



ORGANIZATION Capital Crossroads Special Improvement District (SID)
DATE February 4 – April 11

THE CHALLENGE

Over the next 10 weeks or more, you will work in teams to increase the general attendance to the Pearl Market, while also identifying sustainable means to improve their communications strategies with Market customers. At the conclusion of your semester's work within your team, you will offer a final presentation pitching your idea to Capital Crossroads SID, community leaders, and Ohio State alumni and staff. If your team is declared the winner of this challenge, your team will have the opportunity to execute the project over the upcoming 2014 Pearl Market season.

CHALLENGE STEPS

The Buckeye Leadership Fellows (BLF) Program staff will place you in groups of 4-5 Fellows. With your group, you will:

1. Define your approach to this challenge and identify what success looks like for you.
2. Complete appropriate research and background work to create a successful project.
3. Consult with the Capital Crossroads staff and patrons of Pearl Market to understand and meet their needs.
4. Create and pitch an implementable solution – including implementation steps, concrete funding sources, etc. – to offer for the final presentation.
5. Identify and execute at least one portion of the project for the Pearl Market's upcoming season, if it is selected as the winning team.

As a reminder, it will be up to your group to define what success looks like, establish goals, and execute your work. You will set the bar for your success, and you will be held accountable to achieve those results.

ABOUT CAPITAL CROSSROADS SID¹

Community pride and partnership. Right here. Right now downtown.

Capital Crossroads Special Improvement District (SID) formed in 2001 and is funded by property owners in the downtown core with the primary purpose of making downtown the cleanest, safest and best place to live, work and play in central Ohio.

The SID promotes a wide array of initiatives and programs including:

- Clean and Safe Ambassador Team
- Downtown Business Recruitment
- Pearl Market
- Downtown Beautification Projects
- Downtown Live Summer Concerts

ABOUT THE PEARL MARKET²

Conveniently located downtown in the alleyways between Broad, High, Gay and Third Streets, Pearl Market energizes downtown on Tuesdays and Fridays, 10:30 a.m. – 2 p.m., mid-May through October. Join us Tuesday, May 20 for Opening Day 2014.

¹ Information retrieved from: <http://downtowncolumbus.com/home/about-us/capital-crossroads-sid>

² Information retrieved from: <http://downtowncolumbus.com/pearlmarket>

The unique urban market delivers a merchant mix reflective of the rich cultural diversity of central Ohio, including a wide array of locally grown produce, hand-crafted merchandise and delicious food, while providing a retail incubator for local entrepreneurs.

Major credit cards and the Ohio Direction Card are both accepted at the Pearl Market Tent in exchange for tokens that may be used throughout the market.

COMMUNICATION METHODS TO DATE

1. To communicate with general Market customers
 - a. Pearl Market Weekly E-Newsletter – 413 subscribers
 - b. Capital Crossroads Weekly E-Newsletters, Right Now Downtown (RNDT), and Downtown News Network (DNN) – 5621 RNDT Subscribers, 1092 DNN Subscribers
 - c. Posters – 200 distributed to downtown businesses, and Pearl Market vendors
 - d. Hotcards (postcards) – 3,000 distributed to downtown business, Experience Columbus Visitor Center, and Pearl Market Vendors
 - e. Purchase of ads when budget allows
 - f. Earned Media – Average between 10-20 traditional and electronic stories per year
 - g. On-Site Market Communication
 - i. Dry erase A-Frame
 - ii. Chalk A-Frame
 - iii. Information at Market Tent
 - h. Social Media
 - i. Pearl Market Facebook: 1,466 likes
 - ii. Pearl Market Twitter: 4,783 followers
 - iii. Downtown Columbus Facebook: 943 likes
 - iv. Downtown Columbus (DTColumbus) Twitter: 17,319 followers
2. To communicate with EBT Market customers
 - a. Face to face meetings with organizations that serve EBT clients
 - b. EBT public access channel commercial – in-kind from City of Columbus
 - c. All Market posters and hotcards have EBT verbiage on them. Distributed as noted above.
 - d. Social Media as stated above
 - e. Word of mouth with EBT customers – tell a friend
 - f. Earned Media – Average 1 EBT focused story per year

LEARNING OUTCOMES

1. Understand the work of the Capital Crossroads SID
2. Engage in effective consulting work – to accomplish the objectives offered by Capital Crossroads SID
3. Practice positive group behaviors: goal setting, effective teamwork, follow-through, proactive communication, etc.
4. Learn to design feasible and implementable solutions to an ambiguous issue
5. Compose and deliver a persuasive presentation that pitches your recommendations and explains how it addresses the needs outlined by Capital Crossroads SID
6. Build relationships and networks with members of the Capital Crossroads SID and Central Ohio community



PARAMETERS

It is recommended that Fellows communicate with Capital Crossroads staff and the BLF program staff throughout the duration of the challenge for feedback, ideas, etc. In addition, each Fellow must develop a written strategy articulating their challenge objectives and how they will meet them – these will be due to Pathbrite on February 18. These will be used as additional benchmarks for determining success during the challenge conclusion presentations.

Projects should be able to be implemented within a \$500 budget. Any additional monies needed to complete the project would need to be raised solely by the Fellows.

PROJECT PROCESSES AND TIMELINE

Throughout the duration of this Challenge, please keep in mind the importance of implementing your leadership skills, your ability to:

- Analyze the challenge situation
- Communicate effectively with the Capital Crossroads staff, alumni and community leaders, and others you wish to involve in your work
- Establish a vision of success for the challenge
- Hold yourself and others accountable
- Deliver results which align with the challenge goal and vision
- Achieve the success you seek (and win the challenge!)

RESOURCES

1. BLF Program Staff and Supporters
2. Capital Crossroads Staff:
 - a. Adam Schroeder, Pearl Market Manager
aeschroeder@sidservices.com 614-645-5061
 - b. Melissa Fast, Marketing Director
mlfast@sidservices.com 614-645-5281
3. Contacts at business and organizations in your current (or future) network
4. Additional Links
 - a. Capital Crossroads: <http://downtowncolumbus.com/home/about-us/capital-crossroads-sid>
 - b. Pearl Market: <http://downtowncolumbus.com/pearlmarket>
 - c. Downtown Columbus: <http://downtowncolumbus.com/>