

# PRESENTATION & WORK SESSION AT THE HUB

August 15, 2018

Prior to the Steering Committee Presentation, representatives from the Yadkin Cultural Arts Center in Yadkinville, NC, presented information about their facility to members of the Board and Steering Committee. These representatives were John Willingham, President of the Center and Yadkin Arts Council, and Jessica Grant, Director of the Willingham Performing Arts Academy. Both discussed their programs, and how they got started.

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In Attendance:

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**Members Present:** Mayor Janet Winkler, Commissioners: Larry Chapman, Jonathan Greer, Barry Mitchell, Ann Smith and Bill Warren

**Members Absent:** Commissioner Rick Shew

**Others Present:** Town Manager, Rebecca Bentley, Town Clerk, Tammy Swanson and HUB Manager, Janice Woodie – (Keith Smith, Dinner Theater Director, was present for the Yadkinville Presentation.)

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Steering Committee and Others:

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**Steering Committee Members Present:** Suzette Bradshaw, Kathy Carroll, Chairperson, and Brenda Deitz

**Others Present:** Lindsey Barrick, Executive Director Caldwell Arts Council, and Ben Willis, CCC & TI Workforce Development

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Call to Order:

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Mayor Janet Winkler called the meeting to order. Janet stated that the Steering Committee for the Arts Center was going to make a presentation to the Board. Following the presentation, the Board will hold a work session to discuss proposed plans for the HUB and Horizon's Building. Janet explained that the Board is only holding a work session, and will not be making any final decisions or voting at this meeting.

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Presentation by the Steering Committee:

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Kathy Carroll presented the following information from the Steering Committee>

**The HUB Expansion Steering Committee:**  
**Presentation to Hudson Town Board - August 15, 2018**

**Our Working Vision:**  
***"A Model for Enhancing Community  
Through Arts & Business"***

**Our Working Mission Statement:**  
***"To inspire a vibrant community through arts & business"***



**I. Members of the Steering Committee:**

- |                    |                     |                  |                     |
|--------------------|---------------------|------------------|---------------------|
| - Ron Beane        | - Kathy Carroll, CH | - Jimmy Hemphill | - Carmela Tomlinson |
| - Tim Boone        | - Brenda Deitz      | - Mary Lindsay   | - Dillon Warren     |
| - Suzette Bradshaw | - Jim Engelman      | - Jeff Link      | - Tammy Williamson  |

## II. Meetings: 7/26/2018 - 8/02/2018 – 8/08/2018

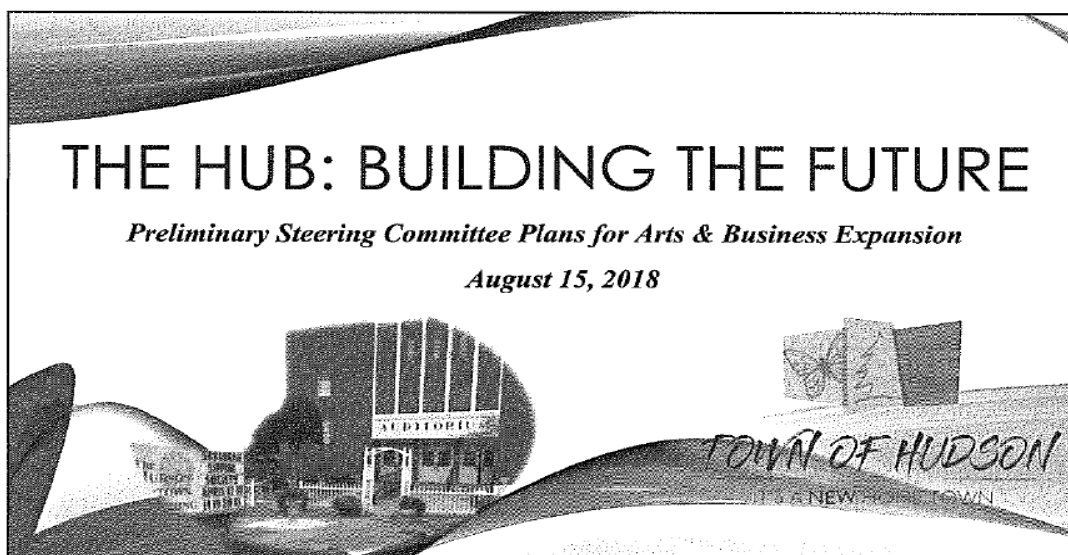
Next one scheduled for 8/09 at The HUB, 6:00 p.m.

## III. Progress Thus Far:

- Developed a **Common Vision** for what The HUB will be in terms of promoting economic development and the arts in Hudson, moving toward being a regional “HUB” for business and arts in Northwest N.C., the State, and the Southeast
- Named **Sub-Committees** to propel the work forward. They include:
  - **VISION & PLAN DEVELOPMENT** – Where are we going? What stages of development / phases do we project? Put vision to paper. How do we serve Hudson, Greater Caldwell, the region, more? How are we different, attracting all age groups, etc.? (Co-Chairs – Suzette Bradshaw and Brenda Deitz; Tim Boone, Mary Lindsay, Bill Warren, Tammy Williamson)
  - **FUND-RAISING** – The Town needs \$65,000 now to match possible ARC grant funding. We’re getting a packet of material together to begin STAT. (CHAIR – Jim Engelman, Jimmy Hemphill, Jeff Link, Ann Smith; develop the strategy. EVERY member of the steering committee is responsible for helping make contacts and raise the money.)
  - **MARKETING** – How do we market this expansion to the community? Begin, in coordination with the VISION & PLAN DEVELOPMENT Committee, to develop materials to promote the vision – slogans, brochures, flyers, posters, online presence, video(s), etc. (Chair: Carmela Tomlinson; Ron Beane, Bill Warren, Michael Dillon)
- Identifying **Key Partners and Potential Supporters** in the endeavor: Team making contacts and bringing info back to full committee usually includes one or more of the following – Suzette, Kathy, Bill, Ann – (CCC&TI, Arts Council, local artists . . .)
- **THE PRELIMINARY PLAN unfolding . . . (PWPT)**

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Kathy discussed the Steering Committee’s vision through the following Power Point presentation.



## BRAINSTORMING FOR VISION, MISSION, & DIRECTION:

### KEY WORDS:

- Center / Campus
- Small Business
- The Arts
- Culture Reflection & Development
- Innovation
- Community
- Collaboration
- Advocacy
- Education
- Celebration

### KEY ELEMENTS:

- ARTISANS
- CRAFTSMEN
- ARTISTS
- GALLERIES
- BUSINESS INCUBATION and CCC&TI
- UNIQUE NEW FEATURES related to Arts & Business
- ART WALK / "BIG ART" on display
- CULINARY - Possible RESTAURANT
- SPACES to WORK and CREATE

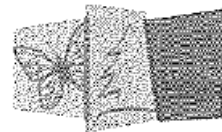
## THE FUTURE: "VISION" AND "MISSION" "WORKING" DRAFTS

### VISION

- The HUB will be a model for enhancing Community through Arts & Business.

### MISSION

- "To inspire an even more vibrant Community through business and the arts."



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# "COMBINING THE BEST A COMMUNITY CAN OFFER"

Sample "Catch-Phrase" or Slogan

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“

*"YOU DON'T LEAD BY POINTING AND TELLING  
PEOPLE SOME PLACE TO GO.  
YOU LEAD BY GOING TO THAT PLACE  
AND MAKING YOUR CASE."*

- KEN KESEY

”

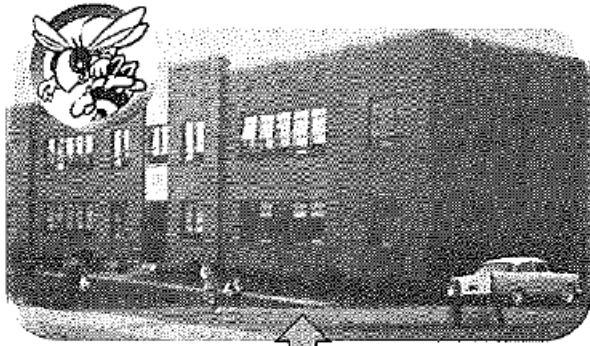
**We are detailing "steps," "stages," and "supporting cast" elements.**

**THE PRELIMINARY ROLLOUT PLAN IS IN DEVELOPMENT.**

Here come our  
preliminary "GOALS" – Ready?

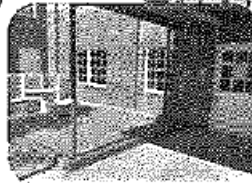
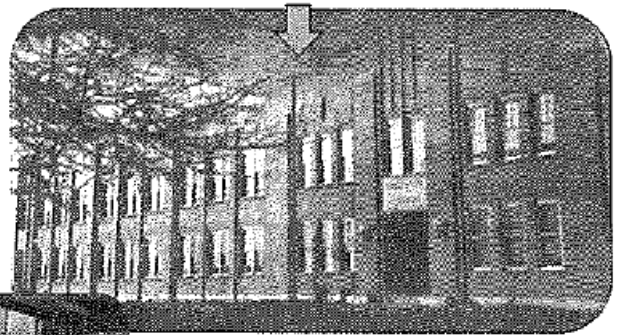


"BABY  
WE'VE COME A LONG WAY!"



B-Building / Former Horizons School  
New Plan: CCC&TI's SBC  
& Business Incubation

A-Building: Auditorium  
New Plan: Add ARTS work spaces,  
galleries, and classrooms for instruction



C-Building / Basement Cafeteria  
New Plan: CULINARY CENTRAL,  
Culinary Incubation

## GOAL #1: FUND-RAISING DIMENSIONS

**Seek funding through various avenues to match potential grants and fully fund some elements, as needed, for expansion.**

- Grants, such as ARC, may require matching funds. Seek other grants for arts, business incubation, and community development.
- Prepare list of most likely donors, remembering individuals, business & industry, corporations, and foundations.
- Establish initial fund-raising schedule and secure materials to market the promise of the project.
- Steering Committee will 'go after' donations as the Fund-Raising Committee guides. \$65K: We need it STAT.
- Develop a grant-seeking dimension with experienced writers.



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## GOAL #2: SPACE PREPARATION

**Acquire necessary equipment and complete any minor renovations to certify, open, and begin new expansion services.**

- KITCHEN: Plan is to have kitchen operating by January 2019 for culinary incubation.
- Successfully relocate CCC&TI's Small Business Center in Building B (formerly Horizons) and begin offering advisory and development services onsite. The goal is to have the SBC operating by mid-October 2018.
- Ready A-Building 2<sup>nd</sup> Floor sufficiently to attract & lease space to suitable artists for individual studio space ASAP.
- Dedicate and prepare two A-Bldg. 1<sup>st</sup> floor spaces for potential gallery & shared classroom space.
- Recruit & lease to at least ONE ANCHOR arts group by fall 2018.



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## GOAL #3: MARKETING THE MODEL

**Develop a comprehensive marketing plan to include primary messaging, slogans, campaign plan, etc., to support plan rollout.**

- Agree upon and get Town Board approval of the VISION and MISSION.
- Have Marketing Committee to develop materials, packet(s), online presence, social media launch, etc., to bring to StCm for approval, and then on to the Town Board.
- Get BIG ART "out there" quickly to alert the public and excite the community about the changes afoot. MAKE IT VISIBLE QUICKLY. Some by FALL 2018.
- Marketing packets probably need some common factors, but also materials directly affecting the market group: B&I, individuals . . .
- Find an ANCHOR local art group to take up residence quickly.



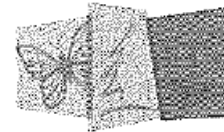
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## GOAL #4: FINANCIAL PLANNING

**Develop budgets that ensure proper space lease fees for incubators & artists and for fund-raising through new events dedicated to HUB business.**

- Analyze past operations cost and determine "space" fees that, when combined, pay proportionate utilities and other operating costs for The HUB spaces.
- Develop lease agreements, in conjunction with artist & SBC input, that attract new lessees that will anchor the new direction for The HUB.
- Determine what we need during the first year to make the vision VISUAL so that the FR Committee knows what additional money we may need early on.
- Develop short-term budgets / costs for other equipment, facilities, and programs.
- Recruit & lease space to at least ONE ANCHOR arts group.



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## GOAL #5: BEGIN NEW PROGRAMMING

**Create and deliver NEW, UNIQUE arts & community events.**

- Offer at least 3 new, different ARTS / Community events in 2019. Include SBC in planning and programming.
- Free up the calendar to every extent possible to provide "room" for new programming.
- At least one 2019 event should be marketed across the state and, possibly, across several states.
- Identify potential stakeholders & develop significant collaborative relationships with at least 4 local or regional existing art or cultural organizations to bring outside programs to the HUB.
- MAKE SOMETHING(S) happen ASAP for immediate response to the new plan.



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WE HAVE MUCH TO DO.  
WE NEED YOUR GUIDANCE AND TRUST.  
WE'RE READY FOR YOUR BLESSING.

*We'll be back with updates as we make progress.  
We are a group of shakers ready to run!*

## THE HUB EXPANSION STEERING COMMITTEE

- |                    |                  |                     |
|--------------------|------------------|---------------------|
| - Ron Beane        | - Brenda Deitz   | - Carmela Tomlinson |
| - Tim Boone        | - Jim Engelman   | - Dillon Warren     |
| - Suzette Bradshaw | - Jimmy Hemphill | - Tammy Williamson  |
| - Kathy Carroll    | - Mary Lindsay   |                     |
|                    | - Jeff Link      |                     |

"The Just Do It' Dozen"

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NEW HAVEN, CT



## *August 15, 2018 Presentation and Work Session*

Kathy stated that at this point, the Steering Committee needs to know what is expected from them. They have requested the Board's blessings to continue with their vision.

Ben Willis discussed his role as a Small Business Leader for CCC & TI. Ben stated that his mission is to create businesses and to create jobs; however, he does not generate a lot of money for the college. He commented that he does, however, have funds available to him to hire instructors for the programs, etc. He stated that he has space at the Civic Center to use, which he plans to continue to use even after he moves to the Horizon's Building. He stated that he works in two counties, and he works with Appalachian State and Lenoir Rhyne. However, his main office that he will be reporting to daily will be located at the Horizon's Building. He added that he is not in his office very much of the time - his work is where businesses need to be created. Ben discussed some of the things he has purchased and plans to use at the Business Center which will be located in the Horizon's Building.

Ben commented that he understands money will always be a factor. He mentioned that there are a lot of entities interested in being involved with the Business Center including Appalachian State and Lenoir Rhyne. He stated that he is working to gain a couple of small "wins" to begin with – not everything has to be done at once.

Suzette Bradshaw referred to the HUB as a "Gem." She stated that other towns in the state work hard to get what Hudson already has.

Janet thanked the members of the Steering Committee and others involved with the project for attending and sharing their visions for the buildings.

Janet stated that the Board will need to discuss money for the project. Janet added that Bill Warren is Chairman of the HUB Committee for the Board, and he will present this information at the August 21<sup>st</sup> Board Meeting.

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### Board Work Session:

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Janet stated that the Board needs to discuss the financing for the Steering Committee's goals. She stated that there has already been some talk in the Town about money being spent frivolously on this project. She added, however, that she wants our residents to realize this will not all be done at one time. Janet mentioned that Ben Willis has planned to move into the building in October.

Janet stated that the things that are going to have to be decided soon are maintenance for the Horizon's Building, hiring an administrative assistant to work in the building every day, and purchasing a security system for the building. There has to be a body in the building. The College is not going to give Ben an administrative assistant, so it will be up to us to hire someone.

Rebecca stated that Ben has also requested that his two rooms be made more vibrant and colorful.

Larry asked if we are getting any money from the College for use of the building.

## *August 15, 2018 Presentation and Work Session*

Janet stated that the College is not paying for use of the building.

Rebecca shared with the Board that our unappropriated fund balance is \$177,087, which is good. Rebecca reminded the Board, however, that one major thing that is coming for repairs in the not so distant future is a new roof for the HUB, which could cost more than this amount.

The Board discussed what would be expected of an administrative assistant for the building. Rebecca suggested that we may could wait to hire an assistant until someone is actually in the building. Janet stated that once we get tenants, we will need someone in the building at least part-time.

Ann stated that Ben has talked to banks about being involved to pay scholarships for some of the business entrepreneurs that may want to rent space in the building.

Janet stated again that this project is going to take time. She commented that what she kept hearing from the Yadkinville representatives is that their project operates through an Arts Council. We are a government entity which is different.

Rebecca stated that she had hoped the Steering Committee would have a timeline.

Janet stated that the Steering Committee is waiting for the Board to make some decisions. She stated that they do not want to overstep their boundaries in creating a timeline. They want the Board's blessings before they go forward.

Ann stated that Jimmy Hemphill is already working on pledges for the project.

Rebecca stated that she feels the Board has left out a vital component which is public input.

Janet stated that in her opinion, we are in the beginning stages, and there is nothing at this point to present to the public. Again, the Steering Committee is waiting on the Board to approve what they have come up with before they continue with the project. Janet stated that our taxpayers are interested in services and not the arts. Janet encouraged the Board to answer questions and concerns expressed by the public by letting them know that our plans are to raise funds for the arts projects and to not use tax dollars.

Bill commented that the public is concerned when we take on big projects. Bill stated that we can let the public know that this project will be bringing in jobs and funds to the Town.

Barry Mitchell mentioned that he heard the Yadkinville people discuss phases, and he believes our project can also be done in phases.

Bill stated that as he has talked with Kathy Carroll, he sees that the Steering Committee is very aware that the project needs to be done in phases.

### *August 15, 2018 Presentation and Work Session*

Ann discussed one group of artists that is interested in renting rooms on the main floor of the HUB for gallery space. The question was asked about the current rent for the rooms on the main floor.

Rebecca estimated that the current rent is \$25 to \$50 per hour. She added that these rooms are sometimes rented for parties, showers, and by wedding parties for dressing rooms.

The Board will continue the discussion of the buildings at the Regular Board Meeting on Tuesday, August 21<sup>st</sup> at the Town Hall.

**Addition to the Town Hall Building** – Rebecca stated that because of the dollar amount of the addition to the Police Department, the bidding process is considered informal. The bids received are: \$89,000 from Brushy Mountain Contractors, and Joe Icard bid \$75,000. Both contractors said they could start in a couple weeks and both said the project should be completed in about 90 days. Brushy Mountain commented that they could use brick and not split-face block as recommended, which could reduce the cost of their bid.

Jonathan asked if this is a lump sum contract.

Rebecca stated that it is a lump sum contract.

Rebecca commented that Joe Icard is very familiar with the Town Hall. He was the Town's Mayor when the building was built.

The Board stated that this project can also be discussed in more detail at the Board Meeting on Tuesday night – August 21<sup>st</sup>.

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Adjournment:

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**Motion: (Larry Chapman/Bill Warren) to adjourn the meeting. Unanimously approved.**

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**Tamra T. Swanson, Town Clerk**