

DOWNTOWN ITHACA ALLIANCE

2019 WORK PLAN

WORK TASKS, ACTIVITIES, AND PROGRAMS

December 17, 2018
(Approved)

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 2019 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 2019 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

2019 Work Plan

November 19, 2018

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 2019

2019 Work Priorities

These are the key work items that the Business Retention and Development (BRD) Committee and staff have determined to be priorities for 2019.

1. Facilitate Downtown Private Project Construction

During 2019 construction will continue on several major Downtown projects: City Centre, Canopy, and Harold's Square. The DIA will continue to both monitor and facilitate construction related activity associated with each of these projects to ensure that the Downtown District can operate as smoothly as possible and to ensure that these project get completed. Lead staff: Ferguson and Lewis.

2. Green Garage project monitoring and facilitation

During 2019 the preferred developer of the Green Garage project will be negotiating an agreement with the City, and will be working on all pre-construction phases of the project, including site plan review. The DIA will participate in these stages by monitoring and advising on how the project will fit in and relate to the Downtown District. We will facilitate as needed to ensure that this key project will meet the needs of the downtown community and will be planned in a manner that will minimize construction impact. Lead staff: Ferguson

3. Main Street program administration

The DIA has two Main Street grants to administer in 2019: the 117 N. Cayuga anchor project and the 100 West State anchor project. We expect the 117 N. Cayuga project to be completed and the grant closed in the first quarter of 2019. We expect the 100 West State project to be completed by the end of the fourth quarter. We will monitor projects and handle all necessary paperwork and reporting. Lead Staff: Lewis.

4. Business Attraction

While business attraction remains an ongoing annual activity, we assign it a high priority in 2019. 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 2019 are 6 new retail tenants and 5 new/expanded office tenants.

Lead Staff: Ferguson, Lewis, Graffin

5. Small spaces initiative

The DIA will work throughout the year to facilitate efforts to help create additional small spaces in downtown for retail and office businesses. This small spaces initiative recognizes the importance and market need for small scale rental spaces that carry a lower overall price tag. We will work with selected landlords to facilitate the market readiness of such spaces. Goal—create/market up to 6 such spaces in 2019. Lead staff: Ferguson

6. Conference Center facilitation

The DIA will continue its role as the convener and facilitator of a downtown convention center project. This project is likely to be affiliated with the Green Garage redevelopment initiative, either with the preferred developer or with the owner of the eastern third of the Garage property. The DIA will also administer and manage a grant from the Tompkins County Tourism Program for the provision of consulting services for the start-up of a conference center. Among the tasks to be addressed in 2019 are a funding plan and an organization and ownership plan. Goal- to include community conference center into the Green Garage redevelopment. Lead Staff: Ferguson

7. Comparable cities visit

The DIA has received offers from both Providence, RI and Ottawa, ONT to host us for visits to their downtowns. We will select one of these cities and arrange for a community comparable city visit in 2019 similar to what we did in Burlington 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: Rougeau

8. 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 2019. 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
- 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: Graffin, Carney

9. Adapt New Web Site for Business Retention & Development

In 2019 we will be adding to and bolstering the portion of our Downtown Ithaca web site devoted to business retention & development. This will include improving the directories of available spaces, the collection of resources for businesses and prospects, market data, and other key elements that benefit the retention and development process. This work will be completed and launched by the end of the 2nd quarter of 2019. Lead Staff: Graffin, Ferguson

10. Pursue a coordinated State grant funding package for downtown

There are several Downtown projects that will need funding assistance. The DIA will work with the City, County, TCAD, Cornell, and others to fashion an omnibus coordinated grant proposal to the State for funding these key projects. The goal for 2019 will be to submit a major grant package for the Green Garage redevelopment initiative. Lead Staff: Ferguson, Graffin

11. Develop a Strategy for Marijuana Retail Stores

The BRD committee will work 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: Ferguson, Graffin.

New for 2018

1. Small Spaces Initiative (from above)

The DIA will work throughout the year to facilitate efforts to help create additional small spaces in downtown for retail and office businesses. This small spaces initiative recognizes the importance and market need for small scale rental spaces that carry a lower overall price tag. We will work with selected landlords to facilitate the market readiness of such spaces. Goal—create/market up to 6 such spaces in 2019. Lead staff: Ferguson

2. Sponsor a Housing workshop

The DIA will take a leadership role in convening a workshop/session on key downtown housing issues during 2019. Lead Staff: Ferguson

Other Ongoing Retention & Development Activities

12. Continue an employee training program for customer service and downtown referrals- (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 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 2019 will be to enroll downtown employees into the program. Lead staff: Ferguson, Graffin

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

Based on the success of the initial installation in 2018, 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 two other locations. In conjunction with the current counter, 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. Lead staff: Lewis, Graffin

14. District handbook (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 living and 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. The guides were distributed to businesses in 2018. In 2019, the goal will be to distribute handbooks to all downtown residences. They will also be updated as needed. Lead staff: Graffin, Donahue

15. Continue a systematic retail visitation program

In 2019 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 2019 goal will be to visit each retail business at least once in the calendar year. Lead staff: Carney

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

The 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 2019 goal is to complete an inventory of all retailer business needs and provide limited help to at least 6 interested businesses. Lead staff: Carney

17. Continue to disseminate a guide to 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 guide will be disseminated to all downtown businesses in 2019. Lead Staff: Lewis, Graffin, Donahue

18. Launch a Downtown loyalty program

Deferred from 2018, we will undertake an initiative in 2019 to create a downtown-wide customer loyalty program. This program will not replace individual store loyalty programs but will provide a new, extra incentive for downtown patrons. Lead staff: Carney, Graffin

19. Continue to work to create more retail friendly special events

Working with the Special Events Committee, DIA 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: Keown, Graffin

20. Launch a succession planning initiative in 2019

While organized in 2018, we will launch a program in 2019 to assist businesses that could benefit from succession planning. We will be working with the Binghamton area SBDC and AFCU on the implementation of this program. The program's goal is to directly assist up to six businesses, as well as host a downtown-wide seminar on succession planning. Lead Staff: Ferguson, Graffin

21. Continue to host networking programs for retailers/merchants

During 2019 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: Graffin, Carney

22. Provide Periodic Technical Assistance to Race for the Space winners

In 2017/18 the DIA hosted a Race for the Space competition and awarded prizes to four businesses. In 2019, we will conduct periodic technical assistance meetings with these four businesses to help them navigate their start-up phase of operation. Lead staff: Ferguson

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

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

24. 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 2019, we will continue update these formats. This will be accompanied by changes to the DIA web site to make these listings more accessible and dynamic. Lead staff: Lewis, Donahue

25. 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:

- 202 The Commons
- 117 N. Cayuga
- City Centre
- The Canopy Hotel
- Harold's Square
- Tompkins Center for History and Culture

Lead Staff: Ferguson, Graffin, Donahue

26. Continue to assist and facilitate additional new downtown development

The DIA will continue to assist in facilitating additional new downtown development. Possible locations and sites that could be encouraged include, but are not limited to:

- The Piro lot
- The Gateway property

Lead Staff: Ferguson

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

During 2019 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 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: Ferguson

Tools/Tasks to Support Business Retention & Development

28. Nielsen Data Updates (ongoing)

We will purchase 2019 market data to assist the DIA in recruitment and in planning efforts.

29. 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.

30. 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.

31. Participation in International Council of Shopping Centers (ICSC) (ongoing)

The DIA will continue to participate in programs and activities of ICSC.

32. Fund for Business Recruitment marketing. (ongoing)

Funds are reserved for specific business recruitment and attraction activities.

33. Fund for Business Recruitment outreach. (ongoing)

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

DOWNTOWN OPERATIONS & INFRASTRUCTURE

2019 Work Plan

November 19, 2018

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 2019

Work Priorities for 2019

1. Parking Policy Oversight and Monitoring

During 2019 the City will be undertaking a parking study designed to examine their entire parking program. The DIA will closely monitor and participate as possible in this effort, in order to help assess the role and impact of parking on the downtown community. Lead staff: Ferguson, Lewis

2. Downtown Clean Team Expanded Duties with City

DIA and City staff have been working on a plan to allocate the \$35,000 reserved for DIA clean team ambassadors in the 2019 City budget. These funds will be used to provide 2nd shift services to the Commons and surrounding downtown area, including trash pick-up and weekend cleaning. In 2019, we will pilot test the idea of not locking Commons tables and chairs as a way to control costs and work hours. Lead Staff: Lewis, Ambassadors

3. Adding Public WIFI

DIA staff will explore the feasibility of adding 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: Ferguson, Lewis, Graffin

4. Exploring New Kiosks for the Commons

The DIA will work with the City in exploring alternatives to the existing interactive kiosks currently located on the Commons. We will solicit proposals from other national firms who can provide kiosk service at no charge to the community, off-setting this service with advertising. Lead Staff: Ferguson, Graffin, Lewis

5. Relaunch the Pay It Forward Program

In 2019 the DIA will mount a campaign to re-launch 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: Graffin, Lewis

6. Improved Pedestrian Signage

There is a need to provide better pedestrian scale signage to help people navigate the downtown district and understand where to find various goods and services. The DIA has earmarked a modest amount of funding to provide some additional signage to help address this issue. Lead Staff: Lewis, Graffin, Carney

7. Year round Commons tree lighting

While there are already strings of permanent white light across the Commons, in 2019 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: Lewis

8. Bus Depot

The City has relocated the inter-city bus depot to Green Street for a six-month trial beginning in October 2018. In 2019 the DIA will assist the City in evaluating this pilot initiative by undertaking a survey of users and nearby businesses to determine the impact of the depot on the downtown. Lead Staff: Ferguson, Graffin, Lewis

9. Cayuga Street infrastructure

The City has received a grant to provide additional amenities to Cayuga Street within the BID. The DIA will work with the City to move this project forward in 2019. Lead Staff: Ferguson

10. Bike/scooter integration

Ithaca, like cities across the country, is experiencing the new wave of dock-less personal transport vehicles—bikes, e-bikes, and presumably scooters. The Ithaca will work with the City on a plan and strategies for better managing these bikes and scooters. We will draw from experiences in other communities and provide the City with options. We will also explore options for additional infrastructure that would be appropriate for these bikes and scooters. Lead Staff: Ferguson, Lewis

11. Sub-Downtown Area Charrettes

As part of the 2030 Strategic Planning process, the DIA, working with the City, will host at least two charrettes designed to enable stakeholders in specific sections of downtown provide input on possible improvements and changes that could enhance their neighborhood/blocks. The two targeted areas for charrettes are the West Downtown area (100/200 West State/Green/Seneca) and the East Downtown area (300, 400 East State, and abutting areas). Lead Staff: Ferguson

12. Expand pedestrian counters

Based on the success of the initial installation in 2018, 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 two other locations. In conjunction with the current counter, 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. Lead staff: Lewis, Graffin

13. Holiday parking plan

The DIA will work with the City Parking Director and the new pay machines to come up with a shopper parking validation program for the 2019 holiday season. Lead Staff: Graffin, Lewis

New for 2018

These items are new for 2019. See descriptions above.

1. Public WIFI
2. Bus Depot
3. Bike/Scooter integration
4. Charrettes (With Strategic Plan)

Other Ongoing Tasks and Activities for 2019

3. 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 2019, 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 2019. Items requiring substantial funding commitments will be considered in the 2020 work plan. Lead Staff: Ferguson

4. 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: Lewis

5. 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. In 2017, the hospitality ambassadors were designated to be roving – seeking to assist and help visitors and guests, providing directions and advice and encouraging people to visit the Downtown Visitor Center for more detailed tourism assistance. We will continue with this model in 2018. Services will be provided between May and October. Lead Staff- Lewis

6. 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 a full time person (Tammy Baker) 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 increase its 2018 contribution to \$15,000 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: Lewis, Graffin, Ferguson

7. 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 2019, there will be an effort to devise a plan for 2019 that will include utilizing the fountain area. The intent for 2019 is to expand onto Aurora Street. The decorating program includes the Commons and Cayuga Street. Expansions will occur as resources permit and where new light pole infrastructure is able to accommodate decorations. Lead staff: Lewis

8. 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: Lewis, Morrow

9. 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: Lewis, Munoz

10. Continuing Downtown Valet parking - ongoing

The DIA will extend this now daily program into 2019 and provide additional marketing to expose both merchants and consumers to its availability. Lead Staff: Lewis, Graffin

11. 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: Lewis

12. 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 the 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: Lewis

13. 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 2019 to remove these items—improving appearance. Lead Staff- Lewis

14. Mural art program

The DIA will look to add one new mural in 2019, by soliciting interest from property owners with locations for highly visible mural art. The DIA Operations Committee will select a preferred location and funds from the DIA budget used to help underwrite the cost of the art. We will also provide funding to the Ithaca Murals Program and will receive one mural in downtown from that program. Lead Staff: Lewis, Ferguson

MARKETING & MEMBER SERVICES

2019 Work Plan

November 19, 2018

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 2019

Work Priorities for 2019

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 social media with limited poster and print support. Lead Staff: Graffin, Donahue

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: Graffin

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: Graffin

4. Bite of Ithaca (Grant funded)

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: Graffin, Carney

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, Carney

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: Graffin, Carney

7. Merchant webinar workshops

Based on feedback from the Downtown merchant survey, we will be conducting 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: Graffin, Carney

New for 2019

1. "DIA is" initiative

Other Ongoing Tasks and Activities for 2019

1. Continue working with others to engage senior citizens

The DIA will work with Lifelong, Kendall, and Longview on possible programming opportunities to better acquaint seniors with downtown. Lead Staff: Graffin

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: Graffin

3. Continue working with conference attendees

DIA staff will work with at least six (6) different conferences during 2019 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: Graffin

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: Graffin, Keown

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

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

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 2019. Lead Staff: Graffin, Donahue

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: Donahue

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: Donahue

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: Donahue

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 2019 will be to grow subscribers to at least 10%. Lead Staff: Donahue

11. Continue quarterly merchant and business newsletter

Each quarter we will also produce a newsletter targeted specifically to downtown businesses that will feature key information relevant to downtown retailers. Lead Staff: Donahue

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: Donahue

13. Continue Face Book management and updating

The DIA will continue its strong Face Book presence, providing regular Face Book updates and entries to encourage our 10,000+ viewers to stay connected. Our 2019 goal will be to grow our Facebook viewers to at least 10%. Lead Staff: Graffin, Donahue

14. Continue social media management

The DIA routinely uses YouTube, Instagram, Twitter, and Snapchat as additional tools for communication and marketing. We will continue this effort in 2019. Social media has proven to be a cost effective, high targeted, and effective tool for communicating messages and events. Lead Staff: Graffin

15. 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: Munoz, Lewis

16. 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 2019. 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: Donahue

17. 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: Donahue

18. Continue summer sale promotion

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

19. 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 2019 goal is to exceed \$60,000 in sales. Lead Staff: Graffin, Carney, Munoz

20. Annual marketing plan

The DIA Director of Marketing will prepare an annual marketing plan in January 2019 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: Graffin

21. 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: Graffin

22. Continue employee discount card program

The DIA will continue the downtown employee discount program, distributing new cards during the office worker appreciation week. Our 2019 goal is to distribute at least 1,500 cards. Lead Staff: Carney

23. Annual meeting

During the month of April, the DIA will host the annual business meeting of the organization. Lead Staff: Graffin, Ferguson, Lewis

24. 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: Keown, Ferguson, Graffin

SPECIAL EVENTS

2019 Work Plan.

November 19, 2018

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 Keown.

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 2019

Work Priorities for 2019

1. Building Sponsorships

In 2019, 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 2019 is to have a cash and a media sponsor for each of our events and promotions. Lead Staff: Keown, Ferguson

2. Work on policies to better guide County Festivals program

In the first half of 2019, DIA staff will 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: Keown, Rougeau, Ferguson

3. Explore options for replacing the Ice Fest in 2020 with a new offering

During the first half of 2019, we will undertake an assessment of our winter holiday events, examining possible options to replace the Ice Fest beginning in 2020. Lead Staff: Keown, Graffin, Ferguson

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

We will work to create a program 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: Keown, Rougeau, Ferguson

New for 2019

- 1. Work on policies to better guide County Festivals program**
- 2. Explore options for replacing the 2019 Ice Fest in 2020 with a new offering**
- 3. Add an emerging minority entrepreneur category to our events**

Other Ongoing Tasks and Activities for 2019

1. 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: Keown, Carney

2. 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: Keown, Rougeau

3. 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: Keown, Rougeau

4. 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: Keown, Carney

5. Assist with Wizarding Weekend

The DIA will provide assistance and support to the growing Wizarding Weekend event that is organized by Press Bay Alley. In 2019 we plan to allocate staff time, but no funding to the event. Lead Staff: Keown, Rougeau

6. 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: Keown, Rougeau

7. Chili Cook-Off (Rev. Generating)

The DIA will continue its annual Chili Cook-Off Festival during February. Lead Staff: Keown

8. 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. Lead Staff: Keown

9. Summer concerts (sponsor funded)

During 2019 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: Keown

10. Apple Harvest Festival (Rev. Generating)

The annual Apple Harvest Festival will continue in 2019. Lead Staff: Keown

11. 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: Keown, Rougeau

12. Winter Festival/Holiday events (Grant funded)

We will host a holiday winter festival package that includes the national ice carving competition, as well as Santa’s arrival and other holiday/seasonal activities and promotions. Lead Staff: Keown, Rougeau

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

In 2019 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: Keown, Graffin, Carney, Munoz

14. 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: Graffin, Keown, Rougeau, Carney

15. Downtown Living Tour

In 2019 we will relaunch our spring Downtown Living Tour. We paused this event in 2018 to allow for more new product to come on line. We will proceed with the event—to help the community better understand and appreciate downtown living and to showcase available units. Lead Staff: Keown, Graffin

TRANSPORTATION, PARKING & MOBILITY

2019 Work Plan

November 19, 2018

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 Director of Operations Kris Lewis.

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 2019

Work Priorities for 2019

1. Complete NYSERDA grant

The DIA will complete the NYSERDA TDM/TMA grant in 2019. This will include managing the TDM plan program funded by the grant. Among the activities to be completed will be development of a mobile app for TDM, conducting outreach to businesses, buildings, and individuals, and preparing TDM plans. 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: Lewis

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: Ferguson, Lewis

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 residents. The goal is to use this plan to assist major downtown residential projects. Lead Staff: Ferguson, Lewis

4. Park and ride for commuters

We will also work with the City and other community stakeholders to come up with a similar parking plan to assist downtown commuters. Lead Staff: Ferguson, Lewis

5. Draft a downtown mobility plan (With Strategic Planning)

During 2019, we will draft a downtown mobility strategy that will help to frame TDM and parking policy for downtown. This work will be integrated into the Downtown 2030 Strategic Plan. Lead Staff: Ferguson, Donahue, Graffin

6. Explore additional parking opportunities

During 2019 we will 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 mobility report. Lead Staff: Ferguson

7. Monitor and assess parking policy

During 2019 the City will be undertaking a comprehensive parking study of its entire system, including downtown. The DIA will closely monitor this work, participating as possible and providing input as appropriate. Lead Staff: Lewis, Ferguson

8. 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 six-month pilot to determine if the facility could effectively operate at this location. In the first quarter of 2019, the DIA will undertake a 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: Ferguson, Lewis

New for 2018

- 1. Remote parking for downtown residents**
- 2. Park and ride for commuters**
- 3. Bus depot monitoring and enhancement**

Other Ongoing Tasks and Activities for 2019

1. 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: Ferguson, Rougeau

2. Continue to work with TCAT and other stakeholders on transit corridor planning.

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. Lead Staff: Lewis, Ferguson

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

Working with the County and City, we will explore additional ways to increase the number of decorative bike racks in downtown in 2019. Lead Staff: Lewis

4. 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: Ferguson, Donahue

ORGANIZATION GOVERNANCE

2019 Work Plan

November 19, 2018

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 2019

Priority Work for 2019

1. Collaborate with the City on 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: Ferguson

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

During 2019 the DIA will conduct a series of the stakeholder, neighborhood, and community meetings designed to solicit input on the 2030 Plan. Lead Staff: Ferguson, Graffin

3. Conduct 2030 Plan research

During 2019 the DIA will obtain selected data and research findings pertaining to key downtown metrics and trends that will be used to help craft the 2030 Plan. Several consultants will be used for this process. Lead Staff: Ferguson

4. Sponsor a 2030 Plan Speakers Series

During 2019 we will sponsor a series that will invite several speakers with expertise in downtown and urban affairs to come to Ithaca. This speaker series will help generate community interest in the strategic planning process. Lead Staff: Ferguson

5. Draft the 2030 Strategic Plan

In the second half of 2019 we will draft and assemble the 2030 Plan. The goal is to have the plan ready for review by early 2020. Lead Staff: Ferguson, Graffin

6. Integrate the Downtown Mobility Plan into the 2030 Plan

The mobility plan will be incorporated into the 2030 Plan. Lead Staff: Ferguson

7. 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: Lewis, Ferguson

8. Host downtown charrettes and integrate findings into the 2030 Plan

As part of the 2030 planning process, we will host two charrettes to consider future changes to the West Downtown area and the East Downtown area. These charrettes will be co-hosted with the City. Lead Staff: Ferguson, Lewis

New for 2019

- 1. Collaborate with the City on the Downtown 2030 Strategic Plan**
- 2. Conduct a series of outreach meetings to obtain 2030 Plan input**
- 3. Conduct 2030 Plan research**
- 4. Sponsor a 2030 Plan speakers' series**
- 5. Draft the 2030 Strategic Plan**
- 6. Integrate the Downtown Mobility Plan into the 2030 Plan**
- 7. Integrate the entrances to downtown report into the 2030 Plan**
- 8. Host downtown charrettes and integrate findings into the 2030 Plan**

Other Ongoing Tasks and Activities for 2019

- 1. Report quarterly evaluation metrics.**

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