Advisory Board met on April 16, 2025 at 9:00 a.m.

Item 1: Call to order

Joyce Rentschler called the Wednesday, **April 16, 2025** Downtown Advisory Board Regular Meeting to order at 9:15 a.m.

Item 2: Roll Call

Roll was documented by Donna O’Keefe through a sign-in sheet.

Item 3: Approval of March 19, 2025 Minutes

Joyce Rentschler, introduced this item.

Motion: Greg Moore made a motion to approve the March 19, 2025 Minutes of the Downtown Advisory Board Meeting.

Second: Lisa Boix

Action: The motion to accept the March 19, 2025 minutes passed unanimously.

Item 4: Downtown Building Rehabilitation Grant Program (BRIG) Second Review

Joyce Rentschler introduced this item

Donna O’Keefe: All of the requested corrections and edits requested by the board at their March 19, 2025 meeting. A request was made for the board to review the draft again along with a request for their recommendation to bring the updated draft to General Services and then to City Council if they feel the document is ready.

Joyce Rentschler asked the board if they had any questions or comments.

Greg Moore: I think it is great as it is. It is streamlined. I think we have a great model here.

Motion: Bill Heisner made a motion to approve the second draft and to recommend it General

Services at their next meeting.

Second: Greg Moore

Action: The motion to accept the updated draft and recommend it to General Services for their approval and final recommendation to City Council passed unanimously.

Item 5: Grow Monroe Grant Program Second Review

Joyce Rentschler introduced this item

Donna O’Keefe: This grant was unnamed at the time of March 19, 2025 DAB meeting. Greg Moore suggested the Grow Monroe Grant as a name. The updated version uses GROW along with all of the requested corrections and edits requested by the board at their March 19, 2025 meeting. A request was made for the board to review the draft again along with a request for their recommendation to bring the updated draft to General Services and then to City Council if they feel the document is ready.

Joyce Rentschler asked the board if they had any questions or comments.

Bill Heisner: Wanted to take a second look at the required hours.

Donna O’Keefe: Requested the DAB turn to page 3 and 4 of the grant to review the table and the changes that were made. Financial Services, Professional Services, and Information Technology are all 5 days per week 40 hours, upper floors only. Retail, Restaurants, Food Service and Hospitality are 6 days or 40 hours, upper or street level. We want to give grant that encourage business for being open more days and more hours.

Motion: Bill Heisner made a motion to approve the second draft and to recommend it General Services at their next meeting.

Second: Greg Moore

Action: The motion to accept the updated draft and recommend it to General Services for their approval and final recommendation to City Council passed unanimously.

Item 6: Placer AI Demonstration

Joyce Rentschler introduced this item.

Donna O’Keefe presented this item and explained how we can use the data to help us make informed decisions, help our businesses grow, and better understand our demographics.

Donna O’Keefe explained the Downtown Geo fence and 12 month data including 1.4 million visits, 254.4K visitors, frequency of visits, average time spent, and year over year growth. Donna pointed out several event dates as examples. The heat map and additional information was shared. The data is collected through cell phone data and the Downtown manager has a goal to share this data with every businesses in the downtown

district. Audience is visitors by income, and the report shows where they go after visiting and where they came from along with the routes into downtown. Skyway is the number one entry point. The report also goes over the traffic by hour and where peak times are. Daily visits reviews visits by day of the week. There is opportunity on Sunday's. The report covers duration of their visit is 32 minutes. This tool helps us move away from our assumptions and use data to inform our decisions and help our business understand how to grow their business and profitability. Visits are very important to building a business.

Joyce Rentschler commented on how important this information is.

Bill Heisner asked if we could use this information to attract national businesses.

Donna O'Keefe explained that this could help attract regional businesses but our traffic does not likely meet the traffic required for a national chain.

Joyce Rentschler asked for any comments or questions.

Lisa Boix shared that this along with their POS system is really helpful.

Item 9: Adjourn (Action Required)

The Chair, Joyce Rentschler called for a motion.

Motion: Lisa Boix moved to adjourn.

Second: Bill Heisner

Action: The motion to adjourn passed unanimously.

The meeting adjourned at 9:35 a.m.

[Baseline Requirements](#)

[Cumulative Average Scores](#)

[Additional Information](#)

[Explanation](#)

Baseline Requirements

LP

1. A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program. Please upload your Board of Directors document.

Yes

2. Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.

No

3. Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.

Yes

What is your Transformation Strategy?

Economy

Other

Date Adopted by Board of Directors

01/15/25

4. Detailed work plans aligned with the selected Transformation Strategy that outlines programming across the Main Street Four Points. Work plans include the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets. Please upload your Transformation Strategy Work Plan document.

Yes

5. A dedicated budget for the district's revitalization programming and the Main Street program's operations. Please upload your Program Budget document.

Yes

6. Demonstrated support from the municipality for the Main Street program. This can include leadership participation, funding, in-kind donations and philosophical support.

Yes

7. Reinvestment statistics are reported as required by the Coordinating Program (monthly, quarterly, or annually).

Yes

8. Be a member in good standing with Main Street America, and appropriately use the Main Street America and Coordinating Program logos on the program's website and/or social media.

Yes

9. An Annual Report, Info-graphic, press release or other documentation to explain the progress of your program last year.

Yes

Cumulative Average Scores

Please refer to the [Explanation](#) section for more details about each standard.

	LP	CP	MSA
Standard I: Broad-Based Community Commitment to Revitalization	2.17	2.17	
I. Partnerships and Collaborations	2	2	
Indicator I	2	2	
Indicator II	2	2	
II. District and Community Outreach	2	2	
Indicator I	2	2	
III. Communication and Public Relations	2.33	2.33	
Indicator I	3	3	
Indicator II	2	2	
Indicator III	2	2	
	LP	CP	MSA
Standard II: Inclusive Leadership and Organizational Capacity	1.9	1.8	
I. Inclusive Organizational Culture and Diverse Volunteer Engagement	2.25	2	
Indicator I	2	2	
Indicator II	1	1	
Indicator III	4	3	
Indicator IV	2	2	
II. Active Board Leadership and Supporting Volunteer Base	1	1	
Indicator I	1	1	
Indicator II	1	1	
Indicator III	1	1	
III. Professional Staff Management	2	2	
Indicator I	3	3	
Indicator II	1	1	
IV. Effective Operational Structure	3	3	
Indicator I	3	3	
	LP	CP	MSA
Standard III: Diversified Funding and Sustainable Program Operations	2.75	2.63	
I. Balanced Funding Structure	2.33	2.33	
Indicator I	3	3	
Indicator II	2	2	
Indicator III	2	2	
II. Strategic Revenue Development and Fundraising	2	2	
Indicator I	2	2	
III. Budget and Work Plan Alignment	3.5	3	
Indicator I	3	2	
Indicator II	4	4	
IV. Financial Management and Best Practices	3	3	
Indicator I	2	2	
Indicator II	4	4	

	LP	CP	MSA
Standard IV: Strategy-Driven Programming	2	1.33	
I. Planning Guided by Inclusive Community and Market-Informed Inputs	2	2	
Indicator I	2	2	
II. Defining Direction Through Transformation Strategy Identification and Development	2	1	
Indicator I	2	1	
III. Strategy-Aligned Comprehensive Work Planning and Implementation Across All Four Points	2	1	
Indicator I	2	1	
	LP	CP	MSA
Standard V: Preservation-Based Economic Development	2.75	3	
I. Preservation Ethics and Education on History and Cultural Assets	3	3	
Indicator I	4	4	
Indicator II	2	2	
II. Standards and Best Practices for Place-Based, People-Focused Design	2	3	
Indicator I	2	3	
III. Promotion of Historic, Heritage, and Cultural Assets	3	3	
Indicator I	3	3	
	LP	CP	MSA
Standard VI: Demonstrated Impact and Results	2	2.25	
I. Demonstrating The Value of Main Street	2	2	
Indicator I	2	2	
II. Measuring and Packaging Quantitative and Qualitative Outcomes	2	2.5	
Indicator I	2	3	
Indicator II	2	2	
III. Promoting Progress and Demonstrating Impact and Results	2	2	
Indicator I	2	2	

Additional Information

Date of last on-site visit
06/01/24

What year was your program started?
1998

Have you completed the supplemental information required found at North Carolina Main Street Submission Manager - 2024 Accreditation Assessment Supplemental Information (submittable.com) (THIS IS A LIVE LINK TO THE FORM)
No

Standard I: Broad-Based Community Commitment to Revitalization

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization, but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

I. Partnerships and Collaborations

Indicator I

LP	CP	MSA
The city is funding the program. In 2025 we plan to focus on rebuilding the program, board, and engagement of Elected Officials.	We agree with this self-assessment of this indicator.	N/A

Indicator II

LP	CP	MSA
We have a long-standing relationship with the Union County Chamber, Union County Arts Council and the Heritage Room.	We agree with this score. We encourage the program to continue the relationship that has been established with these organizations and strive to build additional relationships with other non-profits that can further each other's mission and vision.	N/A

II. District and Community Outreach

Indicator I

LP	CP	MSA
We have a long-standing partnership with the Union County Chamber, Arts Council, and Heritage Room.	We highly recommend that in 2025, Downtown Monroe, with assistance from NCMS staff, work toward having a well-planned and facilitated vision planning forum. We also may want to discuss having a "mini resource" team come into downtown to help give the program a "refresh or reboot". Monroe is an older, established designated NC Main Street city, and we have found through the years that with a change in leadership, having a mini-resource team can be extremely beneficial to the program as well as motivational for the citizens of the city.	N/A

III. Communication and Public Relations

Indicator I

LP	CP	MSA
Monroe is currently promoting downtown through a page within the cities new web site. This page highlights the NCMS Program, Monroes vision, mission, and other historical information. We plan to put out an RFQ with the goal of growing downtown's social media presence in 2025.	We noted this as we tend to review the website before we review the assessment. We appreciate the director, Donna O'Keefe, implementing this, and throughout 2025-2026, NCMS will continue to work with Donna to assist her and her board with strengthening the program and offering guidance to help strengthen the program.	N/A

Indicator II

LP	CP	MSA
Staff keeps city council informed through regular staff reports. In 2025, we will ask council to support the NCMS program and downtown with a permanent council representative that would be present at all Downtown Advisory Meetings and Events.	We agree with this evaluation and having a permanent council representative on the board. With an advisory board, this should be implemented as it is a city-appointed board.	N/A

Indicator III

LP

CP

MSA

Monroe has established a downtown social district. This district has a unique branding image. Downtown also has a unique branding logo that is part of the larger Monroe branding effort.

We agree this indicator needs work. Acknowledging this is a step forward.

N/A

Standard II: Inclusive Leadership and Organizational Capacity

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

I. Inclusive Organizational Culture and Diverse Volunteer Engagement

Indicator I

LP	CP	MSA
We follow all Monroe Equity and Inclusion Policies.	We agree with this. NCMS is going to require that in the 2026 reporting that NCMS programs submit with their assessment the board matrix that MSA includes in the portal. Without communities completing that matrix we cannot adequately review the makeup of the board.	N/A

Indicator II

LP	CP	MSA
Monroe is currently not engaging volunteers in our annual workplan or downtown initiatives. We do utilize volunteers through our partnership with the UC Arts Council.	We appreciate your self-awareness of this indicator. Volunteers are the way to grow community engagement. Community engagement is a requirement for the Main Street program. The national standard is to have a highly successful public/private partnership. This isn't easy to build, and this is why we are encouraging Downtown Monroe to consider having a very public process in the next year to drill down to a community-wide vision with public input based on the assets of your community. In doing so, Downtown Monroe should gain volunteers, and NCMS will work alongside to help you identify strategies that will engage and retain volunteers. Goldsboro, Belmont, Lenoir, and Elkin with their Explore Elkin committee, are excellent examples.	N/A

Indicator III

LP	CP	MSA
The 2025 Board membership is full as of January 2025 and includes all 5 categories recommended by the Main Street Program.	Since the make-up of the board was not included with the assessment, we score this a 3.	N/A

Indicator IV

LP	CP	MSA
The Downtown Advisory board includes age, income, gender, and educational diversity. Our board also has a veteran member.	We agree with the self-assessment of this indicator.	N/A

II. Active Board Leadership and Supporting Volunteer Base

Indicator I

LP	CP	MSA
Our Board chair attended the MS Conference in 2024. We will invite MS to facilitate board training in early 2025.	We agree.	N/A

Indicator II

LP	CP	MSA
This item does not apply as we are municipally funded.	This still applies even to a city program. NCMS can inform you on how a city program can have fundraising activities for a particular program or project. We will note though, this is easier when there is a 501(c)(3) associated with the program as an economic development arm for the city.	N/A

Indicator III

LP	CP	MSA
We will launch our first Promotions sub-committee in 2025 to focus on retail and business foot traffic.	We agree and good!	N/A

III. Professional Staff Management

Indicator I

LP	CP	MSA
We have one full time Downtown Manager.	We agree! And we are glad!	N/A

Indicator II

LP	CP	MSA
Our board functions as an advisory board to Monroe City Council.	An advisory board can be influential. The NCMS staff has worked with programs that were strictly under the city's guidance, but the advisory board still very much participated in the annual budget planning with the Main Street director, while the city had oversight of the budget and financials, the board was aware of the budget. The formal review of the budget is a part of the city's function. With these minor adjustments in Monroe this score could easily be a 3 in 2026.	N/A

IV. Effective Operational Structure

Indicator I

LP	CP	MSA
We are meeting these requirements.	We agree.	N/A

Standard III: Diversified Funding and Sustainable Program Operations

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

I. Balanced Funding Structure

Indicator I

LP	CP	MSA
Our funding is through the City of Monroe and MSD.	We agree. We did note the submitted budget that Downtown Monroe submitted through Submittable, and the budget sheet submitted through the MSA portal do not align at all. We need to review this more closely during the site visit.	N/A

Indicator II

LP	CP	MSA
We do not have any private investors. We do hold 1 event sponsorship each year with the UC Arts Council.	This needs work.	N/A

Indicator III

LP	CP	MSA
The City of Monroe is our only funding source.	This needs to change and NCMS can offer ways in which to gain the private support for specific programs and projects.	N/A

II. Strategic Revenue Development and Fundraising

Indicator I

LP	CP	MSA
We are a municipal program.	The same protocols apply to a municipal program. The budget that is created for the Main Street program should have input from the advisory board, and the budget would be tied to the strategic plan. The role of the advisory board is to "advise," and this includes the strategic revenue process.	N/A

III. Budget and Work Plan Alignment

Indicator I

LP	CP	MSA
Our 2025 plan of work is aligned with our mission and funded solely by the City of Monroe.	We agree with the exception of the diversity of income sources.	N/A

Indicator II

LP	CP	MSA
All expenses are paid for by the City of Monroe.	We agree.	N/A

IV. Financial Management and Best Practices

Indicator I

LP	CP	MSA
In 2025 I will inform the DTAB of our final budget approvals and engage them in the selection of service providers and project details.	The management is in place, but we agree that where the program falls short is in keeping the DTAB informed.	N/A

Indicator II

LP	CP	MSA
Our program and Downtown Office are funded by the City of Monroe. The Cities Budget, Procurement, and Finance departments provide oversight.	We agree. We encourage adding at least a quarterly financial report to the DTAB agenda to keep them informed.	N/A

Standard IV: Strategy-Driven Programming

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

I. Planning Guided by Inclusive Community and Market-Informed Inputs

Indicator I

LP	CP	MSA
Our plan of work includes updating our business and building inventories. Our maps were updated in 2023. Our directory was updated in 2024 and is organized by category so we can cluster like businesses. We will launch a Downtown Master Plan in 2025 that will look at districts, property condition, uses and status.	We agree. While a downtown master plan is being launched this is a perfect opportunity for community engagement and creating a vision based on community input. NCMS often uses a master plan to drill down to a workable plan for the Main Street board. While Master Plans are excellent tools for a broader approach, they do not often break a plan into smaller, implementable steps for a downtown organization to follow. It would be helpful to include an NCMS staff member if there are community-wide meetings that are being held with the team that is selected to do the downtown master plan.	N/A

II. Defining Direction Through Transformation Strategy Identification and Development

Indicator I

LP	CP	MSA
The City of Monroe's Senior Leadership provides direction to the Downtown Manager.	Transformation strategies for the Main Street plan come directly from the vision. The city and the Main Street organization, in this case, the DTAB, when creating a plan, need to have a true symbiotic relationship. The town should rely on the DTAB to create a downtown vision with input based on assets, SWOT analysis, Economic Drivers, market data, and trust the Advisory Board to create a working plan that the town council agrees upon. Why have an Advisory Board if not to listen to their advice and to empower them to do the work that they have outlined in a work plan? Main Street America established these guidelines when the National Main Street program was established in the early 1980's.	N/A

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

Indicator I

LP	CP	MSA
Work and action plans are currently directed and budgeted by the City of Monroe and its senior leaders. The city selects and funds all citywide projects with input from staff and advisory boards.	See previous notes.	N/A

Standard V: Preservation-Based Economic Development

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets. Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establishes a competitive market advantage.

I. Preservation Ethics and Education on History and Cultural Assets

Indicator I

LP	CP	MSA
Monroe has an active Historical Preservation Society chapter that is active in all historically significant projects. The Downtown Advisory Board and Manager administer 8 grant programs of which many encourage and incent preservation projects. Our National Register of Historic Places listings are available on the cities website along with list of current contributing buildings. The cities planning web page gives users access to historic resources and FAQ's.	We agree.	N/A

Indicator II

LP	CP	MSA
The Downtown office will host an informational event in 2025. The cities Historical Preservation Committee also hosts events each year.	We agree.	N/A

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

Indicator I

LP	CP	MSA
The Downtown Office has recommended to city leadership a second floor development strategy to be launched in 2025. City planning provides guidance and oversight to historic building improvements in Monroe and in the downtown district.	The reviewer changed this to a 3 as the Downtown Director may not be aware of this yet and the Downtown Monroe AB should be aware of this connection: Monroe is a Certified Local Government https://www.monroenc.org/273/Historic-District and have been since 1986. This is an excellent tool that the downtown board should understand and utilize to their advantage. We would encourage the Downtown Director to be a part of the HPC and learn more about how this tool can be used to downtown's advantage.	N/A

III. Promotion of Historic, Heritage, and Cultural Assets

Indicator I

LP	CP	MSA
Downtown is the host location for the MLK event activities and the Latin Day Event. The Downtown office provides promotion and resources for promotion. City staff support these events.	We agree with this score, but we also encourage downtown Monroe to lean into their own history and their own cultural heritage. This reviewer, out of curiosity, googled Cultural history of Monroe, finding this information: https://www.hollymelody.com/blog/usa/north-carolina/monroe-nc-interesting-facts-famous-things-history-information-what-is-monroe . The point is, there is more to Monroe than serving as the location for an MLK event and Latin Day Event. Find your authenticity and celebrate it.	N/A

Standard VI: Demonstrated Impact and Results

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

I. Demonstrating The Value of Main Street

Indicator I

LP	CP	MSA
Main Street and its programs will play an active role in providing resources and direction in 2025 through training, mentorship, and support as we rebuild our NCMS program.	We agree with this score.	N/A

II. Measuring and Packaging Quantitative and Qualitative Outcomes

Indicator I

LP	CP	MSA
The downtown office is currently updating downtown informational data in partnership with the Union County GIS Manager. We will build on this base data to provide more robust information on businesses, capital investments, and property improvements in 2025.	We are giving Monroe a 3 in this, as Monroe Downtown did report their statistic on time in 2024. We have all the cumulative data as well as the annual reporting.	N/A

Indicator II

LP	CP	MSA
The DTAB will be presented with the NCMS 2025 Plan of work on January 15, 2025. The DTAB also makes all grant recommendations to Monroe City Council. The board will recommend and review the production of 1 downtown promotional video. Our Main Street program and all of our downtown initiatives are planned and funded through our city council.	We agree this needs work.	N/A

III. Promoting Progress and Demonstrating Impact and Results

Indicator I

LP	CP	MSA
The city of Monroe publishes and promotes its annual report each year. It is available on the cities web page.	The downtown district needs to do its own downtown report that they can distribute. NCMS has a template that can be used as an Impact Report. It is an effective and impactful way to share information. We will send the template in July when we ask for statistics.	N/A

Part 1: 2024 Accreditation Assessment



[Baseline Requirements](#)

[Cumulative Average Scores](#)

[Additional Information](#)

[Explanation](#)

Baseline Requirements

2. Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.

This item was a NO for Monroe

Standard I: Broad-Based Community Commitment to Revitalization

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization, but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

I. Partnerships and Collaborations

Indicator I

The city is funding the program. In 2025 we plan to focus on rebuilding the program, board, and engagement of Elected Officials.

We agree with this self-assessment of this indicator.

Indicator II

We have a long-standing relationship with the Union County Chamber, Union County Arts Council and the Heritage Room.
We agree with this score.

We encourage the program to continue the relationship that has been established with these organizations and strive to build additional relationships with other non-profits that can further each other's mission and vision.

Standard I: Broad-Based Community Commitment to Revitalization

II. District and Community Outreach Indicator I

We have a long-standing partnership with the Union County Chamber, Arts Council, and Heritage Room.

We highly recommend that in 2025, Downtown Monroe, with assistance from NCMS staff, work toward having a well-planned and facilitated vision planning forum. We also may want to discuss having a "mini resource" team come into downtown to help give the program a "refresh or reboot". Monroe is an older, established designated NC Main Street city, and we have found through the years that with a change in leadership, having a mini-resource team can be extremely beneficial to the program as well as motivational for the citizens of the city.

Standard I: Broad-Based Community Commitment to Revitalization

III. Communication and Public Relations Indicator I

Monroe is currently promoting downtown through a page within the cities new web site. This page highlights the NCMS Program, Monroe's vision, mission, and other historical information. We plan to put out an RFQ with the goal of growing downtown's social media presence in 2025.

We noted this as we tend to review the website before we review the assessment. We appreciate the director, Donna O'Keefe, implementing this, and throughout 2025-2026, NCMS will continue to work with Donna to assist her and her board with strengthening the program and offering guidance to help strengthen the program.

UPDATE: This RFQ will not be happening. A PT communication staff member will be hired with Downtown as a priority.

Monroe has established a downtown social district. This district has a unique branding image. Downtown also has a unique branding logo that is part of the larger Monroe branding effort.

We agree this indicator needs work. Acknowledging this is a step forward.

Standard II: Inclusive Leadership and Organizational Capacity

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

I: Inclusive Organizational Culture and Diverse Volunteer Engagement Indicator I

We follow all Monroe Equity and Inclusion Policies.

We agree with this. NCMS is going to require that in the 2026 reporting that NCMS programs submit with their assessment the board matrix that MSA includes in the portal. Without communities completing that matrix we cannot adequately review the makeup of the board.

Standard II: Inclusive Leadership and Organizational Capacity

Indicator II

Monroe is currently not engaging volunteers in our annual work plan or downtown initiatives. We do utilize volunteers through our partnership with the UC Arts Council.

We appreciate your self-awareness of this indicator. Volunteers are the way to grow community engagement. Community engagement is a requirement for the Main Street program. The national standard is to have a highly successful public/private partnership. This isn't easy to build, and this is why we are encouraging Downtown Monroe to consider having a very public process in the next year to drill down to a community-wide vision with public input based on the assets of your community. In doing so, Downtown Monroe should gain volunteers, and NCMS will work alongside to help you identify strategies that will engage and retain volunteers. Goldsboro, Belmont, Lenoir, and Elkin with their Explore Elkin

Indicator III

The 2025 Board membership is full as of January 2025 and includes all 5 categories recommended by the Main Street Program.

Since the make-up of the board was not included with the assessment, we score this a 3.

Indicator IV

The Downtown Advisory board includes age, income, gender, and educational diversity. Our board also has a veteran member.

We agree with the self-assessment of this indicator.

Standard II: Inclusive Leadership and Organizational Capacity

II. Active Board Leadership and Supporting Volunteer Base

Indicator I

LP CP MSA

Our Board chair attended the MS Conference in 2024. We will invite MS to facilitate board training in early 2025.

We agree.

Indicator II

This item does not apply as we are municipally funded.

This still applies even to a city program. NCMS can inform you on how a city program can have fundraising activities for a particular program or project. We will note though, this is easier when there is a 501(c)(3) associated with the program as an economic development arm for the city.

Indicator III

We will launch our first Promotions subcommittee in 2025 to focus on retail and business foot traffic.

We agree and good!

Standard II: Inclusive Leadership and Organizational Capacity

III. Professional Staff Management

Indicator I

We have one full time Downtown Manager.

We agree! And we are glad!

Indicator II

Our board functions as an advisory board to Monroe City Council.

An advisory board can be influential. The NCMS staff has worked with programs that were strictly under the city's guidance, but the advisory board still very much participated in the annual budget planning with the Main Street director, while the city had oversight of the budget and financials, the board was aware of the budget. The formal review of the budget is a part of the city's function. With these minor adjustments in Monroe this score could easily be a 3 in 2026.

IV. Effective Operational Structure

Indicator I

We are meeting these requirements. We agree.

Standard III: Diversified Funding and Sustainable Program Operations

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

I. Balanced Funding Structure

Indicator I

Our funding is through the City of Monroe and MSD.

We agree. We did note the submitted budget that Downtown Monroe submitted through Submittal, and the budget sheet submitted through the MSA portal do not align at all. We need to review this more closely during the site visit.

Indicator II

We do not have any private investors. We do hold 1 event sponsorship each year with the UC Arts Council.

This needs work.

Indicator III

The City of Monroe is our only funding source.

This needs to change and NCMS can offer ways in which to gain the private support for specific programs and projects.

Standard III: Diversified Funding and Sustainable Program Operations

II. Strategic Revenue Development and Fundraising

Indicator I

We are a municipal program.

The same protocols apply to a municipal program. The budget that is created for the Main Street program should have input from the advisory board, and the budget would be tied to the strategic plan. The role of the advisory board is to "advise," and this includes the strategic revenue process.

III. Budget and Work Plan Alignment

Indicator I

Our 2025 plan of work is aligned with our mission and funded solely by the City of Monroe.

We agree with the exception of the diversity of income sources.

Indicator II

LP CP MSA

All expenses are paid for by the City of Monroe.

We agree.

Standard III: Diversified Funding and Sustainable Program Operations

IV. Financial Management and Best Practices

Indicator I

In 2025 I will inform the DTAB of our final budget approvals and engage them in the selection of service providers and project details.

The management is in place, but we agree that where the program falls short is in keeping the DTAB informed.

Indicator II

Our program and Downtown Office are funded by the City of Monroe. The Cities Budget, Procurement, and Finance departments provide oversight.

We agree. We encourage adding at least a quarterly financial report to the DTAB

Standard IV: Strategy-Driven Programming

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

I. Planning Guided by Inclusive Community and Market-Informed Inputs

Indicator I

Our plan of work includes updating our business and building inventories. Our maps were updated in 2023. Our directory was updated in 2024 and is organized by category so we can cluster like businesses. We will launch a Downtown Master Plan in 2025 that will look at districts, property condition, uses and status.

We agree. While a downtown master plan is being launched this is a perfect opportunity for community engagement and creating a vision based on community input. NCMS often uses a master plan to drill down to a workable plan for the Main Street board. While Master Plans are excellent tools for a broader approach, they do not often break a plan into smaller, implementable steps for a downtown organization to follow. It would be helpful to include an NCMS staff member if there are community-wide meetings that are being held with the team that is selected to do the downtown master plan.

Standard IV: Strategy-Driven Programming

II. Defining Direction Through Transformation Strategy Identification

II. Defining Direction Through Transformation Strategy Identification and Development

Indicator I

The City of Monroe's Senior Leadership provides direction to the Downtown Manager.

Transformation strategies for the Main Street plan come directly from the vision. The city and the Main Street organization, in this case, the DTAB, when creating a plan, need to have a true symbiotic relationship. The town should rely on the DTAB to create a downtown vision with input based on assets, SWOT analysis, Economic Drivers, market data, and trust the Advisory Board to create a working plan that the town council agrees upon. Why have an Advisory Board if not to listen to their advice and to empower them to do the work that they have outlined in a work plan? Main Street America established these guidelines when the National Main Street program was established in the early 1980's.

Standard IV: Strategy-Driven Programming

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

Indicator I

Work and action plans are currently directed and budgeted by the City of Monroe and its senior leaders. The city selects and funds all citywide projects with input from staff and advisory board.

[See previous notes](#)

Standard IV: Strategy-Driven Programming

I. Preservation Ethics and Education on History and Cultural Assets

Indicator I

Monroe has an active Historical Preservation Society chapter that is active in all historically significant projects. The Downtown Advisory Board and Manager administer 8 grant programs of which many encourage and incent preservation projects. Our National Register of Historic Places listings are available on the cities website along with list of current contributing buildings. The cities planning web page gives users access to historic resources and FAQ's.

We agree.

Indicator II

The Downtown office will host an informational event in 2025. The cities Historical Preservation Committee also hosts events each year.

We agree.

Standard IV: Strategy-Driven Programming

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

Indicator I

The Downtown Office has recommended to city leadership a second floor development strategy to be launched in 2025. City planning provides guidance and oversight to historic building improvements in Monroe and in the downtown district.

The reviewer changed this to a 3 as the Downtown Director may not be aware of this yet and the Downtown Monroe AB should be aware of this connection: Monroe is a Certified Local Government and have been since 1986. This is an excellent tool that the downtown board should understand and utilize to their advantage. We would encourage the Downtown Director to be a part of the HPC and learn more about how this tool can be used to downtown's advantage.

III. Promotion of Historic, Heritage, and Cultural Assets

Indicator I

Downtown is the host location for the MLK event activities and the Latin Day Event.- The Downtown office provides promotion and resources for promotion. City staff support these events.

We agree with this score, but we also encourage downtown Monroe to lean into their own history and their own cultural heritage.

Standard VI: Demonstrated Impact and Results

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

I. Demonstrating The Value of Main Street

Indicator I

Main Street and its programs will play an active role in providing resources and direction in 2025 through training, mentorship, and support as we rebuild our NCMS program.

We agree with this score.

II. Measuring and Packaging Quantitative and Qualitative Outcomes

Indicator I

The downtown office is currently updating downtown informational data in partnership with the Union County GIS Manager. We will build on this base data to provide more robust information on businesses, capital investments, and property improvements in 2025.

We are giving Monroe a 3 in this, as Monroe Downtown did report their statistic on time in 2024. We have all the cumulative data as well as the annual reporting.

Standard VI: Demonstrated Impact and Results

Indicator II

The DTAB will be presented with the NCMS 2025 Plan of work on January 15, 2025. The DTAB also makes all grant recommendations to Monroe City Council. The board will recommend and review the production of 1 downtown promotional video. Our Main Street program and all of our downtown initiatives are planned and funded through our city council.

We agree this needs work.

III. Promoting Progress and Demonstrating Impact and Results

Indicator I

The city of Monroe publishes and promotes its annual report each year. It is available on the cities web page. The downtown district needs to do its own downtown report that they can distribute. NCMS has a template that can be used as an Impact Report. It is an effective and impactful way to share information. We will send the template in July when we ask for statistics.

Part 2: Economic Development Implementation Plan – 2024-2025



Replace with the local Main Street Program logo

Monroe, North Carolina Economic Development Implementation Plan – 2024-2025

Our Vision

The success of Downtown Monroe will be due to a lively mix of quality retail shops, professional services, restaurants, entertainment, and upper-floor residential space, providing a variety of opportunities for a distinct cultural experience. Downtown will retain a safe, friendly, small-town pedestrian-oriented atmosphere for residents and visitors while engaging a positive spirit enhanced by its distinct sense of place built upon its rich agricultural history and architecturally significant buildings. The varied mix of retail and service businesses and continued expansion will strengthen Monroe's sense of community and quality of life through the cooperative marketing and promotion efforts of our Downtown

Our Mission

To recognize, revitalize, preserve, and promote the historic, cultural, social, and economic significance of Monroe's Downtown.

Vision/Economic Positioning Statement in YEAR: A vibrant and welcoming downtown that celebrates Monroe's rich heritage, historic character, architecture, and unique identity as a thriving culture and economic hub where residents and visitors can experience a unique blend of tradition, creativity, and economic vitality.

City Messaging:

Experience Authentic Monroe: Come for the History, Stay for the Growth, Monroe is waiting to welcome you!

Immerse yourself in the rich history, exciting growth, and the unforgettable experience of our vibrant city.

Where every block has a unique story to tell that blends the perfect mix of tradition and progress, all served with a generous helping of southern hospitality.

Implementation Strategy: Monroe is a designated NC Main Street community that is currently engaged with NCMS Staff in the rebooting the National Main Street Center's Four-Point Approach® which includes: organization, promotion, design and economic vitality to create and implement a downtown revitalization plan of work. This reboot will begin with a new Downtown Master plan for the city of Monroe. An RFQ is currently in development and will go out in January of 2025.

DOWNTOWN ECONOMIC DEVELOPMENT STRATEGIES	ECONOMIC VITALITY	DESIGN	PROMOTION	ORGANIZATION
Economic Development Strategy, Goal & Objective	Measurable Actions:	Measurable Actions:	Measurable Actions:	Measurable Actions:
<p>Strategy #1: Growth and development of quality retail shops, professional services, restaurants, and entertainment in Monroe that make it a destination for commerce, culture and creativity, while also retaining a blend of historic charm and modern infrastructure.</p> <p>Goal: Grow our visitation, foot traffic, and commerce in downtown.</p> <p>Strategy #2 Strengthen Monroe's beauty and sense of place.</p> <p>Goal: Encourage visible and impactful improvements in downtown that strengthen Monroe's sense of community and quality of life through place-making projects, cooperative marketing and promotion efforts</p>	<p><u>Actions for Economic Vitality:</u></p> <ul style="list-style-type: none"> Identify and install a data collection tool for downtown. <ul style="list-style-type: none"> Measure foot traffic Time of day trends Location hot spots and underutilized places Year over year data analysis Monroe will complete a Master Plan in 2025-26 Update the Historic Downtown District boundaries and update the contributing buildings listing by 2026. <p><u>Upper Floor Development:</u></p> <ul style="list-style-type: none"> Update and improve our incentive grant programs by end of 2025. Develop a plan and incentive program that focuses on the redevelopment to the upper floors in downtown commercial buildings. Plan and host an informational event for property owners, business owners, developers, bankers, real estate agents, city council members and any administrative staff interested in upper floor development through historic tax credits. The event will also educate attendees in better understanding 	<p><u>Actions for Design:</u></p> <ul style="list-style-type: none"> Complete the Morgan/Windsor Alley furnishings so the alley can achieve its purpose becomes the place making opportunity it was envisioned to be. <ul style="list-style-type: none"> Seating for eating and gathering Adult and children outdoor activity elements. Implement Public Art Power stations Replacement of all light poles and banners hardware along Main Street in 2026. Design two new pole banner sets for installation on light poles in the spring and late summer 2025. Plan two additional public mural projects downtown in 2025. In partnership with the Heritage Room, Assemble a group of volunteers to build a collection of historic downtown photos to be placed on the downtown web page and available through the downtown office. Promote and communicate existing grant program opportunities, highlighting complete 	<p><u>Action to Promote Downtown Monroe</u></p> <ul style="list-style-type: none"> Create a promotional downtown video that highlights our city and the incentives we offer to new businesses, and developers. Grow our Downtown's Social Media Presence. RFQ going out in January 2025 to identify professional social media services (budget 25K) to grow our social media presence. Update and then maintain a database of downtown businesses on the city's downtown web page to keep public aware. Working with Monroe Public Communication, create and maintain a calendar of events happening in the downtown district. Coordinate the purchase of reusable tote bags to be distributed from our soon to be "Monroe Welcome Center". We will use this giveaway to grow our "Downtown Followers". <p><u>Retail Sales Focus for Downtown Monroe:</u></p> <ul style="list-style-type: none"> Create a subcommittee within our advisory board to focus on Downtown Monroe Promotions. <ul style="list-style-type: none"> Coordinate training for this subcommittee through NCMS. 	<p><u>Action for our Organization:</u></p> <ul style="list-style-type: none"> Reboot of the Main Street Program Establish a Main Street Office that has street access. This "Welcome Center" will provide much needed access to our downtown staff and informational materials. <p><u>Monroe Downtown Advisory Board improvements</u></p> <ul style="list-style-type: none"> Fill all vacant board positions in January 2025 Educate the new board on job duties, bylaws, etc. Expand the current 4x per year meeting schedule to a monthly meeting schedule beginning Jan 2025. Manage all documentation regarding board and volunteer terms and insure board operates program in accordance to bylaws, etc. Provide regular and timely communication to the board. Including sending meeting agenda's in advance Engage the DTAB in providing input to projects under consideration in Downtown.
	<p>North Carolina Building Code for existing and historic building projects.</p> <p><u>Fill one vacant downtown building (Ideally on Morgan/Windsor Alley)</u></p> <ul style="list-style-type: none"> Research ownership and plans for 111 W Franklin Street (Franklin 8 LLC) <p><u>Looking Ahead:</u> <i>*Upon completion of Monroe's Downtown Master plan and with cooperation with NCMS Staff and the Downtown Advisory board, develop an economic development action plan to be implemented in 2026 and 2027.</i></p>	<p>projects through informational sessions, open houses and email communications. (include testimonials and recently completed projects)</p> <p><u>Looking Ahead:</u> <i>*Upon completion of Monroe's Downtown Master create an updated building inventory of contributing buildings on the National Register of Historic Places buildings in the Downtown District.</i></p>	<ul style="list-style-type: none"> Work with this subcommittee to establish 2-3 goals that focus on building downtown retail/business awareness and growing downtown foot traffic. 	<ul style="list-style-type: none"> Using the NCMS Building Inventory Tool, update the downtown Monroe building directory to include square footage, current owner, tax values, etc. Review and update all materials currently provided on the Downtown Web page including: <ul style="list-style-type: none"> Maps and Guides Start a Business Technical Assistant

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Replace with the local Main Street Program logo

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NAME OF MAIN STREET PROGRAM’S ECONOMIC VITALITY COMMITTEE TASKS

Economic Development Strategy: Insert from IMPLEMENTATION PLAN TAB							
Goal: Insert from IMPLEMENTATION PLAN TAB							
Objective: Insert from IMPLEMENTATION PLAN TAB							
Economic Vitality Action: Insert from IMPLEMENTATION PLAN TAB							
Complete d ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	EV Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

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NAME OF MAIN STREET PROGRAM'S DESIGN COMMITTEE TASKS

Economic Development Strategy: Insert from IMPLEMENTATION PLAN TAB							
Goal: Insert from IMPLEMENTATION PLAN TAB							
Objective: Insert from IMPLEMENTATION PLAN TAB							
Design Action: Insert from IMPLEMENTATION PLAN TAB							
Complete d ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Design Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Design Action: Insert from IMPLEMENTATION PLAN TAB							
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Replace with the local Main Street Program logo

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Economic Development Strategy: Insert from IMPLEMENTATION PLAN TAB							
Goal: Insert from IMPLEMENTATION PLAN TAB							
Objective: Insert from IMPLEMENTATION PLAN TAB							
Promotion Action: Insert from IMPLEMENTATION PLAN TAB							
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Replace with the local Main Street Program logo

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Promotion Action: Insert from IMPLEMENTATION PLAN TAB

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Objective: Insert from IMPLEMENTATION PLAN TAB

Promotion Action: Insert from IMPLEMENTATION PLAN TAB

Completed ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Promo Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Promotion Action: Insert from IMPLEMENTATION PLAN TAB

Completed ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Promo Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Economic Development Strategy: Insert from IMPLEMENTATION PLAN TAB

Goal: Insert from IMPLEMENTATION PLAN TAB

Objective: Insert from IMPLEMENTATION PLAN TAB

Promotion Action: Insert from IMPLEMENTATION PLAN TAB

Completed ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion



Replace with the local Main Street Program logo

✓	Break down the task into actionable steps	Promo Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Promotion Action: Insert from IMPLEMENTATION PLAN TAB

Completed ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Promo Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

NAME OF MAIN STREET PROGRAM'S ORGANIZATION COMMITTEE TASKS

Economic Development Strategy: Insert from IMPLEMENTATION PLAN TAB

Goal: Insert from IMPLEMENTATION PLAN TAB

Objective: Insert from IMPLEMENTATION PLAN TAB

Organization Action: Insert from IMPLEMENTATION PLAN TAB

Completed ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Org Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Organization Action: Insert from IMPLEMENTATION PLAN TAB

Completed ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Org Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Economic Development Strategy: Insert from IMPLEMENTATION PLAN TAB

Goal: Insert from IMPLEMENTATION PLAN TAB							
Objective: Insert from IMPLEMENTATION PLAN TAB							
Organization Action: Insert from IMPLEMENTATION PLAN TAB							
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Organization Action: Insert from IMPLEMENTATION PLAN TAB							
Completed ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Org Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Economic Development Strategy: Insert from IMPLEMENTATION PLAN TAB							
Goal: Insert from IMPLEMENTATION PLAN TAB							
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Organization Action: Insert from IMPLEMENTATION PLAN TAB							
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Organization Action: Insert from IMPLEMENTATION PLAN TAB							
Completed ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Org Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

NAME OF MAIN STREET PROGRAM'S ECONOMIC DEVELOPMENT STRATEGY COMMITTEE TASKS

Economic Development Strategy: Insert from IMPLEMENTATION PLAN TAB

Goal: Insert from IMPLEMENTATION PLAN TAB

Objective: Insert from IMPLEMENTATION PLAN TAB

Economic Vitality Action: Insert from IMPLEMENTATION PLAN TAB

Complete d ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Economic Dev Strategy Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Economic Vitality Action: Insert from IMPLEMENTATION PLAN TAB

Complete d ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Economic Dev Strategy Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Design Action: Insert from IMPLEMENTATION PLAN TAB

Complete d ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Economic Dev Strategy Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Design Action: Insert from IMPLEMENTATION PLAN TAB

Replace with the local Main Street Program logo

Complete d ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
✓	Break down the task into actionable steps	Economic Dev Strategy Committee Members Name	Internal to the organization or external?	How much cost? How much time?	What do you need to do this task?	Who Needs to Help You do it? Agency? Person?	Deadline for completion

Promotion Action: Insert from IMPLEMENTATION PLAN TAB

Complete d ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
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Promotion Action: Insert from IMPLEMENTATION PLAN TAB

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Organization Action: Insert from IMPLEMENTATION PLAN TAB

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Replace with the local Main Street Program logo

Organization Action: Insert from IMPLEMENTATION PLAN TAB							
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