

DOWNTOWN ITHACA ALLIANCE

2020 WORK PLAN

WORK TASKS, ACTIVITIES, AND PROGRAMS

December 16, 2019----- RECOMMENDED -----

Each year the Downtown Ithaca Alliance undertakes a number of tasks, activities, and programs designed to advance and support downtown revitalization, management, and promotion. These actions comprise this 2020 Downtown Ithaca Alliance Annual Work Plan.

The Downtown Ithaca Alliance Work Plan follows the organizational calendar fiscal year (January to December). This work plan works in tandem with the annual budget to guide and direct the organization in its tasks and activities for the year. When creating an annual work plan, we outline recurring tasks and programs for continuation and we study the approved 2020 Strategic Plan, selecting elements from that plan for implementation or attention. Among the 2020 Strategic Plan topics to be covered in this 2020 Work Plan are:

- Ongoing Commons maintenance and repair
- Conference center development
- Housing development
- Cayuga Street and other secondary street improvement
- Transportation demand management
- Business retention, attraction and recruitment
- Facilitation of new development projects
- Tax abatement incentives for downtown projects
- Parking and parking policy
- Public Art
- Corridor connections between Downtown and CU, IC, and the waterfront

Each and every work program element is designed to reinforce and support the goals of the overall strategic plan. The programmatic work of the Downtown Ithaca Alliance has been organized by committee:

- Business Retention and Development
- Downtown Operations
- Special Events
- Marketing
- Transportation Demand Management

Each task in the work plan will be ranked by the DIA Board of Directors on a scale of A, B, or C, with A being highest ranked and C being lowest ranked. The rankings are listed and will be used by staff when issues of resource allocation arise. Every effort will be made to fulfill the highest ranked tasks. Lower ranked tasks would be the first to be postponed.

DOWNTOWN BUSINESS RETENTION & DEVELOPMENT

2020 Work Plan

December 16, 2019

The DIA and Downtown Retention & Development

The DIA assumes a key role in understanding, monitoring, and assisting in the enhancement and growth of Downtown Ithaca. We work closely with the City and other business and development partners to plan and facilitate business and investment growth. We seek to advance and implement the aspects of the Downtown 2020 Strategic Plan pertaining to economic and business development. We are keenly interested in supporting and retaining our existing businesses. We are likewise interested in the growth and development of Downtown and serve as facilitators for projects, investment, and opportunities.

This work is overseen and monitored by the Downtown Business Retention & Development Committee. This committee is currently chaired by Board member John Guttridge and staffed by the DIA Executive Director Gary Ferguson.

Priority Recommendations

Each new and priority task in the work plan will be ranked by the DIA Board of Directors on a scale of A, B, or C, with A being highest and C being lowest. The compiled mean rankings are listed and will be used by staff when issues of resource allocation arise. Every effort will be made to fulfill the highest ranked tasks. Lower ranked tasks would be the first to be postponed.

Work Tasks for 2020

2020 Work Priorities

These are the key work items that the Business Retention and Development (BRD) Committee and staff have determined to be priorities for 2020.

1. Green Garage project monitoring and facilitation

The DIA shall continue to both monitor the pre-development planning and work with both the City and developers (Vecino and Rimland) on the roll out of these projects. In particular, we will be paying close attention to the impact of the projects on Downtown commerce. We will assist in facilitating coordination with neighbors and with a plan for parking that will accommodate Downtown patrons, residents, and businesses. Lead staff: Gary Ferguson

2. Facilitate and encourage further Downtown private project construction

The DIA will work to encourage additional development in and around the Downtown District, in accordance with both the 2020 Strategic Plan and the new 2030 Plan. This will include highlighting opportunities for development and working with prospective developers and investors. Lead staff: Gary Ferguson

3. Downtown Community Conference Center facilitation

The DIA will work with its other community partners (City, County, Chamber, CVB, TCAD, hoteliers) on the development of a Downtown Community Conference Center project. This work will follow one of two paths. The first option is to pursue the creation of a conference center into the Vecino project. Should this occur, the DIA will assist in the pre-development, financial packaging, and planning for the project. Should the Vecino option fail to materialize, the DIA will work with partners to identify pursue another possible option for downtown. Lead staff: Gary Ferguson

4. Main Street project wrap-up

DIA staff shall work in the first half of 2020 to complete the paperwork for the completion of the 100 West State NYMS project. Lead staff: Kris Lewis

5. Application for a 2020 NY Main Street grant

The DIA will explore the possibility of applying for a new 2020 NYMS grant. The BRD committee shall assist in vetting possible candidates for a project application, consistent with NYMS criteria for success applications. Lead staff: Gary Ferguson, Kris Lewis, and Allison Graffin

6. Work on State grant funding for major downtown projects

Following up on its applications in 2019 to the State DRI, CFA, and URI programs, the DIA will take a lead role in exploring possible applications for broad based downtown project funding during 2020. Lead staff: Gary Ferguson and Allison Graffin

7. Green Garage Superblock Construction period mitigation program

It is expected that the Rimland portion of the Green Garage superblock construction would begin in 3rd quarter 2020 with the Vecino project to follow in 2020. In anticipation of this construction beginning in 2020 and continuing into 2021 and 2022, the DIA shall prepare a construction multi-year mitigation program and plan in the spring of 2020. This plan will describe how funds will be expended from the DIA construction fund as well as from funds earmarked by Vecino for mitigation. The plan will examine options pertaining to enhanced marketing, special events, and/or transportation/parking. Lead staff: Gary Ferguson, Allison Graffin, Kris Lewis, Lauren Gabuzzi, and Scott Rougeau.

8. Comparable cities visit

The DIA will organize a comparable cities visit to a community in 2020 that can provide us (and our community partners) with new and meaningful insights into downtown planning, development, promotion, organization, and management. Possible candidate cities include Providence, RI, State College, PA, and New Haven, CT. We will select one of these cities and arrange for a community comparable city visit in 2019 similar to what we did in Ottawa in 2019. This visit will provide an opportunity for the DIA and its community partners (City, County, Chamber, CVB, CU, and others) to learn about best practices and new ideas. Goal: Schedule and attend a visit to one of these cities. Lead Staff: Scott Rougeau, Olivia Pastella

9. Complete a Strategy for Marijuana Retail Stores

The BRD committee will build upon work begun in 2019 on a recommended strategy for the community to regulate and/or manage stores that sell marijuana, in anticipation of an eventual change in state law. Lead Staff: Gary Ferguson, Allison Graffin.

New for 2020

10. Retail retention cooperative marketing program

The DIA will undertake a pilot program design to provide downtown merchants with the opportunity to plan and undertake shared, cooperative promotional and small event traffic generating projects. The DIA would provide small matching micro-grants to groups of merchants who collaborate on such projects. Up to 10 grants at up to \$500 would be made available. The BRD Committee would be designated as the review body for this rolling competitive program. Lead staff: Kristina Thelen, Allison Graffin

11. Office Recruitment/Attraction Program

The DIA will plan and initiate a coordinated program to attract new business prospects to Downtown, reflecting the increased inventory of office space that will be on the market in 2020. This effort will involve a written plan, an outreach strategy and coordination with affected landlords. Lead staff: Gary Ferguson, Allison Graffin

12. Food Hall research and advocacy

The DIA staff and BRD Committee will continue its research into food hall opportunities for Downtown, and work with landlords with the space and interest to pursue such an initiative. Lead staff: Gary Ferguson

Other Ongoing Retention & Development Activities in 2020

13. Business support/retention

While an ongoing annual task, we want to call out as a priority our efforts to support and retain existing downtown businesses during 2020. There are a number of activities that are detailed elsewhere in this document that focus on business support and retention. Among them are:

- Quarterly merchant networking events (Known as Off the Clock);
- Retail visitations and follow-up technical assistance;
- Succession planning assistance and support;
- Specific promotions—Summer Sale; Fashion Week, BITE, Teacher Week, Winter Recess
- Regular merchant communications and newsletter
- Facilitate tourism marketing
- Work with conferences and meetings
- Work to attract students to downtown

Goal: To provide our existing merchant with a support system to help them sustain and grow their operations. Lead staff: Allison Graffin, Kristina Thelen

14. Business Attraction

With a higher than normal number of retail vacancies, retail business attraction will be a high priority in 2020. During the year we will:

- Maintain and regularly update listings of available spaces, both retail and office.
- Undertake specific outreach and marketing initiatives to solicit and attract possible candidate tenants for both retail and office.
- This outreach will consist of concerted efforts to reach the following categories of business prospects: local (within our MSA); regional (2-3 hour drive time from Ithaca); national; and entrepreneurial/start-up.
- We will prioritize retail over food and beverage when possible, and will also prioritize experiential retailing whenever possible.
- Goals for 2020 will be at least 6 new retail tenants. We will also make at least a dozen new contacts.

Lead Staff: Gary Ferguson, Kris Lewis, Allison Graffin, Kristina Thelen

15. Pedestrian counter project – (with Marketing & Operations)

Based on the success of the initial installation in 2018 & 2019, the DIA will work with a national vendor to install additional state of the art pedestrian counters that will provide us with electronic real time counts in one additional location in 2020 in the western end of the Commons. In conjunction with the current counters, this data will be used for business attraction, policy and planning decisions, and for special event crowds estimating. Goal: To install at least one additional location. Note- due to the bankruptcy of our current vendor, we will need to obtain a new vendor for 2020. This work is in process and budget implication remain unclear. We will work with our committees on any modifications that may be necessary. Lead staff: Kris Lewis, Allison Graffin.

16. Continue an employee training program for customer service - (With Tompkins County CVB & Workforce NY)

In collaboration with the TC CVB and Workforce NY, the DIA will continue its participation in a program to provide internet based front line customer service training. On-line modular programs have been prepared to help train employees to better understand the tourism process and to provide strong customer service. The goal for 2020 will be to engage at least 10 downtown businesses to participate in the program. Lead staff: Gary Ferguson, Allison Graffin, Kristina Thelen

17. Complete & disseminate a district handbook for both businesses and residents (how to use DIA, City and DT resources)

In response to requests from both new and existing businesses, as well as property owners and residents, the DIA continue its distribution of District handbooks produced in 2018. These handbooks serve as guides for navigating services and resources available in Downtown, ranging from City services, to emergency numbers, to information on downtown living and on running a business in Downtown. Trash, recycling, police safety, mental health and homelessness, and drugs will be addressed. DIA services will also be addressed. The printed (and electronic) guide will serve as a reference document for people who use Downtown on a regular basis. They will also be updated as needed. Lead staff: Allison Graffin, Darlene Wilber, Kristina Thelen

18. Continue a systematic retail visitation program

In 2020 we will continue to conduct a systematic visitation program for downtown retailers and service businesses. This initiative will be led the DIA Retail Support Coordinator. The 2020 goal will be to visit each retail business at least once in the calendar year. Lead staff: Kristina Thelen

19. Organize regular merchant committee meetings

The DIA will organize and host regular merchant meetings to help businesses. The purpose of the meetings will be to provide networking opportunities, offer educational and training support, and to enable merchants to provide feedback and insights to better inform DIA staff. Lead staff: Kristina Thelen, Allison Graffin, Darlene Wilber.

20. Continue to provide ongoing technical assistance to businesses regarding social media and the internet

Our retail support specialist will also take a lead role in providing targeted technical assistance and advice to businesses in the area of social media and internet presence. We will prepare a check list to help businesses audit their on-line capacity and presence. We can provide some limited assistance with basic products such as Google, Facebook, and Instagram. The 2020 goal is to complete an inventory of all retailer business needs and provide limited help to at least 6 interested businesses. Lead staff: Kristina Thelen

21. Continue to disseminate information to businesses on downtown parking tools

The DIA will update and redistribute information summarizing the various parking tools and options available to businesses to assist both their patrons and their employees. This information will be disseminated to all downtown businesses in 2020. Staff: Kris Lewis, Allison Graffin, Darlene Wilber

22. Explore and possibly launch a Downtown loyalty program

We will explore the feasibility of contracting with a third party vendor/company to create a downtown-wide customer loyalty program. This program would not replace individual store loyalty programs but will provide a new, extra incentive for downtown patrons. Lead staff: Allison Graffin, Kristina Thelen

23. Continue to create opportunities for retail friendly special events

Working with the DIA Special Events Committee, staff will continue their efforts to audit our special events to determine how they can become more retail friendly. Prior to each major event, the DIA will issue ideas and recommendations for businesses to best tie-in to these events. Lead Staff: Scott Rougeau, Allison Graffin, Kristina Thelen

24. Explore further succession planning workshops for 2020

Working with the Binghamton area SBDC and other possible partners, we will organize at least one additional seminar for downtown businesses on succession planning. Lead Staff: Gary Ferguson, Allison Graffin

25. Continue to host networking programs for retailers/merchants

During 2020 the DIA will host quarterly networking receptions for merchants. The receptions will also address topics important to small retail/restaurant businesses. This work will be coordinated with the Marketing Committee. Lead Staff: Allison Graffin, Kristina Thelen

26. Continue to work with the new major projects on retail options

We will work with and support the owners and developers of the larger new downtown projects to help them consider and locate possible retail tenants. Lead staff: Gary Ferguson

27. Continue to upgrade our directories and rosters of available space

The DIA maintains hard copy and on-line directories of both office and retail space. In 2020, we will continue to update these formats. This will be accompanied by changes to the DIA web site to make these listings more accessible and dynamic. Lead staff: Kris Lewis, Darlene Wilber

28. Celebrate the opening of new major projects

During 2019, the DIA will help coordinate celebrations to mark the opening and/or ground breaking of several new major downtown projects. These may include:

- Harold's Square
- Canopy Hotel

Lead Staff: Ferguson, Allison Graffin, Darlene Wilber

29. Continue to work with the City and County on policy to advance housing development

During 2020 the DIA will collaborate with both the City and County on possible new programs and policies that can advance the development of housing in Downtown, the City, and the County. In particular, we will continue our focus on efforts to streamline and simplify the entitlement process, on efforts to stimulate more middle market housing, and on efforts to stimulate more for-sale multi-family housing.

Lead Staff: Gary Ferguson

2020 Tools/Tasks to Support Business Retention & Development

30. Nielsen Data Updates (ongoing)

We will purchase 2020 market data to assist the DIA in recruitment and in planning efforts.

31. Participation in New York Urban Council. (ongoing)

The DIA will participate in the New York Urban Council, the statewide organization devoted to providing networking and assistance to downtown organizations and programs across New York State.

32. Participation in International Downtown Association. (ongoing)

The DIA will continue its long standing participation in the International Downtown Association, attending the annual conference and using the organization for networking and information sharing.

33. Fund for Business Recruitment marketing. (ongoing)

Funds are reserved for specific business recruitment and attraction activities.

34. Fund for Business Recruitment outreach. (ongoing)

Funds are reserved for more generic business outreach activities in the community.

DOWNTOWN OPERATIONS & INFRASTRUCTURE

2020 Work Plan

December 16, 2019

The DIA and Downtown Operations

Each year the DIA seeks to improve and enhance the Downtown environment by providing supplemental assistance and support that positively affects Downtown operations and infrastructure. The goal of this work is to create a more attractive, livable, and workable environment for the people who patronize, work, visit, and reside downtown. The DIA also works to ensure that public policy aligns with the needs and opportunities of a fully functional and enhanced Downtown environment.

This work is overseen and monitored by the Downtown Operations Committee. This committee is currently chaired by Board member Nicole Pagano and staffed by the DIA Director of Operations Kris Lewis.

Priority Recommendations

Each new and priority task in the work plan will be ranked by the DIA Board of Directors on a scale of A, B, or C, with A being highest and C being lowest. The compiled mean rankings are listed and will be used by staff when issues of resource allocation arise. Every effort will be made to fulfill the highest ranked tasks. Lower ranked tasks would be the first to be postponed.

Work Tasks for 2020

Work Priorities for 2020

1. Parking Policy Oversight and Monitoring

During 2020 the City will be completing both citywide parking and transportation studies. The DIA will closely monitor and participate as possible in this effort, in order to help assess the role and impact of parking and transportation policy on the downtown community. Lead staff: Gary Ferguson, Kris Lewis, Lauren Gabuzzi

2. City DPW/DIA Clean Team collaboration

During 2019, the DIA and City struggled with staff changes and shifting resources that complicated the job of Downtown/Commons maintenance. This work included supplemental cleaning and litter patrol, trash can emptying, and other maintenance activities. Based on a joint meeting held in Fall 2019, we will work to normalize and systematize the maintenance efforts of both DIA and City staffs in 2020. The DIA will continue to receive an allocation from the City DPW Commons contract line for supplemental 2nd shift cleaning services. We will review the effectiveness of the DIA/City maintenance efforts on a quarterly basis. Lead Staff: Kris Lewis, Ambassadors

3. Resolving the Commons Kiosk problem

The DIA will work with the City to develop and implement a plan for repurposing and/or replacing the current Commons interactive kiosks. After spending 2019 unsuccessfully soliciting proposals from other national firms who can provide kiosk service at no charge to the community, we are now seeking to convert the kiosks of static semi-permanent displays. Lead Staff: Gary Ferguson, Allison Graffin, Kris Lewis

4. Re-invigorate the Pay It Forward Program

In 2020 the DIA will mount a campaign to re-invigorate the Pay It Forward Program. This provides direct emergency assistance in form of food and personal care items for downtown people in need. The program is being revised to add new providers and to modify the rules of assistance, to ensure equitable access. Marketing will help businesses and visitors understand the program. Lead Staff: Allison Graffin, Kris Lewis, Kristina Thelen

5. Year round Commons tree lighting

While there are already strings of permanent white light across the Commons, in 2020 we will add white lights in Commons trees that are equipped with electricity. This will add more light in dark months and add more accent year round. Lead Staff: Kris Lewis

6. Expand pedestrian counters

Based on the success of the initial installations in 2018 and 2019, the DIA will work with a national vendor to install a third pedestrian counter location that will provide us with electronic real time counts. In conjunction with the current counters, this data will be used for business attraction, policy and planning decisions, and for special event crowds estimating. Goal: To install at least one additional location, preferably on the western end of the Commons/Downtown. Note- due to the bankruptcy of our current vendor, we will need to obtain a new vendor for 2020. This work is in process and budget implication remain unclear. We will work with our committees on any modifications that may be a

New for 2020

7. East Downtown entrance triangle sculpture art project

If grant funding becomes available, the DIA would work with the City to create to commission a piece of permanent sculpture art for the Seneca Way triangle median at the eastern entrance to downtown. This task is dependent upon receiving external grant funding. Lead staff: Gary Ferguson, Kris Lewis

8. Facilitate efforts to improve Dewitt Park

The DIA will work with the City to encourage initial efforts to improve the condition of Dewitt Park. In particular, we will pursue the trimming back of hedges along Buffalo Street as well as cosmetic

improvements to the overall park. Note—this work may not happen in 2020, depending on scheduling. Staff Lead: Gary Ferguson, Kris Lewis

9. Adding Public WIFI

DIA staff will continue to work toward executing a contract with a 3rd part vendor to bring free WIFI access to the Commons public space. This would be accomplished with the help of a national vendor experienced in providing WIFI service to public spaces nationwide. Lead Staff: Gary Ferguson, Kris Lewis, Allison Graffin

10. Bus Depot- short and long term

During 2019, the City piloted the short term relocation of the inter-city bus depot to the 200 block of East Green Street. It is likely this bus depot will remain on Green Street in 2020, even as the City launched an effort find a suitable long term location for the depot/multi-modal station. The DIA will work with the City to minimize the negative impacts of the depot and maximize the benefits it generates for downtown. The DIA will also work with the City to help plan for a long term intercity multi-modal facility, that could be located in or near to downtown. Lead Staff: Gary Ferguson, Allison Graffin, Kris Lewis, Lauren Gabuzzi

11. Downtown bike/scooter integration curb and sidewalk strategy

Ithaca, like cities across the country, is experiencing the new wave of dock-less personal transport vehicles—bikes, e-bikes, and possibly scooters (if the State opts to permit them). The DIA will work with the City on a strategy for better managing these bikes and scooters, drawing from experiences in other communities. We will also explore options for additional infrastructure that would be appropriate for these bikes and scooters. Lead Staff: Gary Ferguson, Kris Lewis

12. Parking validation plan

The DIA will work with City staff to develop a parking validation program that can be used by downtown businesses to support their customers and clients. The goal is to have the City become conversant with their new pay machines technology in Q1 and Q2 and then to pilot a validation program in Q3, in time for the 2020 holiday season. Lead Staff: Gary Ferguson, Allison Graffin, Kris Lewis

13. Advocacy for downtown safety and security

The DIA will organize a workshop devoted to downtown safety and security, with a special focus on Swift 911. We will also review and recommendation possible improvements in communications in emergency situations. Lead Staff: Kris Lewis

Other Ongoing Tasks and Activities for 2020

14. Promoting inclusiveness and diversity in downtown

The DIA recognizes that Downtown should be inclusive and diverse in all aspects; a place where all people can feel welcome, safe, and comfortable. In 2016 the DIA joined the Ithaca is Love initiative and

promoted that program to downtown businesses. Moving forward, the DIA will explore other ways to encourage and promote inclusiveness and diversity. During the first quarter of 2020, we will ask each of our committees (Operations, BRD, Marketing, Special Events) to discuss this topic and provide some recommendations for the DIA. Items that do not require substantial outlays of funds will be implemented in 2020. Items requiring substantial funding commitments will be considered in the 2021 budget. We will retain a consultant to assist us. Lead Staff: Gary Ferguson

15. Downtown Clean Team Ambassador Program (Grant Funded)

Each year, the DIA receives funding from the Tompkins County Room Tax Program, TCAT, and the City of Ithaca Commons budget to provide supplement cleaning assistance to Downtown. We organize and manage a “clean team” ambassador program that provides year round supplemental support for Downtown streetscape and public way cleaning and beautification. Clean team tasks include litter patrols, planter bed watering and weeding, graffiti removal, and other jobs associated with environmental beautification. The clean team runs at full capacity May through October and reduced staffing the balance of the year. We maintain a clean team supervisor year round and add seasonal workers during the peak May to October months. Lead Staff: Kris Lewis

16. Downtown Hospitality Ambassador program (Grant Funded)

Each year, the DIA receives funding from the Tompkins County Room Tax program to provide hospitality ambassador services in Downtown. These services supplement and complement the efforts of the Downtown Visitor Center operated by the CVB. Services will be provided between May and October. Lead Staff- Kris Lewis

17. Downtown Community Outreach Worker program (Grant funded)

The DIA, in partnership with the City and Tompkins County and other community entities, funds and monitors the Downtown Community Outreach Worker Program. This program, managed and administered by Family & Children’s Service Inc., provides two full time persons to work 9-5 Monday – Friday providing direct, on-the street outreach service and support to the homeless and to people in-need. In recognition of the success of the program and its need for funding to support continuation, the DIA will contribute \$15,000 in 2020 and will actively participate in the oversight and monitoring of the program. This program will also provide the direct outreach for the DIA’s Pay It Forward Program. Lead Staff: Kris Lewis, Allison Graffin, Gary Ferguson

18. Holiday Decorations

The DIA will continue its program of providing Downtown holiday decorations. Decorations will be installed in mid/late November and would remain in place until March.

By the end of the second quarter of 2020, there will be an effort to devise a plan for 2020 that will include utilizing the fountain area. The decorating program includes the Commons, Aurora, 100 West and 100 East State Streets and Cayuga Street. Expansions will occur as resources permit and where new light pole infrastructure is able to accommodate decorations. Lead staff: Kris Lewis

19. Continue Commons Banner Program (Sponsor Funded)

The DIA will continue its seasonal banner program on the Commons, creating and installing new banners 3-4 times a year, including the Art in the Air exhibit/program (see below). Banners will be available for sponsorship. Lead Staff: Kris Lewis, Lara Morrow

20. Continue Art in the Air Program

The DIA will host a special community competition called Art in the Air which will serve as an exhibition of community created artistic banners for the Commons. The competition will occur in spring and banner will be installed during the summer. A reception for participating artists will be undertaken in July as part of Gallery Night. Lead Staff: Kris Lewis, Mercedes Redmon

21. Continuing Downtown Valet parking - ongoing

The DIA will extend this now daily program into 2020 and provide additional marketing to expose both merchants and consumers to its availability. Lead Staff: Kris Lewis, Alison Graffin

22. Continue City/DIA MOU monitoring

The City and the DIA share a memorandum of understanding that spell out the base line services provided by the municipality and also summarizes the various roles and responsibilities of both the City and the DIA in Downtown. The DIA, through the Operations Committee, will periodically (at least annually) review this MOU and assess the ability of both the City and DIA in meeting their obligations. Lead Staff: Kris Lewis

23. Continue IPD liaison and quarterly meetings

It is important for the DIA and the Ithaca Police Department (IPD) to maintain close and regular lines of communication. To that end, there will be quarterly meetings between the Operations Committee and IPD representatives. One of these sessions should be a larger meeting open to the general downtown stakeholder population to meet with IPD leadership. Lead Staff: Kris Lewis

24. Remove old banners and brackets on unused poles beyond the Commons

There are a series of old banners and unused brackets that populate random poles in the district. The DIA will work with the City in 2020 to remove these items—improving appearance. Lead Staff- Kris Lewis

MARKETING & MEMBER SERVICES

2020 Work Plan

December 16, 2019

The DIA and Marketing & Member Services

A key goal of the DIA is to position and market Downtown Ithaca as a place to shop, dine, visit, and partake in entertainment offerings. It is also a place to market for people live and work. The DIA will undertake a program to accomplish this goal. Likewise, the DIA is charged with communicating with the various stakeholders of Downtown. The organization will plan and implement effective communications strategies that both reach Downtown stakeholders and the consumers/users of the business improvement district.

This work is overseen and monitored by the Downtown Marketing Oversight Committee. This committee is currently chaired by Board member Abby Peterson and staffed by the DIA Director of Marketing Allison Graffin.

Priority Recommendations

Each new and priority task in the work plan will be ranked by the DIA Board of Directors on a scale of A, B, or C, with A being highest and C being lowest. The compiled mean rankings are listed and will be used by staff when issues of resource allocation arise. Every effort will be made to fulfill the highest ranked tasks. Lower ranked tasks would be the first to be postponed.

Work Tasks for 2020

Work Priorities for 2020

1. Faces of Downtown Program

Downtown is distinguished by its diverse and eclectic collection of business owners and managers. These are your neighbors; the people you sit next to at church or PTA. We will continue to feature this campaign designed to put a face onto downtown- the faces of our businesses. The campaign will be primarily on digital media with limited print support. Lead Staff: Allison Graffin, Darlene Wilber, Kristina Thelen

2. "DIA is" initiative

There is a need to better explain to constituents and the public what the DIA is and what it does. To accomplish this, we will embark on a yearlong initiative to strategically provide information to stakeholders and the public about DIA operations and activities. This will not be a single effort, but instead a sustained attempt to provide DIA information on an ongoing basis. Lead Staff: Allison Graffin, Darlene Wilber

3. Welcome Student Weekend

The DIA will plan and co-host the 2019 Welcome Student Weekend. In addition to a day for Cornell students, we also schedule an IC day and integrate TC3 into the IC day. These days are intended to be welcoming orientations to the community and Downtown for new students, providing them with an opportunity to learn how to navigate Downtown and how to access Downtown via TCAT. Key partners for these weekends will be TCAT, CU, IC, and TC3. Lead Staff: Allison Graffin, Scott Rougeau, Olivia Pastella, Kristina Thelen

4. Bite of Ithaca

The DIA will organize and promote Bite of Ithaca, an early summer promotion dedicated to highlighting and showcasing the restaurants of Ithaca. In 2019, we will look to enhance the promotion with possible food related activities. Lead Staff: Allison Graffin, Kristina Thelen, Darlene Wilber

5. Co-Produce and Promote Winter Recess

Partnering with the Tompkins County CVB and the Chamber, the DIA will continue the Winter Recess teacher recognition and marketing promotion undertaken each February. We provide interface with the downtown business community and take the lead on visitor/teachers guide preparation. Lead Staff: Graffin, Morrow, Thelen

6. Fashion Week

To highlight our apparel/fashion businesses, the DIA will organize and promote a Downtown Fashion Days promotion in April. In 2019, we will make this a multi-day promotion and include a fashion show as part of this initiative. Lead Staff: Allison Graffin, Kristina Thelen, Scott Rougeau, Olivia Pastella

7. Merchant webinar workshops

Based on feedback from the Downtown merchant survey, we will be conducting at least two webinar style workshops for merchants during 2019 on key business topics. Workshops will be available for live audience but will be recorded for webinar style retrieval so that businesses can access them at any time. The recorded sessions will reside on the new DIA web site and links will be distributed via flyers and email notices. Possible topics are: using Google effectively; dealing with poor on-line reviews; window displays; and effective use of Facebook and other social media for retail businesses. Lead Staff: Allison Graffin, Kristina Thelen

New for 2020

1. Social Media video program

Funds have been set aside to produce short 10-30 second video clips that can be used for our downtown social video throughout the year. Lead staff: Allison Graffin

2. Research and if warranted, create a Downtown shopping bag program

Responding to the new State and County laws regarding plastic and paper bags, the DIA will research the financial viability of creating a program that would assist downtown merchants by providing them access to reasonably priced and branded reusable bags. This project would be undertaken if a sufficient

number of merchants are interested in participation. Lead Staff: Allison Graffin, Kristina Thelen, Kris Lewis

Other Ongoing Tasks and Activities for 2020

1. Continue working with others to engage senior citizens

The DIA will work with Lifelong, Kendall, Longview and/or Love Living at Home to better acquaint seniors with downtown. Lead Staff: Allison Graffin, Kristina Thelen

2. Students: participation in IC Back-to-School Student Orientation

We will work with IC administration on opportunities to reach students during their new back to school campus orientation. Lead Staff: Allison Graffin, Lora Morrow, Olivia Pastella

3. Continue working with conference attendees

DIA staff will work with at least six (6) different conferences during 2020 to encourage attendees to visit and patronize downtown. We will work with Cornell, Ithaca College, and CVB staff to help fulfill this task. Lead Staff: Allison Graffin, Lora Morrow

4. Visitors: Continue working with non-downtown festivals or events (grant funded)

Utilizing our contract with the County STPB, we will work with at least six (6) non-downtown events or festivals to help attendees become more acquainted with downtown shopping, dining, and entertainment. Lead Staff: Allison Graffin, Scott Rougeau, Oliva Pastella, Lora Morrow

5. Visitors: Continue publishing and distributing seasonal guides (Revenue Generating)

Twice each year DIA staff will produce seasonal visitor guides and holiday insert that highlight downtown attractions and offerings and provide a directory of downtown businesses. These guides will be supported by paid advertising. Lead Staff: Allison Graffin, Lara Morrow, Kris Lewis, Lora Morrow

6. Continue to maintain and update “downtownithaca.com” web site

Along with adding new business and organizational sections, we will continue to maintain and update our web site(s) throughout 2020. Lead Staff: Allison Graffin, Darlene Wilbur, Mercedes Redmon, Lora Morrow

7. Continue to provide monthly meeting notices to all members

Each month, we will provide information for our members about upcoming Board meetings, committee meetings, and activities. Lead Staff: Darlene Wilbur, Mercedes Redmon

8. Continue to manage a regular downtown blog

The DIA staff will maintain and populate a regular downtown blog, providing information and perspective on downtown to readers and the local community. Lead Staff: Darlene Wilbur, Gary Ferguson

9. Continue quarterly e-newsletter to stakeholders

Each quarter we will produce a newsletter summarizing pertinent downtown and DIA interested stakeholders. Limited paper copies will be available. Lead Staff: Darlene Wilbur

10. Continue consumer weekly e-news

Each week the DIA will produce a consumer oriented e-news bulletin that highlights downtown activities, events, and promotions. The e-news list currently has over 10,000 subscribers. Our goal in 2020 will be to grow subscribers to at least 10%. Lead Staff: Darlene Wilbur,

11. Continue regular merchant and business newsletter

We will strive to produce a bi-monthly newsletter targeted specifically to downtown businesses that will feature key information relevant to downtown retailers. Lead Staff: Kristina Thelen, Darlene Wilbur

12. Continue archiving communication materials on web site

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The DIA will continue to update its on-line archives of Board agendas, minutes, financial reports, along with other notable press releases, reports, and other downtown relevant documents on the DIA web site. Lead Staff: Darlene Wilbur, Mercedes Redmon

13. Continue social media management and updating

The DIA will continue its strong FaceBook and other social media presence, providing regular updates and entries to encourage our 10,000+ viewers to stay connected. Our 2020 goal will be to grow our Facebook viewers to at least 10% and to grow YouTube, Instagram, Twitter, and Snapchat as additional tools for communication and marketing. . Lead Staff: Allison Graffin, Darlene Wilbur, Kristina Thelen

14. Database (ongoing)

The DIA staff will continue to refine and update its “Insightly” database and CRM system of businesses and buildings, to make it a more useful tool for the communications, research, and technical assistance. Lead Staff: Mercedes Redmon, Kris Lewis, Kristina Thelen, Darlene Wilbur

15. Continue a systematic public relations/press release program

Our half time in-house communications manager will prepare and then implement public relations/press release plan for 2020. This plan will be completed in early January and will serve as a blueprint for the entire year. We will prepare at least 24 press releases over the course of the year. Lead Staff: Darlene Wilbur

16. Continue ribbon cuttings and project celebrations

The DIA will work with the City, the Chamber and TCAD on ribbon cuttings, grand openings, and special project recognitions/celebrations. Lead Staff: Darlene Wilbur

17. Continue summer sale promotion

The traditional summer sale promotion will be undertaken and promoted. Lead Staff: Allison Graffin, Kristina Thelen

18. Continue Electronic Gift Card program (Contractual)

The DIA will continue its electronic gift card program, utilizing the services of Store Financial for support and tracking. Our 2020 goal is to exceed 2019 sales by at least 10%. Lead Staff: Allison Graffin, Kristina Thelen, Mercedes Redmon, Kris Lewis

19. Annual marketing plan

The DIA Director of Marketing will prepare an annual marketing plan in January 2020 that outlines the advertising and marketing strategy for the organization during the calendar year. The plan will be vetted and reviewed by the Marketing Oversight Committee. Lead Staff: Allison Graffin

20. Continue implementing an ongoing seasonal advertising program

Throughout the year, the DIA marketing staff will create and manage a seasonal advertising program that fulfills the annual marketing plan, utilizing electronic, print, and social media as appropriate. Lead Staff: Allison Graffin

21. Continue employee discount card program

The DIA will continue the downtown employee discount program, distributing new cards during the office worker appreciation week. Our 2020 goal is to distribute at least 1,600 cards. Lead Staff: Kristina Thelen, Mercedes Redmon

22. Annual meeting & report

During the month of April, the DIA will host the annual business meeting of the organization. We will also draft and produce an annual report for the organization for FY 2019. Lead Staff: Allison Graffin, Gary Ferguson, Kris Lewis, Darlene Wilbur, Lora Morrow

23. Annual dinner/awards

In February the DIA will organize and host an annual dinner and awards event for downtown stakeholders and interested community people. Lead Staff: Scott Rougeau, Ferguson, Graffin

SPECIAL EVENTS

2020 Work Plan.

December 16, 2019

The DIA and Special Events

For many people Downtown is associated with its special events. The DIA undertakes an annual special events program that is designed to attract people to Downtown. The goal of these events is to provide a fun, pleasant, and memorable experience in Downtown that will cause people to return. Events are targeted to both local residents and visitors. They tend to large, making use of the excellent venues and facilities available for special events in Downtown. Special events can also bolster the bottom lines of businesses and the DIA works to ensure that its events maximize opportunities for downtown businesses, to the greatest extent possible. The DIA is seen as a leader in event planning and manages the Tompkins County Festivals Program.

This work is overseen and monitored by the Downtown Special Events Committee. This committee is currently chaired by Board member Joseph Wetmore and staffed by the DIA Director of Special Events Summer.

Priority Recommendations

Each new and priority task in the work plan will be ranked by the DIA Board of Directors on a scale of A, B, or C, with A being highest and C being lowest. The compiled mean rankings are listed and will be used by staff when issues of resource allocation arise. Every effort will be made to fulfill the highest ranked tasks. Lower ranked tasks would be the first to be postponed.

Work Tasks for 2020

Work Priorities for 2020

1. Building Sponsorships

In 2020, we will continue to expand our sponsorship offerings for Downtown special events and promotions. Effort will be placed in recruiting additional sponsors in an effort to grow our special and promotions (sponsorships include marketing activities as well as special events). Our goal for 2020 remains to have at least one cash and one media sponsor for each of our events and promotions. Lead Staff: Scott Rougeau, Allison Graffin, Gary Ferguson

2. Work on policies to better guide County Festivals program

In the first half of 2020, DIA staff will once again work with the County Festival Program advisory committee to devise revised policies and procedures that will better align the program with tourism initiatives and will improve operational efficiency for the DIA. Lead Staff: Scott Rougeau, Olivia Pastella, Gary Ferguson

3. Grow the new Winter Festival

During the first half of 2020, we will undertake an assessment of our inaugural winter light festival, examining possible options for enhancing, growing, and/or altering it in 2020. Lead Staff: Scott Rougeau, Olivia Pastella, Allison Graffin, Gary Ferguson, Kris Lewis

New for 2020

- **Draft policies to better guide County Festivals program**
- **Work with the City to draft revised guidelines for events**

4. Add an emerging minority entrepreneur category to our craft fair events

We will continue work to create a component to our craft fair events that will assist and bolster emerging/minority craft business entrepreneurs and feature them at our Ithaca Festival and Apple Harvest Festival craft shows. Lead Staff: Scott Rougeau, Olivia Pastella, Gary Ferguson

Other Ongoing Tasks and Activities for 2020

5. Continue engaging downtown businesses into events

We will continue to examine our special events and investigate opportunities for engaging downtown businesses in more direct ways and communicate opportunities to the downtown merchant community. Lead Staff: Scott Rougeau, Kristina Thelan, Olivia Pastella

6. Continue to administer the Tompkins County Festivals Program (Grant funded)

DIA staff will continue its contract work with the County STPB program to oversee and administer the Room Tax Festivals program, providing technical assistance, workshops, web site and handbook updates, and other support. The program also maintains and manages a lending library of event equipment, that is also used for DIA events. Room tax funds provide the resources to hire the DIA special event coordinator position. Lead Staff: Scott Rougeau, Olivia Pastella

7. Continue festival technical assistance for the City

The DIA will provide technical support to the City Clerk's office and to applicants for downtown event permits. The DIA Special Events Director also sits and participates on the City's Special Event Interdepartmental Review Committee. Lead Staff: Scott Rougeau, Olivia Pastella

8. Halloween

The DIA will continue to plan/organize Downtown community Halloween activities and treat-or-treating for area children. This will be undertaken in conjunction with GIAC. Lead Staff: Scott Rougeau, Olivia Pastella, Kristina Thelan

9. Assist with Wizarding Weekend

The DIA will provide assistance and support to the growing Wizarding Weekend event that is organized by FanUnity. In 2020 we plan to allocate planning assistance, but no funding to the downtown event. Lead Staff: Scott Rougeau, Olivia Pastella

10. Assist with Tompkins County Agriculture Downtown (Ag Day) Event

The DIA will work with Cornell Cooperative Extension (CCE) on a spring Downtown “Ag Day” event. CCE will provide the content and the DIA will assist with logistics. Lead Staff: Scott Rougeau, Olivia Pastella

11. Chili Cook-Off (Rev. Generating)

The DIA will continue its annual Chili Cook-Off Festival during February. Lead Staff: Scott Rougeau, Olivia Pastella

12. Ithaca Festival Craft Fair (Rev. Generating)

The DIA will continue to work with the Ithaca Festival organization on logistics for the downtown portion of the Festival. We will also oversee the craft fair portion of the festival, according to the MOU with the Ithaca Festival organization. In 2020, we will also re-visit the MOU. Lead Staff: Scott Rougeau, Olivia Pastella, Gary Ferguson

13. Summer concerts (sponsor funded)

During 2020 the DIA will continue its annual summer concert series, utilizing the Bernie Milton pavilion on the Commons. The DIA will also continue its successful beer and wine sales during these concerts. Our goal is to make this the premier summer concert series of the region. Lead Staff: Scott Rougeau, Olivia Pastella

14. Apple Harvest Festival (Rev. Generating)

The annual Apple Harvest Festival will continue in 2020. Lead Staff: Scott Rougeau, Olivia Pastella

15. Chowder Fest (Rev. Generating)

In December, the DIA will organize and host the Chowder Cook-Off event as part of its annual holiday package of activities. Lead Staff: Scott Rougeau, Olivia Pastella

16. Holiday events (Grant funded)

Along with the Winter Festival, we will host Santa’s arrival and other holiday/seasonal activities and promotions. Lead Staff: Scott Rougeau, Olivia Pastella, Kristina Thelen, Allison Graffin

17. Gallery Night/First Friday Growth (grant funded)

In 2020 we will continue to ramp this event/program up to a new level of excitement and energy. Our goals will be to attract a more diverse and younger audience, to accent art and art buying, and to make first Fridays part of the community’s “must do” vocabulary. Lead Staff: Scott Rougeau, Allison Graffin, Kristina Thelen, Mercedes Redmon

18. Employee Appreciation week

In August, the DIA will host a multi-day downtown employee/office worker appreciation promotion. This event is designed to recognize downtown workers and educate them about the shopping, dining, and entertainment opportunities to be found in downtown. This event is also used as a venue to market employee discount cards. Lead Staff: Allison Graffin, Scott Rougeau, Olivia Pastella, Kristina Thelen

19. Downtown Living Tour

In 2020 we will continue our spring Downtown Living Tour. We undertake this event to help the community better understand and appreciate downtown living and to showcase available units. In 2020, we will seek to include lodging (hotel) properties. Lead Staff: Scott Rougeau, Allison Graffin, Kris Lewis

TRANSPORTATION, PARKING & MOBILITY

2020 Work Plan

December 16, 2019

The DIA and Transportation

Transportation has become a crucial part of the Downtown landscape. The DIA is particularly interested in three key aspects of transportation: parking infrastructure and management; transportation demand management; and transportation connections between Downtown and other key centers of commerce and activity.

This work is overseen and monitored by the Downtown Transportation Committee. This committee is currently chaired by Board member Fred Scheops and staffed by the DIA TMA Project Manager Lauren Gabuzzi.

Priority Recommendations

Each priority and new task in the work plan will be ranked by the DIA Board of Directors on a scale of A, B, or C, with A being highest and C being lowest. The compiled mean rankings are listed and will be used by staff when issues of resource allocation arise. Every effort will be made to fulfill the highest ranked tasks. Lower ranked tasks would be the first to be postponed.

Work Tasks for 2020

Work Priorities for 2020

1. Implement the DEC funded TDM program

The DIA will continue its efforts to plan and implement a systematic and formal TDM plan for Downtown and the community. This will include periodic review of the incentives package, marketing to businesses, employees, and residents, and track/monitoring results. The DIA will work with partners, including but not limited to TCAT, Way to Go, Car Share, the City, the County, and Cornell University. Lead Staff: Lauren Gabuzzi, Darlene Wilber

2. Develop a funding framework for an ongoing TMA

We will be working to develop a plan for a fiscally sustainable transportation management association (TMA) to manage transportation demand management efforts in downtown. Lead Staff: Gary Ferguson, Lauren Gabuzzi, Darlene Wilber

3. Remote parking for downtown residents

We will work with the City and other community stakeholders to come up with a remote parking plan for downtown commuters and/or residents. The goal is to use to pilot one remote parking project prior to the start of Green Garage construction, and, if warranted, expand this program to other possible sites. Lead Staff: Gary Ferguson, Lauren Gabuzzi, Darlene Wilber

4. Explore additional parking opportunities

During 2020 we will continue to explore possible ways to expand the supply of parking for downtown, recognizing the increasing demand for a finite number of spaces. This work will be integrated into the 2030 plan. Lead Staff: Gary Ferguson

5. Monitor and assess parking/transportation policy

During 2020, the City will be undertaking a comprehensive parking/transportation study of its entire system, including downtown. The DIA will closely monitor this work, participating as possible and providing input as appropriate. Lead Staff: Kris Lewis, Gary Ferguson, Lauren Gabuzzi, Darlene Wilber

6. Bus depot monitoring and enhancement

In October 2018 the City relocated the intercity bus depot to Green Street in downtown. This relocation was undertaken as a pilot to determine if the facility could effectively operate at this location. During 2020, the DIA will undertake another survey of riders and businesses to gauge economic impact of the project on downtown. We will also work closely with the City on efforts to brand and sign the area. Lead Staff: Gary Ferguson, Kris Lewis, Kristina Thelan

New for 2020

7. Alternative parking strategy for Green Garage parkers

We will work with the City and other community stakeholders to come up with an action plan to assist downtown commuters and residents who park in the Green Garage during its re-construction. The plan will also address meeting the day to day transient needs of shoppers, patrons, and clients. Lead Staff: Gary Ferguson, Kris Lewis, Lauren Gabuzzi, Darlene Wilber

Other Ongoing Tasks and Activities for 2020

8. Continue to work with major new projects -ongoing

The DIA will work closely with the City and new Downtown projects on devising and implementing TDM plans that will reduce their reliance on parking and automobiles. Lead Staff: Gary Ferguson, Lauren Gabuzzi

9. Continue to work with TCAT and other stakeholders on transit corridor planning and downtown circulator.

The DIA will continue to work with the City of Ithaca, TCAT, Tompkins County, IC, and Cornell on ongoing efforts to create transit corridors between downtown and South Hill, East Hill, and the Waterfront. We will also continue to work with TCAT on the creation of a possible downtown circulator. Lead Staff: Gary Ferguson

10. Continue to seek ways to increase the number of downtown bike racks

Working with the County and City, we implement a phase two decorative bike rack program in downtown in 2020. Lead Staff: Kris Lewis, Lauren Gabuzzi

11. Work with City and Lime on Bike/Scooter Share

Drawing on the work of other communities, we will examine and propose possible downtown options for better managing bike/scooter share vehicles. Lead Staff: Gary Ferguson, Lauren Gabuzzi, Kris Lewis, Darlene Wilber

LATE NIGHT ECONOMY

2020 Work Plan

December 16, 2019

The DIA and the Late Night Economy

Downtown has a dynamic late night economy that is substantially different from the normal daytime marketplace. There are opportunities and issues that are distinct and particular to late night. This initiative seeks to help monitor and guide operations and policy at both a business and community level.

This work is overseen and monitored by the DIA Late Night Economy Committee. This committee is currently chaired by Board member Ashley Cake and staffed by the DIA Executive Director Gary Ferguson.

Priority Recommendations

Each priority and new task in the work plan will be ranked by the DIA Board of Directors on a scale of A, B, or C, with A being highest and C being lowest. The compiled mean rankings are listed and will be used by staff when issues of resource allocation arise. Every effort will be made to fulfill the highest ranked tasks. Lower ranked tasks would be the first to be postponed.

Work Tasks for 2020

Priority & New Work for 2020

1. Convene monthly networking meetings

The DIA will convene and host regular (monthly) meetings designed to bring together affected businesses and stakeholders for mutual dialogue and information exchange.

2. Investigate and catalog issues and opportunities

The above meeting will be used as a forum to collect and assemble a roster of issues and opportunities pertaining to the late night economy in downtown. This list will be communicated back to stakeholders and to affected organizations and institutions

3. Select one or more projects for the committee to pursue in 2020

Working collaboratively, the committee and staff will select one or more projects/topics from the list generated in item #2 for more in-depth attention, planning and eventual implementation.....

ORGANIZATION GOVERNANCE

2020 Work Plan

December 16, 2019

The DIA and Organization Governance

The DIA is an organization comprised of stakeholders representing all aspects of the Downtown district. Like other nonprofits, the organization is governed by a Board of Directors elected from the BID membership. Nurturing and fully utilizing this Board is a prerequisite for a successful and viable organization.

This work is overseen and monitored by the DIA Executive Committee. This committee is currently chaired by Board member Steve Headrick and staffed by the DIA Executive Director Gary Ferguson.

Priority Recommendations

Each priority and new task in the work plan will be ranked by the DIA Board of Directors on a scale of A, B, or C, with A being highest and C being lowest. The compiled mean rankings are listed and will be used by staff when issues of resource allocation arise. Every effort will be made to fulfill the highest ranked tasks. Lower ranked tasks would be the first to be postponed.

Work Tasks for 2020

Priority Work for 2020

4. Collaborate with the City to complete the 2030 Downtown Strategic Plan

The DIA will collaborate with the City Planning Department on the 2030 Plan. Part of the plan will be devoted to a Downtown subarea comprehensive plan. The City and DIA will share outreach and other resources. Lead Staff: Gary Ferguson, Allison Graffin

5. Conduct a series of outreach meetings to obtain 2030 Plan input

During 2020 the DIA will conduct a series of the stakeholder, neighborhood, and community meetings designed to solicit input on the 2030 Plan. Lead Staff: Gary Ferguson, Allison Graffin

6. Sponsor a 2030 Plan Speakers Series

During 2020 we will look to host 1-2 area/regional speakers with . in downtown and urban affairs. This speaker series will help generate community interest in the new strategic plan. Lead Staff: Gary Ferguson

7. Draft the 2030 Strategic Plan

In the first half of 2020 we will draft and assemble the 2030 Plan. The goal is to have the plan ready for review by June. Lead Staff: Gary Ferguson, Allison Graffin

8. Integrate the Downtown Mobility Plan into the 2030 Plan

A mobility/TDM plan will be incorporated into the 2030 Plan. Lead Staff: Gary Ferguson

9. Integrate the entrances to downtown report into the 2030 Plan

The entrances analysis undertaken by the Operations Committee will also be integrated into the 2030 Plan. Lead Staff: Lauren Gabuzzi, Gary Ferguson

New for 2020

10. Examine the Feasibility of District Expansion and/or New BIDs

As part of the strategic planning process, we will begin a process of evaluating and assessing the viability of expanding our current BID or growing additional BIDs in urban core. Lead staff: Gary Ferguson

Other Ongoing Tasks and Activities for 2020

1. Report quarterly evaluation metrics.

Create and periodically report ongoing evaluation metrics for the organization in conjunction with the Executive Committee. Lead Staff: Gary Ferguson

2. Institute annual evaluations of programs and activities.

A schedule for program evaluation will be prepared in January of each year. The Board of Directors will receive presentations/reports on key programs and activities throughout the year and each program should receive regular Board evaluation and assessment. This schedule would be set by the Executive Committee. Lead Staff: Gary Ferguson

3. Organize an ongoing board meeting education program.

Each December the Executive Director will propose a roster of board education programs for the coming year, based on feedback and input from the Board. Lead Staff: Gary Ferguson