TOWN OF TRYON
BOARD OF COMMISSIONERS
RETREAT WITH TRYON TOURISM DEVELOPMENT AUTHORITY &
TRYON DOWNTOWN DEVELOPMENT ASSOCIATION
OCTOBER 3, 2016 10:00-4:00
TOWN HALL - MCCOWN ROOM

Present:

Board of Commissioners:
Mayor J. Alan Peoples, Mayor Pro Tem Bill Ingham, Commissioners Roy Miller, Bill Crowell & Crys Armbrust

Tourism Board:
Chairman Michaila Cowles, Vice Chairman Steve Hammett, Doug Arobagast, Website Manager Tracey Daniels

Downtown Development Association:
Executive Director Jamie Carpenter, Anne Day, Ronnie Reid, Julie McIntyre, Scott Lane, Patty Aldred, Ashley Menetre, Carol Browning, Allison Osteen, Kevin Strum, Joan Roseberry

Mayor Peoples called the retreat to order. He stated that we have a guest today that is going to help us get through this and he hopes at the end of the day everyone will understand better their role and work toward what is best for our town. He then introduced Mr. David Long and told that he has worked as a planner and facilitator primarily for the State of North Carolina since 1974. Mr. Long presented a biography about himself.

Mr. Long has presented a Summary Report of the Planning Session/Retreat. It includes the brainstorming done at the retreat, along with the identification of high-priority strategic directions. The results of the meeting have been included in his report. Mr. Long asked "What are the most important issues/needs/opportunities facing the Tryon TDA and DDA as they move forward together?"

He knows that this is a sacrifice of time and energy. This retreat is to help people get on the same page.

TOWN *of* TRYON

North Carolina

DDA/TDA/
Board of Commissioners
Planning Session

October 3, 2016

Summary Report

October 6, 2016

Town of Tryon
DDA/TDA/Board of Commissioners
Planning Session
October 3, 2016

Summary Report
October 6, 2016

1.0- INTRODUCTION

Representatives of the Tryon Downtown Development Association, Tourism Development Authority, and Board of Commissioners conducted a joint planning session on October 3, 2016 at the Tryon Town Hall. The group consisted of roughly 15-20 persons through the course of the day.

David Long, a planning consultant based in Greensboro with 42 years' experience serving local governments throughout North Carolina, served as facilitator and prepared this summary report. The consultant's bio is included as *Attachment 1*.

The summary report includes brief narratives describing selected elements of the session agenda and activities. (Additional elements may be included later as they become available from key staff.)

The consultant conferred with the Town in advance of the session to plan the session and to develop the agenda. The session agenda is included as *Attachment 2*. This summary roughly parallels the sequence of agenda items.

2.0 - STRUCTURED BRAINSTORMING

The group engaged in a structured brainstorming process led by facilitator David Long. The purpose of the process was to assist the group in developing a consensus-based prioritization of goals for the long-term.

The focus question for the session was:

What are the most important issues, needs and opportunities facing the DDA and TDA as they move forward together?

The process allows for maximum individual creativity and respects the individual's right to voice opinions in an unpressured manner, while gradually building consensus and

arriving at common ground among the group, specifically a set of priorities that is 'owned' in a unified manner by the group. The structured process is a proven and tested method that consistently delivers results and very positive reviews from participants.

Many key pieces of information were generated from the session—a series of Excel spreadsheets were developed summarizing this information and are embodied in *Attachments 3.1 through 3.3*.

The facilitator interacted one-on-one with each participant until all ideas had been expressed and recorded on flip chart sheets. The participants voiced a total of 71 responses. Participants then prioritized these 71 items individually using a system in which a) their top seven priorities were selected and b) these top seven were further refined by assigning seven points to the highest item, six to the next highest and so forth until the seventh item then received one point.

- *Attachment 3.1* lists the 71 items in the order originally generated.
- *Attachment 3.2* lists the 71 items sorted by the group's priorities—in descending order by points received. Please consult the attachment for complete results including a breakout of points by group membership (DDA/TDA/Board). The top items follow *(points in red and item numbers in black)*.

Points	Item	
25	8	Consistent and effective communication among organizations
23	9	Clarification of roles
19	31	Create community cohesion among various stakeholders: property owners, business owners, and assisting agencies
18	67	TDA and DDA learning to 'play nice' together
17	65	Work together and set boundaries without being territorial
16	40	Avoid personal agendas, rumors and gossip
15	2	Filling store fronts
15	5	Recruit missing businesses
13	13	Develop an effective promotion/branding campaign for the *Town* of Tryon
12	26	Develop mechanisms for joint cooperation to effectively use resources

12	37	Develop architectural review guidelines and enforcement for CBD
12	53	Establish key joint elements of the two groups as well as different elements of the two groups

- *Attachment 3.3* lists the 71 items sorted by **themes** in descending order of aggregate points assigned by the group.

The themes were developed by the facilitator and items assigned to each theme several days following the session—based on preliminary guidance provided by the group at the session. The themes are intended simply as a method to better grasp the results, and in no way to supersede or challenge any other decision-making processes in place.

It is a conceptual tool, not an end product—unscientific and imperfect but hopefully a helpful piece of information in charting a course forward. It is also somewhat subjective on the part of the facilitator, although the general intent was to follow as closely as possible the themes identified by the group during the session. Others might observe completely different themes and/or assignment of items to themes (due to overlap, gray areas, etc.) and are encouraged to do so. The themes can best be thought of as a tool for achieving a division of labor, for example, if multi-disciplinary task forces were to be established, each might address a priority theme.

The themes and aggregate points (in red) of each follow *(total points=420)*:

- Roles/Communications/Coordination/Synergy **202**
- Fill stores and streets **87**
- Unity/Input/Representation/Public Support **65**
- Public Relations/Marketing/Branding **23**
- Standards/Enforcement/Development Policies **18**
- Finance/Revenue **13**
- Physical Improvements/Appearance/Infrastructure **12**

There is nothing binding about the themes and the points attributed to each. The most important fact is that each idea was voiced, and is therefore important regardless of the points received. At best, the rankings provide a *rough* idea of the relative weight of each theme. Much more insightful analysis by those closest to the issues is required to convert these rankings into a meaningful basis for action.

4.0 – POTENTIAL NEXT STEPS

By consensus, the group indicated their satisfaction with the progress made at the session and voted to conclude on a very positive note...with the possibility of a follow-up

session in the near future to address details. Some of the items on the agenda were not addressed due to time constraints. Potential next steps might include:

Strategic Planning

The work generated at the session could easily form the foundation for a strategic planning initiative by building on the momentum generated at the session and continuing to move forward in an energetic manner. For example, it would be a relatively simple step to convert the results of the session into a hierarchy of goals, strategies and actions.

Action Planning

Action planning involves a detailed breakdown of the broader goals and strategies into action steps—or the 'nuts and bolts' of implementation for top priorities. This process is designed to ensure that ideas move beyond just words, and are instead converted into accountable action.

Formal action planning would conform roughly to the following template:

Action Plan #1

Goal –
Strategy –
Action –
Resources Needed –
Who is Involved –
Who Takes the Lead –
Potential Obstacles –
Potential Allies –
Target Date –
Report Back from Lead –

DAVID LONG CONSULTING
3034 Lake Forest Drive Greensboro, NC 27408
336.972.5216 *preferred* 336.545.5717 *optional*
davidlong@northstate.net

DAVID LONG has served as a professional planner and facilitator, primarily within the State of North Carolina, since 1974. He has led numerous retreats and goal-setting sessions, and has assisted clients in developing a broad range of plans. Clients include elected officials, planning boards, boards of education, chambers of commerce, economic development agencies, tourism organizations, special task forces, grassroots organizations, non-profit organizations and regional partnerships.

From 1974-2004, David served with the NC Department of Commerce as a liaison between state and local governments based in Winston-Salem, Asheville, Wilmington and Fayetteville. From 1986-2004 he served as the chief planner in a twenty county area of the Piedmont region of North Carolina, based in Winston-Salem, with responsibility for delivering planning services to over 150 communities in the fields of community planning, public management, and economic development.



He is deeply understanding of the unique roles of elected officials, managers, and non-profit leaders and is exceptionally skilled in working with these valued leaders to advance steadily on solid ground.

In 2004, David initiated a private consulting practice and continues to serve public, non-profit and private organizations. Responding to the competitive realities of the global economy, he has committed much of his energy to assisting communities in adapting to challenging economic times. He especially enjoys helping communities find common ground and reach their full potential by gaining traction and achieving a shared sense of purpose, vision and overall direction.

David has assisted over 425 organizations in conducting retreats/input sessions and in crafting creative plans and policies. He served on the adjunct faculty of the University of North Carolina at Greensboro, where he taught a popular course in strategic planning. David is a recipient of the Order of the Long Leaf Pine, awarded by the Governor for lifetime service to the State of North Carolina.

David's recent work has focused on consensus building, strategic planning, growth management, economic development, and public policy. Along with colleagues Carol Rhea and Jeff Michael, he organized and led a groundbreaking regional planning initiative, the Yadkin/Pee Dee Lakes Project, built on principles of grassroots public participation; has assisted in establishing many local and regional tourism organizations; and has advised the Blue Ridge National Heritage Area.

David was instrumental in the late 1970s and early 1980s in laying some of the foundations for the highly successful revitalization of the City of Asheville as well as the resurgence of the broader mountain region. He also assisted many communities in the coastal region in implementing the initial phases of the Coastal Area Management Act.

David holds a BA from the University of North Carolina at Chapel Hill, a Master of Public Affairs (MPA) from Western Carolina University, a certificate in nonprofit management from Duke University, and was for many years a member of the American Institute of Certified Planners.

David is a tenth generation North Carolinian with deep roots in the State, and operates as a fully independent practitioner. He and his wife Ann, a retired teacher, reside in Greensboro. Twin daughters Sarah and Elizabeth (age 30) are his heroes and constant inspiration for creating communities that value the unique talents and perspectives of each and every citizen.

Please see client list next page.

Examples of Clients Served: Retreats, Strategic Plans, Goal-Setting

Advantage West
Apex, Town of
Archdale-Trinity Chamber of Commerce
Asheboro-Randolph Chamber of Commerce
Bethania, Town of
Black Mountain, Town of
Blue Ridge Parkway Foundation
Blue Ridge National Heritage Area
Camden County
Carthage, Town of
Central Carolina Education Consortium
Chapel Hill Downtown Partnership
Chapel Hill, Town of
Chatham County
Chinqua-Penn
Clemmons, Village of
Dan River Basin Association
Danbury, Town of
Davidson County
Davidson County Schools
Davie Chamber of Commerce
Davie County
Deerfield Beach FL, City of
Downtown Mocksville
Downtown Salisbury
Garner, Town of
Graham County
Greenville, City of
Historic Salisbury
Kannapolis, City of
Kernersville, Town of
Lewisville, Town of
Lexington, City of
Lexington Tourism Authority
Marshville, Town of
Mebane, Town of
Montgomery County EDC
Moore County Planning Department
Morrisville, Town of
Mount Airy, City of
Mount Airy Chamber of Commerce
Newton, City of
North Carolina Arts Council
North Carolina Department of Commerce
North Carolina Department of Cultural Resources
North Wilkesboro, Town of
Northwest Piedmont Council of Governments
Piedmont Land Conservancy
Piedmont Triad Partnership
Pittsboro, Town of
Randolph County
Reidsville, City of
Rockingham County
Rockingham County Chamber(s) of Commerce
Rockingham County EDC
Rockingham County United Way
Spencer, Town of
Stanly County Chamber of Commerce
Stokes County EDC
Stokesdale, Town of
Surry Arts Council
Surry County
Surry County Board(s) of Education
Tryon, Town of
Wadesboro, Town of
Washington, City of
Waynesville, Town of
Wilkes County Chamber of Commerce
Yadkin/Pee Dee Lakes Project
Yadkin County Schools
Yadkin County
Yanceyville, Town of

TOWN OF TRYON
DOWNTOWN DEVELOPMENT ASSOCIATION
TOURISM DEVELOPMENT AUTHORITY
PLANNING RETREAT ◊ *DRAFT AGENDA*
MONDAY OCTOBER 3, 2016
10:00 AM – 4:00 PM

Emphasis: Crafting a Vision for Cooperative Action

Time	*Topic*	*Presenter/Leader*
10:00-10:05	Gather/Coffee	
10:05-10:10	**Welcome and Introduction to Today's Session**	Mayor Peoples
10:10-10:15	**Overview of Retreat & Format**	David Long, Facilitator
10:15-11:00	**Presentations:** **Tryon Tourism Development Authority** (15 mins.) **Tryon Downtown Development Association** (15 mins.) **Q&A with Michaila and Jamie** (15 mins.)	 Michaila Cowles, Chair Jamie Carpenter, Director
11:00-12:30	**Structured group brainstorming** (w/break) **Focus Question:** *'What are the most important issues, needs and opportunities facing the TDA and DDA as they move forward together?'*[1]	David
12:30-2:00	**Lunch/Walking Tour of Downtown**	
2:00-2:30	**Brainstorming continued / Discussion of brainstorming results**	David
2:30-2:45	**Identification of high-priority strategic directions**[2]	David
2:45-3:45	**Develop draft strategic plan**[3] (w/break)	David
3:45-4:00	**Wrap-up/Adjourn**	Mayor Peoples

[1] End product: a prioritized list of specific ideas generated by the group with numerical values
[2] End product: a hierarchical set of about 5-7 broad themes and strategic directions (e.g. revenue, programs, public support, etc.) with a bulleted list of specific priorities under each
[3] End product: Continuation of footnote #3

Tryon Downtown/Tourism Planning Session 10.3.16	
	What are the most important issues/needs/opportunities facing the Tryon TDA and DDA as they move forward together?
Item #	**Item**
	Listed by Item #
1	Increase tax revenue dollars to Town
2	Filling store fronts
3	Work on publicity and press stories; not just marketing and advertising
4	Sustainable businesses
5	Recruit missing businesses
6	Find a way to bring out our own residents
7	Bring more business
8	Consistent and effective communication among organizations
9	Clarification of roles
10	Cohesive branding and identity
11	More people living downtown
12	Mixing of two boards; more crossover of board members
13	Develop an effective promotion/branding campaign for the Town of Tryon
14	Combination of resources--advertising, contracting, etc.
15	Get more people involved so it's not always the same group of people
16	More communication in the planning process
17	Real estate owners (landlords) understanding of proper mix of businesses to create a destination
18	Event opportunities where multiple organizations can benefit; piggyback; synergy
19	Encourage more long-term and permanent residents to area
20	Incentive program for new business offered by Town/landlords
21	Condition of buildings--condemnation, etc.
22	Highest and best use of properties via master plan
23	Look at existing venues and fill them with appropriate festivals; e.g. music festival
24	Goodbye slumlords
25	Landlords need to repair buildings
26	Develop mechanisms for joint cooperation to effectively use resources
27	Enhance public spaces
28	Encourage innovative entrepreneurs; cheaper rent
29	Pave areas behind businesses for employee parking and trash pickup
30	Work to utilize each organization's strengths and share time
31	Create community cohesion among various stakeholders: property owners, business owners, and assisting agencies
32	Welcoming pamphlet for new residents and businesses; find a way to reach local population that does not have an interest
33	Support current businesses so they stay; minimize empty spaces
34	Elimination of duplicate processes
35	Partner with other towns for promotion
36	Improvement of cell phone service
37	Develop architectural review guidelines and enforcement for CBD
38	Town appearance: street maintenance, sidewalk maintenance, grass cutting, signs
39	Address issue of Tryon rumor mill
40	Avoid personal agendas, rumors and gossip
41	Recruit investors to purchase existing real estate currently owned by obstinate business owners
42	Boutique hotel
43	Positive attitudes; be friendly; discouragement can be bred easily
44	Work together and get along
45	Mechanism/organization/program to connect new businesses to resources; 'grease the skids' for new business
46	Accessibility for elderly and disabled

47	Public input from everyone on vision for Town; reach those hard to reach
48	How to get Eastside community to participate more in downtown events
49	Increase revenue for marketing from businesses and nonprofits
50	Address and maintain basic infrastructure needs in order to facilitate public safety and private/public investment benefits
51	Lack of communication; misinformation; cliques; delegation of responsibility
52	Organizations and people working for betterment of Tryon and not themselves
53	Establish key joint elements of the two groups as well as different elements of the two groups
54	Buy-in of business owners
55	How to develop critical mass on the street; spur *life* (e.g. Farmers Market)
56	Respect for each other and their opinions
57	Define geographic boundaries of each of the two organizations
58	Special downtown tax district
59	Improve partnership with PCCF among all entities
60	Micro-brewery
61	Coordinate with arts organizations to be an arts destination
62	Restore/upgrade cemetery
63	Identify business model of blue collar during day and white collar during the evening
64	Increase traffic through Tryon
65	Work together and set boundaries without being territorial
66	Plan to coordinate Tryon Equestrian Center with TDA, DDA, Chamber, etc.
67	TDA and DDA learning to 'play nice' together
68	Capitalize on arts, antiques and authors ('triple A')
69	Best practices for information overload/underload
70	Make sure every board member has training as to function, bylaws, etc.
71	More diversity on boards: African-American, Hispanic, Asian, etc.

				Tryon Downtown/Tourism Planning Session 10.3.16	TDA - Red							
				What are the most important issues/needs/opportunities facing the Tryon TDA and DDA as they move forward together?	DDA - Blue							
Total	Top 10		Item	**Item**	BOC - Green							
Points	rev	orig	#	*Listed by Points in Descending Order*	**Individual points**							
25	1	1	8	Consistent and effective communication among organizations	5	7	7	6				
23	2	2	9	Clarification of roles	7	4	6	1	5			
19	3	3	31	Create community cohesion among various stakeholders: property owners, business owners, and assisting agencies	6	1	5	7				
18	4	5	67	TDA and DDA learning to 'play nice' together	7	1	3	7				
17	5	5	65	Work together and set boundaries without being territorial	5	6	6					
16	6	7	40	Avoid personal agendas, rumors and gossip	4	1	4	7				
15	7	8	2	Filling store fronts	4	6	5					
15	7	4	5	Recruit missing businesses	7	7	1					
13	9	9	13	Develop an effective promotion/branding campaign for the *Town* of Tryon	6	7						
12	10	10	26	Develop mechanisms for joint cooperation to effectively use resources	6	2	4					
12	10	10	37	Develop architectural review guidelines and enforcement for CBD	6	6						
12	10	10	53	Establish key joint elements of the two groups as well as different elements of the two groups	7	5						
11			18	Event opportunities where multiple organizations can benefit; piggyback; synergy	4	7						
10			6	Find a way to bring out our own residents	5	5						
10			54	Buy-in of business owners	6	1	3					
9			4	Sustainable businesses	5	4						
9			14	Combination of resources--advertising, contracting, etc.	4	4	1					
9			39	Address issue of Tryon rumor mill	3	1	3	2				
9			55	How to develop critical mass on the street; spur *life* (e.g. Farmers Market)	3	3	3					
9			71	More diversity on boards: African-American, Hispanic, Asian, etc.	3	3	3					
8			58	Special downtown tax district	5	3						
7			38	Town appearance: street maintenance, sidewalk maintenance, grass cutting, signs	7							
7			43	Positive attitudes; be friendly; discouragement can be bred easily	1	1	5					
7			52	Organizations and people working for betterment of Tryon and not themselves	7							
7			68	Capitalize on arts, antiques and authors ('triple A')	7							
6			16	More communication in the planning process	4	2						
6			17	Real estate owners (landlords) understanding of proper mix of businesses to create a destination	6							
6			21	Condition of buildings--condemnation, etc.	1	5						
6			32	Welcoming pamphlet for new residents and businesses; find a way to reach local population that does not have an interest	6							
6			44	Work together and get along	6							
6			48	How to get Eastside community to participate more in downtown events	6							
6			51	Lack of communication; misinformation; cliques; delegation of responsibility	2	4						
5			1	Increase tax revenue dollars to Town	3	2						
5			10	Cohesive branding and identity	5							
5			12	Mixing of two boards; more crossover of board members	5							
5			15	Get more people involved so it's not always the same group of people	3	2						
5			27	Enhance public spaces	3	2						
5			33	Support current businesses so they stay; minimize empty spaces	2	2	1					
5			61	Coordinate with arts organizations to be an arts destination	5							
4			11	More people living downtown	4							
4			30	Work to utilize each organization's strengths and share time	4							
4			41	Recruit investors to purchase existing real estate currently owned by obstinate business owners	4							
4			57	Define geographic boundaries of each of the two organizations	2	2						
4			64	Increase traffic through Tryon	4							

3			34	Elimination of duplicate processes	3									
2			19	Encourage more long-term and permanent residents to area	2									
2			23	Look at existing venues and fill them with appropriate festivals; e.g. music festival	2									
2			56	Respect for each other and their opinions	2									
2			60	Micro-brewery	2									
1			42	Boutique hotel	1									
1			45	Mechanism/organization/program to connect new businesses to resources; 'grease the skids' for new business	1									
1			63	Identify business model of blue collar during day and white collar during the evening	1									
0			3	Work on publicity and press stories; not just marketing and advertising										
0			7	Bring more business										
0			20	Incentive program for new business offered by Town/landlords										
0			22	Highest and best use of properties via master plan										
0			24	Goodbye slumlords										
0			25	Landlords need to repair buildings										
0			28	Encourage innovative entrepreneurs; cheaper rent										
0			29	Pave areas behind businesses for employee parking and trash pickup										
0			35	Partner with other towns for promotion										
0			36	Improvement of cell phone service										
0			46	Accessibility for elderly and disabled										
0			47	Public input from everyone on vision for Town; reach those hard to reach										
0			49	Increase revenue for marketing from businesses and nonprofits										
0			50	Address and maintain basic infrastructure needs in order to facilitate public safety and private/public investment benefits										
0			59	Improve partnership with PCCF among all entities										
0			62	Restore/upgrade cemetery										
0			66	Plan to coordinate Tryon Equestrian Center with TDA, DDA, Chamber, etc.										
0			69	Best practices for information overload/underload										
0			70	Make sure every board member has training as to function, bylaws, etc.										
420														

		Tryon Downtown/Tourism Planning Session 10.3.16
		What are the most important issues/needs/opportunities facing the Tryon TDA and DDA as they move forward together?
Total Points	Item #	Item
		Listed by Themes and Aggregate Points (Red) in Descending Order
		Roles/Communications/Coordination/Synergy
25	8	Consistent and effective communication among organizations
23	9	Clarification of roles
18	67	TDA and DDA learning to 'play nice' together
17	65	Work together and set boundaries without being territorial
16	40	Avoid personal agendas, rumors and gossip
12	26	Develop mechanisms for joint cooperation to effectively use resources
12	53	Establish key joint elements of the two groups as well as different elements of the two groups
11	18	Event opportunities where multiple organizations can benefit; piggyback; synergy
9	14	Combination of resources--advertising, contracting, etc.
9	39	Address issue of Tryon rumor mill
7	43	Positive attitudes; be friendly; discouragement can be bred easily
7	52	Organizations and people working for betterment of Tryon and not themselves
6	16	More communication in the planning process
6	44	Work together and get along
6	51	responsibility
5	12	Mixing of two boards; more crossover of board members
4	30	Work to utilize each organization's strengths and share time
4	57	Define geographic boundaries of each of the two organizations
3	34	Elimination of duplicate processes
2	56	Respect for each other and their opinions
0	59	Improve partnership with PCCF among all entities
0	66	Plan to coordinate Tryon Equestrian Center with TDA, DDA, Chamber, etc.
0	69	Best practices for information overload/underload
0	70	Make sure every board member has training as to function, bylaws, etc.
202		
		Fill stores and streets
15	2	Filling store fronts
15	5	Recruit missing businesses
9	4	Sustainable businesses
9	55	How to develop critical mass on the street; spur *life* (e.g. Farmers Market)
7	68	Capitalize on arts, antiques and authors ('triple A')
6	17	Real estate owners (landlords) understanding of proper mix of businesses to create a destination
5	33	Support current businesses so they stay; minimize empty spaces
4	11	More people living downtown
4	41	Recruit investors to purchase existing real estate currently owned by obstinate business owners
4	64	Increase traffic through Tryon
2	19	Encourage more long-term and permanent residents to area
2	23	Look at existing venues and fill them with appropriate festivals; e.g. music festival
2	60	Micro-brewery
1	42	Boutique hotel
1	45	Mechanism/organization/program to connect new businesses to resources; 'grease the skids' for new business

1	63	Identify business model of blue collar during day and white collar during the evening
0	7	Bring more business
0	20	Incentive program for new business offered by Town/landlords
0	22	Highest and best use of properties via master plan
0	28	Encourage innovative entrepreneurs; cheaper rent
87		
		Unity/Input/Representation/Public Support
19	31	Create community cohesion among various stakeholders: property owners, business owners, and assisting agencies
10	6	Find a way to bring out our own residents
10	54	Buy-in of business owners
9	71	More diversity on boards: African-American, Hispanic, Asian, etc.
6	32	Welcoming pamphlet for new residents and businesses; find a way to reach local population that does not have an interest
6	48	How to get Eastside community to participate more in downtown events
5	15	Get more people involved so it's not always the same group of people
0	47	Public input from everyone on vision for Town; reach those hard to reach
65		
		Public Relations/Marketing/Branding
13	13	Develop an effective promotion/branding campaign for the *Town* of Tryon
5	10	Cohesive branding and identity
5	61	Coordinate with arts organizations to be an arts destination
0	3	Work on publicity and press stories; not just marketing and advertising
0	35	Partner with other towns for promotion
23		
		Standards/Enforcement/Development Policies
12	37	Develop architectural review guidelines and enforcement for CBD
6	21	Condition of buildings--condemnation, etc.
0	24	Goodbye slumlords
0	25	Landlords need to repair buildings
18		
		Finance/Revenue
8	58	Special downtown tax district
5	1	Increase tax revenue dollars to Town
0	49	Increase revenue for marketing from businesses and nonprofits
13		
		Physical Improvements/Appearance/Infrastructure
7	38	Town appearance: street maintenance, sidewalk maintenance, grass cutting, signs
5	27	Enhance public spaces
0	29	Pave areas behind businesses for employee parking and trash pickup
0	36	Improvement of cell phone service
0	46	Accessibility for elderly and disabled
0	50	Address and maintain basic infrastructure needs in order to facilitate public safety and private/public investment benefits
0	62	Restore/upgrade cemetery
12		

420		

		Tryon Downtown/Tourism Planning Session 10.3.16
		What are the most important issues/needs/opportunities facing the Tryon TDA and DDA as they move forward together?
Total Points	Item #	Item
		Listed by Themes and Aggregate Points (Red) in Descending Order
		Roles/Communications/Coordination/Synergy
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18	67	TDA and DDA learning to 'play nice' together
17	65	Work together and set boundaries without being territorial
16	40	Avoid personal agendas, rumors and gossip
12	26	Develop mechanisms for joint cooperation to effectively use resources
12	53	Establish key joint elements of the two groups as well as different elements of the two groups
11	18	Event opportunities where multiple organizations can benefit; piggyback; synergy
9	14	Combination of resources--advertising, contracting, etc.
9	39	Address issue of Tryon rumor mill
7	43	Positive attitudes; be friendly; discouragement can be bred easily
7	52	Organizations and people working for betterment of Tryon and not themselves
6	16	More communication in the planning process
6	44	Work together and get along
6	51	responsibility
5	12	Mixing of two boards; more crossover of board members
4	30	Work to utilize each organization's strengths and share time
4	57	Define geographic boundaries of each of the two organizations
3	34	Elimination of duplicate processes
2	56	Respect for each other and their opinions
0	59	Improve partnership with PCCF among all entities
0	66	Plan to coordinate Tryon Equestrian Center with TDA, DDA, Chamber, etc.
0	69	Best practices for information overload/underload
0	70	Make sure every board member has training as to function, bylaws, etc.
202		
		Fill stores and streets
15	2	Filling store fronts
15	5	Recruit missing businesses
9	4	Sustainable businesses
9	55	How to develop critical mass on the street; spur *life* (e.g. Farmers Market)
7	68	Capitalize on arts, antiques and authors ('triple A')
6	17	Real estate owners (landlords) understanding of proper mix of businesses to create a destination
5	33	Support current businesses so they stay; minimize empty spaces
4	11	More people living downtown
4	41	Recruit investors to purchase existing real estate currently owned by obstinate business owners
4	64	Increase traffic through Tryon
2	19	Encourage more long-term and permanent residents to area
2	23	Look at existing venues and fill them with appropriate festivals; e.g. music festival
2	60	Micro-brewery
1	42	Boutique hotel
1	45	Mechanism/organization/program to connect new businesses to resources; 'grease the skids' for new business

1	63	Identify business model of blue collar during day and white collar during the evening
0	7	Bring more business
0	20	Incentive program for new business offered by Town/landlords
0	22	Highest and best use of properties via master plan
0	28	Encourage innovative entrepreneurs; cheaper rent
87		
		Unity/Input/Representation/Public Support
19	31	Create community cohesion among various stakeholders: property owners, business owners, and assisting agencies
10	6	Find a way to bring out our own residents
10	54	Buy-in of business owners
9	71	More diversity on boards: African-American, Hispanic, Asian, etc.
6	32	Welcoming pamphlet for new residents and businesses; find a way to reach local population that does not have an interest
6	48	How to get Eastside community to participate more in downtown events
5	15	Get more people involved so it's not always the same group of people
0	47	Public input from everyone on vision for Town; reach those hard to reach
65		
		Public Relations/Marketing/Branding
13	13	Develop an effective promotion/branding campaign for the *Town* of Tryon
5	10	Cohesive branding and identity
5	61	Coordinate with arts organizations to be an arts destination
0	3	Work on publicity and press stories; not just marketing and advertising
0	35	Partner with other towns for promotion
23		
		Standards/Enforcement/Development Policies
12	37	Develop architectural review guidelines and enforcement for CBD
6	21	Condition of buildings--condemnation, etc.
0	24	Goodbye slumlords
0	25	Landlords need to repair buildings
18		
		Finance/Revenue
8	58	Special downtown tax district
5	1	Increase tax revenue dollars to Town
0	49	Increase revenue for marketing from businesses and nonprofits
13		
		Physical Improvements/Appearance/Infrastructure
7	38	Town appearance: street maintenance, sidewalk maintenance, grass cutting, signs
5	27	Enhance public spaces
0	29	Pave areas behind businesses for employee parking and trash pickup
0	36	Improvement of cell phone service
0	46	Accessibility for elderly and disabled
0	50	Address and maintain basic infrastructure needs in order to facilitate public safety and private/public investment benefits
0	62	Restore/upgrade cemetery
12		

420		

Mayor Pro Tem Ingham entertained a motion to adjourn the retreat. Commissioner Armbrust so moved. The motion carried unanimously.

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J. Alan Peoples, Mayor

Attest:

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Susan B. Bell, Town Clerk