

# MAIN STREET ADVISORY BOARD AGENDA July 14, 2020 @ 5:30 pm

## Main Street Advisory Board

City of Caldwell  
City Hall  
107 S. Hill St. Caldwell, Texas 77836  
Tuesday, July 14, 2020 @ 5:30 pm

Notice is hereby given that the Main Street Advisory Board of the City of Caldwell, Burleson County, Texas will convene in a Regular Meeting at City Hall at 5:30 pm, Tuesday, July 14, 2020.

Due to COVID-19 recommendations from the CDC and Governor Abbott's Executive Orders of these past few weeks, the City of Caldwell is observing the guidelines to limit the number of persons physically present at the meeting to 25% capacity of the Council Chambers.

### AGENDA:

#### A. CALL TO ORDER

#### B. INVOCATION AND PLEDGE

#### C. INTRODUCTION OF GUESTS

#### D. PUBLIC COMMENT (Must Sign-in to speak, 5-minute limit)

1. The purpose of this item is to allow citizens an opportunity to address the Main Street Board on issues that are not on the agenda. No discussion can be carried out on the guests' comment.

#### E. CONSENT AGENDA

*(The Consent Agenda includes non-controversial and routine items that the Commission or Board may act on with one single vote. The Chair or Board member may pull any item from the Consent Agenda in order to discuss and act upon it individually as part of the Regular Agenda.)*

1. Approval of the minutes from the Main Street Advisory Board meeting for June 9, 2020.
2. Review of the Quarterly Activity Report and the Reinvestment Report for Quarter 2. Submitted to THC, TMSP on July 9, 2020.

#### F. REGULAR AGENDA – REVIEW/DISCUSS & CONSIDER ACTION

1. Reminder to complete and send your certificates for the Texas Open Meeting Act and Public Information Act Online Trainings to Forrest.
  - i. Still need Lina, and Taylor to send in certificates.
2. Discussion and possible action to potentially change the meeting time of the Main Street Board from 5:30 pm to 6:00 pm or 6:30 pm, or another proposed time.
3. Presentation and Review of potential Main Street Committee Volunteers and Board Member.
4. Discussion and possible action to approve the proposed work plan from August 2020 through August 2021.

#### G. Board questions, comments, or concerns.

#### H. FUTURE AGENDA ITEMS (This is where the board can request additional items for future agendas)

#### I. ADJOURN

The Board or Commission may vote and/or act upon each of the items listed on this Agenda. The Board or Commission reserves the right to retire into executive session concerning any of the items listed on the Agenda, whenever it is considered necessary and legally justified under the Open Meetings Act. I certify that the notice of the

## MAIN STREET ADVISORY BOARD AGENDA July 14, 2020 @ 5:30 pm

meeting was posted on the bulletin board in the City Hall of the City of Caldwell , a place convenient and readily accessible to the general public at all times, before 5:30 pm on Friday, July 10, 2020 and remained posted for at least 72 continuous hours before the scheduled time of said meeting. This Meeting Agenda is posted online at [www.caldwelltx.gov/agendas-minutes/](http://www.caldwelltx.gov/agendas-minutes/)

  
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Forrest Williams, Community Development Director

# MAIN STREET ADVISORY BOARD MINUTES

## Main Street Advisory Board

City of Caldwell

Tuesday, May 12, 2020 @ 5:30 pm

Notice is hereby given that the Main Street Advisory Board of the City of Caldwell, Burleson County, Texas will convene in a Regular Meeting via telephonic means at 5:30 pm, Tuesday May 12, 2020.

### REMOTE PARTICIPATION NOTIFICATION

Due to COVID-19 recommendations from the CDC and Governor Abbott's Executive Orders of these past few weeks, the City of Caldwell is observing the guidelines to limit the number of persons physically present at the meeting. The meeting will be audible to members of the public and will allow for two-way communications for those desiring to participate at the discretion of the Chair or their delegate.

To attend the meeting via telephonic means, call 877-226-9790 and use the Access Code: 7074722#. To view the agenda please visit [www.caldwelltx.gov/agendas-minutes/](http://www.caldwelltx.gov/agendas-minutes/) to download a copy.

### AGENDA:

#### A. CALL TO ORDER AND DECLARE QUORUM @ 5:38 pm

1. Board Members in Attendance: Lina Reyes-Burns, Janice Easter, Debbie Sutherland, Nancy Bryan-Stewart, Catherine Bell-Groce
2. Board Members Attended By Phone: Taylor, Locke, Kim Proctor-Evers, and Charlsa Wine
3. Non-Ex Officio Board Members Present: Forrest Williams, Susan Mott, Melissa Gonzalez

B. Invocation by Janice Easter, Pledge by Lina Reyes-Burns.

C. No guests were in attendance.

D. Citizens to be Heard on Agenda Items Only.

1. None

#### E. CONSENT AGENDA

*(The Consent Agenda includes non-controversial and routine items that the Commission or Board may act on with one single vote. The Chair or Board member may pull any item from the Consent Agenda in order to discuss and act upon it individually as part of the Regular Agenda.)*

1. Approval of the minutes from the Main Street Advisory Board meeting for April 14, 2020.
  - i. Minutes were approved unanimously, as written.

#### F. REGULAR AGENDA – REVIEW/DISCUSS & CONSIDER ACTION

1. Chairperson (Lina Burns) has resigned from her position as chair. Janice Easter is the Vice Chair; the board needs to vote in a new chair or move Janice up to chair and select a new vice chair.
  - i. Lina told us she will be stepping down as chair. Her business and family are making it very difficult to devote sufficient time to the Main Street Advisory Board. Debbie moved to appoint Janice Easter as the new Chair for the Main Street Board, and Catherine seconded. Janice questioned if there would be a conflict of interest if she was serving as the Main Street Chair and elected to Council? Forrest said that she could serve in the interim and if elected to council

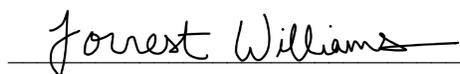
## MAIN STREET ADVISORY BOARD MINUTES

- we would then seek direction on how to proceed, because it could result in a conflict of interest, however further research is needed from our City Attorney.
2. Certificates for the Texas Open Meeting Act and Public Information Act Online Trainings.
    - i. Debbie, Janice, and Nancy turned in the OMA and PIA certificates of completion for their training.
  3. Community Engagement and Outreach Plan, with the community input survey for Downtown Caldwell being developed a community engagement and outreach plan will be useful in getting participation from the entire community.
    - i. Forrest discussed the idea of creating a community engagement and outreach plan for the board to use as a tool when conducting participation activities in the community.
  4. Drafted [Downtown Caldwell Community Input Survey](#) discuss and revise.
    - i. Forrest presented the Downtown Caldwell Community Input Survey that would be used to collect information from the public on what they would like to see in Downtown Caldwell. Nancy moved to accept the survey and Lina seconded.
  5. Tracy Piper from Jaeck's Insurance has submitted a Facade Improvement Grant Application for her building. Need to discuss the application and the process since we do not have an active design committee.
    - i. Jaeck's Insurance applied for a façade grant, Lina moved to approve the grant and Debbie seconded pending the bids.
  6. Bounce Back Idea's, since we are still unsure of when events and gatherings can return, it might be best to plan something for July, to give enough time to plan and buffer on what direction the State goes.
    - i. The board discussed bounce back ideas, and Debbie made a motion to work with the chamber on doing a Margarita Fest in July, Lina seconded.
    - ii. Lina moved that the Friends of Main Street would pay for the Ads.
  7. [Local Business Impact Survey COVID-19](#), this survey went out county-wide to all businesses, to understand the impacts that COVID-19 had on our local businesses. This survey was open from April 29 – May 11.
    - i. Forrest presented the results from the survey and sent out the report as well.
- G. Board questions, comments, or concerns.
1. Taylor suggested creating a Caldwell Main Street Website, and Taylor will hold an E-commerce workshop for Downtown Businesses on June 1 at 6:00pm, in City Hall.
- H. FUTURE AGENDA ITEMS (This is where the board can request additional items for future agendas)**
- I. ADJOURN THE MEETING @ 7:45 pm**
1. Debbie made a motion to adjourn and Catherine seconded.

This notice and Meeting Agenda and Minutes are posted online at [www.caldwelltx.gov/agendas-minutes/](http://www.caldwelltx.gov/agendas-minutes/)

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Janice Easter, Main Street Advisory Board Chair



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Forrest Williams, Community Development Director

# MAIN STREET ADVISORY BOARD MINUTES

## Main Street Advisory Board

City of Caldwell

Tuesday, June 09, 2020 @ 5:30 pm

Notice is hereby given that the Main Street Advisory Board of the City of Caldwell, Burleson County, Texas will convene in a Regular Meeting at City Hall at 5:30 pm, Tuesday, June 9, 2020.

Due to COVID-19 recommendations from the CDC and Governor Abbott's Executive Orders of these past few weeks, the City of Caldwell is observing the guidelines to limit the number of persons physically present at the meeting to 25% capacity of the Council Chambers.

### AGENDA:

#### A. CALL TO ORDER AND DECLARE QUORUM @ 5:37 pm

1. Board Members in Attendance: Lina Reyes-Burns, Janice Easter, Debbie Sutherland, Nancy Bryan-Stewart, Kim Proctor-Evers, Catherine Bell-Groce, Charlsa Wine
2. Board Members Absent: Taylor Locke
3. Non-Ex Officio Board Members Present: Susan Mott, Forrest Williams

B. Invocation by Janice, and Pledge by Lina.

C. No guests.

D. Citizens to be Heard on Agenda Items Only.

1. None

#### E. CONSENT AGENDA

*(The Consent Agenda includes non-controversial and routine items that the Commission or Board may act on with one single vote. The Chair or Board member may pull any item from the Consent Agenda in order to discuss and act upon it individually as part of the Regular Agenda.)*

1. Approval of the minutes from the Main Street Advisory Board meeting for May 12, 2020.
  - i. Minutes were approved unanimously, as written.

#### F. REGULAR AGENDA – REVIEW/DISCUSS & CONSIDER ACTION

1. Reminder to complete and send you certificates for the Texas Open Meeting Act and Public Information Act Online Trainings to Forrest.
  - i. Catherine and Kim completed and turned in their certificates for OMA and PIA.
2. Work Plan Generation: As a Main Street Program a work plan is critical in identifying and outlining the Board's tasks over the course of a specific time frame.
  - i. Discussion and possible action of committees and appointing chairs.
    1. The board agreed that it was time to bring forward more volunteers to the program. Each board member agreed to reach out to potential new members for the board and committees.
  - ii. Discussion and possible action of the committee organization.
    1. Committee organization with the normal four-point approach and the addition of the Friends of Caldwell Main Street and the Youth Ambassador Program.
    2. Charlsa noted the importance of Downtown Events and wants to make sure they still happen.
  - iii. Discussion and possible action of creating a work plan from August 2020 through August 2021. The following items would be discussed today but implemented as part of the work plan.

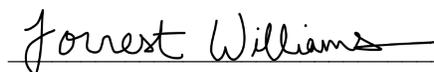
## MAIN STREET ADVISORY BOARD MINUTES

1. Discussion of a Downtown Caldwell Website, during the workshop on June 1, 2020 an idea to create a Main Street Website was recommended.
    - a. The Friends of Main Street can maintain and upkeep the website since this is more of a way to promote and highlight the merchants in Downtown Caldwell. Friends of Main Street will need to vote and have Taylor work on this project as he said he would take care of this.
  2. Discussion of updating the Downtown Caldwell Maps.
    - a. This will need to be started on over the next few months.
  3. Discussion of creating a Downtown Caldwell E-Newsletter.
    - a. This will be done once the Main Street Website is completed.
  3. Community Engagement and Outreach Plan, the first step in this process is to discuss Caldwell's Key Stakeholders:
    - i. Demographics
    - ii. Community Networks
    - iii. Network Connectors
    - iv. Communication Opportunities
    - v. Engagement Opportunities
      1. Survey for the Community Input for Downtown Caldwell will go out in July or August.
  4. Reopen Safely Toolkit, to safely have events in Downtown Caldwell a toolkit needs to be given to all business.
    - i. Just sending out social distancing signs and information to the businesses is good. The City is going to work on providing sanitizing stations and sandwich boards for downtown.
  5. Discussion of Bounce Back Event – During the May meeting the discussion lead to the July 11 Second Saturday for a potential event, focused on the Margarita Festival Idea.
    - i. Merchant sponsored and driven Margarita Themed Second Saturday.
- G. Board questions, comments or concerns.
- H. FUTURE AGENDA ITEMS (This is where the board can request additional items for future agendas)**
- I. ADJOURN THE MEETING @ 7:15 pm**
1. Charlsa made a motion to adjourn and Debbie seconded.

This notice and Meeting Agenda and Minutes are posted online at [www.caldwelltx.gov/agendas-minutes/](http://www.caldwelltx.gov/agendas-minutes/)

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Janice Easter, Main Street Advisory Board Chair



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Forrest Williams, Community Development Director



## 2020 Quarterly Program Activity Overview (Revised)

(Replaces the former Monthly Report. PLEASE CONTACT THE TMSP OFFICE FOR YOUR INDIVIDUALIZED QUARTERLY REINVESTMENT WORKSHEET)

PROGRAM NAME: CALDWELL MAIN STREET PROGRAM

THIS REPORT COVERS (please indicate):

- QUARTER 1 (January 2020-March 2020, due April 10<sup>th</sup>)  
 QUARTER 2 (April 2020-June 2020, due July 10<sup>th</sup>)  
 QUARTER 3 (July 2020-September 2020, due October 10<sup>th</sup>)

(QUARTER 4 Activity will be reported as part of the annual report that will be due in December 2020.)

**NOTE: The original 2020 template has been revised so that you can also report on COVID impacts and how your program/downtown is adapting. Some of the information is from the original template prior to the arrival of the pandemic. This revised template reflecting current circumstances will help us -- all working together --prepare for an uncertain future; and to document what is being done in our Main Street world to prepare for it.**

This **Quarterly Activity Overview** replaces the former Monthly Report and is to be turned in along with each quarter's reinvestment report (provided separately). It aligns with the national office's new Community Accreditation Standards (the former 10 Criteria), which is now a strong component of determining National Accreditation and Texas Recognition. This new template should allow you to more efficiently and effectively complete the annual self-evaluation (to be distributed in late fall 2020). Please use this template to briefly summarize activity as they relate to the revised performance standards:

1. *Broad-based Community Commitment*
2. *Leadership & Organizational Capacity*
3. *Diverse and Sustainable Funding*
4. *Strategy-Driven Programming (Community Transformation Strategies)*
5. *Preservation-Based Economic Development*
6. *Demonstrated Impact & Result*

<https://www.mainstreet.org/mainstreetamerica/theapproach>

*"The Main Street Approach is centered around Transformation Strategies. A Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy."*

We have adopted and articulated our Main Street strategy or strategies  Yes  No

Please summarize your strategy or strategies:

- Our Main Street Program is experiencing a transition time and over the next 12 months we have developed a work plan that will get us to establish more community engagement and outreach of the program. These tools laid out in the work plan are going to help the board understand what the community is wanting to see in Downtown Caldwell and where the focus should be. (Please see attached work plan for 2020 – 2021).

*How do you expect COVID to impact these strategies/your work?*

Submit to: [mainstreet-reports@thc.texas.gov](mailto:mainstreet-reports@thc.texas.gov)

- The impact from COVID was strong during the shut-down for our retail and restaurants, since businesses have been able to open back up, some of our businesses have experienced a shift in their business models. When re-opening was slow, our small businesses were getting more business, once the re-opening reached 75% our businesses experienced less foot traffic.
- The program is looking to conduct a community input survey and then SWOT Analysis with the community and the board. Please see the attached work plan for the next year on the process that the program will take to accomplish/develop our Main Street Strategies.

Please provide a brief description of activity below. Use as much space as necessary. Add summaries, images, sample media coverage etc. on an extra page(s) to further describe activities if desired. (not required)

**ECONOMIC VITALITY.** *Focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.* **How has COVID impacted downtown/your program's work in this area? Have you changed course? What do you expect for the future?**

There has been a lack of focus on this and it has been built into the future of the program through the work plan and identifying a committee that will be able to enhance our program and bring forward strong projects to help assist the businesses, and properties.

During May the Burleson County Chamber of Commerce hosted a virtual Facebook live tele-auction. The event raised over \$17,000. The Community Development Director (Forrest Williams) was vital in putting the event on and served on the grant selection committee. Businesses were able to apply for a grant through the chamber and some of the businesses awarded funds were from main street businesses.

The Board approved a \$3,000.00 Façade Improvement Grant for one of our local businesses, Jaeck's Insurance. The renovations will be on the exterior façade, paint, doors, and addition of an awning. The work has not begun.

**DESIGN.** *Supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart. Please provide images/descriptions on separate pages for any physical improvements completed during the quarter (before/after). These should also appear in your reinvestment reports.* **How has COVID impacted downtown/your program's work in this area? Have you changed course? What do you expect for the future?**

With the transitions taking place in our program we are currently waiting for our strategies and a master plan for downtown before we begin any additional design changes to Downtown, this way we can manage our budget and make sure that we are prepared for what needs to change in downtown.

The work plan for the program will have the board and council along with other community members complete an evaluation of the current conditions in Downtown, which will then be used to determine the long-term actions that need to be a part of the Downtown Master Plan.

**PROMOTION.** *Positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.* **How has COVID impacted downtown/your program's work in this area? Have you changed course? What do you expect for the future?**

COVID-19 has made it hard for the Friends of Main Street to promote and have events in Downtown. Since the re-opening of businesses this is hopefully going to change, but the City is going to provide social distancing sandwich board signs and some sanitizing stations to use for future events in Downtown.

The future of Downtown will hopefully come back and become more active, but it will take time for people to want to be out and about and feel safe and comfortable. The 36<sup>th</sup> annual Kolache Festival for September 12<sup>th</sup>, was canceled due to the uncertainty of the coronavirus, which will deeply impact the rest of the year for our businesses. While businesses want to have events in Downtown it is just not feasible to plan them with the high uncertainty of the changing situation.

Submit to: [mainstreet-reports@thc.texas.gov](mailto:mainstreet-reports@thc.texas.gov)

**ORGANIZATION.** *Creates a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.* **How has COVID impacted downtown/your program's work in this area? Have you changed course? What do you expect for the future?**

Revitalization projects have been slow, and the amount of volunteers in the program has become very minimal, this is why the attached work plan highlights the first Task as reinstating the volunteers of the Main Street Program and the overall participation of the community.

At our Tuesday meeting on July 14. We are hoping that potential volunteers arrive and show their interest in Downtown.

**CALDWELL MAIN STREET ADVISORY BOARD  
WORK PLAN  
AUGUST 1, 2020 to September 31, 2021**

As a Main Street Community, Caldwell Main Street Advisory Board should have a work plan in place to help guide the organization and structure of the Board and Committee's throughout the year. This work plan is set to begin August 1, 2020 and end on September 31, 2021. This will be the work plan used for the transitional year to allow the Advisory Board to re-establish committees and develop some engagement and outreach exercises to provide community participation and develop a Long-Range Plan and Strategic Planning tools for Downtown Caldwell. These tools and plan will help guide future decisions for the board and how Downtown Caldwell evolves. The work plans in the future after this work plan expires should be set to follow the City of Caldwell's Fiscal Year October 1 – September 31 this way budgeted items can be accounted for in the work plans.

ACRONYMS:

- Caldwell Main Street Program – CMSP
- Committee Chairs – CC
- Community Development Director / Main Street Manager – CDD/MSM
- Design Committee – DC
- Downtown Caldwell Youth Ambassador Committee – DCYAC
- Economic Vitality Committee – EVC
- Friends of Caldwell Main Street (501c3-Nonprofit) – FCMS
  - Friends of Caldwell Main Street (501c3-Nonprofit) Committee – FCMSC
- Main Street Advisory Board – MSAB
- Organization Committee – OC
- Promotions Committee – PC
- Texas Historical Commission / Texas Main Street Program – THC/TMSP
- Texas Target Communities - TxTC

**CALDWELL MAIN STREET ADVISORY BOARD  
WORK PLAN  
AUGUST 1, 2020 to September 31, 2021**

<b>TASKS</b>	<b>TASK ASSIGNED</b>	<b>START DATE</b>	<b>END DATE</b>	<b>BUDGET</b>	<b>NOTES / PERFORMANCE MEASURES</b>
TASK 1. PROGRAM ORGANIZATION & STRUCTURE	MSAB	JUN. 2020	AUG. 2020	N/A	
ACTION 1.1. Re-establishing committees.	MSAB and CDD/MSM	JUL. 2020	AUG. 2020	N/A	Similarly, to other main street programs the committee format is important and helps provide more structure to the program.
ACTION 1.2. Outreach for Volunteers for committees.	MSAB and CDD/MSM	JUL. 2020	AUG. 2020	N/A	Each board member was going to contact 2 people that might be interested in serving on the committees and send those names and contact information to Forrest.
ACTION 1.3. Committee Meetings, schedule and responsibilities.	CC and CDD/MSM	AUG. 2020	AUG. 2020	N/A	Once the committees are established and chairs are assigned. Each committee will have a monthly meeting before the Main Street Advisory Board Meeting to discuss and bring forward items to the advisory board. The Advisory Board needs to discuss the committees and their responsibilities.
ACTION 1.4. Re-Open Plan, Hand Sanitizing Stations and Sandwich Boards sponsored by Caldwell Main Street.	CDD/MSM	JUN. 2020	JUL. 2020	Hand Sanitizing Stations = \$200 ea. Sandwich Boards = \$200 ea.	City will purchase the hand sanitizing stations and sandwich boards to be used in Downtown Caldwell for events and festivals. The sandwich boards will have signage for Social Distancing practices and the Event Schedule for Downtown Caldwell. Any special events for a business could be advertised on the sandwich boards if the business purchases the signage and notifies the CDD/MSM.
ACTION 1.5. Development of a Downtown Caldwell	FCMS	TBD	TBD	\$TBD	During the Workshop on June 1 <sup>st</sup> , 2020 Taylor and April Locke presented an e-commerce and promotional workshop. The idea to create a Main Street Website for Downtown Caldwell.

**CALDWELL MAIN STREET ADVISORY BOARD  
WORK PLAN  
AUGUST 1, 2020 to September 31, 2021**

<b>TASKS</b>	<b>TASK ASSIGNED</b>	<b>START DATE</b>	<b>END DATE</b>	<b>BUDGET</b>	<b>NOTES / PERFORMANCE MEASURES</b>
Main Street website sponsored by the FCMS.					
ACTION 1.6. Downtown Caldwell E-Newsletter. This can be done once the website is completed.	FCMS and CDD/MSM	TBD	TBD	\$TBD	During the Workshop on June 1 <sup>st</sup> , 2020 Taylor and April Locke presented an e-commerce and promotional workshop. The idea to create a Main Street e-newsletter for Downtown Caldwell businesses and visitors.
<b>TASK 2. COMMUNITY SURVEY</b>		<b>JUN. 2020</b>	<b>DEC. 2020</b>		
ACTION 2.1. Review and Complete the Outreach & Engagement Plan.	MSAB and CDD/MSM	JUN. 2020	JUL. 2020	N/A	Outreach and Engagement Plan will be used to help make sure that all of the members of the community are being reached and included in the process.
ACTION 2.2. Send out Community Survey and determine an end date.	CDD/MSM	JUL. 2020	AUG. 2020	\$500.00 (paper)	The Community Input Survey was completed and approved at the May 12, 2020 meeting. The survey will be sent out online, emailed, and placed in the utility bills, for the July Mail out.
ACTION 2.3. Host a community engagement meeting.	MSAB and CDD/MSM	TBD	TBD	N/A	This would be a charrette meeting that the community can participate in to outline some of the overarching ideas, needs and wants for Downtown Caldwell. More details will need to be discussed.
ACTION 2.4. Host a pop-up event booth at Kolache Festival to get input from others	MSAB	SEPT. 2020	SEPT. 2020	TBD	This would be a booth set-up with some highlights from the community input survey. It would also include some key questions and thoughts for the community and visitors to give feedback on.

**CALDWELL MAIN STREET ADVISORY BOARD  
WORK PLAN  
AUGUST 1, 2020 to September 31, 2021**

<i>TASKS</i>	<i>TASK ASSIGNED</i>	<i>START DATE</i>	<i>END DATE</i>	<i>BUDGET</i>	<i>NOTES / PERFORMANCE MEASURES</i>
in the community and visitors.					
ACTION 2.5. Review and Analyze Data.	MSAB and CC and CDD/MSM	OCT. 2020	DEC. 2020	N/A	Review the data and analyze the feedback from the survey, community input meetings and the pop-up booth to get a sense of the overall direction which the community would like Downtown Caldwell to go in. The data will come before the MSAB for a complete report.
<b>TASK 3. EVALUATION OF DOWNTOWN</b>		JAN. 2021	MAR. 2021		
ACTION 3.1. Develop an evaluation form that CMSP, Council and Citizens can complete.	CDD/MSM	JAN. 2021	JAN. 2021	N/A	TxTC and THC/TMSP have some example evaluations which can be used to create our evaluation for the Downtown Caldwell Evaluation. This will go before the MSAB for approval.
ACTION 3.2. CMSP, should walk around the Downtown Caldwell District and perform an evaluation of the area.	ALL	FEB. 2021	FEB. 2021	N/A	Anyone who would like to complete an evaluation of Downtown Caldwell can do so, all the committees should participate in the evaluation to get a sense of the current conditions of the area.
ACTION 3.3. Schedule an evaluation session where the board and council can collectively meet to evaluate the area.	MSAB and City Council	FEB. 2021	MAR. 2021	N/A	This meeting will be a field study to evaluate Downtown Caldwell. This can be done as a group or individually, the purpose of this is to get out and really experience the area in the daytime and at night to get a sense of what and how the space is activated and used.

**CALDWELL MAIN STREET ADVISORY BOARD  
WORK PLAN  
AUGUST 1, 2020 to September 31, 2021**

<i>TASKS</i>	<i>TASK ASSIGNED</i>	<i>START DATE</i>	<i>END DATE</i>	<i>BUDGET</i>	<i>NOTES / PERFORMANCE MEASURES</i>
ACTION 3.4. Review and Analyze the Evaluations of the area.	MSAB and CC and CDD/MSM	MAR. 2021	MAR. 2021	N/A	Review the data and analyze the feedback from the survey, community input meetings and the pop-up booth to get a sense of the overall direction which the community would like Downtown Caldwell to go in. The data will come before the MSAB for a complete report.
TASK 4. SWOT EXERCISE		APR. 2021	APR. 2021		
ACTION 4.1. CMSP, brainstorming and identify the Strengths, Weaknesses, Opportunities, and Threats.	MSAB and CC and CDD/MSM and Committee Members	APR. 2021	APR. 2021	N/A	SWOT analysis is used to break down the different areas that need to be focused on within a community. This exercise will help identify the Downtown issues, concerns, and things to improve.
ACTION 4.2. During this meeting look at what the community is saying about Downtown and incorporate a holistic framework for the exercise.	MSAB and CC and CDD/MSM and Committee Members	APR. 2021	APR. 2021	N/A	Invite Debra Drescher to participate in this exercise to conduct the meeting. Debra is the THC/TMSP Coordinator for the State and has conducted numerous meetings and exercises like this. Having an unbiased voice and leader can help direct and guide for a more holistic approach to the overall outcome.
ACTION 4.3. Determine the Focus/Key areas that are driving forces for Downtown based on	MSAB and CC and CDD/MSM and Committee Members	APR. 2021	APR. 2021	N/A	Based on the data from the SWOT exercise this will determine what the key focus areas are for Downtown Caldwell.

**CALDWELL MAIN STREET ADVISORY BOARD  
WORK PLAN  
AUGUST 1, 2020 to September 31, 2021**

<i>TASKS</i>	<i>TASK ASSIGNED</i>	<i>START DATE</i>	<i>END DATE</i>	<i>BUDGET</i>	<i>NOTES / PERFORMANCE MEASURES</i>
the data and feedback.					
<b>TASK 5. TRANSFORMATIONAL STRATEGIES</b>		MAY. 2021	MAY. 2021		
ACTION 5.1. Determine overarching goals for Downtown and the CMSP, based on the information received in the previous meetings.	MSAB and CC and CDD/MSM	MAY. 2021	MAY. 2021	N/A	Over the past several years, a shift has been occurring nationwide in how the Main Street Four Point Approach™ is being carried out. The evolving model was introduced and discussed during at the April 2020 Main Street Advisory Board Meeting with Debra Drescher.  The refined Approach and the new Transformation Strategy model for Main Street programs maintains the organizational aspects that for almost 40 years has proven effective in re-establishing (transforming) historic Main Street downtowns into vital places once again. At the same time, it allows more flexibility, while encouraging a more holistic focus on development of strategic program goals that have measurable outcomes. The Main Street Refreshed Approach is focused on strategy rather than structure and process. Through an information gathering and collaborative, community-engaged process, Main Street leadership teams of staff and board, articulate overarching strategy statements that drive the work of four-point committees or project teams.
ACTION 5.2. Establish Transformational Strategies, that achieve the overarching goals for Downtown Caldwell.	MSAB and CC and CDD/MSM	MAY. 2021	MAY. 2021	N/A	One critical component of the strategy model is the changing nature of board leadership: Under the Strategy model, the Board President must lead the charge, set expectations and be an example for board service that all board members will adhere to.
ACTION 5.3. Create individual actions for the Transformational Strategy Goals, to further direct CMSP how to revitalize Downtown.	MSAB and CC and CDD/MSM	MAY. 2021	MAY. 2021	N/A	

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					<p>In the Board’s future meetings, as the new Transformation Strategy work plan is further laid out, the Board President will lead the staff/board team through taking the draft ideas found at the end of this report and narrowing them down into viable, doable, action items. Ultimately the responsibility for the full work plan will be in the hands of the committees, but the Board Chair and board members must set the direction. The four points of the Approach continue to be the foundation for strategic Main Street revitalization:</p> <p><i>ECONOMIC VITALITY</i> focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.</p> <p><i>DESIGN</i> supports a community’s transformation by enhancing the physical and visual assets that set the commercial district apart.</p> <p><i>PROMOTION</i> positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community’s unique characteristics.</p> <p><i>ORGANIZATION</i> involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.</p> <p>The refreshed model also includes Catalyst Strategies: so-called ‘off-the-shelf’ strategies common to many existing marketplaces which a local Main Street program can adapt for its own program. This could include, for instance:</p>

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					(SEE ATTACHED CATALYST STRATAGEY DOCUMENT)  The Catalyst Strategies can provide ideas for projects and activities in the Caldwell Main Street Program (CMSP) Plan of Work.
TASK 6. CREATE THE 2021 – 2022 WORK PLAN	MSAB	JUN. 2021	SEPT. 2021	N/A	The Advisory Board will work on creating a work plan with the committee’s input, each committee will then create their own work plan for the year to break down tasks into measurable outcomes.
ACTION 6.1. Using the Transformational Strategies, Goals, and Actions Develop a 2021-2022 Work Plan.	MSAB and CDD/MSM	JUN. 2021	SEPT. 2021	N/A	The overall program work plan should be based on the transformational strategies and goals the actions should be based on the individual committee’s work plans.
ACTION 6.2. Host a community input session for the next year upcoming work plan, let the community engage on deciding which actions they want to see accomplished for the next year.	MSAB and CDD/MSM	JUN. 2021	SEPT. 2021	N/A	Once the general work plan has been drafted have a community input session where the community and visitors of Caldwell have their input on what should be focused on in the upcoming year. Kolache Fest would be the perfect time to have a pop-up booth for engagement.
ACTION 6.3. Discuss creating a long-range	MSAB and CDD/MSM	JUN. 2021	SEPT. 2021	\$TBD	The Community Development Director (MSM) has reached out to the TxTC program and they are going to give direction

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plan/Master Plan for Downtown Caldwell.					on a Downtown Master Plan. Which will serve as the main guide and then can be further planned with the help of TxTC or a consulting firm or THC.
ACTION 6.4. Promotion Committee Work Plan	PC	JUN. 2021	SEPT. 2021	N/A	Promotion committee will need to create a work plan that lays out what actions respond to the transformational strategies and goals of the overall program work plan.
ACTION 6.5. Organization Committee Work Plan	OC	JUN. 2021	SEPT. 2021	N/A	Organization committee will need to create a work plan that lays out what actions respond to the transformational strategies and goals of the overall program work plan.
ACTION 6.6. Design Committee Work Plan	DC	JUN. 2021	SEPT. 2021	N/A	Design committee will need to create a work plan that lays out what actions respond to the transformational strategies and goals of the overall program work plan.
ACTION 6.7. Economic Vitality Work Plan	EVC	JUN. 2021	SEPT. 2021	N/A	Economic Vitality committee will need to create a work plan that lays out what actions respond to the transformational strategies and goals of the overall program work plan.
ACTION 6.8. Friends of Caldwell Main Street Committee Work Plan (Events & Marketing)	FCMSC	JUN. 2021	SEPT. 2021	N/A	Friends of Caldwell Main Street committee will need to create a work plan that lays out what actions respond to the transformational strategies and goals of the overall program work plan.
ACTION 6.9. Downtown Caldwell Youth Ambassador Committee Work Plan	DCYAC	JUN. 2021	SEPT. 2021	N/A	Downtown Caldwell Youth Ambassador committee will need to create a work plan that lays out what actions respond to the transformational strategies and goals of the overall program work plan.