

DOWNTOWN ITHACA ALLIANCE

2021 WORK PLAN

WORK TASKS, ACTIVITIES, AND PROGRAMS

November 13, 2020
(Preliminary Draft)

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 2021 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 and draft 2030 Strategic Plan, selecting elements from that plan for implementation or attention. Among the 2020/2030 Strategic Plan topics to be covered in this 2021 Work Plan are:

- Ongoing Commons maintenance and repair
- Conference center development
- Housing development
- Transportation demand management
- Business retention, attraction and recruitment
- Facilitation of new development projects
- Parking and parking policy
- 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
- Night Economy
- Governance & Strategic Planning

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

2021 Work Plan

October 19, 2021

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 2021

2021 Work Priorities

These are the key work items that the Business Retention and Development (BRD) Committee and staff have determined to be priorities for 2021.

1. “Streeterly” 2.0

In 2020, the City approved the closure of the 100 N. Aurora block to provide extra space for outdoor dining and to provide additional pedestrian walking room. The project was dubbed “The Streeterly” and became a popular and successful spot during the pandemic 2020 year. Based on this success, we are proposing to petition the City to continue this project in 2021, with a likely schedule of May- October. Lead staff: Rougeau, Lewis.

2. Merchant Business Promotion Mini-Grants 2.0

During 2020, the DIA launched a mini-grant program aimed at helping retailers improve their business foot traffic. Due to COVID, the mini-grants were re-defined to allow for promotions as well as events. We will continue this program in 2021, with resources to allow for at least 10 separate grants. Lead staff: Thelan

3. Retail Recruitment Collateral Package*

The pandemic has been responsible for a notable increase in retail vacancies. To address this challenge the DIA will be undertaking a retail attraction program in 2021. Part of this effort includes the preparation of a new 2021 retail recruitment information collateral package. This package will be designed to allow for mixing and matching of various information sheets on topics of interest to prospective businesses. Lead staff: Graffin, Ferguson

4. Retail Attraction Strategy for 2021*

We will prepare and implement a retail attraction strategy in 2021, to address the growing number of street level vacancies created primarily by the pandemic and its after affects. The strategy will outline the types of businesses sought, the outreach strategy for each type of business, and a schedule and set of goals.

While retail (and office) business attraction remains an ongoing annual activity, we assign both a high priority in 2021. 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.
- Minimum goals for 2021 are 6 new retail tenants and 5 new/expanded office tenants.

Lead staff: Ferguson, Graffin, Rougeau

5. Pop-Up Retail Program

Based on our efforts from 2020, the DIA will continue a pop-up retail storefront program, designed o provide a temporary fix to the retail vacancy problem while longer term recruitment is occurring. Lead staff: Rougeau

6. Office Attraction Collateral Package*

The Downtown office market is currently experiencing its highest office vacancy in years, driven by the new addition of product and the impact of the pandemic. To assist with our office attraction program, the DIA will produce collateral materials for office recruitment. These materials will work both virtually and in hard copy. They will provide needed information to help prospects understand and appreciate the Downtown office market. Lead: Graffin, Ferguson

7. Office Attraction Strategy for 2021*

The DIA will prepare and implement an office attraction strategy in 2021 designed to help reduce the current office vacancy rate. The strategy will outline types of businesses sought, outreach plans, and a schedule and set of goals. Lead staff: Ferguson, Graffin,

8. Green Garage Mitigation Plan (2021 Elements)*

Working from our Mitigation Plan prepared in 2020, the DIA will seek to implement the 2021 portions of the Plan. This will include a set of coordinated activities and programs all centered around alleviating any discomfort created by the Green Garage construction/rebuild project. During 2021, special attention will be devoted to parking, given the closure of the Green Garage for most of the year. Elements of this mitigation plan are spread throughout this document and are identified with an attached market (*).

Lead staff: Ferguson, Lewis, Graffin, Rougeau

9. Retail incubator*

The DIA has developed a business plan for a downtown retail incubator program that can serve as a launch pad or simply a marketing forum for areawide makers and vendors. In 2021, we will be seeking both an operator and a location for the project. Lead staff: Rougeau, Ferguson

10. Conference Center Planning and Development*

The DIA will continue its role as the convener and facilitator of a downtown convention center project. This project is linked and affiliated with the Green Garage redevelopment initiative, and will be built by The Vecino Group. The DIA will participate in the leadership of the center, helping to planning, fund, and oversee the construction, as well as bring on board professional operations management. Lead Staff: Ferguson

11. POC Business initiative, including Pop up and Congo Square*

In 2020 the DIA launched an effort to assist and grow the persons of color business community. In 2021, we look to expand this effort by looking to assist in three primary ways: with a POC pop-up initiative; a POC training and mentorship program; and an effort to nurture and restart a Congo Square market project. Lead staff: Rougeau, Ferguson

12. 2021 Property Owner meetings*

During 2021 we plan to hold several different meetings with Downtown property owners to discuss current issues and review strategic plan elements. We would do this with small group matching owners of similar size properties. Lead staff: Ferguson

13. Facilitate Possible New Downtown Private Project Construction

In 2019 new Downtown projects included City Centre, the Canopy Hotel, and the 202 The Commons. In 2020 the Harold's Square project opened. Two major projects- The Ithacan (Rimland project) and Asteri (Vecino project) will break ground in 2021. During 2021, we will continue to help facilitate interest and momentum for other possible future projects. Lead staff: Ferguson.

14. Green Garage project monitoring*

During 2021 both Vecino and Rimland will begin construction of their major projects. The DIA will work to ensure that these key projects will meet the needs of the downtown community and will be built in a manner that will minimize construction impact. Lead staff: Ferguson

15. Main Street program application*

If the State of New York holds a 2021 funding round, the DIA will apply to the New York Main Street program. This will involve identifying interested and eligible property owners and creating a competitive application for submission. Lead Staff: Ferguson, Lewis.

16. Comparable cities visit

The DIA skipped its 2020 comparative city visit, due to pandemic restrictions. If public health permits it, we would look to visit with Providence, RI and New Haven, CT in 2021. 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

17. 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 2021. 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 (live or virtual);
- 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
- Re-engage with conferences and meetings when the re-start
- 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, Thelan

18. 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.

19. Downtown virtual marketplace

See write up in marketing section.

New for 2021

Items marked with an “*” represent new items for 2021.

Other Ongoing Retention & Development Activities

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

In 2021 we will continue our contracts with Springboard for our current pedestrian counter locations. We will provide period reports to the BRD committee and to downtown businesses and prospects. Lead staff: Lewis, Graffin

21. Complete and Distribute District handbook (how to use DIA, City and DT resources)

Drawing upon work from previous years, we will complete and distribute district handbooks to all businesses. Lead staff: Graffin, Wilber

22. Continue a systematic retail visitation program

In 2021 we will continue to conduct a systematic visitation program for downtown retailers and service businesses. This initiative will be led the DIA Business Support Coordinator. The 2021 goal will be to visit each retail business at least once in the calendar year. Lead staff: Thelan

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

Our business 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. Lead staff: Thelan

24. 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: Rougeau, Graffin

25. Co-host a succession planning workshop

In 2021, we will work with the Tompkins County Chamber of Commerce and other economic development entities to provide new succession planning workshops and information. Lead Staff: Ferguson, Graffin

26. Continue to host networking programs for retailers/merchants

During 2021 the DIA will host quarterly networking receptions for merchants if feasible or monthly online meetings. The receptions/meetings will also address topics important to small retail/restaurant businesses. This work will be coordinated with the Marketing Committee. Lead Staff: Graffin, Thelan

27. 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

28. 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 2021, 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, Wilber

Tools/Tasks to Support Business Retention & Development

29. Nielsen Data Updates (ongoing)

We will purchase 2021 market data to assist the DIA in recruitment and in planning efforts.

30. 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.

31. 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.

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

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

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

2021 Work Plan

October 19, 2021

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 2021

Work Priorities for 2021

1. Parking Validation*

Operations staff will work with marketing staff to devise a 2021 parking validation program that would be part of the Green Garage site mitigation plan. This parking validation program would be targeted for Nov/Dec and be covered by Green Garage mitigation funds.

2. Dog Waste Bag Stations*

Assuming passage by the Common Council of a revision to the existing ordinance to allow dogs on the Commons, the DIA will help facilitate this transition by procuring and installing (with City DPW help) dog waste bag stations in multiple locations throughout the Commons.

3. Pedestrian Mall Entrance Decorations*

DIA staff will work with City staff to devise a plan for lighting and decorating the four entrances to the pedestrian mall in 2021. The goal for 2021 is to create a concept and a funding plan for this project, with the idea being to implement and install in 2022.

4. Green Garage Alleyway art and light installation*

Working with the City and Vecino, the DIA will facilitate the installation of both lighting and art along the proposed rear alley walkway/easement behind the Green Garage site and adjacent to City Hall. New temporary lighting would include both functional ambient lights as well as decorative string lights. Art would include murals on vinyl and/or wood for temporary display.

5. Downtown Pedestrian Wayfinding signs*

The elimination of the Countywide wayfinding signage initiative has provided an impetus for proceeding with a phased directional/wayfinding signage program for Downtown. In 2021, we would begin with the city and others on the pedestrian portion of a wayfinding signage program. We would replace existing outdated signs and add new ones to guide people throughout the district. Lead Staff: Lewis, Graffin, Lewis, Ferguson

6. Public WIFI*

DIA staff will continue to work with the City and Sky Packets on the implementation of a Downtown/Commons free public WIFI access program. This would be accomplished with the help of a national vendor experienced in providing WIFI service to public spaces nationwide. Implementing this project is dependent on securing appropriate funding or community/City support. Lead Staff: Ferguson, Lewis, Graffin

7. Public Safety Policy Plan*

Drawing from the work begun in 2020, we will complete and approve a Downtown Public Safety Plan that will be sent to both the City and County. This document will provide recommendations for both action steps and policy changes, including input to the Reimagining Public Safety initiative being undertaken by the City and County. We will work to ensure that this plan receives input from an inclusive and diverse community stakeholders. Lead Staff: Ferguson, Graffin

8. More Commons tree & entrance lights

While there are already strings of permanent white light across the Commons and in select trees, in 2021 we will add white lights in Commons trees and entrances that are equipped with electricity. This will add more light in dark months and add more accent year-round. Lead Staff: Lewis

9. Bus depot short term: amenities and visitor guide racks*

Until a permanent location is agreed upon, funded, and constructed, we will be relying on Green and surrounding streets to provide a short-term solution for the bus depot. To facilitate and improve ridership comfort and interaction with the downtown community, the DIA will work with the City and bus lines to install temporary amenities at the several sites used for the buses as well as install information racks that can provide visitor guides to new arrivals. Lead staff: Lewis

10. Bus depot - longer term

The DIA will work with the City and other interested parties and stakeholders to explore a permanent urban location for the inter-city bus depot/intermodal transportation station. Lead Staff: Ferguson, Graffin, Lewis

11. Parking Policy Oversight and Monitoring

As the City finalizes its parking study and subsequent recommendations for changes, the DIA will closely monitor and participate as possible in this effort, in order to help assess the impact of parking changes on the downtown community. Lead staff: Ferguson, Lewis

12. Downtown Clean Team

DIA and City staff have been working together on the maintenance of the Commons public space and surrounding downtown blocks. We expect this clean team program to continue in 2021 for both 1st and 2nd shifts, subject to the availability of funding from the City for 2nd shift services as well as adequate funding from the Tompkins County Tourism Program and from TCAT for downtown bus station cleaning. Work to be undertaken includes, but is not limited to, trash pick-up, planter watering, litter patrol, graffiti removal, and weekend cleaning. In 2021, we will regular coordinate with City DPW staff to ensure that base level services are being maintained and that DIA supplemental service can be most effectively deployed. Lead Staff: Lewis, Ambassadors

13. Rebuild the Pay It Forward Program

In 2021 the DIA will mount a campaign to broaden the Pay It Forward Program. This program 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: Lewis, Graffin

14. Advocate for shared Bike/scooter program*

In 2020, Ithaca lost its bikeshare vendor (Lime). In 2021, the DIA will work with Bike Walk Tompkins/CCT to help in the effort to secure a new vendor for community/downtown bike and scooter sharing. Lead Staff: Ferguson, Gabuzzi

15. Manage the current pedestrian counters

In 2021, we will manage and monitor our current pedestrian counter locations on the central Commons, at Aurora Street and near Cayuga Street. We will compile and report data to our board and to the community. Lead staff: Lewis, Graffin

16. 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 2021 holiday season. Lead Staff: Graffin, Lewis

New for 2021

The “*” items are new for 2021. See descriptions above.

Other Ongoing Tasks and Activities for 2021

1. Downtown Clean Team Ambassador Program (Grant Funded)

(see above) In 2021, reduced funding from the Tompkins County Tourism Program will result in us not being able to expand the complement of workers during the peak visitor season- May- October. Instead, we will maintain non-peak levels throughout the entire year, unless funding is restored. Lead Staff: Lewis

2. Downtown Hospitality Ambassador program (Grant Funded)

This program is cancelled for 2021 due to cuts from the Tompkins County Tourism Program.

3. 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. This program will also provide the direct outreach for the DIA’s Pay It Forward Program. Lead Staff: Lewis, Graffin, Ferguson

4. 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. Lead staff: Lewis

5. Continue Commons Banner Program (Sponsor Funded)

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

6. 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 2021 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, Redmon

7. Continuing Downtown Valet parking - ongoing

The DIA will extend this now daily program into 2021 and provide additional marketing to expose both merchants and consumers to its availability. Lead Staff: Lewis, Graffin

8. 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

9. 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

10. Mural art program

The DIA will look to add one new mural in 2021, 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

2021 Work Plan

October 19, 2021

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 2021

Work Priorities for 2021

1. Virtual marketplace

The pandemic has made it clear - to succeed businesses need to sell online. They need to be multi-channel. Working with the local tech firm Rosie, we will institute a phased approach toward creating a downtown community virtual marketplace for our businesses. This will be a progressive project, building upon prior actions and activities. The initial approach will be to commission Rosie to adapt its existing grocery industry software to work for a multi-business community business district. Additional funds would need to be re-allocated from retained earnings to move forward, but only as milestones are achieved. Lead staff: Graffin

2. Training for online merchandising

We will create a grant fund of \$_____ to assist retailers who have yet to migrate to online selling. Grants of up to \$1000 will be made available to assist businesses without any online selling capacity to gain that capacity. Lead staff: Thelan, Graffin

3. Public health & safety messaging and training

In 2020, DIA staff quickly pivoted to provide regular and systematic information to businesses about COVID-19, the pandemic, and public health, and economic recovery. We also created and co-promoted the Ithaca Promise campaign, designed to help the public understand that downtown could be a safe place for commerce. We will continue both of these activities in 2021, as well as continue to provide training opportunities for our businesses, as appropriate. Lead staff: Graffin, Thelan

4. Scavenger Hunt promotion (new software)

5. Buy local promotion- support of Local First

6. Holiday gift card promotion

As part of the Green Garage site mitigation plan, the DIA will organize a holiday season gift card promotion in November and December to help drive downtown foot traffic and shopping/dining. Lead staff: Graffin, Thelan

7. Parking validation promotion

As part of the Green Garage site mitigation plan, the DIA will also organize a holiday season parking validation promotion. This promotion will help eliminate parking costs as a concern for seasonal shopping. Lead staff: Graffin, Lewis

8. Mitigation -branding campaign

Our marketing staff will plan and implement a strategic downtown branding campaign in 2021 to help people overcome any concerns about visiting downtown. Lead staff: Graffin, Morrow

9. Parking alternative campaign

Marketing staff will work with TDM staff on a 2021 campaign to help downtown workers and residents seek out alternatives to garage parking. Lead staff: Graffin, Gabuzzi, Wilber

10. Mitigation web site

Working with Vecino, the DIA will support a Green Garage web site designed to help downtown stakeholders and the general public learn about project progress, issues, and timetables. Lead staff: Graffin

11. 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, Wilber

12. Welcome Student Weekend

If practicable, the DIA will plan and co-host the 2021 Welcome Student Weekends. 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. If the pandemic prohibits in-person events, we will pivot to provide online and hard copy materials for student orientations. Lead Staff: Graffin

13. Modified 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 2021, we reformat this event to better work in a pandemic environment. Lead staff: Graffin, Rougeau, Pastella, Thelan

14. 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, Thelan

15. Remote Fashion Week/Show

To highlight our apparel/fashion businesses, the DIA will organize and promote a Downtown Fashion Days promotion in April. In 2021, this will need to be an online promotional event. An online fashion show will be part of this initiative. Lead Staff: Graffin, Thelan

16. Merchant webinar workshops

We will continue to organize and provide workshops to merchants on important issues and topics relevant to their businesses and the current economic climate. We expect host at least four (4) topical workshops over 2021. Lead Staff: Graffin, Thelan

New for 2021

Items marked with a "*" are new items for 2021.

Other Ongoing Tasks and Activities for 2021

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 Ithaca College Back-to-School Student Orientation

We will work with IC administration on opportunities to reach students during their new back to school campus orientation. The nature of this orientation will depend upon pandemic protocols and IC decisions regarding student orientations in 2021. Lead Staff: Graffin

3. Continue working with conference attendees

This activity will be cancelled for 2021 due to the COVID-19 pandemic.

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

This activity will be cancelled for 2021 due to the COVID-19 pandemic.

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 2021. Lead Staff: Graffin, Wilber

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: Wilber

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: Wilber, 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: Wilber

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 2021 will be to grow subscribers to at least 10%. Lead Staff: Wilber

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: Wilber

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: Wilber

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 2021 goal will be to grow our Facebook viewers to at least 10%. Lead Staff: Graffin, Wilber

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 2021. 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: Redmon, 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 2021. 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: Wilber

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: Wilber

18. Continue summer sale promotion

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

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 2021 goal is to exceed \$60,000 in sales. Lead Staff: Graffin, Lewis, Thelan, Redmon

20. Annual marketing plan

The DIA Director of Marketing will prepare an annual marketing plan in January 2021 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 2021 goal is to distribute at least 1,500 cards. Lead Staff: Thelan

23. Annual meeting

During the month of April, the DIA will host the annual business meeting of the organization. In 2021, it is possible this event will need to be virtual, due to the pandemic. Lead Staff: Graffin, Ferguson, Lewis

24. Annual dinner/awards

In 2021, the DIA will organize and host an annual dinner and awards event for downtown stakeholders and interested community people. This event will be dependent upon the easing of New York State gathering restrictions. If the dinner cannot be held, we would continue the awards portion of the event. Lead Staff: Rougeau, Ferguson, Graffin

SPECIAL EVENTS

2021 Work Plan
October 19, 2021

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 be 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.

In 2021, we will be operating on a dual track for special events, due to the continuing COVID-19 pandemic. While we will have the ability to switch to traditional, large format events with sufficient planning and marketing lead time, we have also prepared a program for small format and virtual events that can work within the constraints of a pandemic environment. This work plan section is predicated on pursuing a small format and virtual plan.

Movement back to large scale, in-person events will require several factors to unfold to our satisfaction. First, mass gathering event will need to receive the permission of the State of New York and the County Health Department to proceed at all. Currently, these large-scale mass gatherings are prohibited. We do not know when such permission will be granted. Second, even with governmental approval, we also will need the buy-in and trust of a majority of the general public to want to participate in such mass gathering events. This will not necessarily occur overnight, and we will need to monitor and assess public acceptance of mass gatherings.

Hence, we anticipate that all or a significant portion of 2021 will be devoted to small format and virtual events. Yet, we also believe these events can be meaningful and valuable to the Downtown community.

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 Scott Rougeau and Assistant Director Olivia Pastella.

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 2021

Work Priorities for 2021

1. Modified Chili Cook-Off

It is expected that the 2021 Chili Cook-Off will need to be cancelled or converted into a remote event. DIA events staff have devised a strategy to host a modified chili cook-off event that would occur over a prolonged period and enable the public to visit individual establishments. Judging would continue and a completely different marketing campaign undertaken. Lead staff: Rougeau, Pastella, Graffin

2. Remote BITE of Ithaca

The DIA will work with Downtown and area restaurants (food and beverage businesses) on a modified BITE promotional program designed to attract additional traffic during a typically slow time of the year. Businesses will partner with the DIA and the DIA will provide a regional marketing campaign. Lead staff: Rougeau, Pastella, Graffin

3. Remote Downtown Living Tour

We will bring the Downtown Living tour back in spring 2021, but on a remote basis. Working with downtown residential properties and hotels, we will feature 360 online tours. The event will be marketed as a stand-alone activity and will rely on funding participation from participating properties. Lead staff: Rougeau, Pastella, Lewis, Graffin

4. Remote Fashion Show/Week

The DIA will relaunch a Downtown Fashion event in 2021, again utilizing remote technology. We will partner with apparel and related businesses to feature an online show and promotional activities at specific businesses. Lead staff: Graffin, Rougeau, Pastella

5. Congo Square Revival*

In 2021, the DIA will seek to facilitate and help backstop a community/neighborhood POC based group to facilitate and help backstop a revival of the Congo Square market project. This activity is contingent on identifying a lead partnering group. Lead staff: Rougeau, Pastella

6. Summer concerts (rotating venues)

Building upon the successful remote concerts of 2020, we will continue to plan for remote summer concerts for 2021. We will seek to use and showcase multiple venues, along with the State Theatre in the 2021 season. Lead staff: Rougeau, Pastella

7. Downtown Commons farmers' market*

Building upon the successful Apple Festive event of 2020, we will work to create a regular summer/fall outdoor farmers' market on the Commons as a way to drive foot traffic and to support area farmers who may not be able to participate in the formal Ithaca Farmers market events. We will also continue to support and promote the Tuesday DeWitt park market. Lead staff: Rougeau, Pastella, Graffin

8. Regional conference/virtual meetings on event planning revisited

As part of the DIA's obligation to provide the County with education and training on event planning, the DIA will plan and host a virtual conference on event planning in a time of COVID-19. The conference will

feature local, regional, and statewide speakers presenting cutting edge advice and case examples on event planning in wake of the pandemic. Lead staff: Rougeau, Ferguson, Graffin

9. Sponsorship program for events and promotions

In 2021, 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 2021 is to have a cash and a media sponsor for each of our events and promotions. Lead Staff: Rougeau, Pastella, Graffin, Ferguson

10. Work on policies to better guide County Festivals program

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 in light of the COVID-19 pandemic and its impacts on the events industry. Lead Staff: Rougeau, Pastella, Ferguson

11. 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 as mass gatherings become possible and practible. Lead Staff: Rougeau, Pastella, Ferguson

12. Remote and Small Format Employee Appreciation week

While cancelled in 2020, we will attempt to renew our Downtown Employee Appreciation event in 2021 utilizing a combination of small format activities and online programming. Lead Staff: Graffin, Rougeau, Pastella, Thelan

13. Ithaca Festival Craft Fair (Rev. Generating)

If permitted by NYS and the TC Health Department, 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: Rougeau, Pastella

14. Small Format Apple Harvest Festival (Rev. Generating)

Growing upon the 2020 small format approach, we will undertake an expanded small format strategy for hosting a 2021 Apple Harvest Festival event. The event would be spread over several weeks to distribute attendance. Programming would be limited. Lead Staff: Rougeau, Pastella

15. Remote 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, if practicable. Lead Staff: Rougeau, Pastella

16. Small Format Winter Light Fest (Grant funded)

Again, utilizing the experience of 2020, we will seek to grow the Light Fest in 2021, featuring local artists and highlighting light displays over programming. Lead staff: Rougeau, Pastella, Lewis, Graffin

17. Santa's Arrival – Small format

If permitted, we will reinstate our traditional Santas arrival event. Lead Staff: Rougeau, Pastella

18. Remote and Small Format Gallery Night/First Friday Growth (grant funded)

In 2021 we will continue our evolving remote and small format Gallery Night events, that occur on the first Friday of every month. Lead Staff: Pastella, Graffin, Thelan, Redmon

New for 2021

Items above marked with an “*” are considered new for 2021.

Other Ongoing Tasks and Activities for 2021

19. 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: Rougeau, Pastella, Thelan

20. 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, a web site/Facebook 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 resources to hire the DIA special events assistant director position. Lead Staff: Rougeau, Pastella

21. Continue festival technical assistance for the City

As applicable due to the pandemic, the DIA will provide technical support to the City Clerk's office and to applicants for downtown event permits during 2021. The DIA Special Events Director also sits and participates on the City's Special Event Interdepartmental Review Committee. Lead Staff: Rougeau, Pastella

22. Halloween

If feasible, the DIA will plan/organize Downtown community Halloween activities and trick-or-treating for area children. This will be undertaken in conjunction with GIAC. Lead Staff: Rougeau, Pastella, Thelan

23. Assist with pop-up retail program

Special events staff will manage the ongoing pop-up retail program in 2021. Lead staff: Rougeau, Pastella

TRANSPORTATION, PARKING & MOBILITY

2021 Work Plan

October 19, 2021

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 Executive Director Gary Ferguson and TDM project director 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 2021

Work Priorities for 2021

1. Education/Learning Forums*

The Transportation Committee will use 2021 to provide a series of educational and learning sessions pertaining to key issues and opportunities related to the future of transportation in Downtown Ithaca. These sessions will invite speakers from across the region and the country. The sessions will be developed based on their applicability to the 2030 Plan and to the Future of Downtown Transportation white paper. Lead staff: Ferguson

2. Remote parking 2.0*

Drawing from the experiences learned from the Wegmans remote parking pilot, we will seek to replicate this pilot with a second remote parking project. Lead staff: Ferguson, Gabuzzi

3. Last mile on-demand demo*

The DIA will work to create an urban last mile on-demand transportation demonstration project. The idea behind the demonstration would be to test the effectiveness of an urban on-demand program. This initiative would require the collaboration and financial support of other entities/partners. Lead staff: Ferguson

4. TDM policy for City*

In 2021, the DIA will conduct research on appropriate and feasible municipal TDM policies and make recommendations to the City. This work will include researching best practices in cities across the United States. Lead staff: Gabuzzi, Wilber, Ferguson

5. TDM policy for County*

In 2021, the DIA will also conduct research on appropriate and feasible county/regional TDM policies and recommendations to the County. This work will include researching best practices in communities across the country. Lead staff: Gabuzzi, Wilber, Ferguson

6. Building a Relationship with the Mobility as a Service (MAAS) program*

Tompkins County has received a major grant to implement a pilot mobility as a service program. It is important for the DIA and the TDM program to create a working relationship with this new program. Lead staff: Gabuzzi

7. Impact of parking on tourists & tourists on parking*

During 2021, we will undertake research to better understand and describe the impacts of downtown parking on visitors and tourists. This work will also examine the parking needs and expectations of tourists. This work will be written as a white paper and presented to the County Tourism Program and the City of Ithaca. Lead staff: Ferguson, Wilber, Gabuzzi

8. Equity and parking/transportation

During 2021, DIA staff will undertake an examination of the issues of equity that pertain to parking and transportation. This work will be derived from the future of transportation white paper and will be shared with the City, County, and other transportation stakeholders. Lead staff: Ferguson, Gabuzzi, Wilber

9. Improve Downtown bike storage*

Utilizing inventory already available in our community but not installed, the DIA will work with other transportation providers to investigate and recommend locations and a process for new bike storage options in downtown. Lead staff: Gabuzzi, Ferguson

10. Downtown/Flats Shuttle feasibility*

Working with TCAT, the DIA will facilitate a process to assess the feasibility of creating a new downtown/flats shuttle route. Lead staff: Ferguson, Gabuzzi, Graffin

11. Develop a funding framework and plan 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, Gabuzzi, Wilber

12. Draft a white paper on the future of downtown transportation

During 2021, we will draft a downtown mobility strategy that will help to frame TDM and parking policy for downtown. This work will draw inspiration from the Downtown 2030 Strategic Plan. Lead Staff: Ferguson

13. 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

14. 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 2021

Items marked with an “*” are considered new for 2021.

Other Ongoing Tasks and Activities for 2021

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, Gabuzzi

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: Ferguson

3. Complete the round two decorative bike rack program

Working with the City, the DIA will complete the round two decorative bike rack program. In 2021, these bikes racks will be fabricated and installed. A ceremony will highlight the completion of installation. Lead Staff: Lewis

4. Work with City and Bike/Wal Tompkins on Bike/Scooter Share

Drawing on the work of other communities, we will provide assistance and support as appropriate to community efforts to bring a second round of bike share and initial scooter share to Ithaca. We will also examine and propose possible downtown options for better day to day managing bike/scooter share vehicles. Lead Staff: Ferguson, Gabuzzi, Wilber

ORGANIZATION GOVERNANCE

2021 Work Plan

November 1, 2020

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 2021

Priority Work for 2021

1. Collaborate with the City on the Completion of the 2030 Downtown Strategic Plan

Building upon the work already undertaken, the DIA will collaborate with the City Planning Department on completing the drafting of the 2030 Plan. Lead Staff: Ferguson, Graffin.

2. Conduct a series of outreach meetings to receive feedback on the 2030 Draft Plan*

Early in 2021, the DIA and City will conduct a several virtual meetings designed to solicit input on the 2030 Plan, including receiving feedback from the DIA Board. Lead Staff: Ferguson, Graffin

3. Prepare a DIA Downtown 2030 Plan implementation strategy*

The 2030 Downtown Plan will contain many different recommendations and tasks for implementation over the ensuing decade. During 2021 the DIA will prepare a strategy for implementation, identifying and selecting key items for priority attention. This strategy will also identify possible funding and partnering opportunities. Lead Staff: Ferguson

4. Disseminate the 2030 Plan*

During 2021 we will work to disseminate the 2030 Plan to stakeholders and the broader community. Lead Staff: Ferguson

5. Create an ad hoc committee to research the expansion of the BID*

This effort would investigate the feasibility of either BID expansion or the creation of sister BIDs that could be managed cooperatively. Lead staff: Ferguson

New for 2021

Items above marked with an “*” are considered new items for 2021.

Other Ongoing Tasks and Activities for 2021

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

NIGHT ECONOMY

2021 Work Plan

October 19, 2021

The DIA and Organization Governance

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Work Tasks for 2021

Priority Work for 2021

1. Late night patrols (safe harbor presence)

In 2020, the pandemic halted the night economy as we knew it. This pause is continuing throughout 2020 and we expect it to carry over to 2021. As the night economy returns, probably in the second half of the year, we will work to create a pilot “late night patrol” that test the idea in real time. The pilot patrol would engage both volunteers and paid staff to provide safe harbor assistance and support. Rather than duplicate law enforcement, this project would seek to provide on the spot assistance and support to vulnerable people in need of help or support. Lead staff: Rougeau, Pastella, Ferguson

2. Training for establishments

Working with the Watershed and other entities that have successfully adopted enhanced training, we will refine and make available training modules for late night businesses. Businesses will be expected to pay for this training. Lead staff: Rougeau, Pastella

3. Emergency phones

The Night Economy Committee will continue to research the concept of deploying emergency phones, similar to the ones used on campuses. If deemed appropriate for Downtown, the project would require fund raising and grant support. Lead Staff: Rougeau, Ferguson

4. Lighting improvements

During 2021, the NEC will lead an effort to inventory and catalogue locations in Downtown where there is insufficient nighttime pedestrian lighting. This work will be shared with the City of Ithaca for subsequent capital or operating improvements. Lead Staff: Rougeau

5. Cameras in other locations

In a similar vein, the NEC will also lead an effort to inventory and determine additional locations where cameras could assist with nighttime pedestrian safety. We would also determine whether these sites would require public or private investment to purchase and install cameras. Lead staff: Rougeau