



DRAFT AGENDA
OLD TOWN DEVELOPMENT BOARD MEETING
City Hall, Council Chambers 1st Floor
January 8, 2014

1. **Call to Order**
 - Review of Previous Meeting Minutes
 - Expenditures Report Review
2. **Election of Chair and Vice-Chair**
3. **Chair Updates**
 - Review of proposed 2015 Events Calendar
 - BAR Request for comments on allowing for temporary structures (vestibules) on City space in the downtown.
4. **City Council Updates**
5. **Committee/ Work Plan Updates**
 - Design
 - Promotions
 - Economic Restructuring
 - Organization
 - Ad-Hoc By-laws
6. **Downtown Manager's Updates**
 - Events
 - Year in Review
 - Other
7. **Old Town Winchester Business Association**
8. **Public Comments**
9. **Adjournment:** Next meeting – The next regular meeting will take place **February 5, 2015 at 5:30 p.m. in the Exhibit Hall, 4th floor of City Hall.**

Attendees: Scott Dawson (Chair), David Cavallaro, Beau Correll, Susan Drew, Marilyn Finnemore, Cory Garman, Mark Lore, and Andrea Smith. Downtown Manager: Jennifer Bell. Absent: Rick McClendon, Terry Bohan. (Notes taken by Sarah Acuff Chapman)

➤ **Call to Order**

- Approval of Previous Meeting Minutes – unanimously approved 8/0.
- Expenditures Report – no questions.

➤ **Full Circle Marketing 2014 Events Update** – Presentation by Dario Savarese

- Dario distributed a one sheet handout entitled “Goals – Accomplishments & Measurable Benefits Summary for Old Town Winchester.” He delivered an overview of the 2014 events and answered questions posed by board members.
 - Looking at the expenses and revenues, October Fest is really successful. What was it about October Fest that was different from the other events? How did it generate so much more revenue? Combination of sponsorship dollars. Weather. Tailgate would have, could have been as successful as it was the previous year, but was 93 degrees and very humid. October Fest is a great event with a great theme. Weather is a substantial factor. All ticket sales increased over previous year. All events are affordable with entrance tickets costing \$5.00. A lot of events are free or have components that are free.
 - Any events you feel are not feasible or you would not continue or would replace with something different in the future? No. Keep all the events and add to them. Continue to tweak events. Incorporate the Taylor Pavilion during FNL. Make modifications just like we did for October Fest. Added more seating, more music both days. Listened to questions/concerns, made modifications and had great support and reviews from downtown merchants. Would like to tweak some events. Add more Sundays.
 - How resolve October Fest with private group? (Chair Dawson responded to question as he facilitated some of the discussion.) Dario listened to ideas of others and included them. Scott talked with Dan just before event and asked for his honest opinion when the event was over. Response was that event could not have been better. Night and day compared to last year. Praised event and actions taken based on the feedback from merchants.
 - Assume then that programming next year’s October Fest is not likely to have the same potential conflict as this year? Mark and Dan wanted large tents for Beer and Brats. Met several times and discussed how to make it financially work and it didn’t. Also, there are some restrictions on the Feltner Lot. Not feasible to put up 40’x60’ tent and stake it there. Also cooking is not allowed on lot. Dan participated as a food vendor during the event. In the end, added tents and tables for seating.
 - Still have complaints from Secondary District that they are left out. How are you trying to resolve those? Downtown Manager Bell was catalyst in trying to create an event on Piccadilly St. Branding emphasizes no secondary district, just Old Town.
 - Does secondary district pay the tax that primary does? They pay \$0.13 on the assessment, primary pays \$0.23. Similar, but not the same.

Part of the issue with Piccadilly and Braddock is vehicular traffic that Loudoun does not have. Hosting events in other areas can be difficult based on the need to close roads. Events have pavilion area based on Chief of Police and ABC’s suggestion on how to maintain control of alcohol. Do we want to close streets? Some merchants don’t like streets being closed. Other private groups are welcome to

create and host events. Kimberly's hosted an event on their parking lot. City sponsored events led to businesses willing to invest \$110,000+ in our community in Old Town. Big Brothers Big Sisters has elevated their status, have more "bigs", new revenue streams, enhanced awareness. A lot of positives to what the OTDB and City Council did.

- Litmus test for success is number of people downtown. How objectively measure? On budget information, list 2400 tickets sold for October Fest, but list 5000 consumers over the 2 day event. How get to 5000 from 2400? Easily 2400 into pavilion based on number of tickets, number of glasses. Up and down the walking mall was packed with people. Downtown Manager Bell walks with a clicker counting people. Visual assessment based on experience.
 - Don't know how accurate a snapshot count is, Downtown Manager Bell shared, that she feels her counts are pretty accurate. Walks one end to the other. Could count different ways if have more volunteers and board members involved. Have photos also. Important to know how many people paid to go to the event. Foot traffic study would be interesting perhaps to understand peak times. Friday Night Live example: know how many tickets were sold, but many more people just being on the mall. Dining patios full. Could get capacity counts from restaurants.
 - Do we know what kind of meals tax revenues increasing we have during the times of events? Downtown Manager Bell usually receives percentages information, i.e. I saw 20% more business this year than last year on this date. Do have meals tax numbers from 2011 before events started and during this past event season. \$2M more spent in downtown restaurants. Unable to get retail numbers. Have parking numbers. Tax numbers submitted monthly. No way to break it down further. Individual businesses can track, but no way to verify numbers.

Bottom line, parking revenue is better on days with events and has increased over the past 3 years. Meals tax revenue is up significantly during the May-Oct period. People coming down more regularly. Winchester City, Frederick County, Warren County, WV Panhandle. Not only because of events but also advertising. Good time to evaluate marketing targets. Marilyn shared that for the Bright Box, most people say that they learned about an event from walking by the theater. #1 place to advertise is sandwich board and foyer. Dario conducts 2 marketing surveys. Asks how people heard about event and statistically, a fair number saw the signage on Cork, Boscawen, and Piccadilly. Video and graphics online shared. Multiple mediums help accomplish the goal.

- Dario shared that the excess revenue this year goes back against his event retainer, about 60%. Question about the excess \$26,000 going back to OTDB. Downtown Manager Bell indicated that the money actually goes back into the general fund. Topic for OTDB to discuss with City Council.
- Are events sustainable without City money given the large amount of money from sponsorships? Chair Dawson fears that if funding stops, control stops and events will not continue. Dario shared that he doesn't have that answer, right now in good position to keep moving forward with continued success. This year, all city expenditures paid back, plus around \$20,000. Suggestion that the excess money come back to OTDB for branding or other priorities.
- How does money come back to cover the retainer fee? Question for City Council or Eden about allocation of funds. If can project a certain amount of revenue based on performance this year, could project that revenue in the budget. Right now, budget is \$160,000 and OTDB asks Council for \$124,000 for events.

➤ **Chair Updates – Scott Dawson**

- Budget Recommendations for the next year. Draft included in board packet. Downtown Manager Bell needs to submit draft budget by Dec. 31. Will meet with City Manager in January/February. If board has changes, she can articulate those to City Manager. Downtown Manager Bell requests a recommendation from the OTDB for the line item budget which includes the amount requested for supplemental appropriations, which for the last 2 years has been \$124,000 for the Special Event contract expenses.
 - *Cory Garman introduced a motion that the OTDB recommend the submission of the budget as proposed for fiscal year 2016. Seconded by Andrea Smith.* Discussion included additional funds for marketing/branding, budget cuts to ensure discretionary funds, requesting additional funds based

on event revenue, funding for website maintenance and management alternatives, idea of a budget line for special projects, quantity of Shopping & Dining Guides, request \$25,000 in additional funds for next year based on event income and put in special promotions and branding. 2 options for additional funding request. #1 add \$20,000 to existing budget line and increase budget request from \$160,000 to \$180,000 justified on reliable income, or #2 stay at \$160,000 and ask council for additional supplemental appropriations of \$144,000 instead of \$124,000. More flexibility if in general budget rather than supplemental funds.

- *Beau Correll moved to amend the budget and request an additional \$20,000 in marketing expenditures for after hours merchant program. Seconded by Cory Garman for discussion. Discussion included using funds for upcoming promotions and branding instead of specific to after hours program. Cory Garman rescinded his second. Motion failed.*

(Marilyn Finnemore left meeting at 3:00 p.m.)

- *Beau Correll moved to add an additional \$12,000 to the budget for promotional purposes with the intent that that be used for a potential after hours program. Cory Garman seconded. Discussion included increasing the amount, setting the precedence of asking for the amount excess on the special events, raising the broader point of being entitled to the money from special events.*
 - *Beau Correll amended his motion to increase amount to \$20,000. Andrea Smith seconded. Discussion. Beau Correll called for a vote. 4 in favor/3 opposed. Motion passed. Current budget has been amended adding \$20,000 for promotional purposes with the intent of an after hours program.*
- *Mark Lore moved that the budget as amended be further amended to stipulate that the \$20,000 added for further promotion and marketing activities including an after hours program. Andrea Smith seconded. Discussion. Difference is adding a broader focus. Can't be interpreted later as can't use any of it except for an after hours program. Beau Correll thinks just asking for more money. Feels the motion is diluted so much that it means anything and everything. 6 in favor/1 opposed. Motion passed.*
- *Beau Correll moved to amend the budget to eliminate \$2,000 from website/social media leaving \$4,000. Seconded by David Cavallaro. Discussion involved being more aggressive with the budget, local v. out of state business, ability to spend less than budgeted if find cost savings, no hard data to support decrease in line item budget, asking for more money in the overall budget without cutting anything is not guaranteed to receive money, could save money with volunteer help if offered, budget can be amended to reallocate funds in the future. David Cavallaro offered to assist with budget review in the future. 1 in favor/6 opposed. Motion failed.*
- *Call to vote on motion to approve the budget as amended. 7 in favor/0 opposed. Motion passed unanimously.*
- **Vestibules.** Union Jack brought request to BAR to add a vestibule to the entrance of their restaurant. Diagram included in the board packet. Comes out onto public/city property. BAR asked for OTDB input because OTDB established design guidelines for the use of city property on the walking mall. Issue of having temporary/seasonal self-standing structures/entrances not addressed in guidelines. Could lead to amending the design guidelines or lead to making a recommendation to BAR on this issue. 1 particular business making the request, however, reasonable to assume others could, too. Amendment of design guidelines would be for Design Committee to review. BAR request for input from a policy standpoint. Would set new precedent.
 - *Beau Correll moved to refer this issue to the Design Committee. Seconded by Scott Dawson. 6 in favor/1 abstention. Motion passed. Downtown Manager Bell will inform BAR.*

➤ **City Council Updates – Jennifer Bell**

- Winchester Towers second public input session has been held.
- Anticipate the reappointment of Cory Garman to the OTDB at the next meeting.

- May have appointment of a new OTDB member at the next meeting to fill Lauri Bridgeforth's vacated owner/operator seat. David Cavallaro was appointed to fill the remainder of Melinda Kramer's term. He is then eligible for 2 terms after that expiration.
- **Committee/ Work Plan Updates – Scott Dawson**
- Need to decide on committee chairs so committee schedules can be completed. Cory Garman will continue as Design Committee chair. Mark Lore will continue as Promotions Committee chair. David Cavallaro will be Economic Restructuring Committee chair. Rick McClendon will continue as Organization Committee chair.
- **Downtown Manager's Updates – Jennifer Bell**
- Façade Grant. Awarded \$20,000 for 9 applications. Total projects costs close to \$60,000. Leveraged grant funds 1:3. Strong results.
 - Events. Parking Elf, Santa's HQ, Holly Jolly. Request for board support to hand out 2015 Old Town magnet calendars at Holly Jolly. Promote holiday shopping and dining.
 - By-laws Amendment. Recommend Organization Committee review the by-laws or Downtown Manager can review. Beau Correll indicated that there are contradictions regarding the agenda. Old Business/New Business. He suggested creating an Ad Hoc Committee just for by-laws and volunteered to be on the committee. Cory Garman volunteered as well. Rick McClendon from Organization Committee will be included. Susan Touchette brought up amending the elections clause saying that if not amended elections have to be done again in January. Could change the by-law to have election when term expires. Current by-laws call for an election in January of the chair and vice-chair. **Action Item:** Ad Hoc Committee will review and present recommendations to the board.
 - First Night Winchester. OTDB supports with Arts Grant funds. The Old Town Welcome Center will be the evening's headquarters. Invite board member to attend and observe.
- **OTWBA – Christine Germeyer**
- Thanks for Plaid Friday and Shop Small Saturday assistance. Felt was very successful.
 - Would like to request an extra trash day. Too much trash. Too much of a break between trash pickups. Would like extra pickup throughout the year.
 - Downtown Manager Bell informed that there are currently 2 trash pickups and 1 recycling pickup. If the OTWBA made a recommendation to the OTDB, the OTDB could make recommendation to City Council.
 - Question raised regarding number of businesses with this issue. At OTWBA meeting, one restaurateur said the restaurants were having trouble with the trash accumulating in the back. Did not share name of other restaurants.
 - Need further conversation with OTWBA. How many people really affected?
 - Downtown Manager Bell offered to request staff from refuse to come and make a report, if so desired.
 - **Action Item:** Requested OTWBA to conduct a survey for Jan. 8 meeting to find out if this is a widespread problem or a single complaint.
 - Would like to know why meters were bagged at 7 a.m. for an evening parade. Felt it deterred people.
 - Old Town made the request to have meters bagged and streets blocked. Timing is decided based on the situation.
 - January mixer on the 1st Tuesday (Jan. 6) at the G.W. Hotel at 6 p.m. OTDB invited to attend.
- **Public Comments:** none

Motion to adjourn. Seconded. Unanimously approved.

Adjournment at 4:01 p.m. Next meeting – Thursday, January 8 at 5:30 p.m. in Council Chambers in City Hall.

Professional Services/Special Events	Budgeted	December Expenditures	Current Balance
Monthly Retainer - December	\$72,708.00	\$6,097.00	\$36,582.00
FYTD Account Total	\$196,700.00	\$6,097.00	\$69,391.78

Professional Services/Other	Budgeted	December Expenditures	Current Balance
Web Content Management for November		\$375.00	
ArtScape Banner Replacement		\$100.00	
FYTD Account Total	\$10,100.00	\$475.00	\$7,185.00

Local Advertising	Budgeted	December Expenditures	Current Balance
NV Daily Holiday Ads		\$216.00	
FYTD Account Total	\$4,325.00	\$216.00	\$3,325.00

Postal Services	Budgeted	December Expenditures	Current Balance
City Hall Postage - November, December		\$1.38	
FYTD Account Total	\$500.00	\$1.38	\$488.85

Telecommunications	Budgeted	December Expenditures	Current Balance
Work Cell Phone for November		\$49.75	
FYTD Account Total	\$720.00	\$49.75	\$361.25

Membership & Dues	Budgeted	December Expenditures	Current Balance
Main Street Membership		\$350.00	
FYTD Account Total	\$495.00	\$350.00	\$25.00

Food & Food Service	Budgeted	December Expenditures	Current Balance
OTDB Retreat Catering		\$361.79	
FYTD Account Total	\$350.00	\$361.79	-\$11.79

Other Operating Supplies	Budgeted	December Expenditures	Current Balance
Downtown Decorations		\$87.76	
OTDB Name Badge		\$6.50	
Quarters for Parking Elf		\$150.00	
Picture Hanging System for Welcome Center		\$321.19	
Santa HQ craft supplies		\$44.91	
FYTD Account Total	\$3,250.00	\$610.36	\$2,066.26



Proposed - Calendar of Events for 2015

KidzFest.....May 16th, 2015

Friday Night Live.....June 19th, 2015

Rockin' Independence Eve.....Friday July 3rd, 2015

Friday Night Live.....July 17th, 2015

Friday Night Live.....August 21st, 2015

Downtown Tailgate.....Sept. 4th & 5th, 2015

OctoBeer Fest.....October 16th & 17th, 2015

Holly Jolly Celebration.....Dec. 12, 2015

(Proposed Monthly Events)

Sunday Concerts June, July, August, September

Saturday Movies June, July, August



Winchester Old Town Development Board Retreat
Thursday December 4th, 2014
10:00 am – 2:00 PM

Attendees

Old Town Development Board of Directors: Scott (chair), Rick, Susan, David, Marilyn, Andrea, Mark, Cory, and Beau

OTDB Staff: Jennifer, Sara

Virginia Main Street (VMS) Staff: Alex Berry and Kyle Meyer

Purpose

The OTDB Directors gathered together on a Thursday morning to develop a vision and mission framework and to prioritize projects for the upcoming calendar year. Alex Berry, Community Development Administrator for the VMS Program, assisted by Kyle Meyer, facilitated the meeting by leading discussion and activities to build consensus among the board. This document records the outcome of the retreat and provides organizational focus and a general work plan for the board to develop further.

Agenda

10:00	Welcome, Introductions and Overview of the Day
10:15	What is OTDB? Overview of the four-point approach
11:00	Discussion of current Vision and Mission
12:00	Working Lunch
1:00	Goal and Priority Discussion
2:00	Old Town Development Board Official Meeting

Introductions

As an introductory activity and icebreaker, the board members were each asked to provide an introduction with his/her name and answer one question, "Why do you participate on the Old Town Development Board?" Each board member shared the following:

- My living room- Personal time
- Student Engagement
- It's where I make my living/ be a part
- Help get to the next level
- For a forum/ get involved
- Fill in gaps- more walk able
- Great Town/ Proximity to DC
- To get connected to Community
- Engage other cultures
- Advocacy

Overview of the Four Point Approach

What is Virginia Main Street?

The Main Street Approach™ provides a proven framework to spark a renewal of downtown commerce as well as improve the way a district looks. Each of the Main Street Four Points uses strategies to increase commercial activity, preserve unique and historic assets and enhance the attractiveness of real estate. The comprehensive approach is based on the fundamentals of real estate economics and it gives communities an effective kit of tools to address the complex and changing issues that face the downtown business environment.

The Four Points - Communities tailor their own individual strategies, working in each of the four interconnected areas.

- ❑ **Organization** - Establishing consensus and cooperation by building effective partnerships among all downtown stakeholders
- ❑ **Economic Restructuring** - Strengthening downtown's existing economic assets and fulfilling its broadest market potential
- ❑ **Design** - Enhancing the unique visual quality of downtown by addressing all design elements to create an appealing environment
- ❑ **Promotion** - Creating and marketing a positive image based on the unique attributes of the downtown district

Roles and Responsibilities

- ❑ **Organization**
 - Visiting constituents/partners
 - Relationships with media
 - Financial controls
 - Keeping records of organizational policies and procedures
 - Coordinating groups
- ❑ **Economic Restructuring**
 - Stay in touch with needs of downtown businesses
 - Work with realtors, developers, and property owners
 - Coordinate with local economic development efforts
- ❑ **Promotion**
 - Promote a positive image of downtown
 - Include merchants
 - Build relationships with media
 - Develop and execute a balance of retail, image and fundraising events
- ❑ **Design**
 - Learning about downtown design
 - Making design recommendations
 - Visiting building owners
 - Acting as a liaison with stakeholders (ex. answering questions about façade grants)
 - Administering the design review process
 - Educating the public

Services Available to Designated Communities

- **Specialist Services and Technical Assistance**
- **Design Assistance** (Frasier and Associates)
- **Program Support and Professional Development**
- **Program Manager Training:** *Regular training by state and national experts is provided.*

- **Regional Board Training:** *Training by State staff and experienced Board members.*
- **Main Street 101 (VMS Essentials):** *State staff and specialists train local programs in the Main Street Approach*
- **Topical Training (Summer Toolkit):** *State staff and specialists train local programs in specific revitalization topics.*
- **Scholarships** to the NMSC's annual conference are provided.
- **Work Planning Assistance:** *State staff is available to facilitate local strategic and work planning.*
- **Remote Consultation:** *State and National Main Street Center staff members are available by phone and e-mail.*
- **Public Relations/Marketing:** *Regular press coverage and exposure is provided through media releases and marketing materials, including the Driving Tour and Annual Report. Use of Main Street Logo Electronic artwork is provided.*

Additional Grants Available

- VMS Grants (<http://www.dhcd.virginia.gov/index.php/community-partnerships-dhcd/downtown-revitalization/virginia-main-street.html>)
 - Downtown Investment Grants
 - Financial Feasibility Grants
- Building Entrepreneurial Economies (<http://www.dhcd.virginia.gov/index.php/business-va-assistance/startingexpanding-a-business/building-entrepreneurial-economies-bee.html>)
- Industrial Revitalization Fund (<http://www.dhcd.virginia.gov/index.php/business-va-assistance/blighted-structures/industrial-revitalization-fund-irf.html>)
- Virginia Enterprise Zone (<http://www.dhcd.virginia.gov/index.php/business-va-assistance/startingexpanding-a-business/virginia-enterprise-zone-vez-business.html>)

Vision Development

Vision Statement Overview

What is a Vision Statement?

A vision statement describes what you want your downtown to be in the future; visually, functionally and emotionally. It establishes the ultimate target toward which all Main Street efforts are directed. It represents a consensus on social, economic and physical development goals for downtown. It is like saying to people: "Imagine it is ten years from today and we have, remarkably enough, created our most desirable district," and then providing them the vision.

What makes an effective Vision Statement?

About - A Vision statement outlines WHERE you want to be

Answers - "Where do we aim to be?"

Time - Talks about your future

Function - It lists where you see yourself some years from now. It inspires you to give your best. It shapes your understanding of why you are working here.

Ask – What to be in the future? When do we want to reach that stage? How do we want to do it?

Features of an effective statement - Clarity and lack of ambiguity; describes a bright future, inspires; memorable and engaging; realistic aspirations; alignment with organizational values and culture.

Vision Activity

Board members split into two groups, each group given one flip chart with blank front page news template. Each group had 15 minutes to fill out key headlines on blank front page template. Each group was given instructions to envision the front page from the "Winchester Daily" in December 2024.

The Winchester Daily version 1

Main Headline: Old Town Winchester recognized as National Award Winning Model

2nd Headline: Downtown District expanded to accommodate local small business growth and housing

3rd Headline: Old Town Winchester is the Place for all to gather, work, and live

Fluff: Apple Blossom event adds new international cultural events to program

Graph: Job Growth Sky Rockets to highest in 10 years

Newsline: Old Town building on its history

The Winchester Daily version 2

Main Headline: Winchester named best historic downtown in U.S!

2nd Headline: Downtown hosts major medical research convention

3rd Headline: OTW Merchants report increased revenues ten years running

Fluff: Oktoberfest gives Apple Blossom a run for its money ("hot on the heels of Apple Blossom")

Graph: Who Benefits from Old Town fundraisers (pie chart depicting non-profit giving)

Newsline:

- 98% of respondents attend Old Town events regularly
- \$100 Million in new investments over next five years
- Old Town boasts thriving arts district
- Waiting list to volunteer in Old Town
- Assessment district boundaries expand

Current Vision Statement

To maintain and enhance the historic integrity and strong community support of our downtown and be the mixed-use center of the community for citizens and tourists that includes arts and cultural activities, retail and dining establishments, government facilities, professional offices, and entertainment and residential opportunities.

Vision Brainstorming

Each group reported out to the full OTDB. Through guided discussion the group discussed key themes and elements from each news headline. Those key themes are discussed below. During the working lunch each board member was asked to develop/brainstorm vision statement ideas. Those ideas can be found under the subheading "New Vision Statement."

Key Words and/or Phrases

- Historic Downtown- building upon historic assets
- Increase revenues of merchants/ small business growth
- Commerce (outside) moves downtown (national corporate events capability)
- People are attracted to downtown
- More invest in downtown (Job growth)
- Thriving art district
- Community Engaged- Lots of Volunteers
- Partnerships benefit from working together
- Model of Excellence
- Diversity (inclusive)- classes, races
- More living opportunities/ owner-occupied / downtown homeownership

New Vision Statement Ideas

- A diverse historic district of engaged community members
- Sustaining and growing an exceptional community
- A national model as a financially successful, socially diverse, and culturally engaged community
- OTW will be the greatest downtown district in America
- OTW is the center of the city's business, cultural and entertainment life- a place open to all with opportunities for a growing and diverse population
- OTW a place where everyone can and wants to shop, dine, live, work, and play

Mission Statement Development

After the working lunch the full board reviewed the current mission statement in light of the conversations regarding the Vision statement. Through guided discussion the group was encouraged to critique the current mission statement and attempt to create action statements that would operationalize the Vision for the future of the Winchester OTDB. Those thoughts are listed below.

Current Mission Statement

To continually use the Main Street Approach to build on the success and revitalization of Old Town Winchester through maintenance, improvements, development, and promotion.

Current Mission Statement Thoughts

- Contains key words of funding requirements
- Should focus more on stakeholders? Engaging stakeholders
- Main Street Approach is Jargon- Specific
- Building identity
- Incentivize merchants and property owners
- Attract people to downtown
- Working to engage business owners

- Promote downtown
- Work to increase housing opportunities
- Develop more business, entertainment space and opportunities
- Engage the community in improving downtown
- Attract investors, residents, and merchants
- Work together
- Nurture the arts and culture community
- More sustainable
- Attract people- diners, tourists, consumers, diverse consumer base
- Incubate businesses and entrepreneurs
- Reinvestment
- Give back to the community
- Develop a culture of altruism
- Engage w/ our partners, groups that get things done, etc. EDA, local gov't, non-profits
- Make businesses feel like they matter (ambassadors)
- Represent merchants/stakeholders interests

Goals and Priority's for Calendar Year 2015

Activity

Board members were asked to submit three goals and priorities to Jennifer before the board retreat. During the facilitation Kyle Meyer transcribed those submissions onto jumbo post it notes. Kyle Meyer also labeled four post-it notes with the four committees from the Main Street Four Point Approach. Each post it note corresponding to each committee was posted on the wall. Board members were asked to take each of the goals/priorities submitted and group them by committee. After each of the goals/priorities were grouped by committee board members were then given three dots and asked to vote on which goals/priorities should have the highest priority for calendar year 2015. These were the results.

Work Planning Priorities for CY15

Economic Restructuring

- **Explore merchant evening hours program and how to encourage businesses to do so (7 dots)** (Beau, David, Terry, and Marilyn)
 - o Promote consistent hours of operation on the mall
- Recruit to get More 1st class businesses to come to old town (1 dot)
- Achieve greater participation of downtown businesses and away from local government
- Expand the tax district to induce others sharing in success
- Rebirth of the ER committee
- Represent Downtown Business Interest to enhance our bottom lines
- Achieve a diverse use of the Taylor Pavilion to engage more of the community

Organization

- **Formulate Vision and Mission, Strategic plan based on real needs and develop action steps to achieve** (Rick, Andrea, and Marilyn)
- Explore Mall safety and closure relationship w/ parking authority
- How to transition control process to community-centric structure, and away from local government
- Standardization of the objective survey criteria and specific individuals to administer such surveys
- Look into increasing the advertising budget for Old Town and County (1 dot)

Promotion

- **Utilize branding strategically to attract visitors- access current contract and adjust (2 dots)**
(Mark, Scott, and Marilyn)
- Branding Roll out and Usage
- Promote Winchester in Loudon and NOVA
- Provide better oversight of events to be sure they build on brand

Design

- **Improve walk able community mix- help bring in grocery store, pocket parks, art. (2 dots)**
(Cory)
 - o Upgrade visibility of secondary district, related to event planning (4 dots)
- Work on creating more green space and promote green crescent trail
- Aesthetic improvement of secondary district (1 dot)
- Help create more housing opportunities (new, rehab, and remodels)

Next Steps

Mission and Vision Development

In order to ensure successful completion of the Vision and Mission development VMS staff recommends the following step(s):

1. Create Ad Hoc Committee/Working group to facilitate completion of Vision and Mission development
 - a. Ad Hoc Committee is recommended to create work plan and concrete timeline for deliverables (suggested no later than January 2015) utilizing attached work plan document
2. Report out to full board on Draft Vision and Mission Statements (suggested within two weeks)

Priorities for Calendar Year 2015

A "project sheet" will need to be completed for each project that made the final cut (see *Complete Work Plan* document). Set a goal to complete all projects sheets at upcoming committee meetings. It is encouraged to space these projects throughout the year to avoid member burnout.

***VMS Staff suggest a follow-up meeting with each committee/work group, the Executive Director and VMS staff to work to create the Work Plan, to be scheduled for January 2015.**

Each project will have:

1. An objective
2. Expected results for the project
3. Specific tasks to complete the project
4. A start date for each task
5. An end date for each task
6. A budget for each task

Other considerations:

- ❑ Set a deadline for the completion of project sheets.
- ❑ After completion of sheets, Executive Director will "package" a draft to be presented to the board for their approval.
- ❑ The board and executive director will need to look for duplication between committees, and possibly call a meeting to review all four committee work plans before final approval to discuss ways committees can work together to get additional feedback from more stakeholders.
- ❑ Use the work plan tool; make sure you bring final approved copies to all future committee and board meetings; and when setting future meeting agendas be sure to list time to discuss work plan progress. This will help your committee stay on track and meet deadlines.

For more information, resources, and organizational development contact:

Alex Berry

Community Development Program Administrator

Virginia Main Street

Department of Housing & Community Development

Main Street Centre, 600 East Main Street, Suite 300

Richmond, VA 23219

Phone: (804) 371-7066 - Fax: (804) 371-7093

Email: alex.berry@dhcd.virginia.gov

Website: www.dhcd.virginia.gov/mainstreet

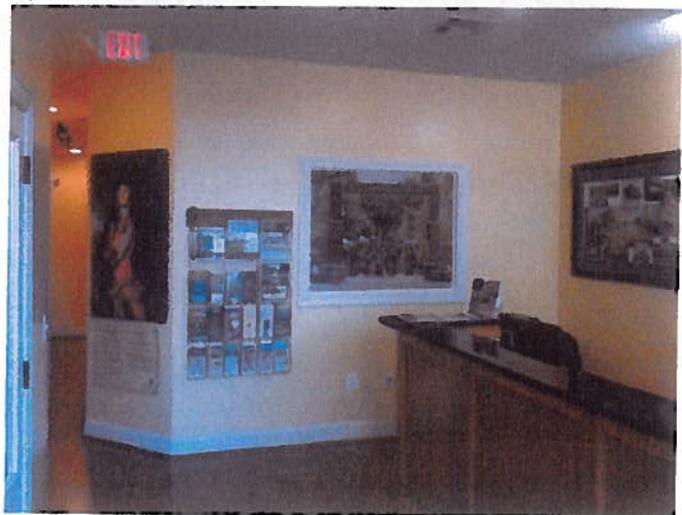
Blog: <http://dhcdvms.wordpress.com/>

OTW 2014 Achievements

Launched new OTW brand – began brand roll out with new event marketing, event videos, promotional items, new Welcome Center A-frame, updated Shopping and Dining Guide 10,000 distributed in 5 months. New banners produced and hung on lamp posts highlighting new brand and slogans.



OTW Welcome Center - added a donated portrait of George Washington and plaque. Over 2,000 people were assisted in the first year of operation. Reprinted and updated popular Old Town Walking Tours for distribution.



Virginia Main Streets –

- Hosted Virginia Main Streets Workshop in Winchester for 66 people.
- The OTDB received a VA Milestones award for 35,000 volunteer hours.
- Several VMS representatives gave presentations to the OTDB.
- \$20,000 Façade Improvement Grant Received from VMS leveraging almost \$60,000 in private investment downtown and 9 building facades improved.

24 new businesses opened in Old Town in 2014 and three relocated:

Roma Old Town Wood-Fired Pizzeria, The Cajun Experience, SAS Studio & Salon, The Gray Gallery, Tin Top, Dancing Dog Natural Market, Steamy's Café, Sandwich Works, Flavor Pourfection, Ronca's, Valley Wedding Chapel, Sweet Tea Unique Finds & Redesigns, The Fret Shop, Bon Matin chez Leroy bakery, Beckaboo's Cakes, Julie Napear Photography, 50/50 Taphouse, McKee's, Eclectic, Paper and Scissors Rock, Cardinal Technology Solutions, Kilmer and Associates, Dream Beauty Studio, The Valley Bride, Shenandoah Valley Discovery Museum – relocated, Rhythm & Dance Studio – relocation, Morgan's Corner - relocated



Social Media Outreach was a priority in 2014:

Updated OTW Website to be mobile friendly attracting increased numbers of users - OTW website added an events calendar which allows businesses to submit events.

Website Traffic Jan 1, 2014 to December 9, 2014

- 188,586 visits (up 16.67% from last year)
- 133,955 Unique Visitors (up 15.84% from last year)
- 544,647 Page views (up 8.10% from last year)
- Average Visit Duration: 2:02 (up .61% from last year)
- 2.89 Pages per Visit (down 7.35% from last year)

Increased Social Media Presence – **Facebook Fans over 9,000**
(Fans increase of 3,000 from 2013)

Pairing videos with event promotion led to increased exposure. The Downtown Tailgate video and post reached 26,000 people with 8,800 video views and 1,000 likes/shares or comments

OTW created a new downtown app for iPhone and Android which was downloaded by over 500 people in the first few months.



Special Event Contract 2014

In partnership with Full Circle Marketing, the following events were held downtown in an effort to increase the vitality of Old Town Winchester and to attract customers:

- Friday Night Live.....June 20th, July 18th, August 15th
- Rockin' Independence Eve.....July 3rd, 2014
- Downtown Tailgate.....Sept. 5th & 6th, 2014
- OctoBeer Fest.....October 17th & 18th, 2014
- Holly Jolly Celebration.....Dec. 13, 2014

Two new events were added:

KidzFest: May 17, 2014 and Jazz at the Taylor Pavilion: September 14, 28 and October 12, 2014

Event Statistics:

- Special events brought over 40,000 more downtown visits by people than without events.
- Parking revenue during major events increased about \$10,000 than before the events.
- Downtown Restaurant spending has increased by an estimated \$2 million.

Full Circle Marketing 2014 Event Promotional Posters

GREAT EVENTS BEGIN HERE

Old Town
Winchester Virginia

Winchester Community FEDERAL CREDIT UNION

FRIDAY NIGHT
DRINK • EAT • DRINK

LIVE BANDS
BEER & WINE GARDEN
SOCIAL GAMES

ART MARKETS
STREET PERFORMERS
KIDS ZONE

FRONT TOWN BLUES PARTY
12:00 - 1:00 PM

JUNE 20
5PM - 11PM

LIVE MUSIC BY:
REGGAE TUNES

BUFFETT TUNES

ADVANCE \$5 DAY OF \$10

BEER & WINE GARDEN
12:00 - 1:00 PM

www.OLDTOWNWINCHESTERVA.COM | 540.722.8700

GREAT EVENTS BEGIN HERE

Old Town
Winchester Virginia

Winchester Community FEDERAL CREDIT UNION

FRIDAY NIGHT
DRINK • EAT • DRINK

LIVE BANDS
BEER & WINE GARDEN
SOCIAL GAMES

ART MARKETS
STREET PERFORMERS
KIDS ZONE

FRONT TOWN BLUES PARTY
12:00 - 1:00 PM

JULY 18
5PM - 11PM

LIVE MUSIC BY:
-The Robbie Limon Band-
-Push to Start-

ILLUSTRATOR: Mario Orsini

ADVANCE \$5 DAY OF \$10

BEER & WINE GARDEN
12:00 - 1:00 PM

www.OLDTOWNWINCHESTERVA.COM | 540.722.8700

GREAT EVENTS BEGIN HERE

Old Town
Winchester Virginia

Winchester Community FEDERAL CREDIT UNION

FRIDAY NIGHT
DRINK • EAT • DRINK

LIVE COUNTRY MUSIC
BEER & WINE GARDEN
SOCIAL GAMES

ART MARKETS
STREET PERFORMERS
KIDS ZONE

FRONT TOWN BLUES PARTY
12:00 - 1:00 PM

AUGUST 15
5PM - 11PM

LIVE MUSIC BY:
-The Robbie Limon Band-
-Push to Start-

ILLUSTRATOR: Mario Orsini

ADVANCE \$5 DAY OF \$10

BEER & WINE GARDEN
12:00 - 1:00 PM

www.OLDTOWNWINCHESTERVA.COM | 540.722.8700

Edward Jones
MAKING BEERS OF SERVICE

ROCKIN' INDEPENDENCE EVE

★ PERFORMING LIVE ★
CHRISTIAN LOPEZ BAND
AND
BRITANI MYERS

JULY 3
7PM - 11PM

Kids Activities
Cornhole Tournament
Beer & Wine Garden

FIREWORKS AT 9:15PM

FREE EVENT FOR THE COMMUNITY

www.OLDTOWNWINCHESTERVA.COM | 540.722.8700

GATEWAY FUNDING

Old Town OCTOBER

FRIDAY OCT 17 5PM-11PM

SATURDAY OCT 18 12PM-8PM

ADULTS \$10
CHILDREN \$5

BEER & WINE GARDEN
12:00 - 1:00 PM

www.OLDTOWNWINCHESTERVA.COM | 540.722.8700

20 UNIQUE CRAFT BEERS
15 INTERNATIONAL & DOMESTIC WINES

SEPT. 5, 5-11PM SEPT. 6, 12-8 PM

DOWNTOWN TAILGATE

4 TAILGATE ZONES AIRING GAMES
CORNHOLE TOURNAMENT & SATURDAY KIDS ZONE

FRIDAY 5:30-11:00 PM
SATURDAY 12:00-8:00 PM

ENTRANCE IN FRONT OF OLD COURT HOUSE CHIL. WINE PASSPORT

www.OLDTOWNWINCHESTERVA.COM | 540.722.8700

OLD TOWN WINCHESTER

KIDZFEST
FAMILY • FRIENDLY • FUN

FREE FAMILY FUN EVENTS
BEGIN IN OLD TOWN WINCHESTER

SATURDAY MAY 17
11AM - 5PM

FREE INTERACTIVE ACTIVITIES
EDUCATIONAL EXHIBITS
SPORTS ACTIVITIES
ART & CRAFTS DEMOS OR ACTIVITIES
MUSICAL EDUCATION
STAGE PERFORMANCES
VARIETY OF KID ENTERTAINERS
PUPPETRY, SLIPS & POUND GAMES
ANIMAL CARE & PET ADOPTION
FACE PAINTING, BALLOONS & MORE FUN

★ OLD TOWN WALKING MALL ★

Old Town

SUNDAY JAZZ

FREE EVENT!

SEPTEMBER 14
SEPTEMBER 28
OCTOBER 12

www.OLDTOWNWINCHESTERVA.COM | 540.722.8700

OLD TOWN WINCHESTER

Holly & Jolly CELEBRATION
Saturday, December 13th
11:00 a.m. - 8 p.m.

Enjoy a wonderful day full of music, martini's, dining, shopping and activities for the whole family to enjoy Old Town Winchester!

11:00-12:00 **Carillon by Our Lady of Lourdes Church**
12:00-1:00 **Old Town Winchester Holiday Train**

1:00-3:00 **Christmas Tree Sale and Hot Chocolate**

3:00-4:00 **Old Christmas Tree Sale**

4:00-5:00 **Old Christmas Tree Sale**

5:00-6:00 **Old Christmas Tree Sale**

6:00-7:00 **Old Christmas Tree Sale**

7:00-8:00 **Old Christmas Tree Sale**

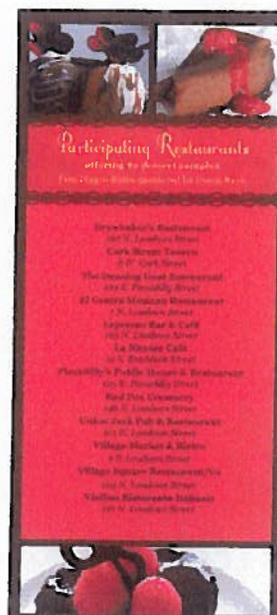
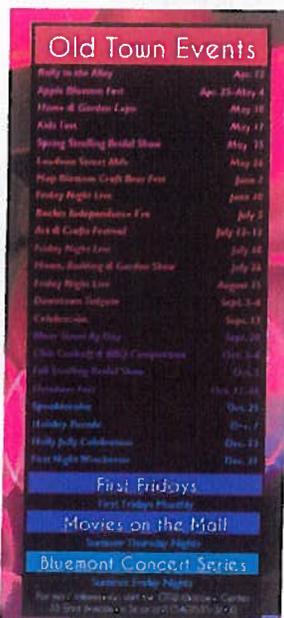
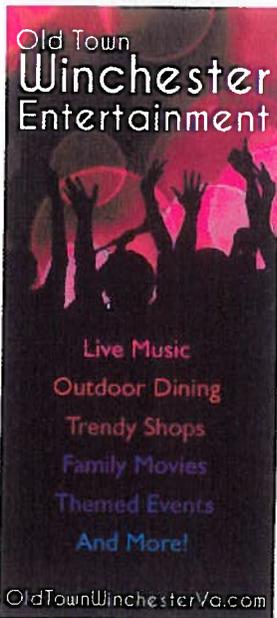
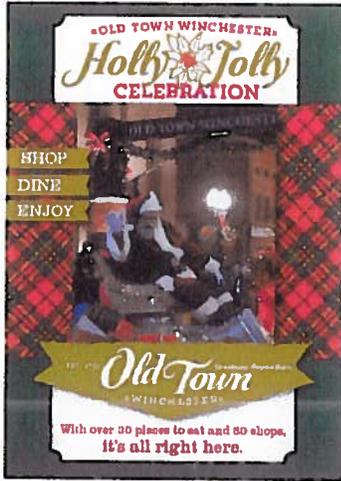
8:00-9:00 **Old Christmas Tree Sale**

9:00-10:00 **Old Christmas Tree Sale**

10:00-11:00 **Old Christmas Tree Sale**

11:00-12:00 **Old Christmas Tree Sale**

Promotional Material and events produced by OTW office:



Events with Park and Rec. Assistance: Movie Night, Parade and Tree Lighting and Santa's Headquarters.

