



Town of Clayton
Downtown Development Association Advisory Board Agenda
Monday, January 9, 2023 @ 6:00 PM
Wooten - Town Hall

1. CALL TO ORDER

- a. Call to Order
Presenter: Christi Thompson, Chair

2. ADJUSTMENT OF THE AGENDA

3. APPROVAL OF MINUTES

- a. Approval of Nov 14th DDA Minutes
Presenter: Christi Thompson, Chair
[Downtown Development Association Advisory Board - 14 Nov 2022 - Minutes - Pdf](#)

4. OLD BUSINESS

- a. 2023 Reminders & Requirements
Presenter: Christi Thompson, Chair

5. STAFF REPORTS

- a. Downtown Strategic Plan Progress Update
Presenter: Lydia Davis, Economic Development Specialist
[Partnership_Update_Summary_12.16.22](#)

6. NEW BUSINESS

- a. Structuring and Level Setting for Committees
- Committee group prep
 - Readyng committees for Action Planning
- Presenter:* Christi Thompson, Chair
[Action_Team_Workbook](#)
- b. 2023 Events
- Concert Lineup - May 12 is first date
 - Sponsorships
 - Volunteers
 - Beer/Wine Sales
 - Family Shows/Movie Nights
- Presenter:* Lydia Davis, Economic Development Specialist & Christi Thompson, Chair
- c. Downtown String Light discussion
Presenter: Lydia Davis, Economic Development Specialist

7. COMMITTEE REPORTS

- a. Committees did not meet in December - No Reports

8. PUBLIC COMMENTS

9. ADJOURN



Town of Clayton
Downtown Development Association Advisory
Board Minutes
Monday, November 14, 2022 at 6:00 PM
Wooten - Town Hall

Board Members Present:

Christi Thompson, Chair
Lila Reiber
Jasmeen Calhoun
Matt Kagel
Katie Spalding
Paul Auclair
Dan Barbour
Erin Belcher
David Millican

Board Members Absent:

Stephanie Matos
Greg Adamson

Staff Present:

Lydia Davis, Economic Development Specialist
Patrick Pierce, Economic Development Director

Guest:

Kellianne Davis, Electricities

1 CALL TO ORDER

- a) Call to Order

Presenter: Christi Thompson, Board Chair

Meeting was called to order at 6:06pm

2 ADJUSTMENT OF THE AGENDA

- a) Removal of 7e due to absence of Board Member Adamson

Presenter: Christi Thompson, Chair

3 APPROVAL OF MINUTES

- a) October 10, 2022 Draft Minutes

Presenter: Christi Thompson, Board Chair

Minutes from October 10, 2022 were approved.
Motion made by Board Member Lila Reiber.
Seconded by Board Member Dan Barbour.

4 OLD BUSINESS

5 STAFF REPORTS

6 NEW BUSINESS

- a) Feedback Needed: [Downtown Strategic Plan Draft Deliverable](#)
Presenter: Christi Thompson, Board Chair

Majority of this meeting was dedicated to reviewing the Downtown Strategic Plan linked above, divided recommendations into each committee and prioritizing from there. Lydia will be adding total points, organizing and sending out to the group to review. Final recommendations are due back to the consultant before the end of the year.

- b) Initial Culling of Downtown Award Nominations
Presenter: Lydia Davis, Economic Development Specialist

Link to vote sent via email.

7 COMMITTEE REPORTS

- a) Economic Vitality
- Small Business Saturday Mimosa Walk - Nov 26
- Presenter:* Christi Thompson, Committee Chair

Quick overview was given of DDA's plans to host a free mimosa walk on Small Business Saturday. DDA will be providing free mimosa supplies to 10 participating retail locations - retailers will be providing to 21+ customers for free to encourage them to shop in store on Small Business Saturday.

- b) Design
Presenter: David Millican, Committee Chair

No update.

- c) Promotions
Presenter: Erin Belcher, Committee Chair

- Quick run down was provided on the Small Business Saturday Sidewalk Sale for Vendors - This will be Nov 26th from 11am-3pm along the Sidewalk on Main Street. Vendors must be local makers/crafters/artisans and can sign up [here](#).
- Update was also provided for Christmas Village on Dec. 1. Not much has changed since last meeting, but there are currently 3 sponsorships still available.
- Volunteers needed for the DDA booth on Both Nov 26 and Dec 1 for merch sales.

- d) Organization
Presenter: Matthew Kagel, Committee Chair

No major update outside of continued focus on keeping the 501c3 organized. Other initiatives include volunteer recruitment through the end of the year, developing a financial process/committee budgets, and an easy location for uploading and accessing files, photos, etc. (like a Google Drive) for all board members.

- e) ~~501c3 Financial Update~~
Presenter: Greg Adamson, 501c3 Treasurer

8 PUBLIC COMMENTS

9 ADJOURN

- a) Motion to adjourn made by Board Member Paul Auclair
Seconded by Board Member David Millican.
Presenter: Meeting adjourned by Chair, Christi Thompson at 7:23pm.

**Partnership Update Summary
December 16, 2022**

A. Strategic Plan Draft Document

- Lydia and Patrick added notes/comments via the shared PDF document of the original draft. These are based on staff comments as well as feedback from the DDA board members.
- I am reviewing the comments and providing clarification where possible.
- I will work to update the document accommodating the comments and adding clarity.
- The revised draft of the plan will be delivered by February 3rd, 2023, in time for the next DDA meeting.

B. Executive Summary

- The revised version of the Strategic Plan Document will include an Executive Summary, which lists all of the recommendations in bullet-point form organized by the 4 Pillars as well as timeline (Now, 1-3 Years, 3-5 Years, 5+ Years). I really think this will help the DDA wrap their minds around the scope of the plan. They are welcome to provide feedback on the timeline as well. They may want to shift some items from 1-3 years to Now, etc.
- The final Executive Summary will be completed by the February 3rd, 2023, deadline. In an effort to assist with the January 3rd, 2023, Council Update, I am providing an Executive Summary based on the current draft version of the plan. This provides an accurate update on the current status of our partnership but will be modified and updated in the next version.

C. Market Analysis

- Elliott presented your Market Analysis separate from the Strategic Plan. That information will be reformatted and included in the final version of the plan, but I have posted the slide deck version of his presentation for reference.

D. Action Planning Workbook

- Attached is a tool/resource that we created to assist groups like the DDA in taking the plan document and putting it into action. General steps related to selecting a project/initiative are included followed by a project mapping exercise.

- I will be happy to walk the DDA through that workbook during a virtual work session in 2023 if that would be helpful.

Council Update: January 3, 2022

- Patrick is preparing for an update to the town council at their January 3rd, 2023, work session.
- While the final draft of the Strategic Plan and Executive Summary will not be completed prior to that meeting, I have created an Executive Summary based on the current (first) draft of the plan.
- **Below are talking points for the council update:**
 - Strategic Visioning Workshop (input sessions): 9/12-13/22
 - Market Analysis presented: 11/1/22
 - Strategic Plan presented: 11/8/22
 - We are currently in the document review phase.
 - City staff and the DDA have reviewed the plan and delivered feedback and comments to Downtown Strategies.
 - Downtown Strategies staff are reviewing the feedback and updating the plan where necessary.
 - The final draft of the Strategic Plan document will be delivered at the end of January 2023.
 - Once the document is finalized, we will move into the Implementation Support Phase of the partnership which will include:
 - Property Owner Training and Toolkit: virtual training aimed at educating property owners on modern retail trends, how to use the market analysis to recruit higher quality tenants, etc. This will also include the Real Estate Analysis
 - Implementation Jumpstart: the core team and Downtown Strategies staff will identify 1 strategy from the plan to implement by the end of Year 1. This initiative will be led by Downtown Strategies and will be in addition to any implementation efforts undertaken by the city or DDA.
 - Action Planning Work Session: If desired, Downtown Strategies can walk the DDA through the steps of taking the Strategic Plan into action utilizing the Action Planning Workbook.



downtown strategies

ACTION PLANNING WORKBOOK

Taking the step from planning to action is critical but challenging. It is important for community leaders to identify short-term strategies to begin implementing immediately in order to build momentum toward larger initiatives. The following Action Planning Workbook demonstrates how leaders can use this plan to spark action and guide revitalization efforts in their downtown.



From Ideas to Action

Downtown Strategies strives to provide realistic, implementable strategies to communities for revitalizing their downtowns. Our process is based on our team's experience as former downtown revitalization practitioners and real estate experts. Our combination of real-world experience, plus expertise in real estate and retail uniquely qualify us to assist communities with backfilling vacancies, increasing tourism, and enhancing the sense of place in their downtowns.

At Downtown Strategies, we believe that action and implementation are more important than a flashy 20-year vision. Our team members have been in your shoes as community leaders in their own hometowns and know what it is like to manage downtown revitalization efforts.

Most communities do not suffer from a lack of ideas, they struggle with knowing where to start when it comes to implementing those ideas. Rather than brainstorming everything that you could ever potentially do to your downtown, we focus on a five-year timeframe. This plan is designed to help you identify where your community should focus its energy and effort in the near-term. Implementing these short-term, doable strategies will incrementally shift the trajectory of your downtown and create the spark that you desire.

Downtown Strategies developed the Action Planning Workbook to assist community leaders make the link between planning and action. Follow the steps below to activate your plan and bring the ideas to life. If you and your team focuses on relentlessly "doing the doable," you will see a dramatic change over the next five years.



Where to Start?



Now that you have received the 5-Year Strategic Vision from Downtown Strategies, it is time to get to work! While brainstorming ideas is fun, the real excitement comes from taking action and making improvements in your downtown. Communities who have had success revitalizing their downtown began by organizing and mobilizing a team of volunteers and empowering them to lead various initiatives. Follow the following steps to organize and mobilize your team!

1 FORM ACTION TEAMS centered around 4 Pillars (4-8 core members per team):

- Policy & Administration
- Design
- Tourism & Promotion
- Economic Vitality

2 Each team member should REVIEW THE STRATEGIES in their chapter of the plan.

- Executive Summary provides a bulleted list of recommendations organized by timeline (immediate, 1-3 years, 3-5 years, 5 years+)
- Rec Sheets within the document provide a more detailed overview of the topic and additional resources

3 RANK THE STRATEGIES

- Rank which strategies are the most attainable based on the team's current access to resources (not a "wish list")
- First, each Action Team member should rank the strategies themselves
- Then tally the rankings for all Action Team members to create a collaborative ranking for the team

4 Each Action Team should SELECT 1 STRATEGY to implement over the next 12 months

- Many teams attempt to tackle multiple initiatives at once, quickly get overwhelmed, and struggle to accomplish their goals
- It is important to start small and have immediate success which will build momentum toward larger initiatives
- Select a strategy that will be the easiest to implement based on the team members' capacity, skills, expertise, and resources
- Team members should vote on what they feel is the best recommendation that meets the criteria then simply tally the votes to identify the top selection

5 MAP THE PROJECT

- As a team, map the major steps, timeline, additional partnerships, and resources needed to complete the project using the Downtown Strategies Project Mapping Worksheet

Project Mapping Worksheet

Each Action Team should work together to map the project that they selected from the Strategic Plan. The following Project Mapping process is a step-by-step exercise to create a thorough outline for the project and appropriate action steps to move the team forward immediately.

Task Force Focus: (circle)

Policy & Administration

Design

Tourism & Promotion

Economic Vitality

Step 1: Identify Challenges & Solutions

1.1 Current Challenge: What challenge is your downtown currently facing that are you attempting to address?
(1-3 sentences)

1.2 Project Idea: How do you plan to address this challenge? What is your project idea?
(1-2 sentences)

1.3 Deadline: When will you achieve your target?
(specific date as a deadline)



Project Mapping Worksheet

Step 2: Market & Promote Your Efforts

2.1 Project Name: There is power in a name. A creative project name can create energy and catch the attention of potential partners and volunteers. A creative name can help tell your story and market your project. Be fun and creative!

2.2 Elevator Pitch: As you begin downtown revitalization efforts, it is important to efficiently communicate your plans to prospective partners and volunteers. You should be able to explain the need for your project and your idea quickly and effectively. A common exercise is to pretend you are on an elevator with a prospective partner. You should be able to explain your entire project during that 30-second elevator ride.

Use the information from this worksheet to fill in the blanks and create your 30-second "Elevator Pitch."

Downtown

Community Name

is facing the challenge of

Current challenge listed in 1.1

We are working to address this challenge through a project called

Project name listed in 2.1

which is

Project description listed in 1.2

We are working to complete this initiative by

Project deadline from 1.3

Project Mapping Worksheet

Step 3: Identify Resources & Partners

3.1 What do we have? | What do we need? Briefly listing the resources that you currently have access to that will move this project forward allows the team to gauge how attainable the project is at this time. If the "What do we need?" column is longer than the list of current resources, the team may need to regroup and select a project that can be accomplished with the list of existing resources.

	What we <u>have</u> :
Materials:	
People:	
Funding:	
Other:	

	What we <u>need</u> :	Cost:
Materials:		
People:		
Funding:		
Other:		

3.2 Community Partners: In addition to your team members, you may need assistance from other people, groups, or institutions in the community that have specific knowledge, skills, or abilities to advance your project. Having an idea of the different resources available to you within your community is important as you work to successfully complete your project.

Please use the following table to list some of the different resources in your community that could potentially assist the team with their project. The list should include a specific point of contact if possible.

Only list resources not currently represented on your Action Team.

Project Mapping Worksheet

Step 3: Identify Resources & Partners

3.2 Community Partners (continued)

People

You may need to enlist the assistance of other people in the community who have a particular skill that is not available on your current team. For example, you may need a graphics designer to assist with designing a pamphlet or the city engineer to assist with a permit.

Name	Resources they bring - How they will help

Civic Groups & Associations

Civic Groups & Associations are volunteer groups that work to improve the community in some way. Examples of associations are Boy/Girl Scouts, 4-H, Garden Clubs, and the Rotary Club among others.

Name	Resources they bring - How they will help

Community Institutions

Community Institutions are formalized and structured organizations or non-profit that serve the needs of the community. Examples of institutions are the chamber of commerce, Main Street organization, Economic Development organization, government agencies, schools, churches, and foundations.

Name	Resources they bring - How they will help

Project Mapping Worksheet

Step 4: Develop an Action Plan

4.1 Key Steps: List 5 key steps that need to be achieved in order to stay on track and complete the project. This is not a list of detailed items, rather a few big-picture milestone steps that need to be accomplished.

1.
2.
3.
4.
5.

4.2 Action Plans: Action Plans allow teams to clearly communicate tasks, build accountability among the group, and create a manageable bite-sized road map for implementing projects. In an action plan, members of the group take responsibility for specific "to-do" items. It is important for each team member to play a role in the process rather than a couple of people doing all the work. A small step together is more impactful in the long term than a couple of individuals running the entire race. Each team member should commit to completing at least one task over the next 30 days.

Successful teams constantly communicate with each other and stay in contact throughout the project. Typically, teams meet at least every 30 days to discuss what has been done over the past 30 days and then look ahead to what needs to be done over the next 30 days. During each meeting, the team should discuss what needs to be done to move the project forward over the next 30 days and every team members should commit to new action steps each time.

Use the following Action Plan table to outline the tasks that each team member will complete over the next month.

Project Mapping Worksheet

Step 4: Develop an Action Plan

4.2 Action Plans (continued)

Name	Task	Deliverable	Deadline
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

TIP: You can use this table to guide each Action Team meeting. At the beginning of each meeting review the table from the last meeting. Then use a blank table to assign tasks that should be completed prior to the next meeting.

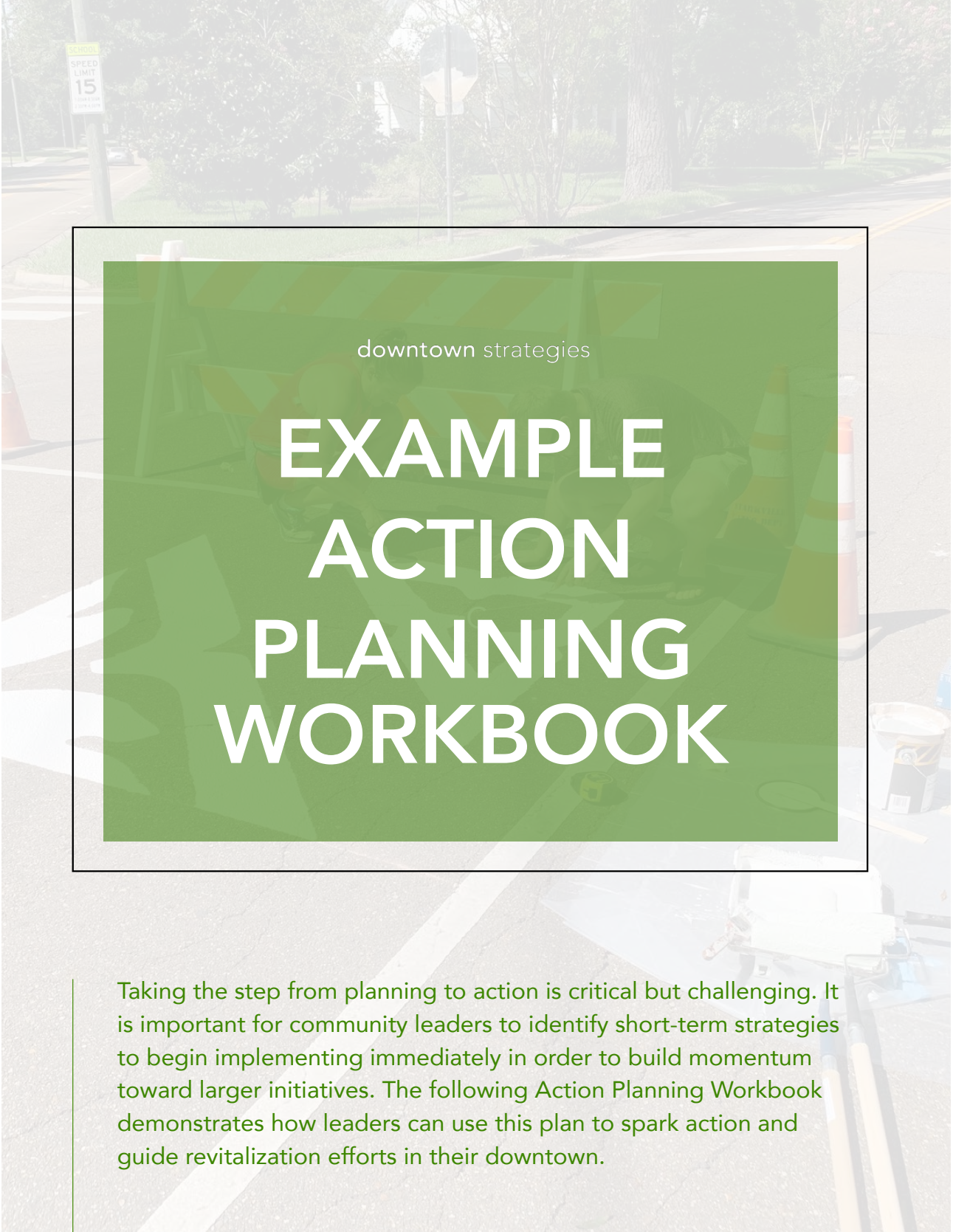
Project Mapping Summary

Task Force:

Project Name:

Elevator Pitch:

Team Members:

The background of the page is a faded photograph of a street construction site. It shows orange traffic cones, a speed limit sign for 15, and various construction equipment. Overlaid on this is a large green rectangle with a white border. Inside this rectangle, the text 'downtown strategies' is at the top, followed by the main title 'EXAMPLE ACTION PLANNING WORKBOOK' in large white letters. Below the green rectangle, there is a paragraph of text on the left side of the page.

downtown strategies

EXAMPLE ACTION PLANNING WORKBOOK

Taking the step from planning to action is critical but challenging. It is important for community leaders to identify short-term strategies to begin implementing immediately in order to build momentum toward larger initiatives. The following Action Planning Workbook demonstrates how leaders can use this plan to spark action and guide revitalization efforts in their downtown.

Project Mapping Worksheet

Each Action Team should work together to map the project that they selected from the Strategic Plan. The following Project Mapping process is a step-by-step exercise to create a thorough outline for the project and appropriate action steps to move the team forward immediately.

Task Force Focus: (circle)

Policy & Administration

Design

Tourism & Promotion

Economic Vitality

Step 1: Identify Challenges & Solutions

1.1 Current Challenge: What challenge is your downtown currently facing that are you attempting to address?
(1-3 sentences)

We need to recruit new businesses to our vacant downtown storefronts and buildings.

1.2 Project Idea: How do you plan to address this challenge? What is your project idea?
(1-2 sentences)

Develop a business recruitment packet designed to provide a snapshot of all incentives and resources available to entrepreneurs and businesses owners wanting to locate downtown.

1.3 Deadline: When will you achieve your target?
(specific date as a deadline)

January 2023

Project Mapping Worksheet

Step 2: Market & Promote Your Efforts

2.1 Project Name: There is power in a name. A creative project name can create energy and catch the attention of potential partners and volunteers. A creative name can help tell your story and market your project. Be fun and creative!

Open for Business!

2.2 Elevator Pitch: As you begin downtown revitalization efforts, it is important to efficiently communicate your plans to prospective partners and volunteers. You should be able to explain the need for your project and your idea quickly and effectively. A common exercise is to pretend you are on an elevator with a prospective partner. You should be able to explain your entire project during that 30-second elevator ride.

Use the information from this worksheet to fill in the blanks and create your 30-second "Elevator Pitch." You can wordsmith and fine-tune the paragraph later.

Downtown

Columbus

is facing the challenge of

*needing to recruit new businesses to our vacant
downtown storefronts and buildings.*

We are working to address this challenge through a project called

"Open for Business!"

which is

*A business recruitment packet designed to provide a snapshot
of all incentives and resources available to entrepreneurs and
businesses owners wanting to locate downtown.*

We are working to complete this initiative by

January 2023

Project Mapping Worksheet

Step 3: Identify Resources & Partners

3.1 What do we have? | What do we need? Briefly listing the resources that you currently have access to that will move this project forward allows the team to gauge how attainable the project is at this time. If the "What do we need?" column is longer than the list of current resources, the team may need to regroup and select a project that can be accomplished with the list of existing resources.

	What we <u>have</u> :		What we <u>need</u> :	Cost:
Materials:		Materials:	• Folders • Flash Drives • Professional printing?	• \$100 • \$200 • ? Quote needed
People:	• Jane, Chamber board president • Jim, Bank One • Jamie, Entrepreneur	People:	• Ann, City Administrator • Betsy, Graphic Designer	• N/A • TBD
Funding:	\$800 Chamber funding	Funding:	• Professional printing costs	• TBD
Other:		Other:		

3.2 Community Partners: In addition to your team members, you may need assistance from other people, groups, or institutions in the community that have specific knowledge, skills, or abilities to advance your project. Having an idea of the different resources available to you within your community is important as you work to successfully complete your project.

Please use the following table to list some of the different resources in your community that could potentially assist the team with their project. The list should include a specific point of contact if possible.

Only list resources not currently represented on your Action Team.

Project Mapping Worksheet

Step 3: Identify Resources & Partners

3.2 Community Partners (continued)

People

You may need to enlist the assistance of other people in the community who have a particular skill that is not available on your current team. For example, you may need a graphics designer to assist with designing a pamphlet or the city engineer to assist with a permit.

Name	Resources they bring - How they will help
Ann, City Administrator	List of existing city incentives
Bob, Small Business Development Center	List of resources commonly needed by entrepreneurs
Judy, East Community College Entrepreneurship Center	List of resources offered by E-center
Betsy, Graphic Designer	Design layout of the packet

Civic Groups & Associations

Civic Groups & Associations are volunteer groups that work to improve the community in some way. Examples of associations are Boy/Girl Scouts, 4-H, Garden Clubs, and the Rotary Club among others.

Name	Resources they bring - How they will help
Rotary Club (Bill F, president)	Network of business owners (experience)

Community Institutions

Community Institutions are formalized and structured organizations or non-profit that serve the needs of the community. Examples of institutions are the chamber of commerce, Main Street organization, Economic Development organization, government agencies, schools, churches, and foundations.

Name	Resources they bring - How they will help
Main Street Association (Allie, Director)	Network of local businesses & available property

Project Mapping Worksheet

Step 4: Develop an Action Plan

4.1 Key Steps: List 5 key steps that need to be achieved in order to stay on track and complete the project. This is not a list of detailed items, rather a few big-picture milestone steps that need to be accomplished.

1. *Schedule listening sessions with 3 newly opened businesses to learn what they wish they had known before opening in our community.*
2. *Outline content needed for the packet*
3. *Research options, costs, and design criteria of professional printers for the hard copy packets*
4. *Review draft packet document*
5. *Host entrepreneur Lunch & Learn session to introduce and launch the packet as a resource*

4.2 Action Plans: Action Plans allow teams to clearly communicate tasks, build accountability among the group, and create a manageable bite-sized road map for implementing projects. In an action plan, members of the group take responsibility for specific "to-do" items. It is important for each team member to play a role in the process rather than a couple of people doing all the work. A small step together is more impactful in the long term than a couple of individuals running the entire race. Each team member should commit to completing at least one task over the next 30 days.

Successful teams constantly communicate with each other and stay in contact throughout the project. Typically, teams meet at least every 30 days to discuss what has been done over the past 30 days and then look ahead to what needs to be done over the next 30 days. During each meeting, the team should discuss what needs to be done to move the project forward over the next 30 days and every team members should commit to new action steps each time.

Use the following Action Plan table to outline the tasks that each team member will complete over the next month.



Project Mapping Worksheet

Step 4: Develop an Action Plan

4.2 Action Plans (continued)

Name	Task	Deliverable	Deadline
1 Michelle	Create GroupMe and email group for the Action Team	Introductory email and GroupMe invite	September 5
2 James	Request list of existing incentives from city admin	List of incentives and summary of each	September 12
3 Loren	Research print options for hard copy packets	List of company options and websites	September 12
4 Marty	Research costs of custom printed folders	List of options including cost estimates and timeframes	September 12
5 Francisco	Research costs of custom flash drives	List of options including cost estimates and storage options	September 12
6 Andre	Contact Betsy regarding graphic design services	Brief summary of her services and costs (if any)	September 12
7			
8			
9			
10			

TIP: You can use this table to guide each Action Team meeting. At the beginning of each meeting review the table from the last meeting. Then use a blank table to assign tasks that should be completed prior to the next meeting.

Project Mapping Summary

Task Force: *Economic Vitality*

Project Name: *Open for Business!*

Elevator Pitch:

Downtown Columbus desperately needs to recruit new businesses to our vacant downtown storefronts.

We are working to address this challenge through "Open for Business," which is a business recruitment packet designed to provide a snapshot of all incentives and resources available to entrepreneurs and businesses owners wanting to locate downtown.

We would really love for you to join us in this effort by...

Team Members:

Michelle - (123) 456-7891 michelle@email.com

James - (123) 234-5678 james@email.com

Loren - (123) 910-1234 loren@email.com

Marty - (123) 567-8910 marty@email.com

Francisco - (123) 111-2345 Francisco@email.com

Andre - (123) 678-9101 Andre@email.com