



**DOWNTOWN
RUTLAND**
▶ **PARTNERSHIP**

2021
ANNUAL
MEETING

WEDNESDAY, JUNE 16TH, 2021

WELCOME

DRP 2021 - 2022 Board of Directors
Approval of the FY21 Annual Meeting Minutes

OFFICERS

Shannon Poole, President, HFCU
Tammy Landon, VP, The Gymnasium
Eddie Ryan, Treasurer, GMP
John Zawistoski, Secretary,
Ryan Smith & Carbine

CURRENTLY SERVING

Rebecca Bounadonna, Fruition Fineries
Eileen Coughlin, Pyramid Holistic Wellness Center
Janelle Howard, Amber Sprout Boutique
Steven Montanez, Vermont Truffle Company
Katye Munger, Heritage Family Credit Union
Jessi Travers Moulton, Unlimited Potential
Jen Usher, Make It Sew

MISSION OF THE DRP

The Downtown Rutland Partnership is dedicated to the economic prosperity of the City of Rutland. Our purpose is to manage, market and maintain the Downtown Rutland Special Benefits District and advance activities that improve the vitality of the business community and enhance the cultural and physical climate of the district.



SERVICE AREA

The geographic area to be served is the Downtown Rutland Special Benefits District as outlined on the map below.



BOARD MEMBERS



Shannon Poole,
President



Tammy Landon,
Vice President



Eddie Ryan,
Treasurer



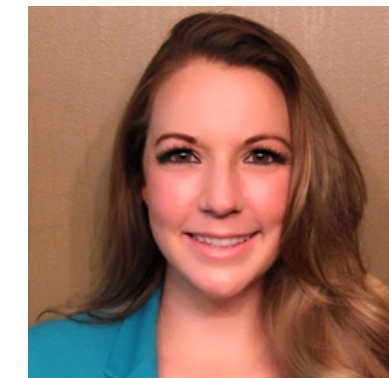
John Zawistoski,
Secretary



Rebecca Buonadonna



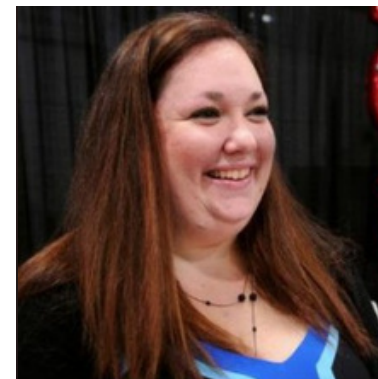
Eileen Coughlin



Janelle Howard



Steve Montanez



Katy Mungler



Jessi Travers Moulton



Jen Usher

HIGHLIGHTS OF THE PAST YEAR

- Approved 13 business development grants totaling over \$20,000
- Reimbursed COVID-19 supply purchases for a total of \$1,650
- Offered additional holiday marketing and decor grants to businesses
- Purchased over \$4,000 worth of gift cards for holiday giveaways
- Created a gift guide featuring high-quality product photos from 22 businesses
- Supported pop-up shops in various downtown locations
- Completed a market study and strategic plan
- Installed and wrapped 20 cigarette buttlers with Partners for Prevention
- Worked with Wood & Wood, Derek Prior Design, and Darwin Design on designing district-wide pedestrian wayfinding signage to be installed later this year
- Helped support local businesses with COVID-19 updates posted regularly
- Collaborated on the Center Street rollout project for Summer 2021
- Donated \$3,000 to the Halloween Parade sculpture trail addition
- Organized holiday decorating contest at 21 businesses to encourage holiday cheer
- Grew our social media reach and website visits by 20%
- Created new materials to promote new downtown murals and sculptures
- Participated in regular meetings with the other Vermont downtown organizations
- Worked with the Chaffee Art Center on creating a community bench art project
- 10 new businesses opened and 3 businesses expanded downtown



FY 21-22 BUDGET

Revenue	FY 21-22	% budget	FY 20-21	% budget
RRA contract	\$252,000	83%	\$252,000	94%
Sponsorship	\$10,000	3%	\$2,500	1%
GMP Fund	\$4,000	1%	\$10,000	4%
General Fund Equity	\$32,577	12%		
Marketing, Vendor & Event Fees	\$3,000	1%	\$3,500	1%
Total	\$301,577		\$268,000	

Expenses	FY 20-21	% budget	FY 20-21	% budget
Payroll & Taxes	\$101,091	34%	\$101,031	37%
Marketing & Events	\$87,800	29%	\$47,000	18%
Office	\$52,445	17%	\$42,176	16%
Streetscape	\$38,750*	13%	\$44,300*	17%
Business Development	\$20,000	7%	\$32,326	12%
Total	\$301,577		\$267,980	

*Expenses exclude depreciation costs of \$1,491 in FY22 and \$1,147 in FY21

PAYROLL & TAXES

\$101,091 | 34% of the budget

The staff of the DRP includes two full-time positions, the Executive Director and the Marketing and Events Coordinator, as well as one part-time position, the Streetscape Coordinator.

Executive Director

This is a full-time, salaried position currently filled by Nikki Hindman.

Marketing & Events Coordinator

This is a full-time (40 hour) per week hourly position. We are currently in the process of hiring for this position.

Streetscape Coordinator

This is a part-time position averaging 10 hours per week. We are currently in the process of hiring for this position.



MARKETING & EVENTS

\$87,800 | 29%

MARKETING

The DRP will provide consistent, professional and creative marketing initiatives for the district that promote Downtown Rutland as a multifaceted destination for both locals and visitors alike. Our efforts will include digital, print and display advertising with a focus on the outlets that provide the greatest reach, most effective use of funds and ability to track and measure our efforts.

GOAL

Promote Downtown Rutland as the area's premier destination for shopping, dining and fun in order to help ensure economic sustainability as we progress through recovery from COVID-19.

STRATEGY ONE

Create marketing initiatives that help get people back into downtown as businesses reopen to walk-in traffic

TACTICS

- Launch a "Welcome back to Downtown Rutland" re-welcoming summer advertising campaign.
- Promote the Downtown Rutland app to encourage self-guided walking tours
- Distribute rack cards to local attractions

MEASURABLES

- Reported reach from advertisers
- Website and social media analytics
- Number of app downloads
- Number of rack cards picked up



STRATEGY TWO

Continue to grow our digital marketing assets and increase their reach by 20% over the next year

TACTICS

- Populate the website and social media with original content, including: news, information and events for the public, as well as resources for businesses.
- Promote the downtown app.
- Actively add events to our Facebook calendars and press release submissions.
- Share relevant posts and news from the downtown community.

MEASURABLES

- Website visitors
- Social media analytics
- Number of app downloads
- Newsletter subscribers
- Percent of budget spent on digital

STRATEGY THREE

Use at least eight unique outlets to effectively and strategically market downtown Rutland

TACTICS

- Maintain downtown website, app and social media channels as described in strategy two.
- Use over the street banners to promote downtown events.
- Advertise on New York billboards to encourage visitors.
- Develop a year-round advertising plan for trash and recycling receptacles.
- Arrange for ads and displays in Vermont Welcome Centers.
- Collaborate with Rutland Magazine to maintain a downtown Rutland spread in each quarterly publication.

MEASURABLES

- Reported reach from advertisers
- Reported visitors at welcome centers
- App downloads
- Website visitors
- Social media engagement
- Responses from event surveys



STRATEGY FOUR

Maintain a strong downtown brand to build recognition and awareness

TACTICS

- Use consistent colors, fonts, logos in all marketing materials and ads.
- Maintain a consistent voice for downtown in all of our writing.
- Keep the downtown brand fresh and relevant.

EVENTS

During a typical year, the Downtown Rutland Partnership strives to maintain a full calendar of events that drive traffic into downtown. We do this by organizing and expanding our own series of events while also serving as a valuable resource and partner for groups organizing their own.

At this point in time, in accordance with Governor Scott's Forward Vermont plan, we are planning for a full event schedule this fiscal year. We will continue to monitor the possible return of COVID-19 restrictions on gathering closely, and will proceed cautiously and optimistically as possible.



EVENTS

GOAL

Downtown Rutland is considered a destination that leads to increased traffic and sales for downtown businesses.

STRATEGY ONE

Provide seven high quality events for businesses and the community, including the Parade of Heroes and Community Celebration, two Friday Night Lives, the Holiday Stroll, two Sip and Shops and one new event.

TACTICS

- Book three national acts to lead the Community Celebration and Friday Night Live series.
- Utilize interactive components to increase engagement.
- Encourage businesses to find ways of participating.
- Partner with local groups to add mutually beneficial value.
- Solicit quality vendors to build the professionalism of our events.
- Reorganize event vendors around restaurant parklets to encourage outdoor dining.

MEASURABLES

- Estimated attendance
- Number of participating vendors and businesses
- Success in running the events safely
- Ticket sales
- Reported sales at retail establishments and restaurants
- Reported attendance via Facebook

STRATEGY TWO

Continue to develop the Sip & Shop event and offer a new nonalcoholic, retail-centric event.

TACTICS

- Set 2021 and 2022 event dates
- Add more participating businesses and vendors
- Offer more live music throughout downtown



STRATEGY TWO (CONTINUED)

- MEASURABLES**
- Number of participants
 - Reported business sales
 - Ticket sales
 - Survey responses

STRATEGY THREE

Continue to grow our digital marketing assets and increase their reach by 20% over the next year

- TACTICS**
- Research upcoming events
 - Encourage event organizers to create Facebook events
 - Keep the calendar current and accurate
 - Request information on events, when needed

- MEASURABLES**
- Estimated attendance
 - Number of participating organizations, businesses and vendors.

STRATEGY FOUR

Serve as a knowledgeable resource for downtown event organizers, by responding to and meeting with all requests for advice and guidance for planning an event in downtown.

- TACTICS**
- Direct organizers to our downtown events guide
 - Make suggestions on vendors and resources
 - Share event information with downtown
 - Advise businesses on event marketing strategies



OFFICE/ORGANIZATIONAL OVERHEAD

\$52,445 | 17% of the budget

The office of the Downtown Rutland Partnership is located at 48 Merchants Row in Downtown Rutland. Under the category of office and organizational overhead, we account for the necessary costs for running a professional office and organization, including: rent, utilities, office supplies, copier, postage, liability insurance for staff, board and officers, phone and internet services, tax preparation services, bookkeeping services, dues, subscriptions, education and travel expenses.

We continue to contract a bookkeeper that is closely monitored by our board treasurer and in this fiscal year we are budgeting for our bi-annual audit.



STREETSCAPE

\$38,750 | 13% of the budget

Our Streetscape services to the downtown are achieved through a collaborative approach by working with various organizations, such as the Department of Public Works and the Rutland Recreation and Parks Department. We also rely heavily on volunteer commitments, including the Rutland Garden Club, who maintains several gardens throughout the downtown, students groups who assist with cleanup activities and local high school and middle school students that take on specific projects throughout the year.



STREETSCAPE

GOAL

Maintain the beauty, décor and character of Downtown Rutland that continues to make it a desirable location to visit, live and work.

STRATEGY ONE

Improve the downtown pedestrian experience

TACTICS

- Implement pedestrian wayfinding signage.
- Maintain an accurate list of businesses on downtown signs.

STRATEGY TWO

Maintain seasonal decorations, plants and branding throughout the year

TACTICS

- Ensure the installation of plants and flowers, including hanging baskets, planters and gardens.
- Oversee the installation of seasonal elements, such as corn stalks, snowflakes, holiday decorations and more.
- Maintain upkeep of banners, trash cans and other areas that promote downtown.
- Work with city organizations to roll out and store downtown restaurant parklets



**STRATEGY
THREE**

Keep the sidewalks and public spaces clean and attractive

TACTICS

- Employ a part-time streetscape coordinator to keep sidewalks clean and actively identify areas in need of attention
- Coordinate with volunteer groups for assistance, as needed

**STRATEGY
FOUR**

Participate in a community art project that encourages people to spend time downtown

TACTICS

- Work with local organizations and artists
- Establish guidelines and strategy for the art project
- Collaborate on marketing efforts to unveil project



BUSINESS DEVELOPMENT

\$20,000 | 7% of the budget

The business development focus area is an important aspect of how we help support our downtown businesses. Currently, a major way in which we do this is through providing grant awards to new and existing businesses. We want to continue to ensure that businesses understand the many ways in which we can assist them and view us a valued and unique resource to being located in downtown.

GOAL

Maintain and increase the downtown's inventory of diverse and complimentary businesses to create economic growth and opportunity.

STRATEGY ONE

Award \$20,000 in grants to new and growing downtown businesses.

TACTICS

- Promote availability of grants to all businesses.
- Meet with interested applicants to help them through the application process.
- Ensure the application process is straightforward and accessible. Follow up with applicants.
- Leverage stories of previous award winners to encourage new applicants.

MEASURABLES

- Number of grant applicants.
- Amount of grant dollars awarded.



STRATEGY TWO

Provide workshops on relevant and important topics to growing, starting and maintaining a small business in downtown Rutland.

TACTICS

- Find experts in various fields to lead the trainings.
- Look at training topics offered in other communities
- Organize the logistics of the workshops and adequately promote to the community.
- Educate DRP staff to lead trainings, as needed.

MEASURABLES

- Number of workshops offered.
- Number of workshop attendees.

STRATEGY THREE

Ensure the business community is aware of all of the ways in which the DRP can support their businesses and provide multiple outlets for businesses to learn and engage with our services.

TACTICS

- Sign businesses up for our email newsletters.
- Grow the resource section of our website to better reflect our range of services.
- Meet with new businesses to provide an overview of how we can help.
- Provide print materials to remind businesses of services.
- Invite businesses to participate in events.

MEASURABLES

- Number of meetings and conversations with businesses.
- Visits to the resource section of our website.
- Number of businesses signed up for newsletters.
- Number of businesses taking advantage of our services.



STRATEGY FOUR

Keep updated with resources and knowledge needed to professionally assist small downtown businesses by participating in local, state and national trainings, meetings and conferences that are relevant to the work of downtown organizations

TACTICS

- Work with the RRA to implement the market study and have a current understanding of the needs of the district.
- Keep informed of educational opportunities.
- Report back useful information and find ways of applying to downtown.
- Use new information and research to shape DRP programming.

MEASURABLES

- Number of trainings and conferences attended.
- Number of new ideas or strategies put into practice.





THANK YOU!

Questions? Comments?
We couldn't do it without your support!