



**DOWNTOWN  
RUTLAND**  
▶ PARTNERSHIP

# **2022-2023**

## **WORK PLAN**

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PREPARED BY TIFFANY SALTIS | MAY 2022



# 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.

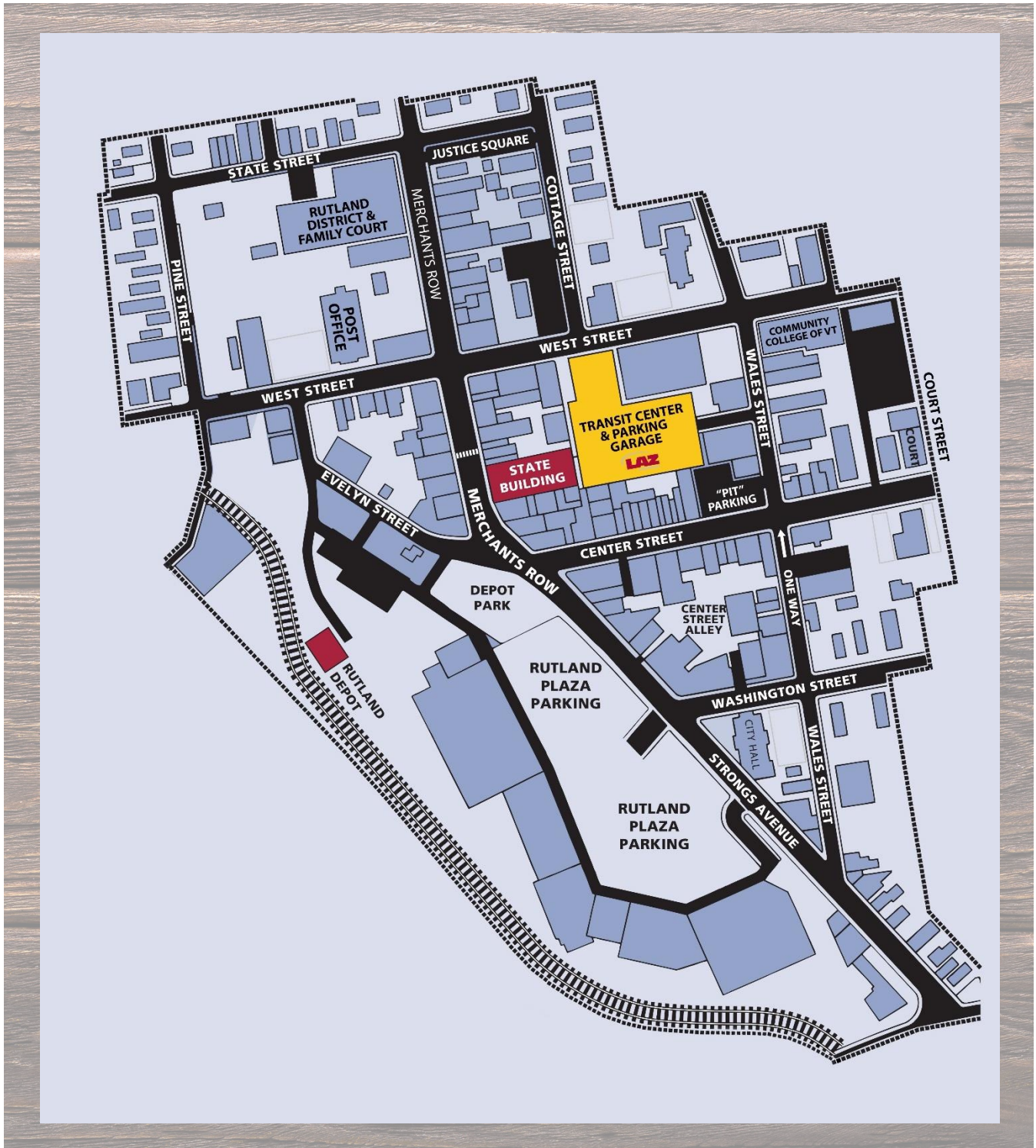
# FUNDING REQUEST

The Downtown Rutland Partnership is submitting a contract request in the amount of \$252,000 to the Rutland Redevelopment Authority for the management and implementation of activities within Downtown Rutland, as described in the following workplan, for the period of July 1, 2022, through June 30, 2023. The expenses are for the following areas: Payroll and Taxes, Marketing and Events, Office Administration, Streetscape Beautification, and Business Development.



# SERVICE AREA

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



## REVENUE

Revenue	FY 22-23	% of Budget	FY 21-22	% of Budget
RRA Contract	\$252,000	79%	\$252,000	83%
Sponsorship	\$12,000	4%	\$10,000	3%
GMP Fund			\$4,000	1%
General Fund Equity	\$48,486	15%	\$32,577	12%
Marketing, Vendor & Event Fees	\$7,000	2%	\$3,000	1%
Total	\$319,486	100%	\$301,577	100%

## EXPENSES

Expenses	FY 22-23	% of Budget	FY 21-22	% of Budget
Payroll & Taxes	\$111,354	35%	\$101,091	34%
Marketing & Events	\$104,500	33%	\$87,800	29%
Office	\$44,891	14%	\$52,445	17%
Streetscape	\$41,741	13%	\$38,750	13%
Business Development	\$17,000	5%	\$20,000	7%
Total	\$319,486	100%	\$301,577	100%



# PAYROLL & TAXES

**\$111,354 | 35% of Budget**

## Executive Director

This is a full-time salaried position currently filled by Tiffany Saltis as of April 2022.

## Events and Business Development

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

## Streetscape Coordinator

This is a part-time position average 25 hours per week.



## Board of Directors

The DRP is overseen by a volunteer board of directors that meet on a monthly basis to receive financial, committee and staff reports, as well as to vote on pertinent issues.

## Committees


The DRP has four active committees that meet on an as needed basis. They are chaired by board members and composed of board members, staff and interested downtown community members.

# MARKETING & EVENTS

**\$104,500 | 33% of Budget**

## MARKETING

The DRP will generate consistent, professional, and unique marketing campaigns and initiatives that promote Downtown Rutland as a multifaceted destination for both locals and visitors alike. Our efforts will include mixed media 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 recreation with the intention to boost and sustain economic activity for pertinent downtown stakeholders.

**STRATEGY ONE:** Create marketing initiatives that generate traffic and lasting engagement in down town Rutland.

### Tactics:

- Create consistent and cohesive digital, print, and display advertisements that showcase the downtown attractions, services, and atmosphere
- Implement more interactive storytelling through video production
- Showcase the Rutland app as a tool for information and fun
- Partner with area opinion leaders to grow credibility

### 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:

- Share relevant posts and news from the downtown community
- Stay current and utilize trends and patterns that generate higher meaningful engagement



- Continue to populate the website and SM channels with dynamic content: news, information and events for the public, resources for businesses
- Actively add events to our Facebook calendars and press release submissions
- Perform a website audit to look for ways to improve SEO
- Research key words to improve our website ranking

#### Measurables:

- Website visitors
- Social Media Analytics
- Number of app downloads
- Newsletter subscribers
- Percent of budget spent on digital marketing vs growth

**STRATEGY THREE:** Use 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
- Collect and/or utilize existing data to expand outlets to new states and territories
- Research regional and national opportunities to spotlight Downtown Rutland
- 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 advertiser
- Reported visitors at welcome centers
- SM demographic analytics
- 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 for a cohesive experience
- Maintain a consistent voice for downtown in all our writing
- Keep the downtown brand fresh and relevant

# MARKETING & EVENTS

## 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, we are planning for a full event schedule this fiscal year. We will continue to monitor COVID-19 case counts and will proceed as optimistically yet as safely as possible.

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

**STRATEGY ONE** Provide high quality events for businesses and the community, including a Brew fest, three Friday Night Lives, the Holiday Stroll, two Sip and Shops, and a street party.

### Tactics:

- Book three national acts to lead the 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 and event-appropriate vendors to build the professionalism of our events
- Reorganize event vendors around restaurant parklets to encourage outdoor dining
- Increase sponsorship outreach to provide more vibrant events for attendees

### Measurables:

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



**STRATEGY TWO:** Look for opportunities to support downtown events outside of the organization.

Tactics:

- Co-sponsor events, when/if applicable
- Highlight and amplify existing community events hosted by outside organizations or community partners.

Measurables:

- Number of attendees
- Reported business sales
- SM analytics

**STRATEGY THREE:** Maintain a vibrant calendar of events.

Tactics:

- Research upcoming events
- Request information on events, when needed
- Conduct environmental scanning to see which types of events spur the most engagement
- Encourage event organizers to create Facebook events
- Keep the calendar current and accurate

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 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


**\$44,891 | 14 % 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 will be undergoing a bi-annual audit.

## STREETSCAPE

**\$41,741 | 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, student groups who assist with clean-up activities and local high school and middle school students that take on specific projects throughout the year.

**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:

- Install pedestrian wayfinding signage
- Maintain an accurate list of businesses on downtown signs and wayfinding signage
- Maintain cigarette butlers to help cut down cigarette litter

**STRATEGY TWO:** Maintain seasonal decorations, parklets, plants and branding throughout year.

Tactics:

- Orchestrate 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 rollout and store downtown restaurant parklets

**STRATEGY THREE:** Keep the sidewalks and public spaces clean and attractive.

Tactics:

- Invest in new sidewalk sweeping equipment
- Employ and increase the hours of a part-time streetscape coordinator to keep sidewalks clean, identify areas in need of attention, and manage cigarette butlers
- Coordinate with volunteer or community service groups for assistance as needed

**STRATEGY FOUR:** Participate and promote a community art project with simultaneously builds engagement downtown and acts as a beautification effort.


Tactics:

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

# BUSINESS DEVELOPMENT

## \$17,000 | 5% 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 located downtown. Another action the DRP is implementing this year is the creation of a full-time events and business development, thus increasing the organization's business development outreach.

**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 to increase their chance of success
- 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 starting, growing, and maintaining a small business in downtown Rutland.

### Tactics:

- Find experts in various fields to lead the trainings
- Look at relevant training topics offered in other communities
- Organize the logistics of the workshops and promote the community opportunity
- Utilize or educate DRP staff to lead trainings, as/if needed

### Measurables:

- Number of workshops offered
- Number of attendees



**STRATEGY THREE:** Ensure the business community is aware of the expansive ways 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
- Encourage new business development by keeping an accurate list of available downtown properties on the DRP website with pertinent information

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