



AGENDA
OLD TOWN DEVELOPMENT BOARD MEETING
City Hall, Exhibit Hall- 4th Floor
December 4, 2014

- 1. Call to Order**
 - Review of Previous Meeting Minutes
 - Expenditures Report Review

- 2. Full Circle Marketing 2014 Events Update** – Presentation by Dario Savarese

- 3. Chair Updates**
 - Budget Recommendation
 - Vestibules

- 4. City Council Updates**

- 5. Committee/ Work Plan Updates**
 - Design
 - Promotions
 - Economic Restructuring
 - Organization

- 6. Downtown Manager's Updates**
 - Final Façade Grant Report
 - Events
 - Bylaws
 - Other

- 7. Old Town Winchester Business Association**

- 8. Public Comments**

- 9. Adjournment:** Next meeting – The next regular meeting will take place **January 8, 2015 at 5:30 p.m. in Council Chambers in City Hall.** (This is the second Thursday of the month due to the New Years Holiday.)



Draft Minutes
OLD TOWN DEVELOPMENT BOARD
 Rouss City Hall, 4th Floor Exhibit Hall Winchester, Virginia
November 6, 2014
5:30 PM

Attendees: Rick McClendon (Vice-Chair), Terry Bohan, David Cavallaro, Beau Correll, Scott Dawson, Susan Drew, Marilyn Finnemore, Cory Garman, Mark Lore, and Andrea Smith. **Downtown Manager:** Jennifer Bell. **City Manager:** Eden Freeman. **City Attorney:** Anthony Williams. (Notes taken by Sarah Acuff Chapman)

➤ **Call to Order – Vice-Chair McClendon**

- Introduction of new board member, David Cavallaro. General Manager at the George Washington Hotel since 2009.
- Vice-Chair McClendon stated he would entertain a motion to go into a Closed Session for tonight’s agenda for the purpose of consulting with legal counsel. *The motion was made by Susan Drew, seconded by Scott Dawson, then unanimously approved 10/0.*

Upon returning, each member certified that only public business matters lawfully exempted from open meeting requirements of the Virginia Freedom of Information Act were discussed during the closed meeting, and only such public business matters as were identified in the motion by which the executive session convened were heard, discussed or presented in the meeting. *A roll call vote was taken, the ayes and nays being recorded as shown below:*

| <u>Member</u> | <u>Vote</u> |
|-------------------|-------------|
| Terry Bohan | Aye |
| Marilyn Finnemore | Aye |
| Beau Correll | Aye |
| Scott Dawson | Aye |
| Susan Drew | Aye |
| David Cavallaro | Aye |
| Cory Garman | Aye |
| Mark Lore | Aye |
| Rick McClendon | Aye |
| Andrea Smith | Aye |

- **Chair Elections.** Vice-Chair McClendon stated he would entertain a motion to validate the selection of Scott Dawson as OTDB chair. *The motion was made by Susan Drew to affirm the election at the last meeting for Scott Dawson until January. Seconded by Scott Dawson, then unanimously approved 10/0.*
- **Vice-Chair McClendon turned the meeting over to Chair Dawson.**
- Approval of Previous Meeting Minutes – unanimously approved 10/0.
- Expenditures Report – no questions.

➤ **December Retreat Topics**

- Will have a facilitator from Virginia Main Street. Priority setting, budget planning. Budget to promote Old Town as a whole. Promotions Committee is working on a marketing plan. Other topics? Vision Statement. Define what our goal and vision are as a board. What do we hope to achieve in the next year? Immediate goals, intermediate goals, and long term goals. Need to narrow down list. Still need a chair for Economic Restructuring.

➤ **Chair Updates**

- **2015 Meeting Schedule.** January meeting will be the 2nd Thursday, Jan. 8, in Council Chambers. All other meetings will be the 1st Thursday in the Exhibit Hall. Chair Dawson asked for a motion to approve the meeting schedule as in the board packet. *The motion was made by Andrea Smith, seconded by Rick McClendon, then unanimously approved 10/0.*
- **Budget Discussion of Parking Validation Coupon Expense.** Downtown Manager Bell explained the 2015 Budget Worksheet provided in the board packet. Extra costs and savings to date listed, including \$744 for printing the parking coupons.

➤ **City Council Updates – Eden**

- Working on revisions to the Special Events Policy. Added additional step to seek comment from major groups that plan events in the downtown area. Stakeholder group will be convened. Hope to bring information back to the board in December.
- Winchester Towers Public Open House. Towers not in the special assessment district, but does impact the overall experience of the downtown. Nov. 19 in the Exhibit Hall. Second open house on Dec. 3. Goal of process is to get public comments. Comments can be submitted online starting Nov. 20. Consultant from Strategic Advisory Group will be facilitating the open houses.

➤ **Committee/ Work Plan Updates**

- Design – Cory
 - No formal meeting.
 - Committee Chair Garman and Downtown Manager Bell conducted a walkthrough of the secondary district. Will submit information for the strategic planning meeting. Contacted all the façade grant applicants. All are on track. Some are completed. Great aesthetic improvements downtown.
- Promotions – Mark
 - Meeting focused on developing a management approach to the downtown that goes beyond events. Committee member Scott Spriggs with Shenandoah University is developing a plan that will look at promoting the downtown in a broader sense than the current event marketing.
 - Next Promotions Committee Meeting will be Nov. 19. Will be 30 minutes longer than usual. Will go through the event schedule for 2015 using 2014 as a base, but also leaving room to add in changes and substitutions. Invited members of the business community to join in discussion. Opportunity to affect the process before it gets into the budget cycle.
- Economic Restructuring – Scott
 - Committee Chair Dawson and Downtown Manager Bell met to discuss the future direction of the committee.
- Organization – Rick
 - Nothing to report.

➤ **Downtown Manager's Updates – Jennifer**

- Good attendance at October Fest. 2500+ in the venue. More on the mall. Compliments on changes.
- Spooktacular successful. 700+ children, 1400+ adults.
- Holiday decorations will be going up mid-month. Tree before Thanksgiving, generously donated by Welltown UMC in memory of Jay Gregg, who donated last year's tree in memory of his late wife, and who passed away a few months later. Bell's Clothing Store is helping coordinate the volunteers. Will be lit at the December 1 parade.
- Emphasizing Plaid Friday shopping.
- 2500 Holiday Events postcards distributed
- Parking Elf program. Request board members to volunteer to sign-up for shifts. Encourage parking in the garages. Begins Dec. 1.

- 2015 Old Town brand calendars. Ask for volunteer(s) to distribute at the parade and Holly Jolly. Sticker on back with information to encourage people to download the Old Town App.
- Retreat location not finalized yet. Vice-Chair McClendon offered SU main campus location. Formal OTDB meeting will be at 2 p.m. Board supported holding event at SU. Will be held 10 – 3.
- Event information included in board packet. Additional information available electronically. Specific to each event and includes survey results. Hope to have close estimate final numbers at the retreat.

➤ **OTWBA – Chair Christine Patrick**

- Thanks to Police Chief and Officer Rounds for coming to OTWBA meeting and communicating with us directly. Repeated the message to call when incidents are happening.
- Businesses are preparing for the holidays. Plaid Friday and Shop Small Saturday promotions. Happy that there are no meters on Plaid Friday.
- Discussed upcoming events. Set dates for 1st and 2nd quarter of 2015. Restaurant Week set for the first week of March. Rally in the Alley scheduled for April 12 which is after Easter.
- She said there have been a few instances of the Visitor's Center on Pleasant Valley Rd. telling people that businesses are not open after 5 p.m. ever. **Need** to make sure the message is that Old Town is open. Going to talk to business to find out hours and promote more. Could the Old Town App be updated to have business's hours listed in the text box description?
 - David Cavallaro added that there is confusion at the GW Hotel also.
 - Andrea Smith requested a flyer or chart be made that is easy to read that can be given to the different visitor centers and hotels. Christine said she would be happy to do that. First step is to survey the businesses to get their hours correct.

➤ **Public Comments: none**

Motion to adjourn. Seconded. Unanimously approved 10/0.

Adjournment at 6:32 p.m. Next meeting – Thursday, December 4 at 2 p.m.(following Retreat), Shenandoah University

| Professional Services/Special Events | Budgeted | November Expenditures | Current Balance |
|---|---------------------|------------------------------|------------------------|
| Monthly Retainer - November | \$72,708.00 | \$6,097.00 | \$66,611.00 |
| Event Expenses W-53 | | \$3,101.02 | |
| Event Expenses W-54 | | \$3,189.61 | |
| Event Expenses W-55 | | \$4,169.44 | |
| FYTD Account Total | \$196,700.00 | \$16,557.07 | \$180,142.93 |

| Professional Services/Other | Budgeted | November Expenditures | Current Balance |
|------------------------------------|--------------------|------------------------------|------------------------|
| Web Content Management for October | | \$500.00 | |
| FYTD Account Total | \$10,100.00 | \$500.00 | \$9,600.00 |

| Printing | Budgeted | November Expenditures | Current Balance |
|---------------------------|-------------------|------------------------------|------------------------|
| Holiday Postcards | | \$222.62 | |
| FYTD Account Total | \$6,830.00 | \$222.62 | \$6,607.38 |

| Postal Services | Budgeted | November Expenditures | Current Balance |
|-----------------------------|-----------------|------------------------------|------------------------|
| City Hall Postage - October | | \$5.09 | |
| FYTD Account Total | \$500.00 | \$5.09 | \$494.91 |

| Telecommunications | Budgeted | November Expenditures | Current Balance |
|-----------------------------|-----------------|------------------------------|------------------------|
| Work Cell Phone for October | | \$49.75 | |
| Website Domain Fees | | \$110.00 | |
| FYTD Account Total | \$720.00 | \$159.75 | \$560.25 |

| Façade Grant Distribution | State Awarded | November Expenditures | Current Balance |
|------------------------------------|----------------------|------------------------------|------------------------|
| Nourish | | \$661.50 | |
| Nourish additional funds | | \$484.50 | |
| Lewis Costello - Blind Faith Bldg. | | \$5,000.00 | |
| Once Upon A Find | | \$2,750.00 | |
| Kimberly's | | \$1,100.00 | |
| Flavor Pourfection | | \$2,115.50 | |
| FYTD Account Total | \$20,000.00 | \$12,111.50 | \$7,888.50 |

| Building Rental | Budgeted | November Expenditures | Current Balance |
|----------------------------|-----------------|------------------------------|------------------------|
| Duratran in Visitor Center | | \$450.00 | |
| FYTD Account Total | \$400.00 | \$450.00 | -\$50.00 |

| Other Operating Supplies | Budgeted | November Expenditures | Current Balance |
|---------------------------------|-------------------|------------------------------|------------------------|
| Downtown Decorations | | \$253.98 | |
| FYTD Account Total | \$3,250.00 | \$253.98 | \$2,996.02 |



Proposed - Calendar of Events for 2015

- KidzFest.....May 16th, 2015**
- Friday Night Live.....June 29th, 2015**
- Rockin' Independence Eve.....Friday July 3rd, 2015**
- Friday Night Live.....July 17th, 2015**
- Friday Night Live.....August 21st, 2015**
- Jim Stutzman Chevrolet Cadillac
Downtown Tailgate.....Sept. 4th & 5th, 2015**
- OctoBeer Fest.....October 16th & 17th, 2015**
- Holly Jolly Celebration.....Dec. 12, 2015**
- Sunday Concerts June, July, August, September**



| Total Event Expenses vs. Revenue | |
|---|---------------------|
| Event | Expenses |
| Kidz Fest | \$8,077.40 |
| Friday Night Live June | \$14,527.71 |
| Friday Night Live July | \$12,960.42 |
| Friday Night Live August | \$13,441.86 |
| Movies On Mall | \$2,800.00 |
| Rockin Independence Eve | \$12,808.86 |
| Downtown Tailgate | \$26,730.19 |
| October Fest | \$27,792.14 |
| Holly Jolly Celebration | \$800.00 |
| Sunday Jazz | \$2,010.46 |
| Total Expenses | \$121,949.04 |
| | |
| Event | Revenue |
| Kidz Fest | \$10,325.33 |
| Friday Night Live June | \$14,532.00 |
| Friday Night Live July | \$14,855.67 |
| Friday Night Live August | \$14,321.46 |
| Movies On Mall | \$2,750.00 |
| Rockin Independence Eve | \$13,943.94 |
| Downtown Tailgate | \$30,329.10 |
| October Fest | \$43,778.68 |
| Holly Jolly Celebration | \$1,000.00 |
| Sunday Jazz | \$2,750.00 |
| Total Revenue | \$148,586.18 |
| | |
| Net Revenue | \$26,637.14 |
| | |
| ***Not all accounts have been closed / Expenses & Revenues are subject to change*** | |
| Prepared by Full Circle Marketing | |

Old Town Winchester Proposed FY16 Budget

| Budget Category | FY2015 | 2016 Proposed | 2016 notes | |
|-------------------------------------|--------|---------------|------------|--|
| Special Event Promotions - Retainer | 72,700 | 75,536 | | |
| | | | 75,536 | Retainer |
| Professional Services | 10,100 | | | |
| | | 6000 | 6,000 | Website/Social media Mgmt (FY14 average) |
| | | 440 | 440 | Website hosting fee (FY15) |
| | | 110 | 110 | Website domain name renewals (FY15) |
| | | | 2,000 | Taylor Pavilion Programming |
| | | | 1,500 | Win. Ed. Foundation advertising svcs (FY15) |
| | | 685 | 685 | SESAC music license (FY14) |
| | | 900 | 900 | Carriage Rides |
| Bldg Repair Maintanance | 100 | 0 | | |
| Landscaping Mgmt | 0 | | | |
| | | | | WC Flower Pot landscaping maintenance (\$65/mo) |
| Printing & Binding | 6,830 | | | |
| | | 6950 | 6941 | Guide (10,000) twice (FY14) |
| | | 250 | 223 | Holiday Postcards (2500 cards) (FY15) |
| | | | 1750 | 2 Walking Tours (each 2500 @ \$875) (FY14) |
| | | 400 | 352 | Rack cards (DT Entertainment & Choc. Escape) (FY14) |
| | | | 47 | Business Cards (500) (FY14) |
| | | | 165 | SU/LFCC clings (100) (FY14) |
| | | 75 | 71 | Movies on the Mall vinyl signs (FY14) |
| | | 500 | 502 | Stakeholder AB Postcards (2000 cards) (FY14) |
| | | | 284 | Stakeholder Fall Postcard (3000 cards) (FY14) |
| Local Media | 4325 | | | |
| | | 678 | 678 | Holiday Newspaper ads (\$464 NV, \$214.20 WS) (FY14) |
| | | | | Radio Ads ? |
| | | 784 | 784 | VA Travel Guide (FY15) |
| | | 1400 | 1,400 | County Visitor Guide (FY14) |
| | | | 1000 | Advertising for permitted special events |
| | | | 400 | Advertising for Holiday Window Contest Winners |
| Validated Parking | 100 | | | |
| | | 75 | 75 | Christmas Parade and AB (FY14) |
| | | 50 | 25 | Parking Elf (FY14) estimate \$25-\$200 |
| Food Service Labor | 700 | | | |
| Copier Charge | 200 | 350 | | |
| | | | 347 | City Hall Copier charges (FY14) |

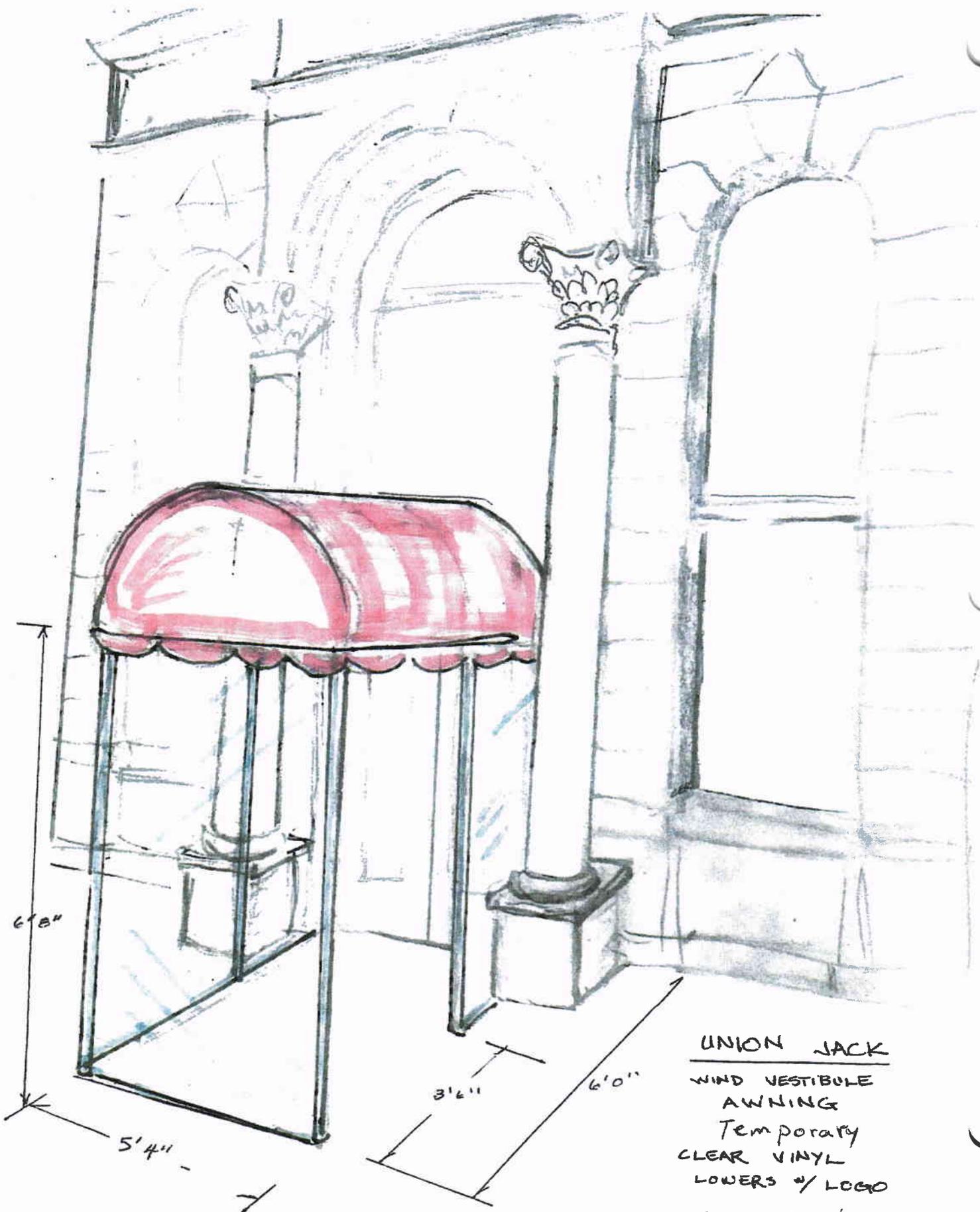
Old Town Winchester Proposed FY16 Budget

| Budget Category | FY2015 | 2016 Proposed | 2016 notes |
|--------------------------------|--------|---------------|---|
| Postal Services | 500 | | |
| | | 50 | 20 City Hall Postage and other charges (FY14) |
| | | | 345 AB Postcards (1973 pcs) (FY14) |
| | | 450 | 402 Fall Postcards (FY14) |
| Telecommunications | 720 | 600 | |
| | | | 600 Verizon Office Cell Phone Plan (avg. \$50/mo) |
| General Liability | 250 | 813 | |
| | | | 813 VML Insurance (FY15) |
| Equipment Rental | 0 | 120 | |
| | | | 120 Restrooms for Christmas Parade (FY14) |
| Building Rental | 400 | 450 | |
| | | | 450 Visitor Center Duratran |
| Mileage and Transportation | 660 | 450 | |
| | | | 444 Expense for VA Main Street Conferences (FY14) |
| Convention Education | 500 | | |
| | | 850 | 940 Expense for VA Main Street Conferences (FY14) |
| | | 100 | 99 Admin. Professionals Day (FY14) |
| | | | 1700 National VMS Conference - Estimated |
| VA Commission of Arts | 5,000 | 5,000 | |
| | | | 5,000 Matching requirement for grant funds |
| Downtown Improvement Repayment | 50,000 | 50,000 | |
| | | | 50,000 Mall Project Debt Service - Fixed Cost |
| Dues & Assoc. Membership | 495 | | |
| | | 350 | 350 Main Streets (FY15) - Fixed Cost |
| | | 120 | 120 OT Kiwanis (FY14) |
| Misc. Charges | | | |
| | | | 2800 Movies on the Mall (FY14) |
| Office Supplies | 200 | | |
| | | 385 | 400 Pens, paper, etc. |
| | | 40 | 40 retreat (FY14) |

Old Town Winchester Proposed FY16 Budget

| Budget Category | FY2015 | 2016 Proposed | 2016 notes |
|---|----------------|----------------|--|
| Food & Food Services | 350 | | |
| | | 40 | 30 stakeholder meetings (FY14) |
| | | 110 | 110 lunches (FY14) |
| | | 250 | 270 retreat (FY14) |
| | | 50 | 150 conference room supplies (FY14) |
| Landscaping Supplies | 2000 | 2000 | |
| | | | 1900 hanging flower baskets (FY14) |
| Building Repair Maintenance | 200 | 0 | |
| Books and Subscriptions | 220 | 105 | |
| | | | 105 Winchester Star (FY14) |
| Other Operating Supplies | 3250 | | |
| | | 14 | OTDB member badges (7.00 each) |
| | | 1050 | Toner cartridges (2 complete sets is 1050 with pifer) |
| | | 250 | 216 Halloween Event crayons (FY14) |
| | | 400 | Holiday Decorations - replacing lights & decorations |
| | | 250 | 250 Egg Hunt Supplies (FY14) |
| | | 250 | 250 Santa's Headquarters |
| Computer Software | 0 | 190 | |
| | | | Adobe Acrobat, Photoshop (\$190 est.) |
| Award & Plaques | 200 | 80 | |
| | | | collages for outgoing OTDB members (\$60 each) (FY14) |
| TOTAL PROPOSED BUDGET: | 160,000 | 160,000 | OTW Assessment District Funds Estimate |
| Special Event Promotions - Special Appropriations | 124,000 | | Additional Amount Requested from City Council for Events, Branding and Marketing |

| | | |
|---------------------|-------|--|
| Virginia Arts Grant | 5,000 | 5,000 Matching grant we apply for yearly |
| Movies on Mall | | 2,800 Anticipated Sponsorship for Movies on Mall |
| Carriage Rides | | 900 Horse Drawn Carriage Rides |
| Branding | | 10,000 Branding Campaign for OTW Shopping and Dining |



UNION JACK
WIND VESTIBULE
AWNING
Temporary
CLEAR VINYL
LOWERS w/ LOGO
Free standing

Goals

- **Enhance existing events and support other community events**
 - Enhanced and supported: Movies on the Mall, Chili Cook-off, Agri Day, Old Court House Civil War Museum events, UK Dancers, Shenandoah Arts Council, Winchester Art Market, Holly Jolly Celebration
 - The events generated over 20,000 consumers & attendees (FNL 9,000, RIE 4,000, DTT 3,000, Sunday Jazz 300, OctoBeer Fest over 5,000), excluding other community events
 - Communicated with downtown businesses and added merchant activities to our event maps
 - Safety was a high priority and we are happy to report zero incidents for 2013 & 2014.
 - Events generated repeat consumers, attendees often came out to multiple events and general visits to OTW
 - Media campaign on MIX 107.7 FM (Washington DC region) part of a \$25,000 Weekend Getaway to Winchester
 - Media campaign for OTW and oldtownwinchesterva.com being mentioned in radio/print/TV over **2,000 times**
 - The pledged support currently is over \$114,000.00 in cash sponsorship for Old Town events
 - Tickets sales continually and steadily increased throughout the series of events
 - Through a partnership with Big Brothers & Big Sisters, generated over \$12,500 in revenue and enhanced their public perception, secured new BIG's into their program, as well as increased volunteers involvement.
 - Parking revenue increased as a result of over 1,259 cars for specific Downtown events hosted by OTDB & FCM
 - Market surveys showed 30 % of the consumers coming to OT specifically for events who hadn't visited in months, visitors from local area as well as Clarke, Warren, Page, WV, MD, Loudoun/Prince William Counties
 - Market surveys showed media campaign was successful, pulling consumers from 60 mile radius
 - FCM paid over \$1,200.00 in admissions tax to City of Winchester
 - Worked with local businesses, city officials to ensure events complied with all regulations
 - Businesses have reached out to FCM wanting to participate and engage with the 2015 event series
 - Jennifer Bell will report on 2014 meals tax revenue for the City. Previously the City saw an increase by \$75,683 over 2012 and over \$1.5 million 2013 was spent on meals, 2014 numbers pending.
- **Assist with branding and marketing of Old Town Winchester**
 - Branding: managed BTF group meetings, once company was selected, work with A&M to finalize the new brand and incorporated it into media campaign and Old Town events, developed stories, distributed t-shirts/hats with brand promotionally, assisted in developing merchandise opportunities for merchants
 - Developed marketing/media campaign promoting OTW & events: Media Trade value over \$150,000 from; Google ads, Facebook, Twitter, Winchester Star, Clear Channel Radio, Centennial Media Radio, Frederick County Report, Prettyman Radio 97.5 FM.
 - Developed twenty-five plus stories and interviews with TV, radio, newspapers and other publications.
 - Website hits up dramatically, 2012 visits ~65,000. 2013 visits ~170,000. 2014 visits up to October. ~194,000
 - Consistent media partners and support for OTW, reinforcing the Brand and consumers to visit Old Town.
 - Social Media (Facebook & Twitter) more than doubled likes from about 3,000 in November 2012 to over 8,400 October 2014 and growing
- **Encourage other organizations to host their events in Old Town**
 - Assisted organizations hosting events in Old Town (Exchange Club/Chili Cook-off, WATTS, Ag Day) with operational plans & marketing.
- **Create & host six (6) one day events (created nine (9))**
 - Produced Nine (9) one day events: Kidz Fest, Three (3) Friday Night Live, Rockin Independence Eve, and three (3) Sunday Jazz, Holly Jolly Celebration
- **Create & host two (2) - two day events**
 - Produced two – two day events: Downtown Tailgate and OctoBeer Fest
- **Financial Goals**
 - Stayed under budget by roughly \$4,000
 - Revenue (\$148,586.18) exceeded expenses (\$121,949.04) by \$26,637.14, which can be applied toward FCM event retainer covering 61% of City investment.