

Downtown Economics: Putting the **VITAL** in Re**VITAL**ization

Texas APA Conference – San Antonio
November 3rd, 2016



MESA + PLANNING

© Original ideas and related graphics presented herein may not be edited or redistributed without permission of MESA Planning.



Introductions



Robin McCaffrey, FAICP, AIA

→ Senior Principal, MESA Planning

Introductions



Robin McCaffrey, FAICP, AIA

→ Senior Principal, MESA Planning

PART ONE: Veta... Vita... VITAL

Introductions



Robin McCaffrey, FAICP, AIA

→ Senior Principal, MESA Planning

PART ONE: Veta... Vita... VITAL



Ashley Shook, AICP, LEED AP, BD+C

→ Principal, MESA Planning

Introductions



Robin McCaffrey, FAICP, AIA

→ Senior Principal, MESA Planning

PART ONE: Veta... Vita... VITAL



Ashley Shook, AICP, LEED AP, BD+C

→ Principal, MESA Planning

PART TWO: A Plan for ReVITALization

Introductions



Robin McCaffrey, FAICP, AIA

→ Senior Principal, MESA Planning

PART ONE: Veta... Vita... VITAL



Ashley Shook, AICP, LEED AP, BD+C

→ Principal, MESA Planning

PART TWO: A Plan for ReVITALization



Marty Nelson

→ Economic Development Coordinator, City of Ennis

Introductions



Robin McCaffrey, FAICP, AIA

→ Senior Principal, MESA Planning

PART ONE: Veta... Vita... VITAL



Ashley Shook, AICP, LEED AP, BD+C

→ Principal, MESA Planning

PART TWO: A Plan for ReVITALization



Marty Nelson

→ Economic Development Coordinator, City of Ennis

PART THREE: ReVITALizing Downtown Ennis

PART ONE: Veta... Vita... **VITAL**



PART ONE: Veta... Vita...

Are you *tired, rundown, listless?* Do you *poop out at parties?* Are you *unpopular?*



What is “VITAL”?

1. High point in the “Value Gradient”

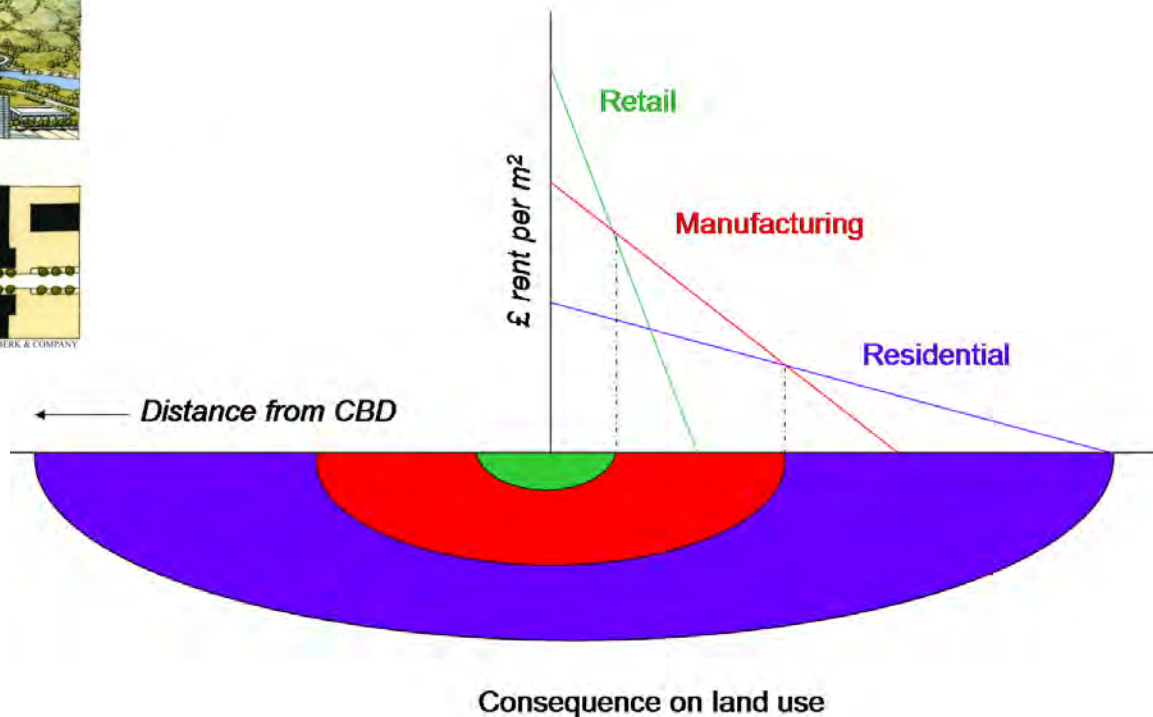
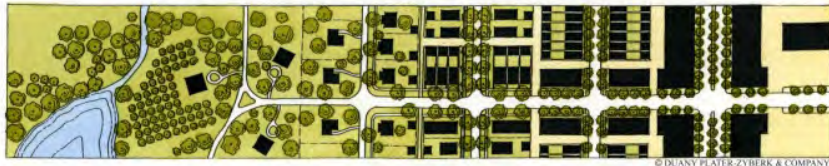
- Primary Value Reference



What is “VITAL”?

1. High point in the “Value Gradient”

- Primary Value Reference
- Rent Bid Function – Alonso/ Thune



What is “VITAL”?

2. Transactional Hub

- Center of exchange with an external marketplace



B. 2180. "Public Square." Sulphur Springs, Texas.

From W. F. Feltner's Pub.

SULPHUR SPRINGS, TEXAS

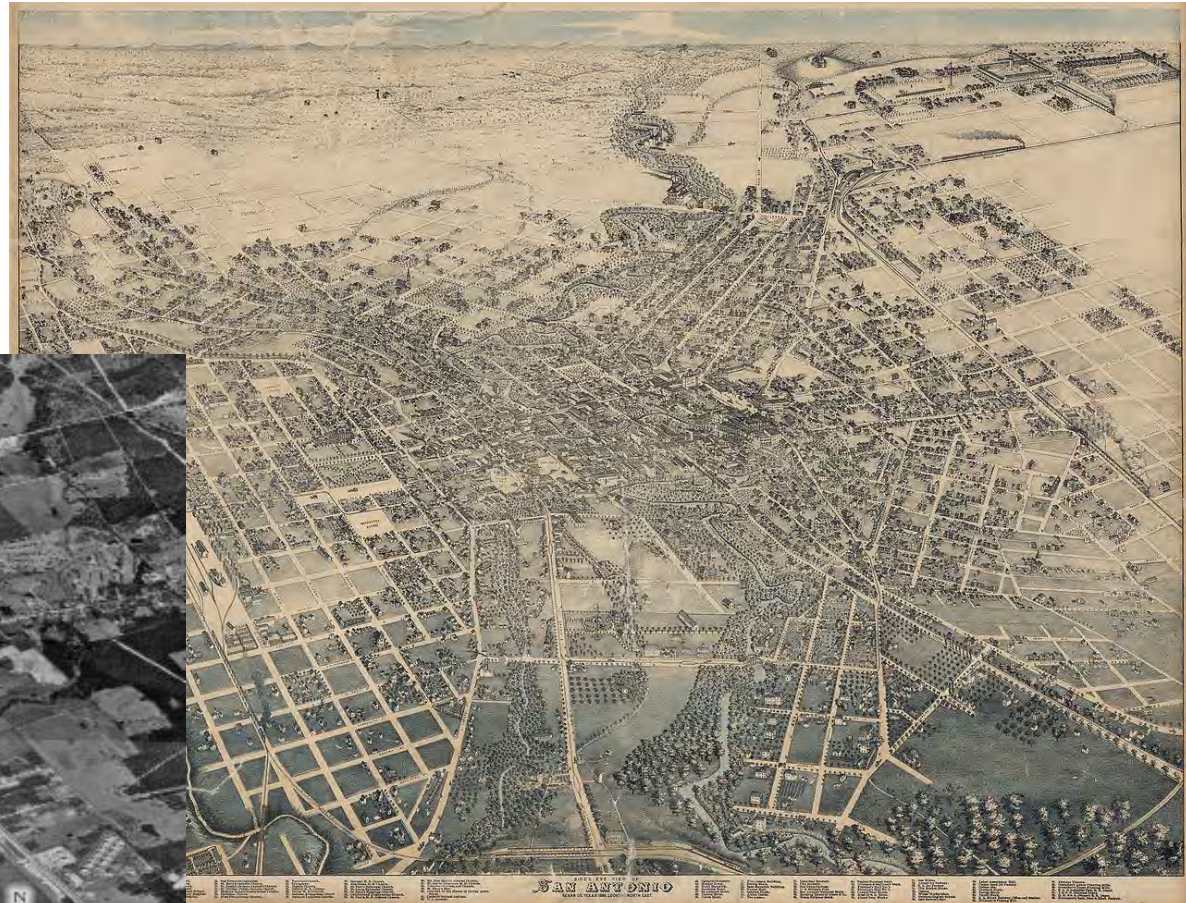


TYLER, TEXAS

What is “VITAL”?

3. Movement Hub

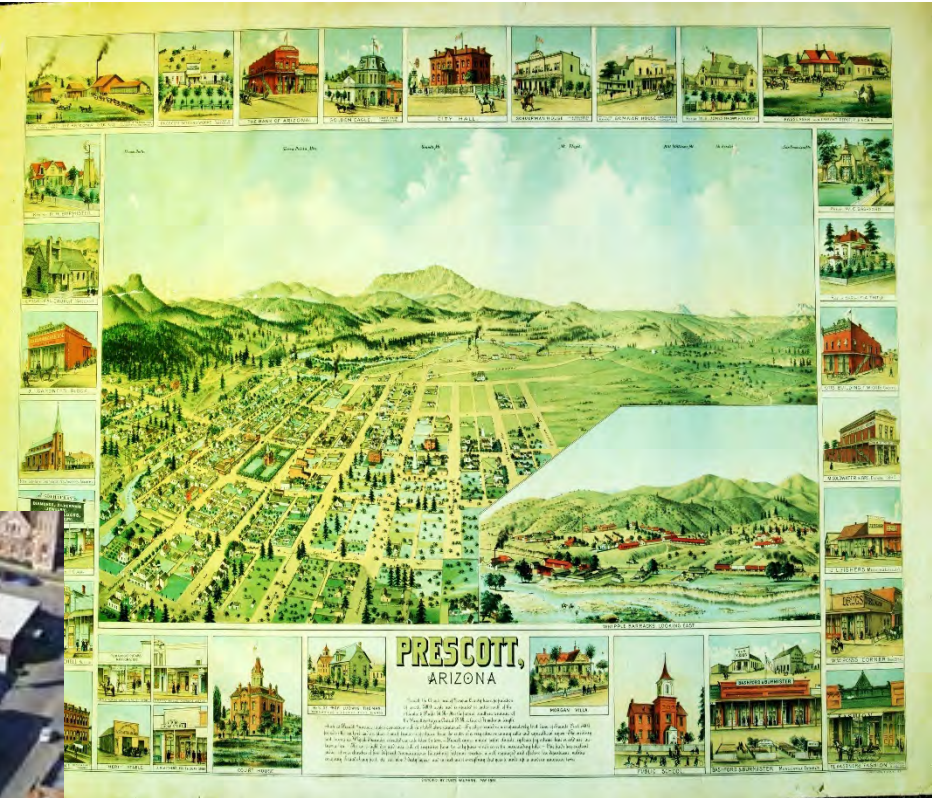
- Center of movement within a region of production



What is “VITAL”?

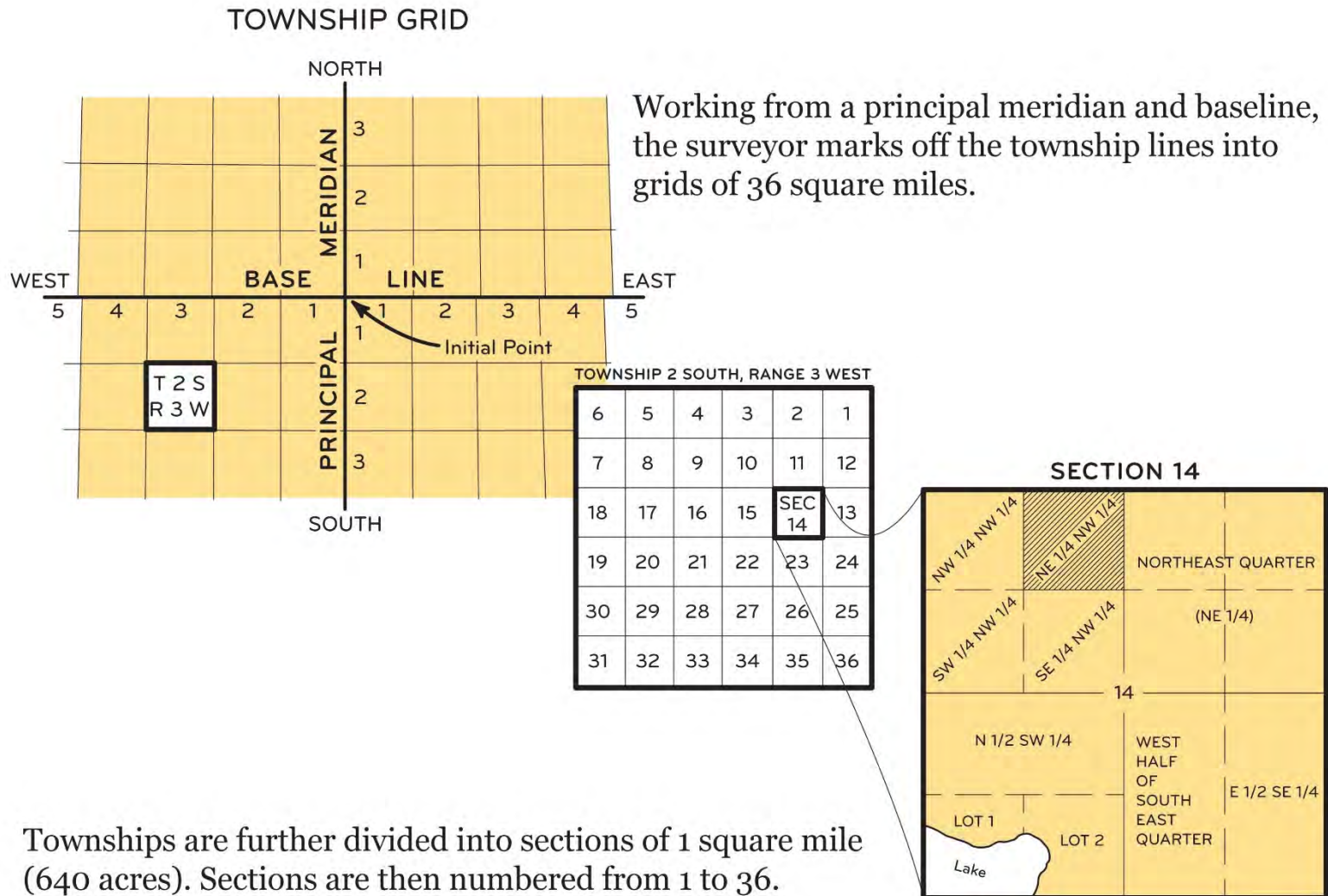
4. Convergence of Domains

- Public and Private
- Government and Business
- Culture and Economy



Public Land Surveying System: The Template for “VITAL”

Based on a Township System

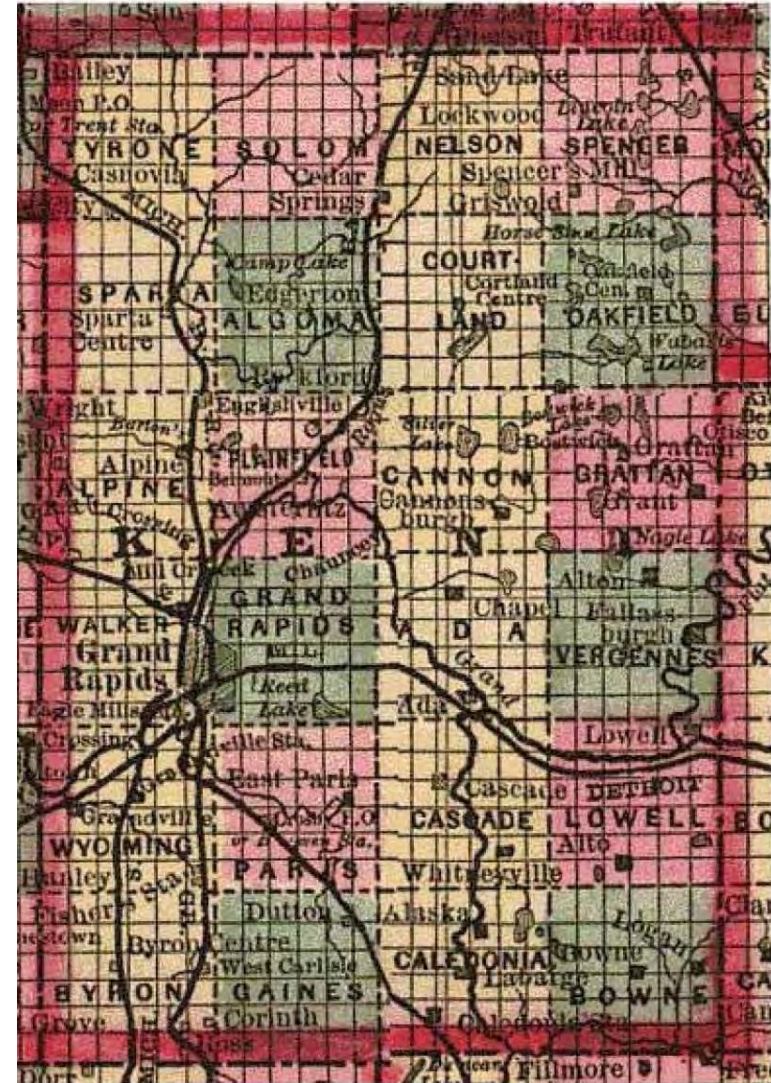


Townships are further divided into sections of 1 square mile (640 acres). Sections are then numbered from 1 to 36.

Public Land Surveying System: The Template for “VITAL”

Grand Rapids, Michigan

- Additional population typically lived in rural areas around the Township
- Average farm size of 70 acres (180 sections of land)
- Public Land Surveying System identified a Township as 36 sections
- Grand Rapids, in its early phase, is supported by **144 sections**



Public Land Surveying System: The Template for “VITAL”

Harvesting the Benefits of a Vital Production System

- Primary Township sits at the hub of regional movement = centrality
- The urban center can harvest benefits of regional flows



Public Land Surveying System: The Template for “VITAL”

Many Townships across the Country have remarkable urban downtowns due to the robust economy supported by this system.



Distributive Infrastructure: The Framework of “VITAL”

Prorating the cost of distributive infrastructure



Distributive Infrastructure: The Framework of “VITAL”

Prorating the cost of distributive infrastructure



Spread over a volume of production



Distributive Infrastructure: The Framework of “VITAL”

Prorating the cost of distributive infrastructure



Spread over a volume of production



Satisfies the need for return on infrastructure investment



Spatial Reach of Aggregation: The Underpinning of “VITAL”

Markets seek supply



Spatial Reach of Aggregation: The Underpinning of “VITAL”

Markets seek supply



Markets support external trade



Spatial Reach of Aggregation: The Underpinning of “VITAL”

Markets seek supply



Markets support external trade



External trade imports capital



Spatial Reach of Aggregation: The Underpinning of “VITAL”

Markets seek supply

↪ Markets support external trade

↪ External trade imports capital

↪ Capital legitimizes form and meaning = VITAL



“Town” is Expression of Transaction: The “VITAL” Activity

Export goods

Import capital

Expression of an externally traded economy



Downtown is Transactional Space Hosting “VITAL” Activity

Downtown was the Market Center

Downtown space was a transactional context, not a commodity



Spatial Expression of Transaction

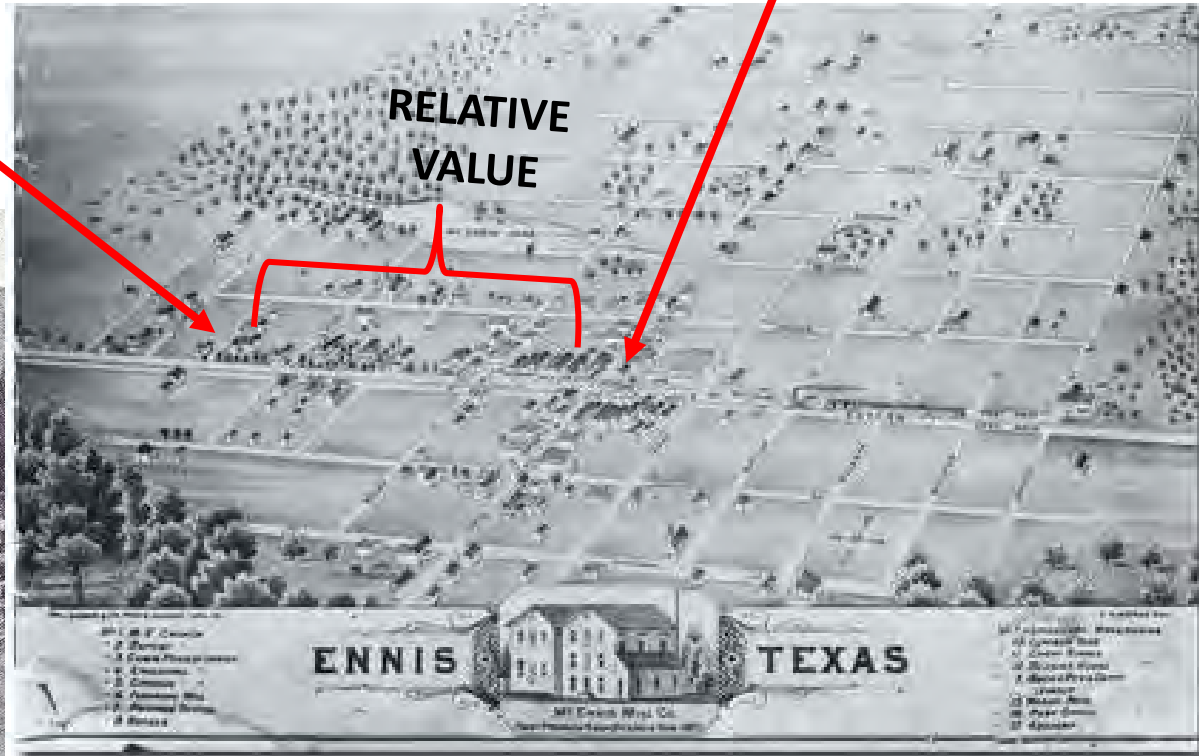
The spatial expression of transaction sets the meaningful relationships that we understand as downtown

- Transaction space and the Town value distribution = top of relative values
- Values support different development forms

LOWER VALUE

HIGHER VALUE

RELATIVE VALUE



Spatial Expression of Transaction

Transaction space and governance

- Essence of iconic form
- Shelbyville Plan



Spatial Expression of Transaction

Transaction space and destination

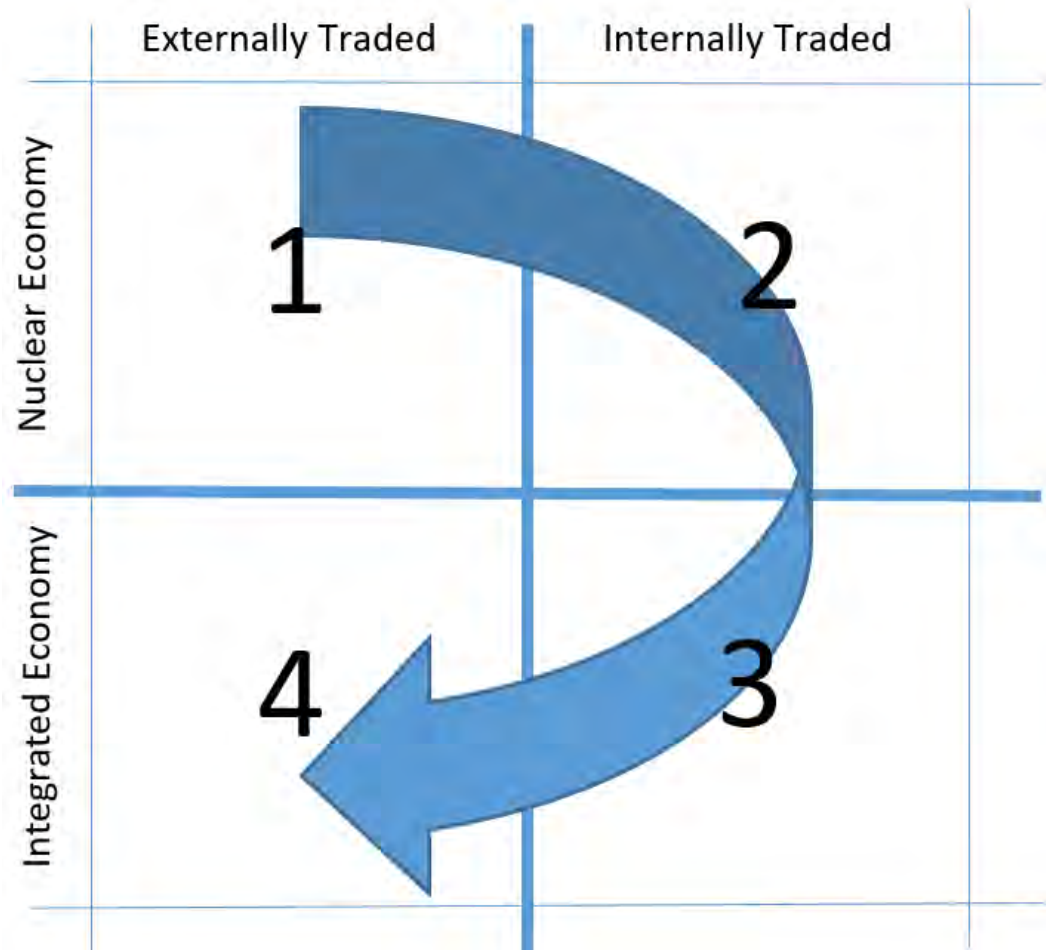
- Destination of purpose
- Essential to making money more than spending money
- Built local wealth



How did We Achieve “VITAL”?

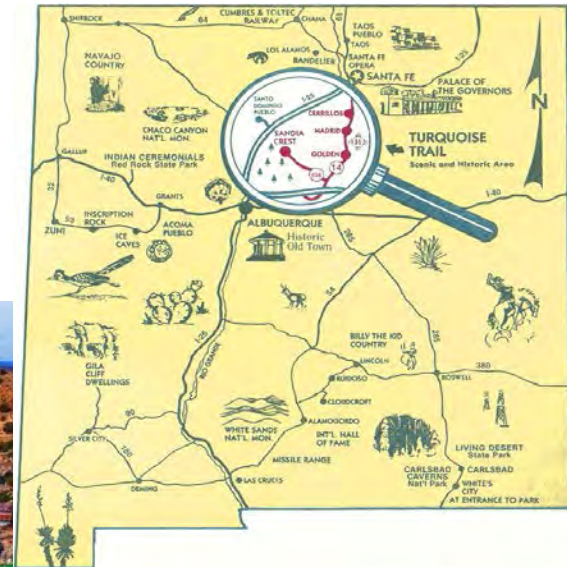
Every downtown evolves and moves within 4 states that prevail over time:

- Externally Traded
- Internally Traded
- Nuclear
- Integrated



The Dynamic of “VITAL”: Evolution of Place

Type 1: Out Post → External Trade/ Integrated Economy with external disposition of capital, no real form. A beachhead of investment in anticipation of market (e.g. Mining Camp = Madrid, New Mexico).



The Dynamic of “VITAL”: Evolution of Place

Type 2: Village → External Trade/ Nuclear Economy with socially or culturally authorized governance which stabilizes “place” as a source of export. Emergence of collective functions in designated spaces (e.g. Sward and Amish Settlements), the simplest form of externally traded/ nuclear settlement.



The Dynamic of “VITAL”: Evolution of Place

Type 3: Rural Township → External Trade/ Nuclear Economy with legally ordained governance and the expression of that governance as a physical space/ domain (e.g. Greenville, Texas). The place of collective transaction of all industries.



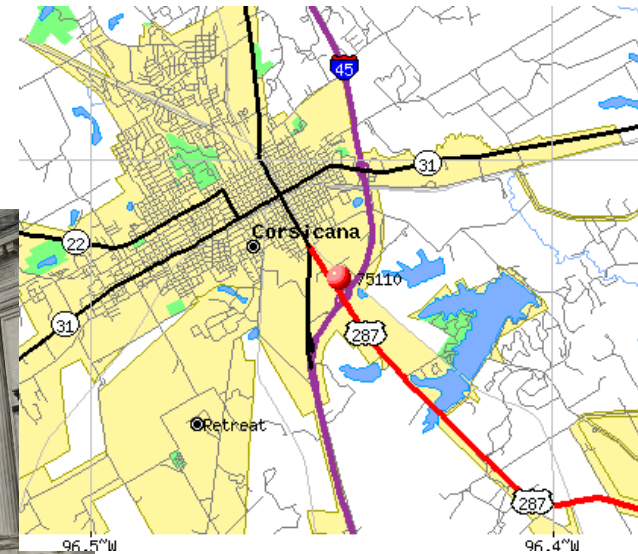
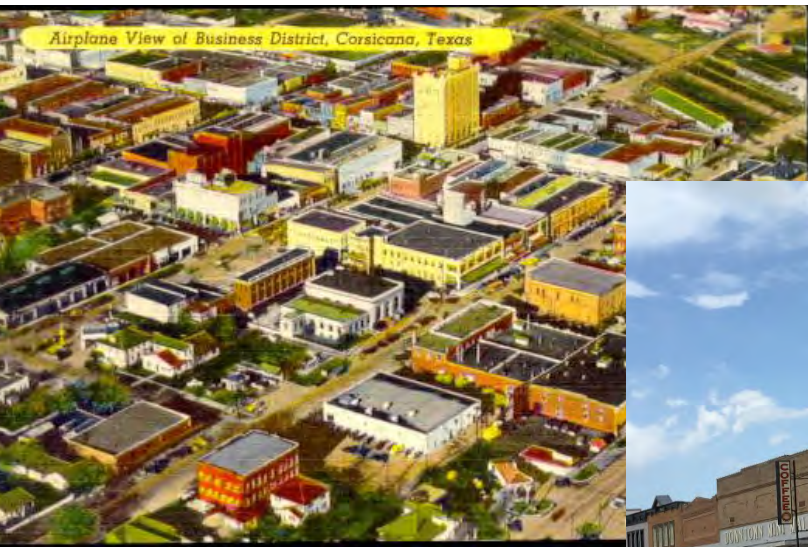
The Dynamic of “VITAL”: Evolution of Place

Type 4: City Bedroom Township → Internally Traded/ Integrated Economy with legally ordained governance but often without central public space. Inorganically absorbed by an expanding central urban region (e.g. Trophy Club, Texas).



The Dynamic of “VITAL”: Evolution of Place

Type 5: Off-line Township → Internally Traded/ Nuclear Economy with legally ordained governance operating in a legacy public space, bypassed by regional flow patterns and burdened with the loss of external trade activity...most formally agricultural towns now bypassed by major highways (e.g. Corsicana, Tx).



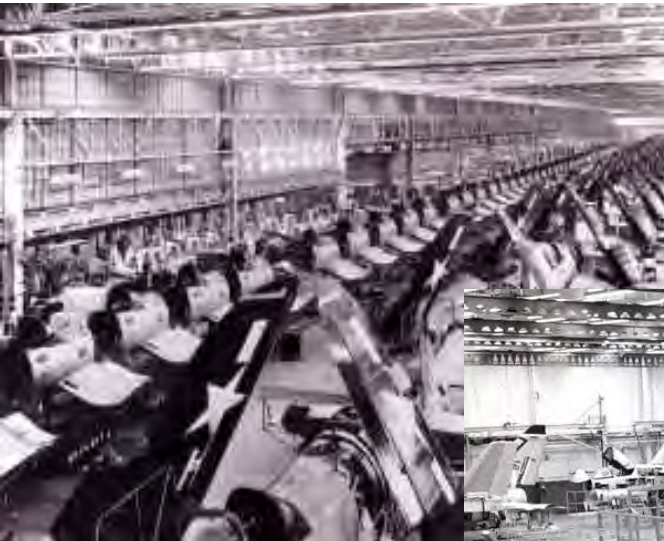
The Dynamic of “VITAL”: Evolution of Place

Type 6: City Center → Externally Traded/ Nuclear Economy with legally ordained governance expressed as a spatial domain, commanding a central position of physical and economic influence over a region (e.g. Fort Worth, Tx). Supported by a region of Township transactions... the primary means of supply and export distribution to larger markets.



The Dynamic of “VITAL”: Evolution of Place

Type 7: City Production Center → Externally Traded/ Integrated Economy with legally ordained governance often without central public space operating as a center of production appendage to a larger metropolis (e.g. Alliance, Texas).



Redefinition of Space

In this evolution there is often a redefinition of “Transactional” space into a “Directed” space

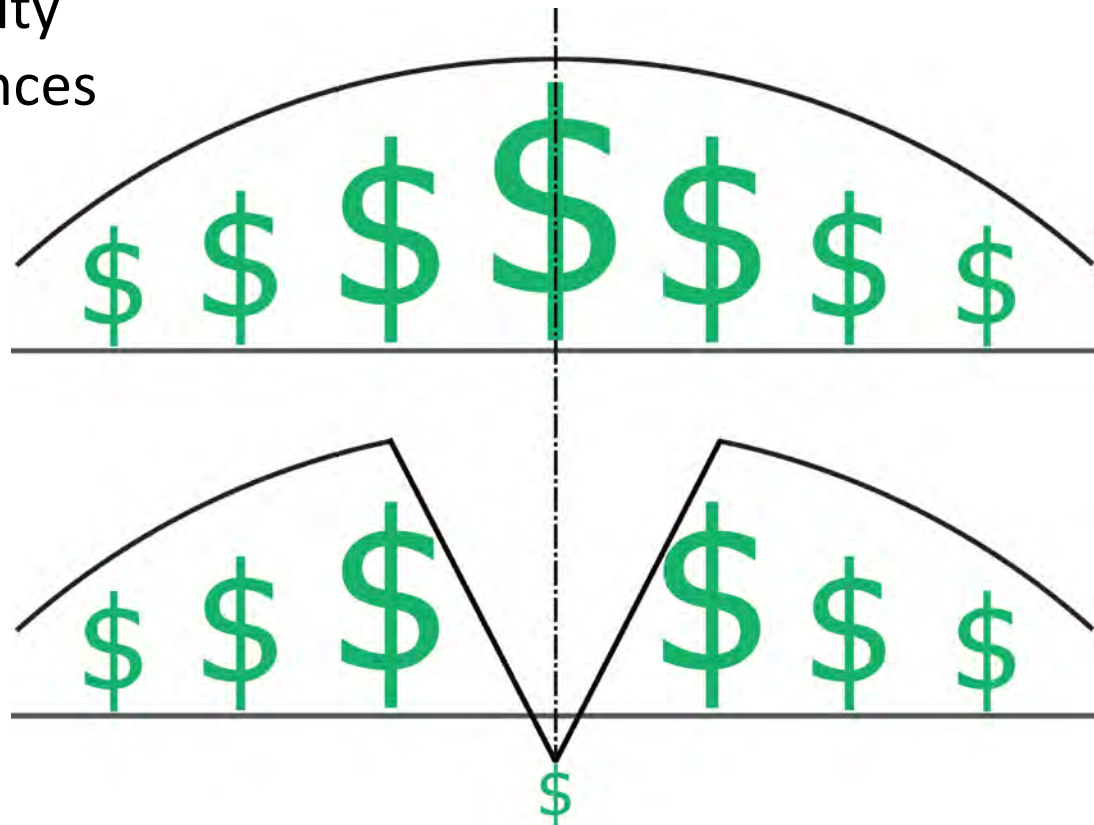
- Directed space channels movement for efficiency
- The Transactional movement pattern is replaced by a pass-through movement pattern = non-transactional
- Betrays the downtown... is no longer a transactional hub



Redefinition of Space

In this evolution there is often a redefinition of “Transactional” space into a “Directed” space

- Downtown is no longer the “high point” of the value gradient
- Downtown as a value reference for proximity areas is now defined by its proximity to other value references
- This depreciates downtown value



Directed Space Effects that Suppress “VITAL”

Loss of Destination



Directed Space Effects that Suppress “VITAL”

Loss of Destination

Loss of ascendant public domain over privatization



Directed Space Effects that Suppress “VITAL”

Loss of Destination

Loss of ascendant public domain over privatization

Loss of “hubbing” movement patterns



Directed Space Effects that Suppress “VITAL”

Loss of Destination

Loss of ascendant public domain over privatization

Loss of “hubbing” movement patterns

Loss of urban context

- Uniform system of center becomes hierarchal
- Compartmentalization of movement
- Subdivision of the ground place



Summary

VITAL = External Trade

VITAL = Transactional Space

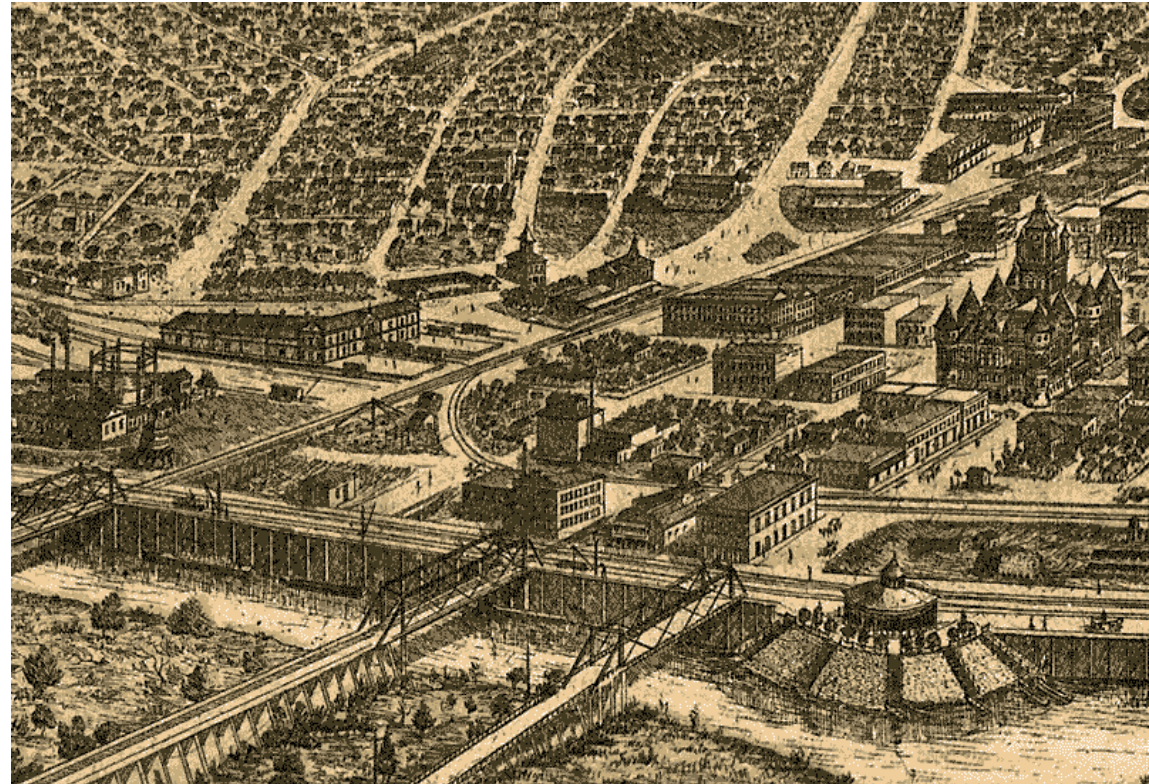
VITAL = Destination Function

VITAL = Hubbing Movement

VITAL = Central Value Reference

How do we now
re-**VITAL**-ize?

DALLAS, TEXAS



PART TWO: A Plan for ReVITALization



PART TWO: A Plan for ReVITA

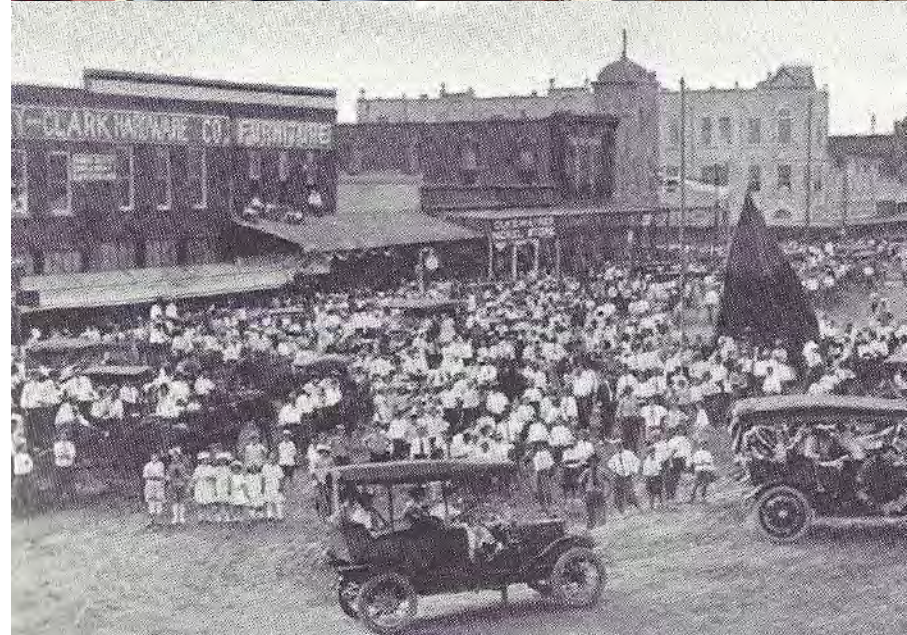
**Yes, with veta...
vita... VITAL, you
can spoon your
way to health!**



History of Downtown Ennis

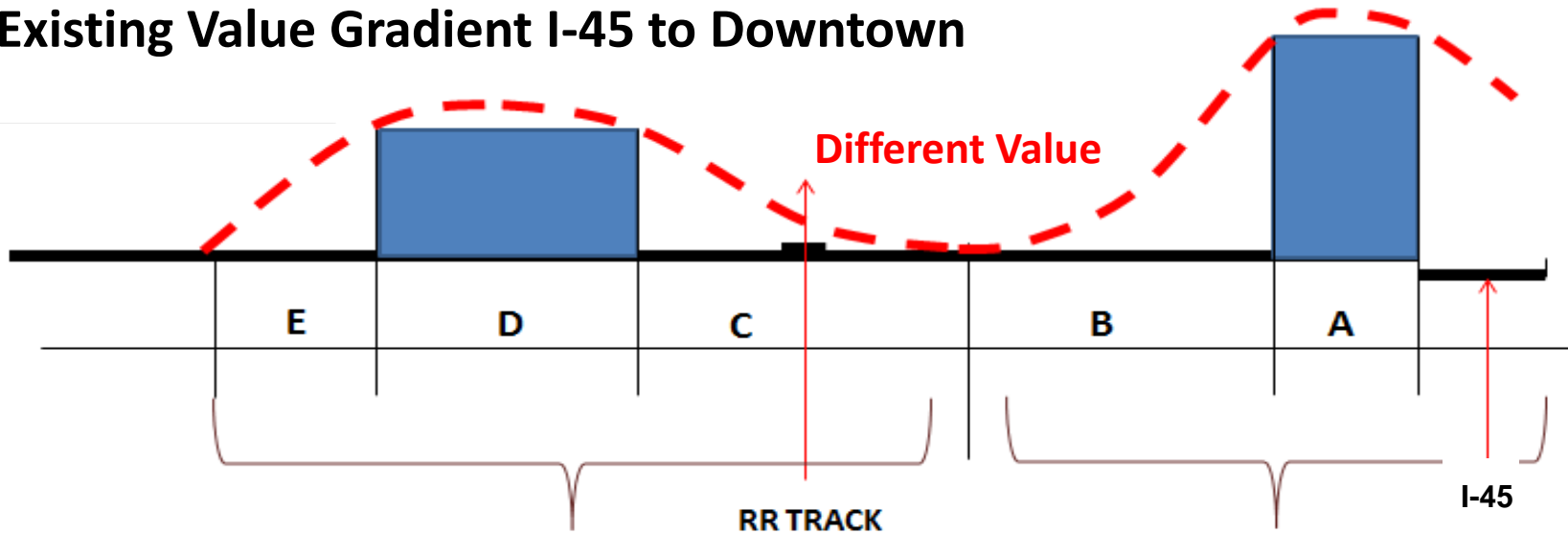
Railroad Town

- Externally traded economy – cotton
- Downtown was the center of those transactions
- Downtown form facilitated transactions
- Wealth manifest in surrounding buildings



Value Gradient

Existing Value Gradient I-45 to Downtown



Downtown = Local Market → losing competition with I-45



I-45 = Regional Market → \$206 mil. imported spending

Value Gradient applied to retail

Value Gradient

Relative Value vs. Different Value

Value Gradient

- Bid-Rent Function Theory – the sequential increases/ decreases in value based on proximity to/ from the Value Center.
- Investment within a Value Gradient competes with other investment for the most promising place to the Value Center (proximity).

Different Value

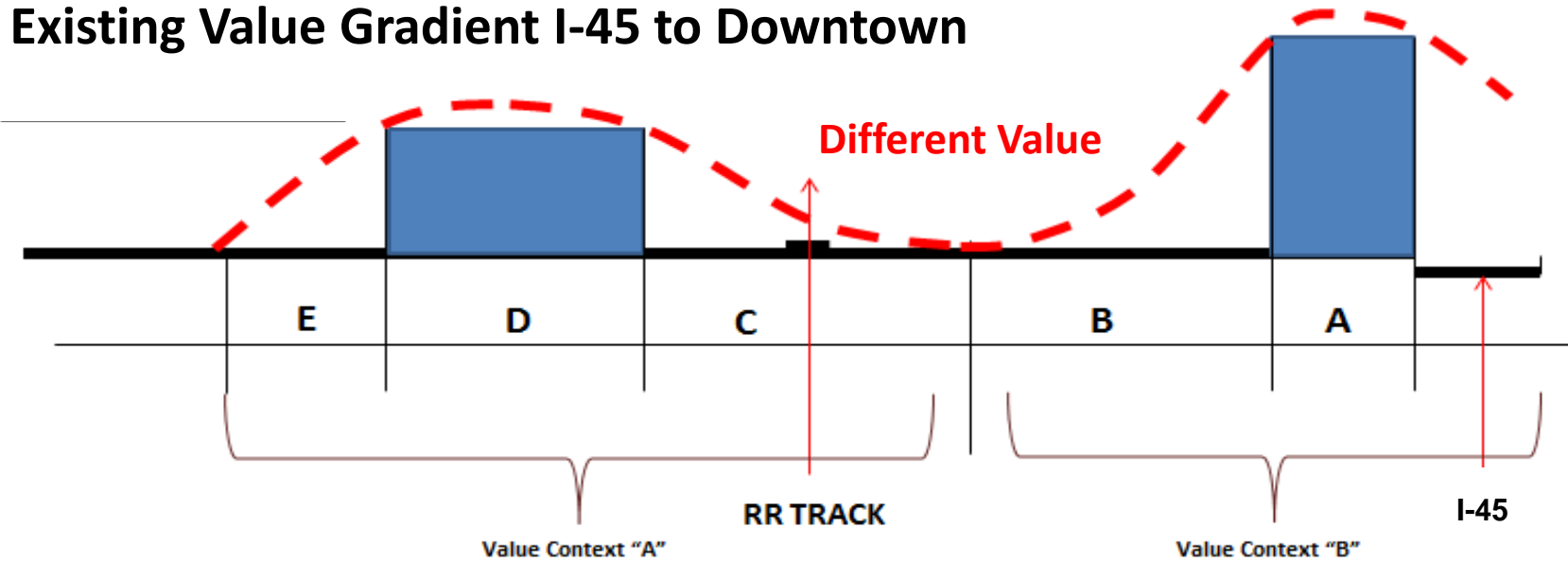
- No way for appreciation in the center of one value setting to increase the other = difficult to convert investment into return.

Relative Value

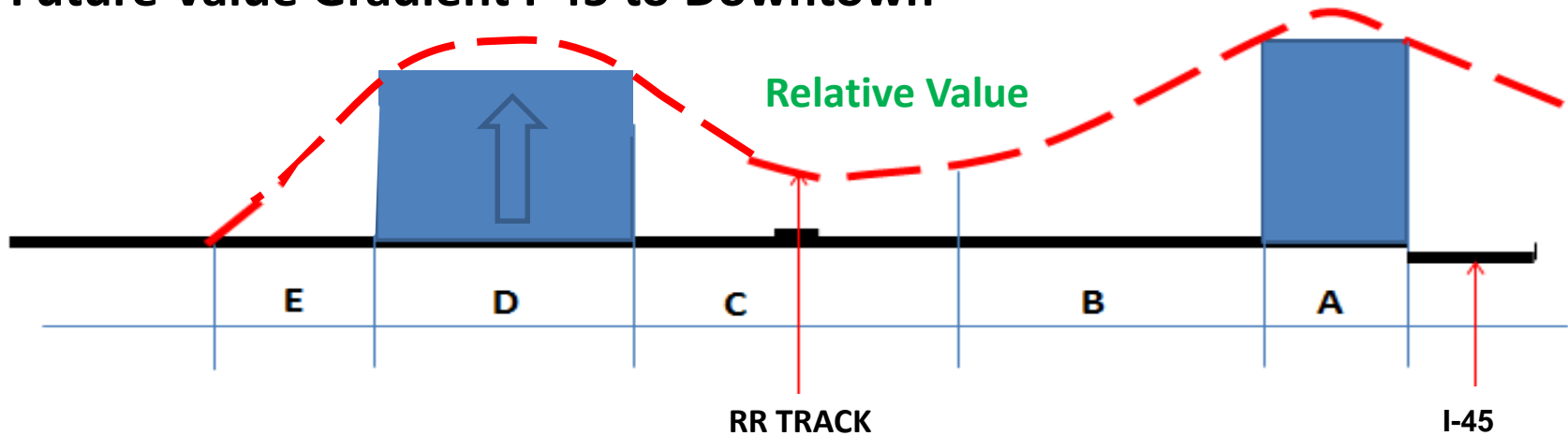
- Sequential/ Specialized Markets = Positive for Investment = Value Appreciation

Value Gradient

Existing Value Gradient I-45 to Downtown

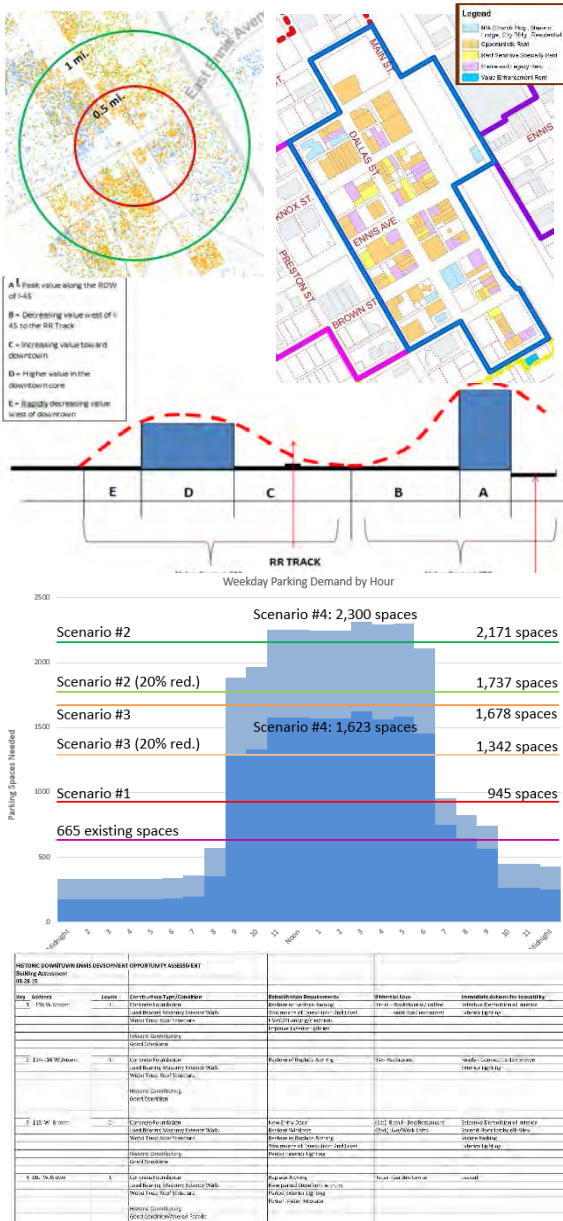


Future Value Gradient I-45 to Downtown



Assessments

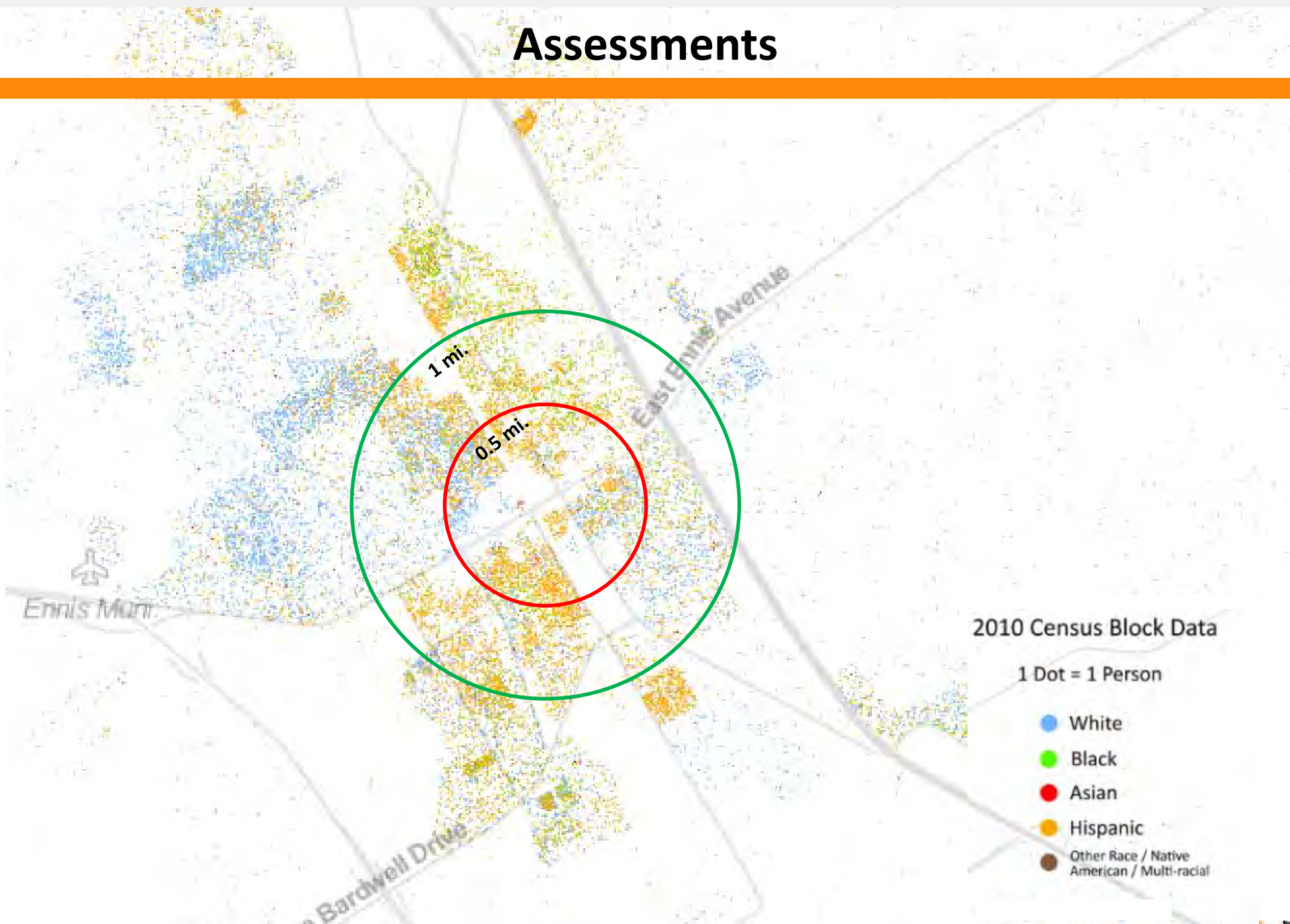
Assessments



Assessments Take-aways:

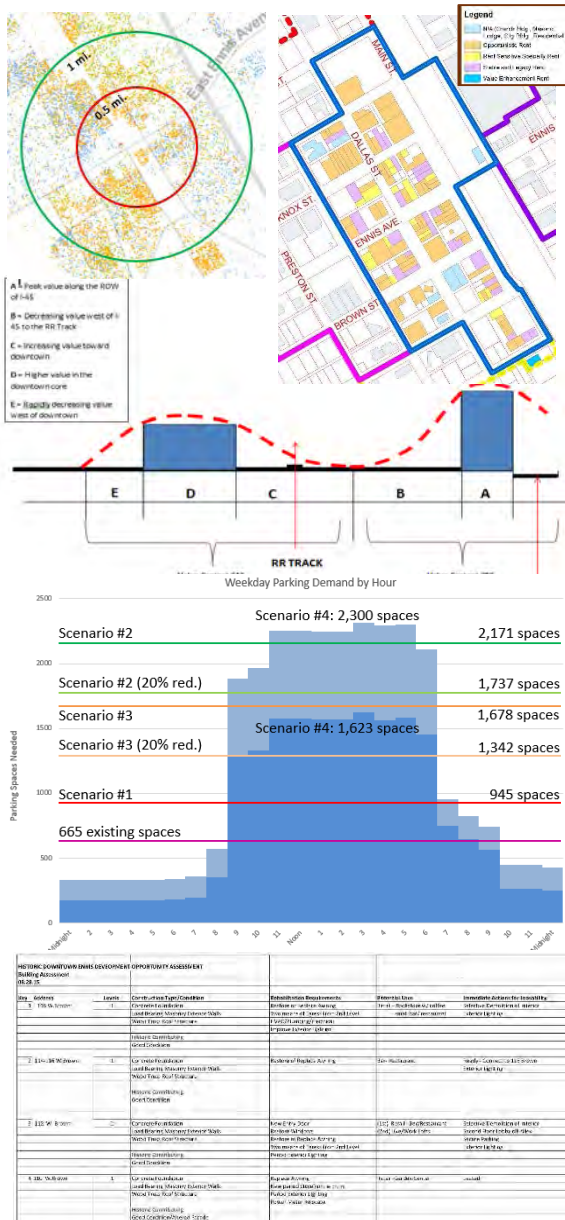
- Weaknesses:
 - Currently experiencing \$206 million of imported spending staying at the Interstate
 - Limited Value Frontage (east/west experience)
 - Opportunist Rent dominant & lacks venue cluster
 - Poor infrastructure & lacks efficient parking
- Strengths:
 - Tremendous building stock → potential for adaptive reuse
 - Significant Hispanic population immediately around downtown = aggregated demand

Assessments



Assessments

Assessments



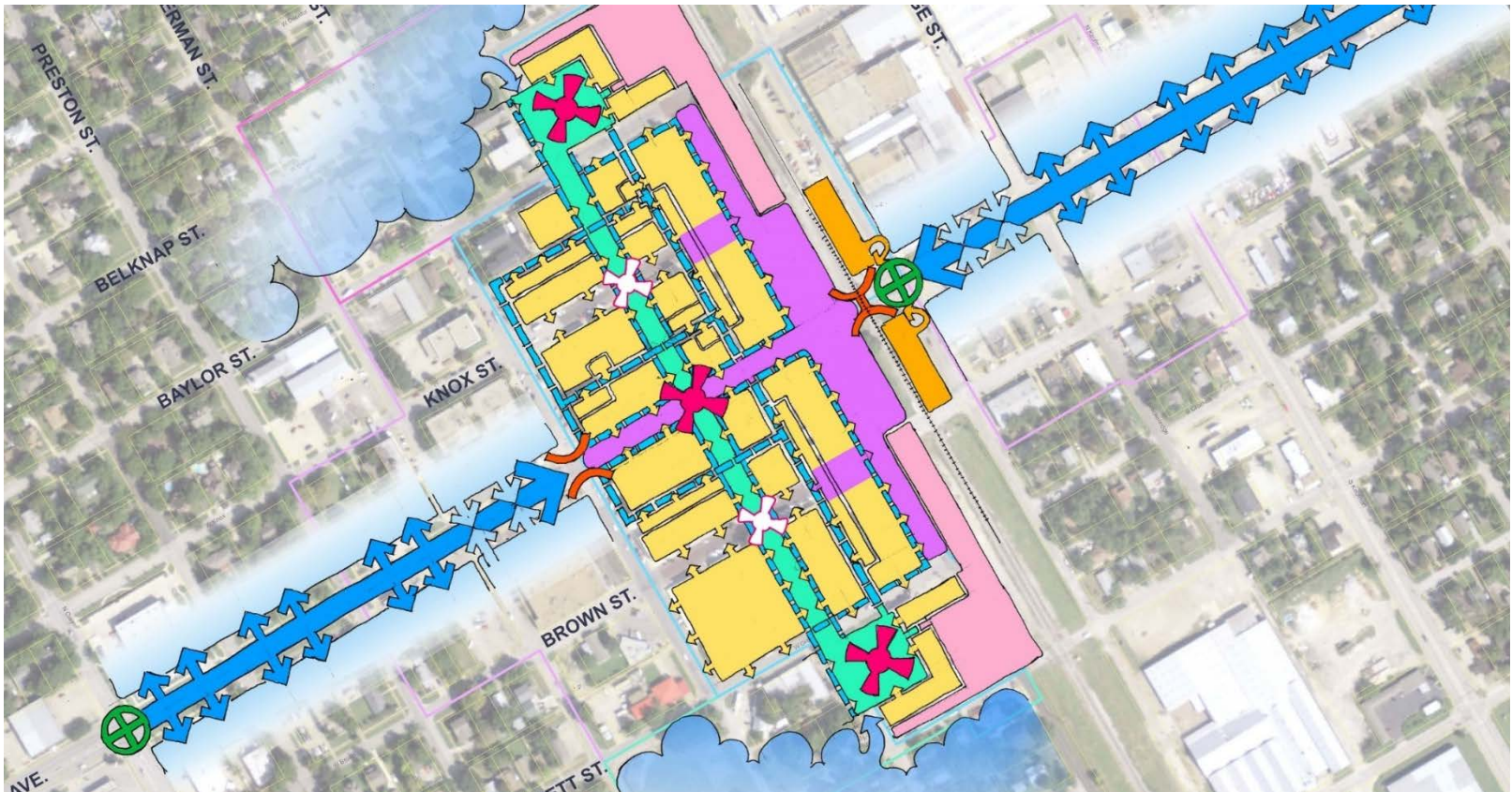
Economic Strategy

- Strive for to create a **Destination** → **Design Solutions**
- Mitigate physical barriers (at-grade rail, small building plates, parking, infrastructure) to:
 1. Encourage venue formation
 2. Draw percentages of various spending sources into Downtown
- Core revitalization = increase value frontage proximity → redevelopment response outside of core

Framework for Destination Downtown

Framework Plan Structure:

- A destination is experientially defined (mall)
- Experiences built upon a cognitive structure of:
 - **Entrances** → Approaches and Portals
 - **Focal Points** → Plazas and gathering spaces
 - **Links** → Streets, alleyways, trails



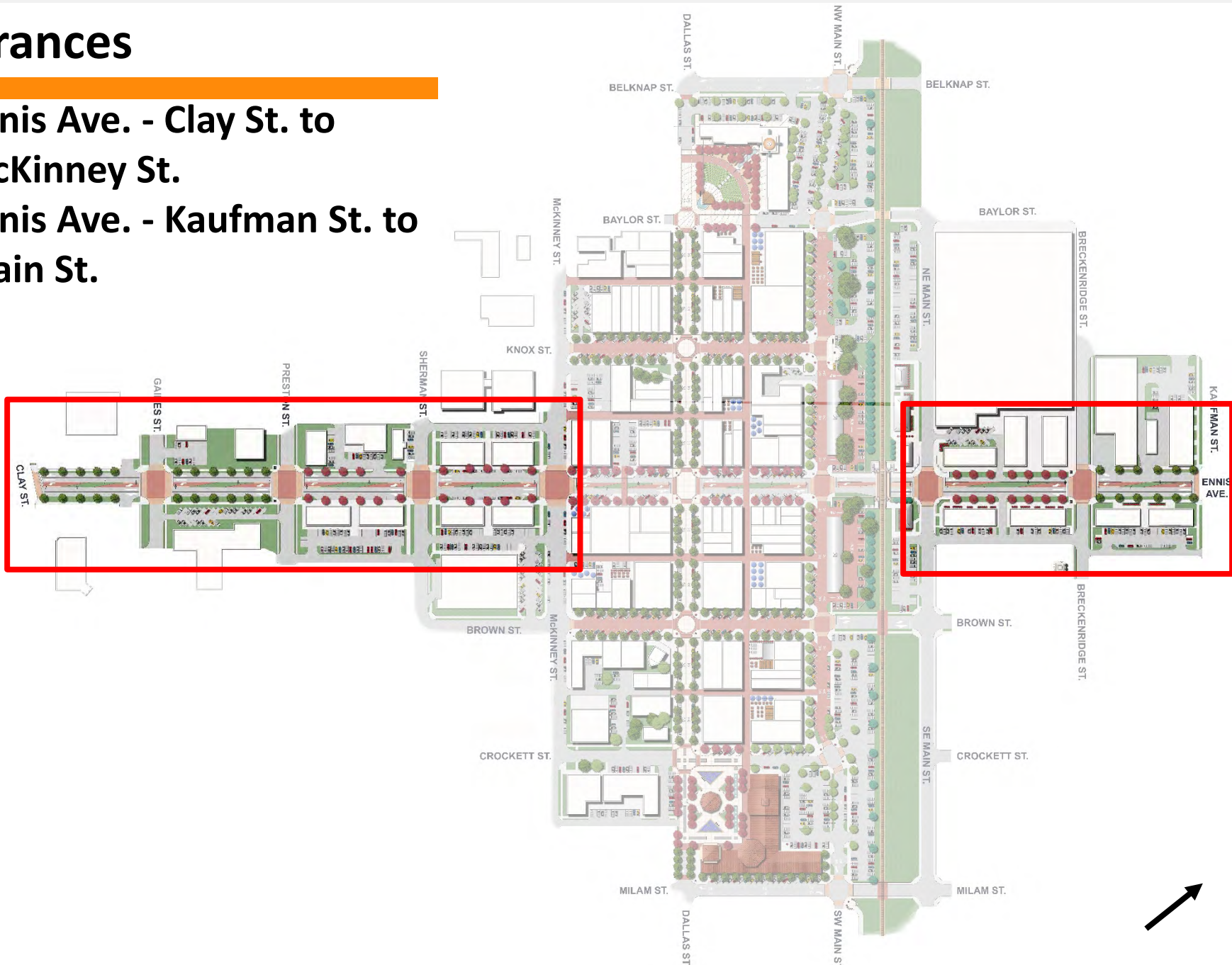
Downtown Master Plan



Entrances

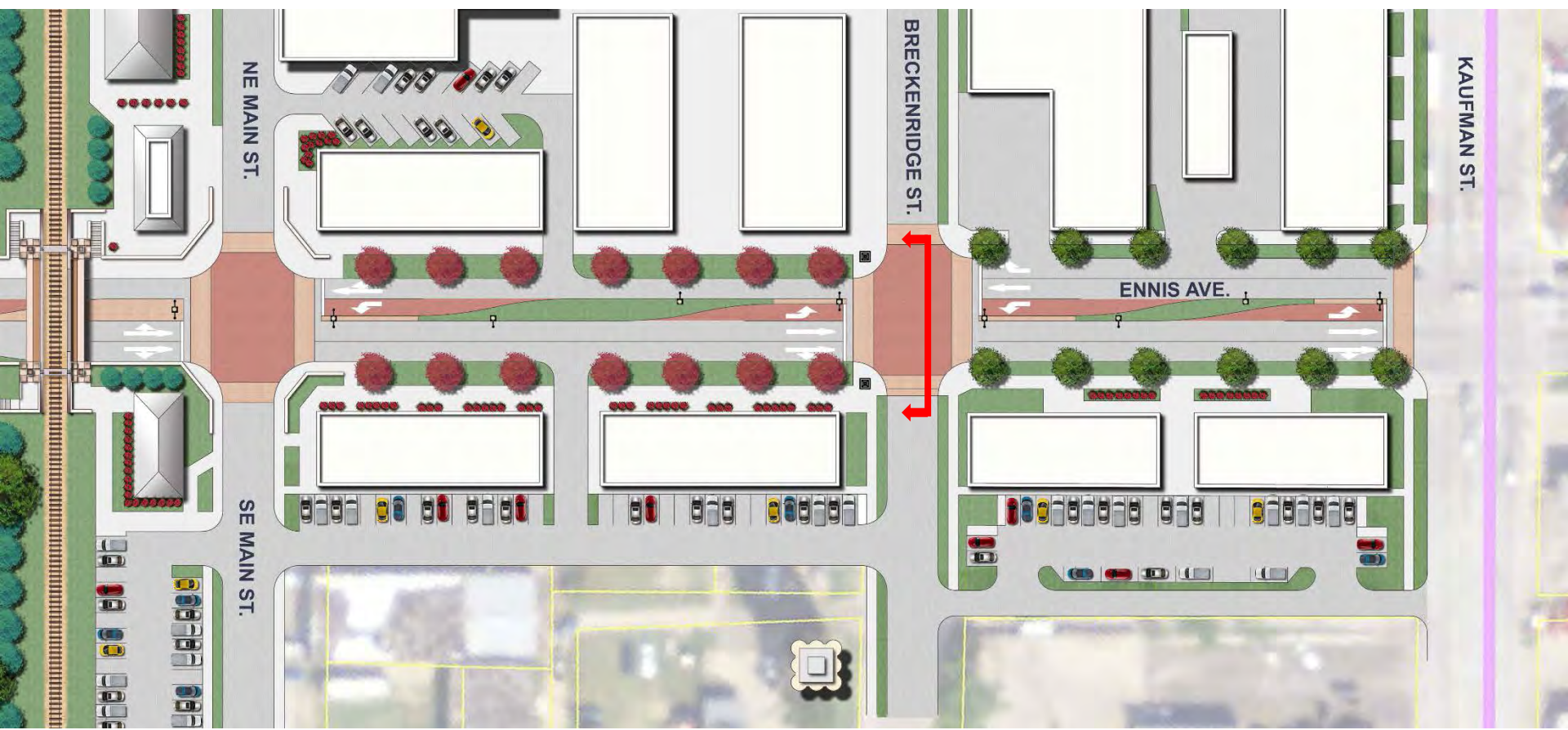
Ennis Ave. - Clay St. to
McKinney St.

Ennis Ave. - Kaufman St. to
Main St.



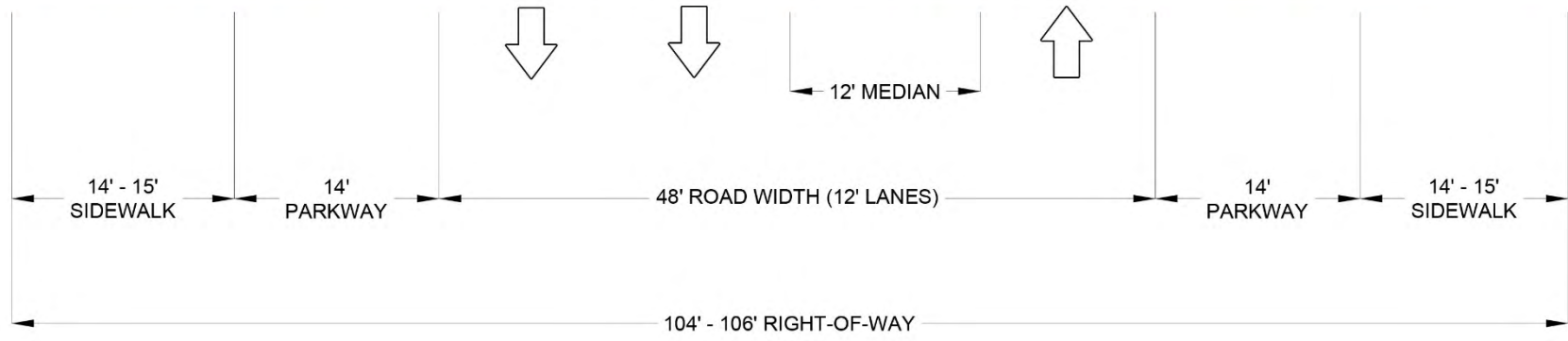
Entrances

Ennis Ave. - Kaufman St. to Grade Separated Crossing & Surrounding Area



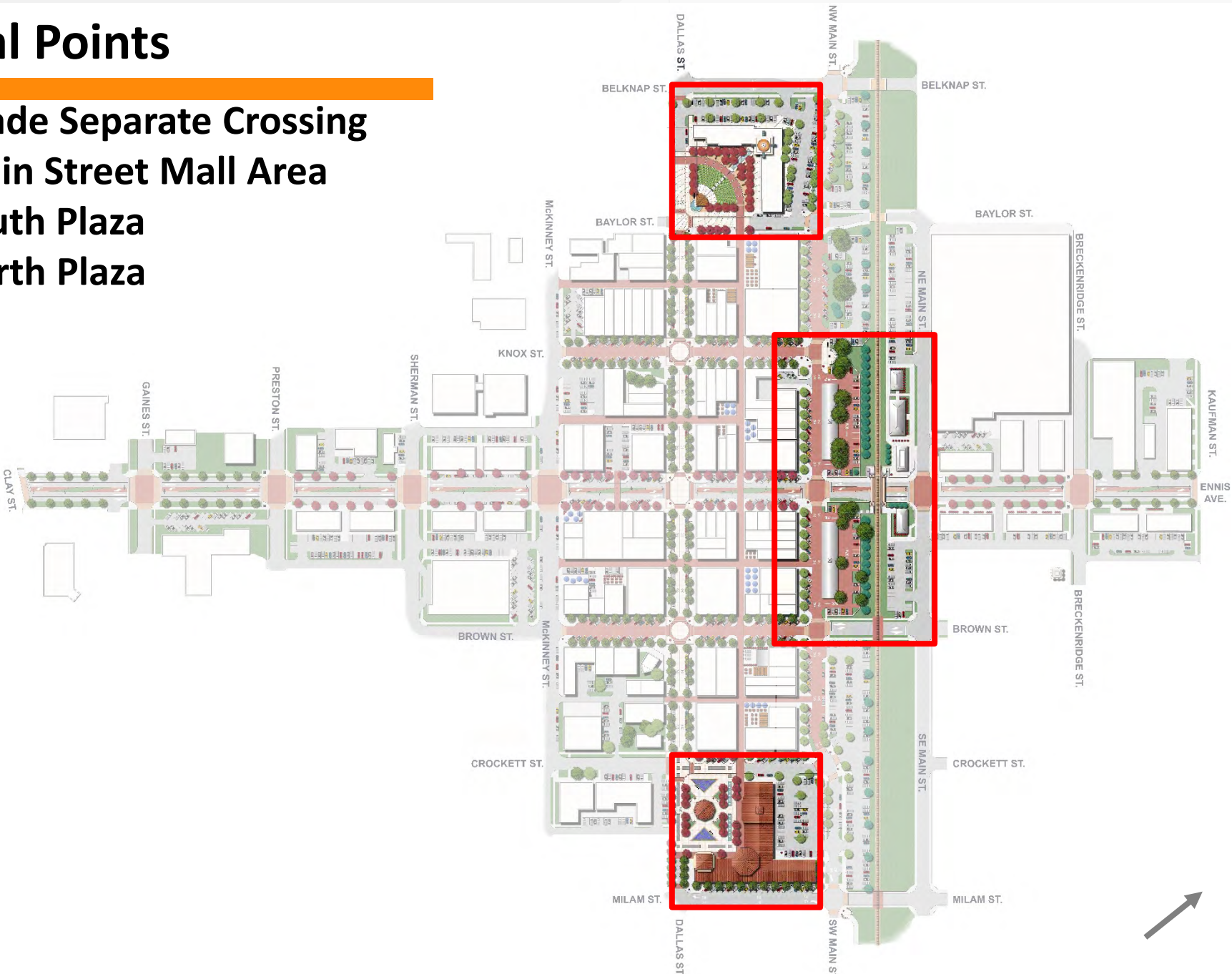
Entrances

Ennis Ave. - Kaufman St. to Grade Separated Crossing & Surrounding Area



Focal Points

Grade Separate Crossing
Main Street Mall Area
South Plaza
North Plaza



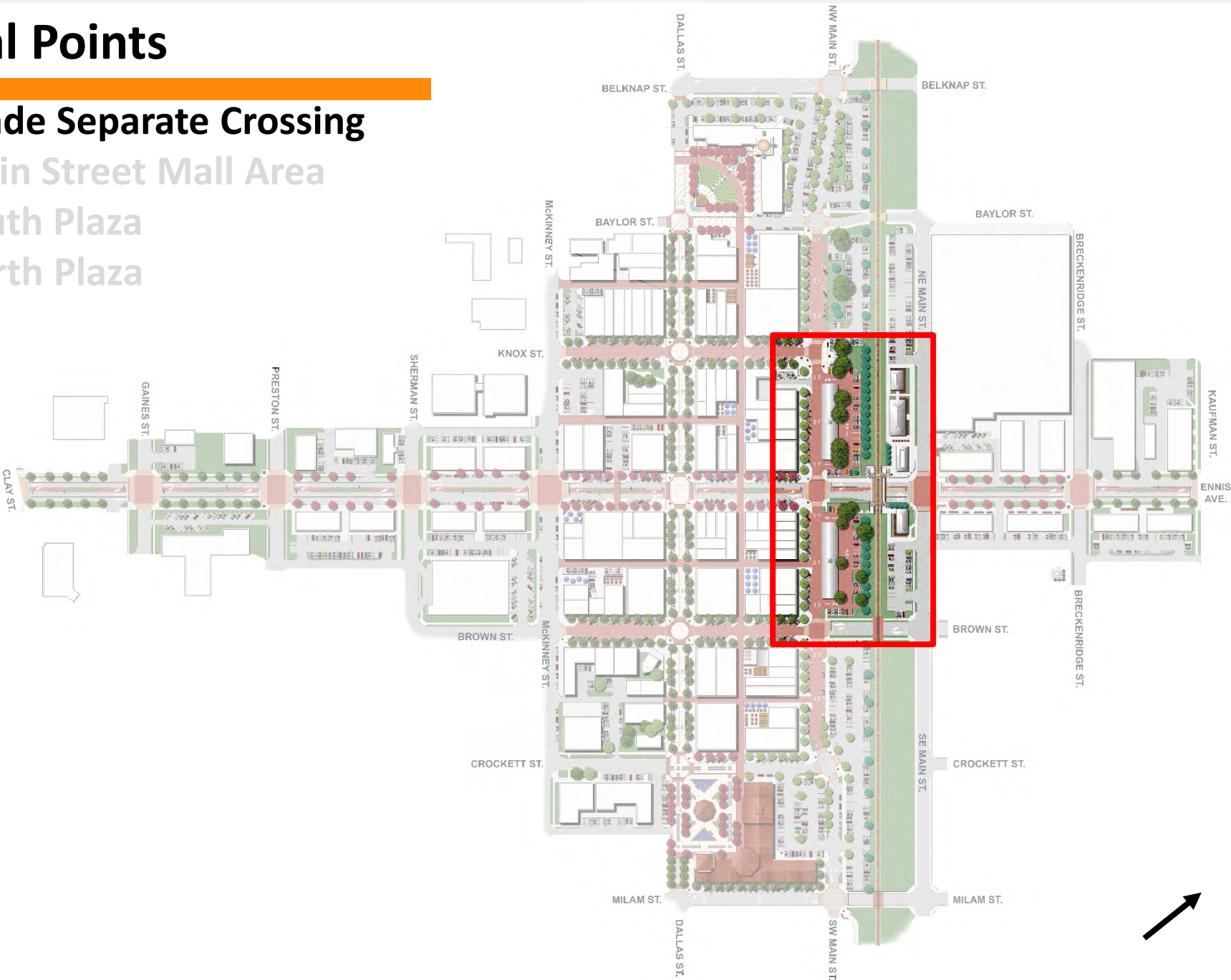
Focal Points

Grade Separate Crossing

Main Street Mall Area

South Plaza

North Plaza



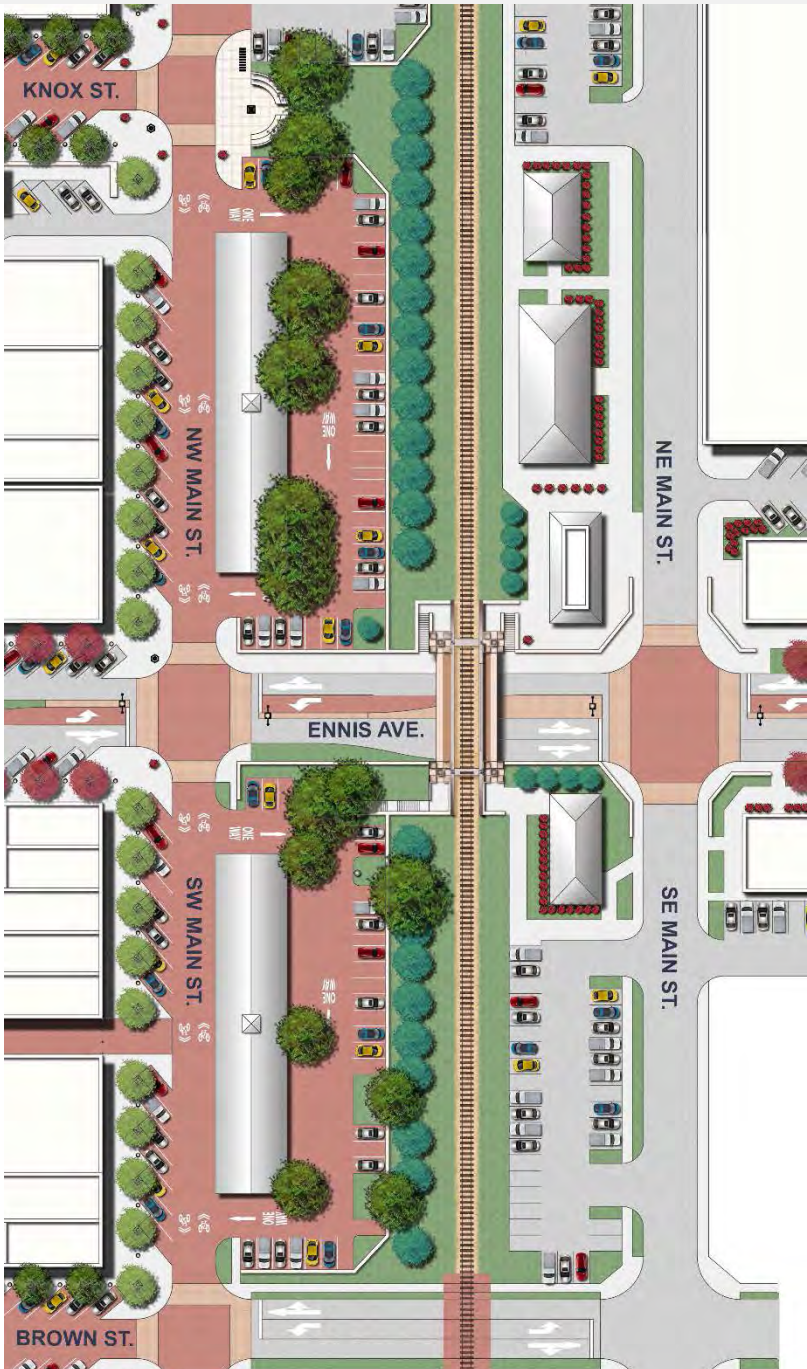
Focal Points

Grade Separate Crossing

Main Street Mall Area

South Plaza

North Plaza



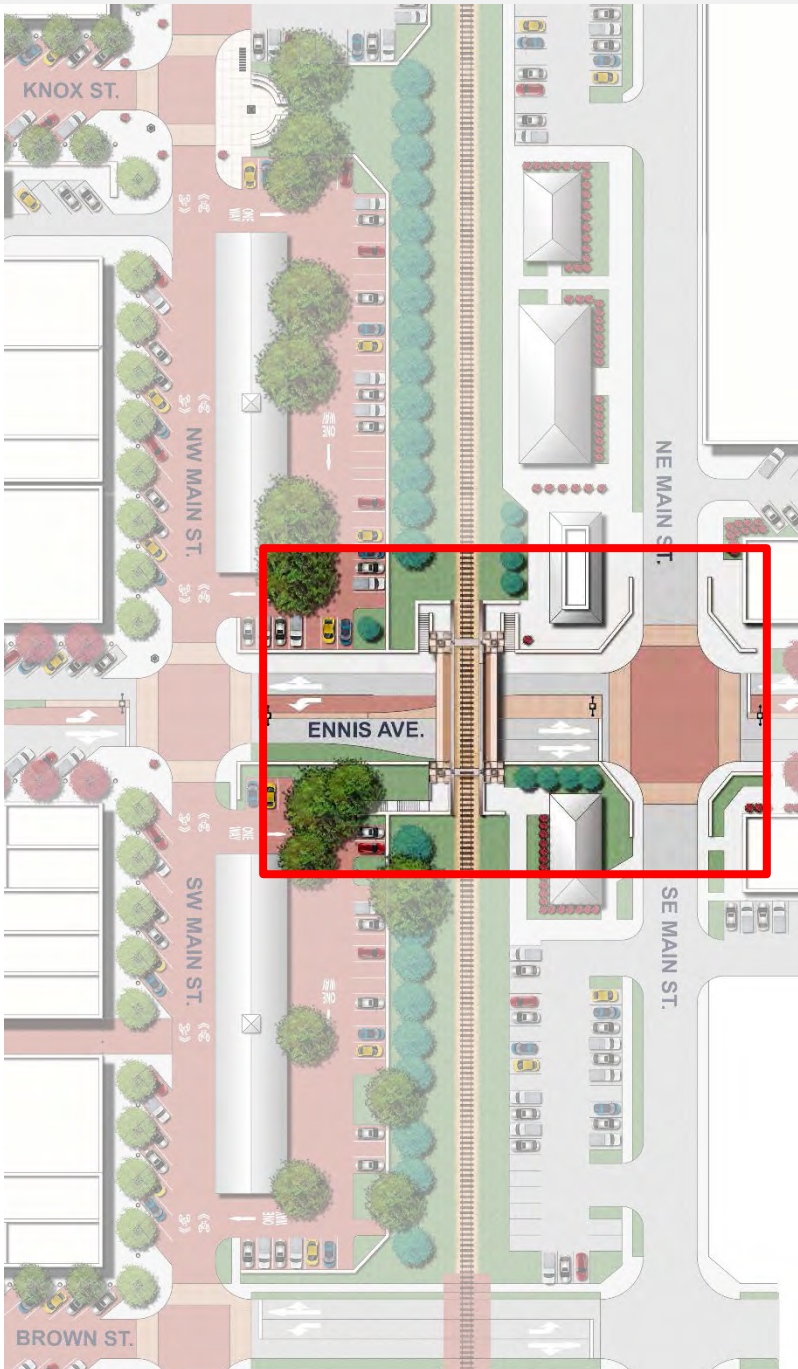
Focal Points

Grade Separate Crossing

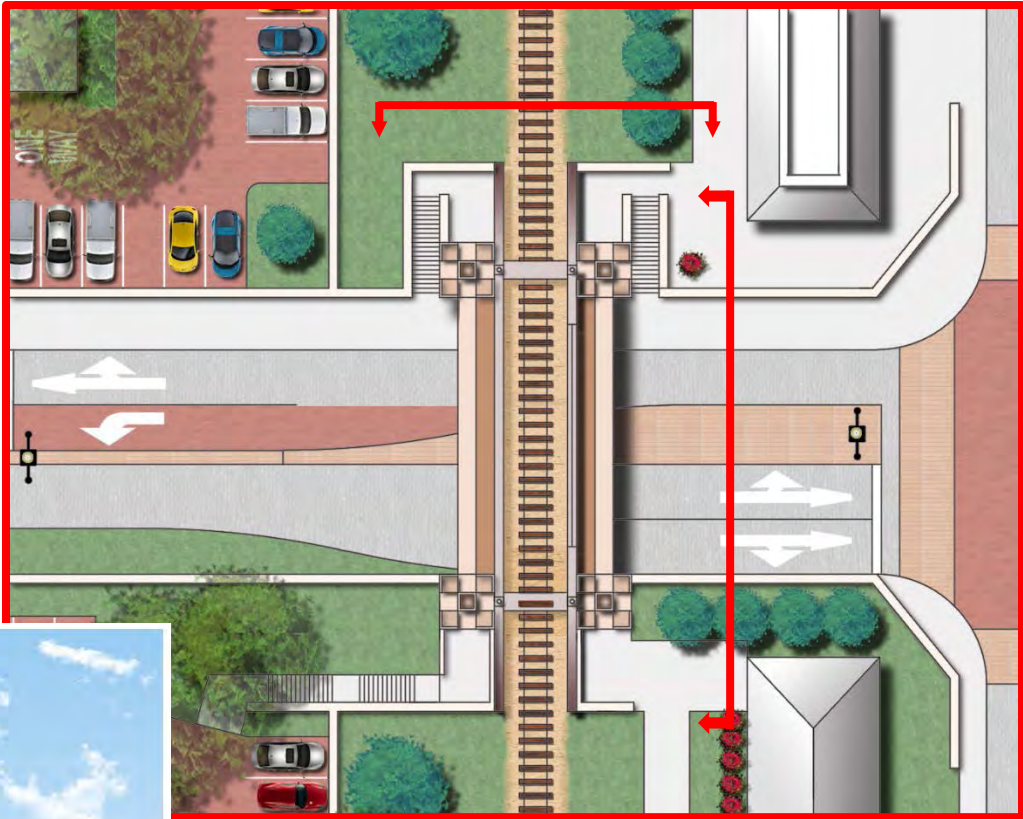
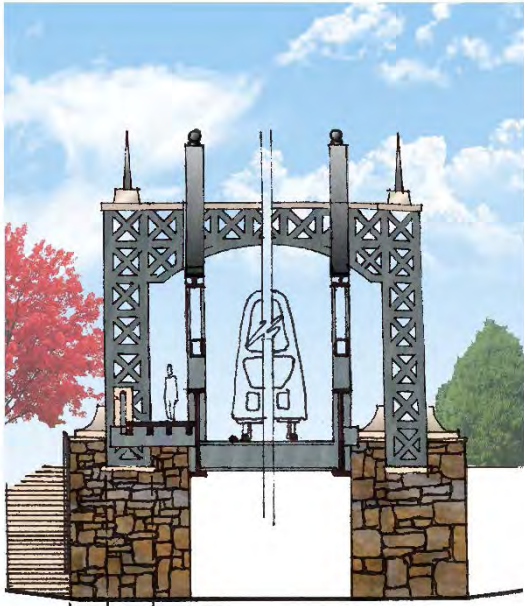
Main Street Mall Area

South Plaza

North Plaza



Focal Points: Grade Separated Crossing



Design Features:

- Iron truss bridge typical of Texas vernacular
- Large signage on top seen from I-45
- 12' Clearance
- Pedestrian bridge pathway along side rail

Focal Points: Grade Separated Crossing



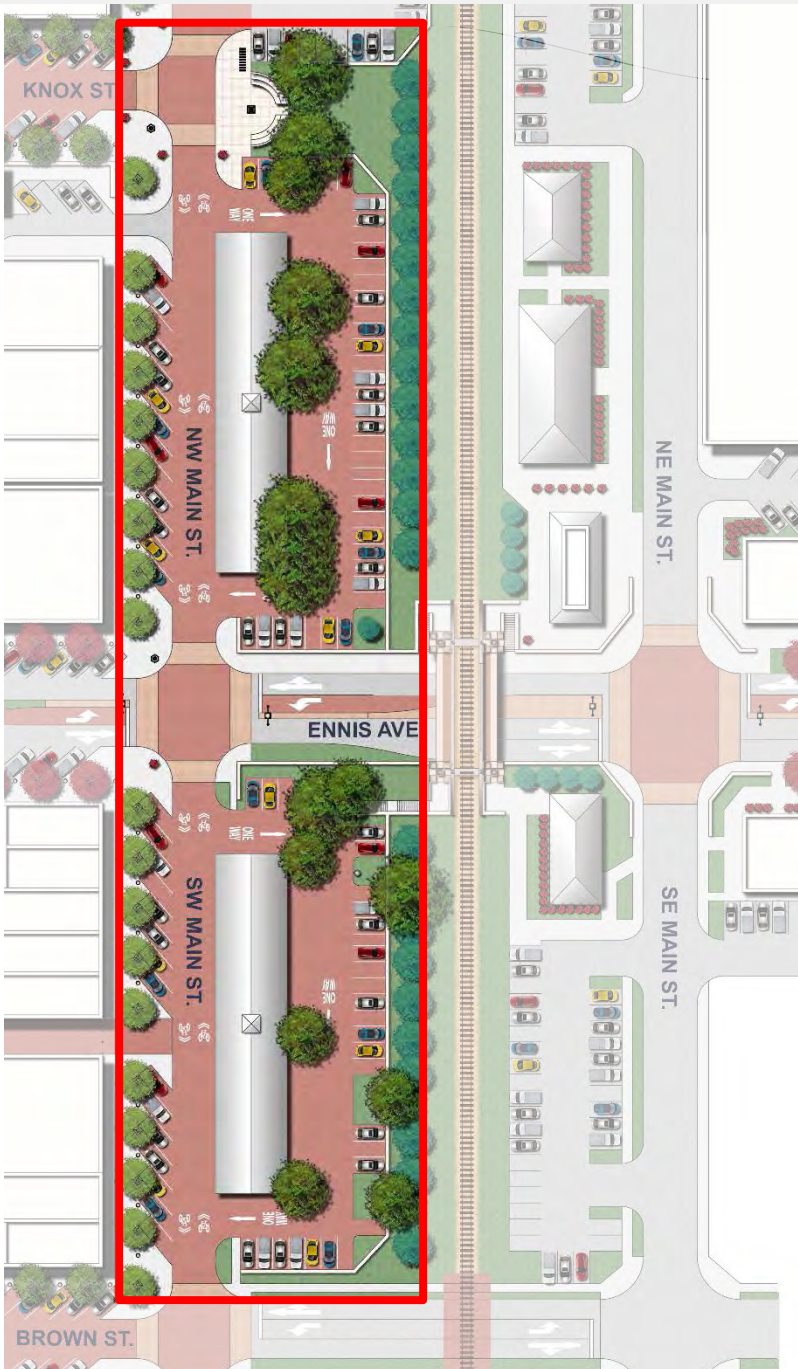
Focal Points

Grade Separate Crossing

Main Street Mall Area

South Plaza

North Plaza



Focal Points: Main Street Mall

Two Options; Both are:

- Multi-functional space
- Seasonal markets/ events
- Covered parking all other times

OPTION 1:

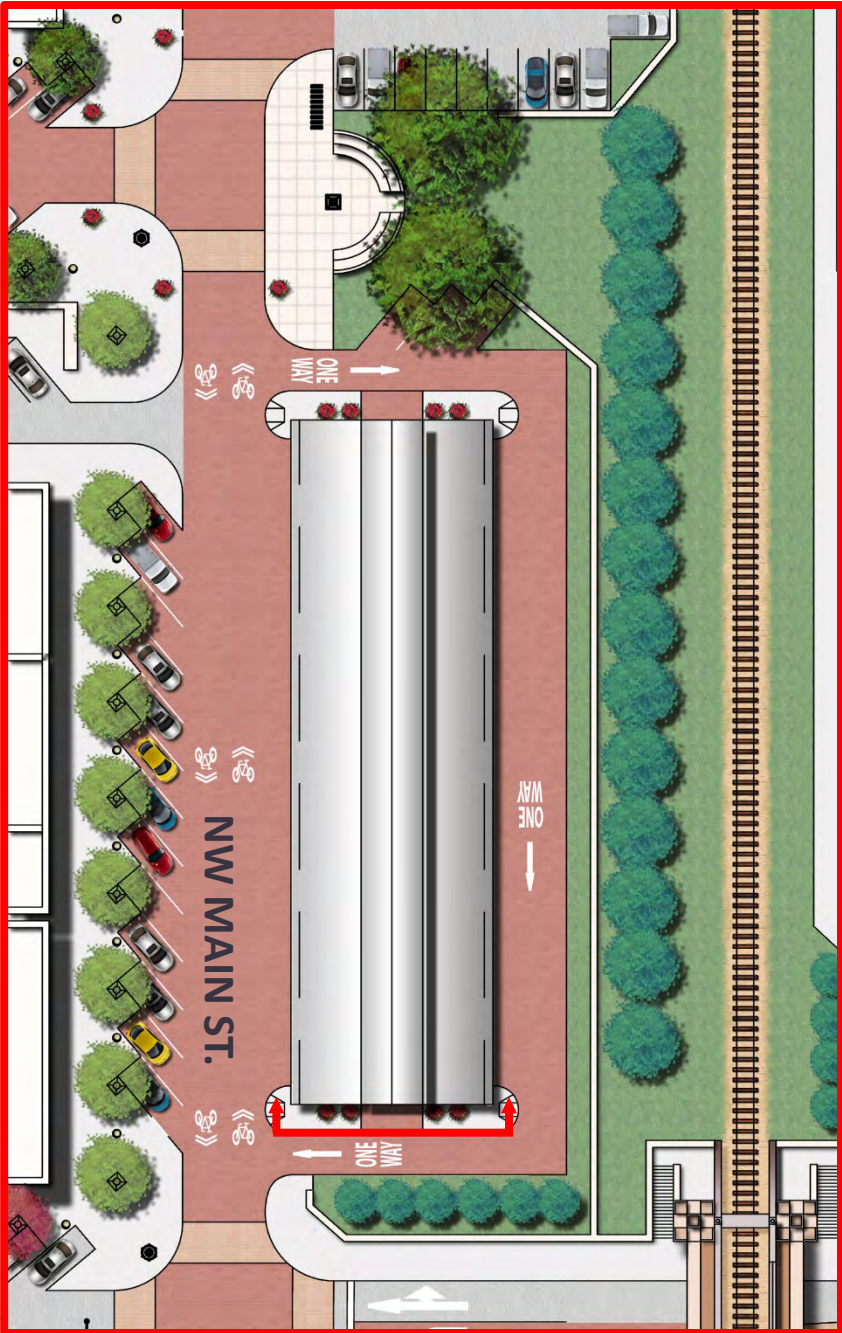
- 40' x 190' open air iron structure
- Accommodates established existing trees in Pierce Park



Focal Points: Main Street Mall

OPTION 2:

- 54' x 200' open air iron structure with masonry facades
- Inspired by Historic Public Market forms and relates to traditional train platforms
- Adaptable to Public Market with central walkway when not parking
- Requires relocation of significant trees

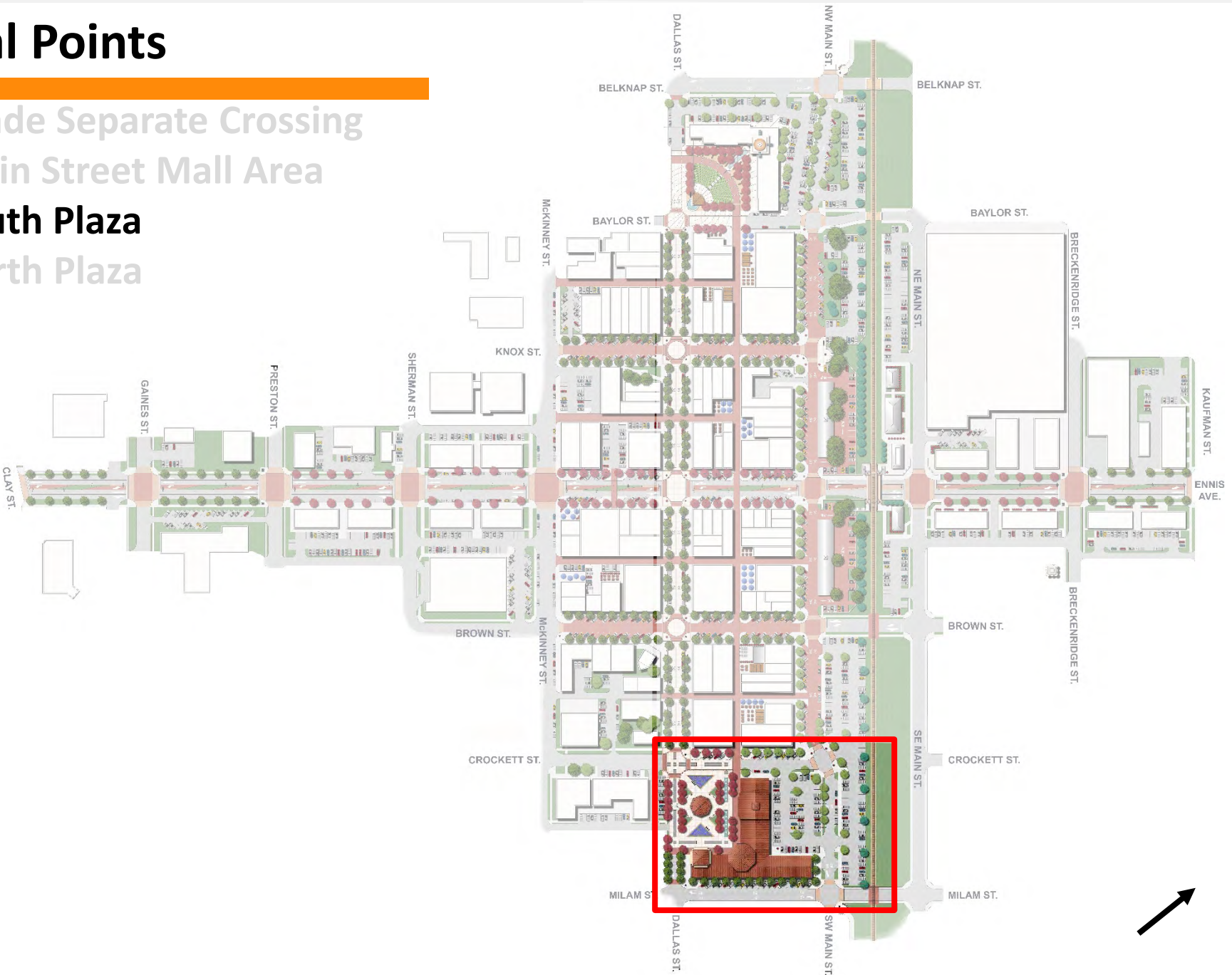


Focal Points

Grade Separate Crossing
Main Street Mall Area

South Plaza

North Plaza



Focal Points: South Plaza



Focal Points: South Plaza



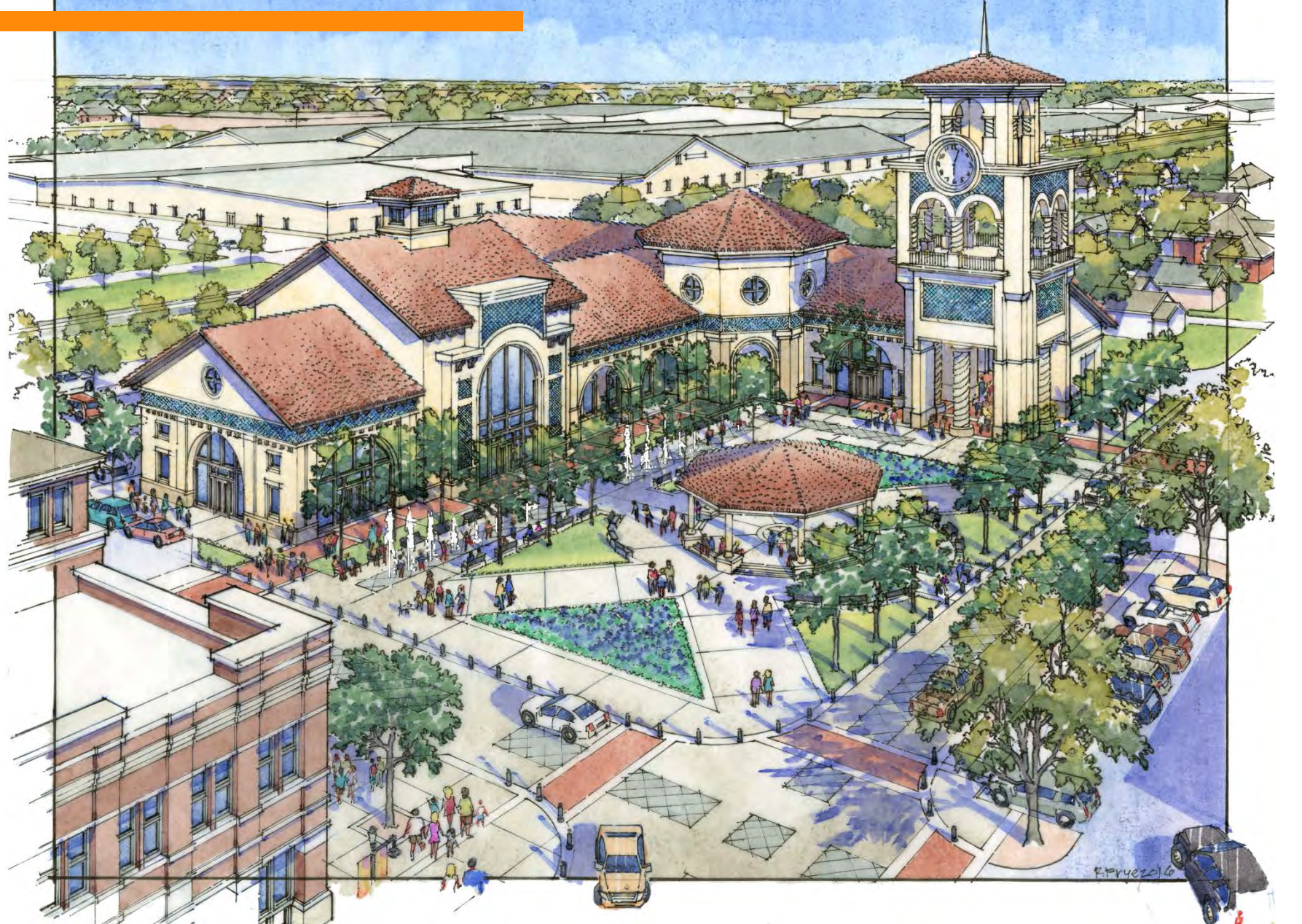
Focal Points: South Plaza

Design Features:

- One ground plane with bollards and differentiating pavers delineating pedestrian and vehicular areas
- Formal/ traditional style plaza
- 55' diameter gazebo as central feature
- Bound by new “commercial Baroque” style buildings (think Highland Park Village)
- 20' wide brick paver extension from alley
- Large planting beds for seasonal display of blue bonnets
- Two 8' x 65' splash pad features



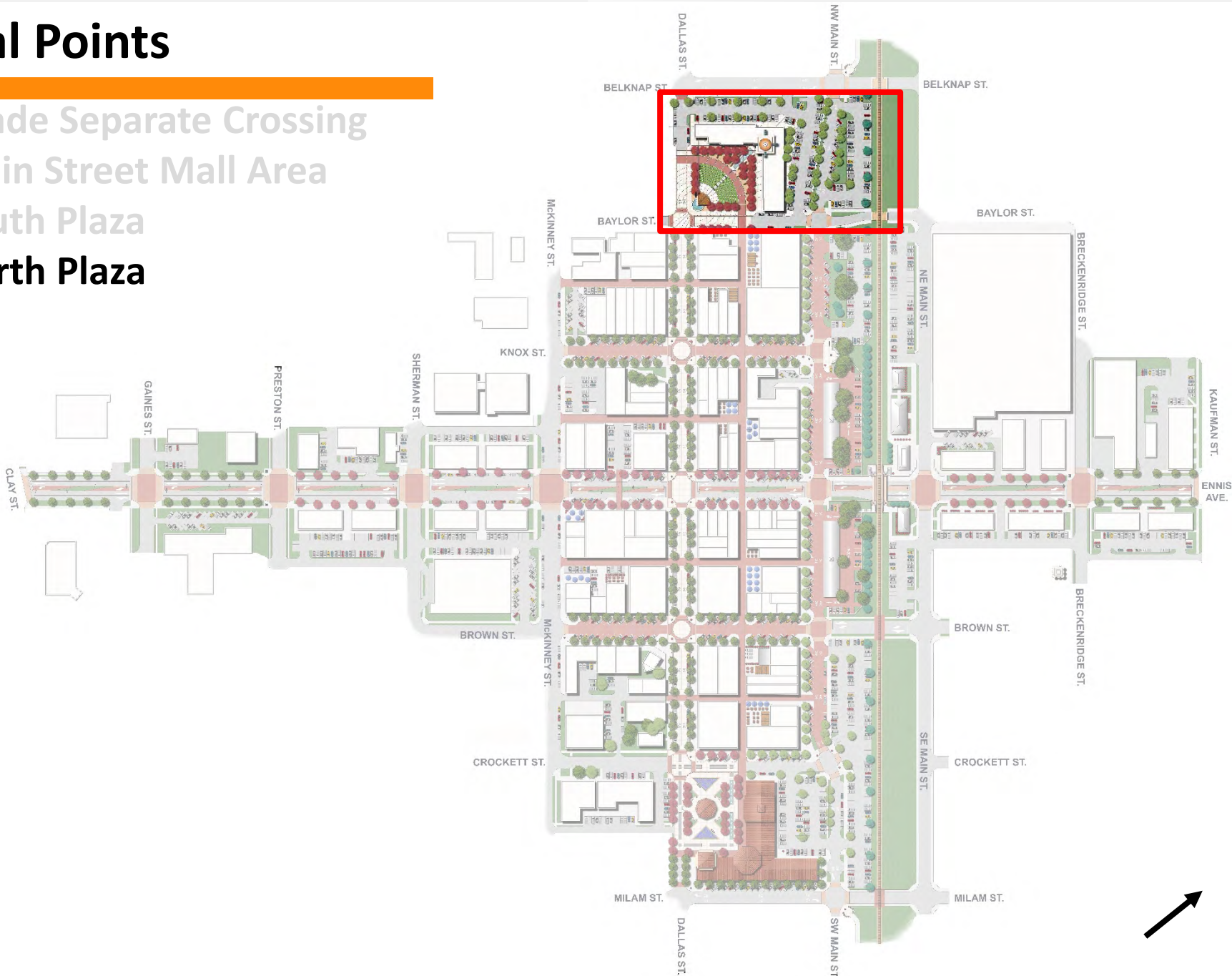
Focal Points: South Plaza



K. Frye 2016

Focal Points

Grade Separate Crossing
Main Street Mall Area
South Plaza
North Plaza



Focal Points: North Plaza



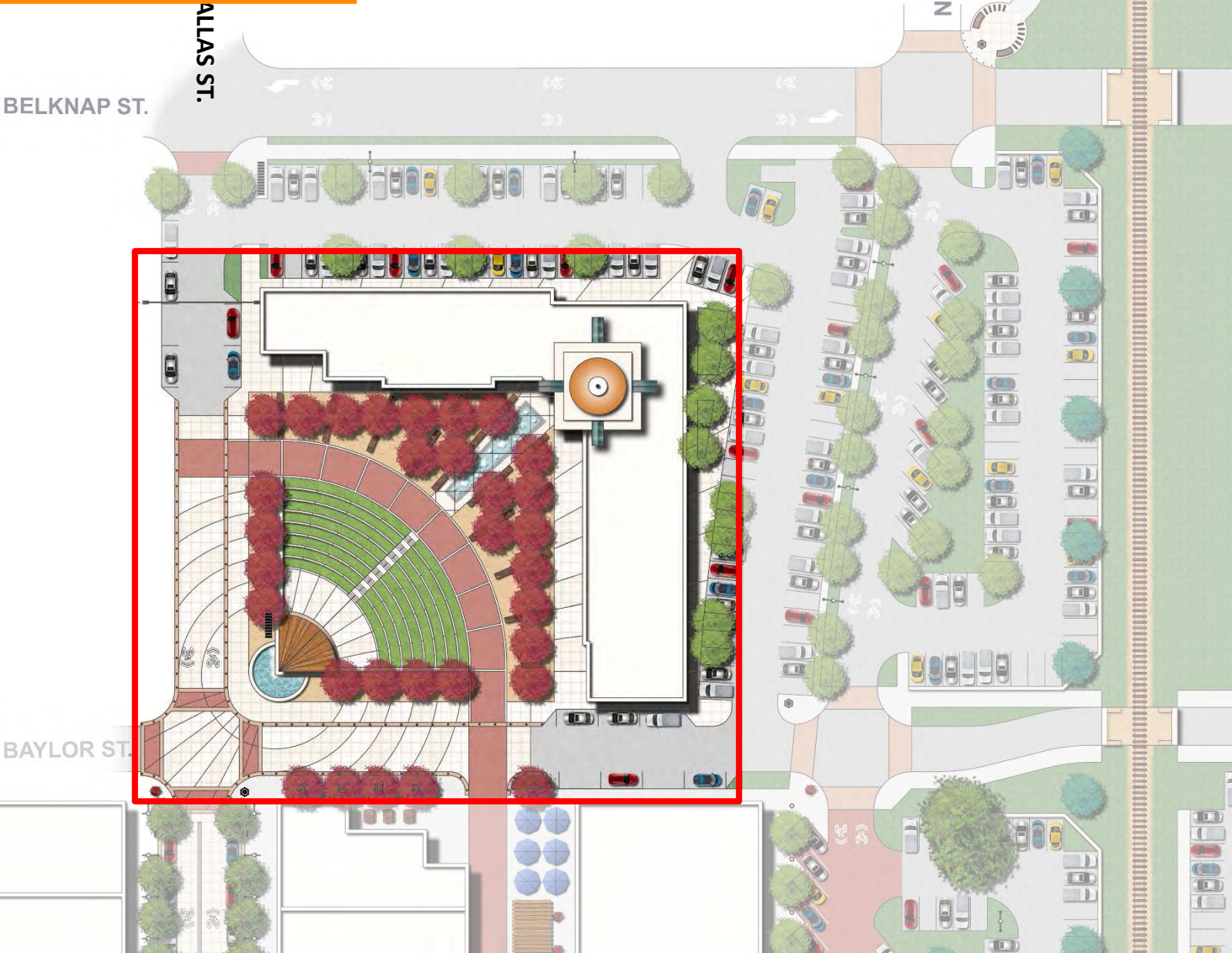
BELKNAP ST.

ALLAS ST.

NW MAIN ST.

BAYLOR ST.

Focal Points: North Plaza



Focal Points: North Plaza

Design Features:

- One ground plane with bollards and differentiating pavers delineating pedestrian and vehicular areas
- Large grass and stone amphitheater – seats approximately 400 people
- Stage approximately 10'-12' below grade with cantilevered shade structure
- Shade structure support also functions as waterwall and place for name of plaza
- 20' wide brick paver extension from alley
- Tree bosque in decomposed granite with cypress block benches
- 20' x 65' splash pad feature
- Bound by new “commercial renaissance” style buildings

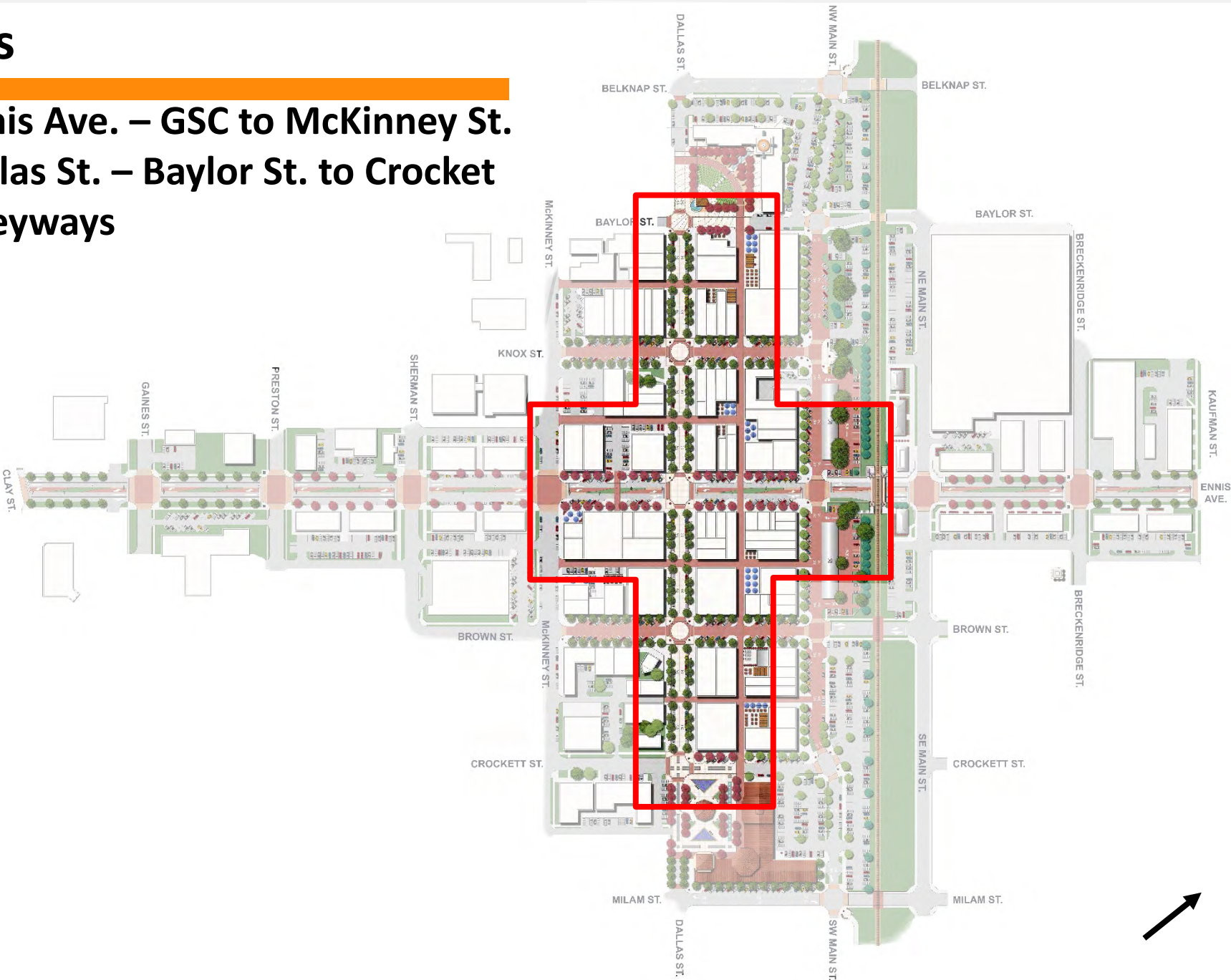


Focal Points: North Plaza



Links

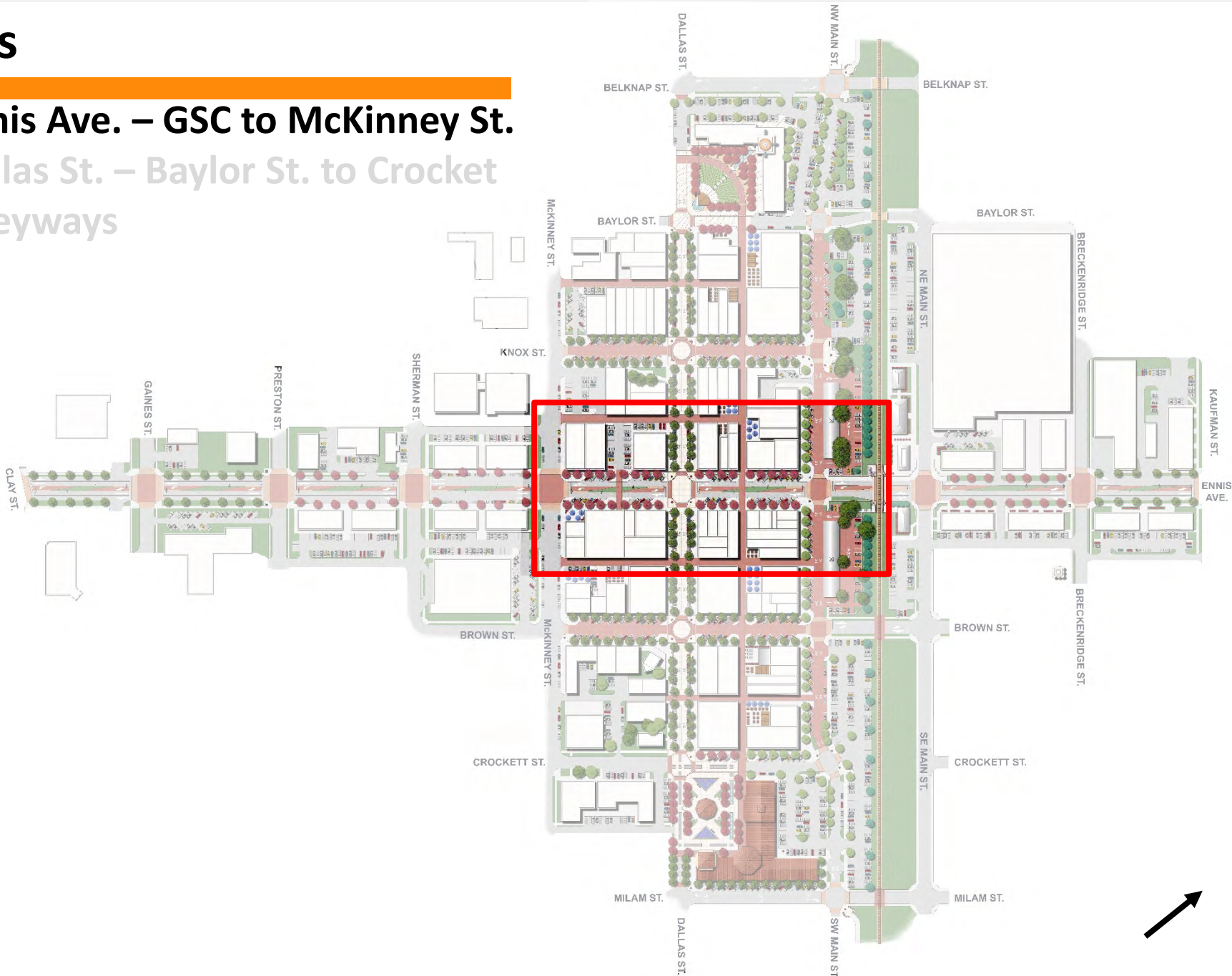
Ennis Ave. – GSC to McKinney St.
Dallas St. – Baylor St. to Crockett
Alleyways



Links

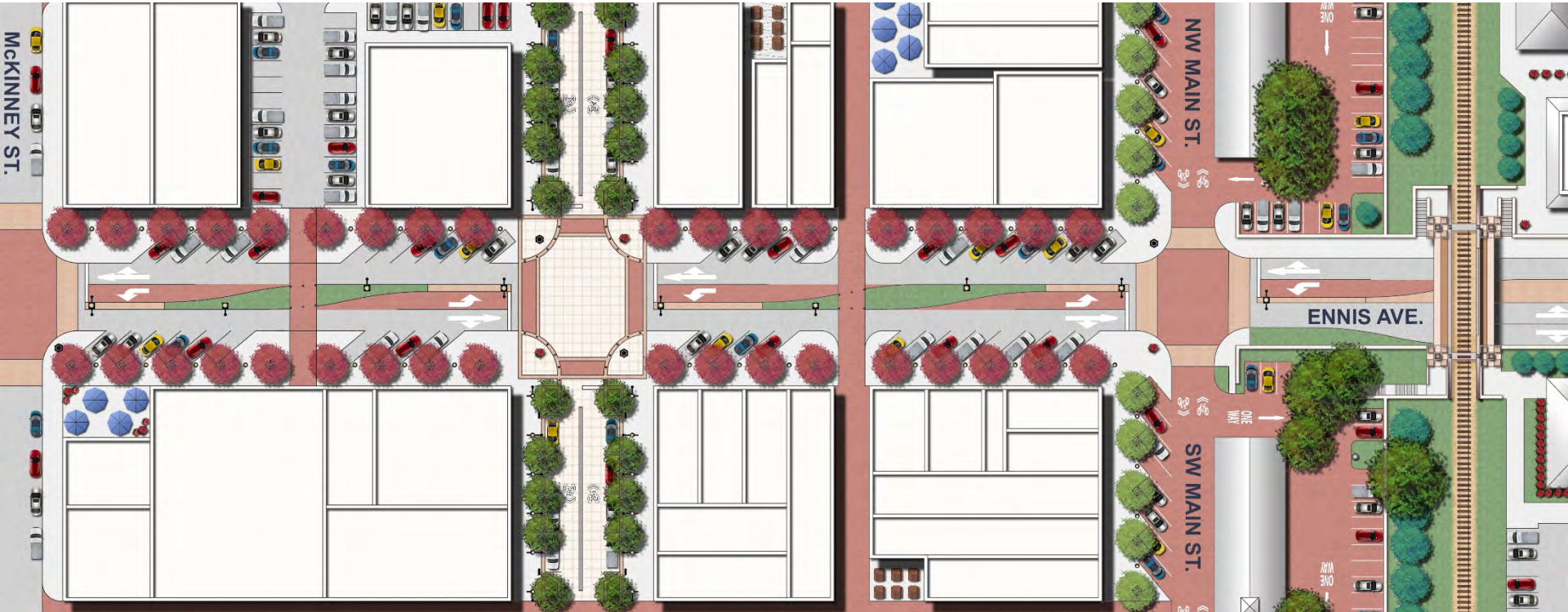
Ennis Ave. – GSC to McKinney St.

Dallas St. – Baylor St. to Crockett Alleyways



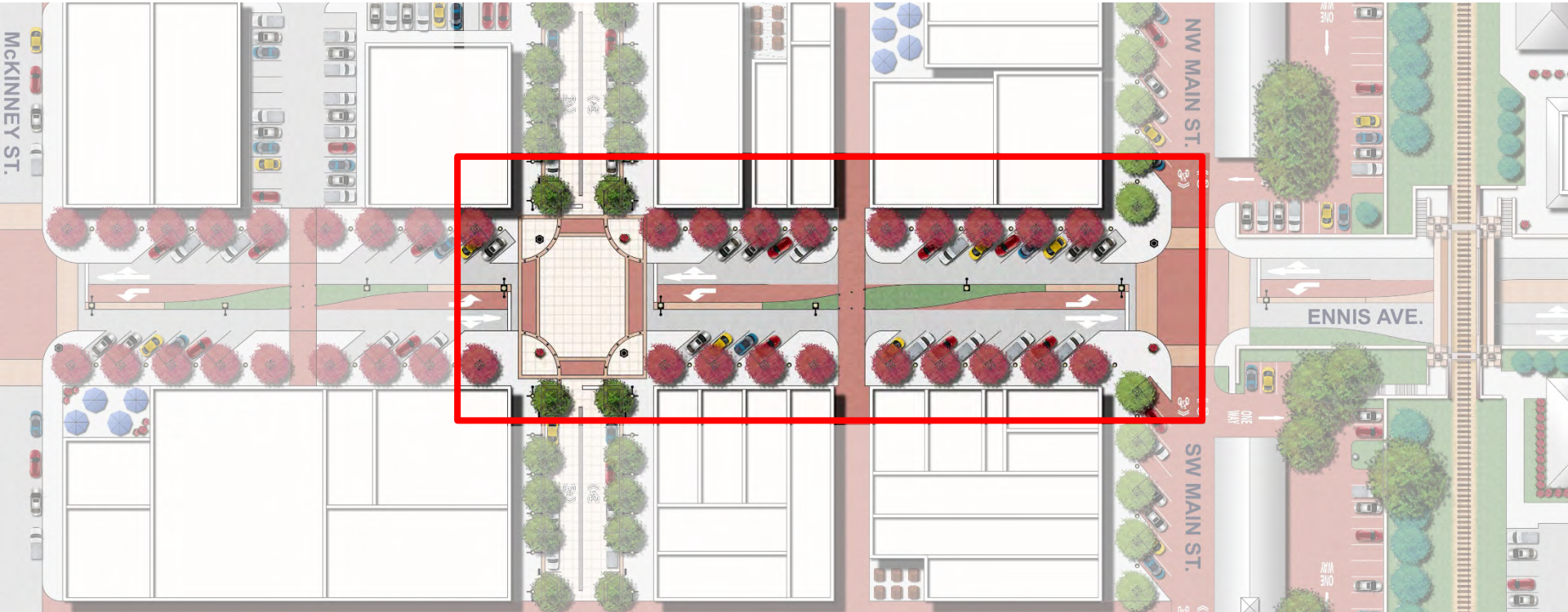
Links

Ennis Ave. - Grade Separated Crossing to McKinney St. & Surrounding Area



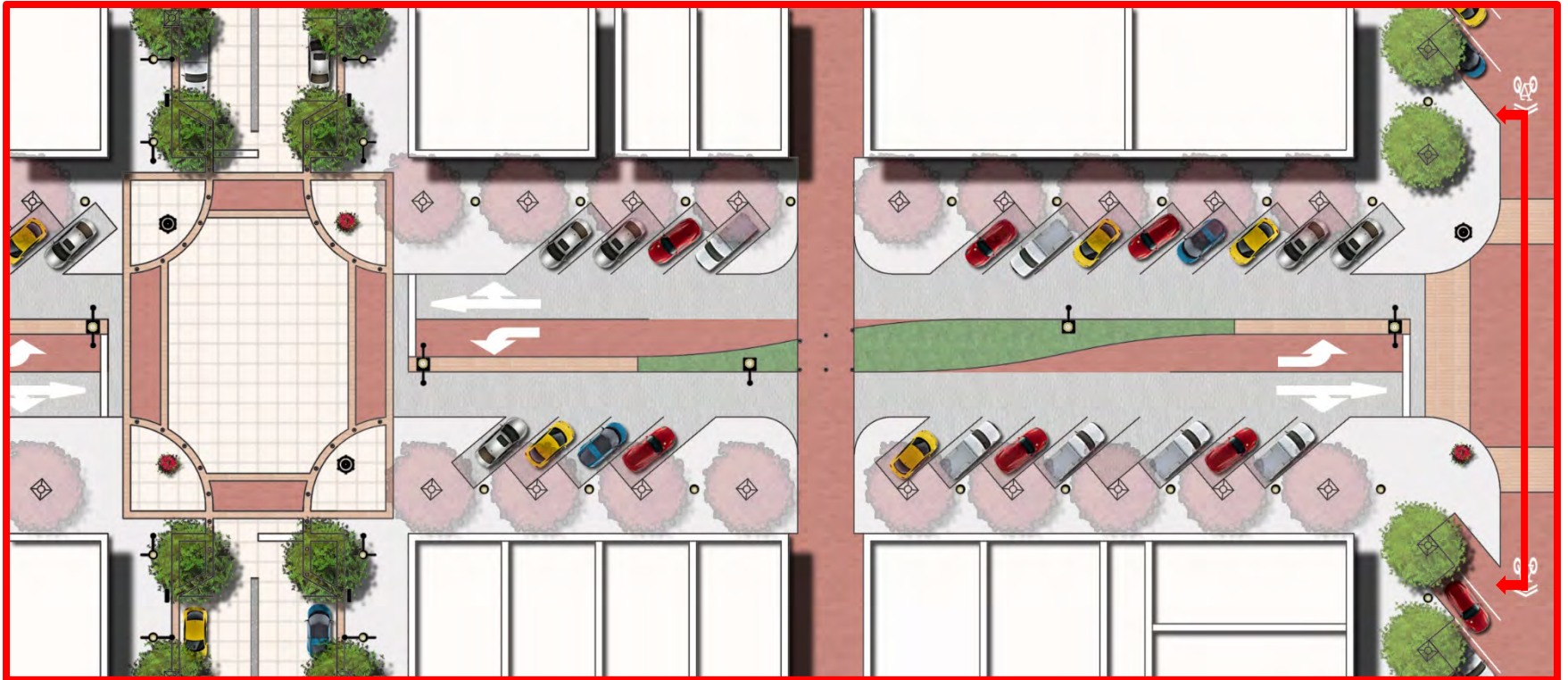
Links

Ennis Ave. - Grade Separated Crossing to McKinney St. & Surrounding Area



Links

Ennis Ave. - Grade Separated Crossing to McKinney St. & Surrounding Area

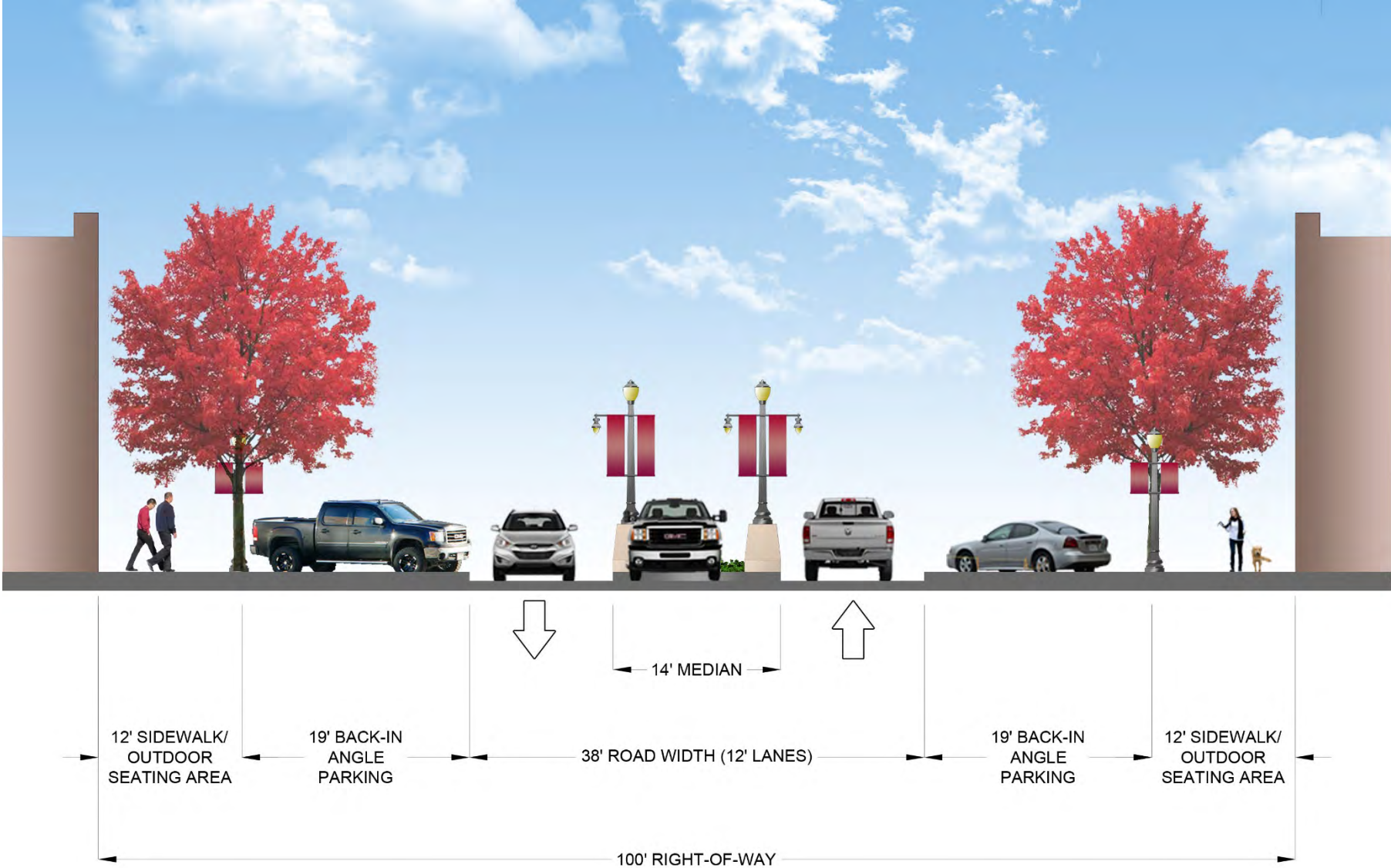


Design Features:

- Trees and lights alternate at 28' on center
- Back-in angle parking for safety
- Alleyway access unencumbered by bollards to ensure easy vehicular access
- Planted medians with bollards allowing
- easy pedestrian mid-block crossing (will require flashing lights for pedestrian crossing)
- Intersections capped with information kiosks and planters
- Ennis Ave./ Dallas St. = tabled intersection delineated by bollards

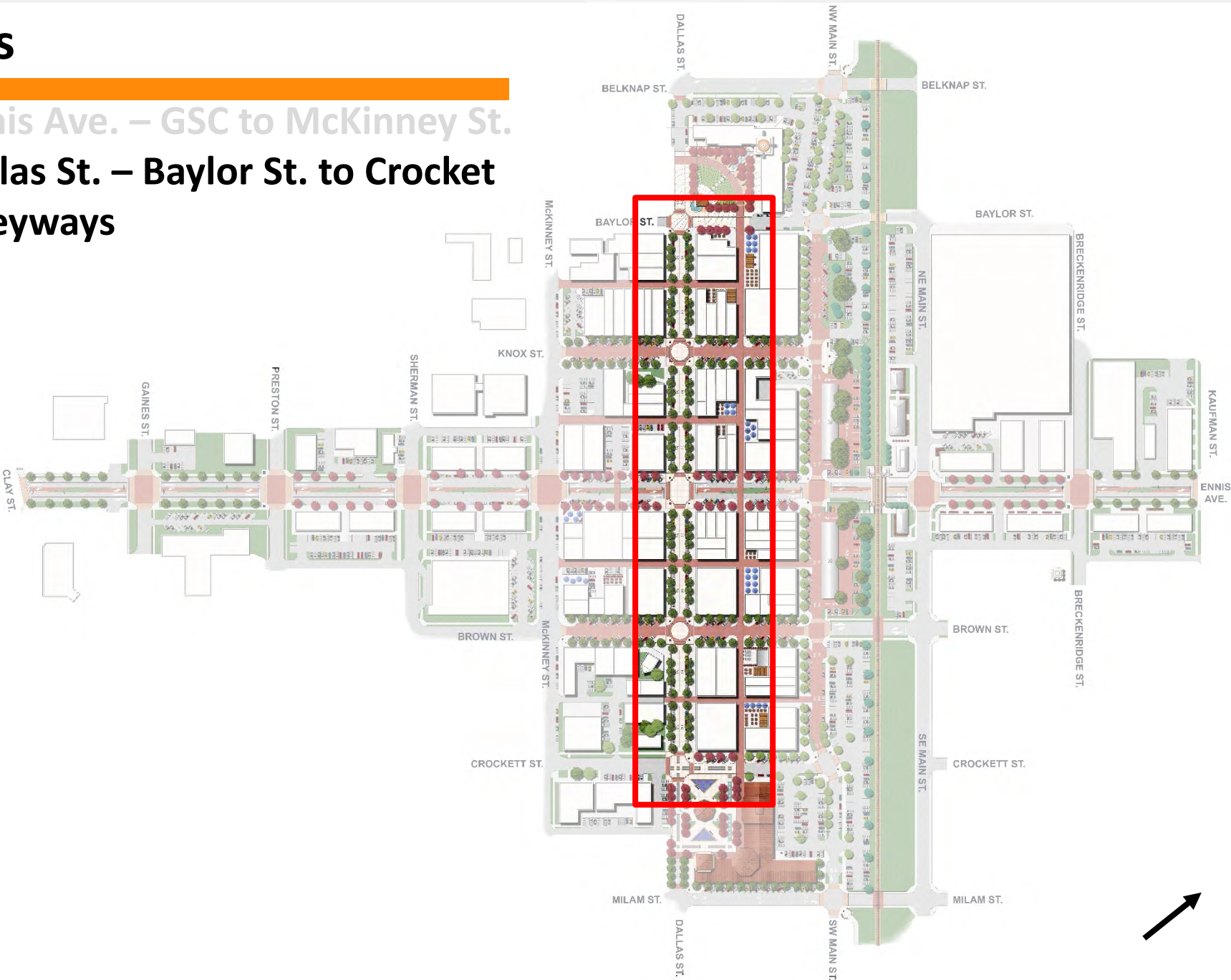
Links

Ennis Ave. - Grade Separated Crossing to McKinney St. & Surrounding Area



Links

Ennis Ave. – GSC to McKinney St.
Dallas St. – Baylor St. to Crocket
Alleyways



Links

Dallas St. Alleyways

North Plaza



South Plaza



Links

Dallas St. Alleyways

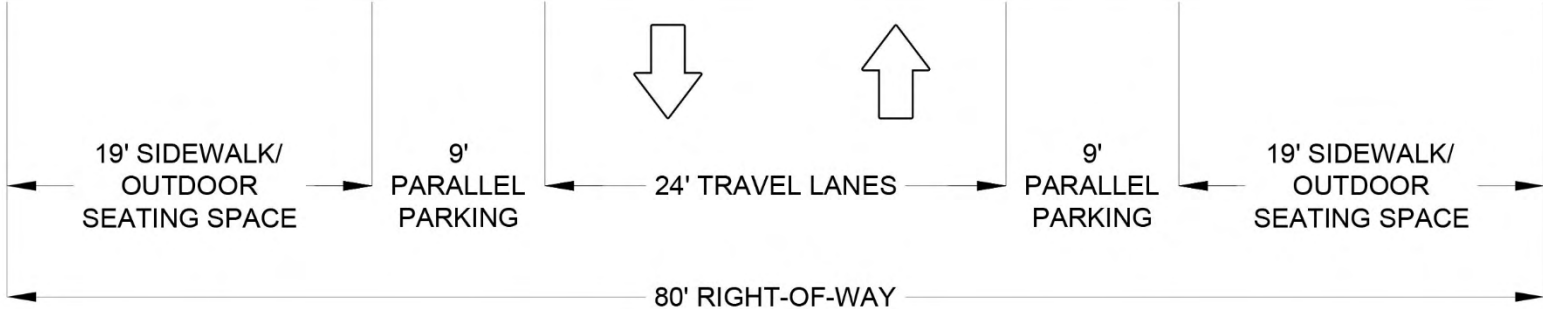
Design Features:

- One ground plane from building to building → pedestrian dominant domain
- Center drainage
- Lights and trees placed 22' on center
- Contrasting pavement patterns to delineate vehicular space from pedestrian space
- Bollards at alley entrances and intersections to delineate pedestrian space from vehicular space
- Intersections capped with kiosks & planters

North Plaza



Links: Dallas St. – Baylor Street to Crockett Street



Links: Dallas St. – Baylor Street to Crockett Street



<https://vimeo.com/187362818/9c50da9c58>

Implementation

Implementation Plan

- a) Project Costing Package with Landscape Architects and Engineers
- b) Funding Mechanisms for each project
 - Public Equity (Bonds, TIFs, PIDs, etc.)
 - Private Investment
 - Public Private Partnerships
 - Sponsorships and Fees
- c) Design Guidelines to guide uses and form of future development
- d) Start first 4 of 33 Catalyst Projects!
 - Infrastructure Upgrades
 - Alleyway Improvements
 - Dallas Street
 - Minnie McDowal Park



PART THREE: ReVITALizing Downtown Ennis



PART THREE: ReVITALizing Do

So, why don't you join the thousands of happy, peppy people and get a great big bottle of VITAL tomorrow?



Organizational Structure:

- City Commission
 - Essential services
- Economic Development Corporation
 - City - Economic growth & prosperity
- Main Street Board
 - Downtown - economic growth & prosperity
- Downtown Merchants & Friends
 - Growing your business

Downtown Sandbox



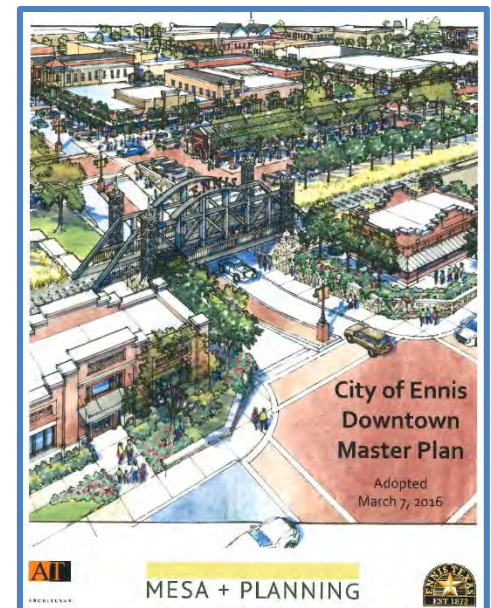
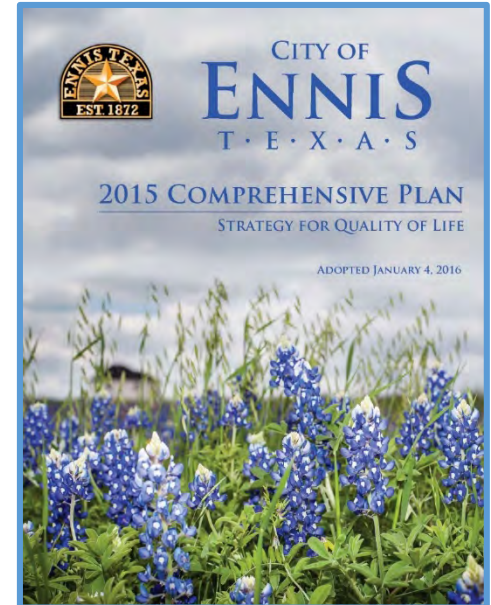


City Strategic Objectives



- 2014 Citizens Survey
 - Quality of life and amenities
- 2015 Comprehensive Plan
- 2016 Downtown Master Plan
- City Commission Retreat
 - Confirming priorities

Maximum Participation
Adopting Ordinances
“Directive to Staff”





South Plaza



Ennis Ave. Bridge Entry

Ennis

Downtown Master Plan



Dallas Street



North Plaza



South Plaza



Ennis Ave. Bridge Entry

Now What?



Dallas Street



North Plaza

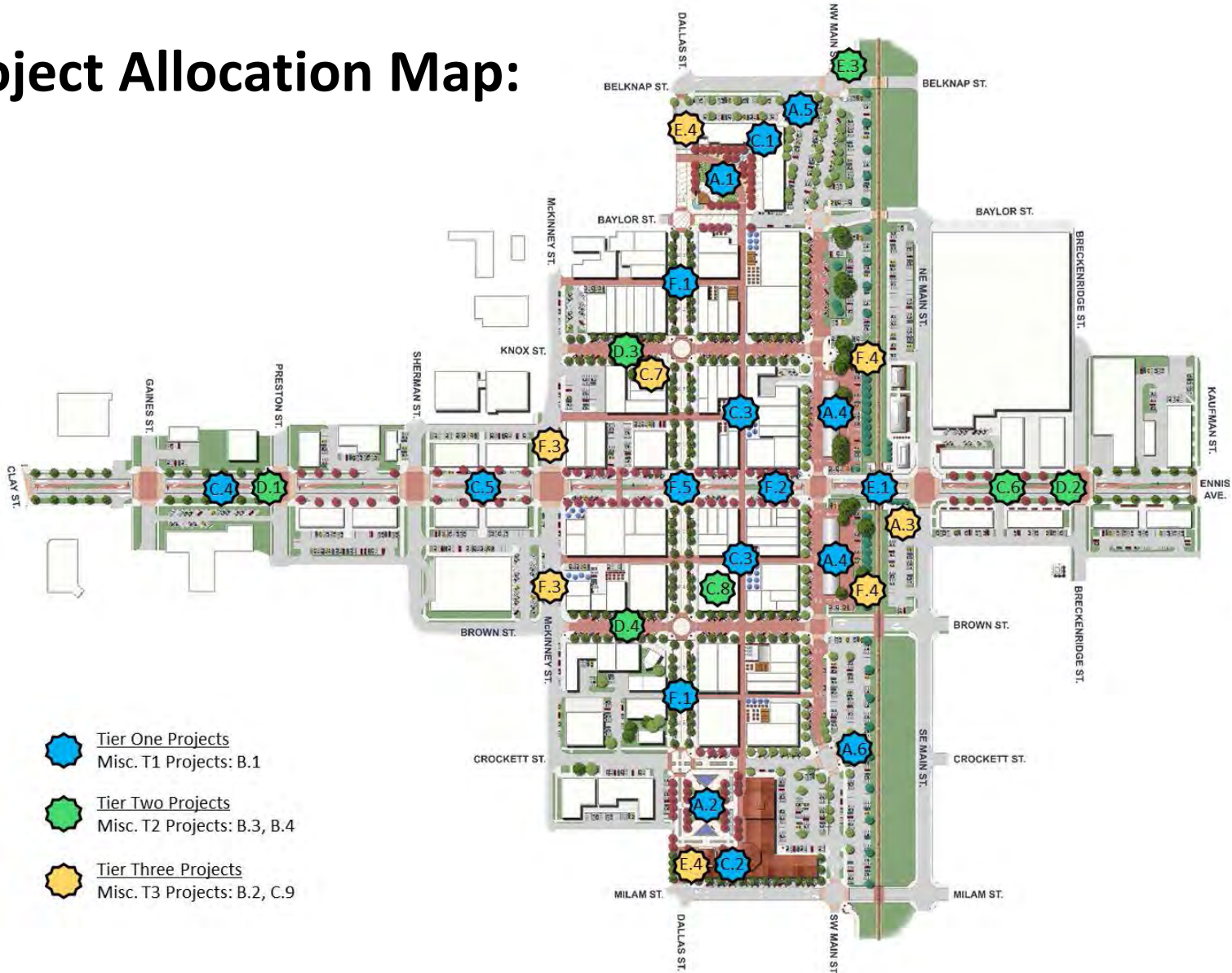


Implementation Strategy



Downtown Master Plan

Project Allocation Map:





Downtown Master Plan

Catalyst Projects:

- Tier One
 - Infrastructure **Active**
 - North Plaza **Active**
 - Grade Separated Crossing **Active**
 - South Plaza **Active**
 - Dallas Street **Active**
 - Ennis Avenue **Active**
 - Main Street Mall **Active**
- Tier Two
- Tier Three
 - Minnie McDowal Park **Active**
 - Visitors Center **Active**



Downtown Master Plan

Catalyst Projects:

- Tier One

- Infrastructure
- North Plaza
- Grade Separated Crossing
- South Plaza
- Dallas Street
- Ennis Avenue
- Main Street Mall

Active

Active

Active

Active

Active

Active

Active

- Tier Two

- Tier Three

- Minnie McDowal Park
- Visitors Center

Active

Active

**Invisible to
the public**

**Many will
take years to
accomplish**

“Drumbeat”

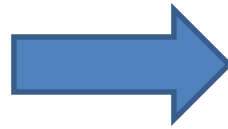
Downtown Master Plan

Implementation Strategy:

- Multiyear Journey
- How do we get from the current state to the future state



Current State



Future State



Downtown Master Plan

Implementation Strategy (10 years):



Current State

Tier One
Catalyst Projects



Future State

MM Park
Welcome Center

Infrastructure
Dallas Street

Under-Pass
MS Mall (N)

North Plaza
MS Mall (S)

South Plaza

1-2

3-4

5-6

7-8

9-10

Time (Years)



Downtown Master Plan

Implementation Strategy (2 years):



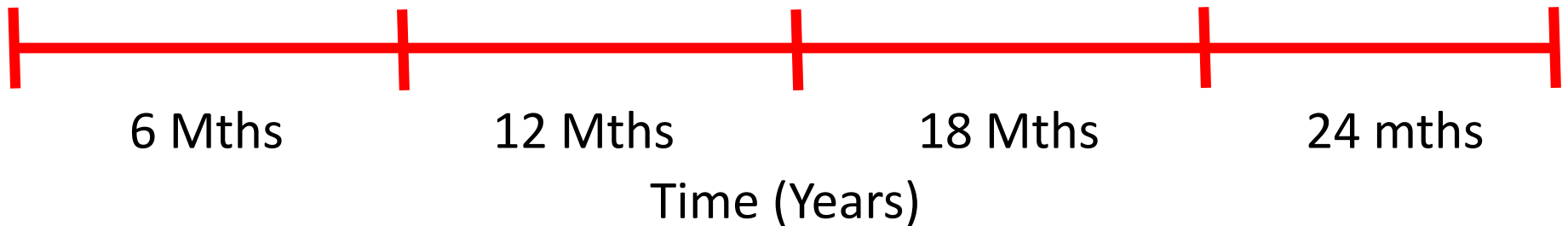
Current State

Minnie
McDowal

Welcome
Center



Future State





Downtown Funding Strategy



Downtown Master Plan

Bonding Capacity:

Which comes first?

“Property Value or Economic Vitality”



Downtown Master Plan

Bonding Capacity:

Which comes first?

“Property Value or Economic Vitality”

Current Bonding Capacity

“Is limited to current property value”



Downtown Master Plan

Bonding Capacity:

Which comes first?

“Property Value or Economic Vitality”

Current Bonding Capacity

“Is limited to current property value”

Future Bonding Capacity

“Is created by Economic Growth”



Downtown Master Plan

Bonding Capacity:

Think of bonds in terms of their impact
“Maintenance Bonds & Growth Bonds”

Maintenance Bonds

“Maintains the status quo”

Growth Bonds

“Create NEW bonding capacity”



Downtown Master Plan

Bonding Capacity:

To grow, you must invest bond \$

“Every Bond should have a GROWTH Component”

Think of it as “Tithing”

“Set aside 10% of your next “Street Bond” for a street extension into a new development area.”

“Set aside 10% of your next “Utility Bond” for water and sewer into a new development area.”



Five Essential Services

FIRE



STREETS



WATER



POLICE



SEWER



Five Essential Services

FIRE



STREETS



WATER



POLICE



**General
Fund \$\$**

SEWER



Five Essential Services

FIRE



STREETS



WATER



POLICE



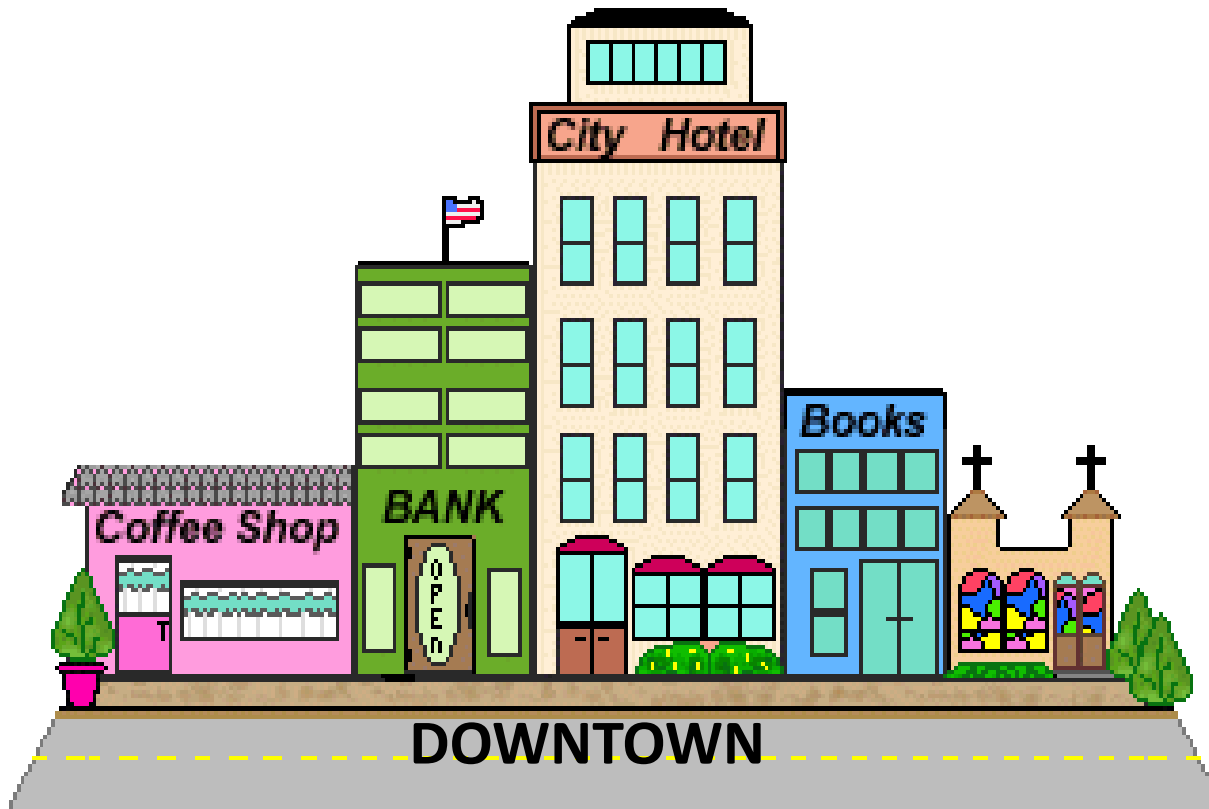
SEWER





Funding Strategy

More sources of investment = long term success

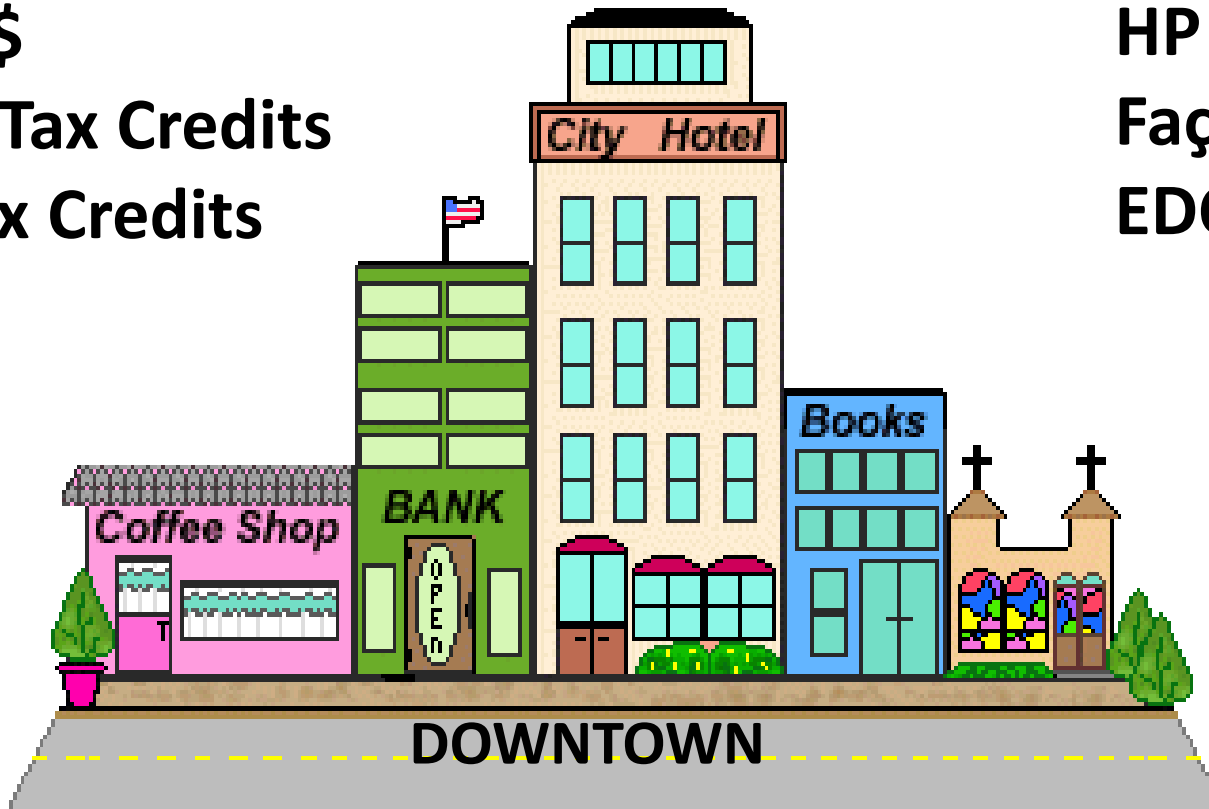




Funding Strategy (Beginning State)

Private \$
Federal Tax Credits
State Tax Credits

HP Grants
Façade Grants
EDC Fund Bal



Funding Individual Building Renovations

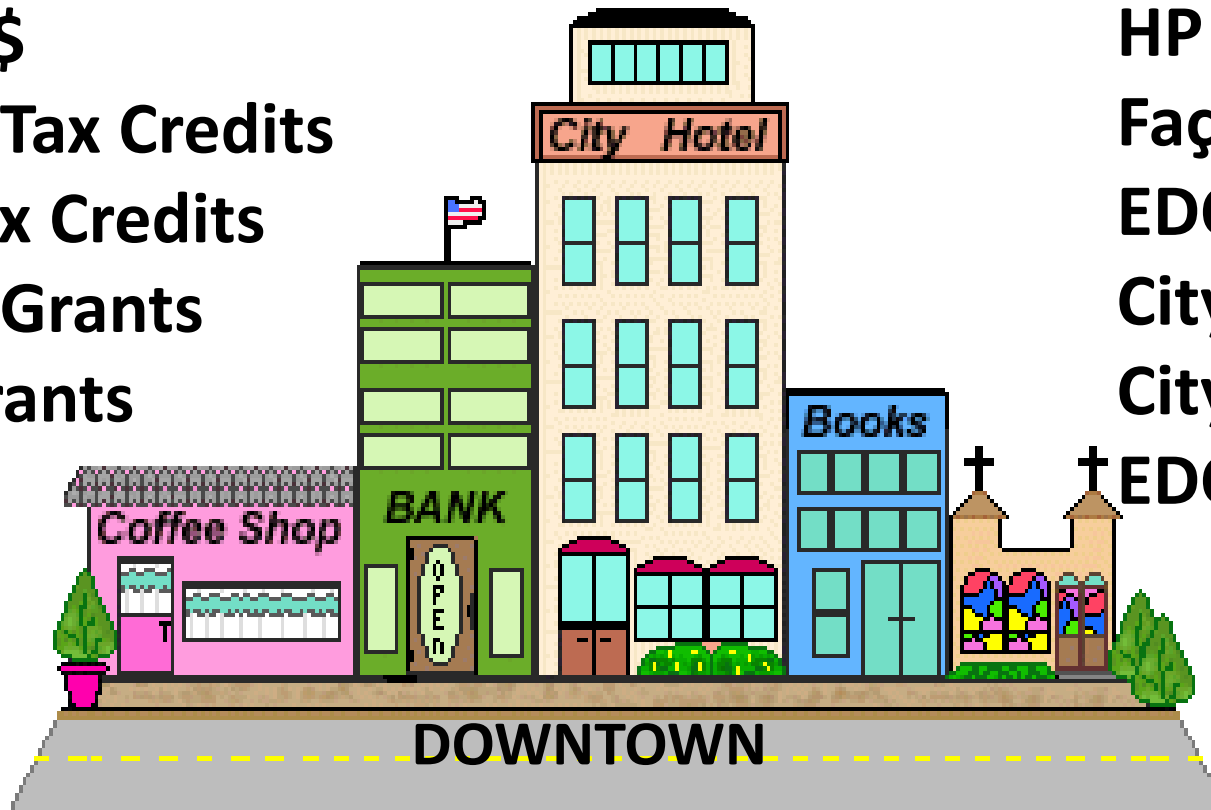


Funding Strategy (Current State)

TIRZ

Private \$
Federal Tax Credits
State Tax Credits
Federal Grants
State Grants

HP Grants
Façade Grants
EDC Fund Bal
City Fund Bal
City Bonds
EDC Bonds



Funding Individual Building Renovations

Catalyst Projects



Current Downtown Investment

Years 1 - 3

	Public \$	Private \$
• Historic Preservation Grants (25)	\$2,460,281	\$10,378,732
• Façade Improvement Grants (14)	\$91,656	\$264,554

Years 4 - 5

• Water & Sewer	\$2,739,684	
• Dallas Street	\$2,934,669	
• Alleys	\$548,490	
• Minnie McDowal Park	\$800,000	

Years 6 - 7

• Welcome Center	<u>\$3,000,000</u>	
	\$12,574,780	\$10,643,286

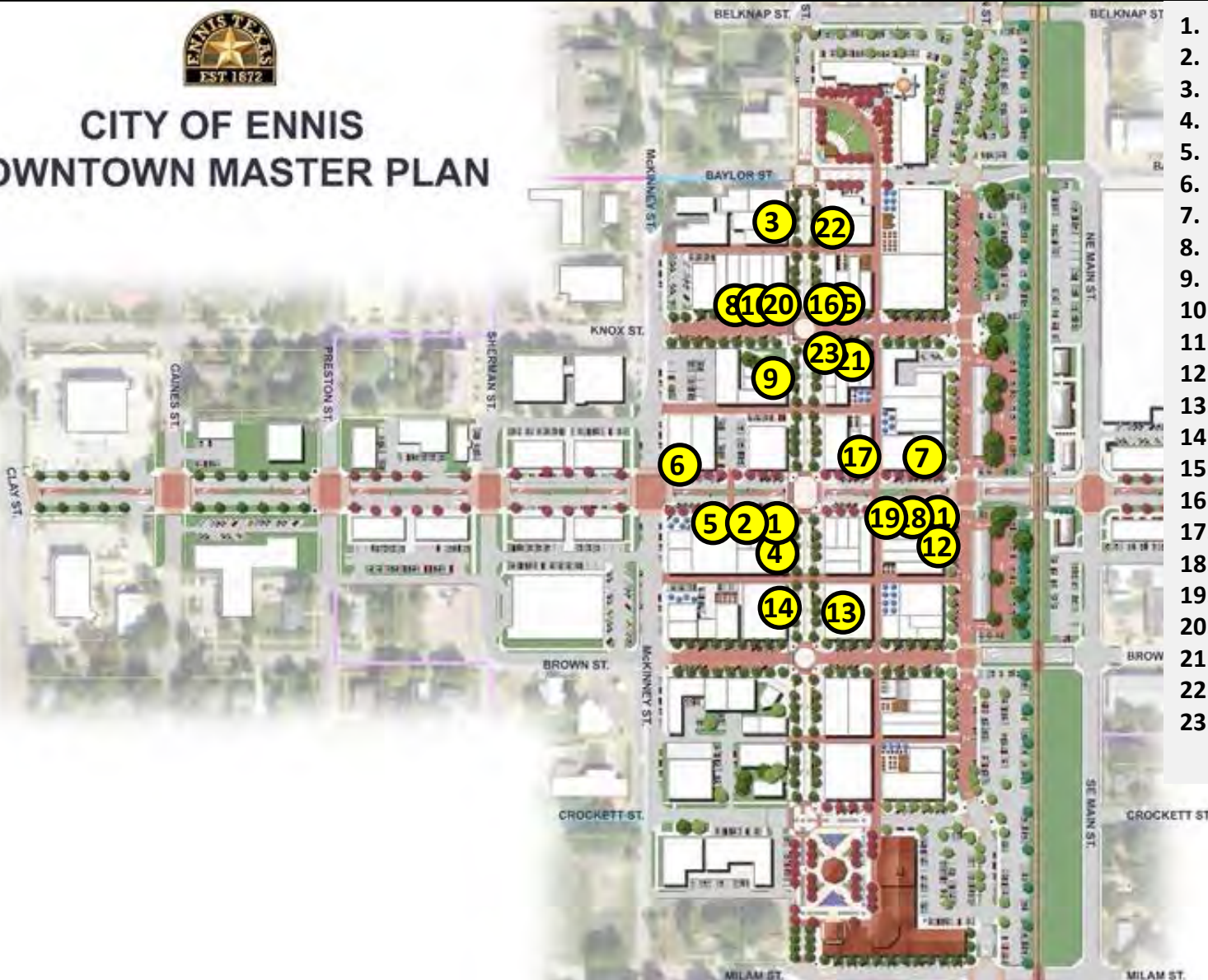
\$23,218,066



Historic Preservation Grants



CITY OF ENNIS DOWNTOWN MASTER PLAN



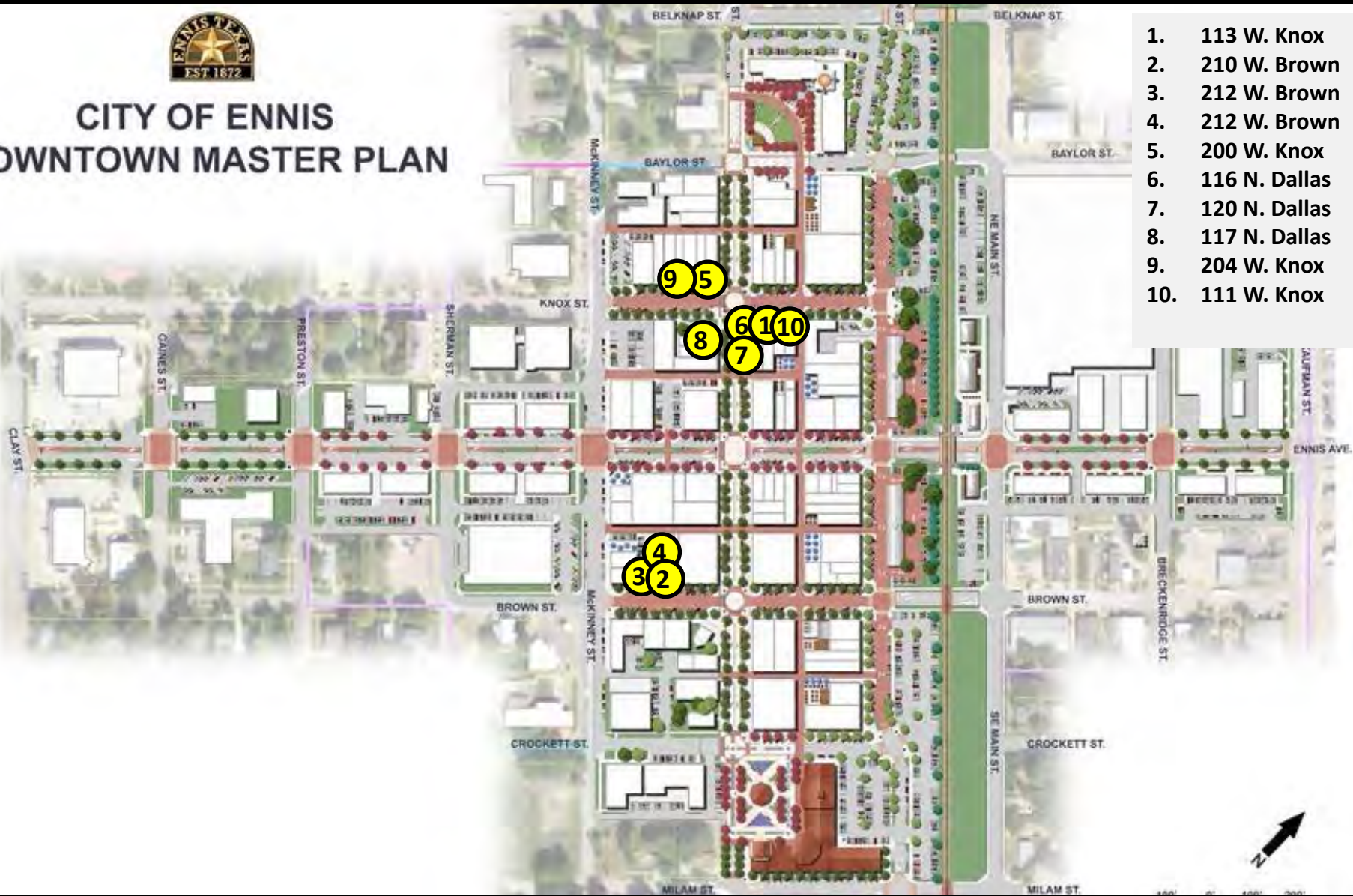
1. 101 S Dallas
2. 207 W. Ennis Ave
3. 213 N. Dallas
4. 107 S. Dallas
5. 213 W. Ennis Ave
6. 218 W. Ennis Ave
7. 108 W. Ennis Ave
8. 208 W. Knox
9. 117 N. Dallas
10. 204 W. Knox
11. 101 SW Main
12. 103 SW Main
13. 112 W Brown
14. 115 S Dallas
15. 114 W Knox
16. 116 W Knox
17. 110 W Ennis Ave
18. 105 W Ennis Ave
19. 107-109 W Ennis Ave
20. 200 W Knox
21. 113 W Knox
22. 210 N Dallas
23. 120 N Dallas



Façade Improvement Grants



CITY OF ENNIS DOWNTOWN MASTER PLAN



- 1. 113 W. Knox
- 2. 210 W. Brown
- 3. 212 W. Brown
- 4. 212 W. Brown
- 5. 200 W. Knox
- 6. 116 N. Dallas
- 7. 120 N. Dallas
- 8. 117 N. Dallas
- 9. 204 W. Knox
- 10. 111 W. Knox





Minnie McDowal Park



Minnie McDowal Park

Minnie McDowal Park

Why a Tier Three Project?

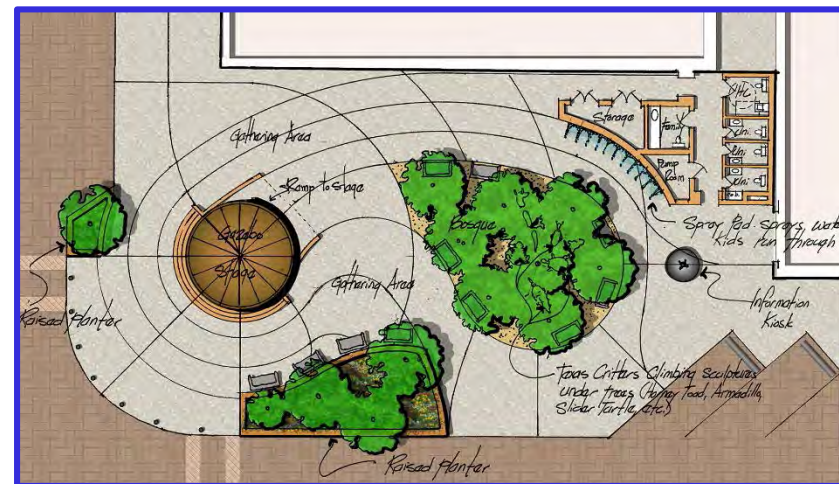
- Beats the Drum of Progress
- Highly Visible and Symbolic

Functional Strategy:

- More People in Downtown
- Stay Longer
- Spend More

Stay Longer!

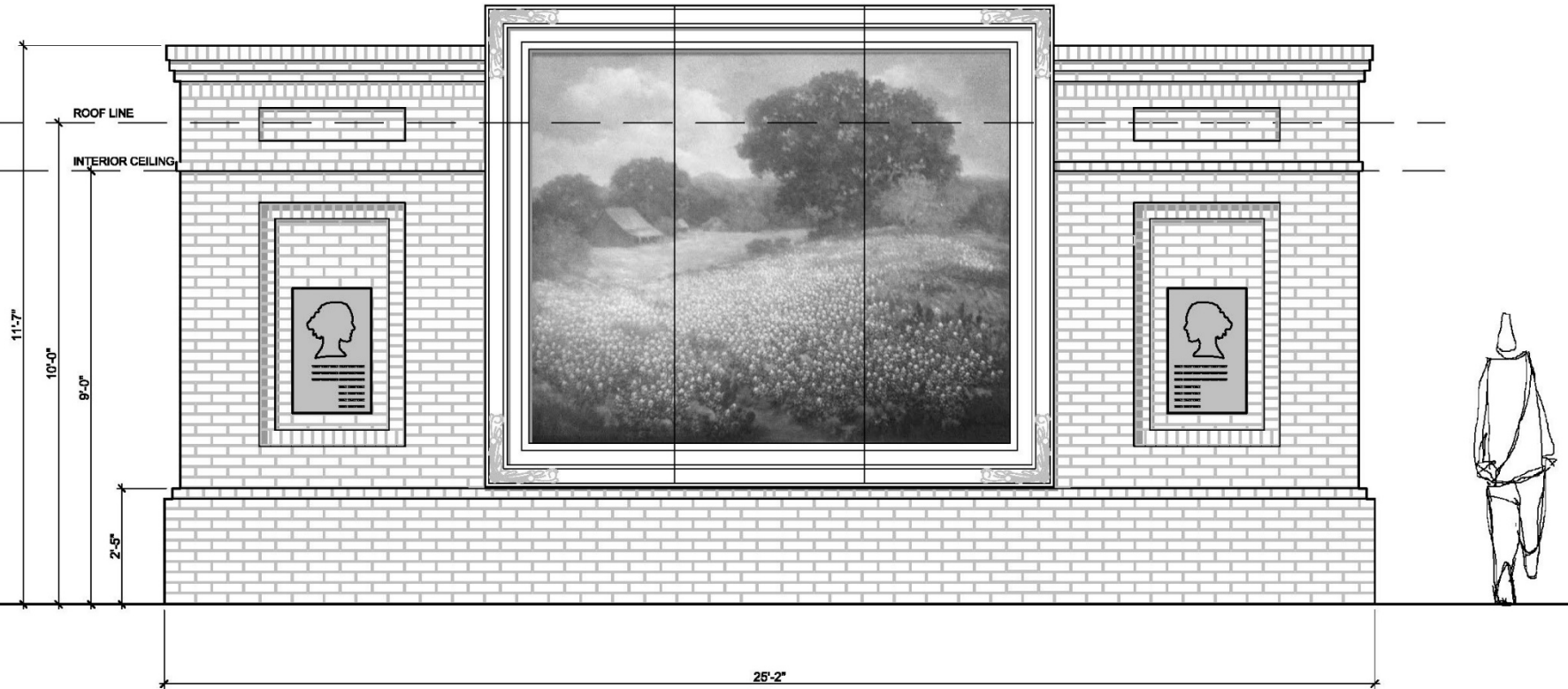
- Bathroom, Shade, Seating
- WiFi, Kid Friendly





Minnie McDowal Park

Art Wall:



Wall Mural Option C



Minnie McDowal Park

2001 North Lamar Street Suite 100
 Dallas, Texas 75202
 214.871.0668 tel
 214.871.1507 fax



Date 08.30.2016
 Revision 00000
 Job No. 16038
 Scale 1/2" = 1'-0"

Minnie McDowal Park

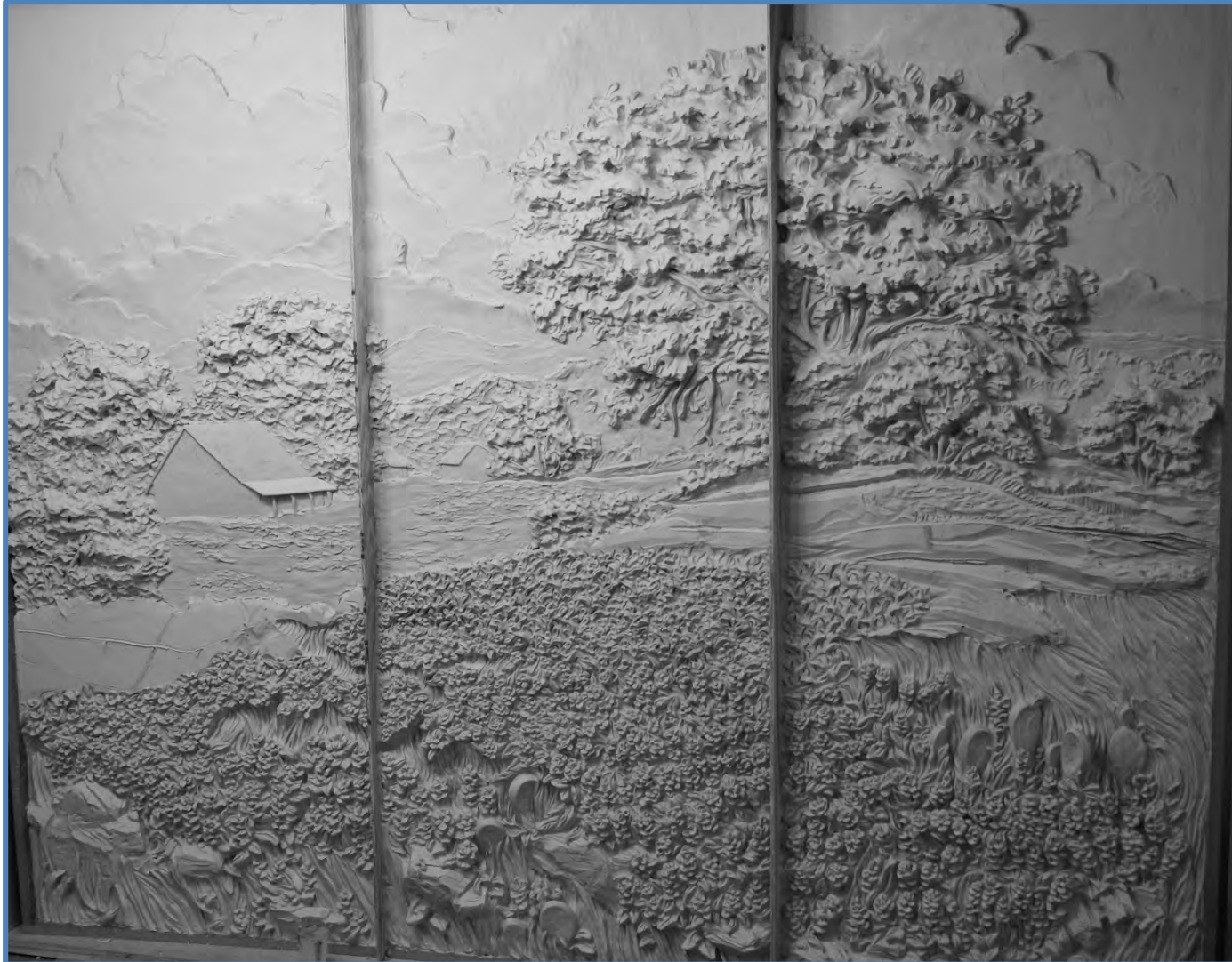
LaJuan Schlegel Original Painting:





Minnie McDowal Park

Janice Hart Melito Sculpture (10' X 11')





Lessons Learned



Lessons Learned



BELIEVE It Will Happen

Have Faith in the Plan, Your Team and Leadership:

- You have to BELIEVE it will Happen
 - Doubt spreads like cancer
 - You can't fake sincerity





BELIEVE It Will Happen

Have Faith in the Plan, Your Team and Leadership:

- You have to BELIEVE it will Happen
 - Doubt spreads like cancer
 - You can't fake sincerity
- You have to COMMIT yourself to the effort
 - You have to drink the kool-aide
 - You have to be willing to do the staff-work





BELIEVE It Will Happen

Have Faith in the Plan, Your Team and Leadership:

- You have to BELIEVE it will Happen
 - Doubt spreads like cancer
 - You can't fake sincerity
- You have to COMMIT yourself to the effort
 - You have to drink the kool-aide
 - You have to be willing to do the staff-work
- Be prepared for resistance
 - Catch the "bricks" and use them to build something





BELIEVE It Will Happen

Have Faith in the Plan, Your Team and Leadership:

- You have to BELIEVE it will Happen
 - Doubt spreads like cancer
 - You can't fake sincerity
- You have to COMMIT yourself to the effort
 - You have to drink the kool-aide
 - You have to be willing to do the staff-work
- Be prepared for resistance
 - Catch the "bricks" and use them to build something
- Stay Focused
 - Don't let a few squirrels derail a Strategic Plan





Understand the Environment

Organizational Resistance:

- Growth and Prosperity require learning to say YES
 - YES we can
 - YES we will
 - YES we'll figure it out





Understand the Environment

Organizational Resistance:

- Growth and Prosperity require learning to say YES
 - YES we can
 - YES we will
 - YES we'll figure it out
- Organizations are conditioned to resist saying YES
 - Saying YES means more work!





Understand the Environment

Organizational Resistance:

- Growth and Prosperity require learning to say YES
 - YES we can
 - YES we will
 - YES we'll figure it out
- Organizations are conditioned to resist saying YES
 - Saying YES means more work!
- Doing SOMETHING creates resistance
 - Be prepared for push-back
 - It isn't personal
 - Tie everything back to the Master Plans
 - Watch out for "Squirrels"



**The longer you wait to
implement the plan,**

**The more unlikely it is
you ever will.**



Interior Ideas
Antiques Art · Access

COMING SOON
MINNIE McDOWAL PARK 2.0

MESA • PLANNING

Wildflower
CAFE

THANKS! ANY QUESTIONS?

Interior Ideas

Antiques Art · Acces

