

**MANSFIELD DOWNTOWN PARTNERSHIP  
AD HOC STRATEGIC PLANNING STEERING COMMITTEE SPECIAL MEETING  
Thursday, May 23, 2016  
Mansfield Downtown Partnership Office  
23 Royce Circle**

**2:30 PM**

**DRAFT Minutes**

Members Present: Steve Bacon, Tom Callahan, Mona Friedland, Matt Hart, and Betsy Paterson

Staff: Cynthia van Zelm

Guest: Francine Christiansen with Christiansen Consulting

**1. Approval of April 28, 2016 Minutes**

Tom Callahan called the meeting to order at 2:35 pm.

Mona Friedland suggested a change to the minutes regarding the identification of a potential resource for funding a marketing plan for the Partnership. With that change, Steve Bacon made a motion to approve the April 28, 2016 minutes. Betsy Paterson seconded the motion. The motion was approved.

**2. Strategic Plan Components for Discussion**

Francine Christiansen referred to a Power Point presentation as a guide for the discussion of the Partnership's strategic plan.

She briefly reviewed the identity/hedgehog/brand notes from the Board meeting in May.

Ms. Christiansen asked for further input on the draft Partnership Brand – its Promise.

Ms. Paterson and Matt Hart suggested that the downtown was an important civic center given the location of the Town Hall, Post Office, Community Center, E.O. Smith High School.

The Committee then reviewed the draft priority areas for the strategic plan. What will the Partnership focus on over the next three years?

Mr. Hart said his goal would be to make sure the operations of the downtown, marketing and promotion of the downtown are the focus. He also said a stable funding source for the Partnership is important.

Mr. Hart suggested that the role of the Partnership in managing the Nash-Zimmer Transportation Center be assessed.

Ms. Paterson said it is critical to understand where the Partnership is spending most of its time.

Mr. Callahan agreed that the Partnership's role in the management of the Nash-Zimmer Transportation Center should be evaluated but in the end, it still needs to be operated and maintained.

Mr. Callahan said he thought the Partnership had a role in the tenant mix downtown. The Partnership may be the first place that prospective businesses go when they are thinking about locating in the downtown.

Mr. Callahan also said it needs to be determined where the oversight of the downtown operations plan will be at the Board level. The operations plan is important but under resourced.

Ms. Christiansen said she advocates using some of the fund balance for marketing expertise. The Committee was in agreement that some outside expertise would be needed. Ms. Christiansen said expertise is needed in positioning the Partnership, not just developing a logo or tagline.

With respect to the work needed with governance, Ms. Christiansen suggested that the Executive Committee take on this work, and also focus on what task forces should be put together to implement the strategic plan.

Mr. Callahan said the Executive Committee should also identify the skills of Board members needed in the future. Ms. Christiansen said a skill gap analysis can be done.

Ms. van Zelm will poll Executive Committee members for a time to meet.

### **3. Adjourn**

The meeting adjourned at 4:00 pm.